



Australian Holistic Management Co-operative Limited

Annual Report

2023-24

This annual report has been prepared by the Directors of the Australian Holistic Management Co-operative Limited for the financial year 1 July 2023 to 30 June 2024.

It is submitted to the 2024 Annual General Meeting of the Co-operative to be held at 9am, 20th October 2024, as per the requirement of Rule 5.3 Business of the annual general meeting, 1.b.ii a report on the state of affairs of the co-operative.

This report includes the following elements:

- Our Purpose
- What we have achieved
- Individual Director Perspectives
- Performance Metrics: financial; governance
- Financial Statements
- Whole under Management - Holistic Context

Board 2023-24

Rebecca Gorman- Chairperson

Michael Gorman- Director

Brian Wehlburg- Director

Tony Hill- Director

Ian Chapman- Director- (resigned February 2024)

Sam Johnson- Director May 2024

Management & Operations 2023-24

Helen Lewis- CEO

Dave Ellis- Secretary & Treasurer

Pi Wei Lim- EOVS Service Co-ordinator

Emily Whyman- Education Officer

Rowena Danks- Project Officer

Master Verifiers- Brian Marshall, Tony Hill, Ian Chapman

Verifiers- Harry Watson, Emily Whyman, Craig Carter

Monitors- John Stokes, Silas Blough, Teale Simmons, Henry Hinds, Phil Larwill, Pi Wei Lim, Sara Schumde, Emily Whyman, Harry Watson.

Social Media- Kery Welhburg **Website:** Kate Lance



Our Purpose

Statement of Purpose:

We promote Holistic Management to enable thriving lives and landscapes

AHMC Whole Under Management: 2023-24

Decision Makers: ,

Strategic & budget- Board: Rebecca(Chair), Brian, Tony, Ian, Michael and Sam (representing Members)
Operational- Helen, Emily, Dave, Pi Wei, John, Rowena.

Resource Base: People

<p>People who we influence: Members EOV: Master Verifiers: Ian, Tony Verifiers: Emily, Harry TEAM: Monitors: Phil, Silas, Teale, Henry, Comms- Kate, Kerry, <i>HM Educators</i> HMENZA <i>Savory Institute</i> L2M <i>Carbon Sync- WA Hub</i> <i>HM Management Groups & Learner Practitioners</i> RAA EAL Lab Soils for Life Mulloon Institute Farmers for Climate Action Organic Community – Organic Federation of Australia, SCPA, NASAA, Australian Certified Organic, Organic Food Chain, Biodynamic Research Institute, Aus-Qual, Safe Food Qld, Permaculture AFSA Southern Cross University-Courses Regenerative farmers Charles Massey, Charlie Arnott Politicians RCS Media Federal, State & Local Govt/ Departments Catchment Management Authorities Landcare Biodiversity Conservation Trust Regenerative Scientists Indigenous Business Australia- NIAA</p>	<p>People who influence us: Members MACDOCH / Sustainable Table-other funders HMI HM Educators / HM Management Groups & Learner Practitioners Savory Institute/ L2M Coops NSW/ BCCM Regenerative farmers network influential Regenerative Network: Charles Massey, Martin Royds, Charlie Arnott, Bruce Maynard. RCS Regrarians Carbon Sync- WA Hub Regenerative product market partners Healthy Soils Australia Carbon Farmers Australia Australian Institute of Ecological Agriculture Australian Food Sovereignty Alliance Indigenous Business Australia- NIAA</p>
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Physical Resources: Holistic Management, Co-op brand, EOV service & integrity, skills, monitoring expertise, knowledge, connections, networks, experience, education.

Current Money Sources:

Membership fees/ Member shares
Sustainable Table & Macdoch
Other Donations
Projects funding / Grants: SI, L2M projects and Impact Landed.
Training fees/ Fee for services/



AHMC Holistic Context - Aug 2023

Values-

We feel connected to our network and we are making a positive difference.
As a team we are inspired, innovative, effective, trusted, respected, supported and we have fun together.
Our Member's are connected, engaged, optimistic, excited, proactive and feel valued.
Our efforts are authentic, aspirational, transparent, respectful and with integrity, our efforts have impact.
Our relationships are honest, open, warm, collaborative, inclusive, positive, proactive, empowering and synergistic.
We feel secure and confident about our financial position.
We are in awe of the brilliance and magic of nature. We are at one with nature.

