

GLENRAC

STRATEGIC PLAN

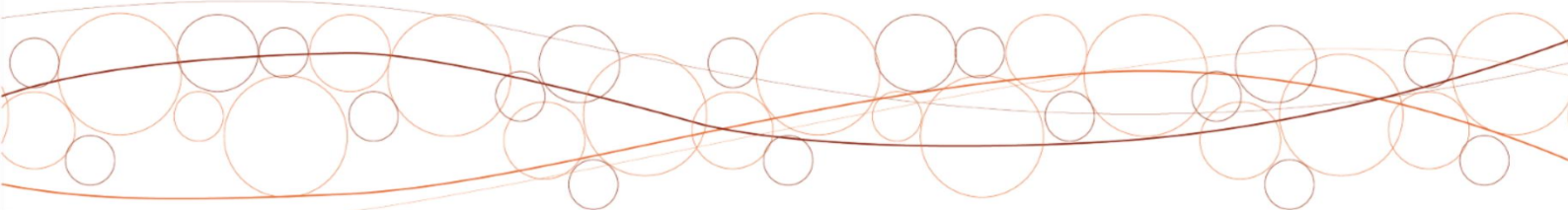
2015 - 2020



Glen Innes Natural Resources Advisory Committee

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BACKGROUND

In December 2015, GLENRAC commenced the development of a renewed Strategic Plan. The independently facilitated process is outlined below:

- Community survey;
- Facilitated workshop;
- Development of Strategic Plan;
- Development of Strategic Plan Summary document;
- Committee ratification; and
- Share Strategic Plan with stakeholders.

VISION

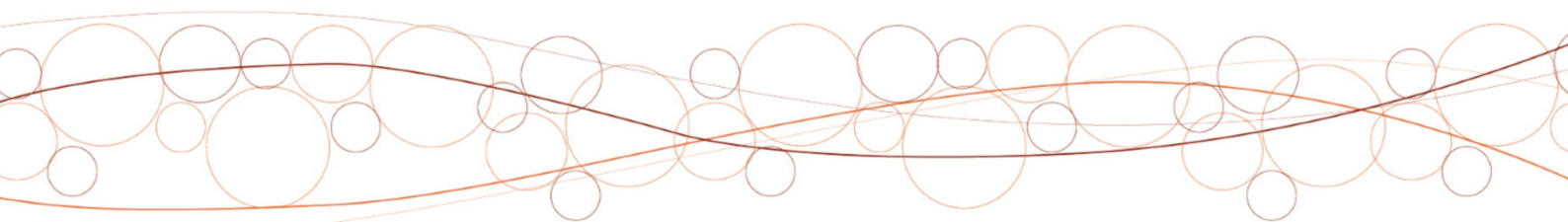
Our vision is what we aspire to be. It is designed to inspire and represents our ideal.

Solutions for a sustainable and productive landscape

MISSION

To initiate and coordinate action for landholders and the community to manage and maintain the natural resource base of the Glen Innes region for the improvement of both the social and productive environment.

OUR VALUES



HISTORY & STRUCTURE

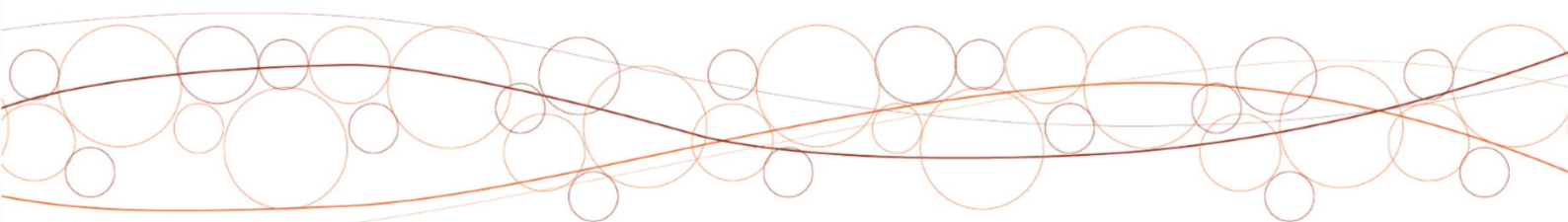
The current GLENRAC structure and membership was established on 22 June 1989 by a group of people interested in land management and land conservation issues in the local area.

