



Community Education & Support Strategy

November 2005

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INTRODUCTION

What this Strategy will deliver

The Western Catchment Management Authority (Western CMA) Community Education & Support Strategy will identify capacity building opportunities for catchment stakeholders in line with the management targets outlined in the Western Catchment Plan (Western CP). The Western CP is a ten-year plan that will define the priority natural resource management (NRM) activities and their outcomes to be undertaken within the Catchment.

Objectives

It is recognised by community educators that for a person to change practices, there are several phases of change required. The following continuum of change is referred to as KASAP:-

1. Awareness of issues relating to their practices. (A)
2. Knowledge and understanding of the means to improve an issue. (K)
3. Skills to enable change in practice. (S)
4. Attitude that they wish to change practices. (A)
5. Practical change will result. (P)

An effective method of providing phases 2 to 4 of the KASAP continuum to the community is through courses. When well packaged and supported, a course provided through respected institutions and delivered in situations that allow experiential learning, will result in knowledge, skills and understanding of specific agendas. However, it will also raise awareness and provide knowledge about other issues that they can investigate further.

The objectives of the Western CMA will therefore be, to:-

1. **raise awareness and understanding** of the priority NRM issues outlined in the Catchment Action Plan,
2. provide **access to information and support** that assists in changing land management practices,
3. provide **training** that will assist in achieving the management targets outlined in the Catchment Action Plan,
4. provide **facilitation and support** of activities that align with the Catchment Action Plan management targets, and
5. develop new and maintain existing **networks and partnerships** that complement the management targets and their outcomes outlined in the Catchment Action Plan.

The above objectives will be applied to all Management Targets. This will be achieved by applying the activities outlined in the Community Education & Support Action Plan (Refer to Appendix A), which includes monitoring and evaluation.

Defining Community Support

For the purpose of this Strategy, Community Support is defined as 'assisting the community in undertaking NRM projects in their local area'. This support could be financial (in the form of incentive programs, etc.), technical (providing/finding information and advise, etc.) or practical (assistance to implement knowledge, skills, understanding and abilities on-ground, etc).

For the remainder of this document, community support will be deemed to include the above terms used to describe community support.

Elements of community support

To provide the support required for the community to participate in NRM activities and to balance community needs against NRM priorities, the Western CMA will use the following elements of community support:

- Provide a principal point of contact for all NRM issues for the Western CMA region.
- Provide assistance, information and advice on funding sources and opportunities.
- Actively promote community involvement in programs/projects.
- Provide technical expertise for the development and implementation of projects.
- Involve and support the community in providing input to the development or review of plans and strategies.
- Ensure that the support is driven by the community to the community.
- Provide the means to appropriately monitor the support provided to stakeholders.

Mechanisms for delivering community support

The mechanisms for delivering the elements of community support include the following.

- Employing Western CMA staff to provide general support, project management advise, technical advice and assistance with advise on project implementation.
- Supporting community-based advisory groups.
- Support for community groups.
- A Western CMA website that can be maintained by Western CMA staff.
- Providing and supporting appropriate forums for information exchange, feedback and networking.
- Providing a range of incentives (financial and non-financial) to encourage community participation.
- Staff to provide information and referrals to relevant resources and other contacts.

Defining Community Education

For the purpose of this Strategy, Community Education is defined as providing the community with tools to develop their knowledge, understanding, skills and/or abilities in NRM. Knowledge, understanding, skills and/or abilities provide the individual or group the opportunity to adapt to change, as outlined in the KASAP continuum on page 2 of this Strategy. This support could be financial, technical or practical.

For the remainder of this document, community education will be deemed to include the above terms used to describe community education.

Elements of Community Education

To provide and identify the education requirements for the community to affectively participate in and contribute to NRM activities and outcomes, the Western CMA will use the following elements of education:

- Raise awareness of the CMA's, the management targets outlined in the Western Catchment Plan and NRM issues generally.
- Develop and provide information on best practice NRM techniques.
- Improve the knowledge, understanding, skills and awareness of community members, increasing their ability and willingness to participate in the delivery of NRM outcomes.

Mechanisms for delivering community education

The mechanisms by which the elements of community support listed above might be delivered include the following. It is anticipated that any number of the listed mechanisms might be used to fulfil a community support need as a project develops and additional support is required.

- Using Western CMA staff to provide general support and advise.
- Supporting community-based advisory groups.
- A Western CMA website with Western Catchment specific NRM information and links to other agencies.
- Aiding stakeholders in the identification of educational opportunities and deficiencies.
- A range of education and information products.
- Support packages and 'how to' manuals which enable users to make decisions about NRM issues prior to seeking staff support.

About the Western CMA and community support

The Western CMA recognises that providing support to stakeholders and the community is pivotal to meeting the management targets outlined in the Western CP, as support from stakeholders, groups and the wider community will ensure a sense of ownership, participation and pride in the achievement of Western CMA management targets. Much of the on- ground work involved in meeting these targets will be carried out by stakeholders and as such the Western CMA has identified a need to provide stakeholders with the appropriate support and information and the ability to adapt to changes.

The value of peer-driven community networks, provide excellent opportunities for communication between the Western CMA and stakeholders as a community, in building the social and environmental capital of the Catchment. The ability of such groups in planing and implementing management target outcomes is highly valued by the authority and as such we endeavour to develop and improve a mutually beneficial relationship with them.

Western CMA recognises that whilst considerable consultation has taken place in the past, it acknowledges the opportunity for its Community Education & Support Strategy to build on these and to provide the occasion for greater community engagement and ownership must be ongoing and as a partnership.

The Western CMA recognises the need to support the entire community in NRM, by maintaining existing relationships and partnerships as well as looking at new opportunities in the future.

The functions of this Strategy

The function of the Community Education & Support Strategy is to provide a strategic view of the Western CMA to build the capacity of stakeholders and their ability to adapt to change, along with support of the community's involvement in the delivery of NRM activities across the Catchment.

