



Landcare Australia Limited Strategic Plan 2011 -2014

Strategic Plan 2011-2014



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Draft Strategic Plan

Strategic Vision

For Landcare Australia to be recognised as the most valuable national partner for corporate commitments to the Landcare movement.

Outcome

Increased awareness of and Involvement with Landcare by the general public

Increased Non-government resource support for the Landcare movement

Key Objectives

Strong Partnerships with government

Strong partnerships with key media outlets and media campaigns that attract new involvement while not alienating the existing membership

Increased level and depth of Corporate partnerships

Increased Landcare support by Philanthropists and Bequests

Action

Maintain strong relationships with DAFF and DSEWPC and other federal government departments

Improve relationships with politicians

Partner where appropriate with relevant state and regional bodies

Strengthen existing partnerships with media partners

Leverage social media to connect with different demographics

Partners with other media outlets and formats

Develop a suite of Community Service Announcements

Enhance profile and importance of the State and National Landcare Awards

Develop successful Landcare Week and Coastcare campaigns that encourage involvement

Develop/ Support Campaigns in conjunction with other partners that leverage involvement (eg. MobiloMustor, National Tree Day, Yates Junior Landcare Challenge)

Make sure Brand continues to be valued and protected

Grow the number of significant partnerships

Develop philanthropic strategy that focuses on trusts, foundations and high net worth individuals

Leverage Borland Bequest funds

Develop & Market Bequest package

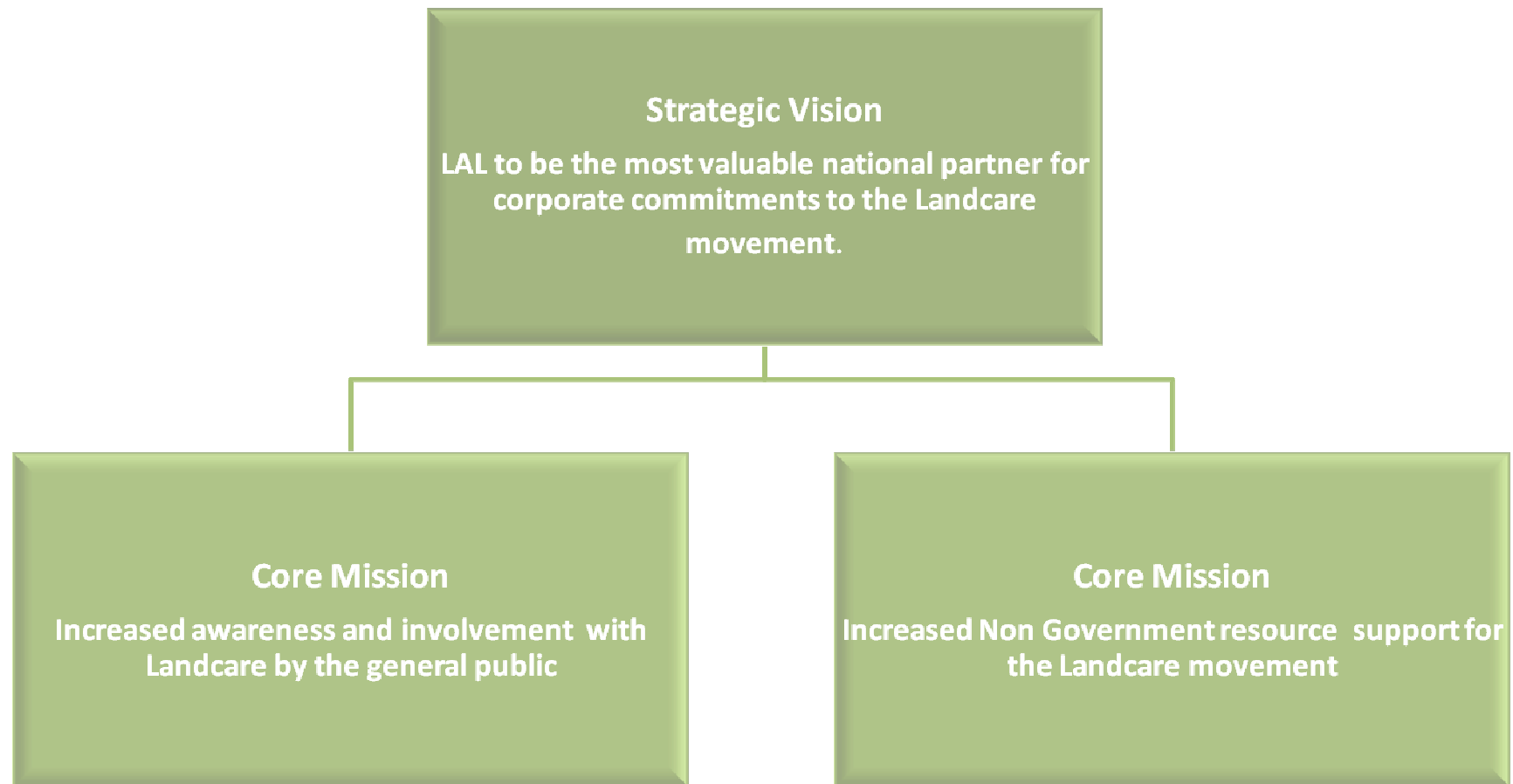
Develop programs that meet landcare and corporate's needs

