

# **GLENRAC STRATEGIC PLAN 2020-2025**





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*This plan was endorsed by the GLENRAC  
Committee of Management on 5th March 2021.*

## 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.

## BACKGROUND

In October 2020, the Glen Innes Natural Resource Advisory Committee (GLENRAC) commenced the development of its 2020-2025 Strategic Plan. Initial planning in March 2020 was postponed due to the Covid-19 pandemic, while the facilitated planning workshop was postponed until a face-to-face event could be held.

GLENRAC's independently facilitated strategic planning involves:

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

**Professionalism**



**Sustainability**



**Innovation**



**Trust**



**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.





# GLENRAC IN CONTEXT



## KEY STAKEHOLDERS

- Landholders – rural and urban
- Public and private land managers

## PARTNER ORGANISATIONS - *internal*

- National Parks and Wildlife Services
- 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 Landcare Network Inc
- North West Landcare Network Inc.
- Landcare Australia Ltd
- National Landcare Network
- Landcare NSW

## TARGET COMMUNITY GROUPS

- Anyone interested in natural resource management, sustainable agriculture and the environment
- Landcare groups
- Industry groups
- Interest groups
- Other community-based organisations



# PRIORITY A. Strong people for a strong community

| GOALS  | STRATEGIES  | ACTIONS  |
|--|---|--|
| <p><b>A.1<br/>BEING A<br/>PROFESSIONAL<br/>ORGANISATION<br/>WITH SKILLED<br/>STAFF AND<br/>COMMITTEE<br/>MEMBERS</b></p> | <p>GLENRAC will strive to be a local employer of choice for current and prospective employees. We will provide a professional workplace where staff are given opportunities for two way feedback on workplace performance and development. We will continue to develop the skills and knowledge of staff through investment in identified training.</p> <p>GLENRAC will continue to develop the skills and knowledge of Committee of Management (CoM) members through investment in identified training with a focus on leadership and governance. We will promote the skills and experience of our people to prospective partner organisations and the wider public.</p> | <ul style="list-style-type: none"> <li>• GLENRAC Chief Executive Officer (CEO), in conjunction with Executive COM members, will complete an annual staff performance review.</li> <li>• GLENRAC CEO and individual staff members will develop an annual professional development plan.</li> <li>• GLENRAC CEO and individual staff members will identify training options and how this can be financially resourced. Staff members will register and attend. Training will be documented. Recognition of training will be kept on file.</li> <li>• GLENRAC CEO, in conjunction with staff members, will complete an annual skills audit.</li> <li>• GLENRAC management will work with individual staff to develop working arrangements to meet both personal and professional goals for each staff member.</li> <li>• GLENRAC CEO, in conjunction with Executive COM members, will complete an annual skills audit.</li> <li>• GLENRAC CEO and COM members will identify training needs. Record of attendance will be kept on file.</li> <li>• GLENRAC staff will develop an annual capacity statement document, available as a soft copy on the GLENRAC website.</li> </ul> |
| <p><b>A.2<br/>SUPPORTING<br/>COMMUNITY<br/>CAPACITY</b></p>  | <p>GLENRAC will promote membership to the Glen Innes Severn and wider community. GLENRAC will continue to grow their membership base. GLENRAC will continue to support local Landcare groups through the provision of services.</p>   | <ul style="list-style-type: none"> <li>• GLENRAC will record an report on the number of members as at 30th June each year.</li> <li>• GLENRAC will record and report the number and % increase of new members as at the 30th June each year.</li> <li>• GLENRAC will document the number of Landcare groups supported each year as at 30th June.</li> </ul>  |



# PRIORITY A. Strong people for a strong community

| GOALS   | STRATEGIES   | ACTIONS   |
|---|--|---|
| <p><b>A.3<br/>BUILDING<br/>STRONG<br/>ROBUST<br/>COMMUNITIES</b></p>          | <p>Recognising that a strong community is the foundation to achieving successful outcomes in all Priority Areas of the Strategic Plan, GLENRAC will identify and develop grass roots led, community focused projects and programs, including events to strengthen the Glen Innes and district community. GLENRAC will work with other community stakeholder and organisations to identify needs, where appropriate, co-ordinate and implement projects and services that build capacity and resilience within the community.</p> | <p>GLENRAC staff will record all event details, including number of participants and any partner organisations involved, in Salesforce and report annually.</p> <p>GLENRAC staff will record the number and value of grants secured (\$) for community capacity building projects.</p>  |
| <p><b>A.4<br/>PROVIDING<br/>A VOICE FOR<br/>GRASSROOT<br/>LANDHOLDERS</b></p> | <p>GLENRAC is a long established community based organisation that has continued to provide a forum for positive community interaction in a constantly changing environment. GLENRAC will work to ensure the organisation remains a truly representative body of the diversity of major stakeholders in both natural resource management and sustainable agriculture in the Glen Innes district.</p>   | <p>GLENRAC will be a source of information and data to Local, Regional, State and National agencies to represent Glen Innes. GLENRAC will connect community and landholders with information, services and resources to support their goals.</p> <p>GLENRAC activities will promote a positive image for primary production and producers and advocate for landholders where issues align with the values and goals of the organisation.</p> <p>The GLENRAC Chair or delegate will attend the New England Landcare network meetings to advocate for GLENRAC, and its members.</p> <p>GLENRAC will be represented by volunteers or staff on regional committees.</p> <p>GLENRAC will participate in community consultation and provide written feedback when possible.</p> |



