



Landcare
Victoria Inc.

LANDSCAPE ACTION PLAN HANDBOOK

BY LANDCARE VICTORIA INC.

A how-to guide for landcare to
develop an investment-ready
Landscape Action Plan



We pay our respects to the Traditional Owners of the lands in Victoria.

We are inspired by the legacy of Victorian First Nations people, who have cared for the ecological systems that life depends upon for tens of thousands of years. We recognise Traditional Owner rights to self-determination and to speak for and look after Country.

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Foreword

It is with great pleasure and immense pride that I present the Landscape Action Plan Handbook, a culmination of the three-year New Futures for Victorian Landcare Project, led by Landcare Victoria beside our dedicated project partners.

The Landcare Plan for Victoria 2023-2033 calls for landcare to take a landscape-scale approach to the global challenges of biodiversity loss, climate change and farming to meet our future food and fibre needs. It also recognises a need for sustainable funding models, and for landcare organisations to be ready as land stewardship responsibilities evolve. Meanwhile, cross-tenure issues, such as pest and weed control continue to have an impact across our landscape.

Landcare Victoria is driven by a bold vision for the future: thriving landscapes, resilient communities and sustainable, productive agriculture. At the core of landcare is a powerful idea — that responsible, self-organising communities can collaborate to achieve meaningful, sustainable land and environmental management outcomes.

The New Futures for Victorian Landcare Project brought together partner organisations Regen Farmers Mutual, Australian National University Sustainable Farms Program and Landscape Finance Lab, to secure philanthropic investment from the Ian Potter Foundation and the Natural Resources Conservation Trust, to finance a pilot landscape action planning program.

Bringing together the methodologies of our partners, we iterated with four pilot landscapes to find a way of working that is highly aligned to the integrated, community focused philosophies of landcare, while addressing the key challenges of our times.

A heartfelt thanks to our pilot landscapes: Granite to Goulburn, Windharp Horizons, Kiewa-Wodonga, and Craters to Coast. Without your local leadership and willingness to push boundaries, we would not have been able to ground truth and pilot this way of working.

Landcarers across the state of Victoria continue to amaze and inspire on a day-to-day basis. I look forward to witnessing future stories of inspiration, thanks to this handbook.

Looking ahead, Landcare Victoria will continue to seek opportunities to adapt and maximise our impact through meaningful collaboration with the groups and networks we support.



A handwritten signature in black ink that reads "Claire Hetzel".

Claire Hetzel

Chief Executive Officer



Photo credit: © Nature Nurture Photography: Shimu Rozario

Introduction

PURPOSE OF THIS HANDBOOK

This handbook presents the key principles and steps that landcare organisations can undertake to develop a Landscape Action Plan for their area. It draws on international and national frameworks, expert knowledge and learnings from the pilot project, to present a best practice approach to support leadership, partnership development, and tailor local landscape outputs. The handbook is intended as a guide and should be complemented with resourcing to deliver the program (see Foundations section).

ABOUT LANDCARE VICTORIA

Landcare Victoria is driven by a bold vision for the future: rich and diverse Victorian landscapes, supporting productive farming, healthy ecosystems and thriving communities.

Landcare refers to community-led environmental volunteer organisations that provide leadership and on-ground action, solving local issues relating to landscapes and communities. This includes landcare groups and networks, friends of groups and other similar environmental collectives.

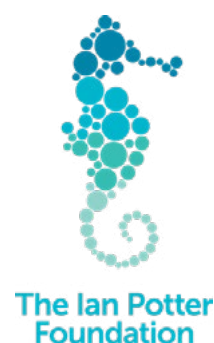
Landcare Victoria is a not-for-profit representative body made up of over 600 groups, engaging tens of thousands of community members. Landcare Victoria provides essential support to its members, such as insurance, fundraising, grant management and educational workshops, as well as strategic leadership, resourcing and advocacy.

As the peak body for landcare in Victoria, we enable a grassroots movement that fosters collaboration, to regenerate landscapes and address the challenges that we face around climate change, food security and biodiversity loss. We champion the critical role landcarers play in offering local solutions to global challenges, while enhancing community resilience and capacity.

FUNDERS

Landcare Victoria and project partners are grateful for the funding support for this project from:

The Ian Potter Foundation



Natural Resources Conservation Trust



Landcare Victoria also invested funding to support the pilot and handbook development.



PARTNERS



Regen Farmers Mutual

Regen Farmers Mutual is a farmer-owned mutual that enables farmers to aggregate their market power and create credible, verifiable, and valuable environmental transactions.

They have created a Landscape Impact Program, which is a structured and scalable approach to engaging farmers in a region, to explore ways they can create regenerative agricultural landscapes.



ANU Sustainable Farms

Sustainable Farms is a research and extension initiative based in the Fenner School of Environment and Society at the Australian National University (ANU). Sustainable Farms has been undertaking long-term research on farms in the box-gum grassy woodlands of south-eastern Australia for over two decades and is one of the largest long-term monitoring studies of its kind. The goal of ANU Sustainable Farms is to support resilient, profitable farms by integrating conservation with everyday farming practises.



Landscape Finance Lab

The Landscape Finance Lab is an independent organisation that incubates, structures, and funds sustainable landscape projects by bridging the gap between practitioners and investors. It provides services such as designing investment-ready propositions, developing innovative financing mechanisms, and offering learning and capacity-building programs to ensure the long-term viability of sustainable landscapes that meet the Sustainable Development Goals¹.



Natural Resources Conservation Trust

For over 75 years, the Natural Resources Conservation League (NRCL) has been actively promoting the sustainable management of Victoria's natural resources. NRCL has always had a practical focus, seeking to promote change through education, partnering and promoting community engagement in revegetation.

NRCL has established the Natural Resources Conservation Trust, an exciting philanthropic initiative that aims to be a significant partner, supporting and building the capacity of community-based Landcare and Natural Resource Management (NRM) networks engaged in landscape restoration. It is now one of Victoria's newest environmental philanthropic charitable Trusts and the New Futures Project, being strongly values aligned, was the first project to receive a Trust grant.

New Futures for Victorian Landcare

The New Futures for Victorian Landcare Project (New Futures) is a pilot project designed to support landscape planning and the participation of the landcare community in emerging investment and environmental markets.

In 2022, Landcare Victoria brought together a range of partners to develop the pilot project. Partners included Landscape Finance Lab, Regen Farmers Mutual, ANU Sustainable Farms Program and the Natural Resources Conservation Trust. The project was funded by the Ian Potter Foundation, the Natural Resources Conservation Trust and Landcare Victoria.

In 2023, the project partners came together to develop a pilot landscape action planning methodology. The methodology aims to build the capacity of landcare networks to work at a landscape scale and integrates elements of the 4 Returns Framework for Landscape Restoration, the Regen Farmers Mutual Landscape Impact Program and landcare's self-organising community and grassroots leadership approach.



THE FOUR PILOT LANDSCAPES

Landcare Victoria then worked with the project partners to support four landcare networks and collectives in 2024 and 2025 to pilot the landscape planning approach.

