

# NSW Landcare Program

## Implementation Approach to Local and Regional Coordinators



### **Time-frames:**

- Invitation to submit a Regional Implementation Proposals:  
Friday 10 May 2019
- Due date for Regional Implementation Proposals:  
Friday 31 May 2019
- Target date for finalisation of Local and Regional Coordinator Allocations:  
11 June 2019

### **Information and Regional Proposals can be found here:**

[www.landcare.nsw.gov.au/landcare-program/](http://www.landcare.nsw.gov.au/landcare-program/)

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supported by the NSW Government.



**Local Land  
Services**



**Landcare**  
New South Wales

# Document Information

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## Acknowledgements

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We would like to acknowledge and pay our respects to past, present and future Aboriginal and Torres Strait Island people of NSW and Australia and recognise their role as traditional custodians of the land.

The Program would like to thank and acknowledge the NSW Government, the NSW Parliamentary Friends of Landcare.

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Disclaimer: The information contained in this publication is based on knowledge and understanding at the time of writing. However because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of Local Land Services or the user's independent advisor.

Photography: All photos in this document have been provided by Landcarers via Local Landcare Coordinator Initiative Case Studies. We thank them for sharing and acknowledge their contribution.



*The NSW Landcare Program is a state, regional and local investment in the partnership between Local Land Services and Landcare, empowering people to take action on local problems and deliver outcomes across local and regional issues.*

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The NSW Landcare Program 2019 – 2023 builds on the partnership between Local Land Services and Landcare, on a number of previous Landcare Support Programs and regional Landcare investment made through National Landcare Program and Catchment Action over the last four years and beyond.

The Program is a collaborative endeavour of Local Land Services and Landcare NSW, supported by the NSW Government and overseen by a Joint Management Committee.

A memorandum of understanding underpins the Committee's operations and those of the Program.

The Program recognises the value of Government and Landcare working together and aims to support outcomes for Landcarers.

This document outlines the implementation approach that will see the Program roll-out over the coming four years.

The Program is comprised of a number of components, however this document will focus on the implementation of the Local and Regional Landcare Coordinator network.

To achieve its objectives, the NSW Landcare Program must support local action for the benefit of communities and Government. It must consider local contexts and diversity in order to address current and future challenges, ultimately leading to on ground outcomes delivered by an engaged community, via increased participation and increased adoption of practice change, sustainability, advisory service uptake and capacity building.

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### **The Objectives of the NSW Landcare Program:**

**Delivery:** Landcare and Local Land Services delivering outcomes together for the people, lands and waters of NSW

**Partnerships:** Effective partnerships between Landcare organisations and Government at all levels, and other stakeholders

**Support:** Landcare and volunteer groups are connected and supported to achieve their goals

**Value:** Landcare is valued by community, investors and partners

**Capable:** Landcare is capable and delivering on its goals

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### **Role of the NSW Landcare Program:**

The NSW Landcare Program, delivered by Landcare groups across the state is designed to empower Landcare communities and volunteers to achieve their goals. Goals that deliver benefit to the broader community, industries and landscapes of NSW.

Goals that are shared by the NSW Government and Local Land Services.

As with any investment of public funding, the program must align its aspirations with those of both Government and Landcare Communities. The NSW Government aspirations as deliverable by this program are identified on page 15.

The NSW Landcare Program is not the sole mechanism of delivery of Landcare outcomes and activity in NSW.

The Program recognises that the full quantum of Landcare empowerment and support resources includes other investment streams such as those that come via Local Government, other agencies, private contributions, fee for service and group membership.

The purpose of the Program is to play a role in empowering local Landcare volunteers by contributing to the systems that underpin their capacity to achieve outcomes and to partner with others. One of the primary aims of the Program is to encourage leveraging on all the other aspects of Landcare support, action and partnership across NSW.

This program requires a holistic view of Landcare volunteer empowerment including empowering the organisations that empower landcarers.

It is about enabling whole of Landcare community, from Landcare NSW to community volunteers, about acknowledging

the importance of social capital of Landcare organisations and broadening the impact of government and other services designed to support whole of community, landscape and industry outcomes.

### **A Changing Landscape in Landcare:**

The realities of investment in public programs is that they regularly change based on a range of factors including state and national Government priorities, community characteristics, climate influences and organisational structures.

It is important for the success of the Program that it considers the current Landcare support landscape and looks for trends into the future.

The implementation of this Program acknowledges the issue of significant reductions in the total quantum of Landcare support funding now available to Landcare organisations in comparison to funding that has been available in the past.

As the Local Landcare Coordinator Initiative took into account the quantum of support funding available between 2015 – 2019, this Program must consider the realities of available funding now in 2019.

The 2019 – 2023 Program is not a replacement for all previous funding programs. It is designed to be effective with the resources currently available to empower local networks in a regional context, and seeks input from those regional communities on how this resource can be applied to support Landcare within that region. It seeks to strengthen the linkages from region to state, building on the need for support from the state scale to better Landcare now and into the future at local scales.

# NSW Landcare Program – Strategic Plan

**MoU Partnership Statement:** Landcare NSW and Local Land Services as a government and community partnership are stronger together in achieving outcomes for communities and landscapes

**Landcare NSW Vision:** NSW Landcarers will have the leadership, skills and resources to care for our land, environment and communities

**Local Land Services Vision:** Resilient communities in productive healthy landscapes

**The Need for the NSW Landcare Program:** Coordinated, empowered and effective volunteer action delivers on community and government goals around caring for people, industries and landscapes

**The Purpose of the NSW Landcare Program:** To equitably empower and deliver resources to volunteer Landcarers that leads to the achievement of community, industry and landscape goals on ground

## Objective 1:

### **Delivery**

Landcare and Local Land Services delivering outcomes together for the people, lands and waters of NSW

## Objective 2:

### **Partnerships**

Effective partnerships between Landcare organisations and Government at all levels, and other stakeholders

## Objective 3:

### **Support**

Landcare and volunteer groups are connected and supported to achieve their goals

## Objective 4:

### **Value**

Landcare is valued by community, investors and partners

## Objective 5:

### **Capable**

Landcare is capable and delivering on its goals

## Strategy 1

Collaboratively approach program management in-order to foster effective, and innovative delivery