# PRIORITY B. Sustaining Land - Ground cover, soils and water

| GOALS   | STRATEGIES   | ACTIONS   |
|---|--|---|
| <b>B.1<br/>SUSTAINABLE<br/>LAND<br/>MANAGEMENT</b>  | <p>In partnerships with other partner organisations, GLENRAC will facilitate the delivery of information, service and resources to increase awareness, skills and knowledge of land managers.</p> <p>Key Messages:</p> <ul style="list-style-type: none"> <li>• &gt;80% ground cover</li> <li>• Promote sustainable farming practises</li> <li>• Awareness of landholders responsibilities under the Biosecurity Act 2015</li> <li>• Explore innovative management practises and alternative incomes sources to future proof against variable climate conditions.</li> </ul> | <ul style="list-style-type: none"> <li>• GLENRAC will host a minimum of 2 events per year.</li> <li>• Record and report the number of participants.</li> <li>• Record and report the partner organisations involved.</li> </ul>   |
| <b>B.2<br/>HEALTHY SOILS<br/>FOR HEALTHY<br/>LANDSCAPES</b>   | <p>GLENRAC will manage projects to increase awareness and understanding of: soil structure and fertility; the value and use of soil testing for informed decisions; education and onground implementation of improved land management practises and the use of inputs to improve soil structure and health, and water holding capacity.</p>  | <ul style="list-style-type: none"> <li>• Develop project plans and applications for soils projects.</li> <li>• Record and report on the number of projects initiated.</li> <li>• Record and report on the number of properties involved.</li> <li>• GLENRAC will aim to host 1 event per year.</li> <li>• Record and report the number of participants.</li> </ul>  |
| <b>B.3<br/>REDUCING THE<br/>IMPACT OF<br/>WEEDS</b>   | <p>GLENRAC will work with partner organisations to access funding to identify and develop project applications for funding. GLENRAC will project manage project to implement weed control activities to reduce the impact of weeds across our district.</p>  | <ul style="list-style-type: none"> <li>• Develop project plans and applications for weeds projects.</li> <li>• Record and report on the number of projects initiated.</li> <li>• Record and report on the number of properties involved.</li> <li>• Record and report on the number of hectares involved.</li> <li>• GLENRAC will aim to host 1 event per year.</li> <li>• Record and report the number of participants.</li> </ul> |
| <b>B.4<br/>REDUCING RISK<br/>OF SOIL<br/>EROSION AND<br/>REPAIRING<br/>ACTIVE<br/>EROSION SITES</b> | <p>GLENRAC will work to increase awareness of the contributors to increased risk of soil erosion. GLENRAC will work with landholders to identify sites requiring investment to repair soil erosion sites. We will work with partner organisations including private consultants to provide technical advice to landholders and contractors.</p>  | <ul style="list-style-type: none"> <li>• Develop project plans and applications for soils projects.</li> <li>• Record and report on the number of projects initiated.</li> <li>• Record and report on the number of properties involved.</li> <li>• Record and report on the number of hectares involved.</li> <li>• GLENRAC will aim to host 1 event per year.</li> <li>• Record and report the number of participants.</li> </ul> |
| <b>B.5<br/>PROTECTING<br/>WATERWAYS<br/>AND RIPARIAN<br/>ZONES</b>                                  | <p>GLENRAC will promote land management practises that improve both water quality and instream and bank stability. We will work with partner organisations including private consultants to provide technical advice to landholders and contractors.</p>   | <ul style="list-style-type: none"> <li>• Develop project plans and applications for riparian projects.</li> <li>• Record and report on the number of projects initiated.</li> <li>• Record and report on the number of properties involved.</li> <li>• Record and report on the number of metres of stream treated.</li> <li>• Record and report on the number of hectares involved.</li> </ul>                                     |