The points below outline some other functions of this Strategy.

- Identifying mechanisms for capacity building through community education and support.
- Ensuring community education and support is consistent and meets stakeholder needs.
- Establishing a framework for monitoring and evaluating the delivery of community education and support.

Linkages to other Western CMA Plans, Strategies and Processes

Other Western CMA strategies and plans include :

- **Catchment Action Plan**
The Catchment Plan is a ten-year plan that prioritises the NRM activities and outcomes for the Western CMA. Community support is essential in the delivery of capacity building to meet the targets in the Catchment Plan.
- **Three-Year Investment Strategy**
The Three-Year Investment Strategy specifies the fiscal investment in the Catchment Plan. It also specifies the investment by a number of the Western CMA's partners. The Three-Year Investment Strategy specifies the amount of investment made through the Western CMA from the various funding sources for community support.
- **Annual Implementation Program**
The Annual Implementation Program provides the detail on the activities that work towards achieving the management targets and outcomes outlined in the Catchment Plan. It covers all investment Western CMA has made in the catchment, both on ground and through capacity building.
- **Communication Strategy**
This Strategy ensures that communication and consultation is achieved with the varying audiences in the Western Catchment using appropriate tools and mechanisms. In addition, an Aboriginal reference group is being convened by the Western CMA's Catchment Officer – Aboriginal Communities, to ensure effective communication and participation with and by the Aboriginal people of the Western Catchment.

THE STRATEGY

The Community Education & Support Strategy will guide the delivery of education and support across the Western Catchment. The Strategy will be flexible, to allow the Western CMA to deliver the most appropriate level of support in line with the resources available at any point in time and as such will be reviewed on a bi-annual basis.

The objectives of the Community Education & Support Strategy are to set the broad intent of Western CMA community education and support. To achieve this, eight means to achieve have been developed. These are underpinned by 12 community engagement success factors. The 12 success factors will be outlined first, followed by the 8 desired outcomes.

The 12 community engagement success factors

The 12 community engagement success factors were developed by the Hunter-Central Rivers Catchment Management Authority during a community workshop held in September 2004. These success factors were adopted by the Hunter-Central Rivers Catchment Management Authority and will also be used by the Western CMA in evaluating whether or not the community education and support provided is consistent with community needs and expectations.

1. To ensure participation, communication between the CMA and the community must be clear, effective and delivered in a manner that is appropriate to the audience.
2. Collective ownership, between stakeholders and the Western CMA, of education and support projects and processes, as outlined in the attached Action Plan, is achieved through collaborative planning and management at all stages.
3. Community involvement and participation in natural resource management will be greatest when project objectives and outcomes are clear, agreed to by all parties and align with the passions of the community.
4. Community involvement and participation in natural resource management is voluntary and this fact must be recognised and valued.
5. Relationships built on respect, trust and equality are the most valuable.
6. Leadership should be supportive, open and transparent. Not controlling
7. Adequate resources are provided to involve the community in natural resource management.
8. Adaptiveness is essential for incorporating and generating new knowledge and techniques.
9. Community collaboration is an integral component of regional natural resource management plans.
10. Partnerships with stakeholders should be recognised, valued and enhanced.
11. Best management practice techniques should be applied to natural resource management.
12. Education and support are integral components of natural resource management and outcomes.

A Means to Achieve

The means to achieve our objectives define how the Western CMA's will commit to providing community education and support in the region.

1. Access to community support for everyone

The Western CMA is committed to providing support to everyone in the community with an interest in NRM issues. In practical terms, community education and support is to be provided at in a manor suitable to the community's needs, balanced by the CMA's priorities and available resources. The Western CMA recognises the diversity and challenges of the community within the Catchment and will negotiate partnerships to ensure fair and equitable access community education and/or support for all members of the community.

2. Community education & support to implement the Western Catchment Plan

In order to meet the targets of the Western Catchment Plan, the Western CMA will provide education and support specific to the projects and programs addressing these issues. This will involve a targeted approach to community education and support in areas identified by the management targets. To achieve this the Western CMA will provide:

- Technical, educational, support and physical the resourcing needs to realise project outcomes. The Western CMA realises that it may require additional technical and physical resources to complete projects. The Western CMA will endeavour to provide knowledge of and access to these resources.
- Community capacity building appropriate to community and stakeholder needs and expectations. The Western CMA recognises that at present there are differing levels of capacity within the community.. The Western CMA will provide the assistance to build the capacity of all community members to be actively involved in the planning, implementation and outcomes of projects.

- Funding and other incentives to encourage community participation. The Western CMA will make available funding and other incentives such as training, networking and peer support to assist communities and stakeholders undertake projects.

3. Community-driven support

The Western CMA recognises the value of accessing input and participation from and communicating with all stakeholders in the Western Catchment and bordering Catchments. The Western CMA will build on the current community support by encouraging community input to the Western CMA by providing opportunities for feedback, advice, project delivery and communication. To achieve this the Western CMA will establish and/or maintain:

- Local-level Staff and/or project advisory groups.
It will be a condition of all agreements that the Western CMA enters into with partners that they have local community people advising and delivering support. This will assist in ensuring that local issues are identified and communication of priority NRM issues are from the ground up.
- Landscape-based community NRM reference groups.
The Western CMA will utilise existing community reference and/or support groups at a landscape level. A landscape level is deemed to be *'a watershed, or series of interacting watersheds or other natural biophysical (ecological) units, within the larger Land and Resource Management Planning areas. This term is used for conservation planning and is not associated with visual landscape management and viewscape management.'* (www.for.gov.bc.ca/hfd/library/documents/glossary/L.htm).
- A regional Aboriginal NRM reference group.
The Western CMA and the Aboriginal community are establishing an Aboriginal reference group to advise the Western CMA on community education and support and other issues relevant to the Aboriginal community.