Future Resource Base

As a Board – we must be;

Accountable, responsive, responsible, transparent - effective, curious, creative, committed, positive, respectful, clear thinking, honest, consistent, trusting, supportive, collaborative.

As an organisation we must ;

Serve members with great value and rapport.
Be a supportive community.
Have clarity of purpose so our actions align with our values.
Be financially stable for delivering member benefits.
Be influential advocates- collaborative, credible and respected
Be professional with a sound technical base
Celebrate successes, learn from challenges and communicate both.

We as Members must: actively engage in the co-op community, provide constructive feedback, be able to benefit from the Co-op services and vibe.

The wider Community we foster feels; heard, unthreatened, included, adaptable, open, informed and curious, supported, healthy with a shared regenerative abundance, courageous and inspired to change to an holistic approach

Our Work environment must be;

A great place to work- collaborative, solution focused, professional, innovative, inclusive, effective. Rewarding, stimulating, respectful, supportive, energising, welcoming, safe, kind, flexible, grateful, encouraging a growth mindset.

The Technology & systems/ processes must;

Be fit for purpose, easy to use, robust, reliable, address the root cause, efficient, elegant and integrated, accessible, effective, adaptable, clear and documented.

Our Natural Environment – must be;

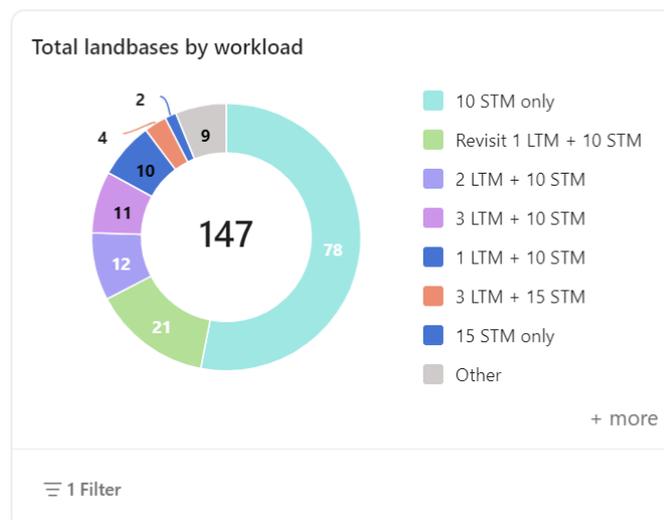
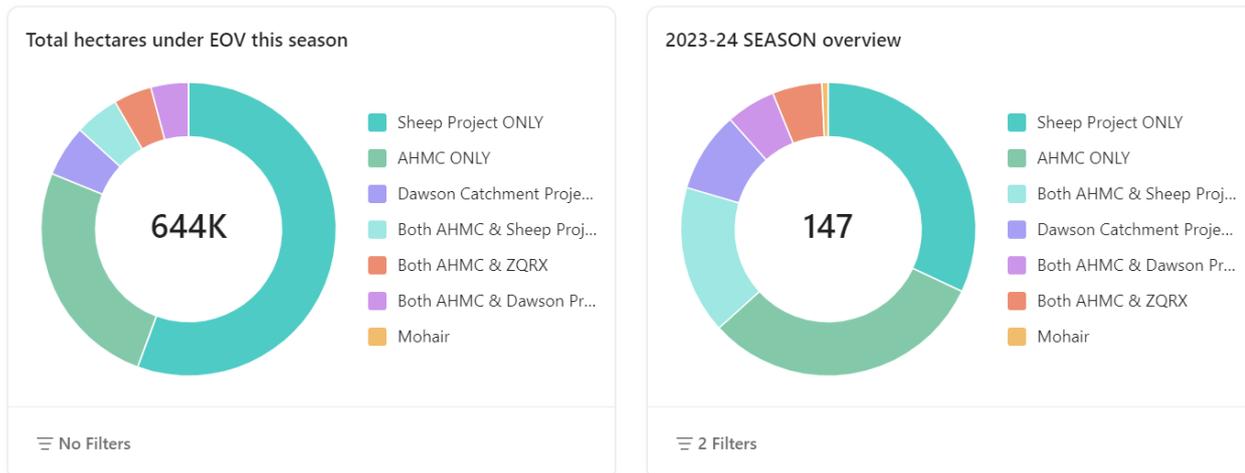
Wonderous complexity, beautiful, with highly functioning water cycle, mineral cycle, energy flow and community dynamics enabling environmentally sound food and fibre production.
Thriving, Abundant, nourishing, bountiful, resilient, wild, messy and energising.

