

8.2 | Reports From 25 Statewide Community Forums



Reports from 25 Statewide Community Forums

- 8.2.1 Port Lincoln – 7 August
- 8.2.2 Ceduna – 8 August
- 8.2.3 Port Augusta – 10 August
- 8.2.4 Victor Harbor – 13 August
- 8.2.5 McLaren Vale – 14 August
- 8.2.6 Murray Bridge – 16 August
- 8.2.7 Kingscote – 21 August
- 8.2.8 Clare – 22 August
- 8.2.9 Glenunga – 23 August
- 8.2.10 Mawson Lakes – 27 August
- 8.2.11 Gawler – 28 August
- 8.2.12 Coober Pedy – 29 August
- 8.2.13 Mount Barker (1) – 29 August
- 8.2.14 Mount Barker (2) – 30 August
- 8.2.15 Berri – 3 September
- 8.2.16 Yunta – 4 September
- 8.2.17 Leigh Creek – 5 September
- 8.2.18 Nepabunna – 5 September
- 8.2.19 Marree – 6 September
- 8.2.20 Grange – 6 September
- 8.2.21 Scotdesco – 12 September
- 8.2.22 Mount Gambier – 17 September
- 8.2.23 Bordertown – 19 September
- 8.2.24 Meningie – 20 September
- 8.2.25 Marion – 4 October

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	PORT LINCOLN
TIME/DATE:	2-5PM, 7TH August 2018
FACILITATORS:	BECKY HIRST/STEVE DANGERFIELD/JON BOK

OVERVIEW OF SESSION

A lively session with 35 participants representing a good mix of interest groups - ranging from local government to Landcare groups, primary producers and former board members.

Whilst the full depth of input can be found below, some of the key points to arise from this session were –

- Very strong support for **local decision making** and **local representation** on boards;
- The need to make sound **decisions based on facts** and science, not on individual agendas;
- **Water management** is a critical topic for the Eyre Peninsula and must be addressed;
- Consideration should be given to **succession planning** for future board members, with one suggestion being to use money from the Grassroots fund to support this;
- Desire for **more transparency** in how rates are calculated, especially expressed by those in local government;
- Board representation must be **skills based**, whether appointed by the member or elected by the community – a shortlisting process will help with this; and representation from around the whole region is essential plus someone from indigenous community must be on the board. Some members of the group felt the whole board should be community elected;
- Develop a **governance and operational system/model** (inclusive of reporting and engagement) that can be used by the boards for consistency across the state.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by Becky who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process. The facilitator went on to welcome a small number of questions for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation and board accountability
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

The priorities for reform at this meeting in Port Lincoln were –

- **Planning and engagement**
- **Water**
- **Local decisions**
- **Board representation**
- **Funding**
- **Education**

The below table includes all input received under each theme.

<p><u>PLANNING AND ENGAGEMENT</u></p> <ul style="list-style-type: none"> • Simplified planning with measurable outcomes. • Re-engage Community Engagement and trust and re-incorporate local knowledge into plans. Need the Science in decision making. • Improved abundant native species control/management. – Planning. • Stewardship priorities e.g. Coast Care ~ planning. 	<p><u>WATER</u></p> <ul style="list-style-type: none"> • Five thing to reform: <ul style="list-style-type: none"> ○ Greater local control of Native Vegetation; Coastal Conservation. ○ Improved abundant native species control/management. ○ Support of funding redistribution to Regions without overall fund reductions. ○ Regional focus on partnerships need to be supported by funding i.e. 80%. ○ Water security. • Water management. • Water management outside of PWA. • Licensing. • Prescription. • Water management pre 2006. • Water resources.
<p><u>LOCAL DECISIONS</u></p> <ul style="list-style-type: none"> • Local Decision Making. • Accountability. • Expertise based in Regional areas. • Weed management along roadsides and coastal areas. • “Landcare” groups ought to be reinstated. • On-ground works. • Greater control of Native Vegetation and Coastal Conservation. 	<p><u>BOARD REPRESENTATION</u></p> <ul style="list-style-type: none"> • Board Selection Criteria. • Balanced boards ~ mix of skills and representation. • More sub-groups within the board system.
<p><u>FUNDING</u></p> <ul style="list-style-type: none"> • Streamline/reduce red tape: <ul style="list-style-type: none"> ○ Reduce burden of applying for funding (especially for small groups). ○ Speed up approval processes (including for marine industries e.g. aquaculture). • Less red tape when applying for community funding ~ Funds/Process. • NRM Fund ~ will be useful to get funds from City out to Regions. • Regional focus and partnerships need to be supported by funding i.e. 80+%. • Clarify spending on Parks vs Working Landscapes. • Support funding redistribution to Regions without overall fund reduction • Redistribution of funding to Regions. 	<p><u>EDUCATION/COMMUNITY GROUPS</u></p> <ul style="list-style-type: none"> • More education for sustainable practices in modern context: business opportunities; climate change and best practice.

2. WHAT'S CURRENTLY WORKING WELL?

Each table was given five large sticky notes and asked to write down the top five things that they feel are currently working well with natural resource management. The following work was noted -

- Accessing grant funding (e.g. National) for Councils/Regional areas.
- NRM (local) working well with Regional organisations e.g. RDA and EPLGA.
- Local staff connection with community.
- Support for farming systems groups ~ has been good but slipping a bit; good to recognise that this is an important part of NRM.
- Level of local professionalism within local ranks.
- Funding model = works as it was intended, but is it right?
- Native vegetation, fencing etc., heritage.
- Skippy! He's a great resource! (Member of staff).
- Collection of levies through council is efficient.
- Local NRM staff to facilitate programs ~ crosses bounds ~ landscape approach.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Decisions need to be integrated.
- Decisions need to be based on evidence.
- Still need some consistency across Regions.
- Need flexibility within Regions to deal with local issues.
- Within a Regional Strategic Planning framework inclusive of economic, environmental and social priorities from ground up not top down.
- Local knowledge and science (locally) respect (so decentralise).
- Evidence, facts based decision making.
- Evidence must not be that of his or hers personal ambitions, this quite often happens with coastal process to make their department, bigger and powerful.

b. A simple and accessible system

- Keep processes and planning simple and easy to understand ~ (no more long winded planning).
- Education (landowners, schools and public).
- When making plans, plans must be able to be implemented with accountability!
- Distribution of information via media sources.

c. Community and land owners at the centre

- Engagement with landholders by NRM.
- Enable local NRM staff to be responsive to local community needs ~ e.g. in response to natural disasters and ongoing land management.
- Encourage volunteering: less red tape across the board ~ it is critical local knowledge is listened to and implemented.
- Increasing the recognition and usage of local knowledge in developing plans and actions.
- Trust local knowledge developed over lifetime.
- Encourage and support local interest/volunteer groups.
- Recognise natural scrub and revegetation as an improvement to land management.