4. Establishing partnerships to deliver community support

The Western CMA recognises that it is not the only organisation that provides NRM community education and support, and understands that it cannot work in isolation if it is to be effective in providing NRM education and support to the Catchment. It also recognises that there are a number of organisations delivering community education and support for NRM outcomes, which are not currently being supported by the Western CMA. Such organisations include community NRM groups, non-government organisations, Local Government, State and Australian Government agencies. These organisations deliver community education and support from their own funding and from external funding provided through private and other Government sources.

To avoid duplicating resources and to provide maximum benefit from funding, the Western CMA seeks to understand the community support made available by other organisations and how it integrates with the CMA's management targets. This will be achieved by working with the NSW Council on Environmental Education (Council). The Council was established under the Protection of the Environment Administration Act 1991 to advise the State Government on strategic directions for environmental education. The Council's role is to:

- advise government on environmental education
- coordinate the preparation of state-wide 3 year plans for environmental education and
- monitor the implementation of such plans.

The Council's vision is for *'Effective and integrated environmental education which builds the capacity of the people of NSW to be informed and active participants in moving society towards sustainability.'* (<http://www.epa.nsw.gov.au/cee/index.htm>).

The Western CMA will complement this by developing partnerships with organisations working towards the Management Targets of the Western CMA, and will value add to their community education and support programs where applicable.

The Western CMA will endeavour to ensure that it provides the best outcomes from the available resources. To guarantee this, the Western CMA will engage with appropriate organisations to provide collaborative outcomes and deliver the highest standard possible of community education and support.

5. Culturally appropriate support

The Western CMA recognises the cultural diversity of the Catchment. As such the Western CMA will endeavour to deliver community education and support in a manner that:

- is appropriate for the Aboriginal community,
- is appropriate for all Ethnic groups within the Catchment,
- is appropriate for people of non-English speaking backgrounds,
- recognises the cultural differences between urban and rural communities, and
- recognises the differing needs of all stakeholders.

The Western CMA also recognise community education and support is important for other disadvantaged groups, such as the visually impaired and disabled groups, and will investigate mechanisms for providing community education and support to these groups.

6. An adaptive approach

The Western Catchment Plan is the primary driver for the direction of community education and support for the Western CMA. In working towards its management targets, the Western CMA will adopt a flexible and adaptive approach to its operating environment. Allowing it to be responsive to new ideas, initiatives and tools for achieving the successful fulfilment of the management targets and their outcomes.

The Community, Education and Support strategy is to be reviewed annually by the Western CMA's Capacity Building Team and any deficiencies and/or changes identified and made.

The Western CMA will engage with all stakeholders in monitoring and evaluation of community education and support to ensure that any changes to the implementation activities are well informed and communicated.

7. A Team Approach

In order to deliver an integrated approach to community support in a cost effective and efficient manner, the Western CMA will:

- ensure that staff across the region work as a team to deliver an efficient community education and support program,
- provide a regional facilitation and coordination function to foster and encourage a team approach, and
- integrate staff and non-staff resources to ensure the holistic delivery of community education and support.

8. Transparent Delivery

As a public sector organisation which is responsible for receiving and managing public funding, the Western CMA must be open, transparent and accountable in all its dealings. With this in mind, the Western CMA will deliver community education and support that:

- allows competition for available funding,
- is based on economic viability and quality of outcomes,
- is delivered by agreements with partners through an open and transparent process, including negotiation of outcomes to meet and enhance the needs of all parties, and
- is assessed based on criteria that are developed to meet the Strategy.

MONITORING, EVALUATION AND REPORTING

An Action Plan (Refer to Appendix A) has been developed to administer the delivery of this Strategy and will also facilitate its monitoring and evaluation.

The Action Plan will be reviewed on a bi-annual basis to assess whether it is meeting the needs in delivering the Management Targets of the Western CP. At this bi-annual review, a report card will be produced measuring the outcomes, using the Output Unit of Measure.

Staff Title Abbreviations used in the Action Plan are noted in the table below.

Community Education & Support Strategy



Full Title	Abbreviation
General Manager	GM
Operations Manager	OM
Investment Manager	IM
PR & Media Officer	PRMO
Community Education Officer	CEO
Natural Resource Management Facilitator	NRMF
Catchment Officer (Aboriginal Communities)	COAC
Catchment Officer	CO
Aboriginal Community Support Officer	ACSO
Community Support Officer	CSO
Business & Investment Officer	BIO
Administrative Officer	AO
Project Support Officer	PSO

Appendix A – Community Education & Support Action Plan

Building Awareness

Individuals within the community are aware of natural resource management issues and understanding the link between these issues and the long-term viability of the community.

People only engage in NRM activities if they value natural resources, are aware that action is needed, believe that their input is valued and useful, and know there are organisations/groups and techniques to help them.

Increasing awareness of NRM issues is the first important step in promoting community engagement. People need to understand and appreciate NRM issues and how they affect the community, both now and into the future, before they will take action. Awareness raising programs focus on drawing attention to specific natural resource issues and increasing understanding of their underlying causes, present symptoms and short and long term implications.

The suggested activities should be read in conjunction with the Western Catchment Management Authority's Communication Strategy.

Milestone	Western CMA Activities	Staff Responsible	Output Unit of Measure
<p>1.1 Develop communication strategy</p> <p>A communication strategy sets out the key messages for stakeholders and the public and identifies the most appropriate communication mediums. A communication strategy should focus on activity, reduce duplication and plan for consistency in the message and delivery style.</p>	<ul style="list-style-type: none"> • Develop and implement a communication strategy 	<ul style="list-style-type: none"> • CEO & PRMO 	<ul style="list-style-type: none"> • Communication Strategy is developed
<p>1.2 Produce & Distribute Promotional Material</p> <p>Promotional material can be in print, electronic or verbal, or all, depending on the audience.</p>	<ul style="list-style-type: none"> • Brochures outlining incentives & other projects • Posters outlining incentives & other projects • Fact sheets on NRM issues that the Western CMA can assist in. • Posters on Western CMA • Speakers Kit 	<ul style="list-style-type: none"> • PRMO • CEO • CEO • CEO • CEO 	<ul style="list-style-type: none"> • Number of brochures printed <u>and</u> distributed. • Number of posters printed <u>and</u> distributed. • Number of Fact Sheets printed <u>and</u> distributed. • Number of posters printed <u>and</u> distributed. • Speakers kit developed <u>and</u> distributed to staff and Board members.

