

## 8.1 | Reports From Early Engagement Meetings



## **Reports from Early Engagement meetings**

- 8.1.1 NRM Partners – 5 July
- 8.1.2 Presiding Members – 5 July
- 8.1.3 Primary Producers NRM Committee – 11 July
- 8.1.4 SA Regional Organisation of Councils – 18 July
- 8.1.5 Conservation Council Member Groups – 2 August

**PHASE: EARLY ENGAGEMENT**  
**SESSION: NRM PARTNERS MEETING**  
**DATE: THURSDAY 5<sup>TH</sup> JULY 2018**  
**LOCATION: ADELAIDE**

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Attendees –

Becky Hirst, independent facilitator

Sharon Starick, Presiding Member, SA Murray-Darling Basin NRM Board (Chair)  
Eric Sommerville, Presiding Member, Northern & Yorke NRM Board  
Felicity-ann Lewis, Presiding Member, Adelaide & Mt Lofty Ranges NRM Board  
Mark Whitfield, Presiding Member, Eyre Peninsula NRM Board  
Fiona Rasheed, Presiding Member, South East NRM Board (via phone)  
Faith Coleman, Board Member, South East NRM Board  
Rick Barratt, Board Member, SA Arid Lands NRM Board  
Brenton Gear, Regional Director, Adelaide & Mt Lofty Ranges  
Apology: Janet Brook, Presiding Member, SA Arid Lands NRM Board  
Apology: Parry Agius, Presiding Member, Alinytjara Wilurara NRM Board  
Apology: Mary-Anne Healy, Regional Director, Alinytjara Wilurara

Stephen Smith, Director Policy, Local Government Association  
Gerry Butler, Chair, Landcare Association SA  
Sheree Bowman, Secretary, Landcare Association SA  
Craig Wilkins, Chief Executive, Conservation Council of SA  
Jill Woodlands, eNGO Nature Facilitator, Conservation Council of SA  
Rob Kerin, Executive Chair, Primary Producers SA  
Amy Williams, NRM Liaison, Primary Producers SA  
Brett Bartel, Assistant Director Agribusiness, PIRSA

DEW Staff:  
Matt Ward  
Saravan Peacock  
Sarah Morgan

## **ENGAGEMENT PROCESS OVERVIEW**

Matthew Ward and Becky Hirst provided an update on the planned engagement process in the coming months.

Feedback included –

- Rob Kerin suggested considering holding a stakeholder forum in central EP
- CCSA - exposure draft before final Bill is critical
- Strong recommendation from the Conservation Council to bring different sectors together which can solve problems together and reach agreements in part of final engagement (focused conversations). PPSA agreed with this. It was added that the mining industry are needed in these cross-sector discussions. Stephen Smith (LGA) and Felicity Anne Lewis supported this too.
- Stephen Smith asked how can we (as NRM Partners) can support associations to engage with member organisations
- Rob Kerin highlighted the importance of this engagement focusing on the structure, not the detail/technical stuff
- Faith Coleman said she glad to see review of NRM Act - need to see Aboriginal consultation too
- Amy Williams asked if the Partners can see the discussion paper or at least the questions in advance? Not particularly to adjust, but to highlight any clangers?

## **FACILITATED DISCUSSIONS**

The group went on to undertake three facilitated activities, exploring the following topics –

1. Measuring success
2. The 5 Principles
3. Top 3 priorities – individually and sorted in to themes as a whole group

The notes below are written up verbatim.

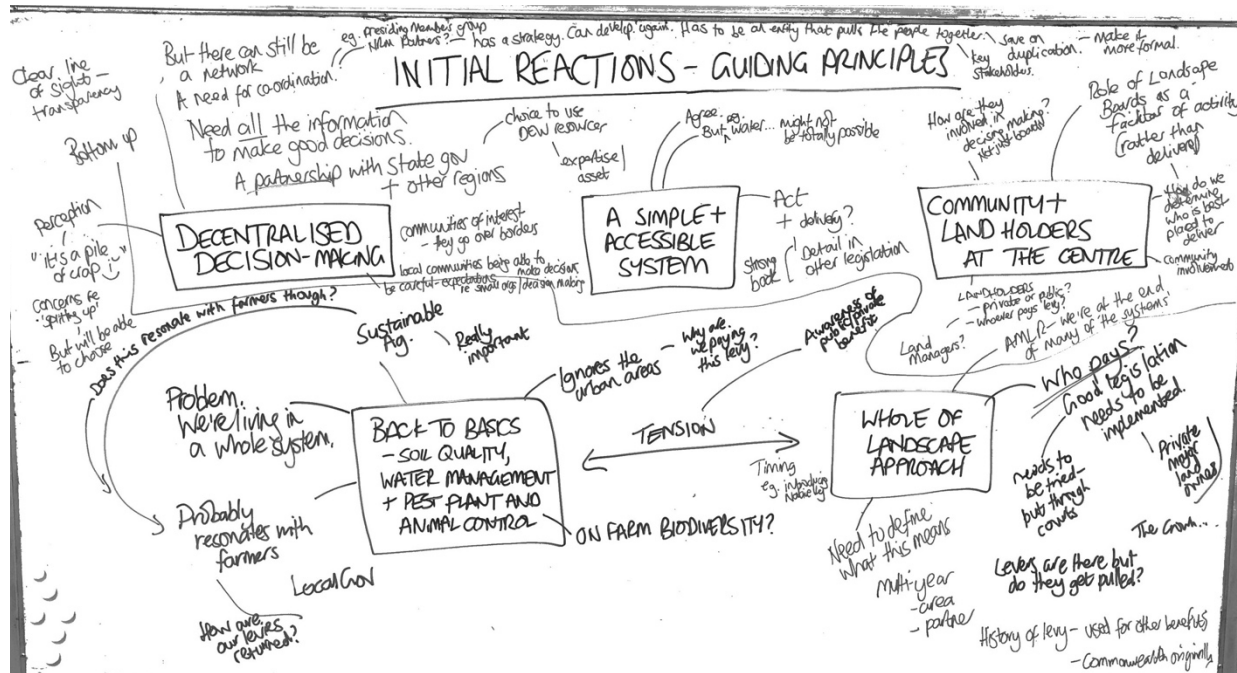
### **1. MEASURING SUCCESS**

Participants were asked to imagine that it was 2 years from now, and that they were the Minister for the Environment and Water. They were asked to write down how they would know that the Landscapes SA reform had been successful.