Core Business

AHMC continues to provide Ecological Outcome Verification (EOV) annual monitoring as our key service. EOV monitoring is a critical tool that assesses the outcome of management decisions and assists Farmers to adjust a their management decisions in order to improve their landscape function. When farmers achieve positive ecological outcomes and obtain EOV Regenerating status, they are eligible to participate in the Land to Market supply chains or use the the Land to Market seal.

Australian Holistic Management Co-operative Limited: ABN 78 591 183 325. NSW Co-op Registration No: NSWC32856.
The registered office of the Co-operative is: Level 5, 115 Pitt St, Sydney, 2000.

EOV Monitoring snapshot



The results of our efforts are substantial. As of 30 June 2024,

- 644,000 Ha EOV monitored
- 147 land-bases
- 87 Landbases Received EOJ Verification
- 41 Land bases completed Baseline Monitoring
- Of the eligible Landbases seeking EOJ- 89% received 'Regenerating' status

What have we achieved

Key achievements during 2023-24 include:

Co-operative

- The Co-op entered its 6th year of operation.
- In February we developed 4 Strategies- Capacity Building for EOVS Service, Education & Support, Engage & Impact and Internal Integration.
- By June 2024- we started integrating the Bart APP into the EOVS Monitoring service
- The Co-op Team roles have been adjusted to ensure people are working to their strengths.
- The 2023-24 financial year resulted in a stable level of receipts of \$990,957 compared to \$531,462 in 2022/23
- Co-op Membership as at 30 June 2024 – 87 members, from 64 in 2022-23

Ecological Outcome Verification (EOV)

- In the 2023- 24 EOVS Monitoring season the additional 50 landbases highlighted the capacity of our manual EOVS system with unsatisfactory time lag with reports. This caused us to evaluate our workflow and cost base for the EOVS Service.
- In January 2024 we began conversations with 3LM- the UK Hub who developed Bart, an APP for EOVS monitoring, by March we were out in the paddock at Warwick, Qld and Sam Johnson's place at Young testing the APP with Christopher Cook with the whole EOVS Service team. In April, the Board moved to create an Implementation Plan for Bart, by July we were integrating Bart for the 2024-25 Monitoring season and at the August Monitoring Calibration in Canberra we were implementing Bart, with our 15 strong EOVS team- Monitors and Verifiers.



- The APP allows digital data capture onto the Australian portal, a data report is generated, the data is Verified and then sent up to the Savory Platform by API. While EOVS QA checks the data and formulates the EOVS Report, our Verifiers can talk with Landholders about their data, help them with a management action plan, so the Landholder can get busy making changes. The Landholder will be given the link to their data on our Australian portal, for future reference.
- The outcome is the landholder sees their data within 3 weeks of Monitoring with a Management Action Plan and they have their EOVS Reports within 6 weeks, which is a vast improvement.
- Stronger relationships with EOVS QA at the Savory Institute have been fostered.
- As the capacity of the existing EOVS service was stretched, we could not actively market EOVS in 2023-24 until we were sure we had the capacity with the new Bart APP.
- Projects did bring additional new landbases and we increased from 96 landbases to 147.

- Continuing participation in regular contact with Savory Institute EOV QA for update workshops, and other specific topic workshops and discussions
- EOV capacity building:
 - The EOV Service now has 11 Accredited Monitors, 3 Verifier/ Monitors
 - Verifier training is our priority to build further capacity.



AHMC Marketing

- This year we focused on our product and internal workflows- as we had a product weak link.
- We are now in a position to establish our brand and tone and market the Co-op and our services.

Land to Market

In May 2024, Monica Considine joined Land to Market as their Australian Business Officer Australia- to develop relationships with processors, meat buyers and retailers so supply chain opportunities can be created for our EOV landholders. The groundwork was done in 2023-24. Looking forward to the Land to Market initiatives that develop in 2024-25.

