



**Landcare SJ Inc.**

**Strategic Plan 2018 to 2028**

**March 2018**

## Table of Contents

Abbreviations .....	1
1.0 Executive Summary .....	2
2.0 Introduction .....	3
3.0 Entity Overview .....	4
Vision .....	4
Mission .....	4
Values .....	4
4.0 Background.....	5
5.0 Purpose and Scope of Review .....	8
6.0 Landcare SJ Inc. Strategic Plan 2018 - 2028 .....	10
Key Directions.....	10
1.0 Community Engagement / Capacity Building .....	10
2.0 Sustainable Natural Resource Management .....	14
3.0 Income Support .....	17
4.0 Governance .....	18
7.0 Key Delivery Areas 2018-2020.....	19

## Abbreviations

ACNC	Australian Charities and Not-for-profits Commission
ATO	Australian Taxation Office
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DBCA	Department of Biodiversity, Conservation and Attractions
DMIRS	Department of Mines, Industry Regulation and Safety
DPIRD	Department of Primary Industries and Regional Development
DWER	Department of Water and Environmental Regulation
LCDC	Land Conservation District Committee
NGOs	Non-Government Organisations
NRM	Natural Resource Management
NHT	National Heritage Trust
PDC	Peel Development Commission
PHBG	Peel Harvey Biosecurity Group
PHCC	Peel Harvey Catchment Council
REO	Register of Environmental Organisations
SJ	Serpentine Jarrahdale
SJ FFA	SJ Food and Farm Alliance
SWCC	South West Catchments Council
WA	Western Australia

## 1.0 Executive Summary

Landcare SJ was incorporated in 2002 and works in partnership with the SJ Land Conservation District Committee to address Landcare and natural resource management issues, in collaboration with the Shire of Serpentine Jarrahdale, Peel-Harvey Catchment Council, community, Government Agencies, NGOs and other stakeholders. Activities are conducted in the Shire of Serpentine Jarrahdale, North Murray and surrounding areas.

The Landcare SJ Strategic Plan (2007-2017) has been reviewed to establish strategic directions for the period 2018-2028. The key directions for the next decade are:

- Community Engagement / Capacity Building;
- Sustainable Natural Resource Management;
- Income Support; and
- Governance.

Objectives were determined for each key direction, and strategies and actions developed to guide on-ground works and community development. A proposed program plan, highlighting preferred key delivery areas for 2018-2020, was prepared and includes on-ground activities, community development, project development, income support initiatives, and governance matters.

## 2.0 Introduction

Landcare SJ is a community Association, Incorporated in 2002 with the purpose to provide leadership to access, initiate and integrate resources to enable community groups to manage land, water and remnant vegetation in a sustainable manner. Operating from the SJ Community Landcare Centre and in conjunction with the SJ Land Conservation District Committee, Landcare SJ delivers Landcare and natural resource management projects in collaboration with stakeholders in the Shire of Serpentine Jarrahdale and North Murray.

The Shire of Serpentine Jarrahdale has a strong commitment to conservation of the environment and protection of its unique biodiversity, and seeks to establish itself as a leader in creating a more sustainable future. The Shire of Serpentine Jarrahdale is located in the northern part of the Peel-Harvey Catchment Council NRM Region and is subject to the complex problems associated with managing threatened ecological communities, RAMSAR-listed wetlands, estuarine eutrophication, nationally and regionally significant vegetation and threats to sustainable agriculture.

All major stakeholders have similar environmental strategies and visions for the future of the Shire, including Landcare SJ's focus on empowering the community to help achieve its vision:

**“To provide the means for the community to care for the land today,  
in a way that will leave it better for tomorrow”**

This report presents strategies and actions in a guiding document to achieve Landcare and NRM outcomes in the Serpentine Jarrahdale and North Murray localities. Directions, objectives, strategies and actions were determined collaboratively with community and Shire stakeholders in a series of workshops conducted to review the Landcare SJ Strategic Plan (2007-2017), to produce a revised strategy for 2018-2028. Four key directions were determined:

- Community Engagement / Capacity Building;
- Sustainable Natural Resource Management;
- Income Support; and
- Governance.

A proposed Landcare SJ program plan for 2018-2020, including potential partnership organisations, is also presented.