Develop strategic targeted approach to prospects

Deliver on all existing partnerships

Clearly define types of partnerships that will not be entered into

LAL organisation that is robust and resilient



**Landcare includes Coastcare, Landcare, Sustainable Agriculture, Junior Landcare, Bushcare, Rivercare, "Friends of" groups and all volunteer groups that focus on 'on-ground' environmental work.*

Strategic Objectives (Summary)

Landcare Australia’s 2011 Strategic Plan lays out a challenging set of objectives designed to achieve sustainable growth.

Strategic Vision	
For LAL to be recognised as the most valuable national partner for corporate commitments to the Landcare movement.	
<p>Core Mission Increased awareness and involvement with Landcare by the general public</p>	<p>Core Mission Increased Non Government resource support for the Landcare movement</p>
Key Objectives	Key Objectives
<ul style="list-style-type: none"> • Strong partnerships with government • Strong partnerships with key media outlets and media campaigns that attract new involvement while not alienating the existing membership 	<ul style="list-style-type: none"> • Increased level and depth of corporate partnerships • Increased Landcare support from Philanthropists and Bequests
<p>Landcare Australia Limited organisation that is robust and resilient.</p>	

Current Business Assessment and Critical Success Factors

<u>Internal (LAL)</u>	<u>External</u>
<p>Small organisation with reliance on a few key individuals</p> <p>Inherently high turnover rate due to size and industry sector</p> <p>Complex systems utilised</p> <p>High cost of maintaining two offices</p> <p>Resources required to service partners is very high</p> <p>Logistical challenge of how to leverage relationships and increase interaction outside of NSW and VIC</p> <p>Financial limitations</p>	<p>Economic business environment improving in Australia</p> <p>Federal and State Governments processes and competing priorities</p> <p>Differing opportunities in each State</p> <p>National and State funding likely to change with Government's priorities</p> <p>Global financial situation and corporate profitability to continue to be challenging</p> <p>Federal and State support for NRM regional organisations versus national organisations</p> <p>Constant corporate partner change (reorganisation, staff turnover)</p>

Critical Success Factors

<p>The following factors are critical to the achievement of outcomes across each area of the business:</p>	
<ol style="list-style-type: none"> 1. Highly valued brand 2. Acquisition of major national partners for marketing initiatives 3. Diversification of revenue streams 4. Development of 'fee for service' model of service delivery 5. Cost containment 6. Government engagement federally and with States and Territories 	<ol style="list-style-type: none"> 7. Ability to maintain and build key corporate partner sponsorship relationships 8. Enhanced Stakeholder engagement including with the Board 9. Flexible, committed, skilled staff and organisation structure 10. Improved accounting and business reporting and systems 11. Fiscal accountability by staff

