



Southern
New England
Landcare

Strategic Plan 2025 – 2030

Southern New England Landcare Ltd acknowledges the Traditional Owners,
the custodians of the lands on which we live and work.
We pay our respect to their Elders, past, present and emerging.



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Front and back cover image: First Nations weaving with spiny-headed mat-rush (*Lomandra longifolia*), courtesy of Dr Brooke Kennedy.

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Introduction

Purpose

The purpose of this document is to outline Southern New England Landcare Ltd's vision, mission, core values and modes of operation. It also describes the context in which we operate.

The Southern New England Landcare Strategic Plan was developed through a series of workshops¹ with board members and staff of Southern New England Landcare between 2002 and 2005, and reviewed and updated by board members in 2012, 2014, 2019, 2020, 2021, 2022, 2023, 2025 and 2026.

Who are we?

Southern New England Landcare² is a member-based, community-run, not-for-profit organisation based in the Southern New England region of New South Wales. Our organisation has charity status with the Australian Charities and Not-for-profit Commission (ACNC). Our members are individuals and groups, including but not limited to Landcare groups,³ from both rural and urban settings.

Our object

The company's object, as stated in our [Constitution](#) (August 2024), is to pursue the following charitable purposes:

1. Protect and enhance the natural environment of farms, water catchments, urban zones, other significant places, and the landscapes and ecosystems in the Southern New England region
2. Assist members and community in the Southern New England Landcare region with planning, resourcing, practice change, and the undertaking of on-ground works to prevent and remediate environmental degradation
3. Promote sustainable use of land and water that has beneficial consequences for the environmental, economic and social vitality of the urban and rural sectors in the Southern New England region
4. Provide education, extension and engagement with stakeholders and community of the Southern New England region on matters relating to these objects
5. Commission and support research on matters relating to these objects
6. Cooperate with other organisations to achieve these objects, and

¹ Additional information and workings from those workshops are contained in the document "Strategic Plan Appendices".

² Landcare is a community-based approach that has played a major role in raising awareness, influencing farming and land management practices, and delivering environmental outcomes across Australian landscapes. It captures a range of activities such as soil conservation, management of erosion and salinity, sustainable farm practices, restoration of native habitats, revegetation, control of weeds and pests and the development of local natural resource management skills and knowledge. While a key element of Landcare is the voluntary network of more than 6,000 groups across Australia, there are many farmers, landholders and urban community members that undertake this important work but are not affiliated with any Landcare group. (Source <http://www.daff.gov.au/natural-resources/landcare>, 25.8.2014).

³ Landcare groups are any community-based group working on Landcare issues. Groups may be geographically based, or issue based. They are largely networks of people.

7. Resource the execution of these objects by sourcing and managing funding, donations, and other resources and contributions.

Goal

Our goal is to connect, engage and enable our members and partners through participatory leadership, facilitation, resourcing and networking, which helps them:

1. better manage natural resources and the environment
2. improve agricultural productivity and profitability, and
3. achieve more sustainable lifestyles and livelihoods.

We aim to conduct our organisation in an ethical way, with integrity and accountability.

Vision

Our vision is for vibrant, socially, and economically healthy communities, thriving in healthy, biodiverse and productive environments.

Mission

Our mission is to lead, connect and enable our communities to reach their sustainability⁴ goals in a changing environment.⁵

Core values

Our actions and decisions are guided by the following core values, attitudes and beliefs:

- use of participatory leadership processes
- respectful attitudes towards each other
- strong, capable communities
- strong relationships with our shareholders, customers and stakeholders, and
- regenerative practices that increase biodiversity, profitability and sustainability.

Southern New England Landcare has a set of policies and procedures to guide our operations. These can be found at www.snelandcare.org.au.

⁴ Sustainability has a 'triple' bottom line including environmental, social and economic factors.

⁵ Both natural environment and socio-political environment.

Our context

Figure 1 illustrates the context in which our organisation operates, including the changing economic, climatic, political, technological, social and biophysical environment shaping our lives, livelihoods and culture, as well as other factors.



Figure 1. The context in which Southern New England Landcare operates.

Organisational structure

Southern New England Landcare Ltd formed in 2002 when Southern New England Landcare Coordinating Committee (SNELCC) Inc⁶ was attracting funding more than the limits recommended for incorporated associations, by the NSW Department of Fair Trading.