## Strategy 2

Build a network of Local and Regional Landcare Coordinators boosting the capacity of Local Landcare to deliver

## Strategy 3

Support a Community of Practice that fosters collaborative efforts and at local, regional and state scales

## Strategy 4

Promote the value of partnering with Landcare to deliver outcomes for the people of NSW

## Strategy 5

Support the development of infrastructural systems and modern approaches that empower Landcare to achieve its goals

## Outcomes

### Primary Outcomes:

1. A program that supports community's capacity to deliver natural resource management, farm productivity, and community program outcomes across all urban, coastal, rural and regional areas of NSW
2. A program that supports community participation in practice change adoption through connection to empowered and inclusive peer networks such as Landcare
3. A program that supports participation in on-ground delivery of natural resource management and sustainable, productive agricultural activities

4. A program that supports effective public investment through opportunity leveraging

5. A program that supports strengthened Regional Landcare collaborations

6. A program that supports sustained social capital leading to longer term outcomes on public and private investment

7. A program that supports the reciprocal sharing of knowledge between traditional owners and the Landcare Community

8. A program that supports professional development and improvements in key personal, relational and organisational disciplines

9. A program that demonstrates Landcare's value in delivery of outcomes for people, lands, industries and waters of NSW

### Secondary Outcomes:

10. A program that supports skill and capacity building in Landcare communities to attract external funding

11. A program that supports jobs and economic outcomes in many small rural, remote and regional communities

12. A program that supports social, mental and physical health in urban, rural, remote and regional communities

## Program Resources

**Total Program Budget:** \$22,423,000 over four years (2019 – 2023)

**Local Landcare Coordinators:** \$12,940,000 – A network of part time roles (30 Full Time Equivalent)

**Regional Landcare Coordinators:** \$3,432,000 – A network of part time roles (6.6 Full Time Equivalent)

**Community of Practice/People Development:** \$3,260,000 – Support for state and regional communities of practice

**Aboriginal Landcare Program:** \$1,000,000

**Program Management:** \$1,791,000 – Delivery of state level program components

# Regional Implementation of Local and Regional Coordinators

*The NSW Landcare Program is calling on all Regional Landcare Communities-of-Practice or Regional Organisations in line with Local Land Services regions to develop a regionally appropriate approach to achieving the outcomes of the program with the resources allocated.*

## **A Regional Approach to Local Implementation:**

Landcare is at its core, local action by local people. This Program aims to support that.

The evidence and learnings from the Local Landcare Coordinator Initiative and similar programs in other states demonstrates that the most effective approach to the delivery of Landcare outcomes is by supporting connection and collaboration for local action at the regional scale. A regional approach is even more important and relevant in the current funding environment where the total quantum of Landcare support resources are more limited.

This program aims to support an empowered network, designed at a regional scale, acting and delivering on local and regional issues.

The NSW Landcare Program looks to the Landcare groups, networks, collectives or formal organisations across the state to consider an approach to designing the Program in their region.

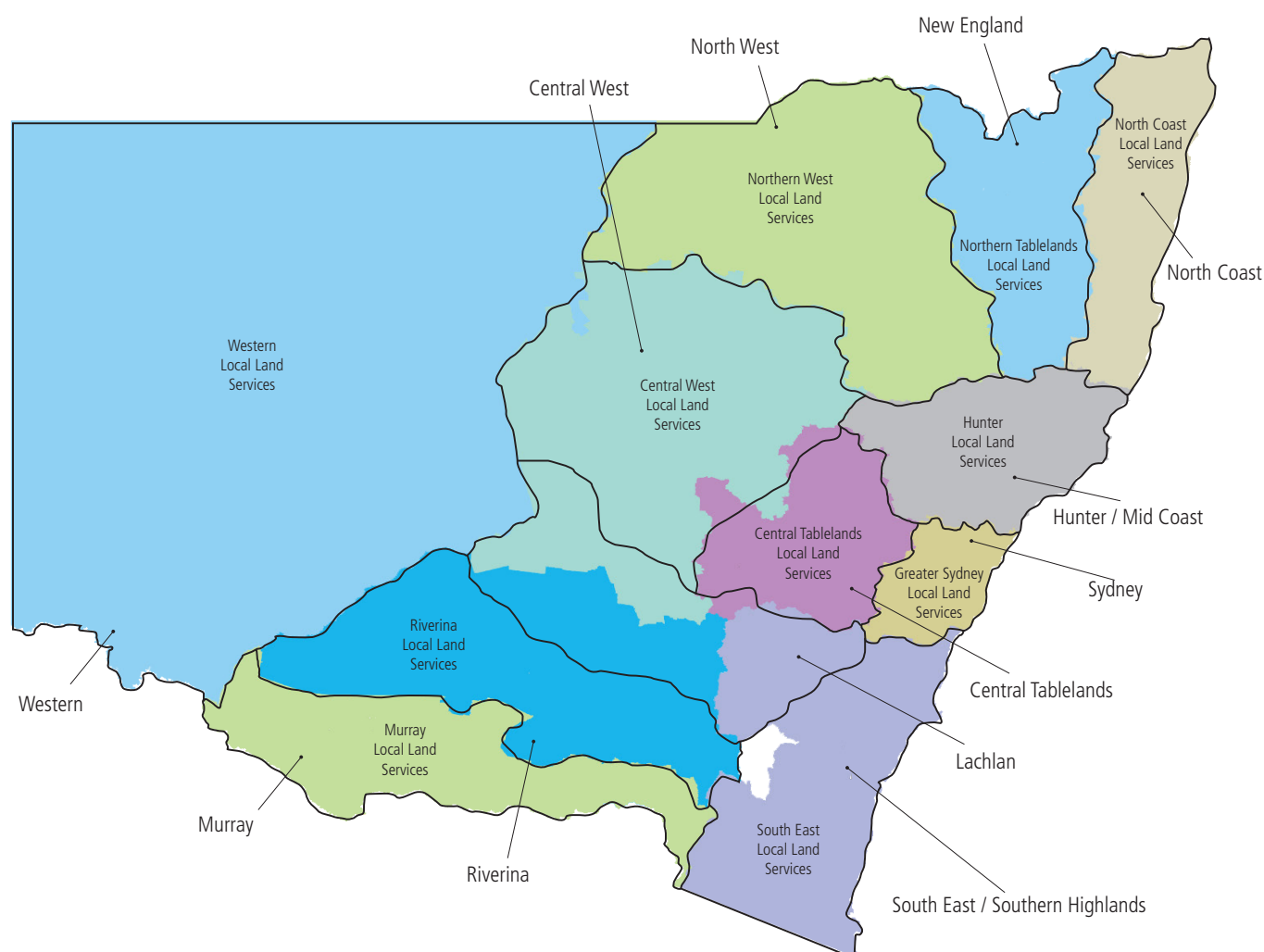
An Approach that most effectively addresses local delivery of the program objectives and outcomes.