New Legislation is not just a rebadge.	Robust and reinvigorated boards – people wanting to apply for board positions.	Focus of the new act is on long term sustainability of the environment. Governance is clear – NRM Board independence.
Probably longer term: Better environmental/ production outcomes. Resilient communities underpinned by solid landscape thinking. On the way to landscape thinking and practices being embedded across the South Australian community.	A system which efficiently enables good policy making (outcomes = good, fair, efficient, cash-effective policy) and good investment decisions and outcomes (more SA Government investment).	Genuine landscapes approach (integrated, multi-partner, community led) with real, measurable improvement in healthy landscape measures).
Local Government embedded and working closely and collaboratively with communities. Local Government is a partner not a tax collector.	We have legislation that enables the achievement of a functioning landscape, ecosystem and environment.	Modern legislation guiding functional landscape board operating with partnerships and delivering on-ground work.
Landscapes SA is well recognised and accepted as the premium flagship Natural Resource.	All stakeholders are happy with the improved structure/legislation.	Legislation empowers regions to guide NRM endeavours that are important to them. Communities and other stakeholders are actively engaged.
There is overwhelming community and industry support and understanding.	Facilitated partnerships, cross-tenure actively achieving outcomes on-ground.	HAPPY BOARDS and COMMUNITIES (Lack of complaints).
Success looks like the community has more say in management of the State's natural resources.	Most (if not all) NRM issues are able to be dealt with under the Act –much more a one-stop-shop than at present ~ less of 'that's the Department not us'.	



## 2. THE 5 PRINCIPLES



Becky facilitated discussion around the 5 principles which the Minister has developed to help guide the legislation reform.

There was discussion regarding the tension between an approach that goes "Back to Basics" that also takes a "Whole of Landscape Approach". Many in the group felt these were conflicting.

Some suggested that the Back to Basics concept would resonate with farmers. It was suggested by one participant that farm biodiversity should be included as part of the Back to Basics. Another suggestion was that this be called Sustainable Agriculture – a more useful, integrated approach.

The question of "Who pays for this?" was raised whilst discussing a Whole of Landscape Approach. Private landholders pay a levy, therefore perceive this should be about private land. Consideration needs to be given to recognise the impact of what they do on their neighbours. The Crown should also pay a levy.

AMLR is at the end of many of the systems – a whole of landscape approach to them is about integration. We can't just work on weeds in one patch – someone has to make decisions about priorities. It was suggested that there needs to be more definition around Back to Basics and a Whole of Landscape Approach.

When discussing "Community and Landholders at the Centre" it was suggested that the Landscape SA Boards should be facilitators of others doing the work, not just doing it themselves. Participants asked questions such as what the role of public landholders is, and could this principle focus more on land managers.

Another tension point was acknowledged that what if landholders have no desire to go back to basics? The group also suggested that community and landholders could be involved in decision-making – and it not just be about boards making decisions – we need to get people involved.

Conversation went on to how good legislation needs to be tested through the courts. This led to a short discussion about penalties, and prosecution costs for DEW being too high.

When discussing a “Simple and Accessible System” there was agreement that the system does need to be enabling and as simple as possible. It was highlighted that whilst being simple, the system also needs to underpin property rights around water. The Act can be simple, but the detail needs to come in the regulations.

With regard to “Decentralised decision-making”, it was agreed that we need to enable regional communities to feel like they can make decisions. There was discussion around the support required for regional communities to make good decisions such as having access to all of the correct information,

Whilst localised, the group felt it very important that the Landscape SA Boards would still work in partnership with state Government, other regions and industry. They would want to be able to take into account a broader perspective.

There needs to be a strong central policy basis to support regional decisions. Participants also felt that it would be good to be able to choose to utilise DEW resources, if they wanted to. Matt highlighted water management and water science as an example – this is a statewide asset within DEW that's very valuable.

There would still need to be networking across boards – helping each other out. They felt that communities of interest go across boundaries. For statewide coordination, PPSA suggested that the Presiding Members Council and NRM Partners network are still going to be needed – they asked if we want this to be an informal arrangement as it currently is, or something more statutory. This has been a very useful and beneficial forum.

It was highlighted that the NRM Partners group has put strategy together before and can do this again in future as they have broad perspectives. Local voices are important, but they are not the only voices – we still need something there to enable sharing and collaboration. It was highlighted that mining and Aboriginal representatives are currently missing from the NRM Partners.

### 3. PRIORITIES FOR REFORM

Each participant was given three index cards and asked to write down their top three priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences and it was acknowledged that this was a process to stimulate conversation and not their formal submissions.

The group then gathered around a whiteboard and shared their priorities with each other, grouping them in to themes together. Participants chose headings for each of the clusters of priorities.