<p>1.3 Build Networks</p> <p>There are numerous formal and informal NRM networks across NSW that can be used to raise awareness of our aims.</p>	<ul style="list-style-type: none"> • Build a database of existing and new network members. • Use existing networks to increase stakeholder awareness of technology, resources, tools and incentives. • Build new networks to enhance inclusiveness in NRM of people and groups. • Strengthen existing networks to enhance inclusiveness in NRM of people and groups. 	<ul style="list-style-type: none"> • CEO • All Staff • All Staff to contribute new contact details to database • All Staff per 'Contact Statistics Form'. 	<ul style="list-style-type: none"> • Database developed • Number of contacts made (Use 'Contact Statistics Form'). • Number of new contacts added to Database as at date of implementation of this strategy. • Number of contacts made with existing stakeholders.
<p>1.4 Use electronic communication</p> <p>Websites and electronic publications are increasingly becoming a very important part of the communication process. Websites that are well designed and kept up to date are a very useful means of accessing information A lot of these outputs can be aligned with the Sustainable Land Information Products Project.</p>	<ul style="list-style-type: none"> • WCMA to develop Website to include:- <ul style="list-style-type: none"> • its role in capacity building • information on current local/regional issues and projects (case studies) • information on current and upcoming incentive programs • opportunities for people to engage with WCMA • Downloadable 'How to' manuals which enable the public to make decisions about NRM issues prior to seeking staff support. • Links to relevant Websites. • Count on hits to Website, including count on page hits and downloads. • Registration to Western CMA contact database, with checkboxes of information the person/organisation would like to receive. i.e. Newsletter, New Incentive Programs, Project Updates. • Downloadable Fact Sheets • Educational material for schools 	<ul style="list-style-type: none"> • CEO & PRMO 	<p>Completion of all activities.</p>
<p>1.5 Promote NRM in the media</p> <p>Media announcements, advertisements, articles and press releases for newspaper and radio are an effective way to distribute information.</p>	<ul style="list-style-type: none"> • Publish articles in newsletters and other communication media of various networks to raise awareness of the role of and partnership opportunities with the Western CMA. • Collate and publish case studies highlighting NRM achievements and outcomes. • Advertisements in local and regional papers as appropriate • Media releases on Western CMA activities 	<ul style="list-style-type: none"> • PRMO • PRMO • PRMO • PRMO 	<ul style="list-style-type: none"> • Number of articles published. • Number of case studies published • Number of advertisements <u>and</u> media name • Number of media releases issued <u>and</u> regional or local focus noted

<p>1.6 Provide Community Forums</p> <p>Many individuals and community groups may require further explanation about the arrangements and reforms in NRM in NSW. It is a very important task to explain the role of the Western CMA, the development of the Catchment Action Plan and how this builds on the Catchment Blueprint developed by the previous Catchment Management Board and how it relates to individuals. Receiving feedback will assist the Western CMA to tailor services to the particular needs of the public. Any opportunity to give presentations and answer questions at forums and meetings will assist in this process. Discussion with questions is an important complement to the distribution of written material.</p>	<ul style="list-style-type: none"> • Hold forums to help stakeholders understand their role in developing and implementing the Catchment Plan and receiving feedback on the effectiveness of delivery arrangements. • Make presentations, attend meetings, agricultural shows, field days, aboriginal community focussed activities and events. • Provide stakeholders with information on their potential roles in the process through partnerships with CMAs in developing and implementing Catchment Action Plans 	<ul style="list-style-type: none"> • CEO & PRMO • CEO • PRMO & CEO 	<ul style="list-style-type: none"> • Number of forums held <u>and</u> number of people attended. • Number of presentations on WCMA presented. • Number of meetings attended. • Number of Agricultural Shows attended <u>and</u> number of contacts made • Number of Field Days attended <u>and</u> number of contacts made. • Number of Aboriginal Community focussed activities attended <u>and</u> number of contacts made. • Number of stakeholder information packs sent. • Number of stakeholders attending focus group meeting.
<p>1.7 Provide NRM information to schools</p> <p>School programs are very effective, not only in shaping the worldview of future adults, but also in influencing the behaviour of parents. It is important that school programs align with the education syllabus for subjects and fit within the school curriculum, as well as contributing to NRM goals.</p> <p>Activities and resources directed to schools should focus on both student and teacher capacity building.</p>	<ul style="list-style-type: none"> • Conduct workshop with teachers to update their understanding on the Western CMA. • Take advantage of International/National/State Events/Activities to go to Schools and TAFE to educate students on that particular topic/theme. • Provide information for school newsletters. e.g. Projects that have been undertaken with the School. • Develop a range of resources to support curriculum. e.g. Manuals, activity sheets that include Maths, English, Science, Technology (Internet Research) etc. Changes to the curriculum may necessitate additional or change in resources. • Provide staff & material to Schools to conduct "Catchment Safaris". Schools to organise parental consent and transport. 	<ul style="list-style-type: none"> • CEO • CEO, CSOs & ASCOs. • CEO • CEO • CEO, CSOs & ASCOs 	<ul style="list-style-type: none"> • Number of workshops held <u>and</u> number of educational staff attended. • Number of events/activities held <u>and</u> number of people attended. • Number of articles provide for school newsletters <u>and</u> number of school newsletters distributed. • Number of resources printed <u>and</u> supplied to schools <u>and</u> number distributed by schools. • Number of Safaris <u>and</u> number of people attending.

Information and Knowledge

Natural resource managers and users able and willing to access the necessary information data and science – biophysical, social and economic – to make sound natural resources management decisions to deliver sound outcomes.

