



Local Land  
Services  
Western



# Western Resilient Landscapes Program

Program Guidelines 2017-2018

In partnership with



Australian Government

*Catchment Action  
NSW*



ROTARY  
CLUB OF  
SYDNEY

## Program aim

The Western Resilient Landscapes Program provides an intensive mentor-based coaching program to support on-enterprise innovation development and practice change for landholders in the Western region of New South Wales. The program is designed to lead innovative development and change in land management throughout the Western region. It is a unique, highly-individualised program that will see innovative landholders that are recognised leaders provide support to landholders that want to make a positive change on their properties.

The program mentors are landholders living in the Western region who are recognised for their expertise in land management techniques and practices. The partnership between mentor and participant (mentee) runs over a 12 month period, covering a range of topics which have been identified in supporting change management, resulting in a successful grazing enterprise.

The program's emphasis on business and production enables participants to better manage their natural resources. This aspect of the program has been recognised by Western Local Land Services as an important step towards achieving a sustainable and productive business. Participants of the program are able to work with their mentor to develop and review their business direction, look for business opportunities, share ideas and learn from someone with extensive knowledge in a similar field of business.

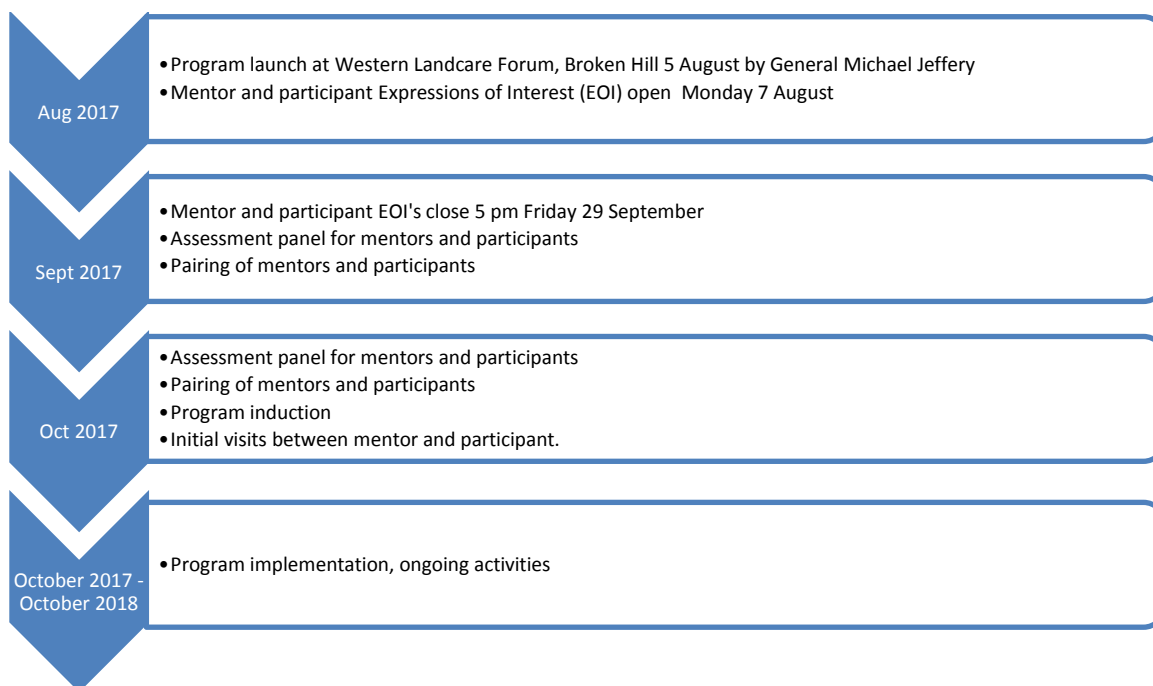
In addition to one-on-one mentoring, the program also offers participants the opportunity to be involved in learning activities that take place on a group level such as field days and training. These activities aim to increase the interaction between program participants and enhance the support network within the program.