GLENRAC aims to be representative of all key stakeholders in natural resource management in the local Glen Innes Severn district

GLENRAC became an incorporated body in 1992. GLENRAC is incorporated under the *Associations Incorporation Act 2009* to act as a not for profit organisation under the current legislation of the Australian Taxation Office.

GLENRAC's area of operation is the Glen Innes Severn Local Government Area. In addition to providing services to those who reside outside of this area but whom consider Glen Innes as their community of interest. This further encompasses some land in the Inverell, Guyra, Nymboida and Tenterfield Local Government Areas.

SERVICE AREA



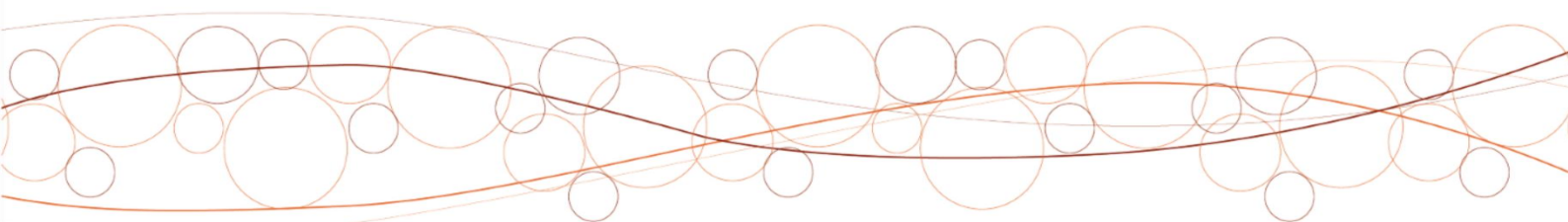
GLENRAC IN CONTEXT

KEY STAKEHOLDERS Landholders – rural and urban
Public and private land managers

PARTNER ORGANISATIONS (internal)
National Parks and Wildlife Service (Office of Environment & Heritage)
Department of Primary Industries
Glen Innes Local Aboriginal Land Council
Glen Innes Severn Shire Council

PARTNER ORGANISATIONS (external)
Northern Tablelands Local Land Services
NSW Government
Australian Government
New England – North West Landcare Network Chairs Inc.
Landcare NSW
Landcare Australia Ltd
National Landcare Network

TARGET COMMUNITY GROUPS
Anyone interested in Natural Resource Management, sustainable agriculture and the environment
Landcare groups
Industry groups
Interest groups



A. Sustaining Land – vegetation, soils, weeds, land use

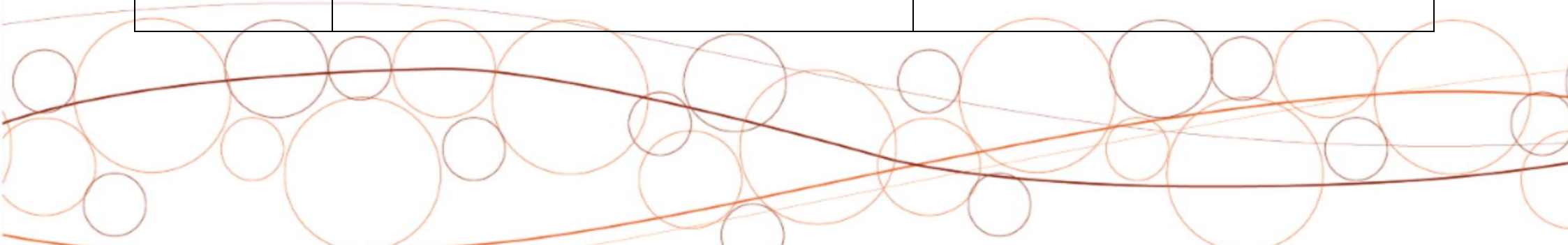
GOALS	STRATEGIES	ACTIONS
<p>A.1 ENHANCE VEGETATION COVER AND WATER USE EFFICIENCY</p>	<p>In coordination with other partner organisations, GLENRAC will facilitate the delivery of information and work to increase the knowledge and skills of all land managers.</p> <p>Key messages:</p> <ul style="list-style-type: none"> - Groundcover maintained above 80% - Promote sustainable farming practices that improve soil carbon and reduce soil acidity - Benefits of improved shade and shelter on farms. 	<ol style="list-style-type: none"> 1. Host one annual pasture / groundcover event.
<p>A.2 HEALTHY SOILS FOR HEALTHY LANDSCAPES</p>	<p>GLENRAC will work to increase awareness and understanding of soil structures, fertility, improved land management practices, testing and use of chemical and biological tools to improve soil structure and health.</p>	<ol style="list-style-type: none"> 1. Seek funding for soils related on ground works projects eg. soil monitoring. 2. Report annually on number of projects and project outputs.
<p>A.3 REDUCE THE IMPACT OF WEEDS</p>	<p>GLENRAC will work to raise awareness and knowledge of weeds of both local and national significance.</p>	<ol style="list-style-type: none"> 1. Work with partner organisations to deliver information on weeds. 2. Host an annual weeds field day / event. 3. Report annually on number of projects and project outputs.

