

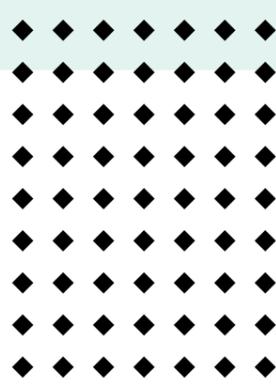


*TEN YEAR PLAN  
2020 – 2030*

*Land for Wildlife South East Queensland*

# **STRATEGIC COLLABORATION OF LOCAL GOVERNMENTS**





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# EXECUTIVE SUMMARY

**The Land for Wildlife South East Queensland (LfwSEQ) Ten Year Plan 2020–2030 sets strategic directions to ensure the resilience and success of the LfwSEQ program over the coming decade. With over 50% of biodiversity values in SEQ contained on private land, Land for Wildlife (Lfw) enables councils to positively engage with private landholders and deliver natural resource management outcomes on over 70,000ha.**

The principal intent of the LfwSEQ Ten Year Plan is to build long term opportunities for each of the participating 13 Local Governments to deliver their individual agendas while providing a cooperative regional platform to cost effectively deliver on specified objectives.

While Lfw is a keystone nature conservation program in SEQ, each Local Government remains principally governed by their individual Local Government legislative requirements, policies, adopted strategies, annual plans, budgets and approval processes.

This plan will be the basis from which LfwSEQ will adapt to meet changing needs and opportunities. Presented within this plan are long-term strategic decisions and directions for the LfwSEQ program developed by the LfwSEQ Steering Committee during 2019 and early 2020.

This plan was developed following the LfwSEQ program's transition to a Local Government fully funded delivery model and therefore, will be reviewed prior to 2023 to ensure that the stated goals and objectives continue to align with the LfwSEQ program's long-term vision and direction.

**This plan is divided into six sections.**

## 1. Policy and Planning Context

Through LfwSEQ, Local Governments in SEQ fulfil a range of targets and obligations relating to local, regional, state and federal policies, strategies and legislation (see Tables 1 and 2, pgs. 15 & 16). The Lfw program is identified as a core mechanism within Local Government environmental strategies and policies for delivering on-ground conservation outcomes.

## 2. Collaborative Governance

The Lfw program is delivered by a range of agencies across Australia. The Lfw trademark and brand are owned by the State of Victoria, who set guidelines for program delivery. The LfwSEQ model of regional collaboration between Local Governments to deliver Lfw is unique within Australia and has resulted in SEQ being a growth area for conservation on private land.

The collaborative governance model of LfwSEQ has been a key driver in its success. The LfwSEQ Steering Committee is comprised of 11 Core Councils from the SEQ region, as defined in the *South East Queensland Regional Plan 2017 - Shaping SEQ*, plus two Affiliate Councils (Gympie and Fraser Coast), which joined LfwSEQ in 2019. The roles and responsibilities of the Steering Committee are outlined in a Terms of Reference. The Steering Committee is the program's central decision-making entity and allows Local Governments to develop consensus and alignment on natural resource issues and supports cross-council networks and collaboration.

A Strategic Subcommittee provides strategic recommendations to the Steering Committee regarding program direction, emerging issues and opportunities.

## 3. Regional Coordination

LfwSEQ regional coordination is delivered through a Local Government funded model with Sunshine Coast Council acting as the Host Council until June 2023. The Host Council receives and manages funds for LfwSEQ regional coordination services from 13 Local Governments.

The role of the LfwSEQ Regional Coordinator and associated regional coordination services are currently outsourced and will be reviewed in alignment with the renewal of Host Council arrangements. LfwSEQ regional coordination delivers cost-effective LfwSEQ branded products and services valued by Local Governments and the LfwSEQ membership.

The Regional Coordinator is actively engaged in all LfwSEQ committees, enabling regional priorities to be identified and delivered strategically.

## 4. Local Government Delivery

Consistent growth in LfwSEQ membership is forecast for the coming decade in line with past growth rates (see Figure 2, pg. 28). Local Governments recognise the need to refine services for LfwSEQ members to meet the needs of the expanding membership. Collectively, LfwSEQ members help build important community networks among rural and peri-urban landholders.

The Lfw program will continue to assist Lfw members to manage wildlife habitats on their properties in accordance with individual Local Government resources, policy and strategy targets and local community needs, while operating within a broader LfwSEQ framework. The regional LfwSEQ structure is flexible enough to allow each Local Government to tailor the program to meet local priorities and membership needs while providing collaborative, cost-effective benefits for councils.

Equipped with expected advances in a conservation science and technology, Local Governments and LfwSEQ members are well placed to mitigate the increasing pressures on the natural assets in SEQ and improve the ecological resilience of the SEQ region.

## 5. Continuous Improvement

The LfwSEQ program has a range of monitoring, evaluation, reporting and communication processes in place. The next decade will see an expansion and refinement of how LfwSEQ measures its environmental, social, economic and human health impacts to closer align with Local Government strategies, policies and reporting obligations. Monitoring and evaluation will be designed to inform program direction, drive continuous improvement and guide future resourcing. Reporting and Communications Frameworks will be developed to strategically manage LfwSEQ processes and outcomes.

## 6. Future Opportunities

The future offers opportunities for LfwSEQ to strengthen partnerships with governments, the private sector, Traditional Owners, philanthropists and non-government organisations to achieve broader private land conservation outcomes across SEQ. Building upon current services such as events for LfwSEQ members, adoption of emerging technologies and provision of higher-level conservation agreements (for example, legally binding conservation agreements) will be key to moving the LfwSEQ program forward.

The LfwSEQ collaborative framework provides the opportunity for each Local Government to explore and support individual Local Government business needs while working collaboratively to achieve cost-effective regional outcomes and support the growing LfwSEQ membership to deliver on-ground conservation.

# OUR VISION

*Landholders are supported as stewards of the land to achieve nature conservation across the Local Government network in South East Queensland.*



# OUR VALUES

*We respect people, culture, science and nature.*

**We are:**

- Passionate about landholder stewardship
- Committed to habitat conservation and restoration
- Building ecological resilience
- Engaging with Traditional Owners
- Dedicated to service delivery
- Translating science into practice
- Collaborative and transparent

# OUR ACHIEVEMENTS

The LfWSEQ program has achieved significant results throughout its 21-year history. As of January 2020, there are a total of 4,545 LfW properties across SEQ comprised of 3,575 Registered properties and 970 properties Working Towards Registration through their restoration efforts. Collectively, these LfW properties contain over 63,780 hectares of habitat managed for conservation and an additional 7,670 hectares under restoration. The total area under LfWSEQ management is over 71,450 hectares and is equivalent in size to three Lamington National Parks.

On average over the past ten years, 232 properties joined the LfWSEQ program annually, contributing an annual average of 2,435 hectares of retained good-quality habitat under conservation management to LfWSEQ.

**In 2019:**

**273**

**NEW PROPERTIES**  
JOINED LFWSEQ



**3,031**

*Hectares*

**OF HABITAT WAS PROTECTED**  
WITH AN  
ADDITIONAL  
588 HECTARES  
UNDER  
RESTORATION



COUNCIL  
LFW OFFICERS  
MADE OVER

**1,500**

*Visits*

**TO LFWSEQ  
PROPERTIES**



*Over*  
**46,000**

**NATIVE PLANTS  
AND 320 NEST  
BOXES WERE  
PROVIDED  
TO LFWSEQ  
MEMBERS**





# OUR GOALS AND OBJECTIVES

The following goals and objectives provide direction for LfWSEQ from 2020-2030. They allow room for flexibility and new initiatives while providing a guiding path in the short-term. Goals and objectives will be reviewed prior to June 2023 to ensure that they remain contemporary and continue to meet the needs of LfWSEQ.

FOCUS AREA	GOAL	OBJECTIVE	TIMELINE
1. Policy and Planning Context	LfWSEQ supports Local Governments in SEQ to achieve targeted natural resource management outcomes and meet Local Government business needs	1.1. Evaluate and align reporting mechanisms with Local Government, state and federal strategies, policies and legislation to demonstrate LfWSEQ outcomes	2021 and reviewed at three-yearly intervals, or as agreed
2. Collaborative Governance	Local Governments work together to align regional priorities of LfWSEQ to strengthen resilience in the program and deliver excellence in private land conservation	2.1. Maintain an active and engaged LfWSEQ Steering Committee	Bi-monthly meetings
		2.2. Maintain an active and engaged Strategic Subcommittee	Bi-monthly meetings or as required
		2.3. Review and renewal of Host Council arrangements and regional coordination delivery model	2023 and reviewed at three-yearly intervals, or as agreed
		2.4. Maintain currency of key LfWSEQ documents including: Terms of Reference, National Arrangement, LfW Guidelines, and LfWSEQ Ten Year Plan	2020 and in alignment with Host Council renewal
3. Regional Coordination	Local Governments continue to have a cost-effective and strategic model of delivery for LfWSEQ	3.1. Maintain commitment to LfWSEQ and appropriate levels of investment for regional coordination	Ongoing
		3.2. Develop a three-year operational work plan for Regional Coordinator	2020 and reviewed at three-yearly intervals
		3.3 Review and renewal of regional coordination contract to ensure cost-effective delivery of LfWSEQ services	2023 and reviewed at three-yearly intervals, or as agreed
4. Local Government Delivery	Local Governments work in partnership with the community to achieve biodiversity and conservation outcomes	4.1. Maintain delivery of LfWSEQ services in line with best practice science, program values ( <i>Our Values</i> ) and requirements within key LfWSEQ documents as listed in Objective 2.4	Ongoing
		4.2. Maintain relevant regional nature conservation partnerships that complement LfWSEQ program values ( <i>Our Values</i> ) and objectives	Ongoing