<p><b><u>REDUCING RED TAPE</u></b></p> <ul style="list-style-type: none"> <li>• Reduce complexity with the Act: Make the Act much more enabling, flexible rather than prescriptive e.g. statutory consultation. Detail could be in regulation which can be changed more readily.</li> <li>• Simple, Flexible &amp; Efficient Water Resources Management: Provide for improved management of water without increased prescription especially in non prescribed areas.</li> <li>• Simplification of Water Allocation Planning.</li> <li>• Streamlined Planning and Reporting: Reduce the time and expense of compliance and reporting to make better use of limited funds.</li> <li>• More enabling and overarching with detail such as compliance moved to regulations.</li> <li>• Streamlined Planning - Simple.</li> </ul>	<p><b><u>DECENTRAL DECISION MAKING</u></b></p> <ul style="list-style-type: none"> <li>• Increased autonomy for Boards: Staffing, Financial, Services e.g. audit, accommodation.</li> <li>• Ensuring that the Board has full direction/control over its entire levy budget, including what and where it spends funds relating to water planning/science.</li> <li>• Regional Governance: Strengthening regional decision making. Empowering communities. Ensuring regional communities have capability and resources (including levy). Skills based Boards.</li> <li>• Regional Boards to be able to employ their own staff and engage contractors as appropriate.</li> <li>• Regional Boards to control their budgets.</li> <li>• Decentralised delivery model and decision making.</li> <li>• Re-empowerment/greater autonomy of regional Boards ~ including for policy making.</li> </ul>
<p><b><u>COMMUNITY ENGAGEMENT, EMPOWERMENT AND DEVOLVED DELIVERY</u></b></p> <ul style="list-style-type: none"> <li>• Community Empowerment Involving: A genuine 'Landscapes' approach ~ carefully designed. Community involved in decision making. Devolved delivery.</li> <li>• Multiple participation pathways for community engagement and on-ground activities.</li> <li>• Community led landscape scale projects.</li> <li>• Community Empowerment ~ whereby community are involved in decision making and delivery (devolved). ~ Including capacity building.</li> <li>• Active and resilient networks supported by regions.</li> <li>• District Groups maintained.</li> </ul>	<p><b><u>INVESTMENT</u></b></p> <ul style="list-style-type: none"> <li>• More investment from government overall in healthy landscapes. (Context - \$ that have been lost from the system over the last 2 decades plus investment in Landscapes SA.</li> <li>• More \$ from Government ~ not just Levy i.e. more investment overall in Healthy Landscapes (DEW, PIRSA, NGO etc.)</li> <li>• Increased Inclusively: Pigs and sheds Storm water and flood.</li> <li>• Abundant Species Management (native species).</li> </ul>
<p><b><u>COMPLIANCE</u></b></p> <ul style="list-style-type: none"> <li>• Strong regs</li> <li>• Funding.</li> <li>• A more comprehensive, flexible compliance tool kit with lower on the spot fines for minor breaches so we can have an earlier compliance focus, before ramping up.</li> <li>• Mechanisms to encourage, empower and enforce on-ground action.</li> </ul>	<p><b><u>PARTNERSHIPS</u></b></p> <ul style="list-style-type: none"> <li>• Active partnerships with all stakeholders.</li> <li>• Representative structure across SA.</li> <li>• Community led focus ~ independent from government.</li> <li>• Government as a partner along with industry, community etc.</li> </ul>
<p><b><u>INTENT OF THE ACT</u></b></p> <ul style="list-style-type: none"> <li>• Biodiversity and native outcomes beyond pests and soils ~ need explicit focus on native flora and fauna as well.</li> <li>• Ensure integrated so that sustainable agriculture is more in focus.</li> <li>• Balance and Recognition: There is a balanced approach to environment stewardship and social wellbeing i.e. environment doesn't lose to social and economic outcome. Recognition of social and environmental outcomes achieved by NRM since 2004 and reform builds on this to enable adaptive communities to self-organise and be active for the social environment landscape.</li> <li>• That intent of Landscape SA Act is based on resilience (systems) ~ thinking applied at a landscape scale for environment stewardship by both producers and consumers of natural resources.</li> <li>• Integrated landscape approach: Include water. Links or inclusion of other Acts to be more contemporary.</li> <li>• Management and collaboration: State based body. Include cost, N.V. Greater engagement with Local Government. Decentralised Management model.</li> <li>• Biodiversity explicit nature outcomes beyond pests and soils (i.e. native flora and fauna). Whole delivery – native conservation outcomes through Landscapes SA including central DEW.</li> <li>• Integrated Landscape Management ~ maintain connection between Biodiversity/Ecosystem Health – "Back to Basics".</li> </ul>	

**PHASE: EARLY ENGAGEMENT**  
**SESSION: PRESIDING MEMBERS DISCUSSION**  
**DATE: THURSDAY 5<sup>TH</sup> JULY 2018**  
**LOCATION: ADELAIDE**

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Present –

Becky Hirst, independent facilitator

Sharon Starick, Presiding Member, SA Murray-Darling Basin NRM Board (Chair)  
Eric Sommerville, Presiding Member, Northern & Yorke NRM Board  
Felicity-ann Lewis, Presiding Member, Adelaide & Mt Lofty Ranges NRM Board  
Mark Whitfield, Presiding Member, Eyre Peninsula NRM Board  
Fiona Rasheed, Presiding Member, South East NRM Board (via phone)  
Faith Coleman, Board Member, South East NRM Board  
Rick Barratt, Board Member, SA Arid Lands NRM Board

Apologies: Janet Brook, Presiding Member, SA Arid Lands NRM Board, Parry Agius, Presiding Member, Alinytjara Wilurara NRM Board

## **DISCUSSION**

Becky Hirst met with a group of Presiding Members to have an informal discussion as part of the early engagement process. Becky invited the group to set the agenda for the 1.5 hours together, and it was agreed to discuss –

- Boundaries
- On Farm Biodiversity
- Board representation
- Any other initial thoughts

The following notes highlight the key points raised by the participants of the conversation. It was encouraged that each Presiding Member prepare their own formal written submissions with their Boards to highlight their priorities for the reform further.

### **Boundaries**

Felicity shared the options that the existing AMLR board have put forward to the Minister for consideration of the division of their region.

The group urged the Minister to not change a boundary to address financial security for a board. They felt that there are other ways to do this.

The current boundaries of regions across the state are working well. Don't touch them! The group recommended not opening this up for discussion – this will be a pandoras box if you do!

### **On Farm Biodiversity**

Biodiversity is still really important. Members of the group said they felt it was derogatory when people say farmers aren't interest in on farm biodiversity. As part of their survival, if not anything else, they have to be interested in it. This is about proactive management.

The group felt there were a couple of ways this could be included in the Act –

- Listed as one of the objects of the Act;



- And/or a few clauses or schedules about biodiversity – just some principles, just to support the work “that we all do”. Be specific – we don’t want *all* biodiversity addressed – just on private land or where private land impacts.

### **Board Representation**

There was great concern (“it’s horrifying”) at the idea of 3 board members being community representatives voted on to the board purely by community vote. The group felt there were large risks in the approach being run like a general election process.

The group felt very strongly that if this approach is to go ahead, the only way the risks could be reduced would be to have a recruitment process that shortlists candidates who have suitable skills and that they are then put forward for community election.

The current recruitment process involves asking the board what skills they need – this works well and is a very important part of the process.

It was agreed that there needs to be a more transparent recruitment process.

### **Other initial thoughts**

There was some discussion around **over abundant native species** and the role (or sometimes lack of role) that NRM Boards officially play in addressing this particular issue. Boards are often involved in research, funding decisions, communication. It can be very adhoc. The Boards have a role to play, but don’t want whole responsibility – especially without additional resources! It was suggested that the new Landscapes SA Act incorporates a few words that acknowledges over abundant native species (acknowledging that these too are in the National Parks Act too). This is a minimal approach to just recognised the issue in the act – it can be kept high level.

There was some discussion regarding whether the legislation might highlight more strongly where the responsibility of natural resource management lies – in that it can’t be done by just one body/organisation. It’s **a whole-of-community responsibility**. Partnerships are absolute key. The new Act is a good opportunity to ‘reset’ things – this is a new non-blame way (even if some elements remain the same).

There was some discussion around the **\$2million statewide fund** and members of the group felt that this would give good bang for its buck! The group assumed that the Landscape SA Boards would manage this – if this is the case, they reinforced that they really support this fund being managed at regional board level.

The remaining **NRM Groups** were mentioned as good to have as a conduit to the community. They help existing boards to bring together different stakeholders.