Strategic Objective:		
Increased awareness and involvement with Landcare by the general public		
Objective 1: Strong Partnerships with Government		
<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Maintain strong relationships with DAFF, Department of Sustainability and Environment, Water, Population and Conservation (DSEWPC) and other Federal Government Departments	Develop superior performance on all contracts	Ongoing
	Build campaign planning, contract management and KPIs for DAFF. Institute 6 monthly meetings between key departmental staff and LAL Senior Management and Board	Mar 2011
	Secure role for LAL in Carbon Farming Initiative communication	May 2011
	Secure Coastcare funding for at least a two year period	September 2011
Improve relations with politicians	Seek opportunities to leverage Federal and State Government Programs	Ongoing
	Brief the Government, DAFF, DSEWPC, NRM advisors and staff on LAL's role. In conjunction with the NLN and National Landcare Facilitator brief all Current and Opposition Ministers involved in NRM/Landcare Policy.	Ongoing
	Develop strategy to leverage appropriate relationship with State Politicians.	Ongoing
	Develop strategy to undertake political engagement 6-12 months prior to each political election	Ongoing
Partner where appropriate with relevant State and Regional government bodies	Develop meaningful relationship with Australian Landcare Council (ALC) and provide appropriate services	Ongoing
	Develop Strategy for engagement with State Governments	April 2012
	Develop meaningful relationship with NRM National Working Group	Ongoing

Objective 2: Strong Partnerships with key media outlets and media campaigns that attract new involvement while not alienating the existing membership

<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Strengthen existing partnerships with media partners	Develop media campaigns which leverage value add media for Landcare, Coastcare and Junior Landcare logos and campaigns	Ongoing
	Manage and maintain media relationships	Ongoing
	Develop strategy to leverage corporate partners relationships with key media outlets	Mar 2012
Leverage social media to connect with different demographics	Develop Social Media Strategy	June 2011
	Develop social media networks to support Landcare movement	Dec 2011
Partner with other media outlets and formats	Develop media strategies to target key sectors such as Rural/Environmental/Retirees/Youth/Men's media etc	Sept 2011
	Develop comprehensive media database for new sectors	June 2012
	Develop and maintain strong relationships with other media outlets <ul style="list-style-type: none"> • Television • Online • Radio • Social Media • Print Media 	Ongoing Mar 2011 Sept 2011 Mar 2012 June 2012 Mar 2013

Objective 3: Media campaigns that attract new involvement while not alienating the existing membership		
<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Develop a suite of Community Service Announcements (CSA)	Develop program of future CSAs, annually refreshed, for the next 3 years for Landcare, Coastcare and Junior Landcare	Dec 2011
Develop successful Landcare week & Coastcare campaigns to encourage involvement	Conduct Coastcare community survey to determine value and potential timing of Coastcare campaigns	April 2011
	Develop Coastcare campaign strategies and seek government funding	June 2011
	Develop Landcare week and Coastcare campaigns to 2014	Sept 2011
Enhance the profile and importance of the State and National Landcare Awards	Develop Landcare State and National Awards to link in with a cycle of National forums	Dec 2012
	Review relevance of awards in competitive event	Dec 2012
	Leverage profile opportunities for the Awards	Ongoing
Develop campaigns in conjunction with partners that leverage involvement (eg MobileMuster, National Tree Day, Keep Australia Beautiful, Clean Up Australia, World Environment Day, Year of the Farmer etc.)	Develop campaigns with key community and agricultural industry partners	June 2012
	Prepare Corporate Proposals to leverage off campaign initiatives	Dec 2012
Develop the Landcare section of the Website	Relaunch the website with online Grants, Events, Calendar & Surveys Develop next stage of marketing activity	June 2013
Develop and leverage core suite of high profile Ambassadors	Negotiate agreements with high profile Ambassadors across Landcare, Coastcare and Junior Landcare	June 2012

Objective 4: Strong brand that maintains public profile of the Landcare movement

<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Make sure brand used in appropriate ways	Profile Landcare and Coastcare community projects to enhance the brand and provide recognition to groups	Ongoing
	Establish and maintain Trademark Register for LAL logos	Ongoing
	Continually monitor brand usage	Ongoing
	Leverage all three brands where appropriate	Ongoing
	Prepare a Brand Register	Mar 2011
	Develop clear brand guidelines	June 2011
	Develop a Brand Social Media Strategy to capitalise on brand usage and target markets	June 2012
	Complete external brand awareness survey	April 2011 April 2013