		4.3. Analyse the LfWSEQ membership and program services to identify opportunities to further tailor LfWSEQ products and services to deliver optimal conservation outcomes	2021 and reviewed at three-yearly intervals, or as agreed
		4.4. Where possible, maintain delivery of higher-level conservation agreements and encourage LfWSEQ members to legally secure conservation values on their properties	Ongoing
5. Continuous Improvement	LfWSEQ has monitoring systems in place to enable critical evaluation of the program and reportable environmental, social and economic outcomes for Local Governments	5.1. Develop a Reporting Framework for LfWSEQ in alignment with program values ( <i>Our Values</i> ) and with strategies, policies and legislation as per Objective 1.1	2020 and reviewed at three-yearly intervals
		5.2. Establish and implement an agreed collective suite of minimum reporting standards across Local Governments for LfWSEQ	2020 and reviewed at three-yearly intervals
		5.3. Identify and analyse the ecological assets within the LfWSEQ estate to establish and implement targeted resources to deliver optimal conservation outcomes	2021 and reviewed at five-yearly intervals
		5.4. Identify and analyse the social assets within the LfWSEQ network to establish and implement targeted resources for improving the conservation skills, knowledge and confidence of LfWSEQ members	2021 and reviewed at five-yearly intervals
		5.5. Identify and analyse the economics of LfWSEQ to ensure delivery of the most cost-effective and efficient program	2021 and reviewed at five-yearly intervals
		5.6. Develop a Communications Framework for LfWSEQ in alignment with program values ( <i>Our Values</i> )	2021 and reviewed at three-yearly intervals
6. Future Opportunities	LfWSEQ is resilient, adaptable and continues to meet the needs of its members as the program grows and evolves	6.1. Create and adopt new regional nature conservation partnerships to broaden opportunities for private land conservation in SEQ	Ongoing
		6.2. Adopt relevant new technologies and incorporate emerging ecological restoration science into LfWSEQ resources	Ongoing
		6.3. Create regional events for LfWSEQ members to network and improve conservation skills and knowledge	As required
		6.4. Seek funding for future opportunities to support cost-effective program management, customer support and conservation outcomes	As required

# ABOUT LAND FOR WILDLIFE IN SOUTH EAST QUEENSLAND

**Land for Wildlife (LFW) is a free, voluntary nature conservation program that encourages and assists landholders to manage wildlife habitat on their properties. It was established in Victoria in 1981 and continues to be governed nationally by the State of Victoria. The LfW program was established in South East Queensland (SEQ) in 1998 led by a collaboration of Local Governments.**

Thirteen Local Governments continue to govern and deliver LfW in SEQ and this collaboration is now a professional, positive and respected network. Councils offer unique services tailored to fulfil individual council policies and to meet local community needs, while being an active part of the LfWSEQ regional program.

Given that SEQ is one of the most biodiverse regions in Australia and 50% of its biodiversity values are contained on private property, a regional program like LfWSEQ assists Local Governments to meet their targets of protecting these valuable natural assets. LfW has developed into the most effective private land conservation program in SEQ, with over 4,500 properties actively engaged, 70,000 hectares of land being conserved or restored, and an average of 232 new properties joining the program annually.

LfWSEQ members are a diverse group of landholders who contribute significant time and funds into actively managing the natural resources and biodiversity values on their properties. They are highly satisfied with the program's products and services and value the partnerships created with their council LfW Officers. Together, LfWSEQ members and their properties make a significant contribution to the region's environmental health and protection of biodiversity.

The LfWSEQ collaborative governance model is unique within Australia and its success is held

in high regard across the industry. LfWSEQ is overseen by a range of governance structures including a Steering Committee, Strategic Subcommittee, Host Council and a set of endorsed governance documents.

Central to the success and effective functioning of LfWSEQ has been regional coordination, supported by the Regional Coordinator, which has been hosted by various agencies including State and Local Governments and regional NRM bodies. This role has been critical to achieving regional objectives and providing support to Local Governments. In 2019, LfWSEQ regional coordination moved to a Local Government hosted model collaboratively funded by 13 Local Governments. The Host Council manages the contract with the Regional Coordinator and the LfWSEQ operational budget on behalf of the other Local Governments.

In 2019, the Steering Committee agreed to develop a ten-year strategic plan for LfWSEQ and organised two strategic planning workshops involving the 13 Local Governments. The Steering Committee is committed to developing a resilient and cost-effective model for regional coordination, as well as meeting the business needs of Local Governments and LfWSEQ members. This plan outlines how this will be achieved while continuing to grow and deliver exceptional conservation outcomes and customer service in partnership with private landholders across the SEQ region.



## PART 1

# POLICY AND PLANNING CONTEXT

### OUR GOAL

LfWSEQ supports Local Governments in SEQ to achieve targeted natural resource management outcomes and meet Local Government business needs

### OUR OBJECTIVES

1.1. Evaluate and align reporting mechanisms with Local Government, state and federal strategies, policies and legislation to demonstrate LfWSEQ outcomes

## 1.1 REPORTING MECHANISMS

Each Local Government in SEQ has unique business needs related to landholder engagement, natural resource management and biodiversity conservation, which are articulated in numerous policies, plans and/or strategies (Table 1). LfW is an integral mechanism by which Local Governments can achieve their obligations and targets relating to nature conservation on private land.

Table 1. Key Local Government strategies and/or policies linked to LfWSEQ (as of February 2020).

FOCUS AREA	GOAL
<b>Brisbane City Council</b>	<ul style="list-style-type: none"><li>- Brisbane City Council Corporate Plan 2016-17 to 2020-21</li><li>- Brisbane Vision 2031</li><li>- Brisbane. Clean, Green, Sustainable 2017-2031</li><li>- Wildlife Conservation Partnerships Program Policy and Operational Guidelines</li></ul>
<b>City of Gold Coast</b>	<ul style="list-style-type: none"><li>- Our Natural City Strategy (Theme: Partners in Nature)</li></ul>
<b>Fraser Coast Regional Council</b>	<ul style="list-style-type: none"><li>- Sustainable Growth Strategy 2031</li></ul>
<b>Gympie Regional Council</b>	<ul style="list-style-type: none"><li>- Environment Strategy 2018-2023</li></ul>
<b>Ipswich City Council</b>	<ul style="list-style-type: none"><li>- Nature Conservation Strategy (2015)</li><li>- Waterway Health Strategy (2009)</li></ul>
<b>Lockyer Valley Regional Council</b>	<ul style="list-style-type: none"><li>- Natural Resource Management Strategy and Plan (in draft)</li></ul>
<b>Logan City Council</b>	<ul style="list-style-type: none"><li>- Logan 2026 City Directions</li><li>- Logan City Corporate Plan (2017-2022)</li><li>- Logan Planning Scheme (2015)</li><li>- Conservation Incentives Program Policy and Operational Guidelines</li></ul>
<b>Moreton Bay Regional Council</b>	<ul style="list-style-type: none"><li>- Moreton Bay Regional Council Corporate Plan 2017-2022</li><li>- Koala Conservation Policy</li><li>- Sustainability Policy</li><li>- Bushfire Hazard Management Strategy</li><li>- Total Water Cycle Management Plan</li><li>- Green Infrastructure Strategy (2012-2031)</li></ul>
<b>Noosa Council</b>	<ul style="list-style-type: none"><li>- Conservation Land Plan (2018)</li></ul>
<b>Redland City Council</b>	<ul style="list-style-type: none"><li>- Redlands 2030 Community Plan</li><li>- Redland City Council Corporate Plan</li><li>- Wildlife Connection Plans (2018-2028)</li><li>- Redlands Coast Biosecurity Plan (2018-2021)</li><li>- Natural Environment Policy</li></ul>
<b>Scenic Rim Regional Council</b>	<ul style="list-style-type: none"><li>- Biodiversity Strategy (2015-2025)</li></ul>
<b>Somerset Regional Council</b>	<ul style="list-style-type: none"><li>- Natural Resource Management Plan</li></ul>
<b>Sunshine Coast Council</b>	<ul style="list-style-type: none"><li>- Environment and Liveability Strategy 2017 (Biodiversity)</li></ul>

In addition to Local Government objectives, LfWSEQ also meets several important regional, state and federal objectives, as outlined in Table 2.

Table 2. Regional, state and federal links to LfWSEQ (as of February 2020).