### 3.0 Entity Overview

Entity name:	Landcare SJ Inc.
Trading Name:	Landcare SJ
Australian Business Number:	42 343 753 629
Incorporation Number:	A1010698M (Western Australia)
Incorporation Date:	20 November, 2002
Registered Address:	10 Paterson Street, Mundijong WA 6123.
Postal Address:	PO Box 41 Mundijong WA 6123.
Email:	info@landcaresj.com.au
Website:	<a href="http://www.landcaresj.com.au">www.landcaresj.com.au</a> <a href="http://www.blackcockatoos.org.au">www.blackcockatoos.org.au</a>
ATO Charity Concession Status:	FBT Rebate – 16/12/2002 Income Tax Exemption – 1/7/2005 GST Concession – 1/7/2005
Deductible Gift Recipient Status:	Register of Environmental Organisations Landcare SJ Public Fund – 5/7/2007
Australian Charities & Not-for-profits Commission (ACNC):	Registered Charity – 3/12/2012 Advancing Natural Environment. Another purpose beneficial to the community.
Australian Registered Trade Marks:	COCKATUBE® COCKATOOB®

#### **Vision**

To provide the means for the community to care for the land today, in a way that will leave it better for tomorrow

#### **Mission**

To provide leadership to access, initiate and integrate the resources to enable community groups and individuals to manage the land, water and vegetation in a sustainable manner in partnership with government and other agencies

#### **Values**

Our decisions, services and allocation of resources will be guided according to the following values:

People are at the heart of all community matters and they are critical to our success. Respecting people, improving the quality of living, appreciating and supporting cultural differences and being good stewards of the land, air, water, flora and fauna.

## 4.0 Background

The Serpentine-Jarrahdale Land Conservation District Committee (LCDC) has been active since 1988, when a group of farmers voiced their concerns on land degradation issues within the Shire. The LCDC's mission is to provide leadership to access, initiate and integrate the resources to enable community groups to manage the land, water and vegetation in a sustainable manner in partnership with government.

The land degradation issues of concern focused on the management of a landscape that historically was a seasonally inundated wetland/floodplain facing increased drainage, clearing of remnant vegetation and ramifications related to land development and urban sprawl.

Due to the activities of the LCDC, members of the broader community became aware of the focal environmental and Landcare issues and joined the group of farmers to research solutions, carry out trials and raise general awareness of the findings and outcomes of the work that was being done.

As the group evolved, it included people concerned with both public and private land, environmental scientists, natural resource management consultants and Local and State Government agencies. These relationships provided a pathway for the delivery of public funds as a basis for fostering the practice of volunteer-based natural resource management.

As more land, bush- and river-care groups developed, the LCDC could step away from their on-ground program and focus on the challenge of integrating these projects and providing information and skills for best practice management to all landowners and managers. As an umbrella organisation, the LCDC maintains its ties with the State Government as a Statutory Body, and through this facility has applied for and received funds for catchment planning and on-ground projects through Government Agencies and NGOs.

The partnership between the Department of Agriculture, LCDC and the Shire of Serpentine Jarrahdale provided the catalyst for six successful years of Natural Heritage Trust (NHT) funding. The community was then able to employ and direct a Landcare Co-ordinator and a Bushland Officer, to facilitate natural resource management activities as outlined through the Community Catchment Plan. The combined work of the LCDC, Shire Councillors and Staff, and Landcare SJ has seen the development of a unique and very successful community/economic development model that has grown in strength over the years since 1988.

Landcare SJ Inc. was formed and incorporated in November 2002. Since this time Landcare SJ has maintained administration of the SJ Landcare Centre. As an incorporated body, Landcare SJ was well placed as a delivery partner under the regional NRM delivery model introduced during phase two of NHT. Since 2003, Landcare SJ Inc. has been forming partnerships with NRM regional bodies, the Peel-Harvey Catchment Council (PHCC) and South-West Catchments Council (SWCC), and the Shire of Serpentine Jarrahdale, as well as with various like-minded local, regional and State organisations and government agencies. It has become the umbrella organisation for community 'care' groups in the Shire of Serpentine Jarrahdale and North Murray.