## Program topics

Key program topics will include:

<b>Pillar</b>	<b>Topic</b>	<b>Aim</b>
1.	Review current operation	Analyse current business operation to identify strengths, weaknesses and opportunities
2.	Formulating business direction	Determine strategies to overcome identified business threats and weaknesses and build on identified opportunities
3.	Establish steps to achieve business direction	Design an implementation strategy which is within the business capacity to realise the long term business vision
4.	Management options	Review potential approaches to managing livestock, pastures, pests, woody vegetation, infrastructure, runoff and other issues to suit the enterprise.
5.	Systems development	Develop systems to support the management of identified enterprise change. Management support systems may be a hard copy or computer-based management tools appropriate to effect the implementation of identified enterprise change
6.	Property mapping and planning	Development of a property plan including: <ul style="list-style-type: none"> <li>○ Choosing an approach, either paper or computer-based</li> <li>○ Mapping land types and existing infrastructure</li> <li>○ Identification of priority issues and areas</li> <li>○ Identifying potential infrastructure development</li> <li>○ Accurately calculating paddock areas</li> </ul>
7.	Monitor, review and evaluate	Establish meaningful methods to monitor business direction and performance

## Program timetable



## Mentor's role

The role of the mentor is to develop a one-on-one partnership with a motivated land manager and develop a tailored program with them to support enterprise innovation development and practice change.

Note that the mentor's role is to provide feedback and ideas, not specific advice. Enterprise decision-making remains in the hands of the program participant.

## Criteria for mentors

The mentor is expected to possess the following characteristics:

1. Demonstrated experience in the successful regenerative management of a farming enterprise in Western NSW.
2. Skills, knowledge and experience that will be relevant to participants located within Western NSW.
3. Demonstrated history of active participation in training, education or professional development activities.
4. Previous experience in leadership, mentoring, information exchange or delivery.
5. Demonstrated ability to engage with participants over a 12 month period and show a willingness to travel and attend or host field days for the group.
6. The mentor is also required to complete and submit to Local Land Services:
  - all necessary reporting on participant visits, progress reports and recording of grievances (if any)
  - invoicing for time spent with participants as per the fee structure

## Assessment process

A selection panel will assess participant applications. These will be scored and ranked and the top ranking applications will be deemed successful. The panel has the right to request further information or place special conditions on the applicant if they feel it is required.

Once successful applicants have been notified, contracts will be drawn up for mentors for a 12 month period. Note that there is a possibility of contract extension if mentors and participants are meeting program requirements and if it is agreed that both parties would benefit from additional time together.

## Mentor activities

The range of mentor activities will vary widely depending on the approach to changes in the participant enterprise that are planned for the program. The following activities are set out as a general guide to typical activities for mentor involvement:

- Host a mentor open day at own property to demonstrate what can be achieved through innovation and management change. Local Land Services staff will assist.
- Assist the program facilitators in conducting the initial participant property visit and induction.
- Attend mentor and participant induction day.
- Conduct a number of participant enterprise visits over the duration of the program.
- Facilitate one on one sessions with their allocated Participant through a mix of phone, email and face-to-face.
- Participate in mentors' teleconferences or face-to-face meetings when called to do so by the program facilitator.
- Maintain regular liaison with the program facilitator regarding program developments and requirements.
- Complete program evaluation and reporting requirements.
- Be a program ambassador.
- Profile and promote participants and their projects and program achievements.
- Mentors will be required to sign a contract outlining Local Land Services expectations of their role within the program.

## Participant's role

The role of the participant is to actively engage in the program and with their designated mentor to ensure they develop the knowledge and skills required to implement enterprise action/s and improvements. Participants are asked to work with their mentor to develop a one-on-one partnership and engage in a series of one-on-one (face-to-face and email/phone) and small group activities to support enterprise development and practise change. Further expectations of the participant are listed below:

- Attend program open days.
- Host an initial property visit in the presence of their mentor and Local Land Services staff as part of the program induction.
- Participate in property visits where the mentor visits the property for face to face sessions

- Participate in a mix of phone and email communication with their mentor.
- Maintain regular liaison with Local Land Services staff in relation to program developments and requirements.
- Maintain a record of activities and learning and complete program evaluation and reporting requirements.
- Be a program ambassador, promoting the program through case studies or media stories if required.
- Participants will be required to sign a Memorandum of Understanding agreeing to their role in the program and committing to participation in activities.

