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15 Nov 2023



**Government
of South Australia**

PASTORAL BOARD
2022-23 Annual Report

PASTORAL BOARD

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[Department for Environment and Water - Pastoral Board](#)

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To:

Hon Dr Susan Close MP

Minister for Climate, Environment and Water

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *Public Sector Act 2009*, the *Public Sector Regulations 2010*, the *Public Finance and Audit Act 1987*, section 18A of the *Pastoral Land Management and Conservation Act 1989* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the PASTORAL BOARD by:

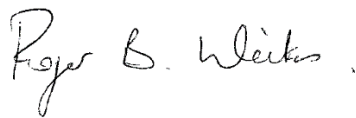
Roger Wickes PSM

Presiding Member

Pastoral Board

Date 26 September 2023

Signature



From the Presiding Member

I am pleased to present the Pastoral Board's annual report for the year ending 30 June 2023.

The new Board was appointed in December 2022 and commenced work in January 2023. Across members and deputies, the new Board has an excellent mix of skill, experience and perspectives, including different ages and gender, and is working well together. The Board has:

- Had presentations on the expectations of major stakeholders for the pastoral lands (Government departments, Livestock SA, Conservation Council and the SA Arid Lands Landscape Board).
- Developed a Draft Strategic Plan 2023-25, shared it with the major stakeholders and updated the plan to include their feedback.
- Agreed to meet twice yearly in the pastoral zone – in May 2023, the Board met at Coober Pedy with local pastoralists and sought their comments on the direction the Board is taking.
- Visited an operating pastoral lease and a neighbouring lease used for conservation to experience the different uses and examine any issues between neighbours to help inform future policy development.
- Supported the Bill to update the *Pastoral Land Management and Conservation Act 1989* to allow the Pastoral Board to recognise conservation and carbon farming as legitimate uses of pastoral leases.
- Provided comments on the proposed Hydrogen and Renewable Energy Bill and met with regulators, pastoralists and industry representatives to understand the issues.
- Examined the issues around carbon farming on pastoral leases and recommended that the Minister approve the applications received from pastoralists wanting to register for carbon farming.
- Prioritised the assessment of pastoral leases so that the Board can again meet the statutory requirement to undertake them every 14 years.
- Continued exploring new technologies including remote sensing as a tool to more efficiently assess pastoral lease condition.

The Pastoral Board is committed to working closely with the SA Arid Lands Landscape Board and regularly communicating with outback communities and those with an interest in the pastoral lands, particularly First Nations peoples.

We are pleased to be supported by a committed staff and the senior leaders of the relevant Departments.

Roger B Wickes PSM

Presiding Member

Pastoral Board

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Overview: about the Pastoral Board

Our strategic focus

<p>Our Purpose</p>	<p>The Pastoral Board is established under section 12 of the <i>Pastoral Land Management and Conservation Act 1989</i> (the 'Pastoral Act'). A primary role of the Pastoral Board is to ensure that the pastoral lands, which covers over 40% of the State, are sustainably managed for current and future generations.</p>
<p>Our Vision</p>	<p>The world's best managed pastoral country. We will achieve this through adopting and promoting practices that sustain the pastoral lands for current and future generations.</p>
<p>Our Values</p>	<p>Legitimacy - the Board will act in a manner which engenders amongst the pastoral community, an understanding, acceptance and acknowledgement of its legal role and responsibilities.</p> <p>Integrity - the Board will be committed to the highest standard and ethical conduct in its operations, and deal honestly, fairly and equitably with all stakeholders.</p> <p>Accountability - the Board acknowledges the responsibility it has for the decisions it makes in administering the Pastoral Act and being answerable to the Minister and the public.</p> <p>Transparency - the Board will ensure that information on its operation, policies and decision-making processes will be as far as practicable accessible to all stakeholders.</p> <p>Procedural fairness - the Board will act without bias and ensure procedural fairness when making a decision affecting an individual's rights, interests or legitimate expectations.</p> <p>Consistency - the Board will strive to act consistently in making decisions to administer the Pastoral Act.</p>
<p>Our functions, objectives and deliverables</p>	<p>The objectives of the Pastoral Board are based on the Board's statutory functions as per section 17 of the Pastoral Act:</p> <ul style="list-style-type: none"> • Effectively discharging its responsibility to the Minister for the administration of the Act. • Effectively advising the Minister on the policies that should govern the administration of pastoral land, and on other matters referred to the Pastoral Board by the Minister. • Effectively performing any other function assigned to the Board under the Act or by the Minister. <p>The Board's Strategic Outcomes are:</p> <ol style="list-style-type: none"> A. Productivity and conservation of pastoral lands improved B. Land condition and ecosystem viability improved C. Viable communities on pastoral lands