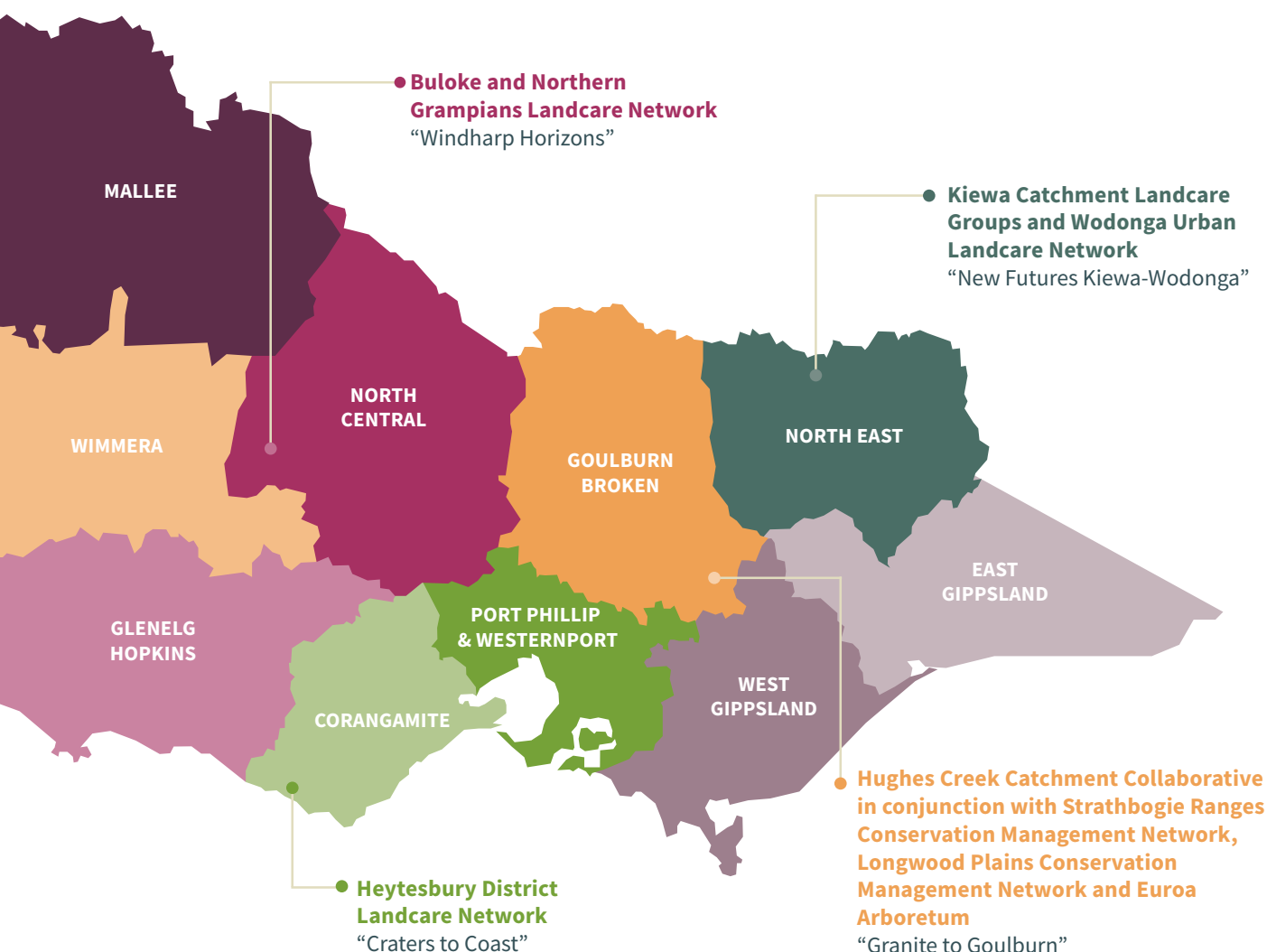




Photo credit: © Nature Nuture Photography: Shimu Rozario

These pilot landscapes undertook a planning and stakeholder engagement process over nine months to develop a Landscape Action Plan. The program included a series of stakeholder and planning workshops, training modules and farm assessments with Pilot 10 landholders in their area, to explore individual opportunities and inform development of broader landscape opportunities. Each landscape was led by a local Working Group, supported by a Landscape Coordinator and Workshop Facilitator, with expert input from project partners and local stakeholders.

The project partners refined the methodology based on feedback between 2024 and 2025, to tailor the program to suit the emerging needs of landcare.

1300+
people engaged



The project engaged over 1300 people throughout, including 100s across the four pilots who delivered four co-designed Landscape Action Plans, covering 1.75 million hectares.

The project evaluation included interviews with participants undertaken by ANU Sustainable Farms, which have helped inform this handbook.

PILOT

PLANNING FOR THE FUTURE OF LANDCARE

The Buloke and Northern Grampians Landcare Network (BNGLN) was selected as one of the first pilot landscapes for Landcare Victoria's New Futures program.

Throughout 2024, a Working Group (comprising of younger landcarers) determined their 20-year vision for the 'Windharp Horizons' landscape: integrating sustainable farming, landscape restoration, biodiversity, community and research.

The BNGLN covers 700,000ha of predominantly agricultural land (broad-acre cropping), combined with areas of high biodiversity value, including national parks, regional parks and nature conservation reserves.

As a result of the New Futures project, BNGLN has developed a Landscape Action Plan detailing eight specific priority areas for their region.

8

priority areas were identified, including:

- Biolinks
- Traditional Owner Relationships and Collaboration
- Native Seed Supply
- Sustainable Agriculture
- Wetland Health
- Grassland Restoration
- Research and Education



“

Every Landcare Network should have a Vision, supported with a plan to fund and implement projects for the longer term. As a test case, our experience provides a means to understand how easy and possible such a plan is to craft; and more importantly how necessary and beneficial it is to have one in the landcare tool kit.”

- Andrew Borg, BNGLN.





Photo credit: © Mary-Anne Scully

PILOT

A FRESH APPROACH IN THE KIEWA-WODONGA REGION

New Futures Kiewa-Wodonga saw Kiewa Catchment Landcare Groups and Wodonga Urban Landcare Network come together to deliver their New Futures pilot in 2025.

Their ambition is to create an integrated landscape action and investment plan that unites rural and urban communities in protecting and enhancing the Kiewa Valley's unique natural assets, agricultural economic viability and cultural heritage.

Through the program, local farmers and producers worked alongside national and international practitioners to explore, identify and assess new and emerging investment markets that may be possible for their region in northeast Victoria.

“

New Futures Kiewa-Wodonga presents a new way of planning, and securing investment for ongoing productivity and care of our landscape.”

- Mary-Anne Scully, Kiewa-Wodonga Facilitator

4

emerging landscape action opportunities were identified:



Reducing waste and boosting soil health with biochar



Establishing a beef collective



Farm dams for biodiversity and tourism



Caring for the Kiewa River

Their Landscape Action Plan was launched in November 2025.

The 4 Returns Framework for Landscape Restoration

The 4 Returns Framework for Landscape Restoration² is a practical, tested system-change framework that can be used by stakeholders to undertake a landscape approach.

The Framework seeks to balance competing stakeholder demands in a mosaic of different management approaches and business cases, to supply a full range of inspirational, natural, social and economic returns.

Using the 4 Returns Framework, the New Futures model brings together stakeholders, organisations, pilot landholders and investors to develop a Landscape Action Plan.

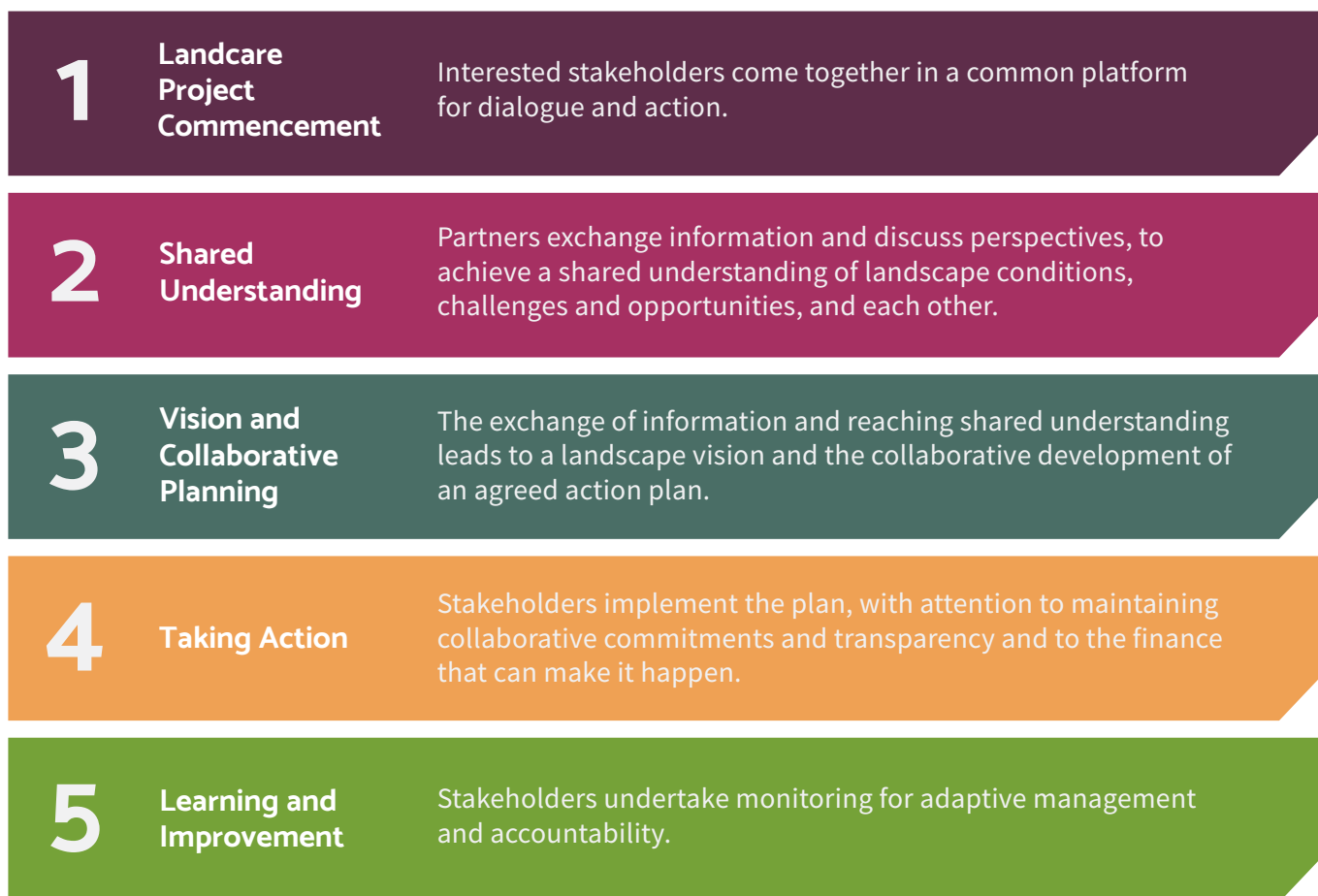
Landscape Finance Lab provided strategic guidance to the pilot landscapes early on, to help set up their landscape incubation process. They also supported implementing partners to deliver a series of stakeholder landscape planning workshops and field trips. These were designed to help the pilot landscapes develop their landscape partnerships and shared understanding of the landscapes, leading towards their collaborative vision and planning.