d. A whole of landscape approach

- Whatever is decided = all is connected! (Society, Science, Local Knowledge).
- Agreed ~ combined action needs the ability to mobilise increased resources in the short term to reduce cost in the long term.
- More research in the short term to inform action for the long term (increased partnership between all levels of government/university/research bodies).
- Large scale projects/programs require strategic prioritisation and investment and supervision.
- Recognise importance of watercourses and vegetation to biodiversity and creating resilient landscapes.
- Increase protections for roadside vegetation.

e. Back to basics

- Water planning and management pre 2006 is non-existent.
- Never underestimate local knowledge ~ include Aboriginal people and environment.
- Prescription and licensing is critical for the whole of E.P.
- This management is not occurring under the present NRM Act!
- Get volunteers ~ re-engaged in “NRM Landscapes” action on-ground etc., (less red tape).
- Natural biodiversity and cultural and historical connections need more priority and the engagement of Barnjarla people. (Preservation for future generations).
- Water security needs major rapid action across E.P. – A long term achievable action based approach is needed.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none">• Skills based only. Balanced for the whole Board (skills) not all from the one area.• Community representation (not government).	<ul style="list-style-type: none">• The ability for the Region to have direct input into the section.• Good manageable size	<ul style="list-style-type: none">• Degree of community input.• Chair – only casting vote (steering role e.g. chair in local government).

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none">• Diversity in Region: Whyalla vs Port Lincoln vs Ceduna vs Wuddina.• More Board Members from Community (majority).• There is no mandated indigenous representative. Must be regional. Minister has power veto.	<ul style="list-style-type: none">• How we ensure member appointed by the Minister are recognised and respected in the region.• How do we know (make sure) TG 4-3 mix, differently appointed will work cohesively to achieve shared goals (having the right balance of skills).• Prefer 4 elected by community, 3 by Minister including Chair.	<ul style="list-style-type: none">• Community elected members should be independent of state agency recommendations and be elected only by the community.• Elected Members have appropriate skill sets.

	<ul style="list-style-type: none"> • Chair to have a deliberative vote, rather than a casting vote. • The need to ensure good EP Regional representation. • Want to maintain existing knowledge. 	
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What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Chair – local from Region. • Membership from sub-regions. 	<ul style="list-style-type: none"> • Understanding of the need for a well-balanced Board of local knowledge, specific skills and regional recognition. • Tenure and Board renewal – ensuring knowledge is maintained. • Setting the vision for what the Board needs to be. • Increased priority resourcing to ensure engagement with the region is achievable. • Skills based not stakeholder board. • A very carefully developed induction process for all Board members. • Ensuring that collaboration and partnership with local governments (EPLGA) and RDA are maintained and enhanced. 	<ul style="list-style-type: none"> • Complete transparency. • Public access to all decisions e.g. minutes published on website. • Minister not able to give instruction to Minister appointed roles. • Establish process for election of Community Members.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Establish measurable outcomes (supported by data) Economical, social and environmental. • Transparency and accountability within Region and to Minister. 	<ul style="list-style-type: none"> • Develop a governance and operational system/model inclusive of reporting, engagement. All the templates finalised with Boards. 	<ul style="list-style-type: none"> • Levy to be enough to run a corporate structure. • Partnership agreements with Community Groups/Councils/ Farming Systems Groups. (Mutually driven by Trust). • Appropriate Governance for the level of the Board.

<ul style="list-style-type: none"> • Regular timeframes (e.g. 6 month Region/12 month Minister). • Use of technology to manage and monitor project deliverables. • Identify key partnerships via Planning Processes for delivery of plan outcomes. 		<ul style="list-style-type: none"> • Responsive post disaster event. • Complaints mechanism?
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Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Activating key industry groups across (and beyond) the Region. • Must be skills based Board with good local regional representation (Not single Board agenda people). • Board needs direct line to Minister. 	No comment.	<ul style="list-style-type: none"> • No personal agendas or alliances. • Transparency • Accessibility of Board Members. • Social media capacity. • Prepare state wide templates for board/corporate governance (in partnership with local government) that can be tailored at regional level - help to retain some consistency across regions and efficiency.

Additional notes made in whole group discussion –

Board:

- Local – but consider representation from across the Region (Four sub groups) – consider skills based.
- People independent from Government.
- Community representatives need to be elected by the community.
- Four members who are land owners whose income is derived from the land.
- Consider Aboriginal representation – Who? How?
- Complaints management process.
- Balanced set of skills.
- Set the vision for the Board.
- Region to establish the merits – planning process.

Accountabilities for the Board:

- Template in the State context around Corporate Governance/HR –Corporate package to not reinvent the wheel – not to force upon the Board.

5. 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"> • Statement of Intent should remain in Department of Planning (this is not what happens now). What happens 	<ul style="list-style-type: none"> • Put minutes of meetings on website. • Staff to live in their own district with security – 	<ul style="list-style-type: none"> • Strategic approach to the region (and drill down to regions). • Keep priority on good staff ~ committed people.

<p>now is it goes to other departments.</p> <ul style="list-style-type: none"> • Having closed meetings and keeping minutes secret. • Taking legal action against council – use mediation instead.] • Using tenure as means of justifying zoning and refusing building applications. 	<p>employment not short term contracts.</p> <ul style="list-style-type: none"> • Board and advisors to be accountable, make plans so they can be implemented. • Allocation of resources, people, time, budgets to support engagement. • Incorporated local knowledge. 	<ul style="list-style-type: none"> • Make decisions around science, facts and evidence that is not to their own personal agenda – independence. • Decisions cannot be made to make a department have influence that only they have full control of. • But outcomes on ground – needs to strengthen up.
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6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Transparency over process for establishing Annual Levy. • Declared portion of all levies collected to be allocated to: Landscape Priorities (state wide); Local Projects; Administration of Local Boards. 	<ul style="list-style-type: none"> • Who questions base levy? Too high or too low. • Good that spent in Region. • % to go to local community groups e.g. over 20-50. 	<ul style="list-style-type: none"> • Generally happy – in long term have more involvement with Landscapes Boards for future settings. • Make transparent to 'levy payers' of how and why – make clear. • Prioritising Regions. • Important ~ very transparent process ~ how calculated? Link to planning. • Need to see benefit of levy. • Don't let levies hold up process. • Collection via Councils is efficient (e.g. vs ESL). • How do we know it's right now? Is the base levy the right place to start? • How will staffing be determined? • ISSUE: Boards having to pay inflated salaries to attract/retain staff in regions.

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.

- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table	Table 3
<ul style="list-style-type: none"> • Priorities – leverage. • Strategic approach to cross Regional projects (targeted). • Funding priorities should align with Regional strategic priorities. 	<ul style="list-style-type: none"> • Yes – but what level of funding. • What does DEW do? • Co-ordination across Boards – better idea/reduce costs. 	<ul style="list-style-type: none"> • Supportive of these two initiatives and of this approach, particularly if we see a greater redistribution of metro NRM resources to regional areas.