The Program aims to support volunteer Landcarers of NSW, it asks Landcare as a region to tell us: how, with the resources available, you will work together to support and empower the Landcare volunteers across the region.

This approach will require Landcarers, Local Land Services and other stakeholders to work together to reflect on how they coordinate actions and identify priorities. Landcare networks along with their partners will need to come together like never before to decide how to best utilise the resources allocated so that the Program can support local communities and the environments and industries they care for.

The Program will focus initially on Local Land Services boundaries, acknowledging that in some areas, there will need to be some cross boundary collaboration.

Detailed instructions for Implementation Proposals follow.



New South Wales with Landcare Region boundaries over Local Land Services boundaries.

(source: Landcare NSW Landcare Regional Mapping Project 2018) \*note: Landcare Regional boundaries are porous and fuzzy and shown here as an indicator of general sphere of influence based on regional Communities-of-Practice/regional Landcare organisations.

# Call for Regional Implementation Proposals

*Landcare Groups, Networks and Organisations that support Landcare volunteers, industries and communities are invited to develop an approach to implementing the NSW Landcare Program in their region (in line with Local Land Services boundaries) that supports a whole of region Community-of-Practice approach.*

## **Regional Implementation Proposals:**

The NSW Landcare Program will be accepting Regional Implementation Proposals based on Local Land Services Regions. We acknowledge that in some areas, there will need to be some cross boundary collaboration.

Proposals may however be made based on either Landcare Region or Local Land Services region depending on the individual contexts of each region.

The Program will only be accepting Regional Implementation Proposals and will not be considering individual applications to host a Local or Regional Coordinator outside of a Regional Implementation Proposal.

Regional Implementation Proposals will be made via a Proposal Form that can be downloaded here: [Landcare Program](#)

## **Defining a Regional Community-of-Practice:**

The NSW Landcare Program, for the purpose of this Proposal process, has adopted the term "Regional Community-of-Practice" to describe the way all the participants in Landcare come together across the whole of a Landcare or Local Land Services region, depending on the specifics of each region.

In some regions this may mean one formal organisation that covers a whole region. In others it may mean an informal collective of several sub-regional networks, groups or organisations that engage and collaborate with each other to address common issues and opportunities at a whole of Landcare or Local Land Services region scale.

## **Developing a Regional Implementation Proposal:**

The Program understands that the individual contexts of each region are very different. Rather than apply a one-size-fits all approach, the Program asks the Regions, as a Community-of-Practice to come together to consider an approach that is viable in the Region with the resources allocated.

Each proposal should be developed by a Community-of-Practice (this may be a working group or a regional body). A regional incorporated body is not needed if one does not exist. However each proposal will need to identify the organisations that will formally host/administer the Coordinator roles; these must be incorporated and must be members of Landcare NSW.

Proposals should consider inviting input from Regional Landcare Organisations, Landcare Groups, Landcare Networks, Partner Industry Organisations, Local Government and Regional Local Land Services.

## **Key Components of a Regional Implementation Proposal:**

The Implementation Proposals will ask for a range of information to justify the investment of resources into each Region.

The key components that will need to be considered in the development of a Implementation Proposal are:

- How functional the Landcare Community-of-Practice is in your region
- How well the Landcare groups/organisations collaborate in your region
- How you will deliver against the Program Outcomes with the resources provided (Strategic Plan - page 4)
- What the are key issues, risks or barriers in your region and how the resources provided will work to overcome them
- Who is best placed within your region to host Local Coordinators and a Regional Coordinator
- How the resources might be divided to best service local needs
- How appropriate these host organisations are in terms of structure, governance, stability and proven performance
- Who will be supported in your region by Local and Regional Coordinators
- What opportunities are there to leverage against the resources provided by this program

This document is designed to provide you with the background information you will need to consider in designing your approach to implementing the Local and Regional Coordinator component of the Program.

You should read it carefully including the Program Strategic Plan and Program Outcomes on page 4 and the Anticipated Questions on page 10.

## **Initial Indicative Regional Allocations:**

In order for regional proposals to be developed, the program has set a level of indicative full time equivalent allocations for Local and Regional Coordinator roles. These have been determined by the Joint Management Committee follow review of a number of factors.

Regional Coordinator allocations will be indicatively allocated as 0.6 full time equivalent per Local Land Services Region (total 6.6 FTE across the state).

Regions should consider these in their proposals, however final allocations will depend on the outcomes of regional proposals and will be decided upon by the Joint Management Committee.

## **Initial Indicative Local Coordinator FTE Allocations:**

- |                             |                    |
|-----------------------------|--------------------|
| • Central West: 3.0         | • Murray: 2.5      |
| • Central Tablelands: 2.5   | • Western: 2.5     |
| • North West: 2.25          | • Sydney: 3.0      |
| • Northern Tablelands: 2.25 | • South East: 3.25 |
| • North Coast: 3.75         | • Riverina: 2.5    |
| • Hunter: 2.5               |                    |



# Local and Regional Coordinator Roles

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*The NSW Landcare Program 2019 – 2023 will support a network of part time Local and Regional Coordinator roles. These Coordinators will empower and enhance the effectiveness of Landcare networks and Landcare volunteers through contributions to the delivery of Program outcomes in their regions.*

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The NSW Landcare Program 2019 – 2023 Local and Regional Coordinators will support their host organisations and other groups via the delivery of Program outcomes as identified in the NSW Landcare Program Strategic Plan.