THE 4 RETURNS FRAMEWORK COMPONENTS

The New Futures model adopts the 4 Returns Framework components including:

Process: The 5 Elements





Impact: The 4 Returns



**Return of
Inspiration**



**Social
Returns**



**Natural
Returns**



**Financial
Returns**

A long-term timeframe:



20+
years (one
generation)

“

I commend the New Futures for Victorian Landcare partners on their innovative landscape planning approach, leveraging the 4 Returns Framework. The model builds on the work of not-for-profit landcare networks in the state of Victoria, where Australia's Landcare movement began in the 1980s.”

-Paul Chatterton, Landscape Finance Lab Founder

Foundations

The Landscape Action Plan program outlined in this handbook requires a number of foundations to enable delivery.

Core to the program is ensuring grassroots collaboration, leadership and expert input, to develop long term and realistic landscape actions that can be funded through a range of means.

The following are considered the foundations to provide the appropriate networks, knowledge and capability to develop a Landscape Action Plan using the methodology.

WORKING GROUP

The Working Group is the core leadership team for the planning process, meeting regularly throughout the program and attending workshops to drive content creation and partnership development for the Landscape Action Plan. There will be times the Working Group will need to meet more often to drive particular pieces of work and prepare workshops/trainings.

By enlisting a wide variety of roles in the Working Group to undertake the Landscape Action Plan development, the methodology aims to maximise input of skills required, unlock diverse thinking and grow local leadership within the landscape.

Templates for the Working Group roles have been developed, however there is flexibility in Working Group format to suit local skills and available resourcing.

Editable Position Descriptions are available for download on our website:

www.landcarevictoria.org.au

It is recommended an honorarium or other compensation be provided to the Working Group volunteers to recognise the significant contribution of time and expertise being provided.

The Working Group roles are:

Engagement and Marketing

To lead recruitment, engagement and marketing associated with the program, including pitch and presentation development.

Finance and Business Development

To oversee budget control and contribute to financial model spreadsheet development for landscape planning.

Local Knowledge Broker

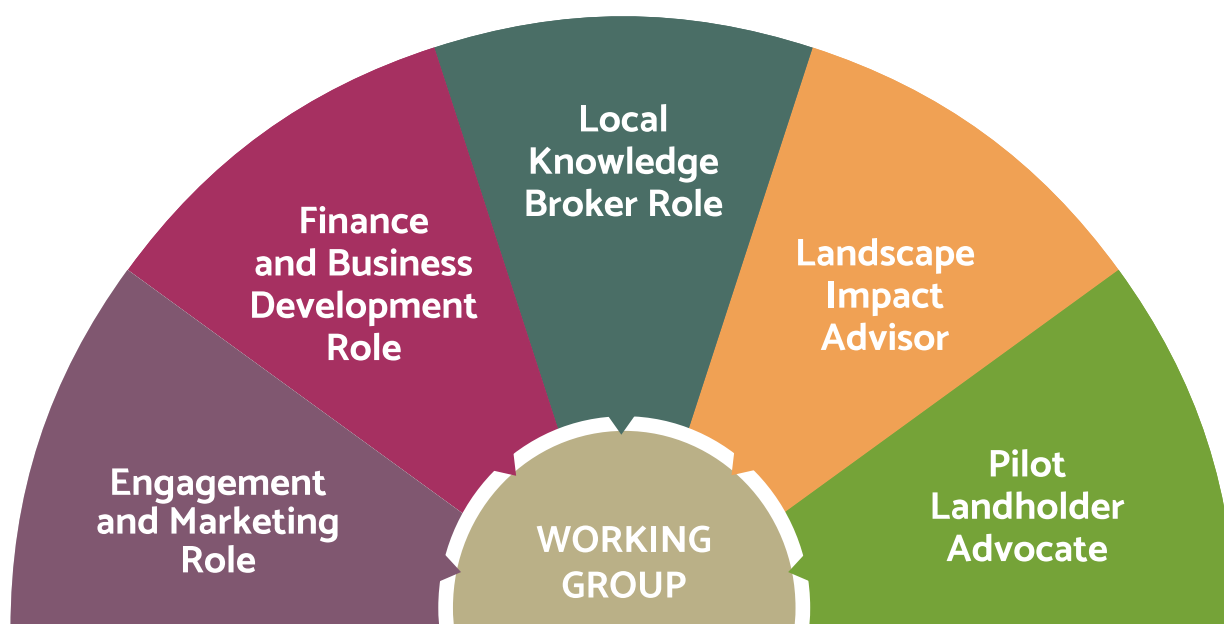
To support access to local knowledge, ecology and community NRM expertise. The role will also support access to resources such as GIS mapping, bringing connections to other NRM organisations.

Landscape Impact Advisor

Agronomy, agriculture, production and environmental systems advisor, who will onboard the Pilot 10 landholders with farm assessments and contribute to the development of any landscape transactions identified.

Pilot Landholder Advocate

This role will also be one of the Pilot 10 landholders involved in the program and will ensure that the voice of the farmers/landholders is reflected in Working Group and planning activities, investment discussion etc.



+ Landscape Coordinator

The Landscape Coordinator is a paid role, responsible for the overall delivery of the planning program. The Landscape Coordinator will lead project delivery, including project workshops and event logistics, liaise with stakeholders, core partners and landcare members, and assist in recruitment of the Pilot 10 landholders.

The Landscape Coordinator also provides administrative support to the Working Group, including scheduling meetings, developing meeting agendas, progress reporting and issue identification, and leads production of the Landscape Action Plan, including drafting content.

The Landscape Coordinator should be employed a minimum of two days per week.

+ Pilot 10 Landholders

The Pilot 10 landholder participants are 10 farmers and landholders representative of the landscape, who participate in the program to ensure farm to landscape linkages. The participants explore options for their property, landscape interventions and investment opportunities.

Throughout the program, the Pilot 10 landholders undertake a farm assessment, covering an on-farm emissions estimate, Land Management Units assessment, and discuss opportunities with support from the Landscape Impact Advisor.

At the end of the program, landholders have the option to pursue any identified opportunities, based on their own management and productivity goals.

+ Workshop Facilitator

The Workshop Facilitator runs a series of 4-6 workshops for gathering information and collating workshop content and feedback for the Working Group throughout development of the Landscape Action Plan.

The Workshop Facilitator should be well versed in meeting design and facilitation, activity design and engagement and work closely with the Landscape Coordinator throughout the program.

The Workshop Facilitator has a significant role in capturing all perspectives and synthesising workshop content and outputs for collation into the plan.

Continued on next page

EXPERT INPUT

Additional expertise is required as part of the program, and may come from third party contractors/consultants, or be sourced in-house.



Farm Assessments

The Landscape Impact Advisor will require access to a farm assessment tool (or tools) with functionality to map farms, provide on-farm emissions estimates, document information provided by farmers, their goals and potential opportunities. This could be an online or offline tool, via a third-party contractor, in-house within the landcare network or partner organisation, or under the Landscape Impact Advisor's existing professional role.



Environmental Markets

The program includes exploring and building knowledge of various environmental markets (e.g. carbon, biodiversity). This could be training via a third-party contractor, in-house knowledge within the landcare network or partner organisation.



Ecological Monitoring

The program includes exploring productivity and ecological benefits on farm, including suitable indicators of change for any actions undertaken. Expert input exploring these topics could be delivered through training via a third-party contractor, university, or knowledge within the landcare network or partner organisation.



Traditional Owners

In recognition of Traditional Owner rights to self-determination and to speak for and look after Country, the program includes exploring how collectives might develop relationships and collaborate with First Nations and Traditional Owners in the development of the Landscape Action Plan.

12

month time frame



The bulk of the workshops are intended be run over a six-month period, with three months at the start of the program for landscape onboarding and three months at the end for drafting the Landscape Action Plan and engaging supporters through a public launch of the final Plan.

RESOURCING

Landcare Victoria recommends an adequate budget to deliver this program. This includes funding to employ the part time Landscape Coordinator, Working Group honorarium, workshop logistics (venue and catering), Workshop Facilitator contract, expert input and support for Traditional Owners to engage in the program, and Landscape Action Plan design and publication.

Developing a Landscape Action Plan

This handbook can be used to develop a program of work to create a Landscape Action Plan. While the order presented is intended to guide collectives through the process, these steps can be adjusted and reordered to suit the local needs and the specific realities of the landscape and community undertaking the program.