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Easy efficient acquittal process. • Needs to be simple enough that it can be managed by small groups. • Provide funding that promotes sustainable volunteering/other funds/projects. • Consider tax incentives for landholders who undertake environmental initiatives on their land. 	<ul style="list-style-type: none"> • \$2M not enough ~ \$20M more like it – could be part of levies? 	<ul style="list-style-type: none"> • Good – supported. • Simplified application process and more onerous acquittals. • Encouraging partnership projects. • Focus support on small community with large areas to maintain. • Fair and equitable distribution model. • Local knowledge on assessment panels. • Investing in volunteer capacity. • Needs simple application and reporting process. • \$2M not enough. • Could be 20-50% local levy to grassroots. • Redistribution via grassroots to better see where it goes. • Succession Planning/strong leadership. • Strong pool of community leaders. • Long term sustainability in the system that goes beyond election cycles.

7. 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.

That legal action by the NRM against Local Government Councils never once was allowed to get to the Courts. Mediation in every case was successful.	The reforms have an overwhelming approach. Lack of complaints. Transition to renewables incorporated.	Regional plans being effectively implemented. Community engagement in environment projects. Target ~ Zero ratepayer complaints re levy.
All groups are happy with outcomes and works are happening on-ground from levy monies.	That there is an effective, respected structure in place that has the resources to make measureable positive difference on-ground. Natural resource priorities.	If you can get the reform in 2 years you're a miracle worker.\
Communication still with Minister and their relationship with Local Government.	Activated local groups ~ less overhead expense.	An extensive range of established Community Groups dealing with local and regional issues.
Communities are not adjusting. Less complaints to local member.	You know that this reform has been successful when community projects have been completed and you have many 'Thank you letters' from locals.	Think it will take more than 2 years (more like 2021). Co-operation outcomes will be shown in volunteer groups that have been established and are operating with project outcomes.
I'm still Minister for Environment. 9 Landscape Boards set up and running smoothly. Partnerships created in Regions.	Community ownership in managing sustainable landscape.	Boards have numerous successful partnerships and projects up and running.
Use more local groups ~ land holder.	Confidence in ability of boards to deliver on local projects re-established.	There is an increase in GDP (GSP, GRP) and employment directly attributable to NRM projects!
More on-ground works. Improved economic situation (SA). Improved environment. Improved social capital. Community satisfaction ~ high. Value for money ~levy.		

8. PARKING SPACE

It was acknowledged that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The following notes were made –

- NRM focus on working landscape, rivers and creeks.
- Re-engage with local landholders, friends of groups, agriculture bureaus, and councils.
- Complexity for community groups – safety, grant funding.
- Water security for sustainability (John Hyde).
- Re-distribution from metro.
- Capping NRM levy to CPI/council rate capping.
- Coalition of councils to deliver NRM programs (e.g. weed spraying officers).
- Developing desalination plan (sea water to fresh water) across West Coast, SA, and using renewable energy surplus and graphene filtration. (Low cost ~ big benefit).
- Joint Local Government collaboration ~ enhancement of EPLGA/NRM partnership.

Extra note found whilst clearing up after session:

- More Rangers and the Volunteer Ranger Program.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	CEDUNA
TIME/DATE:	2PM ~ 5PM 8TH August 2018
FACILITATORS:	Becky Hirst/Jon Bok

OVERVIEW OF SESSION

A constructive session with 20 participants representing a mix of interest groups - including the indigenous community, local government, local tour providers, primary producers and a former DEWNR staff member.

Whilst the full depth of input can be found below, some of the key points to arise from this session were –

- **Co-management** was highlighted as something that was working well, with outputs and outcomes well planned, realistic and linked to a budget.
- A good discussion took place that focused on **native title boundaries, co-management arrangements** as a model for good practice, and the difference in **Aboriginal representation** between co-management and NRM.
- In context of **boundaries**, there was discussion about how the EP and AW regions do not align with cultural boundaries and native title boundaries. There was also discussion around the focus on Port Lincoln and surrounds for EP. It was suggested that there were more accessible and responsive arrangements when there was an NRM office based out of Wudinna. There were also advantages when there were sub-regions involved in planning and delivery of projects. This model warrants further consideration/reconsideration. While some participants (but not all) thought reinstating Wudinna as a Landscape SA hub would work, it was agreed by participants that **a Ceduna hub would work best** to reflect local issues and priorities.
- The group felt strongly that **equality** is extremely important, particularly when considering board representation. The group also felt very strongly that all residents (not just levy payers/rate payers) should be eligible to vote for community members on to the Landscape board.
- Concerns regarding temporary short-term employment of NRM staff was raised at this forum, with participants asking the Minister to consider **longer term employment** contracts to provide security for local people.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process. The facilitator went on to welcome a small number of questions and comments for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **Governance & Planning** – Discussion regarding board representation & boundaries
4. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
5. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

After the first activity, the group seemed to prefer a whole group conversational style session and so the use of the workshopping tools were not used. Instead, the facilitators explored topics of interest to the participants and took notes accordingly.

1. PRIORITIES FOR REFORM

Each table of the two tables were given a set of large sticky notes and asked to write down their top priorities for the Landscape SA reform process.

The priorities for reform at this meeting in Ceduna were –

- **Traditional owners/co-management model**
- **Local knowledge**
- **Local action and decision making**
- **Communication/transparency**
- **Board representation**
- **Board accountability**
- **Levies and funding**
- **Water**
- **Mining & exploration**
- **Partnerships & engagement**
- **Employment**

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>TRADITIONAL OWNERS/CO-MANAGEMENT</u> <ul style="list-style-type: none"> • Aboriginal Participation levels need to be high – for all aspects including: Legislative Reviews; Reforms. • Aboriginal representation. • Recognition and respect for traditional and current owners of the land. • No Aboriginals on Management Boards. We need more involvement. • Aboriginal people for their cultural knowledge need to be paid appropriately. • Co-Management needs to happen with TOs holistically – not happening all over at present. 	<u>LOCAL KNOWLEDGE</u> <ul style="list-style-type: none"> • Fair and equitable recognition of knowledge ~ whether from a degree or on-land experience. • GIS spatial mapping of: Cultural knowledge; Pastoral; Animal management; Plant management etc., • Recognition of Cultural/Experience knowledge not just University recognition. Levels of pay for knowledge over certificate.
<u>LOCAL ACTION AND DECISION MAKING</u> <ul style="list-style-type: none"> • Local autonomy e.g. Nitrebush and Buffalo Grass. • More on-ground works. • Feral animals – cats, foxes and starlings. • Regional managed locally, so that local knowledge sharing. 	<u>COMMUNICATION/TRANSPARENCY</u> <ul style="list-style-type: none"> • Process to be transparent and inclusive. • Transparent communication – What do they do??
<u>BOARD REPRESENTATION</u> <ul style="list-style-type: none"> • Board representation needs to be local. 	<u>BOARD ACCOUNTABILITY</u> <ul style="list-style-type: none"> • Enforcement – What authority? Make it easier. Accountability. Authority. • Greater autonomy requires greater governance! How to hold board accountable?
<u>LEVIES AND FUNDING</u> <ul style="list-style-type: none"> • Funding model for very large areas such as the far west. • NRM Levy collections process. 	<u>WATER</u> <ul style="list-style-type: none"> • Water protection - outback and coastal. • Important relationship with mining and exploration.

