



# **LANDCARE ASSOCIATION OF SOUTH AUSTRALIA**

2021-2025 STRATEGIC PLAN



## Who is LASA?

The Landcare Association of South Australia (LASA) is the representative voice for community Landcare in SA. The association plays an active part in supporting, advocating and building a stronger voice for all Landcarers.

## A message from the Chairperson:

I am proud to be launching the Landcare Association of SA Strategic Plan for 2021-2025. The aim of this plan is to focus our efforts as a key non-for-profit in SA and further build upon our active partnerships with conservation and farming groups across the state. We acknowledge the enormous contribution Landcarers are making to improve and protect our conservation assets and farming systems every day and we throw our support behind all Landcarers who are getting the job done.

Thank you to all who contributed to the development of this plan. The strategic thinking, insight and knowledge of community Landcare is evident in this invaluable document.

LASA's strength lies in its membership, its partnerships, and its governance. This plan is a clear road map for the next 5 years and we look forward to the successful years ahead, supporting and growing the network of Landcare groups across the rural, remote, coastal and urban landscapes of South Australia.

Sheree Bowman  
**LASA Chairperson**

Endorsed by the LASA Management Committee, December 2020



## Acknowledgement of Aboriginal and Torres Strait Islander Peoples:

**LASA commences our Strategic Plan by acknowledging the Aboriginal and Torres Strait Islander peoples as the traditional owners, first Landcarers and stewards of the continent. We acknowledge the Traditional Custodians of country throughout Australia and their connections to land, sea and community. In the spirit of reconciliation, we pay our respect to their elders past, present and emerging and extend that respect to all Aboriginal & Torres Strait Islander peoples today.**

## Vision:

Resilient Landscapes. Empowered Communities.

## Mission:

We build environmental knowledge and grassroots action to improve the diversity, productivity and resilience of living systems for current and future generations.

## Values:

- Representative – the representative voice for Landcarers at local, state and national levels.
- Adaptable – an agile and flexible organisation able to respond to changing conditions.
- Energetic – a dynamic organisation that is outcome focused.
- Professional – a professional business conducted with respect and integrity.
- Independent – decisions are made independently and in our members' interests.
- Inclusive – an inclusive and welcoming environment for all.
- Knowledgeable – knowledge drawn from Aboriginal culture, science, community and industry.

## Ethos:

- LASA recognises the Aboriginal & Torres Strait Islander people as the First Landcarers and value their capacity to guide, restore and manage the land and waters.
- LASA takes an intergenerational focus, considering the long-term implications that its decision making will have on future generations and the landscapes they inherit.
- LASA acknowledges and supports the important contribution of grassroots community landcarers and their ongoing commitment to improving landscapes.
- LASA promotes a whole of landscape approach, supporting the Landcare community to achieve connectivity across natural and social systems.



## Goals:

### GOAL 1: Embedding a whole of systems approach

Intent: All our decisions benefit future generations.

Strategies	Actions	Aspirational Outcomes
1. Broaden understanding of the need to prevent environmental harm and the urgency to focus on repair.	<p>Partner with others to develop and deliver programs with strong and consistent messaging about the restoration of environmental systems.</p> <p>Gather case studies of success stories of landowners and Landcarers' to highlight their passion for the land and nature. Partner with industry for content and promotion.</p> <p>Champion sustainable farming as something to be proud of in our communications with the community.</p>	<p>Improved environmental awareness, skills and involvement of the community reflected in well managed, productive environments.</p> <p>Successful Landcare stories shared with a much wider audience via online and other communication tools.</p> <p>Improved appreciation of landholders' commitment to land stewardship and environmental improvement.</p>
2. Develop practices and processes that assist people to make tangible changes to the way in which they plan and manage ecological and farming systems.	<p>Promote and share up-to-date scientific and cultural information relating to land restoration practices through community engagement activities.</p> <p>Create opportunities for people to meet face to face to share knowledge, experiences and expertise about landscape restoration.</p>	<p>An evolving cultural commitment to an increase in productive, well managed land and water over the long term.</p> <p>Communities are more confident to become advocates for change.</p>



## GOAL 2: Leading Landcare in SA

Intent: Strategically influence relationships and policy to advance our members' needs.