**PHASE: EARLY ENGAGEMENT**  
**SESSION: PRIMARY PRODUCERS NRM COMMITTEE**  
**DATE: THURSDAY 11<sup>TH</sup> JULY 2018**  
**LOCATION: ADELAIDE**

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Attendees –

**PPSA NRM Committee members:**

Fiona Rasheed (Chair, PPSA NRM Committee)  
 Rob Kerin (Independent Chair, PPSA)  
 Joe Keynes (President, Livestock SA)  
 Caroline Rhodes (CEO, Grain Producers SA)  
 Deane Crabb (Policy Officer, Livestock SA)  
 Lisa Bennier (EO, Wine Grape Council of SA)  
 Warren Jacobs (SA Dairyfarmers Association rep)  
 Michael Johnston (Horticulture Coalition of SA rep, Olives SA)

Becky Hirst, **independent facilitator**

Accompanied by Sarah Morgan (DEW) – at request of facilitator given early nature of engagement

**Other attendees:**

Mark Stanley (Ag Ex Alliance)  
 Mark Grossman (Chair, Ag Bureau SA)  
 Amy Williams (NRM Liaison, PPSA)

## **ENGAGEMENT PROCESS OVERVIEW**

Becky Hirst provided an update on the planned engagement process in the coming months.

## **FACILITATED DISCUSSIONS**

The group went on to undertake three facilitated activities, exploring the following topics –

1. Measuring success
2. The 5 Principles
3. Top 3 priorities – individually and sorted in to themes as a whole group

The notes below are written up verbatim.

### **1. MEASURING SUCCESS**

Participants were asked to imagine that it was 2 years from now, and that they were the Minister for the Environment and Water. They were asked to write down how they would know that the Landscapes SA reform had been successful.

Good, fair policy development. Community confidence in NRM/ Landscape science and policy. Key Industry people keen to be on regional boards.	Community and Industry actively engaged in the new Landscapes model – all stakeholders are valued and regions now manage their resources from a bottom-up perspective.	Re-energised NRM System. Community values their investment in Landscapes SA programs. Plans enacted leading to an increase on- ground actions.
Boards would be less likely to open complaints to the Minister.	10 people standing for the 3 elected positions wanting to be part of boards doing good work.	New legislation in place (including regulations).
As Minister? Legislation passed without substantive amendments! And I still hold the portfolio.	Communities engaged and proactive towards Natural Resource Management. Boards skilled and trained to engage with their communities to reach decisions. Land looked after for future generations. Communication	A NRM program accepted by the communities across the state with high engagement with outcomes of sustainable management and easy to use legislation.



<b><u>OVERARCHING PRINCIPLES</u></b>	
<b><u>LOCAL DECISION MAKING</u></b> <ul style="list-style-type: none"> <li>Regional Local Boards managing Regional Investment on Regional Priorities.</li> <li>Better information and regional autonomy.</li> <li>Decision making.</li> </ul>	<b><u>ENGAGEMENT</u></b> <ul style="list-style-type: none"> <li>Getting farmers involved in decisions (their knowledge and being educated).</li> <li>Community Industry engagement.</li> </ul>
<b><u>BOARD CONTROL</u></b> <ul style="list-style-type: none"> <li>Boards to have the ability to employ their own staff and contractors, as appropriate</li> <li>Re-empowerment of boards to undertake decision-making/policy development for their regions.</li> <li>Boards to control their own budgets (particularly levy income)</li> <li>Board autonomy of decision making</li> <li>Board control – the budget and levy</li> <li>Boards control over own budgets – accountability and transparency</li> <li>Staff work for the Board</li> </ul>	<b><u>TRANSPARENCY AND INFORMATION</u></b> <ul style="list-style-type: none"> <li>Transparency of information.</li> </ul>
	<b><u>REGULATORY CERTAINTY</u></b> <ul style="list-style-type: none"> <li>Regulatory certainty in land use.</li> </ul>
<b><u>JOBS OF THE ACT</u></b>	
<b><u>ANIMAL AND PLANT PEST CONTROL</u></b> <ul style="list-style-type: none"> <li>Feral pest animal control.</li> <li>Sustainable Control and Management of native animals.</li> <li>Broader range of compliance ‘tool’ for pest animal and pest plant control.</li> </ul>	<b><u>WATER MANAGEMENT</u></b> <ul style="list-style-type: none"> <li>Allowing producers adequate access to water.</li> <li>Water ability to use multiple supplies.</li> <li>Water Management and security.</li> <li>Water Management.</li> <li>Simplified Water Management planning.</li> <li>Water security for stock water without fees.</li> </ul>
<b><u>SOIL QUALITY</u></b> <ul style="list-style-type: none"> <li>Sustainable Agriculture, soil, water etc.</li> <li>Soil's health.</li> <li>Soil and erosion.</li> <li>Soils</li> </ul>	<b><u>OTHER</u></b> <ul style="list-style-type: none"> <li>Managing climate variability</li> <li>Valuing native vegetation/biodiversity</li> </ul>

## **ADDITIONAL NOTES – TAKEN BY AMY WILLIAMS**

### ***Points raised and suggestions included:***

- Keep the reform straightforward; focus on the structure to get the legislation through then attend to detail at a later date
- Focus on what you want to achieve first then work out the structure to achieve those outcomes; focus on outcomes
- Address some issues such as water (and integration of native vegetation management issues) later – get some faith back in the NRM system, re-empower boards and restore board control over their budgets
- A query was raised about differences between boards (including structural differences)
- Regional meetings – How will people know? Will it be up to regions to promote these? There will be letters and public advertisements – regional community engagement managers are/will be involved

### ***Reactions to the Minister's five principles (from his communique):***

Decentralised decision making – consistent with priorities which had just been identified

Simple and accessible – there are clunky parts of Act, e.g. water, animal and plant control – it can be hard sometimes to take required actions or achieve required outcomes (probably need a better range of compliance tools; current provisions can either be too heavy handed or make things too hard to do); relationships – even in the current system it is possible to develop relationships to make things happen but this takes time; trouble getting people to be on the boards is indicative (also needs a change in culture – which NRM reform and new legislation will hopefully) – issues include time, apathy, relevance, getting hassled by others in the community – but there are people out there with the required skills

Community and land owners at the centre – yes – how does that differ from now? better communication; NRM was going to have a “bottom-up” approach but became top-down and bureaucratic; rubber stamping; input by board and committee members wouldn't necessarily be listened to or enacted, resistance to board directions; good information provision is needed to lead to informed decision-making; “squeaky wheels” can take up 80% of time of a board or organisation – how do you manage that?; “we didn't give the system time to work”; engage those who want to be involved; board representation (3 elected community reps – popularity vs skills); there has been a tendency to develop fact sheets rather than getting community involved – go to the groups and talk to the people; levy expenditure – use the groups (existing networks) to deliver