<p>A.4 LANDHOLDER EDUCATION</p>	<p>GLENRAC will continue to facilitate the provision of property planning courses to maximise farm productivity and land use and to maintain or improve ecological sustainability.</p> <p>GLENRAC will continue to act as a conduit for the continued improvement in land managers' awareness, knowledge and skills in NRM and the adoption of practices that improve natural resource outcomes.</p> <p>GLENRAC will continue to promote sustainable farming practises and promote an awareness of climate change.</p>	<ol style="list-style-type: none">1. Facilitate one property management planning course per annum.2. Identify future training needs for land managers.3. Seek funding for landholders who have completed strategic planning activities.4. Report annually on number of projects and project outputs.
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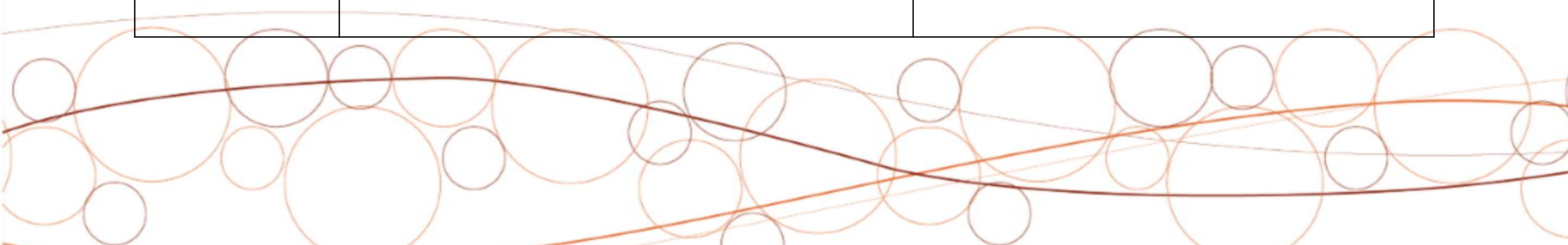
B. Managing Water – erosion control, water quality

GOALS	STRATEGIES	ACTIONS
<p>B.1 REDUCE RISK OF SOIL EROSION AND REPAIR ACTIVE EROSION SITES</p>	<p>GLENRAC will work to increase awareness of contributors to increased risk of soil erosion. In addition, GLENRAC will seek funding for the repair and remediation of active soil erosion sites. This may include abandoned mine sites. This will include engaging consultants to design and supervise such projects.</p>	<ol style="list-style-type: none"> 1. Seek funding for soils related on ground works projects. 2. Facilitate access to professional advice for soils projects. 3. Report annually on number of projects and project outputs.
<p>B.2 PROTECT WATERWAYS AND RIPARIAN ZONES</p>	<p>GLENRAC will promote practices that improve water quality in relation to land management practices.</p>	<ol style="list-style-type: none"> 1. Seek funding for riparian related on ground works projects. 2. Report annually on number of projects and project outputs.
<p>B.3 PARTICIPATE IN REGIONAL WATER QUALITY MONITORING ACTIVITIES</p>	<p>GLENRAC will work to provide opportunities to the community to participate in water quality monitoring activities.</p>	<ol style="list-style-type: none"> 1. Facilitate training and / or monitoring to any interested stakeholders, individuals or groups.



