



Sarina Landcare Catchment Management Association Inc. (SLCMA) Strategic Plan 2023- 2025

Executive Summary

Background

Landcare is an iconic Australian, grassroots movement of individuals, groups and organisations across Australia with a shared vision to protect, enhance or restore the natural environment in their local community through sustainable land management and conservation activities. Landcare empowers people across Australia to actively care for the natural environment in their community.

The Landcare movement has been active within the Sarina Catchment since the mid 1990's through the *Sarina and District Landcare Group Inc. (Incorporated in February 1996)* and *Sarina Integrated Catchment Management Association Inc. (Incorporated May 1998)*; followed by the formation of *Sarina Landcare Catchment Management Association Inc.* on 16th October 2001, through the amalgamation of the two former groups.

The Sarina Catchment area covers approximately 169,000ha and consists of sub-coastal mountains, coastal ranges, and alluvial and coastal plains. The catchment extends from Alligator Creek (near Hay Point) in the north; to Cattle Creek (near Clairview) in the south and west to the Clarke Connors Range.

Our Mission

Sarina Landcare Catchment Management Association Inc. (SLCMA) works in partnership with multiple stakeholders and landholders to support sustainable land management practices and environmental conservation activities to deliver a range of positive environmental and community outcomes.

Strategic Focus (2023 – 2025)

This strategic plan will serve as blueprint for the SLCMA Management Committee and staff in five key focus areas highlighting our main objectives until 2025. These objectives include:

- **Strategy One: Strengthen governance and staff**
A vibrant and resilient SLCMA is built upon a strong management committee, dedicated employees and supported by community volunteers.
- **Strategy Two: Ensure financial sustainability of the organisation**
Secure long-term funding through innovative partnerships, developing unique income-generating strategies and offering fee-for-services to create a solid financial foundation and enhance our impact.

- **Strategy Three: Promotion and marketing**
Promote and showcase SLCMA as a community grassroots organisation who engages with stakeholders and community, to promote sustainable land management and conservation activities.
- **Strategy Four: Grow and develop stakeholder engagement**
Strengthen community Landcare in the catchment by deepening connections with landholders, stakeholders, and youth.
- **Strategy Five: Increase programs & projects:** Strategically expand SLCMA's portfolio of programs and projects; expand the community nursery using best management practices and boost ecological revitalisation efforts in the catchment.

Introduction

The strategic Plan is designed to be a working document that directs the decisions of the Management Committee, guides staff and provided actions to measure progress.

This document is from August 2023 and will guide the Sarina Landcare Catchment Management Association through to 2025

Vision

We strive to connect, care for, and create a sustainable environment.

Purpose

Sarina Landcare is a trusted grassroots organisation that works with community and stakeholders to improve the environment of the Sarina Catchment.

Our Values

The core values of SLCMA's Inc drives our processes, decisions, and actions towards achieving our purpose.

- ❖ We are reliable.
- ❖ We are respectful.
- ❖ We act with Integrity.
- ❖ We are collaborative.
- ❖ We are “a-political” and transparent.
- ❖ We encourage/motivate.
- ❖ We are inclusive.
- ❖ Kindness

Our Stakeholders

- ❖ Landowners/managers:
 - Land for Wildlife
 - Hobby farmers
 - Agricultural – cane, grazing
 - Horticultural
- ❖ Local Government – Mackay and Isaac Regional Council
- ❖ State Government – Department of Resources, Department of Environment and Science – QLD Parks and Wildlife Service, Department of Agriculture and Fisheries – Biosecurity QLD
- ❖ Schools – primary and secondary
- ❖ Businesses/corporations e.g., Dalrymple Bay Coal Terminal PL, North Queensland Bulk Ports
- ❖ Sarina Community Bendigo Bank

- ❖ Community:
 - Traditional owners: Yuwi Corporation; Koinmerburra Aboriginal Corporation
 - Not-for-profit community organisations e.g., Scouts, BMX, Lions club, Showgrounds, Native Plants QLD Mackay Branch
 - Landcare Members
 - Residents
 - Volunteers
- ❖ Non-for-profit organisations:
 - Landcare/Natural Resource Management groups: Pioneer Catchment and Landcare Group, Whitsunday Catchment Landcare, Reef Catchments, Fitzroy Basin Association
 - Queensland Water and Land Carers
 - Plane Creek Productivity Services Ltd
 - Progress associations

Our Focus Areas

Strategy 1

Strengthen Governance and Staff

A vibrant and resilient SLCMA is built upon a strong management committee and dedicated employees and supported by community volunteers.