	<p>D. High community confidence in Pastoral Board E. Clarity of process underpins policies F. Monitoring, research, and science informs decision making G. Tools and opportunities provided to landholders</p> <p>In delivering these functions, the Board's Goals are:</p> <ol style="list-style-type: none">1. Effective long term pastoral land management2. Exemplary governance, regulation, and practices3. Active interface with non-pastoral activities
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Our organisational structure

The Pastoral Board is established in accordance with section 12 of the Pastoral Act and consists of six members and six deputy members appointed by the responsible Minister, for a term of up to three years.

The current Pastoral Board has a wide range of experience in pastoral management and leadership, including administration of pastoral leases, pastoral production, land and soil conservation and pastoral ecology.

As of 30 June 2023, Pastoral Board members were:

Roger Wickes (Presiding Member)
John Read
Lisa Edwards
Anne Collins
Andrew Smart
Emily Jenke

Deputy members were:

Vicki Linton (Deputy to Roger Wickes)
Katherine Tuft (Deputy to John Read)
Joyleen Booth (Deputy to Lisa Edwards)
Fiona Warwick (Deputy to Anne Collins)
Ian Morris (Deputy to Andrew Smart)
Fraser Vickery (Deputy to Emily Jenke)

All members and deputies are appointed until 30 October 2025.

Additional information about the Pastoral Board is available at:
[Department for Environment and Water - Pastoral Board](#)

The Pastoral Board is supported by the Pastoral Unit in the Native Vegetation, Pastoral Land Management and Landscape Services Branch of Environment, Heritage and Sustainability, a division of the Department for Environment and Water (DEW).

Further information on the organisational structure of DEW is available at:

[Department for Environment and Water - About us](#)

Changes to the Board

From 1 July 2022 to 29 October 2022 the Pastoral Board comprised the following members and deputies:

David Larkin (Presiding Member)
Jenny Treloar
Colin Greenfield
Mark Fennell
Tammy Partridge
Bruce Nutt
Angus McBride
Karina Sheehan
Jodie Gregg-Smith
Mark Anderson
Sharon Oldfield

The current membership of the Pastoral Board is available at:

[Department for Environment and Water - Pastoral Board](#)

Our Minister

The Hon Dr Susan Close MP is the Minister for Climate, Environment and Water and has overall administrative responsibility of the Pastoral Act. Further information on the roles and responsibilities of the Minister is available at:

<https://www.premier.sa.gov.au/the-team/susan-close-mp>

Legislation administered by the agency

Pastoral Land Management and Conservation Act 1989 and associated regulations.

Other related agencies (within the Minister's area/s of responsibility)

Not Applicable

The Pastoral Board's performance

Performance at a glance

The Pastoral Board assists the responsible Minister in administering 323 pastoral leases in South Australia. The Pastoral Board has various powers and functions under the Pastoral Act. Section 18 of the Pastoral Act enables the Pastoral Board to delegate many of the powers or functions to the responsible Department which is the Department for Environment and Water (DEW). The act of delegating powers does not derogate from the power of the Pastoral Board to act in any matter.

In 2022-23 the Pastoral Board held ten meetings in total, comprising seven in-person meetings and three video-teleconference meetings. The Pastoral Board held one of its meetings in Coober Pedy to connect with the pastoral community in that area.