FOCUS AREA	GOAL
<b>Regional</b>	<i>South East Queensland Regional Plan 2017 - Shaping SEQ</i> Section 2 - Natural Environment. Section 2.1 Biodiversity - Local biodiversity networks are protected, enhanced and managed through partnerships on private land
<b>Regional</b>	<i>South East Queensland (SEQ) Natural Resource Management (NRM) Plan (2009–2031)</i> A common set of regional targets that complement the SEQ Regional plan. Key target areas directly relevant to LfWSEQ outcomes include community, land, nature conservation and water.
<b>State</b>	<i>Draft South East Queensland Koala Conservation Strategy 2019-2024</i> LfWSEQ properties occur within Koala Priority Areas and can help achieve targets of no net loss of koala habitat and reduction of threats to koalas.
<b>State</b>	<i>Draft Biodiversity Conservation Strategy</i> Aims to recognise and support community in delivering conservation partnerships.
<b>State</b>	<i>Draft Queensland Protected Area Strategy</i> Builds on the existing Nature Refuges program and focuses efforts towards private land conservation.
<b>State</b>	<i>Nature Conservation Act 1992</i> LfWSEQ on-ground outcomes supports the management of Queensland's threatened species (flora and fauna) through the regional private land conservation network and associated agreements.
<b>State</b>	<i>Vegetation Management Act 1999</i> LfWSEQ on-ground outcomes supports the protection and maintenance of high-value regrowth and remnant vegetation through the regional private land conservation network and associated agreements.
<b>Federal</b>	<i>Australia's Native Vegetation Framework</i> Goals include increasing the national extent and connectivity of native vegetation and maintaining and improving the condition and function of native vegetation. It also includes community capacity building to enable improved native vegetation management and biodiversity conservation and understanding of the associated values of native vegetation.
<b>Federal</b>	<i>Australia's Biodiversity Conservation Strategy 2010-2030</i> Priority 1 – Engaging all Australians in biodiversity conservation (A1, A3, A7, A8) Priority 2 – Building ecosystem resilience in a changing climate (A10, A11, A12, A13, A16) Priority 3 – Getting measurable results for conservation efforts (A19, A23)
<b>Federal</b>	<i>Environment Protection and Biodiversity Conservation Act 1999</i> LfWSEQ supports the protection of nationally threatened species and ecological communities through the LfWSEQ regional private land conservation network.

# CASE

# STUDY 1

## BUILDING LAND FOR WILDLIFE VALUES

Over the past 21 years, LfWSEQ has been defined by a respect for nature and fostering positive partnerships with landholders. Securing a job within the LfWSEQ network is highly sought-after and the program welcomes new officers. Some LfWSEQ Officers have been with the program since 1998 bringing leadership and rich corporate knowledge. As we look to the future, we recognise the founding officers and landholders who together led the expansion of private land conservation throughout SEQ and beyond.



PART 2

# COLLABORATIVE GOVERNANCE

## OUR GOAL

Local Governments work together to align regional priorities of LfWSEQ to strengthen resilience in the program and deliver excellence in private land conservation

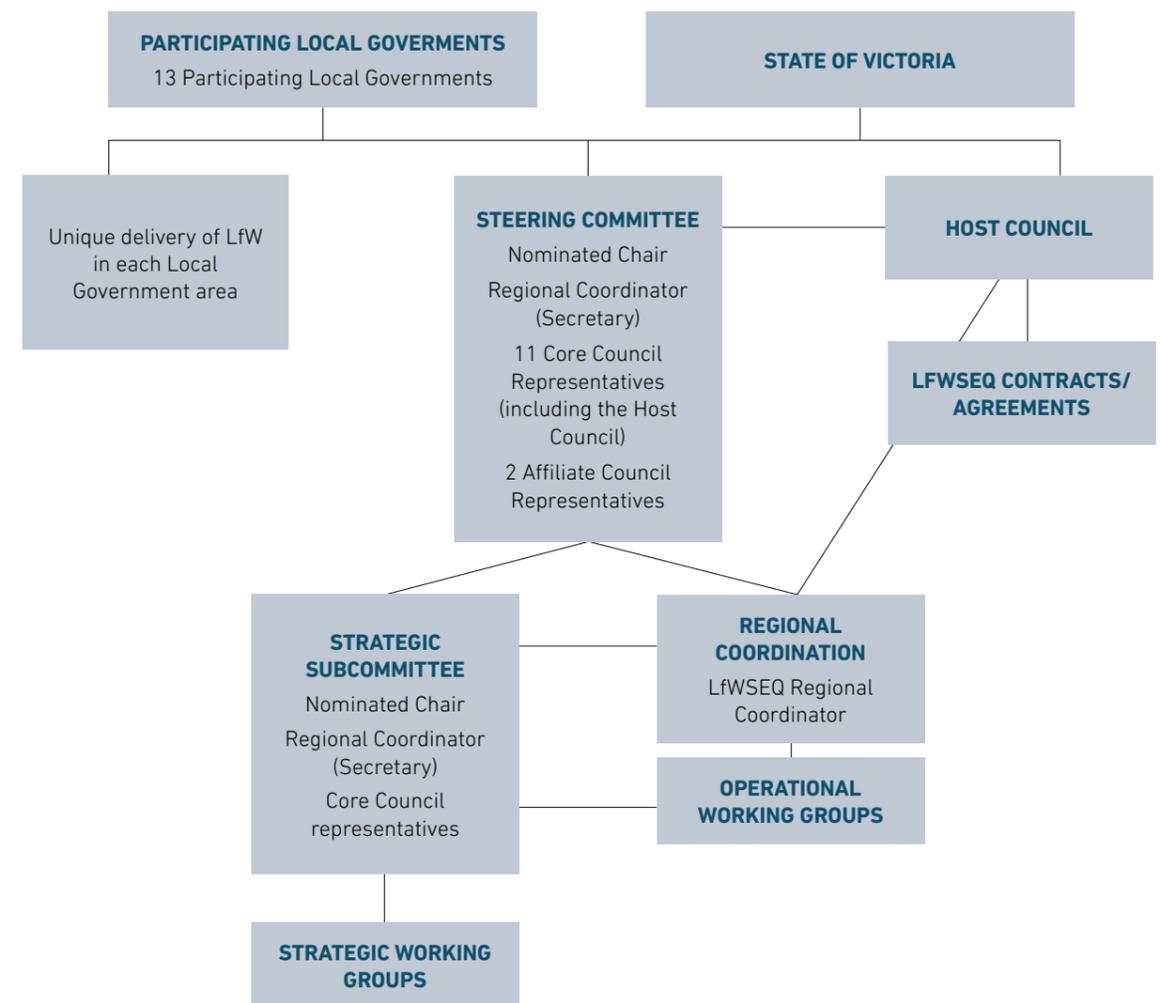
## OUR OBJECTIVES

- 2.1. Maintain an active and engaged LfWSEQ Steering Committee
- 2.2. Maintain an active and engaged Strategic Subcommittee
- 2.3. Review and renewal of Host Council arrangements and regional coordination delivery model
- 2.4. Maintain currency of key LfWSEQ documents including: Terms of Reference, National Arrangement, LfW Guidelines, and LfWSEQ Ten Year Plan

The collaborative governance model (Figure 1) of LfWSEQ has been a key driver in its success since the program's inception. This model allows Local Governments to develop consensus, cooperation and alignment on natural resource management issues to accomplish common goals in an economically efficient manner. This model also builds strong social capital within the Local Government sector by creating supportive networks across the 13 Local Governments.

The collaborative governance model for LfWSEQ is supported by a number of key documents (see Section 2.4) and processes, all designed to deliver LfWSEQ as intended by the State of Victoria and to support Local Government and regional objectives.

Figure 1. Collaborative Governance Model of LfWSEQ



## 2.1 STEERING COMMITTEE

The collaborative network of LfWSEQ is made up of 11 Core Councils from the SEQ region, as defined in the *South East Queensland Regional Plan 2017 - Shaping SEQ*, plus two Affiliate Councils (Gympie and Fraser Coast), which joined LfWSEQ in 2019.

All 13 Local Governments are represented on the program's key governing body, the Steering Committee. The Steering Committee meets six times per year and meetings are hosted by Local Governments across SEQ. Core Councils have decision-making and voting rights, whereas Affiliate Councils are not entitled to vote. The contractual and decision-making arrangements for Core and Affiliate Council participation in LfWSEQ are outlined in a Terms of Reference (Section 2.4).

The Terms of Reference outlines the roles and responsibilities of the Steering Committee such as objectives, chairs, secretary, decision making, quorum, meeting schedules, resolutions, conflicts and disputes. From time to time the Steering Committee may establish subcommittees to explore or progress specific activities.

## 2.2 STRATEGIC SUBCOMMITTEE

The Strategic Subcommittee is an enduring subcommittee that provides strategic recommendations to the Steering Committee regarding program direction, emerging issues and opportunities. Established in 2018, it provided strategic advice to the Steering Committee regarding the transition of LfWSEQ regional coordination from a third-party hosted model to a Local Government hosted model of delivery. The Strategic Subcommittee has also been instrumental in the development of the LfWSEQ Ten Year Plan.

The Strategic Subcommittee is currently comprised of Core Council representatives and can be flexible to ensure an optimal skill mix and representation depending on the matters being addressed. From 2020 onwards, the Strategic Subcommittee will be tasked with oversight of the Regional Coordinator's workplan, major regional collaborative initiatives and evaluation of LfWSEQ governance, strategic direction, and development of Reporting and Communication Frameworks. All decisions of the Strategic Subcommittee are presented as recommendations to the Steering Committee for final review and endorsement.

Strategic and Operational Working Groups may also be established from time to time by either the Strategic Subcommittee or the Regional Coordinator to progress LfWSEQ activities efficiently. These working groups are informal in nature and may exist for long or short durations.

## 2.3 HOST COUNCIL AND REGIONAL COORDINATION

Central to the Local Government hosted model of regional coordination is the Host Council, which receives and manages funds on behalf of the 13 Local Governments. The Host Council holds contracts with the Regional Coordinator and with other third-party businesses that deliver products and services for the LfWSEQ program such as data systems, websites and educational resources. The Host Council presents financial reports on the LfWSEQ operational budget at each Steering Committee meeting.