This section provides broad guidance on the key steps and approaches that landcare organisations can use to develop a Landscape Action Plan. It combines core elements with practical examples that will build the capacity of landcare organisations to set a long-term vision for their landscape.

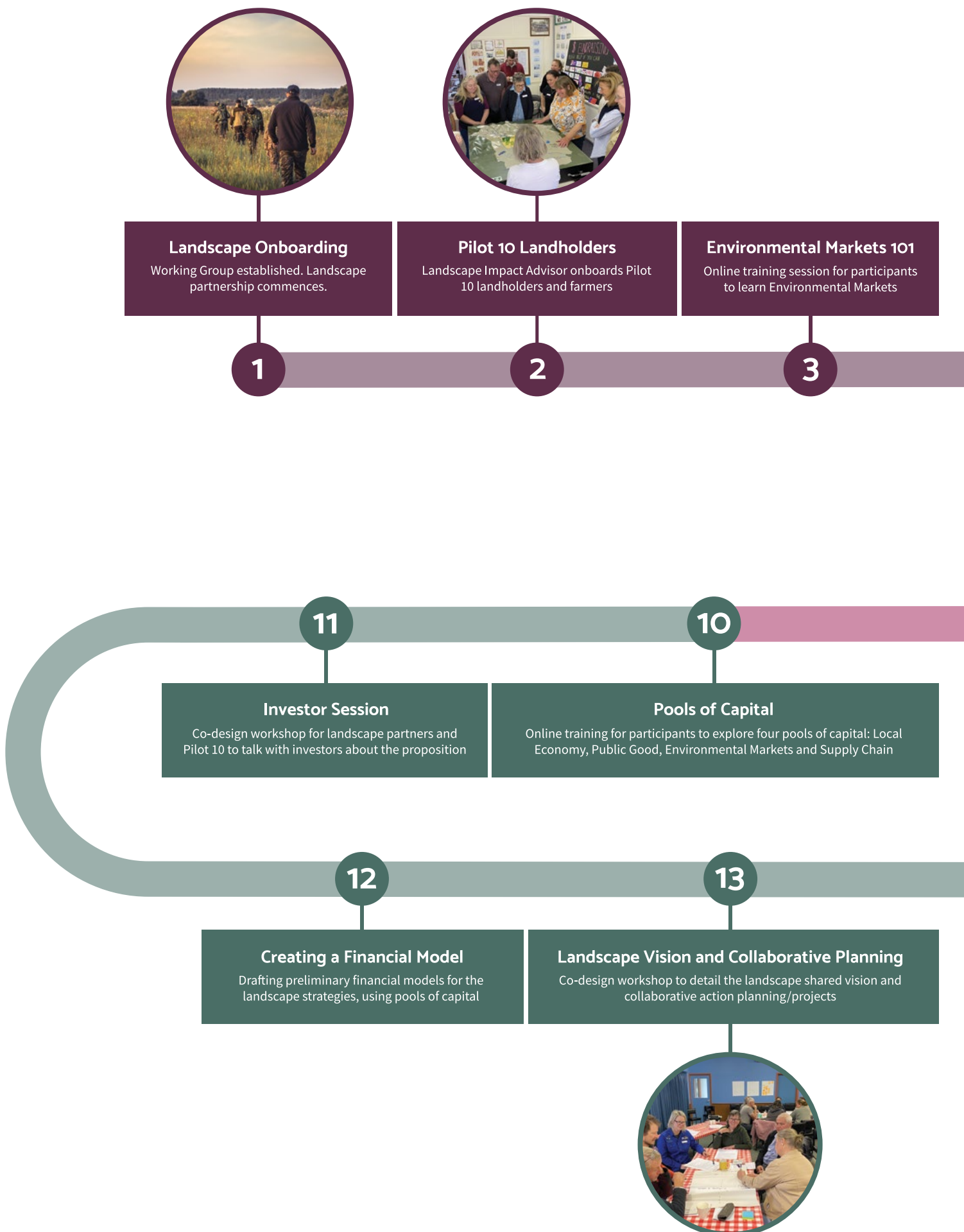
The 12-month program includes six main workshops, plus four training sessions, with additional activities to undertake the drafting of content, financial modelling or project development and information gathering to develop a Landscape Action Plan. The bulk of the workshops are intended to be run over a six-month period, with three months at the start of the program for landscape onboarding and three months at the end for drafting the Landscape Action Plan and launch. The model includes recommendations for a Landcare Action Plan launch event, celebration and commitment to taking action at the end of the program.

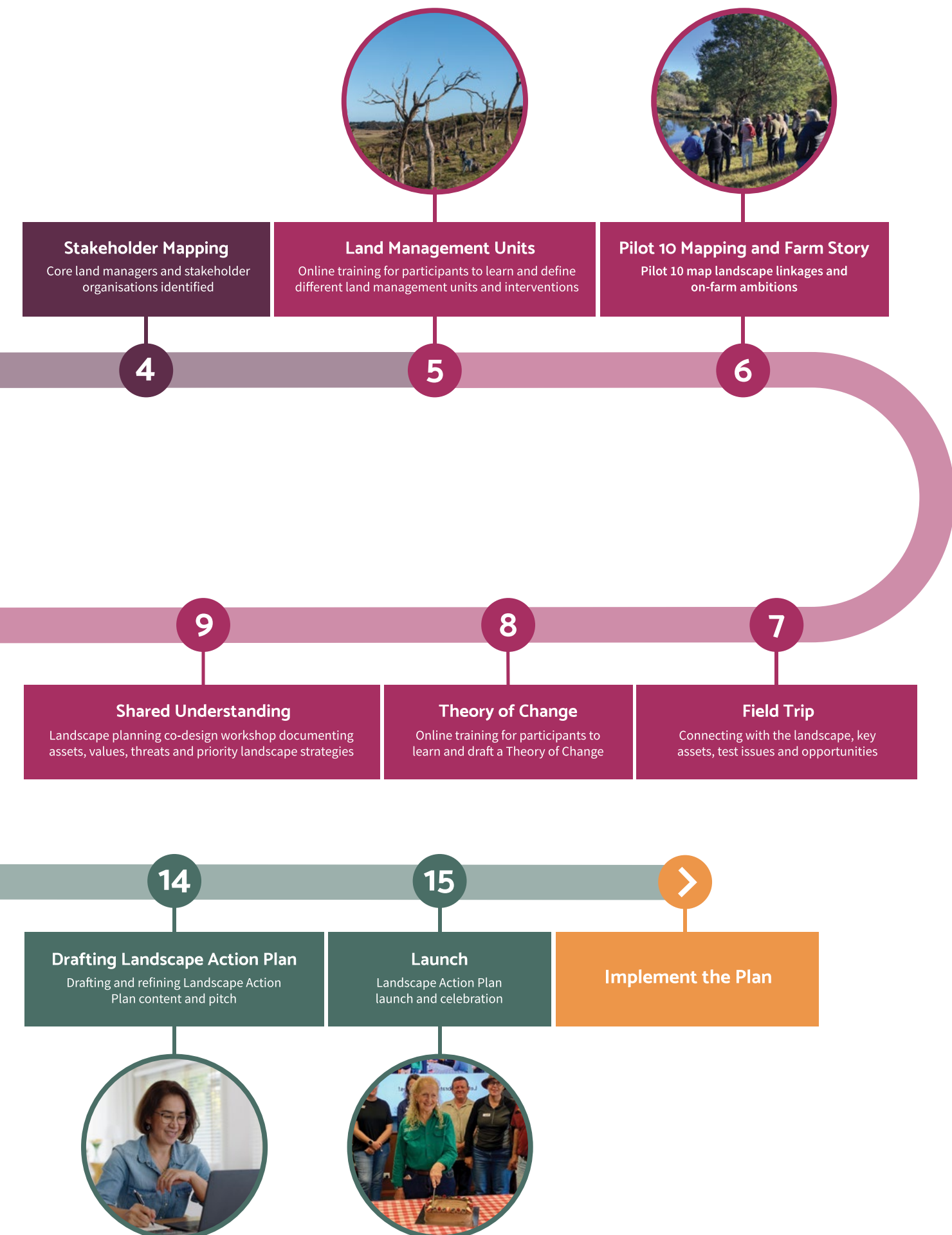
The high-level overview of activities is intended to inform specific pieces of work to achieve a Landscape Action Plan. This includes specific resources that might be required to run a workshop, develop workshop agendas, who should participate and tips based on learnings from the four pilot New Futures landscapes.

Let's get started!



OVERVIEW OF THE LANDSCAPE ACTION PLAN METHODOLOGY





1

Landscape Onboarding

PURPOSE

Initiating the Landscape Action Plan program and bringing together the local landcare network and individuals driving the program.

OVERVIEW

A series of meetings and conversations within a landcare network/landscape to develop and start a landscape approach.