Regional Field Days – ‘Turning knowledge into practice’

- 3 Field Days were held- Box Gum Grazing- Young, Coolwoola Plains, Nagambie and Balala Station- Uralla.
- 70-80 people attend each day which was filled with panels and conversations unique to each of the hosts and areas.
- The feedback from the days have been positive and provided members with the chance to re-connect and share stories with like minded people.



Field Days and Events attended- Carbon Farmers of Australia- Carbon conference, Hanaminno – Open Farm Day, Chatsworth House Field Day, Soils for Life Summit, Terrain NRM- Soilkee Field Day



Future Plans, Projects and Profile

- **Internal Integration**
 - Continue to foster co-design, collective problem solving and team connection.
 - Internal systems, team roles and workflows confirmed and optimised.
 - Regular monitoring of all aspects of the business.
- **Engage & Impact:**
 - Deliver the Regional Support program offered, both online and face to face, engaging HM Educators.
 - Deliver 2024-25 Deckers D project, Mohair project and ZQRX project
 - Initiate new projects/opportunities
 - Support Land to Market activity
 - Collaborate with like minded organisations
- **EOV Service**
 - Promote and expand the EOV service delivery
 - Continue to monitor and improve the delivery and customer experience
 - Complete EOV Resource Development project.

Individual Director Perspectives

Rebecca Gorman

What a powerful year we have had at the Co-op with a big push to connect with members, update our policies, rigorously review our systems and expand our monitoring team.

This kind of growth has not been without its challenges and we said goodbye to two key foundation members in the process - Ian Chapman and Tony Hill - who offered us the vision and hard work to create the Co-op and see it expand to this point. They rightly deserve time to now pursue other interests and commitments. We acknowledge their enormous workload to build the Co-operative and its systems over many years, as well as their strong legacy to be vigilant in upholding the integrity of our ecological monitoring processes.

With the support and collaboration of the board as well as the operations team, CEO Helen Lewis is now well into putting our new strategy into action. The consolidation of our organisational strategy dovetails into the broader goal of connecting our members to opportunities up the supply chain, like the Decker lambskin project now entering its 4th year with the Co-op. With the arrival of Monica Considine from the Savory Institute's Land to Market initiative in Australia, plenty of further connections and opportunities are being created. Indeed our



strategy is now so quickly being implemented we are readying ourselves for the next brainstorm to take on 2025.

The highlight for me this year is the success of our Turning Knowledge into Practice field days and culminating in our 30 years of HM conference in Orange which will be just completed as we hold our AGM. There is really nothing like being on farms with people who understand Holistic Management and with whom we can share wide ranging vulnerable and transparent conversations and questions. Thank you to the farmers who opened the gate for us to talk and chew and look and laugh together: Sam, Claire and Sid Johnson of BoxGum Grazing at Young; Jim and Donna Winter Irving on Coolwoola Plains at Nagambie; Richard and Sarah Daugherty, Balala Station at Uralla and George and Lindy King from Coombing Park Carcoar : It's just so important.

Michael Gooden

The light at the end of the tunnel is not a freight train coming the other way! It is definitely on and bright. While we as a board must not lose sight of the major task ahead of turning the Co Op into a commercially viable business, the process that has been taken to get to this point has been necessary. As we said goodbye to two of our founding board members, I want to personally thank both Tony Hill and Ian Chapman for their years of often unpaid service to put the Co Op in a position to achieve our true vision. I would also like to acknowledge the input of our Chair Bec, her leadership while at times has been a challenge has been the perfect person for the job. Our other board members, Brian and newcomer Sam who have brought a broad range of skill, experience and different perspectives, which has contributed to our current launching pad. Furthermore Helen as CEO often charting our own course, building the plane while flying as we enter uncharted territory. She has been ably assisted by David as treasure and the wider AHMC team. As a board member I truly appreciate all your input and we could not do what is required with your dedication and service. It's a real world example of the whole being greater than some of the parts.

Exciting time lay ahead, being in the room in Canberra in late August to meet all the Monitors and Verifiers was very rewarding and the energy and capacity was palpable. I also had the privilege to experience 1st hand our own monitoring on 10/10/2024 conducted by Silas using the new BART monitoring technology. To see it in action, gave me the confidence that we provide value to our members and can scale our services in a way that the Co-Op and Planet need us to do so, if we are going to use herbivores to pull our planetary boundaries back into the limits that we require to live long and prosperous lives in thriving landscapes.