Sunshine Coast Council was nominated by the Steering Committee to act as Host Council until 30 June 2023, at which time a new Host Council will be determined by the Steering Committee.

Details of the arrangements and funding schedules between Local Governments and the Host Council are held in writing by each of the 13 Local Governments. A key responsibility of the Host Council is to manage LfWSEQ contributions on behalf of Core and Affiliate Councils. Financial contributions are broadly split between regional coordination delivery services and a LfWSEQ operational budget for collaboratively agreed regional LfWSEQ activities. The Host Council is tasked to engage a Regional Coordinator to fulfil the duties of LfWSEQ regional coordination in line with Steering Committee decisions.

In keeping with other program review processes, the model for delivery of regional coordination services, the Host Council arrangements and the cost-effectiveness of regional coordination will be reviewed in 2023 and at three-yearly intervals or as agreed by the Steering Committee.

## 2.4 KEY PROGRAM DOCUMENTS

### Terms of Reference

A Terms of Reference (ToR) is a key governance document for the LfWSEQ program and guides the cooperative approach to managing LfWSEQ by Local Governments. The ToR outlines the roles and responsibilities of Core Councils, Affiliate Councils, the Host Council and the Regional Coordinator to ensure the successful, transparent and collaborative delivery of LfWSEQ.

The ToR brings together key responsibilities from the National Arrangement and the Land for Wildlife Guidelines to enable Local Governments to make clear decisions through the Steering Committee. The ToR's currency will be maintained in alignment with renewal of Host Council arrangements.

## National Arrangement

To enable coordination of the Land for Wildlife program outside of Victoria, the *Arrangement to Coordinate Land for Wildlife Scheme (2017-2026)*, referred to as the National Arrangement, is required to be signed with the State of Victoria, which owns the rights to the Land for Wildlife trademarked brand. The National Arrangement gives authority to the signatory party to deliver the LfW program using the trademarked brand and product materials. It is an agreement of intent between the two signatory parties.

The nominated Host Council has signed the National Arrangement on behalf of the 11 Core Councils. The

two Affiliate Councils have signed the National Arrangement with the State of Victoria independently.

## Land for Wildlife Guidelines

The *Land for Wildlife Queensland Guidelines (2011)* provide an operational framework to inform the delivery of LfW in SEQ. This document is essential for informing Local Government policies for the delivery of the LfWSEQ program. It aims to create consistent service standards across the region and is in accordance with the National Arrangement.

## Ten Year Plan

The LfWSEQ Ten Year Plan 2020-2030 sets strategic directions to ensure the resilience and success of the LfWSEQ program over the coming decade and will form the basis from which LfWSEQ will adapt to meeting changing needs and opportunities. It is intended that the LfWSEQ Ten Year Plan will be reviewed prior to 2023 to ensure that the stated goals and objectives continue to align with the LfWSEQ program's long-term vision and direction.



# CASE STUDY 2

## CELEBRATING MILESTONES

Local Governments are always looking for new ways to encourage, inspire and support LfWSEQ members. Recognising effort and celebrating milestones is part of this journey. The tenth anniversary of LfWSEQ was celebrated in 2008 with a major event and an open property scheme. In 2018, the program's 20th anniversary was celebrated through an art exhibition, field days, major events and commemorative signs. Over 2000 LfWSEQ members, politicians and LfW Officers helped celebrate these milestones.



PART 3

# REGIONAL COORDINATION

## OUR GOAL

Local Governments continue to have a cost-effective and strategic model of delivery for LfWSEQ

## OUR OBJECTIVES

- 3.1. Maintain commitment to LfWSEQ and appropriate levels of investment for regional coordination
- 3.2. Develop a three-year operational work plan for Regional Coordinator
- 3.3. Review and renewal of regional coordination contract to ensure cost-effective delivery of LfWSEQ services



The Local Governments of SEQ have long recognised the benefits of working collaboratively and have created regional frameworks to facilitate cooperation within the LfW program. The regional LfWSEQ program formalises this cooperation and has developed into a unique model of private land conservation delivery in Australia. Since the inception of LfWSEQ in 1998, regional coordination and the role of the Regional Coordinator has been critical to achieving program objectives and providing support to Local Governments and their membership base.

## 3.1 COMMITMENT TO LFWSEQ

The Local Governments of SEQ have demonstrated their commitment to a regional LfWSEQ program for 21 years. The regional coordination of LfWSEQ drives partnerships between Local Governments and delivers cost-effective LfWSEQ branded products and services valued by Local Governments and the LfWSEQ membership.

The Local Government fully funded model of delivery offers councils an opportunity to steer the program in a direction that closely aligns program deliverables with council goals, strategies and other aligned council programs. Through this model of delivery, the Host Council manages the contract with the Regional Coordinator and holds the regional LfWSEQ operational budget on behalf of all Core and Affiliate Councils.

This delivery model reinforces the importance of councils developing enduring partnerships with LfWSEQ landholders to deliver nature conservation outcomes that benefit councils, the community and the natural and cultural assets of SEQ.





### 3.2 OPERATIONAL WORK PLAN

Regional coordination creates administrative efficiencies for Local Governments and produces numerous outputs. A three-year operational work plan for the Regional Coordinator will be developed in 2020 to prioritise and guide activities of this position. This operational work plan will align closely with Joint Activities listed in the LfWSEQ Terms of Reference. It will also correspond to the collaborative LfWSEQ operational budget held by the Host Council for expenditure on agreed LfWSEQ activities. The operational work plan will be reviewed prior to 2023 and at three-yearly intervals, or as required, to align with Host Council arrangements.

In addition to major Joint Activities that will draw on the regional LfWSEQ operational budget and will require approval of the LfWSEQ Steering Committee, the operational work plan for the LfWSEQ Regional Coordinator will include delivery of a range of products and services including:

- Quarterly LfWSEQ newsletters distributed to all LfWSEQ members.
- Management of functionality upgrades and provision of basic help-desk support for Local Governments through a secure online database that manages LfWSEQ landholder data.
- Development and maintenance of the LfWSEQ website ([www.lfwseq.com.au](http://www.lfwseq.com.au))
- Administration of LfWSEQ social media page ([www.facebook.com/lfwseq](https://www.facebook.com/lfwseq))
- Secretariat duties for the Steering Committee and Strategic Subcommittee.

- Professional development, support and training of LfWSEQ Officers for the consistent delivery of the program throughout the region.
- Regional educational and promotional material such as LfWSEQ signage, technical notes, brochures, banners and magnets as required by Local Governments.
- Regional LfWSEQ events and initiatives such as open property schemes or membership surveys.
- Development and review of LfWSEQ governance documents such as Terms of Reference.
- Active engagement in all LfWSEQ governance structures enabling regional priorities to be identified and delivered strategically.
- Provision of a central clearing house for LfW matters regionally including the maintenance of national LfW networks and promotion of LfWSEQ at relevant industry events.

As part of a continuous review process, the operational workplan will schedule a range of operational matters for review including:

- Online LfWSEQ database functionality and user manual.
- LfWSEQ signage design and production.
- LfWSEQ domain name registration and hosting.
- LfWSEQ property assessment forms and process.
- LfWSEQ newsletter, website and social media resources.
- Standard operational procedures.

### 3.3 REVIEW

Since the transition to a fully funded Local Government model, LfWSEQ regional coordination has been hosted by one of the Core Councils. The Host Council is tasked to engage a Regional Coordinator to fulfil the duties of LfWSEQ regional coordination in line with Steering Committee decisions. In keeping with other LfWSEQ review processes, the cost-effectiveness of regional coordination will be reviewed in 2023, and at three-yearly intervals or as agreed by the Steering Committee, to ensure the arrangements continue to align with the LfWSEQ program's long-term vision and direction.



## CASE STUDY 3

### LOOKING AFTER ALL WILDLIFE – BIG AND SMALL

Much of our wildlife in SEQ is cryptic, nocturnal and difficult to see. LfWSEQ introduces these shy and sometimes strange creatures to landholders who are stewards of their habitats. One such animal is the Long-nosed Potoroo. Once reasonably common in dense heath and wet sclerophyll forests of SEQ, the potoroo is now considered nationally threatened. Thanks to astute council LfW Officers, new populations of the potoroo have been discovered and are now actively managed by their LfW custodians.



Photo: Leo Berzins

PART 4

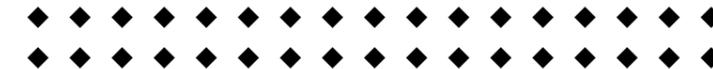
# LOCAL GOVERNMENT DELIVERY

## OUR GOAL

Local Governments work in partnership with the community to achieve biodiversity and conservation outcomes

## OUR OBJECTIVES

- 4.1. Maintain delivery of LfWSEQ services in line with best practice science, program values (*Our Values*) and requirements within key LfWSEQ documents as listed in Objective 2.4
- 4.2. Maintain relevant regional nature conservation partnerships that complement LfWSEQ program values (*Our Values*) and objectives
- 4.3. Analyse the LfWSEQ membership and program services to identify opportunities to further tailor LfWSEQ products and services to deliver optimal conservation outcomes
- 4.4. Where possible, maintain delivery of higher-level conservation agreements and encourage LfWSEQ members to legally secure conservation values on their properties



Each Local Government delivers LfW in accordance with their individual council legislative requirements, policies, adopted strategies, annual plans, budgets and local community needs, while still embedded within the broader LfWSEQ framework. The regional LfWSEQ structure is flexible enough to allow each Local Government to tailor the program to meet local priorities while providing collaborative regional opportunities for councils.