SNEL Ltd is a company limited by guarantee, whose members are a nominated representative from each member Landcare group. The board of Southern New England Landcare Ltd is made up of up to 10 elected members as outlined by its [Constitution](#) (August 2024).

Southern New England Landcare's roles include servicing the needs of both funders and members.

Customers, services and outcomes

Our *services* include participatory leadership, facilitation, networking opportunities, partnerships and resourcing.

The *outcomes* we produce can be expressed as: connected, cooperative communities; improved skills, knowledge, and confidence; greater resilience, and sustainability.

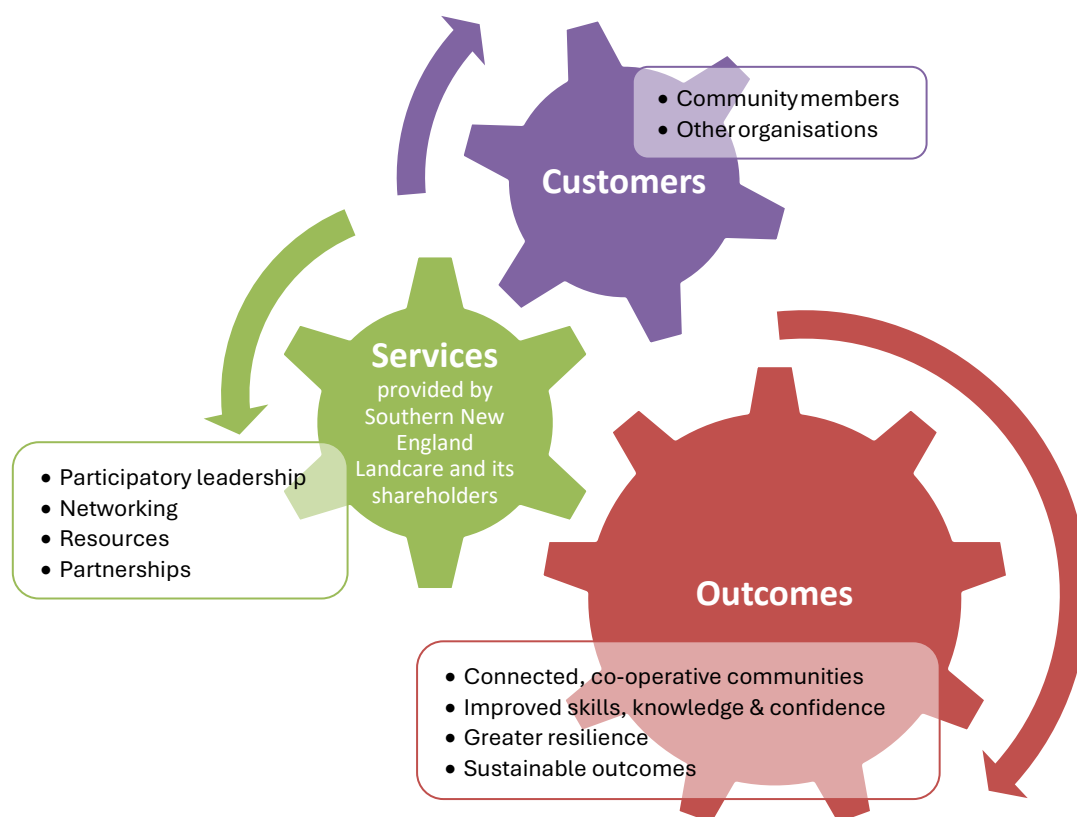


Figure 2: The relationship between Southern New England Landcare's customers, services, and outcomes. Enabling customers to contribute to sustainability outcomes through leadership, networking, facilitation, resources, and partnerships creates 'leverage' and far greater outcomes than might otherwise have been achieved.

⁶ Southern New England Landcare Coordinating Committee Inc (SNELCC) formed in 1994 when four local Landcare groups decided there was value in forming a local network of Landcare groups. SNELCC grew to represent some 32 local Landcare groups and numerous individual members. The SNELCC Committee was formed from one representative of each member Landcare group. The Executive Committee was then elected from that group. After SNEL Ltd formed, SNELCC Inc used the tag line 'Representing Landcare in our region'. SNELCC Inc was dissolved by consensus in 2017.