In 2005, Landcare SJ instigated two recycling enterprises to generate additional income: recycling timber, sourced from clearing on the Forrest Highway Project; and recycling polypipe mining waste into value-added products, such as garden beds and fauna breeding boxes/hides. This project resulted in the development of the COCKATUBE® artificial nesting hollow for WA Black Cockatoos. The Cockatube

has gone through many design modifications and quality control improvements over the years, most recently the use of purchased light-weight pipe. The Cockatube project is contributing effectively to State-wide black cockatoo recovery programs, with scientific trials currently being carried out by the West Australian Museum and CSIRO/Department of Parks and Wildlife.

Landcare SJ Inc. achieved ATO deductible gift recipient status in 2007 and was added to the Register of Environmental Organisations. A public fund was established to support the environmental objectives and purposes of the organisation. Landcare SJ became a registered charity with the Australian Charities and Not-for-profits Commission (ACNC) in 2012.

Under the Landcare SJ Constitution, Board of Management places are allocated to a nominated Shire Officer and Councillor and three LCDC members, with remaining places taken up by community members. A Memorandum of Understanding between the Shire of Serpentine Jarrahdale, Landcare SJ and the LCDC supports the operations of the SJ Landcare Centre. The understanding is that the roles of Landcare SJ Inc. and SJ LCDC complement services provided by the Shire of Serpentine Jarrahdale, with joint planning sessions and staff working cooperatively to access opportunities and meet local and regional natural resource management objectives, ensuring a long-standing successful partnership. The collaboration between Landcare SJ and Shire of Serpentine Jarrahdale includes partnership delivery of projects such as the Healthy Habitats Biodiversity Stewardship project, Free Verge Plant Program, and protecting and enhancing nationally significant bushland in Shire reserves. Regular consultation between Shire officers and Landcare SJ staff assists with project directions and planning.

There are currently 12 'Landcare' groups active in the Shire comprising hundreds of committed individuals, each actively dedicated to reversing the decline of local vegetation and improving the productivity and natural appeal of their local area. These groups comprise the largest part of the community participation and volunteer arm of the Centre, carrying out essential on-ground work in Shire Reserves and conducting community education activities.

Community capacity building involves many aspects and considerations. Most often it refers to skills, knowledge and ability but can also include things such as access, leadership, infrastructure, time, commitment and resources. To date, Landcare SJ has achieved a very strong model of community capacity building that requires ongoing commitment and resources for continued benefits to the community, especially for the volunteers involved in the bush and Landcare groups.

The Landcare Centre hosts a comprehensive website that provides 'visitors' with a range of landcare information, education, empowerment and contacts. In addition to social media platforms on Facebook and Twitter, a monthly electronic newsletter is distributed to over 400 recipients.

Landcare SJ Inc. has been very successful in attracting local, regional, State and Australian Government funds in response to the natural resource management needs of the area. Since 2007, Landcare SJ has completed 135 funded projects, with \$1.7 million dollars awarded by 34 different funding programs through various agency programs across all Government levels, NGOs, and business.

The Shire of Serpentine Jarrahdale committed to an annual contribution of \$200,000 per annum towards wages and a further \$35,000 per annum of in-kind support, in a three-year agreement signed in 2017. Landcare SJ and the LCDC leverage Shire contributions in attracting additional grant funding and building social capital in project delivery. With these funds largely expended locally, there is a considerable 'flow-on' economic benefit to the community. This type of activity contributes immensely to generating business growth and creating employment locally. Landcare SJ has also contracted for work on a fee-for-service basis to support ongoing operations. The Cockatube enterprise provides

income through sales and installations. By developing various income streams, including donations and fundraising, Landcare SJ aims for a greater resilience through self-reliance.

Apart from the extensive land management work that has been achieved, the Serpentine Jarrahdale Landcare Centre, Board, Management Committee, community, and staff members have gained recognition as being NRM leaders in the State. Landcare SJ has a very unique product in terms of the way it has empowered the local community in caring for the environment, and this is the overriding value for the continued development of the Group. People are at the heart of all community matters and, as such, they are critical to the success of Landcare SJ Inc.

## 5.0 Purpose and Scope of Review

The purpose of the review of the Landcare SJ Strategic Plan (2007-17) was to assess outcomes, re-evaluate, provide direction and seek new opportunities for the group moving forward in a changing partnership environment. Landcare SJ last produced a ten-year strategic plan in 2007. Aspects of the plan were reviewed in 2014/15, and a full review occurred in 2017/early 2018. The 2014/15 partial review included a comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis by a group of community members and staff, reviewing both Landcare SJ and the Cockatube project.