Back to basics – community/landholders involved; acknowledging what people do as part of their business, as well as part of the NRM system; letting people get on with business, providing support where needed but only where it's needed; native vegetation (e.g. ~55% owned by farmers on EP but landholders not receiving significant financial incentives for native vegetation management; it's costing farmers money instead of generating value by managing native vegetation) – NAB has been talking about valuing natural assets, recognising that they're not valued; we're asking farmers to manage native vegetation but it's costing them money

Whole of landscape approach – tension with “back to basics”; this relates to how the parts fit together (water – soil quality – animal and plant control), thinking beyond your own boundary, at a more regional and cross-regional scale

What does the Minister mean by landscape? Farmers are managing natural resources on farm and need to be recognised; “landscape” can incorporate all aspects (whether farm management or otherwise)

“Landscape” needs to be defined – everything is interrelated; everything has a value (but there are different ways of valuing things)

Public land – e.g. national parks, SA Water, Crown land – how to integrate this and ensure appropriate cost sharing – e.g. queries about levy money being used to support NRM on public land



**PHASE:** EARLY ENGAGEMENT  
**SESSION:** SA REGIONAL ORGANISATION OF COUNCILS (SAROC)  
**DATE:** THURSDAY 18<sup>TH</sup> JULY 2018  
**LOCATION:** ADELAIDE

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Attendees –

Becky Hirst, independent facilitator  
 Members of the SAROC committee  
 LGA staff

## **ENGAGEMENT PROCESS OVERVIEW**

Becky Hirst provided an update on the planned engagement process in the coming months and took on board feedback surrounding the engagement process, ensuring the need for a wide range of stakeholders to be involved and not for input to be skewed.

## **FACILITATED ACTIVITY**

With 20 minutes on the agenda, engagement (beyond the process update) was kept high level and aimed to seek initial 'front of mind' priorities for natural resource management reform from meeting attendees.

## **MEASURING SUCCESS**

Meeting attendees were asked to imagine that it was 2 years from now, and that they were the Minister for the Environment and Water. They were asked to write down how they would know that the Landscapes SA reform had been successful.

Management Program driven by Councils and fund distribution to allow Councils to undertake on ground works.	Success need to embrace a stream lined efficient organisation that enhances the potential in economic benefit to Primary Production in SA.	State Government collect its own tax/levy (no sly cost shift and perception of being a Council rate). This means respect for local government sector. Majority of \$ and resources to be allocated to local government for program delivery but based on a State wide strategy and priority list (efficient use of scarce resources).
1. Projects on the ground. 2. DEW a self-supporting department (not funded by NRM Levy). 3. Growing local government businesses.	1. Partnership with local government and have National Parks more responsive to community needs. 2. Rollout NRM work concentrating on weed and animal control.	A useful and functioning NRM!!.  Industry in regions.
Low cost base, results driven process.	Some ROCs have alliances with RDAs and NRMs. Drive regional development. 3 way partnership in driving regions. RDAs Business Industry. ROCs Community. NRM Environment.	Faith in NRM restored. On ground <b>action</b> , not more planning.

<p>Success for Minister:</p> <ul style="list-style-type: none"> <li>• Streamlined bureaucracy.</li> <li>• More Levy to on ground works.</li> <li>• No DEWNR involvement (Head Office).</li> <li>• Regional Staff committed and limited to do jobs.</li> <li>• More Local Government and Volunteer involvement.</li> <li>• Local decision making in return.</li> <li>• It's stuffed now ~ make it better.</li> </ul>	<p>Less dollars gouged from ratepayers.</p> <p>Less bureaucracy and staff numbers.</p> <p>More accountability for expenditure.</p> <p>Clear guidelines and goals.</p>	<p>Change the risk of sea level rise = water scarce</p>
<p>That local government has more say/voice in the operations of the NRM.</p>	<p>Scrap NRM and start over again. 18 years ago when I started on Board Pest Plant Control cost our Board \$34,000 p.a. now it is \$270,000 with less services provided.</p>	<p>Sustainable Primary Production keeping in mind the environment.</p> <p>Nature based tourism sites accessible to public in an inviting and sustainable way.</p>
<p>That the reformed legislation, as a result of broad based consultation and is inclusive of broad community concerns and addresses future challenges especially in relation to climate change and associated risks.</p>	<p>Leadership</p> <p>Policy</p> <p>Outcomes</p> <p>Currently NRM is a bureaucratic institution of advisors, policy advisors and paid members.</p>	

**PHASE:** EARLY ENGAGEMENT  
**SESSION:** CONSERVATION COUNCIL OF SA, MEMBER GROUPS  
**DATE:** THURSDAY 2 AUGUST 2018  
**LOCATION:** ADELAIDE

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## **ENGAGEMENT PROCESS OVERVIEW**

Becky Hirst provided an update on the planned engagement process in the coming months and an overview of the reform, via reference to the published Discussion Paper.

## **FACILITATED DISCUSSIONS**

The group (approximately 30 people representing around 20 Conversation Council member groups) went on to undertake three facilitated activities, exploring the following topics –

1. Top 3 priorities – individually and sorted in to themes as a whole group
2. Top 3 things that are currently working well
3. The 5 Principles – and how these might help in addressing priorities of the group
4. Engagement - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
5. Measuring success

The notes below are written up verbatim.

### **1. PRIORITIES FOR REFORM**

Each participant was given three sticky notes and asked to write down their top three priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences and it was acknowledged that this was a process to stimulate conversation and not their formal submissions.

The group then shared their priorities with each other, grouping them in to themes together. Participants chose headings for each of the clusters of priorities.

<b><u>BIODIVERSITY</u></b>	<b><u>ENFORCEMENT/COMPLIANCE</u></b>	<b><u>RESOURCING</u></b>
<ul style="list-style-type: none"> <li>Maintaining and improving biodiversity, prevention further extinction.</li> <li>Stronger legislation and regulations that protect biodiversity and natural landscapes in the long term.</li> <li>Really achieve NO SPECIES LOSS and prevent common species from becoming rare.</li> <li>Reforms should increase the focus on protection of biodiversity/nature conservation. Particularly the objects of the Act and Duty of Care provisions.</li> </ul>	<ul style="list-style-type: none"> <li>Strong effective framework of regulation.</li> <li>Resource and local support ~ community effort, but need to see more compliance.</li> <li>Implement NRM Act 2004 enforcement.</li> <li>Biodiversity focus.</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for community to directly influence decision making to delivery including access to \$.</li> <li>Decentralising resources (\$ and power) for management of natural resources.</li> <li>Allocation of resources to be needs based, rather than closely tied to areas/NRM region of source.</li> </ul>
<b><u>OTHER PRIORITIES</u></b>		
<ul style="list-style-type: none"> <li>NRM EDUCATION (existing) to support local efforts and groups of the government. (i.e. recognise local effort/autonomy)&gt;</li> <li>Landscape Scale ~ scope ~ resilience ~ restoration.</li> <li>More informal involvement of indigenous groups in co-management of conservation areas.</li> <li>Improved stakeholder engagement in implementation. (communication) Local 'ownership'.</li> <li>Weed awareness and management.</li> </ul>		