Participants

- Landcare network
- Prospective Working Group
- Prospective key partners



Responsible

LEAD

Landcare network
Prospective Working Group



Format

Series of three to four meetings [in person or online] over two to three months



Recommended Resources

- Project Plan template
- Position descriptions
- Landscape Action Plan Handbook

ACTIVITIES

- ✓ Meet within landcare network/landscape to socialise the need and drivers for developing a Landscape Action Plan
- ✓ Secure resourcing to support program delivery
- ✓ Identify prospective Working Group members
- ✓ Identify prospective key partners
- ✓ Identify a Landscape Coordinator
- ✓ Request quotes and contract a Workshop Facilitator
- ✓ Develop a project plan
- ✓ Identify additional expert service delivery providers to engage in particular steps during the program (e.g. training, farm assessments, workshops etc.)
- ✓ Identify interest from 10 private landholders/farmers to participate as the Pilot 10 landholders via an Expression of Interest and landholder agreement

Outcomes

1. Landscape defined
2. Foundations of program established
3. Working Group established and meeting regularly
4. Project Plan completed
5. Pilot 10 landholders identified

PRO TIP



This Landscape Action Plan program is an intensive development process. A well-developed project plan will ensure workshops are scheduled when it suits local conditions and successful delivery of the program in a tight timeframe.

NEXT STEPS



Prepare for onboarding of the Pilot 10 landholders by the Landscape Impact Advisor.

2

Onboarding of Pilot 10 Landholders

PURPOSE

To gather farm scale information and landholder aspirations in the landscape.

OVERVIEW

Onboarding the Pilot 10 landholders into the program by the Landscape Impact Advisor. This includes gathering of farm-scale information to articulate landholder aspirations and inform the broader landscape approach.



Participants

- Landscape Impact Advisor
- Pilot 10 landholders



Responsible

LEAD

Landscape Impact Advisor

SUPPORT

Landscape Coordinator



Format

One to two hour site visit per landholder [in person]



Recommended Resources

- Farm assessment tool/s (including mapping, carbon calculator, biodiversity overlays)

ACTIVITIES

- ✓ Pilot 10 landholder participant agreements completed with landcare network
- ✓ Book in individual farm assessments with each participant landholder
- ✓ Individual Farm Assessments undertaken by the Landscape Impact Advisor, which include:
 - Map of property
 - Identification of different Land Management Units (areas of use) for each property
 - Description of farm/landholder enterprise
 - Carbon emissions estimate
 - Biodiversity opportunity summary
 - Goals and priorities of landholder

Outcomes

1. Farm Assessment report for each Pilot 10 landholder
2. Compiled summary of Land Management Units, aspirations and opportunities common across multiple Pilot 10 landholders

CONSIDERATIONS



If availability is limited, this step can be completed via online sessions between each Pilot 10 landholder and the Landscape Impact Advisor.

PRO TIP



The Pilot Landholder Advocate can be the first landholder to be onboarded by the Landscape Impact Advisor to refine the farm assessment approach.

Send landholders a summary of information they may need to gather to complete different parts of the farm assessment beforehand (e.g. carbon emissions estimate information).

NEXT STEPS



Landscape Impact Advisor collates a summary of the key Land Management Units in a table for the Land Management Unit session.



Landscape Impact Advisor collates a summary of the key Land Management Units, carbon emissions profile and range of landholder aspirations to present at the Pilot 10 Mapping and farm-landscape story workshop.

3

Environmental Markets 101

PURPOSE

To introduce Environmental Markets and build the knowledge of the Working Group and Pilot 10 landholders on opportunities currently available in carbon, biodiversity and water markets.

OVERVIEW

An online training and information session for the landscape, to learn the basics of environmental markets. This session provides an opportunity for questions, interrogation of markets, finding out the current status and information regarding why Pilot 10 landholders and landscape partners should build their understanding of this form of capital/revenue.



Participants

- Working Group
- Pilot 10 landholders (optional)



Responsible

LEAD

Expert Input (presenter)

SUPPORT

Landscape Coordinator



Format

One to two hour training session
[online]



Recommended Resources

- Online videoconferencing
- Environmental Markets 101 presenter/trainer
- Introductory presentation

ACTIVITIES

Online session which covers:

- ✓ International and Australian frameworks including current market drivers
- ✓ Supply chains, mandatory reporting by company size and what that means for Australian farms
- ✓ Insetting/offsetting (the value of understanding emissions and premiums)
- ✓ Carbon markets (internationally and Australian Carbon Credit Units)
- ✓ Carbon and biodiversity markets (live methodologies)
- ✓ Broader sustainability frameworks and planning for future opportunities
- ✓ Examples and case studies
- ✓ Question time/informal discussion

Outcomes

1. Participants have a greater understanding of the current status and opportunities regarding environmental markets
2. Environmental Markets Pool of Capital is tabled for consideration at future workshops
3. Invitation to Pilot 10 landholders to attend future workshops and trainings

CONSIDERATIONS



There are a number of providers of environmental and carbon market information across Australia who can deliver this session. Do your research and obtain information from credible sources and trusted providers. Refer to the Landcare Victoria website for additional resources: www.landcarevictoria.org.au.

NEXT STEPS



Landscape Impact Advisor can engage with Pilot 10 landholders regarding relevant Environmental Market opportunities, as it relates to their farms.



Prepare for Stakeholder Mapping Workshop and invite key partners along early.

4

Stakeholder Mapping

PURPOSE

To build trust, connections and share knowledge of stakeholder interests and capabilities in your landscape, with a view of inviting a range of stakeholders on the journey towards a common purpose.

OVERVIEW

A stakeholder mapping and influence workshop to bring the landcare network, landholders, partners, Traditional Owners and interested organisations/stakeholders up to speed on the program, build connections, and define a variety of stakeholders and interested parties in the landscape.



Participants

- Working Group
- Pilot 10 landholders (optional)
- Partners/stakeholders



Responsible

LEAD

Workshop Facilitator
Landscape Coordinator

SUPPORT

Working Group



Format

Four hour workshop [in person]



Recommended Resources

- Venue
- Workshop materials
- Introductory presentation

ACTIVITIES

- ✓ Introduction to the Landscape Action Plan development program
- ✓ Stakeholder mapping exercises covering:
 - Identifying key stakeholders, influencers, investors and buyers in your landscape
 - Their interest and influence in the program (if known)
 - Any additional information that could or should be gathered, such as contact details
- ✓ Discuss commitments and interest from partners/stakeholders with respect to participating in the development of the Landscape Action Plan and longer-term implementation

Outcomes

1. Attendees leave with an understanding of the program and landscape stakeholder map is compiled
2. List of landscape stakeholders identified for inclusion in the Landscape Action Planning program
3. Core partners and stakeholders clarify interest and commitment (where they can) to the program and have actions to take
4. Development of stakeholder feedback mechanism and shared communication tools

CONSIDERATIONS

It is likely your stakeholder list will be extensive. Therefore, prioritise those stakeholders with the highest interest and influence in the landscape to bring on board as core partners.

PRO TIP

Invite core partners who know your landscape to help map stakeholders. This is a great opportunity to allow for informal networking over a cuppa.

NEXT STEPS



The Working Group will invite newly identified stakeholders to participate in the Landscape Action Planning program and maintain engagement through the development process.

5

Land Management Units and Interventions

PURPOSE

To equip the Working Group and Pilot 10 landholders with an understanding of Land Management Units, common interventions and the concept of ‘stacking’.

OVERVIEW

Online training and information session for the Working Group and Pilot 10 landholders to learn and explore different Land Management Units, on farm and in the landscape, and how interventions and opportunities with both economic and environmental returns relate to each.



Participants

- Working Group
- Pilot 10 landholders (optional)



Responsible

LEAD

Expert Input (presenter)

SUPPORT

Landscape Coordinator



Format

One to two hour training session [online]



Recommended Resources

- Online videoconferencing
- Land Management Units presenter/trainer
- Introductory presentation
- Workshopping tools e.g. virtual whiteboard or online interactive tool

ACTIVITIES

Online session which covers:

- ✓ Introducing Land Management Units, considering what occurs at a property level and across a landscape (e.g. productive areas, riparian areas, waterbodies)
- ✓ Drafting Land Management Units table [breakout activity]
- ✓ Introduce concept of ‘stacking’ at both the landscape and property scale
- ✓ Drafting intervention lists and measures for each Land Management Unit [breakout activity]

Outcomes

1. Table of Land Management Units, with interventions and priority opportunities

PRO TIP



For each Land Management Unit, start to think about what ecological monitoring approaches would be relevant to track long-term landscape change. Seek guidance from your local ecologist or expert.



Photo credit: © Karli Duckett

NEXT STEPS



Working Group prepares a table of Land Management Units, interventions and priority opportunities for the workshop Pilot 10 mapping and farm-landscape story.

6

Pilot 10 Mapping and Farm-Landscape Story

PURPOSE

To define the farm to landscape linkages and ensure landholder perspectives are captured.