C. Achieving Balance – biodiversity, flora-fauna, pest animal and people

GOALS	STRATEGIES	ACTIONS
<p>C.1 BIODIVERSITY UNDERSTANDING AND ENHANCEMENT</p>	<p>GLENRAC will increase the local awareness of native vegetation and ecosystems that provide critical functions including sheltering and sustaining wildlife, protecting streams and wetlands.</p> <p>GLENRAC will seek funding and support to increase biodiversity across our landscape. GLENRAC will support landholders in implementing on-ground activities to enhance and protect biodiversity on private and public land.</p>	<ol style="list-style-type: none"> 1. Seek funding for biodiversity related on ground works projects. 2. Report annually on number of projects and project outputs.
<p>C.2 PROTECT NATIVE HABITAT</p>	<p>GLENRAC will work with government agencies and landholders to identify and publicise key native habitat areas and corridors in the region.</p> <p>GLENRAC will connect landholders with appropriate sources of technical advice relating to the management of native vegetation.</p>	<ol style="list-style-type: none"> 1. Refer Native Vegetation Act and Native Vegetation regulation enquiries to relevant NT LLS staff. 2. Provide an access point for printed materials related to native vegetation management and legislation. 3. Will inform landholders of the potential for using market-based instruments to encourage management of native habitat and vegetation for biodiversity outcomes.



<p>C.3 CONTROL OF PEST ANIMALS</p>	<p>GLENRAC will work with agencies to communicate and coordinate actions to control foxes, wild dogs, rabbits, deer, feral pigs, cats and goats.</p> <p>GLENRAC represent landholders as a source of information to government agencies in relation to pest animal management issues.</p>	<ol style="list-style-type: none"> 1. Work with partner organisations to deliver information on pest animal management. 2. Provide support for pest animal management groups as required. 3. Identify landholder needs and seek funding for pest animal related projects. 4. Report annually on number of projects and project outputs.
<p>C.4 BUILDING STRONG ROBUST COMMUNITIES</p>	<p>GLENRAC will identify and develop grassroots led, community-focused projects and programs to strengthen the GLENRAC region.</p>	<ol style="list-style-type: none"> 1. Work with partner organisations and individuals to deliver information on ‘people’ topics including physical, mental and financial health. 2. Provide support and referral to appropriate services as required.



D. Extending GLENRAC Performance

GOALS	STRATEGIES	ACTIONS
<p>D.1 EXTEND GLENRAC'S REACH – WIDER AND DEEPER</p>	<p>GLENRAC has a number of communications methods and channels for communicating with our target audience. GLENRAC will continue to review its approaches to achieve an effective and efficient means of disseminating information to a wider and deeper audience.</p>	<ol style="list-style-type: none"> 1. Scope current and future target audience and develop new strategies to engage new members in the community. 2. Report annually on communications produced including newsletters, e-flashes, website visitation and social media reach.
<p>D.2 PROFESSIONAL PROJECT MANAGEMENT</p>	<p>GLENRAC will continue to develop the capacity to deliver projects in a professional and timely manner for all stakeholders. GLENRAC will work to build committee and staff skills to implement the strategic plan.</p>	<ol style="list-style-type: none"> 1. GLENRAC will strive to deliver quality projects on time and on budget. 2. Complete an annual staff performance review. 3. Complete an annual staff professional development plan. 4. Facilitate opportunities for all staff to complete project management training activities. 5. Complete an annual audit of resources available to deliver projects.
<p>D.3 MONITOR, EVALUATE AND REPORT</p>	<p>GLENRAC is aware of the increasing need for Monitoring, Evaluation and Reporting on all projects. GLENRAC staff will continue to develop skills and processes to present information in a professional and meaningful manner to all stakeholders.</p>	<ol style="list-style-type: none"> 1. GLENRAC will utilise a simple monitoring, evaluation, reporting and improvement process to review projects and activities. 2. Present an annual report to the Annual General Meeting.

<p>D.4 PROVIDE A VOICE FOR GRASSROOTS LANDHOLDERS</p>	<p>GLENRAC is a long established entity with a record of community based activity that has continued in a constantly changing environment. GLENRAC is a truly representative body of the major stakeholders in Natural Resource Management in the Glen Innes region.</p>	<ol style="list-style-type: none"> 1. Act as source of information and data to local, regional, State and National Natural Resource Management agencies. 2. The GLENRAC Chair or delegate will attend New England-North West Landcare Network Chairs to advocate for GLENRAC. 3. GLENRAC will continue to develop and maintain formal and informal partnerships with industry organisations. 4. The GLENRAC Chair will report on these activities at the Annual General Meeting.
<p>D.5 SECURE RESOURCES FOR EFFECTIVE IMPLEMENTATION</p>	<p>The scope of GLENRAC’s achievement against this Plan will much depend on resources secured to proactively develop programs. As such, GLENRAC will actively pursue resources to fulfil the objectives of this plan.</p>	<ol style="list-style-type: none"> 1. Continue to maintain a base level of services to the community – resource centre and funded Landcare Coordinator/s. Community Support Officer. 2. Provide resource centre for the dissemination of information. 3. Secure funding for Natural Resource Management, sustainable agriculture and environment focused activities. 4. Report on funding obtained at the Annual General Meeting.