Strategies	Actions	Aspirational Outcomes
1. Ensure LASA's voice is trusted and influential on environmental issues.	Represent and advocate for LASA's members, partners, sponsors and other key stakeholders.  Continue to advocate Landcare issues to relevant partners and stakeholders.	The voice of LASA is representative of the views of member groups.  Ongoing engagement of stakeholders in the LASA activities that increase well managed landscapes over the long term.
2. Build strong relationships with politicians and funding bodies.	Develop a prospectus to clearly articulate LASA's activities that address its broad environmental concerns.  Seek guidance on the development of key LASA processes, policy and plans.	Political decision makers are engaged and support LASA initiatives, as they align with current policy and help decision makers meet their Key Performance Indicators.  LASA's strategic plan aligns closely with the National Landcare Network strategic plan, Landscapes SA Act and Federal policy so as to maximise opportunities.
3. Influence government decisions and policy regarding the right to protected natural systems that sustain communities.	Build upon and further develop opportunities with the SA Parliamentary Friends of Landcare and relevant parliamentary committees.  Initiate and increase communications with Parliament, industry groups and key stakeholders, i.e. SA Nature Alliance and Landscape SA Boards.  Develop clear communication and marketing collateral including LASA's value proposition.	Landcare groups receive the support and services that they need.  Landcare community interests taken into account in consultation regarding government reform and review of legislation, in relation to environmental protection, restoration and agricultural interests.  Success of advocacy efforts shown by an increase in resources and support from state, federal and local governments for environmental issues.
4. Support and resource LASA member groups to continue ongoing and effective grassroots project work.	Promote grant rounds to member groups and assist with grant applications if required.  Refine and communicate the value proposition for LASA's members to promote new and ongoing membership.	Increase in member groups being successful with grant applications to support their work  Membership percentage is maintained at a minimum and increases.
5. Enhance LASA's financial sustainability	Engage other funders in sponsoring LASA initiatives, ensuring that the value proposition is tailored to attract a variety of funding sources.	Partnerships and funding are secured from the local government, corporate and philanthropic sectors.  LASA is less reliant on government funding.





### GOAL 3: Learning with Aboriginal people and communities

Intent: Learning from and partnering with the first Landcarers.

Strategies	Actions	Aspirational Outcomes
1. Listen and learn from Aboriginal people and facilitate respectful sharing of cultural knowledge with the wider community.	<p>Encourage and invite Aboriginal representation at LASA meetings, including regional field days and forums.</p> <p>Explore culturally appropriate ways of fostering Aboriginal engagement in LASA's events.</p> <p>Encourage community Landcarers to include Aboriginal people in their membership.</p> <p>Create opportunities to bring together non-Aboriginal and Aboriginal people to share knowledge.</p> <p>Listen to communities for opportunities to move forward. Executive Officer to meet with community leaders when on regional visits.</p>	<p>Increase in Aboriginal participation in LASA events. Deeper connections forged between Aboriginal people and non-Aboriginal people with a sharing of knowledge.</p> <p>Clearly identified culturally appropriate pathways for engagement.</p> <p>Increased Aboriginal engagement at community Landcare events in a culturally appropriate way.</p> <p>Communities driving the progress and doing what is needed to care for country.</p> <p>Strong relationships forged between LASA and Aboriginal communities.</p>
2. Support Aboriginal people and communities in their initiatives to care for country including water resources.	<p>Profile and share stories in LASA newsletter and on website showcasing what Aboriginal communities are doing on country, (eg. using traditional and contemporary land management practices) and acknowledge cultural IP.</p>	<p>Increase in stories about Aboriginal communities and projects leads to further development of opportunities for Aboriginal people on country, greater understanding of, and support for, Aboriginal culture and increased opportunities to celebrate it.</p>
3. Support Aboriginal people and communities' innovation in land management and agricultural production practices.	<p>Profile and share stories of Aboriginal people working on innovative management and production practices. (eg. modern farming systems, traditional food production systems) Facilitate connections to relevant Farming Systems Groups and industry bodies.</p>	<p>Systems of management and production are sustainable and profitable.</p>
4. Advocate for the engagement of Aboriginal people in government and non-government decisions and positions.	<p>Advocate for and support Aboriginal people to be promoted to leadership positions and increase Aboriginal representation on Boards. Develop a mentoring system for Aboriginal people with LASA board members.</p>	<p>Increased Aboriginal representation on every relevant board with support provided during appointment by LASA and partnering bodies.</p>
5. Encourage leadership, networking and sharing of knowledge through LASA.	<p>Create opportunities for networking and sharing of Aboriginal knowledge between First Nation members.</p> <p>Facilitate an Aboriginal Landcare gathering on country yearly.</p>	<p>Increased knowledge and awareness of Aboriginal Landcare.</p>







## GOAL 4: Strengthening community participation

Intent: Providing support for a thriving, inclusive, diverse and intergenerational Landcare movement.