OVERVIEW

Explore Pilot 10 landholder positions in the landscape and overarching linkages, connections, themes and their on-farm ambitions. This builds a shared understanding of the landscape at the landholder level including building on the Land Management Units and intervention opportunities.



Participants

- Working Group
- Pilot 10 landholders (optional)
- Partners/stakeholders (optional)



Responsible

LEAD

Landscape Impact Advisor
(presenter)

SUPPORT

Landscape Coordinator
Working Group



Format

Two to four hour workshop [in person]



Recommended Resources

- Venue
- Workshop materials
- Summary presentation of Pilot 10 on-farm assessments and emissions calculations
- Map(s) of landscape

ACTIVITIES

- ✓ Working Group present refined Land Management Units table back to Pilot 10 landholders
- ✓ Landscape Impact Advisor provides an overview and interpretation of the Pilot 10 landholder farm assessment across emissions and opportunities
- ✓ Mapping exercise - review of landscape maps identifying:
 - Overall landscape
 - Significant/priority areas
 - Links between Pilot 10 landholder properties and commonalities
- ✓ Testing of Land Management Units and intervention lists in landscape context, and brainstorming prospective investors
- ✓ Co-designing preliminary priorities or set of initial ideas for a number of landscape-scale interventions

Outcomes

1. Refine a priority list of Land Management Units and interventions
2. Initial set of landscape interventions that deliver multiple returns to Pilot 10 landholders

CONSIDERATIONS

This session can be done in conjunction with the Landscape Field Trip.

PRO TIP

Getting around a map of the landscape with landholders is a great way of elevating landholder and farm scale perspectives to look beyond the fence and across the landscape.

NEXT STEPS



Working Group compiles intervention shortlist and prospective investor list, to draft invitations and framing of Investor Session.



Working Group prepares strategic landscape itinerary (landholders, key assets, local corporations/investors). Landscape Coordinator arranges logistics for field trip.

7

Landscape Field Trip

PURPOSE

To connect all stakeholders/participants with the landscape, provide on-site perspective of landholders, and develop a shared understanding of assets, Land Management Units, interventions, issues and opportunities.

OVERVIEW

A landscape tour covering a selection of Pilot 10 landholder properties, key zones and assets within the landscape and sites where interventions have been undertaken, showing successes, challenges and shared opportunities.



Participants

- Working Group
- Pilot 10 landholders
- Partners/stakeholders



Responsible

LEAD

Landscape Coordinator

SUPPORT

Working Group
Workshop Facilitator



Format

Half day field trip [in-person]



Recommended Resources

- Itinerary
- Catering
- Bus [optional]

ACTIVITIES

- ✓ Site visits to Pilot 10 landholders
- ✓ Site visits to existing projects
- ✓ Examples and site visits to prospective assets or areas of improvement/challenges
- ✓ Informal networking among landscape partners/stakeholders, Working Group and Pilot 10 landholders

Outcomes

1. Partners/stakeholders actively engaged in the landscape definition
2. All partners/stakeholders develop shared understanding of needs, drivers and opportunities at various sites across the landscape
3. Trust and understanding built through conversations between partners/stakeholders, Working Group and Pilot 10 landholders
4. Workshop Facilitator makes connections and develops landscape understanding for next workshops

CASE STUDY



The Buloke and Northern Grampians Landcare Network's Windharp Horizons crew braved a wet and cold day for their landscape field trip in June 2024, to hear from farmers and landholders about aspirations for their landscape. The wet weather didn't dampen their spirits, with participants gaining new perspectives, with some seeing the entire landscape as connected for the first time.

NEXT STEPS



Workshop Facilitator and Landscape Coordinator prepare for shared understanding workshop, incorporating content and themes from landscape field trip experiences and conversations.



Working Group prepares initial set of landscape focal points/ Land Management Units that will inform the Theory of Change.

8

Theory of Change

PURPOSE

To assist the Working Group to define and draft a Theory of Change for their landscape.

OVERVIEW

Online training and information session for the landscape, to learn and draft a simple Theory of Change and begin to articulate their farm and landscape level practice.



Participants

- Working Group



Responsible

LEAD

Expert Input (presenter)

SUPPORT

Landscape Coordinator



Format

One to two hour training session [online]



Recommended Resources

- Online videoconferencing
- Theory of Change presenter/trainer
- Introductory presentation
- Workshopping tools e.g. virtual whiteboard or online interactive tool

ACTIVITIES

Online session which covers:

- ✓ What is a Theory of Change
- ✓ Examples of Theory of Change diagrams (farm scale and landscape scale)
- ✓ Developing a Theory of Change for your landscape taking into account your Land Management Units. Questions to consider:
 - What is a problem/threat you're addressing?
 - Which intervention/s would you prioritise for inclusion in your Theory of Change?
 - What's the theoretical outcome?
 - Are there any known gaps or barriers in the Theory of Change?
 - Is there robust evidence that the outcomes can be achieved using the interventions?

Outcomes

1. Draft Theory of Change for the landscape
2. Draft Theory of Change for priority Land Management Units and interventions

PRO TIP



Your Theory of Change can form the basis for your future pitch at the Investor Session.

NEXT STEPS



Working Group refines the Theory of Change and preliminary landscape pitch presentation for the investor session.

9

Shared Understanding

PURPOSE

To document a shared understanding of the landscape assets, values, threats and the priority landscape strategies/approaches with program participants, including the landcare network, landholders/farmers, partners and stakeholders.

OVERVIEW

Landscape planning and gathering inputs from the landcare network, landholders/farmers, partners and stakeholders regarding assets, values, threats and the priority landscape strategies/approaches. Brainstorming proposed environmental, economic, social, and governance returns and outcomes for the landscape.



Participants

- Working Group
- Pilot 10 landholders
- Partners/stakeholders



Responsible

LEAD

Landscape Coordinator
Workshop Facilitator

SUPPORT

Working Group



Format

Half day workshop [in-person]



Recommended Resources

- Venue
- Catering
- Workshop materials
- Summary presentation on program to date
- Map(s) of landscape

ACTIVITIES

- ✓ Review progress to date for the program as a whole
- ✓ Introduction of stakeholders in the room, including their interests and capabilities
- ✓ Co-create/brainstorm a description of landscape threats, values and assets
- ✓ Co-create/brainstorm a description of drivers and opportunities
- ✓ Co-create/brainstorm a series of landscape priorities (environmental, economic, socio-cultural) and preliminary vision for each, based off program elements to date
- ✓ Reflect on what is missing for the program, questions that need answers
- ✓ Clarify the next steps, commitments and participant feedback on the workshop program

Outcomes

1. Description of the landscape including assets, threats and values
2. Description of community and landscape drivers
3. Statement of landscape priorities (economic, environmental, and socio-cultural) and preliminary vision for each
4. Analysis of potential opportunities/returns

PRO TIP



Invite your core partners and other stakeholders identified in the stakeholder mapping workshop well ahead of time. This will provide them with the opportunity to attend and provide input on their motivations, exchange information and build a common vision.

NEXT STEPS



Content from this workshop will inform the landscape description section of your landscape pitch presentation and your Landscape Action Plan.



10

Pools of Capital

PURPOSE

To equip the Working Group with an understanding of different Pools of Capital for consideration in developing their landscape actions.

OVERVIEW

Online training and information session for the landscape to learn and explore four different Pools of Capital, and how opportunities with both economic and environmental return can inform their landscape priorities.



Participants

- Working Group
- Pilot 10 landholders [optional]



Responsible

LEAD

Expert Input (presenter)

SUPPORT

Landscape Coordinator



Format

One to two hour training session [online]



Recommended Resources

- Online videoconferencing
- Pools of Capital presenter/trainer
- Workshopping tools e.g. virtual whiteboard or online interactive tool

ACTIVITIES

- ✓ Overview of the four Pools of Capital:
 - **Environmental Markets** (carbon, biodiversity and emerging)
 - **Supply Chain** (sustainability reporting requirements, industry corporate social responsibility)
 - **Public Good** (grants, philanthropic and three levels of government)
 - **Local Economy** (procurement, value chain coordination, new business/social enterprise, multiple land use)
- ✓ Discuss relevance of different Pools of Capital to the Land Management Units, landholders and landscape partners/stakeholders more broadly, including:
 - How can landholders tap into environmental markets and other investment opportunities?
 - What collective investment opportunities are available for the landscape?
- ✓ Review long list of investors/buyers from stakeholder mapping workshop and add any additional Investors
- ✓ Refine prospective investor list, mapped against landscape priorities identified
- ✓ Develop contact list and action list for inviting investors

Outcomes

1. Pools of Capital/investment opportunities mapped against landscape priorities
2. Shortlist of prospective investors identified for invitation to the investor session

CONSIDERATIONS



Not all Pools of Capital will suit each landscape priority or Land Management Unit. Investment opportunities for landholders may also differ from those relevant as a collective landscape. Aim to shortlist at least one Pool of Capital against each priority. This will enable the development of a targeted investment strategy when finalising your Landscape Action Plan.