## PRIORITY C. Achieving balance - Biodiversity, flora-fauna and pest animals

| GOALS  | STRATEGIES  | ACTIONS   |
|--|---|---|
| <p><b>C.1<br/>BIODIVERSITY<br/>UNDERSTANDING<br/>AND<br/>ENHANCEMENT</b></p> | <p>GLENRAC will increase awareness and knowledge of local native ecosystems and vegetation, including local TEC's and EEC's.</p> <p>GLENRAC will seek funding and support increasing the extent and connectivity of native habitat across our landscape. GLENRAC will project manage the implementation of on ground works including planting native seedlings.</p> | <ul style="list-style-type: none"> <li>• GLENRAC will host a minimum of 1 biodiversity focused event per year.<br/>Record and report the number of participants.</li> <li>• Record and report the partner organisations involved.</li> <li>• Develop project plans and applications for biodiversity projects.</li> <li>• Record and report on the number of projects initiated.</li> <li>• Record and report on the number of properties involved.</li> <li>• Record and report on the number of hectares involved.</li> </ul> |
| <p><b>C.2<br/>PROTECTION<br/>OF NATIVE<br/>HABITAT</b></p>                   | <p>GLENRAC will increase awareness of key native habitat areas and corridors in the Glen Innes region. GLENRAC will work with Sustainable Land Management staff to connect landholder enquiries for native vegetation management.</p>   | <ul style="list-style-type: none"> <li>• Invite Sustainable Land Management staff to present and/or have information displays at events.</li> <li>• Record and report number of event participants.</li> <li>• Maintain current and relevant printed materials at the GLENRAC community resource centre.</li> </ul>   |
| <p><b>C.3<br/>CONTROL OF<br/>PEST ANIMALS</b></p>                            | <p>GLENRAC will work with agency staff to communicate and coordinate actions to control pest animals including wild dogs, foxes, feral pigs, feral cats, wild deer and goats.</p> <p>GLENRAC will seek funding to support the implement of pest animal control and management activities.</p>   | <ul style="list-style-type: none"> <li>• Host a minimum of 1 pest animal event per year.</li> <li>• Record and report the number of participants.</li> <li>• Record and report the partner organisations involved.</li> <li>• Develop project plans and applications for pest animal projects.</li> <li>• Record and report the number of projects initiated.</li> </ul>  |



# PRIORITY D. GLENRAC 2050 - Working towards a sustainable future

| GOALS   | STRATEGIES  | ACTIONS   |
|---|---|---|
| <p><b>D.1<br/>SECURING<br/>RESOURCES<br/>FOR EFFECTIVE<br/>IMPLEMENTATION</b></p> | <p>The scope of GLENRAC’s achievements against this Plan will be dependent on the financial resources secured to deliver activities. As such GLENRAC will actively work to collaborate with stakeholders; partner organisations to secure resources to achieve our stated objectives. GLENRAC will continue to explore alternative income streams to support our operations.</p>  | <ul style="list-style-type: none"> <li>• Develop project plans and grant applications, all priority areas.</li> <li>• Record and report on the value of grants submitted.</li> <li>• Record and report on the number of grants secured.</li> <li>• Record and report on the total number of farms receiving funds for on-ground works activities.</li> <li>• Record and report on the value of fee for service work completed.</li> </ul>   |
| <p><b>D.2<br/>ENSURING<br/>GOOD<br/>GOVERNANCE</b></p>                            | <p>GLENRAC is proud of our ‘good governance’ and recognised level of trust in our community. As an organisation we will continue to strive to improve every year. GLENRAC acknowledges the value of an experienced and accountable Committee of Management. Reporting to our members, stakeholders, investors and meeting our statutory obligations is a priority. The organisation is committed to timely and accurate reporting to ensure transparency and assurance.</p> | <ul style="list-style-type: none"> <li>• Record and report on the number of Committee of Management meetings.</li> <li>• Complete ACNC Annual Reporting as required.</li> <li>• Complete Landcare NSW Organisational Health Check or similar to review governance practises annually.</li> <li>• Collate and prepare an annual review of performance against Plan priorities and strategies for the AGM.</li> <li>• Prepare an Annual Review document for presentation at the AGM. Prepare an Annual Report to demonstrate capacity.</li> </ul>   |
| <p><b>D.3<br/>EXTENDING<br/>GLENRAC’S<br/>REACH -<br/>COMMUNICATIONS</b></p>      | <p>GLENRAC utilises a number of communication methods for communicating with our target audience. We will continue to review our communications techniques to achieve effective and efficient means of disseminating information to a wider and deeper audience. GLENRAC will continue to explore innovative communications techniques in the provision of educational events to broaden our access to members and the wider community.</p>                                 | <ul style="list-style-type: none"> <li>• Record and report the number of newsletters published.</li> <li>• Record and report the number of printed newsletters delivered to mail boxes.</li> <li>• Record and report the number of email newsletters published.</li> <li>• Analyse and report on the number of unique website visits each year.</li> <li>• Maintain an up to date Facebook Page.</li> <li>• Record and report on the Number of Facebook Likes 30th June each year.</li> <li>• Report on the numerical and percentage change in Likes as at 30th June each year.</li> <li>• Maintain an up to date Instagram account.</li> <li>• Record and report on the Number of Instagram Followers as at 30th June each year.</li> <li>• Report on the numerical and percentage change in Followers as at 30th June each year.</li> </ul> |
| <p><b>D.2<br/>BUILDING<br/>STRONG<br/>RELATIONSHIPS</b></p>                       | <p>GLENRAC understands the value in working collaboratively to build relationships and partnerships for the future. We will pursue partnerships, formal and informal, to support our vision, mission and priorities.</p>  | <ul style="list-style-type: none"> <li>• Record and report on the number of partnerships maintained as at 30th June each year.</li> <li>• Record and report on the number of new partnerships developed in a 12-month period.</li> <li>• Record and report on the number of sources from which grants have been secured.</li> </ul>   |





Glen Innes Natural Resources Advisory Committee

## **GLENRAC**

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