Coordinator roles will be allocated as components of Full Time Equivalent (FTE) roles, based on Local Land Services regions and will be hosted on the ground depending on the best fit for local Community-of-Practice. The Program will consider flexibility where it is most appropriate.

This allocation aims to be as equitable as possible and does take into account many parameters including different Landcare models, existing Landcare networks, number of active groups, regional Landcare contexts, previous allocations, changes in support funding over the last four years, population types and sizes and landscapes.

The final regional allocation will be dependent on the Regional Implementation Proposal as submitted and its alignment with key delivery criteria as outlined later in this document.

The Local and Regional Coordinator allocation and regional implementation approach will need to consider how to best supports outcomes across each Landcare and Local Land Services regions.

This approach is reflective of the fact that the Landcare movement follows porous boundaries and should not foster open competition. Landcare is a whole of landscape movement.

While the approach to implementing Local Coordinators must consider whole of region contexts and priorities, it may be the case that individual Coordinators are administered by regional or local host organisations. This will depend on the individual requirements of each Landcare region and will be determined based on advice from each Landcare region. It is not a requirement of this program that a formal region wide body exists, the program will also recognise informal regional Communities-of-Practice.

Hosts must be incorporated, members of Landcare NSW and will be required to demonstrate how they will actively work to support the broader Landcare community in their areas, actively collaborate with other host and non-host organisations in their Landcare Community-of-Practice and work to ensure the empowerment of Landcare volunteers across the whole region.

Once regional implementation proposals are received, the Program will undertake an assessment of the overall approach outlined and then will assess the nominated administrators or hosts of each role for their appropriateness, capacity and past performance prior to final approval.

## **Roles of a Local Coordinator:**

The core role of the Local Coordinator is that of an enabler for Community volunteer Landcare. The Local Coordinator works with their host organisation and the groups they support to empower Landcare across their region to achieve their own goals and those of the Program.

Together with their hosts, Local Coordinators will directly interact with Landcare and agencies at the local district and network scale. They will focus on empowering participation in Landcare by individuals and sub groups, to increase the capacity of these groups to deliver against the outcomes of the Program.

Local Coordinators will be expected to collaborate with a range of Landcare support mechanisms including other Local Coordinators, Regional Coordinators, Landcare Committees, Local Government and Local Land Services.

The Local Coordinator is not a Project Officer, solely responsible for the delivery of other grant funded projects, however should be a resource for Landcare to effectively partner, attract project funding and to empower successful delivery.

Where the Coordinator is part time, additional hours for project management may be undertaken by the same person where these hours are funded by the project/s or other partners.

## **Key Deliverables of a Local Coordinator:**

Local Coordinators will work with their hosts to deliver outcomes of the Program which include:

- Support community engagement and participation
- Providing support to groups, networks and landholders
- Undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Monitor, evaluate and report on program outcomes
- Support improvements in stability and long term viability of Landcare in their region
- Effectively participate in natural resource management activities that address critical agricultural sustainability and environmental issues
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Participation in and delivery of regional and state Community-of-Practice
- Work with the Regional Coordinator to develop a Regional Priority Plan, supporting its implementation

Detailed position descriptions follow.

# Local and Regional Coordinator Roles

## **Roles of a Regional Coordinator:**

The Regional Coordinators will be a part of a statewide network, playing a key role in expanding and multiplying on the benefits delivered at the local district and network scale.

Regional Coordinators will support regional approaches to priority planning, regional collaboration, regional organisation and the capacity for Landcare networks and groups in their regions to participate more effectively in larger scale opportunities.

Regional Coordinators will play an important role in the facilitation of Community-of-Practice in their region and will link to other key stakeholders including Regional Agriculture Landcare Facilitators, Landcare NSW, Local Land Services and other partners.

Regional Coordinators will be guided by a Regional Steering Committee and must maintain strong links to the state level program. A Regional Priority Plan must be developed within three months of the Regional Coordinator being recruited.

The Regional Coordinators will not specifically be executive officers or administrators for specific groups.

Their outcomes will be measured against key performance indicators which will include the delivery of strategic regional initiatives, collaboration and regional scale participation.

## **Key Deliverables of a Regional Coordinator:**

- Work with partners to support, facilitate, and build new or existing regional Community-of-Practice networks
- Increase participation in the regional Community-of-Practice from Landcare, Local Land Services and other organisations and agencies
- Increase capacity of Local Landcare Coordinators to deliver on the program outcomes
- Monitor, evaluate and report on program outcomes at a regional scale
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Identify and facilitate potential regional joint initiatives, funding opportunities and collaborative programs
- Work towards improved financial stability and long-term viability of regional initiatives and programs
- Develop and implement a Regional Priority Plan and support its implementation
- Participation in and contribution to State Landcare Community-of-Practice

## **Regional Coordinators should not:**

- Be directly responsible for the administration of their host organisation, group or networks
- Be the direct line managers of Local Coordinators (in their specific role as Regional Coordinator)
- Be the primary manager of projects as funded by other grant programs
- Be directly responsible for Local Coordinator individual reporting

## **Roles of a Hosting Organisation:**

As outlined in this document, the NSW Landcare Program recognises the importance of supporting Landcare participation, engagement and empowerment across whole of region.

While the Program is calling for Regional Implementation Proposals, it understands that the hosting of Coordinators will need to be undertaken in a manner that best suits the region. As an example; this may be one whole-of-region Landcare organisation, five sub-regional networks/groups or by one or two sub-regional networks on behalf of other groups or networks (this may require a MOU or agreement).

It may be the case that other partner organisations are engaged to host positions, this may include Local Government, industry organisations or regional Local Land Services. These arrangements will be dependent on local contexts.

It is the preference of the Program that these arrangements are negotiated at a regional scale.