Brian Wehlburg

This last year has been a very challenging one for your Co-op as we have managed the leadership transition. However, through those challenges we have continued to move forward and grow the organisation in many ways - with new technology to speed up and simplify reporting, with the training of a lot more great monitors and the offering of a wide range of member learning opportunities from field days, one-on-one sessions with skilled trainers, to access to online courses. As we move towards the end of the current Deckers program we are connecting with a wide range of like minded organisations to help grow our Co-op.

Sam Johnson

I have been on the Board for the past 4 months, having filled a vacancy left by Ian Chapman.

As a long time member, who has utilised EOV monitoring and the Land To Market branding, it has been exciting to be able to contribute as a Board Member to the work of the Coop and its ongoing development. I feel we have passed through the initial start up phase and are now entering a period when we can have real impact. The Board has been working hard in three main areas: the promotion of Holistic Management and education services to members, the development of a robust and reliable EOV service and the integration into actual supply chains keen to utilise the Land To Market program. Exciting times lie ahead.



Performance Metrics

Highlights

The financial report for the year ended 30th June '24 has been published with the 2024 AGM papers. The report shows the Co-op generating a cash trading surplus of A\$ 87K, with a 43% increase in trading receipts, and significant donations being received to fund a CEO role for up to 2 years.

The Co-op had cash balances at the bank of A\$ 218K at the end of the reporting period. 24 new Members joined the Co-op during the financial year, bringing the total AHMCL Membership at 30th June '24 to 87.

A brief summary of some of the key financial events undertaken during the year

In the first quarter of the year, the Board successfully secured donation funding for a full time paid CEO role. This has enabled the resourcing of a number of operational and marketing initiatives, including :

- initial activities undertaken to move the Co-op from a Contractor to an Employee based workforce.
- Investigations, trials and initial implementation planning for upgrading the Co-op's EOV monitoring Services APP & Data Portal (Bart).
- The ground work for the organisation of the Co-op's operational and administrative roles.
- The running of three separate Co-op led field day events in the second half of the year.
- The development of the EOV Monitoring Services operational and financial project management reporting process continues to be an important ongoing activity.

In terms of Projects :

- The Deckers Sheep Project Yr B contract has been completed. The contract renewal for Yr C, adding approximately 25 new landbases is substantially complete, and the Yr D contract renewal is getting underway.
- The Dawson Catchment Coordinating Assn (DCCA) two year contract was completed with the STM monitoring of 21 landbases.
- A project with the NZ Merino organisation was established, with 8 EOV baseline landbases and continues into 2024-25.
- The Australian Mohair Marketing Organisation (AMMO) project was established. The contract is expected to cover 11 new landbases for EOV baseline and Yr1 monitoring services, with an HM training component.

Overall, 2023-24 has been a very busy year. The growth in the Co-op's trading activities has highlighted the need for upgraded operating processes, and is reflected in the evolving organisational structure. 2024-25 will continue to see implementation and further development of these activities.

ZQRX Project



Financial Report 2023-24- Australian Holistic Management Co-operative Limited

Australian Holistic Management Co-operative Limited - Statement of Receipts & Payments

For the year ended 30th June

	Note	2024 A\$	2023 A\$
Receipts			
Membership Fees		56,233	22,500
EOV Monitoring Service		632,134	433,180
Grants & Donations (CEO funding)		225,955	-
HM & Monitors Training		57,848	73,036
Field Days & Events		9,163	-
Interest & Other Receipts		9,624	2,746
Total Receipts		990,957	531,462
Payments			
EOV Monitoring		568,046	390,861
CEO (Remuneration & Exps)		139,194	7,257
HM & Monitors Training		79,001	32,282
Field Days & Events		8,879	29,137
Administration		69,343	13,138
Insurance		6,288	3,404
Marketing		16,728	10,100
IT Services		9,802	1,115
Subscriptions & Memberships		500	750
Website Design & Maint		7,006	10,561
Total Operational Payments		904,787	498,605
Net Receipt/(Payment) before income tax		86,170	32,857
Income tax paid	1d	4,823	20,962
Net Receipt/(Payment) for the period ended 30th June		81,347	11,895