Strategic objectives

Southern New England Landcare has four strategic objectives or ‘pillars’ that support our vision and enable our mission:

1. Support our members and their welfare
2. Enable regenerative agriculture and a healthy environment
3. Build the capacity of our workforce
4. Ensure our organisation remains financially secure.

For our organisation to be successful, it is important that the four strategic objectives or pillars are ‘balanced’ (Figure 3).



Figure 3. Our four strategic objectives support our vision.

Within each pillar, we have strategies and actions that will be implemented over time (Figure 4). These are also set out in our Annual Action Plan – a separate document.

1. Support our members and their welfare

- 1.1. Support and strengthen our groups to harness the benefit of group processes.
- 1.2. Encourage more individuals to access our network and groups by making ourselves accessible through a variety of channels.
- 1.3. Maintain current and foster new partnerships with all our stakeholders for the strategic delivery of initiatives.

2. Enable regenerative agriculture and a healthy environment

- 2.1. Develop community ownership and responsibility by maintaining currency of Annual Action Plan.
- 2.2. Develop programs based on the Local Priority Plan, current funding opportunities, partnerships, and member capacity.
- 2.3. Build community capacity about major land use changes (REZ).
- 2.4. Build community capacity about opportunities involving new markets (carbon, biodiversity, natural capital).
- 2.5. Become a broker between members and markets.
- 2.6. Resource a REZ/Natural Capital focussed Project Officer to support members.
- 2.7. Facilitate members taking advantage of REZ developer biodiversity offsets.
- 2.8. Inform REZ developer design of community engagement and on-ground works.
- 2.9. Leverage REZ developer community funds.
- 2.10. Implement and promote programs/projects.
- 2.11. Monitor, evaluate and review programs and projects.
- 2.12. Capture and document outputs/outcomes.

3. Build the capacity of our workforce

- 3.1. Provide organisational continuity and corporate memory through documented policies and procedures.
- 3.2. Define staffing needs and ensure staff are supported in managing workload.
- 3.3. Determine and implement infrastructure needs.
- 3.4. Provide training to enable Board and staff to carry out their roles effectively.
- 3.5. Review performance.
- 3.6. Demonstrate good governance.

4. Ensure our organisation remains financially secure

- 4.1. Broaden our funding base.
- 4.2. Develop a philanthropic, donations, bequests & gifts strategy.
- 4.3. Leverage REZ developer community benefit funds.
- 4.4. Leverage Environment, Social and Governance (ESG) focussed sponsorships or partnerships.

Figure 4. Summary of our organisational Strategic Objectives or 'Pillars' and Strategies.

Appendix 1 - Definitions

Shareholders/Members

Our shareholders are our members, who subscribe to our organisation (either as groups or individuals), and who contribute capital, labour and knowledge towards defined outcomes.

Our shareholders relate to our shareholder value proposition:

‘Connect with your community and achieve your sustainability goals in a changing environment.’

Customers

Our customers fall into two categories:

1. Direct customers, for example, governments and/or funders, who pay us and our shareholders (members) in some way to achieve outcomes.
2. Indirect customers, that is, the wider community, who in the longer term, reap the benefits of those outcomes.

Our customers relate to our customer value proposition:

‘Connect with real communities. Contribute to real change for the better.’

We enable our customers to contribute to real sustainability outcomes in real communities.

They can have their sustainability dollar leveraged to:

- connect with cooperative, like-minded communities
- contribute to better sustainable living confidence, skills and knowledge
- achieve greater community and environmental resilience outcomes.

Stakeholders

Our stakeholders are in many instances also our partners. They collaborate or contribute in some way whether it be financially or in-kind to our outcomes. They include, but are not limited to:

- | | |
|--------------------------------|-------------------------------------|
| • Community members | • Local Priority Plan |
| • Aboriginal peoples | • Local, State, Federal Governments |
| • Contractors | • Meat & Livestock Australia |
| • Cooperative Research Centres | • New England Landcare networks |
| • Landcare NSW Inc | • Schools |
| • Local businesses | • University of New England |
| • Local Land Services | • Volunteers |
| | • Others |

Our Annual Action Plan was most recently updated with support from the 2018–2023 NSW Landcare Support Program. It is currently being refreshed through a process of our Local Landcare Coordinators visiting groups and conducting group action planning. We aim to review it annually.