## **Key Deliverables of a Hosting Organisation:**

- Work with other Landcare or Industry organisations/groups/networks and Local Land Services in their region to determine a hosting approach that best meets the needs of their regional, considers regional contexts, works towards addressing regional priorities and services where practical for all the Landcarers of their regions
- Employ a Local and/or Regional Coordinator in line with current Australian Law
- Participate in regional and state Community-of-Practice to ensure whole of region support for Landcare
- Participate in collaborative efforts to support outcomes and activities of the Program
- Provide a workplace that is fit for purpose, safe and inclusive. Supported by appropriate workplace policies and practices
- Provide an employment package in-line with recommended pay scales, employment policies and essential role criteria
- Support employed Coordinators to deliver their roles and to participate in local, regional and state Community-of-Practice
- Support the delivery of all Program reporting requirements
- Manage Program funding appropriately and transparently including meeting all reporting requirements
- Provide sound strategic direction and have sound internal organisational governance mechanisms in place
- Maintain open and effective dialogue between themselves, other regional hosts, Regional Coordinators and the NSW Landcare Program
- Enter into a binding Service Agreement for the duration of the NSW Landcare Program 2019 – 2023 with Local Land Services.

Detailed coordinator and host criteria are outlined in more detail later in this document.



# Local and Regional Coordinator Roles

The NSW Landcare Program centres around the allocation of Local and Regional Coordinator roles as part time components of Full Time Equivalent (FTE) roles.

The Program will allocate funding based on 0.5 FTE for a Local Coordinator and 0.6 FTE for a Regional Coordinator.

The Program will not set specific employment scales. These are to be determined by the individual hosts.

However, the Program has been designed to take into consideration appropriate criteria and pay scales to set the value of a FTE for each the Local and Regional Coordinators.

For the purpose of the Program, position criteria have been set in alignment with current NSW Government Awards as implemented by Local Land Services.

## **Local Coordinator:**

1 x 0.5 FTE allocation to host – \$53,915 per annum (ex gst)

Suggested Work Week – 17.5 hours (1 FTE = 35 hour week)

Equivalent NSW Government Scale – LLS Grade 4

### Suggested salary breakdowns based on a 35 hour week:

Between \$32,500 – \$35,600 gross annual

Calculated on a 35 hour week, however this would be dependant on individual organisational operations.

On costs are suggested to be calculated at 25% of annual salary and are to include normal employment costs such as workers compensation insurance, loading, superannuation, etc.

Business administration costs are suggested to be calculated at 10% of annual salary

(note: there may be some variations in calculations due to rounding)

## **Regional Coordinator:**

1 x 0.6 FTE allocation to host – \$78,000 per annum (ex gst)

Suggested Work Week – 21 hours (1 FTE = 35 hour week)

Equivalent NSW Government Scale – LLS Grade 5

### Suggested salary breakdowns based on 35 hour week:

Between \$46,000 – \$50,800 gross annual

Calculated on a 35 hour week, however this would be dependant on individual organisational operations.

On costs are suggested to be calculated at 25% of annual salary and are to include normal employment costs such as workers compensation insurance, loading, superannuation, etc.

Business administration costs are suggested to be calculated at 10% of annual salary

(note: there may be some variations in calculations due to rounding)

## **Operational Costs:**

It is expected that there are operational costs associated with the day to day of Coordinator roles. These may include the initial purchase of a computer, private vehicle use allowances, attendance at Community-of-Practice events, facilitation of meetings etc. These costs are calculated into the allocation to host for each role and are to be made up of remaining funds once salary and on costs are accounted for.

No large capital items outside of those specifically required by a Coordinator are to be funded by this program.

No on ground project capital such as rehabilitation resources, tube stock, fencing or infrastructure is to be funded by this program.

## **Employment Conditions:**

The financial considerations as provided here are suggested, as an individual organisation you will need to determine the financial structure that is appropriate to your organisation. This may include annual CPI increases. We have however provided here guidance on annual progress that you may wish to consider.

The Program does however expect that each Local and Regional Coordinator be provided a modern and equitable package.

The Program also expects that fair consideration needs to be made in terms of allowances for private vehicle use, phone expenses and professional development etc.

Coordinators must not be employed as a contractor.

As the Coordinator will most likely have on-going employment for the duration of the Program they should be part time employees rather than casual.

Recruitment and placement of Coordinators should align with the requirements of the detailed role descriptions as provided including their individual capacity to meet the essential criteria. It will be at the Host's discretion as to what level an existing or new Coordinator may be engaged at.

## **Service Agreements and Grant Payments:**

The nominated and approved host organisations of both Local and Regional Coordinators will be required to enter into a Service Agreement with Local Land Services for the duration to the program (1 July 2019 – 30 June 2023).

The financial grant payments of the program will be distributed across the breadth of the Program and will be linked to annual milestone payments.

The Program aims to make initial milestone payments within the first weeks of the 2019 – 2020 financial year.

It is a requirement of the Program that service agreements and payments can only be formed with an incorporated organisation.

## **Program Reporting:**

The Program will require regular milestone reporting to be completed. This reporting will include outcomes and actions of Local and Regional Coordinators and will include financial reporting from host organisations.

All reporting details will be outlined in the Service Agreements established between the host organisation and Local Land Services.

# Anticipated Questions

## **How do I apply to Host a Regional or Local Coordinator?**

The Program is asking for Landcare regional organisations or Communities-of-Practice in partnership with Local Land Services to submit a Regional Implementation Proposal. These proposals must identify who in each region is best placed to host a coordinator. Your application to host a Local or Regional Coordinator must be made a part of a Regional Implementation Proposal.

## **What regions will the Proposals be based on?**

The Program is looking for proposals based on Local Land Services regions, however understands that some cross regional collaboration may need to take place for some Landcare organisations.

## **Can I apply to host a Coordinator outside of a Regional Implementation Proposal?**

No – the program has established that addressing the support and empowerment of Landcare across regional scales is vital to the success of the Program.

## **Do I have to be a host under the current Local Landcare Coordinator Initiative to be considered as a host in the NSW Landcare Program going forward?**

No – the Program will consider those hosts nominated as most appropriate in their Regional Implementation Proposals. Proposals should consider building upon the outcomes of proven past arrangements.

## **What will the Local Coordinator FTE allocations be based on?**

Local Coordinator FTE allocations will be determined by the Program for each Local Land Services region based on a suite of parameters including regional contexts, performance under LLCI program, shifts in other funding arrangements, capacity to support Landcare across whole of region.