Australian Holistic Management Co-operative Limited - Cashflow Statement

For the year ended 30th June	2024	2023
	A\$	A\$
Operating Activities		
Receipts from customers	1,071,153	584,459
Payments to suppliers	(963,177)	(519,171)
GST payments	(56,449)	(19,472)
Income tax payments	(4,823)	(20,962)
Net Cash Flows from Operating Activities	46,704	24,854
Financing Activities		
Other cash items from financing activities (Share Issue)	14,200	5,400
Net Cash Flows from Financing Activities	14,200	5,400
Net Cash Flows	60,904	30,253
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	157,219	126,966
Net change in cash for period	60,904	30,253
Cash and cash equivalents at end of period	218,123	157,219

For the year ended 30th June 2024

	Member shares (note 1e)	Retained earnings	Total member interests
	No.	A\$	A\$
Opening balance - 1st July 2022	205	41,000	81,143
Member shares issued during the period	27	5,400	-
Member shares redeemed during the period	-	-	-
Profit attributable to members	-	-	11,895
Balance as at 30th June 2023	232	46,400	93,038

	Member shares (note 1e)	Retained earnings	Total member interests
	No.	A\$	A\$
Opening balance - 1st July 2023	232	46,400	93,038
Member shares issued during the period	71	14,200	-
Member shares redeemed during the period	-	-	-
Profit attributable to members	-	-	81,347
Balance as at 30th June 2024	303	60,600	174,385

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Governance 2023-24- Ordinary Board Meetings- Directors Attendance

Director	Elected/ Appointed	26/7	25/8	6/10	18/10	20/10	15/12	7 & 8 Feb Strategy	1/3	25/4	31/5	14/6
Rebecca Gorman - Chairperson	2020	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Brian Wehlburg	2019	Y	Y	A	Y	Y	Y	Y	Y	Y	Y	Y
Michael Gooden	2022	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Tony Hill	2019	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Ian Chapman Resigned	2020 Resigned Feb 2024	Y	Y	Y	Y	Y	-	R	R	R	R	R
Sam Johnson Interim Board member until AGM	Filled the casual Vacancy	#	#	#	#	#	#	#	#	#	#	Y
Dave Ellis Secretary & Treasurer Non-Director	2022	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Helen Lewis CEO	May 2023	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Note: y = attended, A = apology, R = resigned, n/a = not available/ # = not involved

Board Strategy Meetings 2023-24- Feb 2024

Plans for 2024-25

- Work to the 4 Strategies- Update Strategic Activities
- Keep focused on delivering a timely and effective EOV monitoring service for Landholders.
- Widen our membership and customer support services
- Develop Projects with Organisations
- Assist L2M to develop supply chains and market access for EOV landholders.
- Develop our Marketing strategy
- Begin to widen our influence and impact in the wider community

In 2023-24 the Board and Operations team created 4 strategies- the aspects associated with each strategy and the action to date is included below. Work will continue to focus on these strategies, updating the strategic actions as required.

ENGAGE & IMPACT

We are open, approachable and ready to engage.
Our impact is positive.

How do we position ourselves in the Natural Capital Sector to engage with what is emerging right now:

Impact:

- Data aggregation – Broadens our reach and influence
- Develop Case studies
- Cause a groundswell – with leading grower groups
- Credibility, progressive, leading, advancing, as the best monitoring service of choice with knowledgeable verifiers, monitors and members.
- Pitch our ideas to larger audience- consumers, wider community.
- Seek Tax benefit for EOV
- Connect Health, Ag & Environment in policy settings.
- Known as the organisation connecting the data to the people and the land
- EOV as influence and impact of GDP
- We lead by example with the supply chain that delivers products that are green, we eliminate greenwashing.
- National EOV indicator

Engage with others Technology :

- Alliances with other monitoring Companies as we are the ground ‘truthers’
- EG Offer ‘Ground truthing’ service - CIBO labs and others
- Increase efficiency, reduce costs.

Use of Data:

- Aggregate our data to back up outcomes – Influence Government policy
- National data - what works, what didn’t - transition story of change
- Annual reports on Ecosystem processes from all the landbases.
- Safe to fail trials- results.