## 4.1 LFWSEQ SERVICES

LfWSEQ offers individually tailored and personalised services to support each LfWSEQ member on their nature conservation journey. All LfWSEQ products and services are created and delivered by council LfW Officers with expertise in natural resource management, nature conservation and ecological restoration. Conservation science and emerging technologies are expected to grow over the coming decade and are regularly incorporated into LfWSEQ products and services to ensure that LfWSEQ members receive up-to-date and relevant advice.

Central to LfWSEQ is that every new LfWSEQ property is visited by a council LfW Officer. During the visit, the property is assessed, and landholders are offered personalised, professional advice on the natural assets, ecological threats and key conservation actions for their properties. Over time, thousands of partnerships between councils and LfWSEQ members have been created to deliver conservation outcomes on private properties across SEQ.

In addition to property visits, LfWSEQ offers a diverse suite of resources that LfWSEQ members may draw upon. All LfWSEQ resources are designed to develop the skills, knowledge and confidence of LfW members so that they undertake recommended on-ground conservation activities on their properties and include:

- Property maps and conservation advice prioritising on-ground management actions.
- Practical training and access to emerging technologies in the field.
- Field days, workshops and training on practical, conservation land management topics.
- Resources such as LfWSEQ technical notes and citizen science tools.
- Conservation incentives such as nest boxes, on-ground conservation tools, fauna monitoring cameras, ecological restoration tool belts and field guides.

- Access to grants and other assistance for on-ground conservation work such as weed control, exclusion fencing, pest animal control, erosion control, streambank stabilisation, ecological fire management and threatened species recovery.
- Access to networks of like-minded landholders and forums to exchange conservation and land management knowledge and skills.
- Access to information regarding indigenous cultural heritage protection and links with Traditional Owner groups.
- Regular and relevant correspondence that is science-based, professional and transparent.
- Recognition of membership milestones, such as being with the program for 10 or 20 years, and their on-ground conservation achievements.
- Access to higher-level conservation agreements, such as Voluntary Conservation Agreements, conservation covenants, Nature Refuges and other protection mechanisms.



## 4.2 EXTERNAL PARTNERSHIPS

Over the 21-year lifespan of LfWSEQ, Local Governments have created ways to collaborate with other agencies, such as the State Government, non-government organisations, Traditional Owner groups and industries, on a range of short-term projects and long-term initiatives that benefit the natural and cultural assets, and peri-urban/rural communities of SEQ. LfWSEQ promotes and encourages the involvement in complementary initiatives by LfWSEQ members, where appropriate and in line with council priorities and resources. Partnering with other agencies is mutually beneficial, cost-effective and advances the broader objectives of nature conservation and Traditional Owner land management in SEQ.

One long-term partnership is the recovery of the Richmond Birdwing butterfly, through the Richmond Birdwing Conservation Network. Activities are undertaken by State and Local Governments, non-government organisations, Traditional Owners and landholders, including many LfW members. Local Governments share resources and knowledge to deliver high quality services to landholders to assist with the recovery of this magnificent, threatened butterfly. Local Governments collaborate on the delivery of services across council boundaries to achieve landscape-scale on-ground outcomes.

### BUILDING PARTNERSHIPS WITH LANDHOLDERS

A trusted, reliable and professional partnership between LfWSEQ members and council officers is central to the program's success in delivering on-ground conservation outcomes. These partnerships develop over time and are fostered through regular and varied communication. Some partnerships between LfWSEQ members and council officers are enduring arrangements that span the 21-year life of the program.

These positive, trusted partnerships have been shown to increase the conservation skills, knowledge and confidence of LfWSEQ members. In addition, they improve council's reputation within the community.

It is evident from the steady annual membership growth (Figure 2) that the demand for LfWSEQ services and products remains strong within the SEQ community, and that LfWSEQ continues to deliver sought-after services to peri-urban and rural landholders.



Figure 2. LfWSEQ Membership Growth showing the cumulative total of properties that join the LfWSEQ program annually and are still members of the program as of April 2020.

## 4.3 OUR MEMBERS

LfWSEQ members are a diverse group of landholders managing over 4,500 properties across the SEQ region. The Local Governments of SEQ understand their LfW members and adapt and tailor their services to fit the needs of their members. LfWSEQ acknowledges the depth of expertise and ecological knowledge within the membership and, where possible, offers opportunities for members to share their experiences, knowledge and skills with other landholders through workshops, field days, events and other channels.

For some LfWSEQ members, the program creates an important social fabric, bringing together like-minded networks of rural landholders with a common interest. Accordingly, the physical health and well-being of LfWSEQ members has improved due to their involvement in LfWSEQ<sup>1</sup>.

During the 2019 strategic workshops, three levels of membership maturity (Start-up, Experienced and Expert) were

identified within the membership based on knowledge, experience and tenure within the LfWSEQ program. A range of LfWSEQ membership typologies, such as retirees, farmers, institutional property owners (e.g. schools), singles and families, have also been identified as sectors within the LfWSEQ membership.

Each membership level and typology offer opportunities for Local Governments to refine LfW service delivery and may include:

- Creating or diversifying formal acknowledgements of long-term LfW members.
- Tailoring LfWSEQ services and resources for targeted membership levels of typologies.
- Creating resources and services to assist LfW properties with Working Towards Registration status to move to Registered status.
- Creating opportunities for long-term LfWSEQ members to mentor new members.

- Formal recognition of significant conservation achievements or innovations by LfWSEQ members.

LfWSEQ undertakes analysis of the membership base to assess various factors such as levels of satisfaction, service delivery, changes in landholder skills and knowledge, indicators of success (social, environmental and economic) and landholder co-investment. As part of the broader Reporting Framework (see Section 5.1), LfWSEQ will analyse the membership using various tools such as a membership survey to assist Local Governments to deliver the program efficiently and effectively. The results will assist LfWSEQ to standardise products and services for consistency, taking into account the variability of resources and priorities at a council scale and responsibilities within key program documents such as the National Arrangement.



<sup>1</sup> Eberhard Consulting (2014) SEQ Land for Wildlife Program: Results of 2013 Membership Survey. Prepared on behalf of SEQ Catchments and SEQ Local Governments.

<sup>2</sup> Metters, D. (2018) Analysing 20 years of private land conservation in south-east Queensland. Presentation to Ecological Society of Australia Conference, November 2018. Healthy Land and Water.

## LAND FOR WILDLIFE MEMBERS

LfWSEQ members deliver innumerable conservation outcomes for the SEQ region. They:

- Control weeds and manage pest animals
- Plant native trees and restore the health of ecosystems
- Fence off waterways and mitigate soil erosion
- Implement ecological fire management regimes
- Manage, protect and recover threatened plants, animals and ecosystems
- Support conservation research and science
- Identify natural assets on their properties
- Monitor environmental changes such as emerging weeds
- Improve the ecological resilience of ecosystems and riparian systems
- Advocate and work for landscape-scale conservation outside of their property
- Support and mentor other landholders in conservation land management

Together, the 4,500 plus LfW properties across SEQ make a significant contribution to the region's biodiversity and environmental health.

## 4.4 HIGHER-LEVEL CONSERVATION AGREEMENTS

Higher-level conservation agreements are mechanisms that protect the nature conservation values of a property either for a set period or in perpetuity. They are usually legally binding under state legislation, Local Government by-laws or zoning, or are attached to the title of the property.

A range of higher-level conservation agreements exist in SEQ and it is important to acknowledge the diversity of approaches between Local Governments in delivering such agreements. Some higher-level conservation agreements are created and delivered by councils, whereas others are created and/or delivered by the Federal Government, State Government and non-government organisations. Therefore, LfWSEQ members have varying access to higher-level conservation agreements based on where they live and available opportunities.

Higher-level conservation agreements are not entered into lightly by landholders, due to their binding nature and sometimes significant costs. Thus, non-binding conservation programs, such as LfW, act as a stepping-stone for landholders to develop trust with conservation programs and move gradually into higher levels of protection. The direct synergy between LfWSEQ and higher-level conservation agreements is demonstrated by the fact that 71% of all properties with Nature Refuge agreements and 100% of all properties with voluntary conservation covenants in SEQ started their conservation journey with LfW<sup>2</sup>.

For Local Governments to encourage and support LfWSEQ members into higher-level conservation agreements, partnerships with other agencies such as the State Government and non-government organisations are often essential. Council LfW Officers play an important role in making the pathway easier for landholders to explore and adopt higher-level conservation agreements. The Steering Committee and LfWSEQ officer network are forums for council LfW Officers to share resources and improve the expertise and efficient delivery of higher-level conservation agreements in SEQ.

Over the coming decade, opportunities for new conservation protection mechanisms may become available at either national, state or local levels. The LfWSEQ program is well placed to advocate for, and promote, such mechanisms, and to support landholders through the process of entering into a higher-level conservation agreement to protect the natural values of SEQ permanently.

# CASE STUDY 4

## RECOVERING THE RICHMOND BIRDWING

By working with LfWSEQ members, Local Governments have been at the forefront of recovering one of SEQ's most captivating creatures. The Richmond Birdwing is the largest and most colourful butterfly in SEQ. Clouds of them used to fly across SEQ before the rainforests were cleared, leaving our summer skies empty of their iridescent green wings. Extensive efforts from individuals, governments and community groups have seen the return of the Richmond Birdwing to many parts of SEQ. Many LfWSEQ members have planted thousands of Richmond Birdwing Vines to feed the larvae of this stunning butterfly.