During the 2017/18 review, community members, SJ LCDC, staff and Shire of Serpentine Jarrahdale representatives participated in a number of workshop sessions to bring together stakeholder views on the goals and direction of Landcare SJ in the next decade to 2028.

A fresh SWOT Analysis was undertaken to address changes in the operating environment since 2014.

Stakeholders endorsed Landcare SJ's Vision, Mission and Values statements as reflective of the purpose of Landcare SJ, as per the Objects of the Association (Landcare SJ Inc. Constitution 2006).

Current projects were evaluated against strategies and actions detailed in Strategic Plan 2007 – 2017, allowing determination of goal achievement and validity of Landcare SJ program direction.

Key directions over the next decade were identified as:

- 1.0** Community Engagement / Capacity Building;
- 2.0** Sustainable Natural Resource Management;
- 3.0** Income Support; and
- 4.0** Governance.

Objectives were endorsed for each of the key directions:

**1.1:** To be the coordinating body for community-based landcare, bushcare and catchment-care in the Shire of Serpentine Jarrahdale and surrounding areas;

**1.2:** To provide land-holders, community organisations and other natural resource managers within the Shire of Serpentine Jarrahdale and surrounding environs with both the understanding and skills to contribute to biodiversity conservation and sustainable resource management;

**2.1:** Develop and implement programs to achieve a reversal in land degradation and the promotion of sustainable development practices; the conservation and restoration of habitat for native flora and fauna; and the improvement of water quality, environmental flows in river systems, drains and wetlands within the environs of Shire of Serpentine Jarrahdale and North Murray;

**3.1:** Generate income to become more resilient through self-reliance (i.e. independent of outside funding);

**3.2:** Establish and maintain a public fund for the purpose of supporting the environmental objects/purposes of Landcare SJ Inc.; and

**4.1:** Appropriate governance arrangements are in place which reflects the capacity and responsibilities of Landcare SJ Inc.

Strategies and key actions for the objectives were reviewed, added, updated, modified, or omitted as appropriate on consensus at the workshop.

Key environmental assets were considered in proposing a project program for 2018-2020.

## 6.0 Landcare SJ Inc. Strategic Plan 2018 - 2028

### Key Directions

The following key directions are underpinned by our vision, mission, values and objectives:

#### 1.0 Community Engagement / Capacity Building

**Objective 1.1:** To be the coordinating body for community-based landcare, bushcare and catchment-care in the Shire of Serpentine Jarrahdale and surrounding areas.

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Strong community involvement	Maintain and nurture community partnerships - ensure partners are included in the decision-making processes of Landcare SJ  Recognise, promote and celebrate achievements	Board Management Committee Staff Volunteers Executive Officer  All	Shire of Serpentine Jarrahdale SJ LCDC PHCC NGOs Community groups
Provide support to existing and emerging groups	Deliver targeted training and workshops  Enable access to NRM information  Facilitate technical support and advice  Provide opportunities for sharing and learning  Assist with resourcing activities, project development, implementation and administration, including sponsorship arrangements	Staff  Staff  Staff Executive Officer  Executive Officer  Board Executive Officer Staff	PHCC  Waroona & Boddington Landcare Centres  NGOs  PHBG SJ FFA SJ Equine Group

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Effective communication and engagement	Maintain 'open-door' policy – drop-ins, phone/email enquiries	Staff Executive Officer	Community NGOs Land Managers
	Maintain newsletter, website and social media platforms for communications and marketing	Staff Executive Officer Volunteers	PHCC  Shire of Serpentine Jarrahdale
	Create opportunities for community participation in on-ground works and extension events	Executive Officer Board Management Committee Staff	
	Produce information materials, such as case studies and best practice manuals	Staff Executive Officer	

**Objective 1.2:** To provide land-holders, community organisations and other natural resource managers within the Shire of Serpentine Jarrahdale and surrounding environs with both the understanding and skills to contribute to biodiversity conservation and sustainable resource management.