- Currently Mining Act and Geothermal and Petroleum Act function to over-ride NRM Act – not functioning well to protect environment; particularly water ways. ENFORCEMENT?
- Ban fracking outright and no mining in both terrestrial and marine parks.
- Maintain local relationships and funding where working well and local NRM centres (e.g. Willunga) and Youth.
- Genuine protection for Coast and Marine environments.
- Achieve % budget spent on-ground removal of bureaucratic layers.
- Flexibility to focus on pest/weeds for assets not just for control/declare sake.
- MDB Plan in full and on time.
- Encourage more environmental flows in River Murray and other waterways.
- Levy to continue but distributed on need not just per capita.
- Contiguous corridors of native habitat to benefit wildlife.
- Widen linkages (meaningful). Identify how/if NRM could link with Adelaide Airport ~ voluntary coordination effort ~ our Patch.

## 2. WHAT'S CURRENTLY WORKING WELL?

Each participant was given three sticky notes and asked to write down the top three things that they feel are currently working well with natural resource management.

- Cross scale and boundary collaboration.
- Integrated (include broad scope) ~ underpin NRM approach.
- Useful objects in the Act ~ include ESD and Bio.
- Keep good lower level staff ~ stop saving by cutting out these people who are doing a good in difficult circumstances.
- NRM education.
- NRM/Grape growers ~ elimination of feral trees i.e. olives etc.
- Regional Planning (consultation and plan).
- NRM only ones left standing as funding withdrawn from DEWNR. Council collects levy and not all ratepayers happy.
- Joint projects with Birds SA and NRMs currently working well (e.g. Tolderol).
- Existing Projects ~funding and support distributed to people who care for the environment on the ground.
- Funding and advice on weed management: and extend work on other feral species.
- Insurance for volunteers (but varies across land tenure e.g. Torrens Island).
- NRM providing an integrated mind frame for managing across 'silos'.
- Engagement with schools, teachers and students.
- Youth Program – local centres.
- NRCs including sustainable and marine.
- Engagement with and support of Councils and local government.
- Work with aboriginal communities, but limited and must be extended.

## 3. THE 5 PRINCIPLES

Becky introduced the 5 principles which the Minister has developed to help guide the legislation reform. In small groups, the participants visited each of the 5 principles and considered three questions –

- What does this principle mean to you?
- Does it resonate?
- How might it address your priorities?

The following notes were made under each principle –

### 3.1 Decentralised decision making

- Need a hub and spokes model, so that there is responsibility taken for the decisions made (i.e. decentralisation no excuse for 'passing (?) the bad' about environmental outcomes.
- "Principle of Subsidiary" (look it up as used EV) i.e. management and resources devolved to lowest functional level.

- BS! Should read 'deregulation'.
- Biggest problem ~ appointments with the Minister with those with greatest knowledge so needs to be broader scope here as basics.
- Longevity of staff/project offices is more important than where they are based.
- Generally: these headings indicate a mentality that is not engaging community wealth and knowledge.
- This relies on investment in these communities to have capacity.
- This is the value of the regional model and should be invested in to deliver this strength.
- Is 'decentralise' code for 'disempowerment'?
- Don't exclude partners from outside regions from bringing in their experience and strengths.
- There is some considerable value in cross regional and state wide strategy – must be a healthy tension between the two.
- Agree decentralisation is good in theory but must also be constrained by higher thinking.
- Can't decentralise decisions and responsibility without decentralising power and resources.
- Asking DEW to decentralise power after 10 years of centralising power will be difficult without major changes to the bureaucracy.
- DEW/NR have not done the regions any favours ~ don't trim at the grassroots, just trim the waistline.
- Regional communities are already over-stretched and don't have capacity for more involvement.
- If this means an increased voice for community groups and skilled individuals with expertise in decision-making then it is a good outcome.
- Community decision making is critical but must be at a real level, not just small things.
- *"Support greater flexibility and responsiveness to local issues"* - yes, like what you Minister, have already done allowing golf course to rule over precious native vegetation on Kangaroo Island.

### 3.2 A simple and accessible system

- *'A simple, straightforward system that is less encumbered by red tape and compliance requirements'* and allows quicker, less thoughtful development...
- Self-regulation is dangerous and doesn't work ~ as shown in industries such as aquaculture (an environmental disaster).
- Robust and effective regulation is what is required. Not just about on-ground actions.
- There is a simple system in NRM Act 76: (6) (7) (8). If this is adhered to then everything should fall into place.
- Some regulation and compliance are needed to protect natural systems from rogue operators.
- The extension focus of the existing system has been exhaustive and compliance is last resort – again query if this is broke.
- I think the Bus Plan is a transparent system – query if an issue there.
- Simple but robust – of course but don't compromise outcomes for simplicity.
- The terminology used here implies distrust and mismanagement are issues. I disagree.
- Science based achievable landscape restorations.
- Removal of 'red tape' cannot be used to avoid environmental protections. Compliance requires some enforcement measures.
- All projects must have an allocation of funds to monitor success and/or lack of success = Adaptive Management.
- Uniform treatment of volunteers by different government departments ~ at the moment treated very differently by DEWNR and DPTI (DPTI has no appreciation of what volunteers do and place unnecessary restrictions and red tape – especially insurance issues).
- Self-management doesn't work in the competitive environment of land management.



- Locally managed for accessibility.
- Dangerous self-regulation-assessment.
- A standardised fair system of regulation with oversight of the whole issue/area is better than individual assessment.
- Need connections drawn and maintained between local voluntary actions and legislated legally mandated responsibilities – biodiversity, fire management and sustainability.
- Will never happen if majority of resources are located in the middle. Empty words if genuine on-ground management is not enabled.