Elevator pitch- umbrella knowledge regenerating land

Change of Practice- in the paddock

- Meet land managers where they are at
- Ecumenical approach- risks but what else



- Collaborate with other organisations- Soils for Life, Landcare
- Clarity of invitation-
- HMENZA
- Regional groups- education
- Monitor and Manage practice change
- Identify the 'right' people to engage with- low hanging fruit

ENGAGE - INTERNALLY

We strengthen connections with likeminded people and groups to build momentum from the grass roots

Education-

- With Holistic management we are connecting the soil, land, people and markets
- Regional membership groups- education and service
- Implementation of knowledge- with eco literacy
- Clarity of invitation to engage.

Membership services

- Segmented Membership needs
- Clarity of model, Farmer owned, Word of mouth- 'Rivers run clear and family's laugh and play together'
- Members feel loved and valued.
- Good value for money
- Capture stories as well as data
- Meet land-managers where they are at - encourage and support change and progress transition to regenerating land.
- Awareness of the roles and who to talk to about what.

Projects:

- Pre-project Holistic Management education and within the project

Financial:

- Resource Membership/ Relationship position
- 2024-25 -Engage and Impact Officer

ACTION to date:

- 2024-25 Implementing Customer Relationship Management system for better customer relationships/ data management.
- Monthly Deep Dig & Monthly Q&A: 30 members attended.
- Relationship with Holistic Management Educators has been developed.
- Collaborated with others on funding applications.
- Working with Joint Policy group.
- Hosted 4 Fields days & 1 Forum to re-engage members and our community.

BUILD CAPACITY

We focus on building our EOVS Service capacity to create a streamlined service, delivering the best possible outcome for Landholders.

We deliver a timely and effective pathway for change with meaningful reports, in a timely fashion so better outcomes can be delivered.

What might be possible as we build capacity in the EOVS service?

- Timely/ meaningful data and information to make changes with
- EOVS feedback loop- continuous improvement
- Scientific collaborations
- Minimal anomalies in monitoring data and reports with quality and timeliness improving.

Self-funding EOVS service:

- Earns a surplus
- Open to non-members
- People busting to join the EOVS service
- Know what we are selling- we are delivering a pathway for change.
- More capacity= more monitors and verifiers= more scope for opportunities and confidence that we can deliver a timely and effective- pathway for change
- Connecting local communities
- We record previous practices to ascertain what works, where in what eco-regions and conditions.
- Good Value option for smaller producers - data/ technology
- Deliver timely and effective reports at scale.
- Streamlined (well- oiled) service- smoothly moving from monitor to data to verifier to report.
- A resource for other hubs- Australia and internationally- Leadership and best practice.
- Service expanding annually- vast land monitored.

Team needs:

- Clear expectations/ boundaries
- Abundance mentality
- Adequate and appropriate professional development support- to maintain quality of data.
- Capacity building
- Monitors share an insightful understanding of land function.
- Access, understanding and operating the adequate systems and management requirements

Data/ Tech:

- Realise the value of aggregated data for land managers, catchments and policy- curate
- Records vs Data, need to curate data into meaningful information

- Recording improvement in landscape outcomes
- Record large scale landscape changes
- Use AI and technology to our best advantage

Research

- Scientific literature - expand references re EOVS Research (CRC)
- Collaborate with other institutions & govt.
- Ensure adequate ecosystem indicators

Invest in Technology:

- Sensing tech- results, value assessment
- Eye of Camera- scan the land tech.

Action to Date:

- 2023-24 Implemented Bart technology- local platform for data, aggregation and report access.
- API data upload/ download has increased efficiency and focused on quality data from monitors and early monitoring within 1 week of monitoring job.
- 2023-24- remodelled cost base for EOVS service to understand actual costs of delivering EOVS - currently being monitored.
- EOVS Service enhanced with Data Review between Farmer and Verifier- 2 weeks after monitoring.
- Deckers D is funding EOVS Resource Development- Eco Regions etc
- Casual employment contracts for all Monitors with position descriptions.

EDUCATION & SUPPORT

We see increasing excitement and engagement with our Education & Support offerings due to the positive change our members and organisations experience and our projects deliver.

Team harvest: If we are educating and supporting well, what will we see more of?