## **Will each Region be able to apply for a level of Local Coordinator FTE allocation or will it be predetermined?**

The Program, with input from the Joint Management Committee and a working group of Landcare and Local Land Services representatives, will provide an indicative allocation for each region. The final allocations may vary depending on the outcomes of the Regional Implementation Proposals.

## **Can more than one person fill the role of a Local or Regional Coordinator (job share)?**

Yes – however the role must achieve its accountabilities. This would also only be the case where the role is a job share and not divided across two roles. The host would need to make a clear case as to the additional support they would provide. Also bear in mind the foundation levels of work that include administration actions, travel, reporting and attendance at Community-of-Practice events.

## **Can Local Coordinator roles be divided below 0.5 FTE across more than one position?**

Yes – however it is the requirement of the program that roles are not divided below 0.25 FTE. Splitting the FTE below 0.5 should ideally only be done so when other support (leverage) funding can be provided to make the total role up to 0.5 FTE (there may be exceptions based on regional contexts).

## **Can a current employee be placed in the role of Coordinator?**

Yes – however they would be required to meet the criteria of the role.

## **Is there a specific award for a Local or Regional Landcare Coordinator?**

No – there is no specific award for Landcare Coordinators, however the Local and Regional Coordinator positions have been aligned to Grade 4 and Grade 5 Local Land Services roles.

Host organisations may need to form a Common Law Agreement which needs to meet the 10 National Employment Standards (<https://www.fairwork.gov.au/employee-entitlements/national-employment-standards>)

## **Are there set pay scales for this program?**

No – however pay scales have been used in the calculation of FTE allocations and should be considered as appropriate to meet the essential criteria for the roles. Ultimately it is up to the host to determine a fair and affordable pay scale to attract the right candidate.

## **To be a Host for a Local or Regional Coordinator, do you have to be a paid member of Landcare NSW Inc.?**

Yes – this program is co-delivered by Landcare NSW Inc. Hosting Organisations (those holding a funding agreement with Local Land Services for the delivery of a Coordinator) must be a member of Landcare NSW prior to signing a funding agreement and continue to be a member for the duration of the Program.

There may be some cases where hosts are not able to be a member, this will be addressed on a case by case basis.

## **Who will host the Regional Coordinators? Local Land Services, Landcare NSW Inc. or a Landcare organisation in the regions?**

It is the preference of the Program that the Regional Coordinator role is hosted by either the Regional Landcare Organisation or a representative Organisation from within a region. This may be regional Local Land Services or another organisation.

## **Can a Regional Coordinator funding be reallocated to a Local Coordinator Role?**

No – it is a requirement that each region have a Regional Coordinator. Should a region determine that they do not want to host a Regional Coordinator, Landcare NSW will host the role on behalf of the region.

# Anticipated Questions

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## **Can Regional Coordinator roles be divided below 0.6 FTE?**

No – however regional roles may job share across a region, however the minimum split is 0.3 FTE and ideally only be done so when other support (leverage) funding can be provided to make each split position up to a minimum of 0.6 FTE.

## **Can a Regional Coordinator be an Executive Officer of a regional organisation?**

Yes – however only as a component of the Executive Officer's role and only when co funded. For example, a Regional Landcare Organisation may employ a full time Executive Officer; 0.6 FTE of that role may be funded by this program, it must deliver against the outcomes of the Program. The remaining 0.4 FTE of the role may be funded separately to address administrative roles of the Executive Officer position including staff management and committee support. This approach must be approved by the Program on a case-by-case basis.

## **Can a Regional Coordinator also be a Local Coordinator?**

Approval of this would be considered on a case by case basis and proposals would need to demonstrate how the outcomes of both roles would be delivered and how the splits would be structured. It would be the preference that the Regional Coordinator role not be split below 0.6 FTE and the Local Coordinator role not be split below 0.4 FTE in this case.

The remaining 0.1 FTE of Local Coordinator role would have to be allocated to another Local Coordinator, not be stand alone.

## **Can Local Coordinators undertake project management actions?**

Yes – however only as a minor focus of their role and only to support or improve the delivery of the project by other Landcare volunteers or staff not funded by this program. Projects should have their own employment budgets and where the Coordinator is employed for additional time to undertake this role.

## **Does a Landcare organisation need to be incorporated to host a Coordinator?**

Yes – the Program can only provide funding directly to an incorporated entity. However an incorporated host may manage the funds on behalf of another Landcare group.

## **Does there need to be open recruitment for Regional Coordinator positions?**

No – not if a suitable candidate is already available, however placement should be lawful and transparent. Candidates must be able to show capacity to deliver against the minimum capabilities of the role as outlined in this document.

## **Does a member of the Program Management Team need to be on a recruitment selection committee?**

Ideally – the Program is there to assist where it can. While recruitment does not need to be approved by the Program Management, it is a requirement that any staff can meet the minimum capabilities as outlined in this document.

## **Does a Regional Coordinator need a Steering Committee to be established?**

Yes – each Region will be required to establish a Regional Coordinator Steering Committee within three months of the Program starting. The Committee will need to communicate to the Program Management how it will ensure alignment of the Regional Coordinator role to the Program intent.

## **How soon do Coordinators need to be in place?**

As soon as possible – the Program will require that there is minimal delay in placing Local or Regional Coordinator's in their roles. Should delays extend past three months the Program will need to be informed.

## **Should working from home allowances be included in the program budget?**

You may wish to provide your employee with a working from home allowance to cover the costs associated with a home office. This is at discretion of the Host, however the Host should consider the purchase of small capital items such as a computer or mobile phone as key business tools that may be included in the program budget. Staff who work from home can also claim expenses on their annual tax. Info: <https://www.ato.gov.au/General/Property/Your-home/Working-from-home/>

## **Should travel allowances be included in the program budget?**

Yes – The Program expects that there will be some level of travel for the role and there is an expectation that Coordinators attend mandatory State Community-of-Practice events. Info: <https://www.business.gov.au/people/hiring/pay-and-conditions/travel-allowances>

## **Should private vehicle use allowances be included in the program budget?**

Yes – You should consider an appropriate allowance and policy to cover the use of private vehicles by Coordinators in the undertaking of their role. This should be in line with current Australian standards and guidelines.