<u>MINING AND EXPLORATION</u> <ul style="list-style-type: none"> • Role of NRM boards in commenting on mining and exploration. 	<u>EMPLOYMENT</u> <ul style="list-style-type: none"> • Aboriginal Rangers.
<u>PARTNERSHIP/ENGAGEMENT</u> <ul style="list-style-type: none"> • Be creative and innovative in partnerships. Think outside the square (box) to deliver programs/projects. • Meaningful input into the process (listened to). 	<u>OTHER</u> <ul style="list-style-type: none"> • Consultation and Information sharing prior to Discussion Paper coming out. Start to finish. Not partway through the process. • New structure to uptake of existing healthy country planning and regional management plans.

2. WHAT'S CURRENTLY WORKING WELL?

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

- Co-Management with Traditional Owners and locals happen in some areas and are working well.
- Current co-management e.g. Yumbarra Conservation Park.
- Have been visiting Councils improving transparency.
- Education with schools.
- Local offices – local staff.
- Public access to board meetings (also good to meet in a range of areas).

3. GOVERNANCE & PLANNING

This part of the conversation was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities.

3.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this board membership structure?

- The group felt very strongly that all residents (not just levy payers/rate payers) should be eligible to vote.

What concerns you?

- Question from one participant – Why should the Minister appoint anybody?
- One participant suggested that one of the challenges of the community election process is that it could become a popularity contest.

What will we need to have in place to make sure this structure works?

- Chair – should have casting vote in case of a tie.
- Need to get boards together (from across the State) to share learning.
- One participant suggested that one position appointed by Minister should be Aboriginal. Members of the group went on to suggest that one position elected by community should be Aboriginal.

- Aboriginal Elder – expertise, knowledge. Aboriginal cultural knowledge needed and/or a Native Title holding authority representative on board.
- Equality is extremely important.

3.2 Boundaries

Initial discussion on boundaries focused on native title boundaries, co-management arrangements as a model for good practice, and the difference in Aboriginal representation between co-management and NRM.

While there are 4 reps on the co-management board, the same level of representation does not apply for EP NRM, where there is only one person on an advisory group to the EP NRM Board. It was also noted that funding provided to FWC reps on co-management boards is topped up by FWC native title corporation as Board members are adequately resourced for their contribution and knowledge. Concern was expressed over inequality in representation and resourcing – inclusion is sought. Co-management was highlighted as something that was working well, with outputs and outcomes well planned, realistic and linked to a budget.

In context of boundaries, there was discussion about how the EP and AW regions do not align with cultural boundaries and native title boundaries. Earlier in the session, participants discussed the concept of anchoring – breaking down silos and creating a collaborative table, anchored on traditional boundaries. This came up again in the boundaries discussion, where it was suggested that cultural boundaries (ie native title boundaries or boundaries of Aboriginal nations/cultures) would be a more effective way of determining Landscape SA boundaries. Existing boundaries are currently associated with Council boundaries. This issue was also highlighted in the context of Wild Eyre, where programs are linked to ecological associations, not arbitrary boundaries.

There was also discussion around the focus on Port Lincoln and surrounds for EP. It was suggested that there were more accessible and responsive arrangements when there was an NRM office based out of Wudinna. There were also advantages when there were sub-regions involved in planning and delivery of projects. This model warrants further consideration/reconsideration. While some participants (but not all) thought reinstating Wudinna as a Landscape SA hub would work, it was agreed by participants that a Ceduna hub would work best to reflect local issues and priorities.

4. FUNDING

4.1 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes.

Comments made –

- Just sounds like cost shifting. Making it look more streamlined than it is. AW and EP NRM already have these bigger 'State wide' things covered. There is already a state wide plan – though it doesn't have investment priorities (input from Saravan). Do the NRM boards work together?
- A month ago (a couple of months ago) everything was fine. It wasn't so bad.
- Who would decide who gets this?

4.2 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

Comments made –

- Would want projects that can be funded over a period of time – longer than a 12-month timeframe.
- Concern re temporary employment through programs like this – 12-month contracts – what do you do if your employment ends because you're on a temporary contract when you get funding for 12 months?
- I find the grants program across government completely confusing. Is there a better way to do it? Some seem to duplicate.
- Central Regional Hub for grants – people coming together to apply for things together?
- How will it be distributed? By landscape habitat?
- Would need payments upfront – shared services is a problem! Difficult to get money. Need to tell the Minister this. It is a big problem.
- Needs to be simple.

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.

All the parity are being met. Increase employment. People are working together sharing knowledge and respecting each other reconciliation. Educating our young people to look after our natural resources. Spreading knowledge about Aboriginal culture.	Full time employment for Aboriginal people. Environment thriving = animals and flora etc. Culture (Aboriginal) accepted and respected. Acknowledgement of aboriginal prior learning in young people.	Removal of feral animals and plants.
Indigenous Park Rangers working across the State.	After 2 years I hope that you know how to do a competent acknowledgement of Country – a good reply to a Welcome to Country. RESPECT.	Community knows what NRM Boards are doing and can see on-ground project success.
The Community knows what the NRM does. Actual project on the ground cemented. All members of the Community are included. Increased employment in the area.	See real change on the grass roots, coming from grass roots people. Employment on country projects.	Whole Community involvement and on-ground works.
Tangible environmental outcomes arising from genuine Aboriginal inclusive actions that results in improving the quality and wellbeing of the Aboriginal people and Country.	All you promised in your Election Speech.	

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	PORT AUGUSTA
TIME/DATE:	10am-1pm, 10TH August 2018
FACILITATOR:	Steve

A group of 13 participants were welcomed by the facilitator who set the scene for the session. Attendees comprised landowners, NGO's, primary producers, PIRSA, volunteers. One of the NGO representatives was a former employee of the NRMB in a senior position.