NEXT STEPS



Landscape Coordinator to invite identified prospective investors to the investor session.



Working Group to refine Theory of Change and preliminary landscape pitch presentation for the investor session, based on Pools of Capital.

11

Investor Session

PURPOSE

To begin a dialogue between the landscape Working Group/Pilot 10 landholders and prospective investors, to sense check preliminary landscape priorities, opportunities and interventions against different Pools of Capital.

OVERVIEW

The investor session is an opportunity for the Pilot 10 landholders and Working Group to hear from potential investors and their drivers and needs. It is also an opportunity to share preliminary thoughts of what the collective/landcare network think they can do. Representatives from the four Pools of Capital should be in the room.



Participants

- Working Group
- Pilot 10 landholders [optional]
- Investors



Responsible

LEAD

Workshop Facilitator or
Expert Input (presenter)

SUPPORT

Landscape Coordinator



Format

Half day workshop [in-person]



Recommended Resources

- Venue
- Catering
- Workshop materials
- Landscape pitch and Theory of Change presentation
- Investor presentations

NEXT STEPS



The Finance and Business Development role can begin modelling any specific opportunities or projects identified as a draft investment opportunity.

ACTIVITIES

- ✓ Investor presentations - each investor provides a short overview of their organisation, divers, investment opportunities or products
- ✓ Landscape pitch and Theory of Change presentation
- ✓ Gaps and overlaps discussion of the different opportunities, investor priorities and how they align to the landholder and landscape priorities
- ✓ Discuss what changes need to be made and where further input or information is required to develop an investment transaction

Outcomes

1. Documented current opportunities with investors in the room aligned to preliminary priorities
2. Documented next steps for engaging any identified opportunities

PRO TIP



You've come this far and there's been a lot of learning! Don't worry, trust the process and it will all come together.

CONSIDERATIONS



The investorsession may unlock new thinking and bring opportunities to the table. However, it may also be a reality check on existing constraints. The Landscape Action Plan implementation timeframe of 20+ years enables the Working Group to consider emerging and innovative ideas in discussion with investors, that could be pursued in the medium or long term, not just those immediately available.

CASE STUDY



The Kiewa-Wodonga Working Group identified reducing waste and boosting soil health with biochar as an investment opportunity, through investor discussions with North East Water. North East Water produces biochar to deal with waste products from its treatment systems. The process requires the inclusion of woody feedstock. The Working Group identified two prospective models in which they could collaborate to supply North East Water with materials, with the aim of delivering productive, environmental and social benefits to the landscape.

12

Creating a Financial Model

PURPOSE

To develop costed figures for specific projects, and model identified investment opportunities for input into the Landscape Action Plan.

OVERVIEW

Drafting preliminary financial models for landscape strategies and investment opportunities (such as environmental markets, a new social enterprise etc.), targeting identified Pools of Capital.



Participants

- Working Group



Responsible

LEAD

Finance and Business Development

SUPPORT

Expert Input/Working Group



Format

Iteration over four to six weeks by Working Group [online/offline]



Recommended Resources

- Investment opportunity financial modelling tools (such as carbon market calculator for landholders) or project/business plan template, modelling spreadsheets. Suitable tools may be available through expert input, from Working Group or investors, depending on the opportunities identified.

ACTIVITIES

- ✓ Undertake drafting of financial models or funding requirements for different landscape and landholder opportunities
- ✓ Develop two to three detailed and costed projects for the landscape
- ✓ Liaise with investors to refine active opportunities

Outcomes

1. Financial model or project business plans for one or more opportunities
2. Landscape investment opportunities and financial models for Landscape Management Units completed, where identified
3. Descriptor for each opportunity/project drafted for investment section of Landscape Action Plan
4. Draft landholder, farmer-facing and market-facing materials for live investment opportunities

CONSIDERATIONS



This step can be undertaken alongside the subsequent landscape vision and collaborative planning workshop and developing of the Landscape Action Plan.

Where no immediate investment opportunities are identified, work can be undertaken to draft a prospectus of two to three detailed and costed projects for the landscape, with a view of attracting public good investment. Additionally, an estimated investment quantum for each of the landscape priorities can be determined, using modelled figures, such as those from the Blueprint to Repair Australia's Landscapes by the Wentworth Group of Concerned Scientists³.

NEXT STEPS



Workshop Facilitator and Landscape Coordinator prepare for landscape vision and collaborative planning, incorporating content and themes from workshops and training sessions to date.



Working Group refines landscape priorities and Theory of Change.

Creating an Ecological Monitoring Framework

Including a robust ecological monitoring framework to track your landscape impacts over time will be key to telling the story of your landscape restoration journey.

In addition to engaging with your stakeholders and partners to develop a framework for the landscape, consider enlisting your Local Knowledge Broker or an expert presenter to deliver an ecological monitoring webinar for your landscape.

This can cover:

- ✓ What research shows about productivity and ecological benefits of particular interventions
- ✓ Suitable indicators of change for different Land Management Units
- ✓ Practical monitoring examples related to your landscape (e.g. farm dams, remnant vegetation, paddock trees, shelter belts, habitat corridors)

This will enable the Working Group to identify metrics and validate the environmental outcomes sought in the Landscape Action Plan.



13

Landscape Vision and Collaborative Planning

PURPOSE

To bring together and document a landscape vision and collaborative planning of the landscape actions, with participants, partners and stakeholders.

OVERVIEW

Landscape planning and gathering inputs from the landcare network, landholders/farmers, partners and stakeholders regarding environmental, economic, social and governance returns of the project.

Documenting the 20-year vision, landscape priorities, actions and projects for implementation.



Participants

- Working Group
- Pilot 10 landholders [optional]
- Partners/stakeholders



Responsible

LEAD

Workshop Facilitator

SUPPORT

Landscape Coordinator



Format

Half day workshop [in-person]



Recommended Resources

- Venue
- Catering
- Workshop materials
- Summary presentation of landscape priorities and materials from program to date

ACTIVITIES

- ✓ Reflect on progress of the program
- ✓ Present back landscape priorities to landholders and participants and provide an opportunity to confirm as the collective priorities
- ✓ Refine and develop vision for landscape and each landscape priority
- ✓ Action planning for each landscape priority, including:
 - Key milestones that would enable the vision to be a success
 - Outcomes sought
 - Potential supporters in the early stages
 - Who is motivated to invest
 - Evidence and monitoring of change
 - Other comments
- ✓ Next steps for enabling implementation

Outcomes

1. Landscape vision drafted
2. Landscape priorities and actions finalised
3. Landscape targets and monitoring framework drafted

PRO TIP



While you may not get all the details for each landscape priority or strategy ironed out in this workshop, these can be refined and consolidated by the Working Group through the final feedback process.

NEXT STEPS



Landscape Coordinator and Working Group draft the Landscape Action Plan.

14

Drafting your Landscape Action Plan

PURPOSE

To collate workshop content and outcomes produced into a draft the Landscape Action Plan.

OVERVIEW

Drafting content for the Landscape Action Plan, as provided by the Workshop Facilitator and additional outputs collated throughout the program. Ensure the plan reflects qualitative input gathered across the multiple workshops and meetings held during the program and allow time for feedback from participating landholders, partners and stakeholders.



Participants

- Working Group



Responsible

LEAD

Working Group
Landscape Coordinator

SUPPORT

Workshop Facilitator



Format

Iteration over six to eight weeks by
Working Group [online/offline]



Recommended Resources

- Compiled outputs from all workshops (supplied by Workshop Facilitator)
- Graphic designer (if applicable)

ACTIVITIES

- ✓ Landscape Coordinator and Working Group draft Landscape Action Plan content
- ✓ First draft circulated to all participants for an opportunity to provide feedback. This may include the Pilot 10 landholders, Workshop Facilitator, landscape stakeholders and partners and investors
- ✓ Incorporate feedback into second draft for Working Group review
- ✓ Review second draft and finalise Landscape Action Plan content and copy for publishing
- ✓ Engage graphic designer to design document
- ✓ Final document published

Outcomes

A Landscape Action Plan that includes:

1. Landscape vision
2. Landscape description – our landscape, threats, assets
3. Landscape strategies/priorities – objectives, actions, targets, costs
4. Landscape investment strategy outlining the four Pools of Capital, investment pathways and any investment opportunities for active consideration
5. Case studies – proposed projects and landholder case studies
6. Monitoring framework
7. Plan on a Page (summary of Landscape Action Plan)

PRO TIP



Check out examples of the Landscape Action Plans from the four pilot landscapes on our website www.landcarevictoria.org.au.

NEXT STEPS



Prepare to launch your Landscape Action Plan.

Developing a Pitch

Developing a short and concise pitch for your landscape will be important for attracting investment.

While the Landscape Action Plan forms the basis of your overall pitch, different audiences and future investors will engage with your landscape actions in different ways.

A pitch presentation and a Plan on a Page summary is a must, however, consider also enlisting your Engagement and Marketing role or external supplier to develop a short video pitch (three to five minutes) for your landscape.