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Raise awareness and stimulate action amongst urban residents	Develop Urban Landcare programs with focus on sustainability and biodiversity	Board Management Committee	Shire of Serpentine Jarrahdale
	Source funding for Urban Landcare Projects	Executive Officer Staff	SJ LCDC  Switch your Thinking
	Develop partnerships for delivery of Urban Landcare initiatives	Executive Officer Staff	SJ FFA
	Promote biodiversity in urban areas	All	Community groups, including Community Gardens
	Manage and promote free verge plant program in urban and rural areas	Executive Officer Staff	
	Develop and support "Friends of" Groups for Public Open Spaces	All	
Raise awareness and stimulate action amongst land managers	Develop information tools (brochures, website, social media, case studies etc.) that are in plain language	Staff	Shire of Serpentine Jarrahdale
	Promote best management practices	Staff	SJ LCDC PHCC
	Understand land manager needs and target resources appropriately (e.g. incentives, assistance with funding)	Executive Officer	NGOs PHBG SJFFA

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Assist community groups with technical support and advice	Improve access to information and input into planning processes	Board Executive Officer Management Committee Staff	Shire of Serpentine Jarrahdale PHCC PHBG
Effective community engagement and education	Integrate education components into project development	Staff Executive Officer	Shire of Serpentine Jarrahdale
	Pursue specific funding for education and capacity-building	Executive Officer	Local Schools, educational institutions
	Develop two-way communication processes to capture and utilise local knowledge	Staff Executive Officer	Waroona/Boddington Landcare Centres
	Maintain website, social media and newsletter communication platforms	Executive Officer Staff Volunteers	PHBG SJFFA
	Create opportunities for input and participation	Staff Executive Officer	Community and regional NGOs
	Understand changing demographics and landcare needs of target audiences	All	
Knowledge exchange and brokering	Bring people together to work jointly and exchange information and ideas; assist groups to communicate and understand each other's abilities and needs	Staff Executive Officer Management Committee Board	PHCC SJ LCDC Shire of Serpentine Jarrahdale
	Direct people to relevant research	Staff Executive Officer	DWER DPIRD DBCA NGOs
	Use research in planning, implementation and evaluation activities	All	Greening Australia PHBG SJ FFA
	Monitor and evaluate various practices to identify successes or improvements	All	Universities
	Identify issues suitable for further research	All	
	Summarise research and policy and technical information into more readable formats	Staff Executive Officer	
In partnership with Shire of Serpentine Jarrahdale, maintain, rehabilitate, and enhance the	Source funds for on-ground works, e.g. revegetation, weed control, dieback management	Staff Executive Officer	Shire of Serpentine Jarrahdale NGOs SJ LCDC
	Work in collaboration with relevant Shire Officers for	Executive Officer Staff	

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
biodiversity of local natural areas	coordinated local natural area management  Encourage residents to assist in enhancing and maintaining bushland	All	
In partnership with Shire of Serpentine Jarrahdale, maintain, rehabilitate and enhance the biodiversity of private local natural area landholdings through the Healthy Habitats Biodiversity Stewardship Program	Source funding to support Shire of Serpentine Jarrahdale / Landcare SJ Healthy Habitats Biodiversity Stewardship Program	Staff Executive Officer Landholders	Shire of Serpentine Jarrahdale Landholders
In partnership with Shire of Murray, maintain, rehabilitate and enhance the biodiversity of local natural areas in North Murray	Source funding to support and maintain biodiversity at North Dandalup Primary School Reserve and surrounding areas	Staff Executive Officer	Shire of Murray North Dandalup P.S. NGOs

## 2.0 Sustainable Natural Resource Management

**Objective 2.1:** Develop and implement programs to achieve a reversal in land degradation and the promotion of sustainable development practices; the conservation and restoration of habitat for native flora and fauna; and the improvement of water quality, environmental flows in river systems, drains and wetlands within the environs of Shire of Serpentine Jarrahdale and North Murray.