OVERVIEW OF SESSION

Whilst a full account of input received can be found below, some of the key points to arise from this session were as follows –

- **Port Augusta** should be included in the Arid Lands Landscape Board region. Strong consideration should also be given to shifting **Whyalla** into Arid Lands as well - it was pointed out that Whyalla do not see themselves in the same landscape as Port Lincoln and Lower Eyre and relate more to the Arid Lands environment. There was also strong discussion around **pushing the south eastern boundary of the Arid Lands Landscape Board region further south** to incorporate the region to the north of the Murray Darling Basin area as this is semi arid country and fits more with the northern landscape region.
- **NRM Groups** are invaluable to the region and should be continued. Given the vast area these groups are able to maintain an on the ground / community presence and should be further supported and their role enhanced.
- In relation to the levy, **the region needs to be subsidised by Adelaide**. This subsidy arrangement must continue to ensure the region is able to maintain its programs. Bringing Port Augusta and maybe other areas into the region will help by increasing the population but this alone won't be enough.
- There was general support for the **structure of the new boards** - but participants were keen to ensure the right people are allocated through due process and against relevant criteria. Members need local knowledge, and have the ability to contribute skills and experience.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process. The facilitator went on to welcome a small number of questions for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

The priorities for participants at this session included –

- **Funding**
- **Planning/co-ordination of programs**
- **Local staff knowledge/education**

<p><u>FUNDING</u></p> <ul style="list-style-type: none"> • Lift and guarantee Treasury funding in addition to NRM levy to 3% of State budget. • Declare Pests/Weed Control funding. • Cease the capture of funds and control by SA Government agencies. • Funding for education in pasture cropping practices. This also encompasses HM training and leads to resilient farms, biodiversity etc. • Funding for educating landholders/managers on livestock/Holistic Management practices. • This knowledge is a game changer in:- <ul style="list-style-type: none"> ○ Biodiversity. ○ Soil health. ○ Soil moisture. ○ Resilience in landscape of communities. • Funding including committed State and Federal Government contributions outside of levy – written into legislation contribution. • Self-determination of budgets by new Boards. • Flexibility of funding to include boundaries of new 'Boards'. 	<p><u>PLANNING/CO-ORDINATION OF PROGRAMS</u></p> <ul style="list-style-type: none"> • Integrated land use planning. • Co-ordinated pest/weed control across land tenures. • Compliance and monitoring. • Integrated approach in the future by combining Landscape Act; Pastoral Act and Native Vegetation Act. • More realistic co-operation in feral pest and weed control e.g. funding; landholder's requests. • Development of actual working partnerships that shows true collaboration, not just box ticking. • Compliance for wild dog control that can be enforced.
<p><u>LOCAL STAFF KNOWLEDGE EDUCATION</u></p> <ul style="list-style-type: none"> • Retain and build NRM Corporate knowledge. • Staff engagement with the community – not via email/phone but by face to face. • Community education on NRM. • Access to technical/scientific knowledge from a range of sources e.g. Department, Community and Local Government. • Embedding of NRM staff out into the regions e.g. offices based in Coober Pedy and Hawker. • Workshops on Weed identification; Buffel Grass and Climate Change. • Access to locally based NRM staff: Head Office currently in Clare; One part-time staff member in Port Augusta. • Mangrove education ~ health issue support. 	<p><u>EXTRA</u></p> <ul style="list-style-type: none"> • Embed devolved delivery, as this will sustain non-government groups and organisations, engage more people and bring more resources to bear.

<ul style="list-style-type: none"> • Visibility of Boards and Departments – priority of government in promotion, community engagement. • Weed Management training. • Landscape Boards being given all the factual information of what's happening in the regions. • Local native species: plant, insect, animal education. 	
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2. WHAT'S CURRENTLY WORKING WELL?

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

<u>PROGRAMS</u> <ul style="list-style-type: none"> • Biteback concept/model ~ different to Bounceback ~ Biteback is best practice community engagement. • Volunteer programs. 	<u>THE ACT</u> <ul style="list-style-type: none"> • Soil, water and biodiversity in one Act – for landscape scale co-ordination.
<u>STAFF</u> <ul style="list-style-type: none"> • NRM staff in rural areas (with 'non-boundary' consideration). • Regional staff remained true to core values despite moving closer to department in structure. • Department as a facilitator and co-ordinator and to some extent State funding (which needs to increase). • Local decision making; local staff; local community. • On-ground staff not necessarily middle and upper management. • School and Community Groups engagement and support in achieving on-ground work. 	<u>BASE FUNDING</u> <ul style="list-style-type: none"> • State budget appropriation to provide base funding for SAAL Board.
<u>BOARD MEMBERSHIP</u> <ul style="list-style-type: none"> • Community Board membership reporting to the Minister. • Boards having direct access to the Minister. • Inter-dependence of Boards and community representation. 	

3. THE 5 PRINCIPLES

The facilitator introduced the 5 principles which the Minister has developed to help guide the legislation reform. Participants were asked to comment around -

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

The following notes were made under each principle –

a. Decentralised decision making

- Key identification of key industries/sectors within EA Region ~ contribution/representation at the table e.g. Industry Education.
- Current ~ Department Representation ~ Community ~ narrow
Future – broaden.
- If NRM funding is centralised ~ it's very simple to spread it to the country?!
- What is the regions' Holistic goal?
What are people trying to achieve with regards to:
Soil.
Water.
These all work in concert together. Either it's a cacophony or a symphony.
- Knowing what is needed?
- Maintain Regional Representation e.g. district groups.
- Inter-region co-ordination is essential.
- Suggest legislation require a co-ordinating forum for all Boards – must be skills-based/community (non-government).

b. A simple and accessible system

- So where do the \$ go?
- Simplify the red tape of compliance so it's not all legalese.
- How do I apply for grants? How do I fill out forms?
- Red tape too restrictive.
- Landholders like me are clueless about government departments.
- Help neighbours work together.
- How to access funding for projects in the urban environment i.e. education of coastal protection.
- Currently ~ information is mostly located in PIRSA website rather than individual NRM websites.
- Balance between economy and conservation.

c. Community and land owners at the centre

- Young people – we need more of them.
- Indigenous people ~ how do we engage them and learn from ancient practices?
- Essential to engage with other landholders. Pastoral/Conservation/Mining.
- NRM education is critical for inspiring and raising up leaders of the future.
- Have NRM education as central part of curriculum of schools in SA.
- Who are identified as land users ~ narrow (feels) ~ broader: individuals; sectors; industries – needs to be more encompassing.
- Totally agree with all 3 statements ~ how are these going to be delivered?
- Consideration of taking reform to another level ~ Environmental ~ PIRSA ~ Environmental PIRSA.
- What help is available to landholders to care for their land. Where is information, resources, people etc., available?
- Delivery devolved to non-government organisations and groups, businesses. Must be choice of Boards.
- Co-design and plans with shared decision making.

d. A whole of landscape approach

- Totally agree, HOW is this going to be implemented?
- Climate ~ change ~ extremes ~ seasonal change.
- Water evaporation ~ water holding capacity.
- Resilience: communities; plant; animal; people/young people.
- Financial ~ economies ` jobs.
- Soil: types; microbes; fungi; critters.
- Holistic Management. What is Holistic Goal? e.g. a landscape that is a haven for people, plants, animals...
- Add Aboriginal consideration to all that we do in NRM.
- Must prepare for climate change ~ real and present danger, and very past.