Strategic Objective: Increased Non Government resource support for the Landcare movement		
Objective 1: Increased level and depth of Corporate Partnerships		
<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Grow the number of significant partnerships	Source partnership contracts to ensure partnerships are appropriate to support LAL and the Landcare movement	Ongoing
	Define service gaps and growth opportunities	Ongoing
	Review sponsorship guidelines	July 2011
	Define value of the brand and develop costing model for all products for ongoing future use	Sept 2011
Develop programs that meet Landcare and Corporate needs	Work with the Landcare community to understand priority areas	Ongoing
	Work with Federal and State departments to determine what community projects are valuable that they are unable to fund	Ongoing
	Work with key industry sectors to determine appropriate programs that are appealing to support	Ongoing
	Develop different engagement models for LAL Corporates including Corporate volunteering, CRM etc	June 2011
	Develop Workplace Giving Programs	June 2011
Develop strategic targeted approach to prospects	Undertake market sector analysis to determine key opportunities	Dec 2010
	Utilise Board members (where appropriate) to gain access to key contacts in target companies	Ongoing
Deliver on all existing partnerships	Implement a structure to successfully support all existing partnerships	April 2011

Clearly define the types of partnerships that Landcare will not enter into	Develop the Partnership Strategy and the document the types of partnerships that do not fit within the strategy	Dec 2011
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Objective 2: Increased Landcare and Coastcare support from Philanthropists and Bequests

<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Develop philanthropic strategy that focuses on trusts, foundations and high net worth individuals	Identify key philanthropic foundations and trusts and timing of grant rounds	Aug 2011
	Develop a program to submit applications to Philanthropic Foundations to underpin LAL programs	Sept 2011
	Develop a funding proposal to present to high net worth individuals	Dec 2011
	Target strategic partnerships with companies that have high net worth clients (e.g. banks, accounting, vehicle, travel etc.)	June 2012
Leverage Borland Bequest funds	Complete Borland Durness Bequest project and leverage media opportunity	July 2011
	Develop strategy and portfolio of projects to be funded by Borland	July 2011
	Determine strategy for investment and the use of Borland funds	Dec 2011
Develop and Market Bequest package which highlights how funds are utilised	Develop Bequest support material and disseminate through Landcare movement	Sept 2011
Develop strategy and approach Trustee Companies	Develop a strategy for liaising with Trustee Companies	Jan 2013

**Organisational Objective:
LAL organisation that is robust and resilient**

<u>Action</u>	<u>Individual actions that need to be taken to achieve the objective</u>	<u>By when</u>
Make sure Strategic Plan drives the Business Plan	Review strategic plan	April each year
	Develop annual business plan and supporting budget	May each year
Develop Costing Model for future proposals	Develop model to report on funding progress and delivery	July 2011
	Develop Costing Model for Partnerships	Dec 2011
Develop lean operations and funding models to support them	Review operational overhead structure to minimise overhead cost base (eg telephony, leases, etc.)	June 2011
	Investigate options to use virtual workplaces	June 2011
	Brainstorm funding models to underpin LAL activities	Dec 2011
Benchmark Reporting Card	Develop Benchmark Reporting Card which includes a partnerships management effectiveness measure	Mar 2012
	Develop reporting model for In Kind Support	Mar 2012
Review governance structure	Work with the Board to review the Board, Advisory Council and Steering Committee structures, roles and composition (potentially through an externally facilitated review)	Dec 2011
Ensure LAL's annual report is clear and transparent	Ensure LAL's annual report highlights the contribution to the movement by the organisation in a clear, transparent and positive manner	Nov each year
Ensure MIS System operates effectively to meet LAL reporting needs	Review MIS development to ensure operating effectively (Stage 3)	Mar 2011
	Fix MIS functional issues	June 2011
	Develop Benchmark Reports for Projects	June 2011