- *Strengthen governance and staff is essential for sustained success. A strong governance framework promotes transparency and accountability, building trust with stakeholders and donors. Equally vital is developing a skilled and motivated staff, driving the organization's mission.*
- *A strong management committee ensures efficient resource allocation, effective governance, and the implementation of innovative solutions to address the challenges faced by the organization.*
- *Good business and operational systems streamline internal processes, enhances efficiency, and ensures resources are optimally allocated to advance the organization's mission. A well-structured system facilitates effective management of projects, finances, and human resources, while also promoting transparency and accountability.*
- *Recognise the invaluable role volunteers play in our organization's mission, our strategic priority is to elevate volunteer recruitment efforts. By strategically identifying and engaging diverse volunteers with varied skill sets, we aim to amplify our impact and extend our reach to better serve our beneficiaries.*

What will success look like?

- *Transparent and accountable governance practices assessed through reporting, audits and stakeholder, Management Committee, and staff feedback.*
- *Successful committee's decision-making processes, alignment with strategic goals, and timely execution of initiatives.*
- *Noticeable improvement in organisational processes, resource allocation, project management, and overall business effectiveness.*
- *Increased volunteer engagement of volunteers with diverse skill sets.*

Strategy 2

Ensure Financial Sustainability of the organisation.

Secure long-term funding to ensure the financial sustainability of SLCMA.

- *Secure the financial foundation required to drive the success of SLCMA's initiatives by forging innovative partnerships with public, private, and community entities, we aim to diversify and sustain our funding sources.*
- *Ensure SLCMA's long-term sustainability and growth by developing innovative income generation strategies and offering valuable fee-for-services, to create a solid financial foundation that supports our mission and enables us to expand our impact.*

What will success look like?

- *Proportion of funding coming from different sources such as public, private, community entities, grants, donations, and earned income.*
- *Growth in income generated from fee-for-services and other innovative income streams over time.*

Strategy 3

Promotion and Marketing

Promote and showcase SLCMA as a sustainable land management and community grassroots organisation.

- *Craft a comprehensive marketing strategy that serves as a beacon of our mission and values. This strategy will intricately outline our purpose, ensuring that every marketing initiative resonates with our core principles and objectives.*
- *Foster deep and meaningful connections with our members and the wider Landcare community through proactive and transparent communication*

What will success look like?

- *Improved engagement levels (likes, shares, comments, etc.) on various marketing content to gauge audience interest and resonance with the organization's mission and values.*
- *Increase in the number of active members and supporters over time.*

Strategy 4

Grow & Develop Stakeholder Engagement

Build strength and growth for the community Landcare movement in the Sarina region (Drive innovation and change in community involvement and support of caring for the land)

- *Establish deep connections and actively involving landholders in our initiatives, we aim to position SLCMA as a critical force in shaping the future of the local agriculture sector.*
- *Foster growth and solidifying connections with our local community and stakeholders by actively engaging with and involving community members & stakeholders to create a robust and supportive network that aligns with our mission and values.*
- *Cultivate a vibrant and engaged membership base by nurturing a sense of belonging, involvement, and shared purpose among our members, to create a dynamic community that actively participates in our initiatives.*
- *Explore and integrate avenues for youth involvement in Landcare, leveraging programs such as Junior Landcare and Intrepid Landcare, to cultivate a sustainable and passionate community of young environmental stewards.*

What will success look like?

- *Improved agricultural practices and sustainability in the local agriculture sector.*

- *Involvement of key stakeholders (government agencies, local businesses, educational institutions) in SLCMA initiatives.*
- *Increased member participation in events, initiatives, and volunteering opportunities.*
- *Notable impact of youth involvement on environmental awareness, education, and stewardship through surveys and qualitative data.*

Strategy 5

Increase Program and projects.

Deliver the services that maintain and support our members.

- Elevate our reach, influence, and value by strategically expanding our portfolio of programs and projects by prioritising the development and implementation of new initiatives to enhance our capacity to address emerging challenges, seize new opportunities, and better serve our stakeholders.
- Design and establish a larger, well-defined, and highly efficient nursery that serves as the backbone of our commitment to both the local community and the success of our projects.
- Propel our ecological revitalisation efforts by expanding our initiatives within the Sarina Catchment Area.

What will success look like?

- Successfully achieve a growth in the number of programs and projects initiated and successfully implemented within the designated timeframe.
- Demonstrate operational excellence in the nursery through improved production rates, optimised resource utilization, and increased cost-effectiveness.
- Evidently evaluate the measurable rise in biodiversity, habitat restoration, and enhanced ecosystem health as a direct outcome of the organization's initiatives.