Effective NRM requires sound and relevant biophysical, social and economic data and information. This information can be used to build knowledge of environmental systems, facilitate the development of long-term practical models, undertake social impact assessments, evaluate alternative options and contribute to day-to-day management decisions. This information needs to be readily accessible in plain English.

Effective NRM planning at the State, Catchment or property scale requires a framework for target setting, monitoring, evaluating and improving upon the activities undertaken as a result of the planning process. This is best achieved if land holders are involved in identification and collection of baseline data for target setting and the monitoring and evaluation process.

Capacity building activities developed by the Western CMA will be an important element of the Western Catchment Plan. Continuous improvement of the Western Catchment Plan should include the continuous development and improvement of the community engagement process.

The suggested activities should be read in conjunction with the Western Catchment Management Authority's Communication Strategy.

Milestone	Western CMA Activities	Staff Responsible	Output Unit of Measure
<p>2.1 Provide technical information and expert advice</p> <p>The development of property and regional NRM plans requires information and the building of knowledge and understanding. For effective planning, stakeholders need access to resource information, such as maps and best practice management and monitoring and evaluation methods.</p> <p>Again, this is aligned with Sustainable Land Management Product Information Project. The activities noted in this section/theme should in effect set up the framework to collect and communicate property and regional NRM planning information.</p>	<ul style="list-style-type: none"> • Collate and provide information on best practice guidelines for NRM and on property management planning systems. • Provide information and help land holders to build knowledge for the development of their Property Vegetation Plans (PVPs). • Develop a register of information resources available to community groups to assist in mapping, planning and implementation of PVPs. • Ensure that local and regional catchment maps and information are accessible in a manner that is clear to understand to all stakeholders. • Benchmark community involvement in NRM. • Management target focussed tours for senior students. • Fact sheets available on Website 	<ul style="list-style-type: none"> • COs & CSOs • COs & CSOs • CEO • COs • CEO • CEO, CSOs & ASCOs • CEO 	<ul style="list-style-type: none"> • Number of products produced <u>and</u> distributed. • Number of products distributed <u>and</u> hours of assistance provided to landholders. • Register developed <u>and</u> number of copies of information resources distributed to public. • Number of advertisements/articles <u>and</u> number of maps distributed. • Benchmarks recorded <u>and</u> analysed to produced desired involvement targets. • Number of tours conducted <u>and</u> number of people attending <u>and</u> number of management targets addressed. • Number of Fact Sheets available on Website.

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	<ul style="list-style-type: none"> • The Catchment Newsletter must provide relevant and up to date information about what's on. • Annual Conference with keynote speakers, including stakeholders who have worked on projects with Western CMA highlighting good and bad points. • Ensure that information regarding opportunities, such as training and workshops, is accessible to all relevant groups, including remote communities, people from culturally and linguistically diverse backgrounds, and those without computer and Internet access. • Identify local data needs and gaps in available resources. 	<ul style="list-style-type: none"> • PRMO • CEO, CSOs & ASCOs • CEO • CEO, CSOs & ASCOs 	<ul style="list-style-type: none"> • Number of Newsletters that include "What's On" in the Catchment. • Number of Annual conferences <u>and</u> number of attendees. • Training advertised on Website. • Number of Regional newspapers advertised with <u>per</u> training event. • Number of Community Newsletters advertised with <u>per</u> training event. • Number of advertising flyers sent to general stores/supermarkets and hotels.
<p>2.2 Share Aboriginal Knowledge</p> <p>Aboriginal cultural heritage issues and knowledge are an integral part of natural resource planning and management. Aboriginal Elders Groups, traditional owners, Land Councils, Aboriginal communities, Aboriginal community support offices, Aboriginal officers of various State & Commonwealth agencies and local councils are an important source of Aboriginal cultural heritage knowledge.</p>	<ul style="list-style-type: none"> • Source culturally appropriate and relevant information and advice from other State and National Government Aboriginal bodies. • Exchange knowledge with Aboriginal communities to ensure the Western CP adequately addresses cultural heritage. This will be achieved by holding community consultation meetings specifically aimed at Aboriginal communities to ensure meaningful participation. • Engage in partnership projects to build knowledge and understanding of NRM considerations from an Aboriginal cultural perspective. • Training Aboriginal Community Support Officers in Waterwatch • Personalise an invitation to Aboriginal groups to participate in projects. • Attend various Aboriginal focussed events and activities to attain greater involvement from Aboriginal communities. e.g. Sports days, drug awareness days (get a natural high, look after your river) etc. 	<ul style="list-style-type: none"> • COAC & ASCOs. • CEO & PRMO • COAC, ACSOs & CEO • ACSOs • COAC, ACSOs & CEO • COAC, ACSOs & CEO 	<ul style="list-style-type: none"> • Number of community consultation meetings <u>and</u> number of attendees at meetings <u>and</u> number of positive feedback forms received. • Number of projects engaged in. • Number of ACSOs completed training • Number of invitations sent <u>and</u> number of RSVPs received • Number of events attended <u>and</u> number of people made contact with.
<p>2.3 Conduct research</p> <p>Increasing education and support requires ongoing research. Involving stakeholders in research:</p> <ul style="list-style-type: none"> • helps mutual understanding of complex environmental issues. • ensures that research design and outcomes are relevant to all stakeholders needs. • considers the social and economic dimensions of biophysical NRM issues. • adds value to the research and increases credibility or outcomes. <p><i>This activity may be a little outside the charter of this project. It is most likely to go under the Research Coordination & Support Project. Matt, will clarify this, but if you can come up with an argument why it should stay please add this to your comments.</i></p>	<ul style="list-style-type: none"> • Encourage joint local research projects conducted by universities, etc in partnership with stakeholders. • Approach industry groups/businesses to fund and participate in research relevant to improving their business practices. • Relate community monitoring to research conducted within the Western Catchment. • Encourage groups such as Waterwatch groups that their collection of data on issues of relevant interest, facilitates the learning of protocols involved in research including multiple samples etc. 	<ul style="list-style-type: none"> • GM, OM & CEO • GM, OM, PRMO & CEO • COs, ACSOs & CSOs • ACSOs & CSOs 	<ul style="list-style-type: none"> • Number of joint research projects conducted. • Number of groups/business in partnership <u>and</u> total funding received towards research projects.