Strategy	Key Actions	Responsibility	Partnerships
Promote sustainable land management practices	Promote the establishment of effective groundcover to prevent erosion	Staff	Shire of Serpentine Jarrahdale SJ LCDC Community NGOs PHBG SJ FFA DPIRD DBCA Industry
	Promote and encourage efficient nutrient management by land managers	Staff Executive Officer	
	Encourage adoption of agricultural best management practices and systems	Staff	
	Establish demonstrations for landholders to see the benefit of sustainable land use options	Staff Executive Officer	
	Improve awareness of landholders and land developers about threats to productivity (e.g. salinity, erosion, Acid Sulphate Soils)	Staff	
	Maintain and improve awareness of landcare principles and practices at all levels in the Shire of Serpentine Jarrahdale	All	
	Communicate potential climate change impacts and adaptation methods	Staff	
Conserve, enhance and restore habitat for native flora and fauna	Work closely with Shire of Serpentine Jarrahdale, community groups and other Local / State Government Institutions to advocate for the preservation of land that has been rehabilitated	Executive Officer Board Staff	Shire of Serpentine Jarrahdale NGOs Community Landholders DPIRD DBCA SJ LCDC SJ FFA PHBG
	Facilitate linking and protecting existing remnant vegetation to provide suitable habitat for native flora and fauna	Staff Executive Officer Volunteers	
	Support landholders with priority natural areas to implement on-ground biodiversity projects	Staff Executive Officer	

Strategy	Key Actions	Responsibility	Partnerships
	<p>and/or access incentives to do so</p> <p>Support preservation of Bush Forever sites through advocacy, on-ground biodiversity projects and/or access to incentives</p> <p>Acknowledge biodiversity of the Shire of Serpentine Jarrahdale, including significance of local provenance</p> <p>Promote best practice pest, weed and disease control in the community</p> <p>Apply adaptive management principles in response to climate change</p> <p>Respond to land development submissions, where appropriate</p>	<p>Staff Executive Officer landholders</p> <p>All</p> <p>Staff</p> <p>All</p> <p>Executive Officer Staff</p>	
<p>Improve water quality and quantity for waterways and wetlands</p>	<p>Promote best water management practices at sub-catchment level</p> <p>Educate landholders on, and promote, retaining water in the landscape</p> <p>Facilitate the protection of waterways and wetlands with a view to improving biodiversity, water quality and management, and riparian vegetation in Serpentine Jarrahdale</p> <p>Improve the water quality of run-off so as to maintain the integrity of waterways through promotion and implementation of best management practices</p> <p>Promote and support initiatives that focus on reducing water consumption and improving water efficiency</p> <p>Highlight implications of climate change</p>	<p>Staff</p> <p>Staff Volunteers</p> <p>Staff</p> <p>Executive Officer Staff Landholders</p> <p>Executive Officer Staff</p> <p>Staff</p>	<p>Shire of Serpentine Jarrahdale PHCC SJ LCDC DWER DPIRD</p>
<p>Research, Monitoring and Evaluation</p>	<p>Pursue opportunities to conduct research with partners</p>	<p>Executive Officer</p>	<p>PHCC Government Agencies Education Institutions</p>

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
	Integrate monitoring and evaluation components in project design, and where appropriate communicate results to the community	Board Staff Executive Officer	Community
Work together to identify and implement NRM projects and initiatives for the overall benefit of the community	Participate in local, sub-regional and regional planning processes	All	PHCC Local and State Governments PDC NGOs

### 3.0 Income Support

**Objective 3.1:** Generate income to become more resilient through self-reliance (i.e. independent of outside funding).

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Pursue income-generating enterprises	Evaluate and review current programs - Polypipe and Heritage Timber recycling	Board	NGOs Mining companies Community and regional NGOs Government Agencies Business
	Actively market Cockatube and fauna nestbox sales and installations for income generation	Board Executive Officer Staff	
	Monitor, evaluate and review enterprises on a regular basis	Board Executive Officer	
Marketing and communication	Tailor strategies to specific audiences	Executive Officer Board Management Committee	Community NGOs Community Landholders
	Develop fundraising programs to generate donations	Executive Officer Board	
	Recognise and support involvement by key volunteers	All	
Fee-for-service opportunities	Take advantage of opportunities that may arise from commercial contracting & consultancy services	Board Management Committee	Business

**Objective 3.2:** Establish and maintain a public fund for the purpose of supporting the environmental objects/purposes of Landcare SJ Inc.

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Transparent and efficient management of public fund	Fulfil legislative requirements	Board Executive Officer	PHCC Business
	Timely reporting to ACNC and REO	Board Executive Officer	
	Make information re donors, amount of funds, and use of funds publicly available	Executive Officer	
Marketing and communication	Develop fundraising programs to generate donations	Management Committee Executive Officer	PHCC Shire of Serpentine Jarrahdale Media
	Promote and market Fund on web, social media and major promotional materials	Staff Volunteers	

## 4.0 Governance

**Objective 4.1:** Appropriate governance arrangements are in place which reflects the capacity and responsibilities of Landcare SJ Inc.