### 3.3 Community and land owners at the centre

- *Those who work on, live on and care for the land are well placed to sustain our environment* ~ especially indigenous people.
- *The reforms will build on strong partnerships with land users, valuing their knowledge and understanding of the landscape* ~so the person who owns the creek controls the water? Yes – this ignores the community.
- It is impossible to make land/properties safe from fire without removing what we value biodiversity. Only concrete is totally fire proof.
- Yes! But not in isolation. The other component is to build successful and supportive coalitions across landholders, industry, government and the wider community.
- A very important aspect of a changed Landscape Act would be the open and transparent engagement, consultation and integration of community views in the decision making and implementation of on-ground activities and policy development.
- Property rights cannot 'trump' all other interests.
- Landholders need support and partners, they are a wonderful part of the solution but not the only.
- Sound wonderful! How will it work? In principle it means drought assistance, help with improving soils, returning organic matter to paddocks, fencing off dams and creeks.
- Food for starving cattle and sheep.
- No 'circuses' we need real support and also real care of animals.
- Stop mining and fracking being allowed to override so called protection of farm land and biodiversity.
- What about all the rights of the commons.
- Show people the money! Don't lean on volunteers for a definition for 'working alongside'.
- No more 'jobs and growth' mantra! Living standards, sustainability and protection of land (farm, horticulture, biodiversity).
- Wild law jurisprudence – grant standing to nature (particularly waterways).
- Great principle but how will it happen? Community need to be genuinely involved in real decision making for public land. Land holders and community need to be supported with education/training and logistical and financial support – genuine partnerships.
- Land owners are not volunteers.
- What about natural systems that are 'owned' by the state/crown e.g. marine areas.
- Landholders of course are key as long as we understand that means DEW, Aboriginal people, NGOs etc. are significant land owners.
- We need help for those landholders who are stuck ~ can't manage ~ can't sell! We all lose.
- Misconceived? Role of agreement is to set policy parameters and regulate where necessary. 100 years of self-regulation was a failure and gave rise to NRM system.

### 3.4 A whole of landscape approach

- *A landscape scale restoration approach must also consider interaction between natural systems and people* ~ what about the inherent integrity of natural systems independently?

- A whole bioregion approach = it is more than simple aesthetics.
- All project plans need to include funding to monitor success/or future.
- Working smoothly across landscapes across boundaries of crown land parcels owned by different government departments e.g. DEW/DPTI/Renewal SA.
- Environmental Flows needed for all waterways.
- Is there a fundamental inconsistency between a 'whole of landscapes' approach and a 'back to basics' approach ~ holistic vs narrow?
- Whole of landscape sounds good. Where can we see this? Adelaide Hills has been fragmented in my lifetime!
- Reinvigorate the corridors agenda i.e. NLinks, it is a real solution and a new approach to regulated planning ~ turn existing on head!
- Restoring 41ha has been enormously expensive (to 2 of us) both \$ and time. For whole of landscape (a) who will do it? and (b) where is the money coming from?
- How does this principle function? Value added here? Definitions needed.
- This needs to be defined: multi partner benefits; follow international standards; driven by community and owned locally; cross boundaries; at scale to be meaningful; appropriately resourced.
- Most committed to this principle.
- Large scale vision supported by whole community and strategic, guaranteed long term funding to support it and restoring links between remnant vegetation.
- Totally ~ ecology = interaction components – a landscape ~ humans are only .....
- What about whole of seascape?
- There is a fundamental problem with how all these priorities are framed. This is not about natural resource managers (people) it is about nature.
- Reducing contaminations across landscapes e.g. plastics, toxic wastes, soil contamination and pests.
- 'Whole of landscape' can be determined at many different scales. The important aspects are that there is a community social and environmental need.

### 3.5 Back to basics

- *Communities* – our communities are those where humans co-exist with all other living beings.
- Slogan talk: basics = biodiverse systems (not the route to buggery).
- This makes me nervous because I don't think biodiversity (nature conservation) is adequately reflected in a 'back to basics' approach.
- This is a simplistic view of society and the needs of the community and conservation and management of the environment. We have a complex system that can be managed in parts but they require linkages.
- There are no measurable outcomes mentioned in the documents. What are the changes intended to achieve? What does vibrant biodiversity mean? Too many motherhood statements.
- Take note of NRM Act 76 (6) (7) (8),
- 'Soil quality and water management' – how do these translate into priorities in the marine environment? Need to have alternatives! These are not the only basics – what are the outcomes that they are contributing to?
- Can't just keep managing pest/weeds just because declared – have to manage for an outcome or you fritter it all away.
- You can't manage soil/pest/weeds etc., without integrated landscape management with native central.
- A basic swing.
- Landscape scale restoration is unachievable pie in the sky. Get realistic. Why 'landscape' instead of 'land' or even country. Landscapes exist for all life, not merely for humans: ecology has its own integrity and we depend on that system.

- Don't forget biodiversity – restoration of landscapes and protecting existing habitats.
- What is 'vibrant biodiversity'?
- Make sure 'basics' doesn't oversimplify and sacrifice complex interactive ecosystems. The reality is that we often don't understand the glue that holds our system together ~ need to identify the relationships that underline the complexity ~ not oversimplify.
- Most concerned on this one – integration and landscape – an apparent contradiction to this.
- The most basic thing is balance – centralising protocols is difficult, but a focus on production only is wrong-headed.

### 3.6 Parking Space

- Contamination including regulation/enforcement.
- Foster a love of nature. We all have a different and personal relationship – needs to be encouraged and shared ~ for the joy.

## 4. ENGAGEMENT

Participants were asked to consider how could Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects. They were asked what we should stop doing, what we should start doing and what we should consider doing. The following points were noted –

STOP DOING	START DOING	CONTINUE DOING
Table 1		
<ul style="list-style-type: none"> <li>• Reinventing the NRM Act.</li> <li>• Privileging land ownership over common/community interest.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening Acts protecting native assets i.e. parks and wildlife, native vegetation.</li> <li>• Weed/pest control with a biodiversity purpose, not just weed control for weed control sake.</li> <li>• More effective compliance.</li> <li>• Better monitoring of biodiversity assets long term.</li> </ul>	<ul style="list-style-type: none"> <li>• NRM education.</li> <li>• Working with landholders and indigenous communities to improve land management.</li> <li>• Integrated managements: weeds; pests; water; soil; biodiversity; landscapes. Not just addressed individually.</li> </ul>
Table 2		
<ul style="list-style-type: none"> <li>• Stop listening to the loudest voices – vocal minority.</li> <li>• 'strong-arm' engagement – hijack community/NGO initiated projects.</li> <li>• Stop increasing the frequency of control burns in remnant bushland.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased engagement/project delivery via community groups/NGOs (for a good example – as per AMCR coastal work).</li> <li>• Connect City to Country.</li> <li>• Facilitate nature connected communities ~ fostering a love of nature.</li> <li>• More Aboriginal ranger groups.</li> <li>• Identify ecosystem benchmarks via community</li> </ul>	<ul style="list-style-type: none"> <li>• NRM Education and community NRCs but more in regional areas and more in partnership with community groups.</li> <li>• Funding community driven on-ground action informed by Science.</li> <li>• Devolve delivery systems with new funding mechanisms.</li> </ul>