This process will include:

- ✓ Developing a pitch presentation and a Plan on a Page summary handout
- ✓ Drafting a storyboard of content for a two to three minute video
- ✓ Seeking/taking footage and landscape shots, such as drone footage
- ✓ Interviewing a selection of Pilot 10 landholders about their properties. Phone video quality is great nowadays – no fancy camera required, just a steady hand or tripod!
- ✓ Video and sound editing

A video is a great resource for the Landscape Action Plan launch event and will allow investors to get a quick snapshot of your landscape aspirations.



15

Landscape Action Plan Launch

PURPOSE

To launch the Landscape Action Plan and celebrate the successes of the program.

OVERVIEW

A launch event held following the successful completion of the program. The event is a celebration of all the hard work of participants and launches the Landscape Action Plan to landholders, stakeholders, partners and investors.



Participants

- Working Group
- Pilot 10 landholders [optional]
- Partners/stakeholders
- Investors



Responsible

LEAD

Landscape Coordinator



Format

One two hour event [in-person]



Recommended Resources

- Venue
- Catering
- Final Landscape Action Plan
- AV equipment (if screening video)

ACTIVITIES

- ✓ Pitch presentation of Landscape Action Plan
- ✓ Landscape Action Plan officially launched and circulated
- ✓ Thank yous and congratulations to Pilot 10 landholders, Workshop Facilitator, Landscape Coordinator, Working Group, partners and stakeholders, investors and other participants
- ✓ Next steps and recommitment by participants to implement the plan

Outcomes

1. Landscape Action Plan publicly available
2. Stakeholders recommit to next phase and implementing the plan

PRO TIP



Launching the plan is an opportunity for all participants to celebrate and recommit to the partnership approach. It provides a good opportunity to reiterate the long-term nature of the vision and landscape scale approach and outline the next steps.

CONSIDERATIONS



This program is a lot of work! Participants may be ready for a well-earned break prior to taking action.



Checklist for your Landscape Action Plan

This checklist summarises the key outcomes and assists in ensuring completion of all key elements of the program:

	Landscape partnership and Working Group established	
	Farm assessments undertaken with Pilot 10 landholders and landholder aspirations reflected in plan	
	Partners and stakeholders identified and engaged	
	Land Management Units identified	
	Interventions identified	
	Theory of Change developed	
	Prospective investor list and relevant Pools of Capital identified	
	Landscape description	
	Vision	
	Threats	
	Landscape strategies/priorities	
	Objectives	
	Actions	
	Targets	
	Investment strategy	
	Monitoring framework	
	Case Studies	
	Landscape Action Plan produced	
	Landscape pitch developed	
	Plan on a Page produced	
	Secure resourcing to implement Landscape Action Plan	

Taking Action

Outcomes of the taking action phase will include an investment plan for specific projects, actions being funded and successful implementation of the Landscape Action Plan.

The exact nature of the implementation of the Landscape Action Plan will depend on the landscape, investment opportunities and access to Pools of Capital, funding and delivery.

Given the long-term and landscape-scale approach of the plan, various partners, stakeholders and landholders will be responsible for implementing different actions and delivering on the ground. This is the strength of a partnership approach, evidenced by the early successes of the New Futures pilot landscapes⁴.

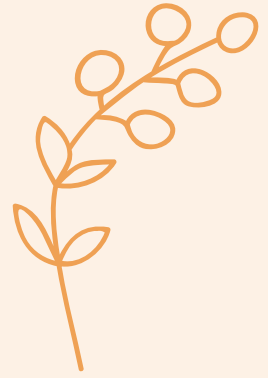


Photo credit: © Nature Nurture Photography: Shimu Rozario



Learning and Improvement



Including a monitoring framework to track your landscape impacts over time will help with learning, improvement and adaptive management. This is a key part of telling the story of your landscape restoration journey.

The 4 Returns Framework provides a simple mechanism to help track targets and impact across the landscape based on the 4 Returns: Inspiration, Social, Natural and Financial². Specific monitoring and learning plans for each funded project and action should be undertaken to allow for adaptive management over the course of the 20-year vision.

An example is provided below:

EXAMPLE IMPACT MONITORING FRAMEWORK

Impact		Indicator (e.g.)	Target (e.g.)	Status (e.g.)
Inspiration		Shared vision	1	1
		Organisations/partners	50	12
Social		Participating landholders	100	10
		Employment created	8	1
Natural		Hectares of farmland under new practices	150,000	0
		Habitat restored	2000	150
Financial		Enabling funding secured	\$20 mil	\$100,000
		Business plans/proposals developed	200	20

Where to Find More Resources

For more information and resources to assist you on your Landscape Action Plan journey, visit the Landcare Victoria website.

www.landcarevictoria.org.au

Here you can find additional resources, templates and guidance notes, including:

- 🚩 Working Group position description templates
- 🚩 Landscape Action Plans from the four New Futures pilot landscapes
- 🚩 Webinars from the pilot project
- 🚩 Fact sheets and information resources on a range of relevant topics

To discuss how Landcare Victoria can support your organisation to deliver a tailored Landscape Action Plan program, please contact us:

Landcare Victoria Office

info@landcarevictoria.org.au

(03) 9034 1940



Glossary & References

KEY TERMS USED IN THIS HANDBOOK

Term	Definition
Australian Carbon Credit Unit (ACCU)	ACCUs are the Australian carbon credits issued to represent one tonne of carbon dioxide (or its equivalent in other greenhouse gasses) sequestered from the atmosphere, stored for 25+ years and verified by audits. These can't be generated from business as usual, and credits must be produced using methods set by the Clean Energy Regulator.
Engagement and Marketing Role	Working Group role that supports communications and targeted engagement, including assisting in comms collateral, pitch development and key messaging.
Environmental Markets (Pool of Capital)	Positive environmental services or goods that are delivered in exchange for money, allowing investment in nature. Examples include the Nature Repair Market and carbon markets.
Finance and Business Development Role	Working Group role that explores new investment opportunities and financial models developed through the Landscape Action Plan activities delivered.
Interventions	Specific actions or activities undertaken at a local or farm scale that affect change. Examples include erecting a fence, planting a tree, fire regimes or altering agricultural practices.
Land Management Unit	A designated area of land under a specific land management regime across a farm or landscape scale. Used to divide a property up into discrete units. Examples include agricultural productive areas/paddocks, waterways, woodlands and covenanted land.
Landscape Coordinator	Employed position leading the Landscape Action Plan development program, coordinating logistics, workshops, partnership development and supporting the Working Group to draft content.
Landscape Impact Advisor	The Landscape Impact Advisor position in the Working Group that brings knowledge of landscape agronomy, agriculture, production and environmental systems to support the Pilot 10 landholders and the Working Group.
Local Economy (Pool of Capital)	A Pool of Capital located within a landscape that derives and produces value. Examples include new business models or social enterprise, local procurement, value chain coordination and multiple land use.
Local Knowledge Broker	The Local Knowledge Broker position brings extensive knowledge of local agriculture, ecology and community systems to the Working Group. This role aims to contribute intimate local knowledge of the landscape, it's environment and ecosystems.
Pilot 10 landholders	Ten landholders/farmers that are representative of the landscape, who participate in the program to ensure farm to landscape linkages in the proposed actions.
Pilot Landholder Advocate	The Pilot Landholder Advocate is a leadership and advocacy role within the Working Group to support landholder participation in the program modules, sense check proposals from a farming perspective and input into the Landscape Action Plan.
Pools of Capital	Different types of capital and investment available to fund landscape scale actions, including Public Good, Environmental Markets, Local Economy and Supply Chains.
Public Good (Pool of Capital)	A Pool of Capital that is focussed on public good and service delivery. Examples include federal, state and local government and philanthropy.

Term	Definition
Stacking	The process of undertaking multiple actions or interventions on a single piece of land or land management unit (vertical stacking), or a single intervention across multiple properties in a landscape (horizontal stacking), to achieve multiple benefits, land uses or outcomes.
Supply Chains (Pool of Capital)	A Pool of Capital located within a supply chain or commodity specific drivers to improve ESG requirements. Examples include carbon emissions reduction over time, animal welfare standards and other market price indicators.
Theory of Change	A Theory of Change is a visualisation that explains how a given intervention or set of interventions leads to a long-term outcome.
Working Group	The Working Group is the core leadership team for the development of the Landscape Action Plan.
Workshop Facilitator	Professional Workshop Facilitator who delivers a selection of workshops and associated activities for the program.

REFERENCES

#	Reference
1	United Nations Sustainable Development Goals, sdgs.un.org/goals .
2	The 4 Returns Framework for Landscape Restoration, Dudley et al. 2021.
3	Blueprint to Repair Australia's landscapes: Actions & investment for a healthy, productive and resilient Australia in the next 30 years, Wentworth Group of Concerned Scientists. 2024.
4	New Futures for Victorian Landcare Most Significant Change Report 2024-2025, Landcare Victoria Inc. 2025.



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