- Small landholder group – hobby farmers.
- Issues ~ large scale developers (Energy farms) in remote landscapes. (Responsibility for management of pests/weeds/dust issues). No real on-ground presence.
- Asset Management: describe/define your assets? Natural/Physical – soil type; Personal – shed/infrastructure/fences/maintenance/replacement.
- Maps: soil, vegetation; aspect; rainfall.
- Integration of similar Acts.
- Develop partnerships with relevant stakeholders.
- Must treat soil, water and biodiversity with equal emphasis.
- Thousands of primary producers care deeply of their native vegetation and need help to manage this for future generations and healthy catchments.
- Cross border/boundary, whether it be pest animals/plants/water/soil.

e. Back to basics

- The assets are soil, water and biodiversity.
- The threatening processes are different: Pests, salinity, dieback.
- Restore SA Government Treasury funding to NRM to 3% of State budget, in addition to NRM levy (co-funding) i.e. shared responsibility.
- Correct livestock management will help salinity, dieback, erosion.
- Will National Parks (state run) work with bordering landholders?
- Holistic Management.
- Stewards of the environment.
- Custodians of the land.
- Urban dwellers (consumers) vs Land Managers (primary producers).
- Biological control agents.
- Waste management (innovations recycling): education starts in schools.
- Quarantine areas ~ Hygiene protocols.
- Environmental Management Systems on farms.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

Table 1
<ul style="list-style-type: none"> • Community will see they have a voice through community elected members. • No agency appointees. But need agency support. • Chair is critical – right skills to manage. • Review current 12 skills required. • Ensure correct relationship with Region. • Review approving process to meet pre-requisites/criteria ~ need right character.

Table 1
<ul style="list-style-type: none"> • Minister could call for nominations ~ screen against criteria and put names back to community to vote. • Needs to be a transparent process but right screening to ensure right people. • How are three members nominated or elected? • Who votes? • Cost of the process ~ manage \$\$.

- Balance if Minister appointed vs community.
- Why ~ maybe % in order to pick up representation ~ Landowners; Fisheries; Mining; Coastal.
- Making sure the sectors are represented.

Table 1

- Consider gender balance.
- Risk ~ worry about the Board being divided between elected communities or board.
- 2 – 3 cap on term for Board members to allow for progression to Boards from NRM Groups.
- Create need for young people.
- Promotion ~ go to them.
- SA generative farmers.
- Manage conflicts of interest.
- Good Governance.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

Table 1

- Board staff vs Department staff.
- What is the State contribution?
- Staff members of the public sector.
- When staff are accountable to the Board this is a good position.
- Manage \$\$ but not reinventing the wheel (i.e. HQ etc.)
- Board accountable to Minister ~ does this mean that the 4 appointees are there to deliver the Minister's agenda?
- Right process in place in the legislation to prevent this from occurring.
- Comprehensive Governance training.
- Cross leadership partnerships.

Table 1

- Leverage from existing partnerships and groups working well and are respected.
- Like to see primary production to have responsibility for compliance but waiting to see more productivity.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

Table 1

- Investigate trade off regarding \$\$ distribution and resources.
- Whyalla ~ consider bringing pastoral.

- Port Augusta has merit {include in SAAL}.
- Far north climate change strategy ~ Port Augusta links.
- Include Flinders Ranges Council – Hawker and Quorn.
- Pastoral leases south of Barrier Highway ~ relate better to arid lands (currently Murray Bridge) does not work.

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

Table 1	Table 2
<ul style="list-style-type: none"> • Yes CAP at CPI 	<ul style="list-style-type: none"> • CPI is if Boards want to do it.' • Need assessment of what levies are actually needed to address NRM priorities ~ maybe a period of adjustment. • Regional community needs to decide if increase above CPI is to be approved.

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Table 1	Table 2
<ul style="list-style-type: none"> • Yes ~ does work ~ needs to be encouraged? 	<ul style="list-style-type: none"> • The NRM levy contributions needs to be matched \$ for \$ by SA Government (Treasury). • Good idea to have such funds,

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

.Table 4
<ul style="list-style-type: none"> • Compelling case to achieve significant Landscape scale projects for SA Government match the NRM levy component of the funds \$ fir \$ and embed this in policy and legislations. • Oversight of the fund by CM independent of panel

6. 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.

<p>Regional communities that are attractive to young people and that keep young people. \$s are exciting, vibrant, diverse in every way economically viable and most importantly, happy resilient communities!</p> <p>Farming and land management that are cheap to get into will encourage more young people to the regions. Education in schools might help kids see they can earn a white collar income on the land.</p>	<p>Farming communities that actively encourage and give long term opportunities to young people so they settle and stay.</p> <p>Farming practices to change from current chemical model to ecologically viable models as these types are sustainable from generation to generation forever, are financially very profitable and employ a lot of people. These types of farming models are ones young people with no money can get into.</p>	<p>My inspiration to farm: Alan Savory TED TALK.</p> <p>If everyone adopts ecological practices as shown in the video, our landscape issues will diminish. You can do this on a backyard scale through to the state level.</p> <p>Stations in landowners, farms in SA, VIC and NSW are seeing great, wonderful changes to the landscapes they manage.</p>
<p>Success by 2020:</p> <ul style="list-style-type: none"> • The environmental portfolio is high status within Cabinet. • SA Government contribution in addition to NRM levy is 3% of State budget. • Balanced management of soil, water and biodiversity seen as good NRM and good business by landholders. • Boards established with their staff and their own bank accounts and systems independent of agencies. • Delivery is the majority of each Board's budget and devolved through non-government organisations and groups of businesses. • Climate change central to planning and actions. • The consultation input is evident in the legislation, policy and practices. 	<p>Overall SA improvement – Rural. Election results?!</p> <p>Success of changed Boards. Population reactions. Clear directions in future.</p>	<p>That people in the regions are fighting to get onto both Landscape Boards and NRM Groups because they believe they do make a difference to the communities in that the community members believe in them.</p> <p>Belief by community is these groups are paramount to success. Community needs to see their levies working for them through a transparent process.</p>
<p>Success = biodiversity.</p>	<p>Landscape Boards alive and thriving and accepted by wider community.</p> <p>Resilient landscape adapting to climate change.</p> <p>Stable long term funding achieved for Boards.</p> <p>Vibrant productive food and fibre enterprises.</p> <p>Integrated approach to land care.</p>	<p>Urban NRM ~ issues are being addressed to educate and raise community awareness with school/AALBG (Botanic Gardens). Farm Open Days.</p> <p>Sustainable home practices (weed, soil, garden, waste management).</p>
<p>Port Augusta ~ the centre for a NRM Head Quarters with staff that are skilled; connected; on the ground; capacity/resources to work with/facilitate NRM projects.</p>	<p>Buffel grass spread is contained/new technologies to treat it.</p> <p>Prisoners used to assist with control of declared pests.</p>	<p>Diversity in the numbers and type of activities/industries in each region ~ e.g. 5%.</p>
<p>Baseline data collected in 2018 re 'Health of Environment' has 5%</p>	<p>Productivity of landscapes up by 5% improvement.</p>	

improvement e.g. % of native vegetation up. Access all regions/landscapes. Health rating ~ low, medium, high.		
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PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	VICTOR HARBOR
TIME/DATE:	2-5PM, 13TH August 2018
FACILITATORS:	Becky/Steve