## **Must we adopt the Capability Framework for Coordinators Provided?**

You may wish to adopt your own capability assessment. However the capabilities provided are considered reflective of the level that you should be considering, regardless of whether you chose to adopt the specific wording or frameworks.

## **When does the Regional Implementation Process Open?**

Friday 10 May 2019

## **When are Regional Implementation Proposals due?**

31 May 2019

## **When will allocations of Local and Regional Coordinators be finalised?**

The Program is aiming to have all allocations finalised by 11 June 2019



# Appendix: Local Landcare Coordinator Role Description

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**Role Title:** Local Landcare Coordinator

**Role Classification:** Part Time Temporary – *day month* 2019 to 30 June 2023. Subject to funding availability and performance.

**Remuneration:** (To be determined by Host - suggested figures can be provided on request)

**Full Time Equivalent (FTE):** 0.5 (Based on a 35 hour week)

**Hours per week:** 17.5 hours (To be determined by Host)

## **Primary Purpose of the Local Landcare Coordinator Role:**

The core role of the Local Coordinator is that of a coordinator and enabler of Community Landcare and Landcare organisations. The Local Coordinator is charged with empowering Landcare to achieve their own goals in alignment with those of the Program.

The Local Coordinator will assist their Landcare networks and groups to directly interact with Landcare and agencies at the local district and network scale. They will focus on supporting Landcare organisations to enable participation in Landcare by individuals and sub groups. Their outcomes will be measured directly against key accountabilities.

Local Coordinators will work with their specific host organisations and the other Landcare groups/organisations across their regions to increase the capacity of these groups to deliver against the outcomes of the Program.

Local Coordinators will be expected to collaborate with a range of Landcare support mechanisms including other Local Coordinators, Regional Coordinators, Landcare Committees and Local Land Services.

The Local Coordinator is not a Project Officer, solely responsible for the delivery of other grant funded projects, however should be a resource for Landcare to effectively partner, attract project funding and to empower successful delivery.

## **Key Accountabilities of the Local Landcare Coordinator:**

- Support volunteer engagement and coordinate participation in natural resource management activities that address critical agricultural sustainability and environmental issues
- Support increased community engagement in Landcare
- Support increased governance and organisational process in Landcare organisations in their region
- Providing support to groups, networks and landholders
- Undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Support improvements in stability and long term viability of Landcare in their region
- Work with Regional Coordinators to support the development and implementation of a Regional Priority Plan
- Embrace fee-for-service opportunities
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Participation in and delivery of regional and state Community-of-Practice
- Monitor, evaluate and report on program outcomes.

## **Key Challenges for the Local Landcare Coordinator:**

- Role is not specifically for the purpose of management of other funding programs, grants or projects
- Management of expectations of local Host Committee and those of other Landcare Communities within the Local Coordinator's region
- Management of time and on ground funding constraints
- Management of part time role
- Management of priorities between delivery of on ground outcomes and service to Landcare community and program requirements such as reporting and attendance at Community-of-Practice events.

## **Key Relationships of the Local Landcare Coordinator:**

- Host organisation committee
- Other Landcare Coordinators in their Region and across NSW
- Regional Landcare Coordinator
- Other Landcare staff
- Other Landcare Community members
- Local Land Services staff
- Program Management Team of the NSW Landcare Program
- Other potential partner stakeholders.

## Appendix: Local Landcare Coordinator Role Description

### Capabilities and Focus Capabilities of a Local Landcare Coordinator:

In an attempt to define the minimum capabilities for the Local Landcare Coordinator role, and in the absence of an appropriate award, we borrowed the capabilities adopted by the NSW Public Sector for a similar Grade to provide some guidance. Previous Coordinator programs have called for Coordinator roles to be more closely aligned to those of Local Land Services. These criteria directly align to those of Local Land Services staff at the same grade. Below is the full list of capabilities and the suggested level required for this role. The highlighted capabilities are the recommended focus capabilities for this role that candidates should possess.

Capability	Level
• Display Resilience and Courage	Intermediate
• Act with Integrity	Intermediate
• Manage Themselves	Foundational
• Value Diversity	Foundational
• Communicate Effectively	Foundational
• Commit to Customer Service	Intermediate
• Work Collaboratively	Intermediate
• Influence other and Negotiate	Foundational
• Deliver Results	Intermediate
• Plan and Prioritise	Foundational
• Think and Solve Problems	Intermediate
• Demonstrate Accountability	Intermediate
• Manage Finances	Foundational
• Use Technology	Foundational
• Follow Procurement Process	Foundational
• Project Management	Intermediate

### Focus Capabilities:

Below are the examples of the types of the focus capabilities that would be expected that Local Coordinators should be practicing in line with the roles Key Accountabilities.

Capacity to Act with Integrity: Local Coordinators should have the demonstrated capacity to always represent the Program and their Host organisation in an honest, ethical and professional way. They should support a culture of integrity and professionalism, with the proven capacity to understand and follow: rules, policies, guidelines and codes of conduct. They should also be able to help others to understand their obligations to comply with the above. They must be able to recognise, report and manage apparent conflicts of interest.

Commitment to Customer Service: Local Coordinator should support a culture within their area of influence that is based on quality service to their community and the stakeholders of their organisation. They should be able to identify with and respond quickly to community needs, developing solutions to meet those needs.

Capacity to Work Collaboratively: Local Coordinators should be able to work well and support a co-operative team environment. They should be able to share information and learning across teams, recognising and acknowledging that best outcomes are often achieved by effective collaboration. They should be able to engage other members of community and their organisation to share information and solve issues and problems jointly, while support others in challenging situations.

They Must Deliver Results: Local Coordinators must have a proven capacity to complete work tasks to agreed budgets, time-frames and standards. Take the initiative to progress and deliver own and team/unit work. Contribute to allocation of responsibilities and resources to ensure achievement of community goals. And know to seek and apply specialist advice when required.

Demonstrated Accountability: Local Coordinators must be able to take responsibility and be accountable for their own actions. Understand, identify and follow safe work practices, and be vigilant about themselves and others. Be alert to risks that might impact the completion of an activity and escalate these when identified. They must use financial and other resources responsibly.