## HISTORY OF LFWSEQ DELIVERY

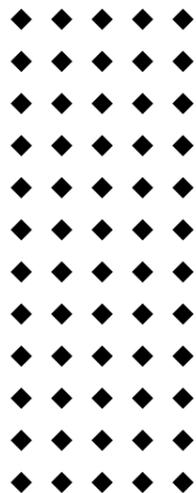
LfWSEQ started in 1998 led by a collective of Local Governments. From its humble beginnings with four LfW Officers, it is now (as of 2020) delivered by 33 staff across 13 Local Governments. On average, 232 properties join the program annually.

Since the program's inception, LfWSEQ regional coordination has been delivered by various agencies including the Queensland Government, Local Governments and the regional NRM body, always in close conjunction with the Local Governments of SEQ.

From 2004-2018, LfWSEQ regional coordination was funded by the Australian Government and delivered through the regional NRM body.

In late 2018, the circumstances for delivery of LfWSEQ regional coordination by the regional NRM body changed prompting a review by the Steering Committee. In response, the 11 Core Councils agreed to collaboratively fund regional coordination for a transition period of 18-months until 30 June 2020.

During the transition period, the Steering Committee investigated delivery models of regional coordination and agreed that a Local Government hosted model of delivery for a three-year period (until 30 June 2023) would strengthen the program, build resilience, and allow strategic partnerships to be formed with external stakeholders. Delivery model arrangements will be reviewed prior to 2023 to ensure it is optimal for the LfWSEQ program and its long-term vision.



PART 5

# CONTINUOUS IMPROVEMENT

## OUR GOAL

LfWSEQ has monitoring systems in place to enable critical evaluation of the program and reportable environmental, social and economic outcomes for Local Governments

## OUR OBJECTIVES

- 5.1. Develop a Reporting Framework for LfWSEQ in alignment with program values (*Our Values*) and with strategies, policies and legislation as per Objective 1.1
- 5.2. Establish and implement an agreed collective suite of minimum reporting standards across Local Governments for LfWSEQ
- 5.3. Identify and analyse the ecological assets within the LfWSEQ estate to establish and implement targeted resources to deliver optimal conservation outcomes
- 5.4. Identify and analyse the social assets within the LfWSEQ network to establish and implement targeted resources for improving the conservation skills, knowledge and confidence of LfWSEQ members
- 5.5. Identify and analyse the economics of LfWSEQ to ensure delivery of the most cost-effective and efficient program
- 5.6. Develop a Communications Framework for LfWSEQ in alignment with program values (*Our Values*)

Continuous improvement is an underlying way of business for the LfWSEQ program and Local Governments. All aspects covered in the LfWSEQ Ten Year Plan have in-built continuous improvement including the program's governance, Host Council arrangements, regional coordination contract, Steering Committee processes and LfW service delivery. Continuous improvement is further reinforced through monitoring and evaluation mechanisms.

## 5.1 REPORTING FRAMEWORK

Monitoring and evaluating LfWSEQ is essential for reporting the environmental, social and economic outcomes of the program to stakeholders. This will:

- Inform program direction and effectiveness.
- Drive continuous improvement and efficiencies.
- Gauge the program's alignment with legislation, strategies and policies.
- Guide future resourcing needs and enables the program to respond to change.
- Ensure transparency of outcomes to stakeholders.

Key principles for LfWSEQ monitoring and evaluation include:

- Meeting the business needs of Local Governments.
- Alignment with national, State and Local Government strategies and policies.
- Cost-effective and practical.
- Meaningful, reliable and justifiable over timescales.
- Inform decisions for continuous improvement of LfWSEQ.

Monitoring, evaluation and reporting have occurred in various ways over the program's 21-year lifespan. Moving forward, and in alignment with the Local Government hosting model of delivery, the Steering Committee has prioritised the development of a LfWSEQ Reporting Framework that will be developed in accordance with the abovementioned principles to guide program monitoring, evaluation and reporting.

The LfWSEQ Reporting Framework will create a process by which measures of program success can be applied consistently across councils. It will identify the most appropriate monitoring and evaluation tools for measuring environmental, social and economic outcomes and may include membership surveys, GIS/Lidar analysis and research into data collected by council LfW Officers during LfWSEQ property assessments. The LfW Reporting Framework will also identify the best avenues for reporting program outcomes, such as annual reports, media and online platforms.

A Reporting Framework will help track program trends, milestones and highlights. It will help identify gaps in service delivery and potential areas for research and opportunities for refinement of LfWSEQ services and resources. Ultimately, it will assist Local Governments deliver an effective and efficient program and will provide regional scale outcomes that are readily translatable to the LfWSEQ membership and other stakeholders.

The LfWSEQ Reporting Framework will be reviewed at three-yearly intervals to ensure alignment with Local Government policies and priorities, program direction and improvements in technologies relating to data capture, analysis and reporting. A more detailed examination of key stakeholder groups, measures of success, regional KPIs and reporting mechanisms are provided in the Stakeholder Reporting Analysis (Appendix 1).



## 5.2 MINIMUM REPORTING STANDARDS

Each Local Government monitors, evaluates and reports on LfW in accordance with their individual council requirements, policies, strategies, plans, budgets and community needs. Local Governments also recognise the value of regional monitoring, evaluation and reporting systems to standardise LfWSEQ process and to equitably compare and track program trends and outcomes.

As part of the broader Reporting Framework (see Section 5.1), LfWSEQ will establish and implement an agreed set of minimum reporting standards across the 13 Local Governments to capture, analyse and evaluate agreed regional outputs. Agreed minimum reporting standards will create transparency, consistency and efficiencies for Local Governments and will enable LfWSEQ to measure and celebrate its success, and to identify service delivery gaps and opportunities.

## 5.3 ECOLOGICAL ANALYSIS

The ecological assets within the LfWSEQ estate (covering over 70,000 hectares) are substantial. LfWSEQ properties contain nationally threatened ecosystems, plants and animals and have benefited from significant on-ground conservation actions such as planting native trees, weed control, assisted natural regeneration, reinstatement of natural habitat, reinstatement of ecological fire regimes, nest box installation and stock exclusion fencing.

These assets and actions have been documented and analysed using various methodologies including site visits, ecological assessments, remote-sensing (GIS/Lidar analysis) and landholder feedback. Such analysis offers LfWSEQ program managers with detailed metrics such as tree cover increase, area of weeds controlled, changes to extent or condition of regional ecosystems, improvements to wildlife habitat and length of waterways managed. Continuous improvement mechanisms will gauge and demonstrate improvements in ecological condition and extent over time on LfWSEQ properties and provide indications on where targeted resources are required to fill gaps.

As part of the broader Reporting Framework (see Section 5.1), LfWSEQ will analyse the environmental assets within the LfWSEQ program using various methodologies to assist Local Governments to deliver the program efficiently and effectively. Several regional ecosystems, ecological communities, and species of flora and fauna have been identified as regionally significant for LfWSEQ councils. Identifying future program actions and delivery targets to promote the conservation and enhancement of regionally significant ecological assets will assist in their recovery and improved condition.



## 5.4 SOCIAL ANALYSIS

LfWSEQ is foremost a private land conservation program, however, it would not exist without the social fabric created by LfWSEQ members.

The on-ground conservation successes of the program depend on the skills, knowledge, confidence and availability of LfWSEQ members to undertake conservation activities on their properties. Therefore, the role of Local Governments is to encourage, support and upskill landholders to improve the social capacity of LfWSEQ members to deliver conservation outcomes.

Measuring, monitoring, evaluating and reporting on social changes such as improvements in knowledge, skills and confidence will be essential components of the broader LfWSEQ Reporting Framework (see Section 5.1). LfWSEQ will analyse the program's social assets and human resources using various methodologies to deliver the program efficiently and effectively and ensure that the social capacity of the program is improving over time.

Various measurables will be used to analyse the LfWSEQ membership including registration rates, geographic hotspots, landholder networks, member engagement, property revisit requests and outcomes, skills and knowledge transfer, membership satisfaction, service delivery gaps, barriers and incentives. Analysing the LfWSEQ membership and future program actions will deliver improved social cohesion, conservation skills, knowledge and confidence within the LfWSEQ landholder network. In turn, these create on-ground conservation outcomes and vibrant, connected rural communities.

## 5.5 ECONOMIC ANALYSIS

Each Local Government ensures that their services are cost effective and align with individual council legislative requirements, policies, strategies, plans, budgets and community needs. Local Governments recognise the economic value of LfWSEQ as a cost-effective way to engage positively with the community and to foster good land management resulting in environmental benefits and cost savings for councils. For example, it is more economical for councils to support landholders to undertake nature conservation on private land than it is to manage the same extent of land in council reserves.

For every dollar invested by councils, LfWSEQ members co-invest \$16 of their own time and money into conservation and land management making LfWSEQ an extremely economical program with a high return-on-investment<sup>3</sup>. Anecdotally, most of this investment by LfWSEQ members is a direct boost to local economies supporting local industries such as nurseries, rural supply stores and contractors.

As part of the broader Reporting Framework (see Section 5.1), LfWSEQ will analyse the economics of the program using various measurables such as landholder in-kind hours and funding, return on investment, incentive outcomes and funding trends to assist Local Governments to deliver the program efficiently and effectively. The cost-efficiencies gained by 13 Local Governments co-investing in joint initiatives and resources are self-evident and will continue to be a core part of LfWSEQ's collaborative business model.