OVERVIEW OF SESSION

A group of approximately 60 participants were welcomed by the facilitator who set the scene for the session. The group was a good mix of interest groups - ranging from local government to Landcare groups and local volunteers, primary producers and an indigenous representative. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

- A rigorous discussion regarding **board membership** including a request for the Minister to consider 4 Minister appointed members and 4 community elected members; and that Board positions must be skills based – with the Minister undertaking **some ‘preselection’** as happened in the democratic process he refers to of his own election. There was some **concern regarding the cost of a process** for establishing community elections; The boards must be made up of a **diversity of thinkers** - scientists, famers, Aboriginal landholders, geographic representation across the region; it was suggested that the current boards are dominated by people from government, and perhaps these people could be ex-officio;
- There was **optimism regarding Green Adelaide** and the opportunities it brings for innovation and to be a world leader in linking urban life to land management;
- Natural resource management should include **coastal marine areas**;
- There was interest in **more local information and support for the farming community**, with reference made to the important role local government plays in supporting this; plus access to on ground officers – people who are in charge of programs who are empowered to make decisions;
- A discussion occurred regarding **boundaries** with no firm outcome. Discussion included use of local government boundaries, being cautious around incorporating areas like Mount Barker as it is more urban than the rest of the region; plus one suggestion was to refer to Champagne, France where it was understood there to be a model where the wealthier companies in the region contribute towards the bigger region via a levy or tax system.
- A comment from an Indigenous participant included “I feel daunted that I don’t fit in the picture” with reference to the priorities of the reform. It is critical to **build strong partnerships with Aboriginal communities** in this reform.
- There was some commentary on the term Sustainable Land Management with a suggestion that the Minister consider using the more innovative term “**Rejuvenative Land Management**” with an aim to make the land even better that it was to start with.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process. The facilitator went on to welcome a small number of questions for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What’s already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries

5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

The priorities for reform at this meeting in Victor Harbor were –

- **Commitment to projects**
- **Education/engagement**
- **Big picture approach**
- **Sustainability of water resources**
- **Decision-making**
- **Collaboration/partnerships**
- **Workforce/employment**
- **Pest plants and animals**
- **Preservation/protection**
- **Funding**
- **Less bureaucracy and red tape**

<u>PROJECTS/COMMITMENT</u> <ul style="list-style-type: none"> • Legacy Ongoing Projects – commitment to follow up and ensure effectiveness of the project. • A commitment to see project through. • Transparent budget process. 	<u>EDUCATION/ENGAGEMENT</u> <ul style="list-style-type: none"> • Recognition of the landholder/owners contribution to Natural Resource Management. • Include and ensure ongoing engagement with local groups and organisations. • More community engagement and education. • Landowners have a lot of knowledge and concern for the environment and this needs to be captured. • “It is hard to be green when you are the red.” •
<u>BIG PICTURE</u> <ul style="list-style-type: none"> • A big picture approach to agreed healthy environment. 	<u>SUSTAINABILITY OF WATER RESOURCES</u> <ul style="list-style-type: none"> • Achieve sustainability of water resources: bores between aquifers, wet sands, management of dams.
<u>DECISION MAKING</u> <ul style="list-style-type: none"> • Want clear definitions and principles. • Clear distribution between strategic and operational matters. • No political interference (enabling fearless decisions). • Some want Regional boards with autonomy and others like some integrated State oversight. • Support for strong local network to support the Boards. 	<u>COLLABORATION/PARTNERSHIPS</u> <ul style="list-style-type: none"> • Collaboration and co-operation between all relevant agencies and key stakeholders.

<ul style="list-style-type: none"> • Need decent representation on new Boards i.e. representation across various interests in community/industry. Less ministerial appointees. • Decentralisation (increased autonomy), Good! 	
<u>WORKFORCE/EMPLOYMENT</u> <ul style="list-style-type: none"> • Utilise resources to create employment. • Country towns are dying and agriculture has an ageing workforce. 	<u>PEST PLANTS AND ANIMALS.</u> <ul style="list-style-type: none"> • More control over pest, plants and animals at a local level. • Control of pests and weeds in an environmentally and sustainable way ~ less paperwork and red tape ~ more facilities on the ground. • Invasive Species ~ conservation of local threatened species flora and fauna and management of over abundant species. • Pest, plant and animal control ~ deer, roos, foxes, corellas, and gorse/blackberries. Government must be seen to be doing the right thing on their own land. • Control of pest plants and animals through integrated landscape plans – liked old model of Council working on this. • All need to be involved including government and overabundant natives and no cost to farming community.
<u>PRESERVATION/PROTECTION</u> <ul style="list-style-type: none"> • Preservation of quality (agricultural and all) land and the right to farm. Integration with landscape, not destroying any land. • Proactive and wise strategies for population increases that are happening in our region. Need to feed people from good soil, water and land. 	<u>FUNDING</u> <ul style="list-style-type: none"> • Funds are used to achieve objectives and not go to administration and management. • NRM levies be proportioned/allocated to where problems are. • Water levies – too much \$. • Continuation of funding and works program.
<u>LESS BUREAUCRACY/RED TAPE</u> <ul style="list-style-type: none"> • Less red tape. • Need transparency re government decisions i.e. how are they made, who inputted into them etc. • Rules/regulations: <ul style="list-style-type: none"> ○ Simpler process. ○ Clearer roles of organisations involved. ○ Compliance clarity. ○ Greater application of science. • Lot of money is paid in levies – concerns with how much is spent on the bureaucracy. Also includes number of offices and staff within the AMLR. 	<u>OTHER</u> <ul style="list-style-type: none"> • Sustainability vs regenerative policy. • NRM Levy transparent. • Peter Wotten LFL. • 58 average age ~ unpaid work (farmers). • Protection of marine and land. • Weeds and pests. • Co-ordination of water resources. • Approach/collective including investment into Aboriginal perspective. • Regulatory costs of land management. • Invest in commercial organisation focuses on education. • Payment for scrub de-vegetation and conservation on private land. • Threat of urbanisation (weeds, land costs, dilution of 1% producer vote). • Investment in youth education.