<p>2.4 Monitor, evaluate and improve</p> <p>Monitoring and evaluation are part of a process of adaptive management and continuous improvement. Involving all stakeholders in monitoring and evaluating their activities increases shared understanding of the impacts of these, and helps them to improve management practices over time.</p>	<ul style="list-style-type: none"> • Provide all stakeholders with information on how monitoring has affected projects that were funded under Western CMA. Show advantages/disadvantages of monitoring and evaluation, providing hard facts as to why they should monitor and evaluate and then referring them to next dot point. • Provide stakeholders with information regarding monitoring and research methodologies to enable them to participate in these activities and build knowledge. 	<ul style="list-style-type: none"> • COs, CSOs & CEO • CSOs 	<ul style="list-style-type: none"> • Methods used to communicate information <u>and</u> number of people reached in target audience <u>and</u> number of direct contacts made. • Number of direct contacts made <u>and</u> number of physical information products provided to customers.
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Skills and Training

Natural resource managers and users equipped with, or having access to, the necessary technical, people management, project management and planning skills to participate in the development and implementation of sustainable natural resource management at the property, local and regional scales to ensure efficient outcomes.

In addition to knowledge, natural resource managers and users require skills to undertake the implementation of on-ground activities. While a considerable range of skills already exists within communities, these need to be enhanced and combined to enable the community to fully engage in NRM activities.

One of the roles the Western CMA is to ensure that community support staff are adequately trained. This will assist in the development and implementation of the Cap and improve the quality and impact of projects and their outcomes. Skills development needs to be done within the strategic institutional change framework, and not just a smorgasbord of skills training.

Aboriginal cultural awareness training should be provided to Western CMA staff so that they gain awareness of Aboriginal cultures and associated values, beliefs and behaviours.

The suggested activities should be read in conjunction with the Western Catchment Management Authority's Communication Strategy.

Milestone	Western CMA Activities	Staff Responsible	Output Unit of Measure
<p>3.1 Hold training courses and workshops</p> <p>Training courses and workshops are most useful when tailored to the needs of the respective participants. This includes considering the knowledge and technical skills of individuals, as well as the subject matter and desired outcomes to be achieved. Structured training is necessary when accreditation is required.</p>	<ul style="list-style-type: none"> • Provide stakeholders with access to education that will foster knowledge development in on-ground management techniques that address the priority NRM issues and their outcomes. Eg. Cert IV above qualifications. • Provide stakeholders with access to training that will foster skills & abilities that address the priority NRM issues. Eg. Safe Pesticide and Herbicide use. • Provide training to community support officers, Aboriginal community support officers & community education officer on community engagement. • Operate Catchment tours that identify priority NRM issues within the Western Catchment and address how they can be managed. 	<ul style="list-style-type: none"> • CEO • CEO • CEO • CEO, CSOs & ACSOs 	<ul style="list-style-type: none"> • Number of courses held <u>and</u> number of people who complete the courses. • Number of learning outcomes practised by participants 12 months after completion of course. • Number of courses held <u>and</u> number of people who complete the courses. • Number of learning outcomes practised by participants 12 months after completion of course. • Number of officers completed training • Number of catchment tours completed that match management targets • Number of people satisfied with learning outcomes (survey at completion of tour).

	<ul style="list-style-type: none"> Publicise community 'snapshots' to help all stakeholders understand the specific NRM issues in their area. Community snapshots are media articles that explain a specific, real life priority NRM issue. It may or may not include results achieved, however it would be preferable to have results achieved to show outcomes to all stakeholders. 	<ul style="list-style-type: none"> CEO & PRMO 	<ul style="list-style-type: none"> Number of community snapshots publicised <u>and</u> number of people in target audience expected to be reached.
<p>3.2 Provide Aboriginal Cultural Awareness training</p> <p>Aboriginal cultural awareness training should be provided to Western CMA staff.</p>	<ul style="list-style-type: none"> Ensure Aboriginal cultural awareness training is undertaken by all staff and Board members. Encourage local Aboriginal stakeholders to attend and participate in cultural awareness training to share their knowledge. Include Aboriginal issues and facts in publications 	<ul style="list-style-type: none"> All Staff & Board COAC & ACSOs PRMO & COAC 	<ul style="list-style-type: none"> Percentage of staff completed course. Number of local Aboriginal stakeholders who attend course and express knowledge and understanding. Number of publications that show aboriginal issues and facts <u>and</u> percentage of visual and editorial impact.

Facilitation & Support

Support systems in place to ensure the engagement, participation and motivation of the community, build social capital and enable skilled natural resource managers and users to exercise ownership over regional natural resource management decision-making processes, and effectively implement actions and outcomes arising from these processes.

The suggested activities should be read in conjunction with the Western Catchment Management Authority's Communication Strategy.