## 5.6 COMMUNICATIONS FRAMEWORK

Various communication channels underpin the LfWSEQ program. Council LfW Officers regularly communicate with, and facilitate networking between, LfW members. This is achieved through in-person property visits, phone, email, written correspondence, newsletter articles, social media, workshops, field days and events. The more points of contact a LfW member has with the LfWSEQ program, the more conservation skills and knowledge they have, and the more confident they are of their skills<sup>4</sup>.

The Regional Coordinator also communicates with LfW members through the quarterly newsletter, social media, website, media and events. A central component of the regional LfWSEQ program is establishing a framework to support effective communication between the 13 Local Governments through committee meetings, workshops, events, emails and networking.

The LfWSEQ website ([www.lfwseq.com.au](http://www.lfwseq.com.au)) is the program's key digital platform and contains dedicated pages for the 11 Core Councils. The Regional Coordinator administers the LfWSEQ website. The LfWSEQ social media platform ([www.facebook.com/lfwseq](http://www.facebook.com/lfwseq)) communicates key program messages and achievements and allows LfWSEQ members to network with each other. The Regional Coordinator and several council LfW Officers administer the social media page.

A quarterly LfWSEQ newsletter is a well-respected, magazine-quality resource that communicates with landholders on environmental matters through case studies, research and success stories. The newsletter presents topics such as emerging technologies, recommended resources, restoration tools, weed alerts and land management tips. The Regional Coordinator coordinates the newsletter's publication with content contributed by Local Governments and LfWSEQ members.

The LfWSEQ regional program develops various promotional products, including brochures, banners and magnets, in line with Local Government needs and in response to community demands. Media channels (print, online, radio, television) are used from time to time to communicate key messages and successes (such as program milestones) of the LfWSEQ program.

Moving forward, and in alignment with the Local Government hosting model of delivery, the Steering Committee has prioritised the development of a LfWSEQ Communications Framework that will be developed to guide program communications.



## CASE STUDY 5

### SAFEGUARDING LANDHOLDER DATA

The secure management of LfWSEQ data is paramount for Local Governments in SEQ. It helps improve engagement with LfW members and enables the program to report on outcomes at local and regional scales. Over seven years, Local Governments have collaboratively developed a secure, cloud-based system to record and track LfWSEQ program activities. This collaboration has resulted in an effective, custom-built regional product that would be too expensive for Local Governments to develop independently.



<sup>3/4</sup> Eberhard Consulting (2014) *SEQ Land for Wildlife Program: Results of 2013 Membership Survey*. Prepared on behalf of SEQ Catchments and SEQ Local Governments.

PART 6

# FUTURE OPPORTUNITIES

## OUR GOAL

LfWSEQ is resilient, adaptable and continues to meet the needs of its members as the program grows and evolves

## OUR OBJECTIVES

- 6.1. Create and adopt new regional nature conservation partnerships to broaden opportunities for private land conservation in SEQ
- 6.2. Adopt relevant new technologies and incorporate emerging ecological restoration science into LfWSEQ resources
- 6.3. Create regional events for LfWSEQ members to network and improve conservation skills and knowledge
- 6.4. Seek funding for future opportunities to support cost-effective program management, customer support and conservation outcomes

A range of future LfWSEQ regional initiatives were identified during the strategic planning workshops in 2019. Some are presented as objectives in the LfWSEQ Ten Year Plan, whereas other potential opportunities that may be earmarked by the Steering Committee for future action are listed in Appendix 2.

## 6.1 NEW PARTNERSHIPS

Future opportunities exist for LfWSEQ to strengthen existing partnerships, and build new partnerships, with NGOs, Traditional Owners, industry groups, philanthropic entities, universities and other agencies. These partnerships will be founded on objectives that benefit private land conservation in SEQ. Potential regional partnerships may expand upon existing inter-council conservation projects and build networks between LfW members to mentor each other.





## 6.2 NEW TECHNOLOGIES

Various on-ground conservation initiatives and new technologies are currently being trialled by councils in partnership with LfWSEQ members. These include video tutorials, working bees on LfW properties, the use of drones, citizen science apps, eDNA analysis and other emerging technologies to assist conservation planning and delivery. These could be expanded to reach the broader LfWSEQ membership and delivered through inter-council collaboration.

As the fields of conservation science and ecological restoration expand over the coming decade, LfWSEQ will maintain relevance through assessing the capacity of the membership to adopt new technologies and to integrate relevant technologies into LfWSEQ resources appropriately. The adoption of new field-based ecological tools such as bio-acoustic monitoring and camera traps are expected to become more commonplace and will improve how Local Governments deliver, monitor and evaluate LfWSEQ services.

The coming decade offers great opportunities for LfWSEQ to partner with science and technology sectors to research ecological restoration and biodiversity conservation activities on LfWSEQ properties, especially those with higher-level conservation agreements.

## 6.3 REGIONAL EVENTS

Past membership surveys have shown that LfWSEQ members highly value LfW events. There are future opportunities for the LfWSEQ program to deliver a

range of regional events such as conferences, forums, open property schemes, workshops at museums and universities, cross-council field trips and celebration events. These would bring together LfWSEQ members to share knowledge, expertise and innovations.

Regional events provide LfWSEQ members with access to a learning environment, scientists, researchers and other landholders. Such events build networks between LfW members and promote collaborations with industries, research institutes, Traditional Owners, NGOs and other agencies. Regional events that are held on LfW properties also showcase the diversity of properties, ecosystems, land management techniques and rural industries within the LfWSEQ network.

## 6.4 FUNDING OPPORTUNITIES

Opportunities exist for external funding and sponsorships to resource the growth of private land conservation in SEQ and support the established LfWSEQ landholder network. This would augment the strong foundation built by the 13 Local Governments and potentially provide new pathways to deliver conservation projects on LfWSEQ properties. Funding avenues include government grants, philanthropic donations from the public and LfWSEQ members, industry investment, advertising, crowdfunding and collaboration with NGOs and other agencies.

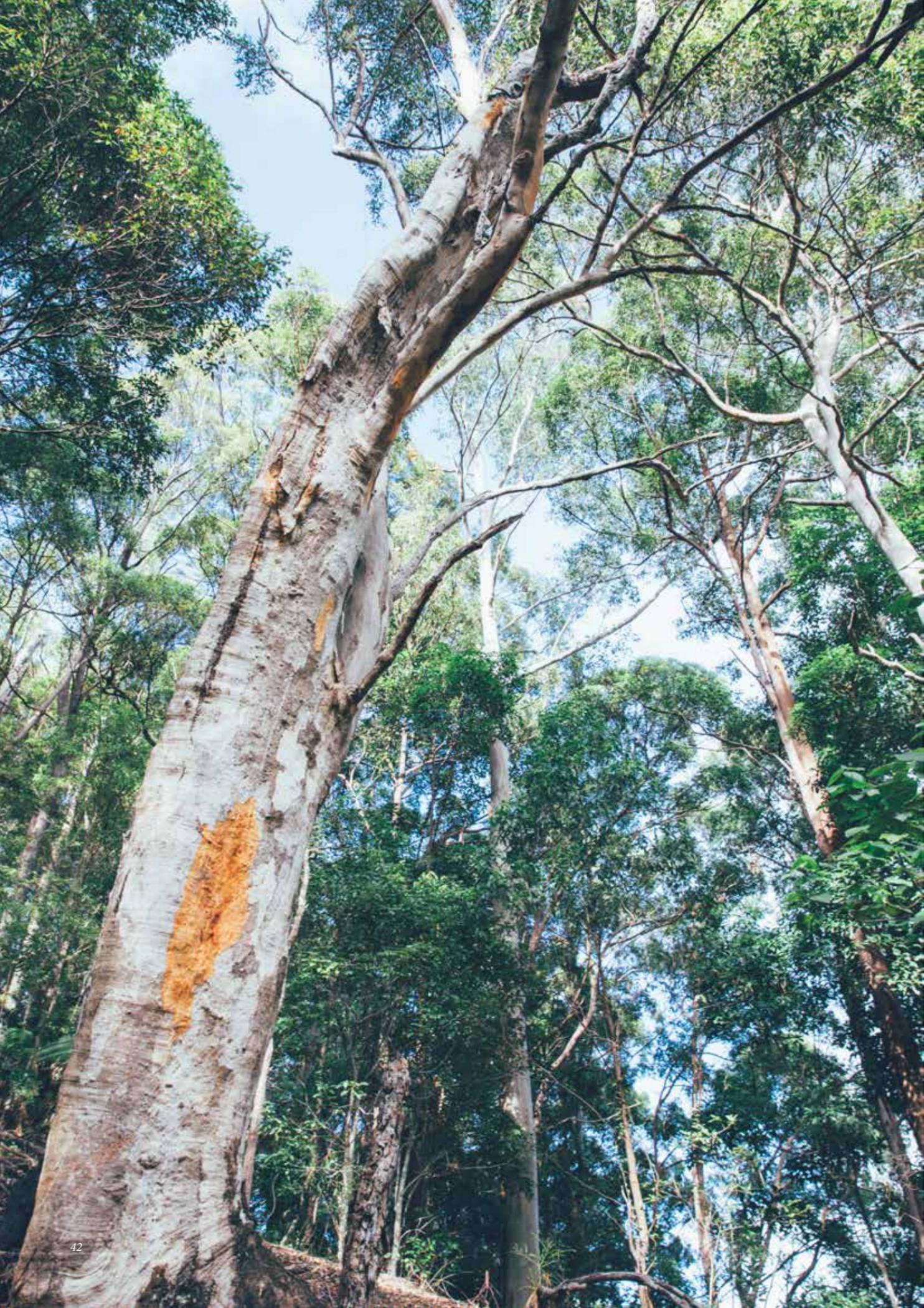
# CASE

# STUDY 6

## SECURING THE FUTURE

LfWSEQ members are a diverse group. Some have managed rural properties their whole lives, whereas others are new to bushland living. Joining LfW can open an exciting doorway into nature and wildlife. For some, conservation is central to their lives and they dedicate significant time and money into looking after and restoring wildlife habitats. It makes sense that these conservation investments are secured well into the future. One way to achieve this is through higher-level conservation agreements. Local Governments in SEQ are at the forefront of delivering such agreements, and most of them are with landholders who started their conservation journey with LfW.