Key activities for the Pastoral Board in 2022-23 were:

- Reviewed performance of the Pastoral Board over the 2019-22 period and provided handover to the new incoming Pastoral Board in late 2022
- Developed a new three year Strategic Plan, with input from stakeholders
- Undertook twenty on-ground land condition assessments to enable renewal of leases
- Pursued compliance against three lease holders for breach of lease conditions for failing to maintain stock-proof fences
- Approved applications for use of four pastoral leases for carbon farming projects
- Improved communications and engagement with the pastoral community, including developing a new bi-monthly electronic newsletter
- Supported the development of the Government's proposed legislation to amend the Pastoral Act which will confirm the Pastoral Board's power to approve conservation use on all or part of a pastoral lease
- Provided input to the development of the Government's proposed Hydrogen and Renewable Energy Bill, which will enable development of hydrogen and renewable energy industries, including on pastoral land.

Decisions made and actions undertaken by the Pastoral Board, and by DEW as the responsible agency under delegation, pursuant to each section of the Pastoral Act are summarised in the table below.

Agency specific objectives and performance

Pastoral Board Functions (Pastoral Act)	Decisions/Actions 2022-23	Outcomes
Compliance with lease conditions - sect 22.	The Pastoral Board (or DEW under delegation) issued 144 notices to leaseholders regarding compliance with lease conditions – 3 regarding non stock-proof boundary fencing and 141 regarding late stock return submission.	Ensuring compliance with lease conditions.
Approving pasturing of other species - sect 22(6)(a)	The Pastoral Board received nil applications for the stocking of species other than sheep or cattle.	To allow for the diversification of grazing species on pastoral land.
Change of stocking level in excess of maximum specified on lease - sect 22(6)(b)	The Pastoral Board approved permanent increases to stock maximums on 4 leases in response to lessee applications.	To support increases in pastoral production during favourable seasonal conditions.
Change of land use purpose - sect 22(6)(c-d)	The Pastoral Board (or DEW under delegation) approved 4 change of land use applications. The Pastoral Board also determined that applications for carbon farming projects on 4 leases were ancillary to pastoral purposes.	Administering land use diversification on pastoral leases.
Pastoral lease rents (issuing invoices) - sect 23(7)	Lease rent invoices issued for all pastoral leases for the period 1 November 2021 to 31 October 2022.	Administration of lease rent.
Pastoral lease rents (hardship) - sect 23(10)	The Pastoral Board received nil applications to waive or defer lease rent due to hardship.	Consideration of lease rent relief under exceptional circumstances.
Statutory lease assessments to monitor the condition of pastoral land - sect 25	Field assessments were conducted on 20 pastoral leases.	Monitoring of pastoral land condition to ensure compliance with lease conditions and to meet the objects of the Act.
Pool of persons' assistance to leaseholders - sect 25B	Nil matters were referred to the 'Pool of Persons' for assistance.	Provide independent review of Board decisions relating to lease assessments.

Extension of term of pastoral leases - sect 26	The Pastoral Board (or DEW, under delegation), extended the term of 9 leases to a 42-year period.	Lease term extensions and security of tenure for pastoral leaseholders.
Alteration of boundaries - sect 31	There were nil recommendations to the Minister for the alteration of pastoral lease boundaries.	Pastoral lease boundaries realigned at the request of lessees.
Cancellation of lease or imposition of fines - sect 37	The Pastoral Board imposed nil fines to leaseholders. Nil leases were cancelled.	Penalties for non-compliance with lease conditions.
Verification of stock levels - sect 42	The Pastoral Board issued statutory declaration forms (stock returns) to lessees for annual reporting on stock levels.	Monitoring of stock levels on leases
Gazettal and closure of Public Access Routes on pastoral land - sect 45	Nil new routes were dedicated, and nil existing routes were permanently closed. 7 routes were temporarily closed, by DEW under delegation, for public safety reasons	Effective management of access through pastoral land to ensure public safety and maintenance of route condition.
SA Civil and Administrative Tribunal - sect 50	Nil matters were referred to the Tribunal.	Provide independent review of Board decisions or decisions made under delegation.
Stakeholder engagement	The Pastoral Board distributed three electronic newsletters to the pastoral community and other stakeholders. One public forum with pastoralists and other community members was conducted. Board members represented the Board at two public events.	Community engagement to facilitate lease compliance, and sustainable management of pastoral lands.