Milestone	Western CMA Activities	Staff Responsible	Output unit of Measure
<p>4.1 Support Community Support staff</p> <p>Community support staff are a very important resource and must work closely as a team. They can gain the trust of the community, which is essential when developing and implementing capacity building activities. They are the professionals with skills in communication, facilitation, networking and community engagement, and can lead the design and implementation of community consultation and engagement processes.</p>	<ul style="list-style-type: none"> Community support staff work closely with stakeholders to convey information about the Western CMAs activities and encourage their uptake. 	<ul style="list-style-type: none"> CSOs & ACSOs. 	<ul style="list-style-type: none"> Number of contacts made per month with stakeholders.
<p>4.2 Engage the Community</p> <p>Community engagement means working collaboratively with individuals and groups of people affiliated by geographic location, similar situations or special interest, to address issues affecting the wellbeing of these people. The aim of working collaboratively with individuals and groups will be to get them to engage in NRM generally to assist in building their capacity so they are able to use their own skills and initiative to address NRM problems.</p>	<ul style="list-style-type: none"> Develop and implement a formal communication strategy for processes such as the Catchment Action Plan development, implementation and improvement and property vegetation planning. Lead community engagement by offering open, transparent and honest communication with members of the public. Conduct forums, workshops and community meetings on project or priority NRM topics, where appropriate. Provide alternate methods of feedback to draft CAP. Develop speakers kit to aid clearly defined directions at CAP community consultation meetings. 	<ul style="list-style-type: none"> PRMO & CEO All Staff CEO CEO & PRMO PRMO & CEO PRMO & CEO 	<ul style="list-style-type: none"> Number of communication strategies developed <u>and</u> results from 'Output unit of Measures' from these. Number of events relating to projects and priority NRM topics <u>and</u> number of people who attend. Speakers kit developed <u>and</u> updated bi-annually.
<p>4.3 Engage Aboriginal Communities</p> <p>Government agencies and departments recognise, advocate and protect the rights and interests of Aboriginal people in NRM.</p> <p>Processes should be put in place to ensure that all Aboriginal communities are aware of NRM proposals so that they can promote their cultural knowledge and values and influence NRM outcomes.</p>	<ul style="list-style-type: none"> Form an Aboriginal Reference Group to engage Aboriginal communities in NRM, in line with the "Statement of Intent" between Aboriginal communities and CMAs. Annual review of Aboriginal community activities calendar that can be utilised to engage Aboriginal communities in NRM. Attend Aboriginal community activities with WCMA stand, to raise awareness of NRM issues and how WCMA can help the Aboriginal Community achieve rectification. Eg. Croc Fest, Yaama Festival. 	<ul style="list-style-type: none"> COAC COAC, ACSOs & CEO COAC, ACSOs & CEO. 	<ul style="list-style-type: none"> Reference Group formed <u>and</u> number of Aboriginal communities represented. Calendar reviewed <u>and</u> updated. Number of Aboriginal Community Activities attended <u>and</u> number people contacted.

<p>4.4 Undertake best practice community consultation</p> <p>Consulting the community is an essential and important part of community engagement. It can be used to obtain input from the community on the work of the Western CMA, for example, the development of the Catchment Action Plan. The best practice community consultation will be based upon experience and research, has proven to reliably lead to a desired result.</p>	<ul style="list-style-type: none"> • Develop a best practice community consultation strategy using results from the Blueprint Consultation Strategy and the Catchment Action Plan Consultation Strategy. • Utilise Aboriginal Reference Group to facilitate consultation with Aboriginal communities on the involvement of Aboriginal people in the development and implementation of the Catchment Action Plan and investment strategies. • Identify community leaders of culturally and linguistically diverse groups and work with them to find ways to overcome cultural and linguistic barriers in the Western Catchment. • Consult with ALL stakeholders, not just proactive groups. Record contacts made on 'Contact Statistics' sheet. • Use Activities stated under "Engage the Community", above. 	<ul style="list-style-type: none"> • CEO & PRMO • COAC & ACSOs • CSOs • All Staff 	<ul style="list-style-type: none"> • Best practice community consultation strategy developed <u>and</u> reviewed annually. • Reference group utilised to facilitate consultation. • Community leaders identified <u>and</u> number of methods used to overcome cultural and linguistic barriers. • Increase in contact made with all stakeholders.
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Leadership, Networks & Partnerships

Leaders providing direction for improved natural resource management and outcomes in the community, networks operating effectively to foster communication between organisations/groups, individuals and the Western CMA, and partnerships in place to support implementation of the Western Catchment Plan.

The Western CMA should be a leader in NRM in their Catchment. To provide effective leadership, the Western CMA needs to build trust that is open and transparent. This can only occur when community groups and individuals are engaged in the development, implementation and continuous improvement of the Western Catchment Plan and actively contribute to decision making. The NSW Government also has a leadership role in NRM and capacity building.

A wide variety of organisations and groups currently provide support to individuals and organisations which manage natural resources. For effective implementation of the Catchment Action Plan these individuals and organisations need to communicate and work together as a team through networks and partnerships.

The suggested activities should be read in conjunction with the Western Catchment Management Authority's Communication Strategy.

Activity Type	Western CMA Activities	Staff Responsible	Output Unit of Measure
<p>5.1 Lead NRM</p> <p>In being responsible for the development and implementation of the Western Catchment Plan, the Western CMA has a leadership role in providing direction for improved NRM outcomes in the region.</p>	<ul style="list-style-type: none"> • Provide training to develop and foster capacity building in community leaders in NRM. Fostering NRM community leaders may assist in effecting long-term change of NRM practices and assist in adapting to change. • Provide leadership to Landcare and ALL other community groups and networks. Eg. CWA, Landcare, Fishing Clubs, Boating Clubs, Girl Guides, Scouts, etc. • CMA board members to be involved and participate in Community Forums. • Provide opportunities for community involvement in NRM monitoring. Eg. Waterwatch. • Provide opportunities for contribution to the Western CMA newsletter. • Disseminate information through community networks. Eg. CWA, Landcare, Fishing Clubs, Boating Clubs, Girl Guides, Scouts, Western Division newsletter etc. 	<ul style="list-style-type: none"> • NRMF, ACSOs, CSOs & CEO • NRMF, COs & CSOs • Board Members • COs, CSOs, ACSOs • PRMO & CEO • CSOs, ACSOs, CEO & PRMO 	<ul style="list-style-type: none"> • Number of Landcare and other community group meetings attended <u>and</u> number of Landcare and other community group contacts made. • Number of board members <u>and</u> number of community forms attended. • Methods of communicating opportunities <u>and</u> number of opportunities available. • Number of articles from outside sources in WCMA Newsletters. <p>Methods of dissemination <u>and</u> number of publications disseminated by network leaders.</p>