## GLOSSARY

### **Affiliate Council.**

Local Government authority that borders and/or shares a catchment with a Core Council and delivers the LfWSEQ program in their Local Government area. As of 2020, the two Affiliate Councils are Gympie and Fraser Coast.

### **Core Council.**

Local Government authority from the SEQ region as defined in the *South East Queensland Regional Plan 2017 - Shaping SEQ* that delivers the LfW program in their Local Government area. As of 2020, the 11 Core Councils are Brisbane, Gold Coast, Ipswich, Lockyer Valley, Logan, Moreton Bay, Noosa, Redland, Scenic Rim, Somerset and Sunshine Coast.

### **Guidelines.**

The *Land for Wildlife Queensland Guidelines (2011)*, copies of which are held by the Regional Coordinator and 13 Local Governments.

### **Host Council.**

A Core Council nominated by the Steering Committee to hold funds on behalf of Core and Affiliate Councils and manage external contracts related to LfWSEQ regional coordination. Sunshine Coast Council is the Host Council until 30 June 2023.

### **Land for Wildlife (LfW).**

A free, voluntary private land conservation program as defined by the National Arrangement with the trademark name and logo owned by the State of Victoria.

### **Land for Wildlife South East Queensland (LfWSEQ).**

The Land for Wildlife program in South East Queensland as delivered by Core and Affiliate Councils with a Host Council and Regional Coordinator.

### **National Arrangement.**

The *Arrangement to Coordinate the Land for Wildlife Scheme*, signed between State of Victoria and the Host Council on behalf of the LfWSEQ Steering Committee, copies of which are held by the Regional Coordinator and 11 Core Councils. Affiliate Councils sign the National Arrangement directly with the State of Victoria.

### **Regional Coordinator.**

A contract position managed by the Host Council on behalf of Core and Affiliate Councils to deliver LfWSEQ regional coordination.

### **South East Queensland (SEQ).**

The geographic region of south-east Queensland as defined in the *South East Queensland Regional Plan 2017 - Shaping SEQ*.

### **Steering Committee.**

A committee comprised of representatives from Core and Affiliate Councils and the Regional Coordinator that work together to deliver LfWSEQ.

### **Strategic Subcommittee.**

An enduring subcommittee of the Steering Committee comprised of representatives from Core Councils and the Regional Coordinator.

### **Terms of Reference (ToR).**

The LfWSEQ Terms of Reference that outlines roles and responsibilities of Host, Core and Affiliate Councils, Regional Coordinator and Steering Committee, copies of which are held by the Regional Coordinator and 13 Local Governments.

## APPENDIX 1. STAKEHOLDER REPORTING ANALYSIS

ENVIRONMENTAL				
Stakeholders	LG Management of LfWSEQ	Landholder Membership	Political Context	NGOs
<b>Measures of Success</b>	On ground outcomes Increase in hectares under agreement Strategic direction Positive feedback from landholders Environmental outcomes represent value for money e.g. landholder in-kind investment in ecological outcomes	Part of network corridors Incentives and grants Number of participating landholders Increase in wildlife abundance and diversity Reduction in on-ground management over time	Increase in membership Number of trees Positive media Positive feedback from landholders	Regional NRM outcomes Partnership opportunities External targets Funding opportunities Threatened species management
<b>Regional KPIs</b>	Hectares under agreement and/or restoration Number of landholders in the program Representation of Regional Ecosystems Number of trees planted Number of environmental education workshops delivered to landholders Amount and types of incentives and grants provided to landholders Cross boundary environmental reporting	Number of officer visits Incentives and grants availability Reduction in weeds Number of trees planted Cross boundary environmental reporting	Hectares under agreement and/or restoration Number of landholders in the program Representation of Regional Ecosystems Number of trees planted Number of environmental education workshops delivered to landholders Amount and types of incentives and grants provided to landholders Cross boundary environmental reporting	Number of partnerships Environmental outcomes Cross boundary environmental reporting
<b>Reporting Mechanisms</b>	LfWSEQ newsletter e.g. case studies and success stories Annual program report Annual bio-condition/ ecological reports	LfWSEQ newsletter e.g. case studies and success stories Educational material Annual program report	Annual report Positive media	LfWSEQ newsletter e.g. case studies and success stories Annual program report

SOCIAL				
Stakeholders	LG Management of LfWSEQ	Landholder Membership	Political Context	NGOs
<b>Measures of Success</b>	Growth of program Self-advocacy Political satisfaction Steering Committee is connected and working collaboratively	Feeling connected, locally and regionally Sense of well-being Part of a regional program Partnership and engagement with council and the program Low de-registration levels due to being satisfied	Satisfied and engaged community Increased health and well-being Events and media opportunities	Shared values and information Partnerships Number and diversity of events
<b>Regional KPIs</b>	Hectares under agreement and/or restoration Number of landholders in the program Landholder satisfaction with program Social media reach Steering Committee meetings and workshops Membership trends over time and outside influencing factors (e.g. flood, political decisions)	Satisfaction with the program Engagement levels Advocacy for the program by participants Develop local area networks Increased knowledge and capacity through workshops Social media reach Increased health and well-being Membership retention rates De-registration rates Reasons for leaving LfW	Positive feedback and interactions with community participants Positive media Social media reach	Advocacy for the program by NGOs (internally and externally) Number of regional partnerships Social media reach
<b>Reporting Mechanisms</b>	LfWSEQ newsletter e.g. case studies and success stories Annual program report Landholder survey and report	LfWSEQ newsletter e.g. case studies and success stories Landholder survey and report	Events reporting Social media Media releases	LfWSEQ newsletter e.g. case studies and success stories Media releases Social media

## APPENDIX 2. POTENTIAL REGIONAL INITIATIVES

ECONOMIC				
Stakeholders	LG Management of LfWSEQ	Landholder Membership	Political Context	NGOs
<b>Measures of Success</b>	Continue to fund regional program In-kind contributions and external funding received through opportunities and partnerships Improved ecosystem services Cost benefit	Number of participants Incentive and grant opportunities provided by LGs Biodiversity outcomes Operation costs	Continue to fund LfWSEQ as a core community-based environmental program Cost-effective In-kind contributions and external funding received Positive media	Collaboration In-kind/grant funding for regional LfWSEQ activities (internal or external)
<b>Regional KPIs</b>	Regional coordination products and services delivered within budget Value for money Value of in-kind contributions and/or funding On-ground outcomes Corporate KPIs for individual LG	In-kind contributions by landholders Profitable and sustainable land use Land and conservation values increase Effort over time decreases	Value for money Commitment to investment Corporate KPIs for individual LG	Increase in number of projects
<b>Reporting Mechanisms</b>	Budget report External funding report Annual report	LfWSEQ newsletter e.g. case studies and success stories Social and other media	Funds are allocated Internal LG reporting LfWSEQ events and property visits Annual report	LfWSEQ newsletter e.g. case studies and success stories Annual report Publicity through social and other media

Category	Continue/Expand on Existing Regional Initiatives	Potential Opportunities (to support LfWSEQ objectives)	Potential Opportunities (to support LfWSEQ membership)
<b>Environmental</b>	Offsets opportunities including registration of advanced offsets on private properties Regional, cross-council projects such as targeted weed/pest management, conservation and plantings Targeted threatened species projects Regional citizen science projects	Emerging climate change projects including response to extreme weather events such as flood, fire and drought management New threatened species projects Disaster relief and/or management	Video tutorials on relevant conservation land management techniques Working bees on LfW properties Trialling of new and emerging technologies, such as drones and restoration tools for improved conservation outcomes.
<b>Social</b>	Regional workshops to enhance LfW Officer skills & knowledge Mentoring and networking new LfW members with long-term LfW members Review and improve how change of ownerships are managed by Local Governments to create smooth transition for new property owners and opportunities for mentoring and inter-generational networking. Recognition of long-term conservation investment/outcomes of ageing LfWSEQ members.	Regional LfWSEQ conference and/or forum Enhanced technology and access to information for landholders and officers such as database and educational videos	Events or products, such as an open property scheme, environmental art exhibition or short video clips to celebrate milestones, such as the 25th anniversary or 5000th LfWSEQ property. Opportunities for refined service delivery based on LfWSEQ membership tenure and typologies. Review support services and mechanisms by which LfWSEQ members can move their properties from the LfW status of Working Towards Registration to Registered
<b>Reporting Mechanisms</b>	External partnerships with relevant NGOs, industries, universities and Traditional Owners Shared resources between councils for ongoing cost-effectiveness	Philanthropic opportunities such as a Friends of LfW group, or avenues to accept philanthropic donations Industry partnerships such as eco-tourism or horticulture	Regional grants to benefit landholder land conservation outcomes



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