Participant engagement will be reviewed following three months mentoring in the program. Where engagement has been unsatisfactory, Local Land Services may terminate support from the program.

## Criteria for participants

The participant is expected to possess the following characteristics:

1. Motivation to join the program consistent with program goals and objectives.
2. A willingness to participate in training and work towards positive Natural Resource Management outcomes.
3. Property management experience consistent with the program and the ability to achieve the intended outcomes of the mentoring process.
4. Commitment to invest time and money into improving management and infrastructure if it is identified to be a priority.
5. A willingness to identify areas of their current operation that can be improved/enhanced by the program.

## Participant activities

Participants will be asked to actively engage in the following activities:

- Program induction process.
- Property visits with their designated mentor and/or Local Land Services staff.
- Attend program open days.
- Attend program training events.
- Contribute towards program case studies and other forms of media.
- Complete program monitoring, evaluation, reporting and improvement activities where required.

## Assessment process

A selection panel will assess the applications. Applications will be scored and ranked and the top ranking applications will be deemed successful. The panel has the right to request further information or place special conditions on the applicant if they feel it is required.

## Matching of mentors to participants

Mentor and participant partnerships will be based on knowledge base, natural resource management or production issues, business direction and learning styles. Distance between properties will also be taken into account.

## Resources and events

Along with providing the opportunity for land managers to develop one-on-one mentoring partnerships, the Western Resilient Landscapes Program will also provide access to capacity building activities in the form of field days, training courses, publications and other resources.

## Monitoring, evaluation, reporting and improvement

Participants and mentors will be required to complete monitoring, evaluation, reporting and improvement (MERI) requires where set by the program. This may include but not be limited to an interview or survey at the beginning, half way and end point of the 12 month program. It is expected that mentors submit a report at the six month mark detailing progress for each partnership and outlining anticipated actions for the subsequent six month period.

Mentors who have not submitted the required reporting documents may have their payments delayed until all mandatory paperwork is received by Western Local Land Services.

## Program elements

An overview of the program elements is as follows.

### **Mentor induction**

Induction will outline what is expected of mentors within the program and examine responsibility and accountability guidelines. It is important that mentors understand that they provide support but not direct advice.

### **Participant induction**

Participant induction will take place with the participant's mentor and a Local Land Services staff member. As well as being an introduction to their mentor, the participant will be briefed on the requirements of the program. Key focus is on being clear about what they want to achieve and how they will do this throughout the program.

### **Mentor open days**

Mentors will host field days on their own properties or on others that they may arrange for their participants. These field days are for sharing information and actually seeing and hearing about initiating change.

### **Participant visits and check-ins**

These are where the mentor and participant have a one-on-one session at the participant's property. The focus of these visits is to chart progress and to support participants to work with and overcome barriers they may face in achieving outcomes. One-on-one check-ins should occur at least once a month and can be a mix of face-to-face, or via phone or email.

### **Action plan**

Participants identify a project focus based on their current and future enterprise/innovation aspirations or goals. This program has set outcomes

### **Network engagement**

Every opportunity is taken through the program to link individual participants and mentors with relevant experts to share information and ideas. This may include presentations at field days, workshops, attendance and presentation at conferences.

### **Fee structure**

Proposed pricing structure based on a maximum of \$20,000 per participant

Administration payment - \$5,000

This is a one-off payment per mentor paid at the commencement of the program to cover administration costs associated with the program and is included within the \$20,000 cap.

Full day - \$1,000 + GST (7 hours not including travel time)

Half day - \$500 + GST (3.5 hours not including travel time)

Attendance at field day or open day - \$500 + GST

Attendance at field day (host role) - \$1,000 + GST (expectation that venue will be cleaned and prepared by the host. Catering, seating etc organised and provided by program)

Travel to field days or training incurred by mentors will be reimbursed at the rate of 27c/km for vehicles under 2600cc and 33c/km for vehicles over 2600cc.

Accommodation will be reimbursed upon submission of invoice and will be capped at \$151 per night.