	biodiversity surveys and educating people how to maintain healthy systems.	
Table 3		
<ul style="list-style-type: none"> <li>Seeking voluntary compliance from blatant offenders of Act.</li> </ul>	<ul style="list-style-type: none"> <li>A more considered, science and evidence based approach that support the biosphere.</li> <li>Biodiversity education – engaging children and young people.</li> <li>Better engagement with NGOs and people other than those with a commercial interest in land use e.g. mining companies, irrigators etc.,</li> <li>Enforcement and compliance of protections.</li> <li>Recognition of spiritual aspects of connection nature (not just with Indigenous People)!</li> </ul>	<ul style="list-style-type: none"> <li>Continue (and increase) genuine partnerships with NGOs. A good model is having a formal Memorandum of Understanding – like the Nature Conservation Society of SA currently has with Northern and Yorke Board – as this promotes genuine co-design of projects, as does Conservation Action Planning.</li> </ul>
Table 4		
<ul style="list-style-type: none"> <li>Stop generating policies and plans which cost much and have no outcomes.</li> <li>Stop prioritising development over protection of biodiversity and natural resources (not mining either).</li> <li>Stop using environmental poor weed pest control methods. Need KPIs and monitoring.</li> <li>No species loss! 2010 – What happened? There was NO real effort to bring about this noble goal. Why? Because development rules! Need to change NOW.</li> </ul>	<ul style="list-style-type: none"> <li>Board not weighted in forums of government (image of Planning Act).</li> <li>Prioritise natural landscape and biodiversity in planning legislation.</li> <li>Create and protect corridors to link habitats.</li> <li>Developing greater linkages between Conservation NGOs and landholders.</li> <li>Assess biodiversity in all areas and plan to protect it. Raise awareness and education.</li> <li>Teach environmental literacy.</li> <li>Face the danger of climate change.</li> <li>Mitigation not adaptation. (What will adapt to climate change and temperature rise – we are above 1 degree C now).</li> </ul>	<ul style="list-style-type: none"> <li>State wide feral pest management must continue.</li> <li>NRM education – most schools.</li> <li>Conversations with local land owners/landcare.</li> </ul>
Table 5		
<ul style="list-style-type: none"> <li>Conflict of interest of the board members – should an owner of land be on a board?</li> <li>Compulsory contracting to DEW not only for delivery</li> </ul>	<ul style="list-style-type: none"> <li>Educate landholders about modern land management – ecology etc. – devolve models of delivery,</li> </ul>	<ul style="list-style-type: none"> <li>Provide information, support, pest control supplies etc., to landholders.</li> <li>NRM newsletter to schools ~ excellent.</li> </ul>

<p>but for consultation – others have so much to give to this.</p> <ul style="list-style-type: none"> <li>• Stop framing this as being about nature management/managers (people) and focus on nature (and how we can love it better).</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural students not allowed by parents to change practice.</li> <li>• Teach all children how the Australian/SA ecosystems works in a systematic way: as a teacher I know this does not happen now, even with all our science initiatives. Biology often devalued in favour of 'hard sciences (steam).</li> <li>• Fostering a love of nature in everyday lives of SA.</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in good extension officers with great relationships with landholders.</li> <li>• NRCs and NRM education.</li> <li>• Funding Nature Plan.</li> <li>• Regional Plan consultation in some regions good.</li> <li>• Expanding rate of co-management and the work done to engage with Aboriginal communities.</li> </ul>
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#### ADDITIONAL COLUMN: REVIVE

- Youth Nature exchange between Urban and Regional areas.

## 5. MEASURING SUCCESS

Participants were asked to imagine that it was 2 years from now, and that they were the Minister for the Environment and Water. They were asked to write down how they would know that the Landscapes SA reform had been successful.

People are still talking to him.	The reform has been successful because of the comprehensive community consultation which took place. This resulted in the popular reform which was introduced.	Measure success – the Murray is flowing at the Mouth – the community has made ecosystem health an election priority for all parties.
Positive votes in environmental issues.	Success – we don't have to do this all over again. People understand that 'landscape' is code for 'living ecosystems' otherwise you've just designed a radical reform for the conservation of the most resilient aspect of the biosphere while the rest pegs out.	Greater protection for natural systems and species. Opportunities for communities to deliver projects through a range of mechanisms. Support for landholders to undertake sustainable land management. Greater funding/employment for people engaged in land management. Strategic oversight.
The environment portfolio is properly funded.	Success is all South Australians (especially our future elders) are feeling much closer to nature and dedicated to its destiny (alongside their own).	Success? Everyone respects land and other life forms. Links provided throughout State for all forms of wildlife. Farms productive and well managed. Weeds controlled if not eliminated. Education includes biological studies for all – equally important as other STEM subjects.
There will be practical, measurable ways of showing: how the environment is improving, (not commercial measures); how the community	Indigenous leaders and group having a stronger voice and presence and engagement in landscape projects.	I would actually go back and work for NRM again, and be proud of what it is achieving.



is aware of and caring for the environment.		
No one queries the levy. Communities and environment are connected to each other at a landscape scale. Nature and environment influences decision making. All agencies see NRM for SA as part of their business too.	Everybody will understand why nature is so important, and caring for our environment will be second nature (I wish!). There will be enough money provided, and everyone will be able to view the future with optimism.	Two years time! gosh I wish I had realised that most of it was in the NRM Act Section 76 (6) (7) (8). Success – a platform for voices to be heard. Where is the question for what stops it being successful?
I'd be a happy Minister of Environment if no more known native species had become extinct, and more had been re-introduced.	Two years is short and there's a lot of aspects and it might be hard to tell but success to me would be: several (8? One per board) large scale restoration projects are successfully up and running. There is a robust monitoring program in place to discern success.	Success – healthier biodiverse landscapes; corridor linkages between remnant habitats; a more engaged community with nature; recovery of threatened species populations and environments; NRM field staff working hand in hand with community groups and landholders to achieve positive biodiversity outcomes.
There will be no need for organisation like the Conservation Council because the systems are fixed.	No more species have been lost. Less species threatened. Population growth (human) is stable and reducing. People living in communities not 'economies'.	Build post implementation monitoring into all aspects = Adaptive Management. This lets you build on the good and avoid repeating failures.
Success ~ a greater proportion of funding is accessible to on-ground projects.	Better managed soils, water and biodiversity resilience.	Success is: increased % of environment budget in DEW spent on the ground = reduce expenditure in head office and middle/upper management – more frontline spending.
The community has fully accepted the reality of Climate Change and there is a clear and dedicated plan to reduce all activities that are leading to the oncoming catastrophe.	There are no measurable objectives in the documentation produced so far. Therefore there is little prospect of determining whether or not a success. Wouldn't it have been more logical to start with exactly what is sought (in measureable terms) and then come up with a structure/process?	People start voting for the environment. We see changes towards more environmentally and friendly behaviours. More natural systems are protected and functioning.