External	Internal for Membership & team
<ul style="list-style-type: none"> - Overturn negative regen messaging - Fuelling groundswell - Creating bigger language in eco literacy - Invitations to collaborate - Robust relationships - Registered Training organisation option - International education and support opportunities - Institutions – learning to use HM 	<p>Membership</p> <ul style="list-style-type: none"> - EOVS indicators going up - People spontaneously promoting the Co-op - Powerful testimonials - Linking data from EOVS to education & management <p>Team</p> <ul style="list-style-type: none"> - Clear messaging for us and our work

<ul style="list-style-type: none"> - Bespoke education to organisations and projects - Being approached by industry for advice 	<ul style="list-style-type: none"> - Efficient processes / systems - Internal performance development / Employee satisfaction - Quality training - Expanding EOV to cropping / horticulture - Use of the decision making
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EDUCATIONAL OPPORTUNITIES- ORGANISATIONS AND COMPANIES.

- Work with HMENZA & RCS
- Banks/ Carbon companies Educating govt departments
- Connecting with councils and govt
- Connect w Landcare
- Connect w LLS
- Others education – Mulloon, Natural Sequence Farming
- Drought and Innovation Hubs
- Cattle Australia.
- Local HM groups (8 families)
- Wider Regen networks- Sustainable Table, Open Food Network, Soils for Life

ACTION to date:

- Delivery of online member / project education over 2023-24 with over 60 participants attending- due to monitoring and evaluation model will be adapted.
- Delivered Monitor training and accredited 5 new monitors
- EOV remodelled to include Data Review between Farmer & Verifier.
- Monitoring Calibration / Education of team in Bart technology.

INTEGRATION

We set our people up for success which empowers them to work to their optimum capacity with continual personal growth

When the components of the co-op business are in sync and working together, what does it feel like?

Our organization:

- Agile and responsive
- Actions Aligned to our context and accountable to it. We live our values
- Has a clear holistic context.
- Clarity of roles and responsibilities
- Expectations understood
- Be prepared to engage
- We know our weak link and work on it
- Keep the Statement of Purpose in mind
- Expanding

Our Team

- Our team expresses their whole selves
- Secure in our capacity, we feel productive.
- Positively challenging environment, our work is rewarding
- Professional, supportive.
- Trust, confidence
- Use our initiative- with consideration.
- People championing each other , Uplift each other
- Effortless, efficient, satisfying, informative, discussion worthy
- Making progress
- We Show up, we learn and implement.
- Hopeful, optimistic, Empowering
- We turn problems into opportunities with a “Can do” attitude
- We actively engage in solutions, We use and take initiative and this is encouraged
- Accepting things at face value.
- Clarity in engaging
- Celebrate success and progress
- Staff, monitors, verifiers deep understanding

Policies and Procedures-

- Clear, Compassionate boundaries within sufficient efficiency
- Equal opportunity workplace
- Clearly defined roles
- Best person for the job
- Effective, timely, safe
- Documented agreements about how we work together
- Understanding roles and capacity

- Clear succession plan
- 'Space' between the roles of CEO and Chair
- Manage Key person risk
- Time together – face to face
- Clear (and documented) policy and procedures
- Contracts
- Succession planning – board, ops, organisation
- Embedded HM decision making

Financial position-

- Co-op really financially viable
- 80:20
- Fairly remunerated.
- Alignment of money to strategy and needs
- Analysis of financial position to run and fund “what if” scenarios

What do we need to support the co-op business to be in sync and working together well?

Systems:

- Our Systems are efficient, effective and easy to use, now and into the future.
 - They support us to do great work.
 - Integrated systems and platforms
 - Efficient data capture
 - Agreement (and support) to use the systems we have
 - Embedded HM decision making

Communications:

- Our communications are timely, clear, respectful and encouraging – keeping the desired outcomes in mind
- We articulate our organisations desired outcomes
- Effective comms systems
- Timely – calendar – dates
- Less meetings
- Skills and capacity of team are recognised and allowed to shine
- Active listening

Action to Date:

- Policies and procedures approved
- Employment agreements and pay roll implemented
- CRM is being developed- 2024-25 operational Nov 2024.
- Bart EOV is operating 2024-25 season.
- New Board members
- A positive culture with problem solving initiated, co- design of workflows, approaches.
- Re-designing financial reporting to enterprises- clarity of income and costs for each enterprise.