Strategies	Actions	Aspirational Outcomes
1. Support, equip and activate grassroots landcare.	<p>Seek input and ideas from the grassroots Landcare community to develop projects with partners.</p> <p>Develop and run a series of regional forums and a State Community Landcare Conference.</p> <p>Develop a suite of initiatives to engage different sectors of the community in supporting and participating in Landcare</p> <p>Provide targeted support to Landcare groups based on the three basic needs of groups – individual/task/group maintenance (relationship) needs.</p> <p>Develop a youth focus / strategy to attract a greater number of younger people (under 25 years) to get involved in LASA activities.</p>	<p>Awareness of issues and exchange of ideas underpins communities driving the progress and doing what they need to care for the land.</p> <p>A number of initiatives are chosen to work on each year with programs planned, delivered and evaluated.</p> <p>Increase in re-energised, well-resourced, diverse and highly functioning Landcare groups and good environmental outcomes.</p> <p>Increase in amount of younger people in Landcare activities across the state.</p>
2. Build Landcare Culture.	<p>Connect with other community groups (eg. “Friends of” groups) through building inclusion into our activities.</p> <p>Build strategic partnerships and involvement with landholders, industry, other NGOs, research agencies and government.</p>	<p>Increase in collaboration with partners.</p> <p>Greater diversity of LASA membership base.</p>
3. Develop and implement strong governance frameworks and practices that support LASA’s members and networks.	<p>Develop statements of accountability and expectations regarding roles and responsibilities with volunteers and the association.</p> <p>Develop a risk identification procedure that volunteers can use.</p>	<p>Risk management framework and practices in place.</p> <p>Volunteers are clear about their health and safety responsibilities on project sites.</p>





## GOAL 5: Assuring Organisational Performance

Intent: Operating in an ethical, efficient, transparent and accountable manner.

Strategies	Actions	Aspirational Outcomes
1. Ensure internal systems and processes are high functioning, efficient and transparent.	<p>Establish standard operating procedures and terms of reference for staff and management committee members.</p> <p>Develop a code of conduct that strives for continual improvement and outlines expected standards of behaviour for staff and management committee members.</p> <p>Develop various LASA policy documents to guide decision making and ensure sound governance.</p>	<p>Clear understanding of processes, roles and responsibilities.</p> <p>Clear understanding of expected standards of behaviour.</p> <p>Decisions are made with reference to relevant policy documents.</p>
2. Develop and implement strong governance frameworks and practices.	<p>EO and Management Committee review LASA's constitution each year prior to the AGM, review and update policies regularly, implement a financial audit every 2 years.</p> <p>Develop statements of accountability and expectations regarding roles and responsibilities of the association.</p>	<p>Constitution and codes of conduct are relevant, up-to-date and serve the organisation and its members well. Finances audited bi-ennially.</p> <p>Development of roles and responsibilities descriptors for the office bearers, employees and management committee of the association.</p>
3. Conduct LASA operations in an ethical, lawful, transparent, efficient and cost-effective manner.	<p>Train and educate new and existing committee members in governance processes and procedures via an induction.</p> <p>Develop an induction process for new committee members so that all committee members are inducted upon election and trained to be familiar with LASA processes and procedures.</p> <p>Financial policy followed and regular monthly meetings between treasurer, executive officer and GWLAP finance manager held. Finance audit bi-ennially.</p> <p>Conduct LASA's operations in accordance with SA legislation, LASA's constitution and policies.</p>	<p>Governance training held each year with the management committee. Improved retention rate and satisfaction of management committee members.</p> <p>Induction program developed and implemented. Management Committee members understand LASA's processes and policies and clearly understand their roles and responsibilities.</p> <p>Finances managed well and presented to the management committee monthly.</p> <p>Risk management framework and practices in place.</p>
4. Ensure employees and committee members are skilled, knowledgeable and active contributors.	<p>Provide an avenue for growth and development for employees and management committee members.</p>	<p>Improved retention rate and satisfaction of employees and management committee members.</p>

In partnership with:



PO Box 674, Strathalbyn SA, 5255

Printed by Landcare  
supporter and sponsor:



KONICA MINOLTA



**Photo credits:** Cover: Fires on Kangaroo Island (January 2020) (top, middle) courtesy of Colin Wilson. Page 2: Kersbrook Landcare nursery, SA (bottom left) courtesy of Glenn Gale; vineyard (middle) courtesy Ales Me on Unsplash. Page 4: Tawny frogmouth (left) courtesy of Ben Simon (GWLAP); KI Grass trees (middle) courtesy of Colin Wilson. Page 6: HCP Innes (middle, top) courtesy of Matthew Turner, Northern and Yorke Landscape Board; Maralinga Tjarutja Lands, Oak Valley Community (middle, bottom) courtesy of PHD Photography. Page 8: 2019 State Landcare Awards (middle, top) courtesy of PHD Photography. Page 10: Cattle feeding (right) Department of Primary Industries and Regions. All photographs without individual photo credits were taken by LASA Management Committee members.