<b>Strategy</b>	<b>Key Actions</b>	<b>Responsibility</b>	<b>Partnerships</b>
Develop and maintain strategic partnerships	Align Landcare SJ project planning and development with local government and sub-regional planning processes and priority areas	Executive Officer Board Management Committee	Shire of Serpentine Jarrahdale PHCC PDC Government Agencies NGOs
Continuous improvement	Develop, implement, review and evaluate policies and procedures	All	Community
	Maintain accurate and transparent records	All	
	Clear allocation of roles and responsibilities	Board Executive Officer Management Committee Staff	
	Ensure efficient and effective team and individual performance reviews, including professional development	Executive Officer Board	
	Inclusive staff and community planning and decision-making for improvement	All	
	Review Strategic Plan	All	
	Seek feedback from stakeholders on Landcare SJ performance, service and communications	All	
	Plan strategically for asset replacement, e.g. vehicles, IT systems	Executive Officer Board	
Compliance with necessary legislation	Continuously review and implement: <ul style="list-style-type: none"> <li>- OHS</li> <li>- HR legislation (e.g. EEO, OHS)</li> <li>- Associations Act (WA)</li> <li>- Income Tax Act</li> <li>- Charity Status Compliance - Australian Charities and Not-for-profits Commission (ACNC) and Register of Environmental Organisations (REO)</li> </ul>	Management Committee All Board Executive Officer	DMIRS ACNC ATO PHCC Shire of Serpentine Jarrahdale Business

## 7.0 Key Delivery Areas 2018-2020

Analysis of key project delivery areas identified ongoing projects and/or opportunistic delivery as funding opportunities present. Program planning will incorporate the following project areas, as funding allows:

<b>Project delivery</b>	<b>Aim</b>	<b>Actions</b>	<b>Partnerships</b>
Healthy Habitats Biodiversity Stewardship Program	Engage landowners in the protection and enhancement of local natural areas with an emphasis on remnant native vegetation	<p>Promote program, engage new members and support existing members</p> <p>Undertake site visits, bushland assessment and site-specific advice and recommendations to members</p> <p>Provide assistance with grant applications/seek funding to support on-ground projects in local natural areas of members</p> <p>Monitor and review program</p>	<p>Shire of Serpentine Jarrahdale SJ LCDC Owners of local natural areas DPIRD DBCA PHCC (Land for Wildlife)</p>
Free Verge Plant Program	<p>Increase biodiversity in the Shire of Serpentine Jarrahdale and connect vegetation corridors</p> <p>Reduce roadside verge weed maintenance costs</p>	<p>Manage and promote the program according to agreed procedure with the Shire of Serpentine Jarrahdale</p> <p>Monitor and review program</p>	<p>Shire of Serpentine Jarrahdale Community NGOs Community</p>
Serpentine River, drains, waterways and wetlands	Protect and restore the overall health of the Serpentine River and waterways which flow into the Peel-Yalgorup Ramsar wetland system	<p>Seek funding to support on-ground restoration and protection initiatives</p> <p>Engage landholders and community to support initiatives and adopt best practice land management</p>	<p>Shire of Serpentine Jarrahdale PHCC Greening Australia Community and regional NGOs DPIRD DBCA DMIRS</p>
Equine Landcare	Increase awareness and education of equine landholders to manage their properties by adopting best practice land management	Hold information sessions, workshops and field days including equine property planning events, and promote	<p>Shire of Serpentine Jarrahdale Local government Community NGOs Landholders</p>