E. Working Forward – a stronger GLENRAC

GOALS	STRATEGIES	ACTIONS
<p>E.1 COMPLEXITY – BUILDING CAPACITY</p>	<p>GLENRAC increasingly recognises the complexity of maintaining productive sustainable land today and in the future. The challenge for GLENRAC is to maintain and increase our scope of community engagement activities to deliver positive impacts across the landscape.</p>	<ol style="list-style-type: none"> 1. Maintain and manage existing GLENRAC members and Landcare and interest groups. 2. Increase GLENRAC membership numbers. 3. Support the development of new Landcare and interest groups.
<p>E.2 DEMOGRAPHICS CHANGING WAYS AND MEANS</p>	<p>Australia will be experiencing significant demographic changes in future. GLENRAC will monitor changes impacting on the Glen Innes region identify emerging opportunities.</p>	<ol style="list-style-type: none"> 1. Establish and maintain an effective delivery mechanism to increase Natural Resource Management skills across all sections of the community. 2. Develop targeted solutions to meet gaps in community and individual skills and awareness.
<p>E.3 DIVERSIFYING RISK AND BROADENING PERFORMANCE</p>	<p>GLENRAC recognises the changeability of funding programs and will work to minimise vulnerability to government funding by diversifying income sources.</p>	<ol style="list-style-type: none"> 1. Identify opportunities for expanding GLENRACs services to include fee for service activities. 2. Seek funding from non-government sources including philanthropic groups. 3. Report annually on the numbers and value of non-government grants.

<p>E.4 EDUCATION – INTERNAL AND EXTERNAL</p>	<p>GLENRAC understands its people are its most important asset.</p> <p>GLENRAC commits to advancing the skills of its community, staff and committee to support the overall wellbeing of the organisation.</p>	<ol style="list-style-type: none"> 1. Monitor the external environment for opportunities to deliver Natural Resource Management education for the community. 2. Complete an annual review of committee skills and map appropriate training. 3. Provide a supportive and flexible work environment for staff. 4. Provide a resource centre for the dissemination of information.
<p>E.5 RENEWABLE ENERGY</p>	<p>GLENRAC recognises the need to provide land managers with current and balanced information on renewable energy and will assist with raising awareness.</p>	<ol style="list-style-type: none"> 1. Act as a conduit to provide information and opportunities to land managers. 2. Promote, provide and link to (as appropriate) education activities relating to renewable energy.
<p>E.6 PERFORMANCE – CORPORATE GOVERNANCE</p>	<p>GLENRAC acknowledges the importance of an experienced, responsible and accountable board reporting to the community, stakeholders and regulatory bodies.</p> <p>The organisation commits to timely and accurate reporting to ensure transparency and assurance.</p>	<ol style="list-style-type: none"> 1. Have an annual financial audit completed and presented at the AGM. 2. Hold regular board meetings. 3. Utilise steering committees to ensure good governance practises for project management and/or Board Business Report annually to Fair Trading and the Australian Charities and Not-for-Profits Commission (ACNC). 4. Complete the Landcare NSW 'Organisational Health Check' to review governance practices on an annual basis.

<p>E.7 RESEARCH PARTNERSHIPS</p>	<p>GLENRAC understands the value in working collaboratively to build knowledge and establishing research partnerships for the future of Natural Resource Management.</p> <p>GLENRAC will pursue research opportunities that align with its values, mission and capacity.</p>	<ol style="list-style-type: none"> 1. Promote GLENRAC as an established, reputable and grassroots based collaborator. 2. Act as a conduit to exchange information between land managers and researchers. 3. Develop and maintain partnerships with other organisations.
<p>E.8 'AGVOCACY'</p>	<p>GLENRAC recognises the importance of public approval for agricultural land managers to conduct their business. GLENRAC supports the principle of social license in the conduct of agriculture practice.</p>	<ol style="list-style-type: none"> 1. In its conduct of field days and general business GLENRAC will adopt a stance to promote a positive position for the social acceptance of farming practices.

GLENRAC Contact Details

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