Corporate performance summary

The Pastoral Board operates in accordance with its Governance Charter which the Board updated and endorsed in April 2023. The Pastoral Board is supported by the Pastoral Unit, DEW, which provides corporate, governance and administrative support.

Employment opportunity programs

The Pastoral Board does not employ staff. Those staff who undertake the delegated work of the Pastoral Board are employed through DEW.

Agency performance management and development systems

Information on DEW performance management and development systems is presented in DEW annual reports, available at:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

Work health, safety and return to work programs

The Pastoral Board operates in accordance with the relevant safety policies and procedures that have been adopted by DEW to meet whole of Government and legislative requirements.

The Pastoral Board does not employ staff. Workplace injuries, health and safety regulations and return to work costs are presented in DEW's annual reports:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

Executive employment in the agency

The Pastoral Board does not employ staff. Those staff who undertake the work of the Pastoral Board are employed through DEW. Information on DEW Executive employment is presented in DEW's annual reports, available at:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

Financial performance

Financial performance at a glance

The Pastoral Board does not manage an operational budget. The Pastoral Board is supported by the Pastoral Unit, DEW. Information on DEW's financial performance is presented in DEW's annual reports, available at:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

Consultants disclosure

The Pastoral Board did not engage consultants in 2022-23. Information on DEW's use of consultants is presented in DEW's annual reports, available at:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

Contractors disclosure

The Pastoral Board did not engage contractors in 2022-23. Information on DEW's use of contractors is presented in DEW's annual reports, available at:

<https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

Other financial information

Not Applicable.

Other information

Not Applicable

Risk management

Risk and audit at a glance

Not applicable.

Fraud detected in the agency

Category/nature of fraud	Number of instances
	0

NB: Fraud reported includes actual and reasonably suspected incidents of fraud.

Strategies implemented to control and prevent fraud

Strategies to control and prevent fraud are specified in the DPC circular Honesty and Accountability for Members of Government Boards - March 2011

Strategies to control and prevent fraud are also reported in DEW's annual reports, available at: <https://www.environment.sa.gov.au/about-us/our-reports/annual-reports>

Data for previous years is available at: <https://www.environment.sa.gov.au/about-us/boards-and-committees/pastoral-board>

Public interest disclosure

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

0

Data for previous years is available at: <https://www.environment.sa.gov.au/about-us/boards-and-committees/pastoral-board>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

Reporting required under any other act or regulation

Not applicable

Reporting required under the *Carers' Recognition Act 2005*

Not applicable

Public complaints

Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2021-22
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	Nil
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	Nil
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	Nil
Communication	Communication quality	Inadequate, delayed or absent communication with customer	Nil
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	Nil
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	Nil
Service delivery	Access to services	Service difficult to find; location poor; facilities/environment poor standard; not accessible to customers with disabilities	Nil
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	Nil

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Complaint categories	Sub-categories	Example	Number of Complaints 2021-22
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	Nil
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	Nil
Service quality	Information	Incorrect, incomplete, outdated or inadequate information; not fit for purpose	Nil
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	Nil
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	Nil
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	Nil
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	Nil
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	Nil
		Total	0

Additional Metrics	Total
Number of positive feedback comments	Nil
Number of negative feedback comments	Nil
Total number of feedback comments	Nil
% complaints resolved within policy timeframes	N/A

Data for previous years is available at <https://www.environment.sa.gov.au/about-us/boards-and-committees/pastoral-board>

Service Improvements

The Pastoral Board aims to continually improve stakeholder relationships and governance performance and effectively administer the Pastoral Act.

Compliance Statement

N/A

Appendix: Audited financial statements

N/A