<b>Project delivery</b>	<b>Aim</b>	<b>Actions</b>	<b>Partnerships</b>
		<p>best land management practices</p> <p>Assist with the development of equine management guidelines for equine properties in the Shire of Serpentine Jarrahdale</p>	
<p>COCKATUBE® enterprise and Fauna nestbox program (Bat Boxes, Possum Boxes, Ground Dweller Boxes)</p>	<p>Create awareness of WA Black Cockatoo decline and recovery project, and promote the increase of breeding site opportunities for the Carnaby's, Baudin's and Red-Tailed Black Cockatoos using Cockatube artificial hollows</p> <p>Contribution towards scientific knowledge by partnering and supporting agencies and research bodies, and undertaking own research</p>	<p>Hold workshops and information sessions to educate and increase awareness of Black Cockatoo decline and recovery initiatives</p> <p>Promote sales and installation of Cockatubes and other Fauna hides/boxes</p> <p>Seek resources to undertake monitoring and evaluation of Cockatubes within Shire of Serpentine Jarrahdale</p>	<p>WA Museum Murdoch University Perth Zoo Birdlife Australia DPIRD Community and regional NGOs Government Private Landholders WA Environmental Enterprises PHCC</p>
<p>Urban Landcare Project</p>	<p>Reduce waste and promote more sustainable lifestyles in Urban areas of Shire of Serpentine Jarrahdale</p>	<p>Partner with relevant organisations, seek funding and promote more sustainable urban lifestyles, including waste reduction, recycling, energy efficiency and home food production</p> <p>Promote urban biodiversity and water conservation through native verge plant program</p> <p>Support Shire of Serpentine Jarrahdale Urban Forest Strategy</p>	<p>Shire of Serpentine Jarrahdale Community NGOs Community SJ FFA</p>
<p>Sustainable Agriculture</p>	<p>Promote healthy soils and best practice land management to achieve sustainable agricultural production in Shire of Serpentine Jarrahdale</p>	<p>Promote, in partnership, food and farm production sustainability initiatives</p>	<p>Shire of Serpentine Jarrahdale SJ FFA DPIRD</p>

<b>Project delivery</b>	<b>Aim</b>	<b>Actions</b>	<b>Partnerships</b>
		<p>Seek funding support for property planning workshops</p> <p>Promote and support best practice land management practices</p>	
Shire of Serpentine Jarrahdale Bushland Reserves	<p>Continue working with the Shire of Serpentine Jarrahdale to protect and enhance the health and resilience of bushland reserves</p> <p>Protect and enhance biodiversity in high value and nationally significant Shire of Serpentine Jarrahdale reserves</p>	<p>Collaborative planning and protection strategies with Shire of Serpentine Jarrahdale and community groups</p> <p>Seek funding and implement projects to support on-ground and extension activities for community groups and schools working in Shire Reserves, including annual community planting calendar, dieback treatment, weed control, revegetation and biosecurity measures</p>	Shire of Serpentine Jarrahdale SJ LCDC Community NGOs DPIRD DBCA
Biosecurity	Provide support to land managers to control and eradicate (where possible) biosecurity threats	<p>Work in partnership with Peel Harvey Biosecurity Group to develop and enact biosecurity measures within the Shire of Serpentine Jarrahdale</p> <p>Source funding for weed control, pest control and dieback management programs on public and private land in the Shire of Serpentine Jarrahdale</p> <p>Provide support and information to landowners to address biosecurity issues in the Shire of Serpentine Jarrahdale</p>	Shire of Serpentine Jarrahdale PHCC Community and regional NGOs PHBG
Governance	Ensure sound governance structures, mechanisms and processes are in place to achieve	Ensure compliance with regulatory framework	Shire of Serpentine Jarrahdale PHCC

<b>Project delivery</b>	<b>Aim</b>	<b>Actions</b>	<b>Partnerships</b>
	long-term organisation sustainability through a framework of accountable, transparent and responsive management	<p>Review Landcare SJ Constitution</p> <p>Review whole of organisation policies and procedures</p> <p>Develop HR structure</p> <p>Seek and encourage new volunteers and members</p> <p>Address succession planning</p> <p>Build Equity for financial resilience</p> <p>Maintain provisions for asset replacement requirements (Equipment, IT and vehicles)</p>	<p>DMIRS</p> <p>ACNC</p> <p>REO</p> <p>Community</p>
Income Support	<p>Generate income for Landcare SJ from sales and installations of Cockatubes</p> <p>Promote Landcare SJ Deductible Gift Recipient status</p> <p>Generate income through fee-for-service contracting and consulting</p>	<p>Maintain marketing and promotion</p> <p>Support researchers where feasible</p> <p>Develop and implement donations and fundraising strategies</p> <p>Develop Contracting Policy and Fee-for-Service procedure</p> <p>Take advantage of opportunities that may arise from commercial contracting &amp; consultancy services</p>	