<p>5.2 Identify and Building Community Networks</p> <p>The Western CMA needs to tap into existing community networks. Strong communities have strong networks. The Western CMA can play a role in creating, adding to and strengthening these networks.</p> <p>Methods for engaging the community include forming community advisory groups. Such groups would be a basic starting point for developing good communication between various community networks and the Western CMA.</p> <p>Moreover, the WCMA is a government body that has been put in place for the next 10 years. Our aim is to identify NRM issues in the Catchment and then provide people with the capacity to rectify these and ultimately sustain our environment in the long-term. Therefore, supporting present and active community groups and networks backs the vision of long-term sustainability.</p>	<ul style="list-style-type: none"> • Provide support for the development and operation of Regional Landcare Reference Groups and include other community groups to be a member of this group. Eg. Fishing Clubs, Boating Clubs, Girl Guides, Scouts, etc. This will be completed in line with the “Statement of Intent” between Landcare and the Western CMA (if in existence). • Assist key community networks to identify their common roles, resource needs and communication processes. • Promote capacity building activities which generate partnerships in program/project/event delivery. 	<ul style="list-style-type: none"> • NRMF, COs & CSOs • NRMF, COs & CSOs • NRMF, COs, CSOs & CEO 	<ul style="list-style-type: none"> • Regional Landcare Reference Group set up <u>and</u> number of community groups represented in Reference Group. • Common roles identified <u>and</u> resource needs <u>and</u> communication processes put in place. • Training and education incentive funding promoted directly to Reference Group and/or community groups.
<p>5.3 Develop Partnerships</p> <p>The development of partnerships can be very effective in implementing NRM actions. In particular, collaboration with people, organisations/institutions and communities can help in overcoming perceived barrier to changing management practices and adapting to change.</p>	<ul style="list-style-type: none"> • Build partnerships with key organisations, groups and communities to improve communication and assist with the implement of the Western Catchment Plan. For example, Local Governments, Schools, Landcare Groups, Bureau of Rural Science, Waterwatch. 	<ul style="list-style-type: none"> • NRMF, COs & CSOs. 	<ul style="list-style-type: none"> • Number of bodies consulted directly regarding implementation of Western Catchment Plan <u>and</u> number of feedbacks received.

Community Education & Support Strategy



Appendix B – Calendar of Activities & Events

Activity/Event	2005												
	July				August					September			
	4 - 8	11 - 15	18-22	25-29	1 - 5	8 - 12	15 - 19	22 - 26	29 - 2	5 - 9	12 - 16	19 - 23	26 - 30
Celebration/Education Days													
NAIDOC Week	4 - 11												
National Tree Day				25									
International Day of the World's Indigenous People						9							
Landcare Week							16-22						
Great Australian Marsupial Night-Stalk							14						
Wattle Day									1				
National Threatened Species Day										7			
Solar House Day											12		
International Day for the Preservation of the Ozone Layer											16		
Funding													
Capacity Building Team Activities													
Newsletter													
Communication Workshops													
CAP Consultation													
Evaluate & Update NRM education programs													
Education Activities conducted in the community & schools													
Local Governments supported to assist in implementation of CAP													
Training field days to support CAP programs & implementation													
Field Days/Agricultural Shows						Nyngan 6							Kilfera 28

Community Education & Support Strategy



Activity/Event	2005												
	October				November				December				
	3 - 7	10 - 14	17 - 21	24 - 28	31 - 4	7 - 11	14 - 18	21 - 25	28 - 2	5 - 9	12 - 16	19 - 23	26 - 30
Celebration/Education Days													
World Habitat Day	4												
Earth Science Week		10 - 16											
Water Week			17 - 23										
National Weedbuster Week			16 - 24										
National Water Week			17 - 23										
National Recycling Week						10 - 17							
International Volunteer Day									5				
Funding													
Capacity Building Team Activities													
Newsletter													
Communication Workshops													
CAP Consultation													
Evaluate & Update NRM education programs													
Education Activities conducted in the community & schools													
Local Governments supported to assist in implementation of CAP													
Training field days to support CAP programs & implementation													

Community Education & Support Strategy



Activity/Event	2006												
	January					February				March			
	2 - 6	9 - 13	16 - 20	23 - 27	30 - 3	6 - 10	13 - 17	20 - 24	27 - 3	6 - 10	13 - 17	20 - 24	27 - 31
Celebration/Education Days													
World Wetlands Day					2								
World Wetlands Week					2 - 8								
World Sustainable Energies Day										4			
World Forestry Day												21	
World Water Day												22	
World Meteorological Day												23	
Clean Up Australia Day (March)													
Bag Yourself a Better Environment Plastic bag month of action													
Western Division Group of the Shires Association of NSW Annual Conference									B Hill. Date to be announced				
Western Division Group of Rural Lands Protection Boards Annual Conference											15 & 16 Bourke		
Funding													
Capacity Building Team Activities													
Newsletter													
Communication Workshops													
Evaluate & Update NRM education programs													
Education Activities conducted in the community & schools													
Local Governments supported to assist in implementation of CAP													
Training field days to support CAP programs & implementation													
Field Days/Agricultural Shows													



Community Education & Support Strategy



Activity/Event	2006												
	April				May					June			
	3 - 7	10 - 14	17 - 21	24 - 28	1 - 5	8 - 12	15 - 19	22 - 26	29 - 2	5 - 9	12 - 16	19 - 23	26 - 30
Celebration/Education Days													
Earth Day			22										
The International Day for Biological Diversity								22					
World Environment Day										5			
World Day to combat Drought and Desertification											17		
Funding													
Capacity Building Team Activities													
Newsletter													
Communication Workshops													
Evaluate & Update NRM education programs													
Education Activities conducted in the community & schools													
Local Governments supported to assist in implementation of CAP													
Training field days to support CAP programs & implementation													
Field Days/Agricultural Shows													