Skills in Project Management: Local Coordinators must have skills to plan and deliver tasks in line with agreed schedules. Check progress against schedules, and seek help to overcome barriers. They should be able to participate in planning and provide feedback about improvements to schedules.

# Appendix: Regional Landcare Coordinator Role Description

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**Role Title:** Regional Landcare Coordinator

**Role Classification:** Part Time Temporary – *day month* 2019 to 30 June 2023. Subject to funding availability and performance.

**Remuneration:** (To be determined by Host - suggested figures can be provided on request)

**Full Time Equivalent (FTE):** 0.6 (Based on a 35 hour week)

**Hours per week:** 21 hours (To be determined by Host)

## **Primary Purpose of the Regional Landcare Coordinator Role:**

The Regional Coordinators will play a key role in coordinating, expanding and multiplying on the benefits delivered at the local district and network scale. The Regional role will adopt the needs of the region, but be closely tied to the outcomes of this Program. The roles of the Regional Coordinators will be less to do with the empowerment of specific groups and more to do with connecting and supporting Landcare networks and groups in the region.

Regional Coordinators will support regional approaches to priority planning, regional collaboration, regional organisation and the capacity for Landcare in their regions to participate more effectively in larger scale opportunities as guided by a Steering Committee.

Regional Coordinators will play an important role in the facilitation of Community-of-Practice in their region and will link to other key stakeholders including Regional Agriculture Landcare Facilitators, Landcare NSW, Local Land Services and other partners.

Their outcomes will be measured against key performance indicators which will include the delivery of strategic regional initiatives, collaboration and regional scale participation.

## **Key Accountabilities of the Regional Landcare Coordinator:**

- Work under the guidance of a Regional Landcare Coordinator Steering Committee and the NSW Landcare Program
- Work with partners to support, facilitate, and build new or existing regional Community-of-Practice networks through improved regional communication
- Increase participation in the regional Community-of-Practice from Landcare, Local Land Services and other organisations
- Empower volunteer engagement and community participation in natural resource management activities that address critical agricultural sustainability and environmental issues
- Facilitate linkages between Landcare activities/projects and Local Land Services and Landcare NSW strategic objectives
- Support Landcare to undertake planning, develop partnerships and secure resourcing through project grants and other sources
- Support improvements in stability and long term viability of Landcare in their region
- Increase capacity of Local Landcare Coordinators to deliver on the program outcomes, including organising training
- Work with Landcare NSW to link regional and district networks/groups to alternative funding/fee-for-service opportunities
- Identify and facilitate potential regional joint initiatives, funding opportunities, collaborative programs
- Participation in and delivery of regional and state Community-of-Practice
- Monitor, evaluate and report on program outcomes at a regional scale
- Develop and implement a regional priority plan

## **Key Challenges for the Regional Landcare Coordinator:**

- Role is not specifically for the purpose of management of other funding programs, grants or projects
- Management of expectations of local Host Committee and those of other Landcare Communities within the Local Coordinator's region
- The role is not specifically for the purpose of direct management of Local Coordinators
- Management of part time role and the management of priorities between delivery of on ground outcomes and service to Landcare community and program requirements such as reporting and attendance at Community-of-Practice events.

## **Key Relationships of the Regional Landcare Coordinator:**

- Regional Steering Committee and Host organisation
- Other Regional Landcare Coordinators across NSW
- Regional Agriculture Landcare Facilitators
- Local Landcare Coordinators in their region and across NSW, other Landcare staff and other Landcare Community members
- Local Land Services staff and Landcare NSW staff
- The NSW Landcare Program Management Team of the NSW Landcare Program and other potential partner stakeholders.



# Appendix: Regional Landcare Coordinator Role Description

## Capabilities and Focus Capabilities of a Regional Landcare Coordinator:

In an attempt to define the minimum capabilities for the Regional Landcare Coordinator role, and in the absence of an appropriate award, we borrowed the capabilities adopted by the NSW Public Sector for a similar Grade to provide some guidance. Previous Coordinator programs have called for Coordinator roles to be more closely aligned to those of Local Land Services. These criteria directly align to those of Local Land Services staff at the same grade. Below is the full list of capabilities and the suggested level required for this role. The highlighted capabilities are the recommended focus capabilities for this role that candidates should possess.

Capability	Level
• Display Resilience and Courage	Intermediate
• Act with Integrity	Intermediate
• Manage Self	Intermediate
• Value Diversity	Foundational
• Communicate Effectively	Intermediate
• Commit to Customer Service	Adept
• Work Collaboratively	Intermediate
• Influence and Negotiate	Intermediate
• Deliver Results	Intermediate
• Plan and Prioritise	Intermediate
• Think and Solve Problems	Intermediate
• Demonstrate Accountability	Intermediate
• Finance	Foundational
• Technology	Intermediate
• Procurement and Contracts	Intermediate
• Project Management	Intermediate

## Focus Capabilities:

Below are the examples of the types of the focus capabilities that would be expected that Regional Coordinators should be practicing in line with the roles Key Accountabilities.

Capacity to Act with Integrity: Regional Coordinators should have the demonstrated capacity to always represent the Program and their Host organisation in an honest, ethical and professional way. They should support a culture of integrity and professionalism, with the proven capacity to understand and follow: rules, policies, guidelines and codes of conduct. They should also be able to help others to understand their obligations to comply with the above. They must be able to recognise, report and manage apparent conflicts of interest.

Commitment to Customer Service: Regional Coordinators must take responsibility for delivering high quality culture within their area of influence, that is based on quality service to their community and the stakeholders of their organisation. They should be able to understand community and stakeholder perspectives, identify with and respond quickly to community needs, developing solutions to meet those needs. They should have capacity to find opportunities to cooperate with internal and external parties to improve outcomes for Landcare. They must connect and collaborate with relevant stakeholders within the community.

Capacity to Work Collaboratively: Regional Coordinators should be able to work well and support a co-operative team environment. They should be able to share information and learning across teams, recognising and acknowledging that best outcomes are often achieved by effective collaboration. They should be able to engage other members of community and their organisation to share information and solve issues and problems jointly, while supporting others in challenging situations.

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