Interface MIS with Financial Accounting System	Partner with a service provider for appropriate and cost effective technical support	April 2011
	Review MYOB System and make recommendation for upgrade	June 2011
	Upgrade Financial Accounting System if required	Dec 2011
	Interface MIS with Financial Accounting System	June 2012
Manage risks in a more holistic manner	Undertake a comprehensive risk management assessment	Dec 2011
	Review risk plan and develop appropriate actions	March 2012 March 2013
Improve Staff Training	Ensure staff are trained to operate the MIS System to its fullest capacity	Ongoing
	Develop Appropriate Employee Training Programs for staff development	Ongoing
	Prepare an Employee Training Register and Skills Audit Register	June 2011
	External Mentoring Program	June 2012
HR Business Cycle	Develop HR Business Cycle incl. Employment Contract (under Fair Work Act), Position Descriptions, Personal Objectives, the Performance Development Review Process and update the HR Manual	Ongoing and Dec 2010
	Comprehensive Employee Database	Ongoing and Dec 2010
Improve knowledge and LAL relevance to key environmental issues	Review of current and emergency environmental issues (e.g. food security, climate change, disaster response) to form part of the strategic plan review	Jan each year
Increase use of volunteers	Develop approach to encourage opportunity for recent graduates or retiring corporate staff to engage with LAL as volunteers to build skills in teams expand LAL workforce	Dec 2012

Appendix A

Strengths, Weaknesses, Opportunities and Threats (SWOT)	
Strengths, Weaknesses (SWOT) Assessment	
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Ability to promote LAL activities through partners; Leveraging with partners • Ability/Flexibility to tailor programs to suit market (e.g. Coastcare, Junior Landcare etc) • Community awareness of the landcare environment • Awareness of the Landcare Brand • Market value of the Landcare Brand • Corporate awareness of triple bottom line advantages • Ability to leverage the community involvement including all aspects of Landcare not just the environmental aspects • Growing community involvement in landcare movement • A strong and dedicated volunteer pool etc • Virtual network • Strong links to government 	<p><u>Challenges/Weaknesses for involvement in Landcare by the Community</u></p> <ul style="list-style-type: none"> • Ability to communicate and connect in different ways with supporters, social media etc • Time poor society • Donor fatigue and consumer antipathy to greenwash • Traditional landcare groups not willing to accept change (funding, approaches etc) • Change in volunteering ethic within Australia and loss of volunteers etc • Maintaining relevance of landcare • Diversity of views about what Landcare Australia is meant to do and its perceived relevance • No current data on total number of volunteers/supporters • Lack of measurement credentials of landcarers in community • Public perception that LAL is funded by Government • Perceived relevance of LAL to Landcare and broader community • Lack of contact with LAL groups. Some groups are not connected (well) to the network • Lack of government funding for facilitators • Competitive market for funding

Strengths, Weaknesses, Opportunities and Threats (SWOT) Assessment

Opportunities and Threats (SWOT)

Untapped Opportunities

- Philanthropic Foundations
- Donations, bequests and workplace giving programs
- High net worth individuals as Champions
- (Baby Boomers) Retiree involvement in landcare
- Federal and State Grants
- Corporate partnerships with non-traditional sectors (eg High tech, Superannuation Funds)
- Ability to leverage the community involvement aspects of Landcare not just the environmental aspects (including other government departments)
- Corporate employee volunteering including technical skills to assist landcarers
- Youth advisory to increase participation in Landcare with the younger generation eg Young Agribusiness Professionals
- Full leverage of the values of brand bearing in mind the risk/reward balance
- Offshore international companies
- Geographic reach of LAL into the whole of Australia; different opportunities in each State
- Carbon related funding

Revenue Challenges/Threats

- Increased requirement for strategic alignment in order to obtain corporate funds
- Ability to access high net worth individual networks to compete for philanthropic funds and bequests
- Greater accountability required by all potential funding partners
- Increased competition for reduced environmental sponsorship dollars (Catchment Management Authorities (CMAs), Natural Resource Management (NRMs), Conservation Volunteers Australia, Greening Australia, Landcare groups and networks, etc)
- Corporate turnover (keeping relationships strong)
- Increased public cynicism towards commercial sponsorship particularly Cause Related Marketing (CRM)
- Effectiveness of engaging with and higher expectations from Landcare Community with respect to extent and ease of corporate partners
- Mixed message about LAL
- Complexity of product offerings
- Appropriate pricing of products to allow for sufficient overhead cost recovery
- Clarity about funding split between LAL and the Landcare movement for corporate funds received by LAL