2. WHAT'S CURRENTLY WORKING WELL?

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

- Retain current spread of funding within the Fleurieu.
- Sustainable agriculture grant program – could be more funding.
- Keep well qualified staff/experts e.g. Local District Officers good model.
- Continuity of funding.
- Retain funding for the Hooded Plover/Beach nesting birds and bandicoots on the Fleurieu.
- Keep long term projects.
- Maintain and support for 'Friends of Parks' groups.
- Maintain networking between stakeholders.
- Retain volunteer support officers.
- Government incentives for repairing scrub fencing.
- AMLR engaged well with Aboriginal Groups.
- Continued marine sanctuary protection.
- Bureaucracy ~ NRM running own show not engaging.
- Marine Parks and Coastal Protection remain.
- Retain funding.
- Decentralisation to remain.
- Possibility of landholder influence/representation ~ could be much better – simple process.
- Retain community natural resources centres.
- Keep information sessions for stakeholders.
- Keep NRM people have the ability to communicate with landholders.
- Keep money actually directed to ongoing projects – less on bureaucrats in Adelaide.
- Positive working relationship with Council programs. NRM/Council.
- Clear Aboriginal representation on Boards. Keep the AW Board ~ the only full Aboriginal Board in Australia.
- Love NRM business ~ keep and apply better with practical management.
- Some feel NRM Officers are passionate and do their best.
- Some feel little has been achieved at Regional scale.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- The Minister needs communities to take calculated risks and not be stifled if it becomes 'uncomfortable' for government. (Guide policy not action).
- Decentralise is good but with fewer people making it easy for busy people 'to do' is better than just 'decentralising but keeping bureaucratic processes'.
- Local groups have their own list of ideas which should be looked at e.g. Fleurieu farming systems have a list of needs/ideas for future project opportunities.

b. A simple and accessible system

- Community driven projects.
- Transparent process.
- Bring business of Boards back to local halls and towns.

- Absolutely agree – other countries get things done without all the red tape – give people tools to get things done. If you don't like what they do – change the guidelines not micro-manage.

c. Community and land owners at the centre

- Landscape Boards should be the 'user-friendly' interface between landowners and government policies.
- Critical to have Aboriginal partnerships as a key success factor.
- Community to include the next generation.

d. A whole of landscape approach

No comments made.

e. Back to basics

- Air/climate are a part of the basics.
- Co-ordination of effort – don't duplicate ~ co-operate.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region. Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Democracy. • Representation means better accountability. • Is anyone else e.g. other states/countries (e.g. VIC) voting members to NRM Boards, see what works elsewhere. • Community members should be equal in numbers appointed by the Minister. 	<ul style="list-style-type: none"> • More local input than previous Boards. 	<ul style="list-style-type: none"> • Members of the community are at least involved. • On the surface this looks a better model than the current one.

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Diversity ~ geographic ~ male and female. • Appropriate skills ~ scientific background. • Cost around elections ~ can you link to Council elections. • Board is not democratic (3-4 composition). • Cost. 	<ul style="list-style-type: none"> • Ensuring accountability. • Election needs to ensure candidates don't push own issues. • Can you consider application for board membership based on credentials, track record and fairness representation? 	<ul style="list-style-type: none"> • Board is still potentially in the hands of the Minister (why 3 out of 4). • Board members have to have relevant knowledge. • Who will have oversight of the Boards? • How will the election be done?

<ul style="list-style-type: none"> • Accountability. 		<ul style="list-style-type: none"> • How will the candidates be selected? • How will the Minister be advised re ministerial appointments? • What will be the criteria for electing community members ~ transparent, democratic? E.g. water and marine, biodiversity etc., expertise (not just based on who is popular!). • Use a pre-selection process.
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What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Good models from elsewhere! • Good recruitment (for short listing). • Avoid too many likeminded people. • Avoid over representation ~ community members must be from within the area. 	No comment made.	<ul style="list-style-type: none"> • Make sure that the Board is a working effective group. • Chair should be rotated frequently (2-3 year terms). • Good governance training ~ support for clear and well defined legislative framework. • Need diversity – balanced. • Aboriginal representation. • Intergenerational membership/link.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Need realistic funding for monitoring and evaluation of projects ~ use of drones/auto processing of data. • Landscape plans need to be longer than 5 years. (5 years is a good evaluation point). • Reporting needs to be easy to access so can get on with projects e.g. scorecards. Including to community (not just to government). 	<ul style="list-style-type: none"> • Engagement ~ monthly meetings to be in towns throughout region, open to public. • Minutes to be published promptly on website. • Set up sub-committees on topics i.e. Soil quality; water management; pest plant and animal control to meet regularly in towns throughout the region. 	<ul style="list-style-type: none"> • South Coast Environment Centre or similar to stay in our region as a conduit to relay information, advice, resources and co-ordinate groups and individual efforts.

<ul style="list-style-type: none"> • Accountability ~ visibility of Board members to community e.g. public meetings with feedback loop. • Maintain Resource Centres ~ one stop shop for environmental information. 	<ul style="list-style-type: none"> • Risk based assessment/management. • Templates and procedures for good governance. 	
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Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Decisions need to be backed by appropriate science. (\$ resourced). • Who would appoint the General Manager (Board or Minister)? • Good communication skills from the Board and Manager down. • Who goes to jail if it all turns to poop? 	<ul style="list-style-type: none"> • Gauge customer satisfaction via surveys and face to face interactions. • Farming communities have been largely ignored in the past. • Size of staffing should be proportionate to risk/population size. • Budgets in line with diversity of community concerns/regional priorities. 	<ul style="list-style-type: none"> • No comments made.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

Table 1	Table 2
<ol style="list-style-type: none"> 1. Approve of Hills and Fleurieu as separate entity. (1.5) Be more flexible re boundaries ~ collaborate on similar issues. 2. Consider shifting Alexandrina/Mt Barker to Hills & Fleurieu ~ give more urban base to area without including Adelaide. 3. Where do people identify socially/community connections? E.g. urbanisation vs agricultural land. (3.5) Should be more about similarities of land and environments e.g. Hills, Fleurieu and Alexandrina have large commercial amongst many hobby farms. 4. Rainfall factors and other environmental similar land uses as important input (not just on catchment areas). 5. Where should northern boundary be? E.g. Seaford vs Willunga; Stirling vs Mt Barker ~ add Alexandrina to Eastern Boundary. 	<ol style="list-style-type: none"> 1. Boundaries should consider ranges water flow on the easterly/westerly catchments. Consider Onkaparinga, Yankalilla, Victor Harbor, Alexandrina boundaries. Presently there is a big boundary (wall) separating fishing and farming, marine and land. 2. Include consideration of marine environments out as far as possible into the ocean since land source water runoff impacts marine catchment boundaries ~ marine communities.

4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being

the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

Table 1	Table 2
<ul style="list-style-type: none"> • Viable healthy waterways and coastal regions. • Waste Management ~ recycling. • Retain Parklands and enhance Green Street Scaping = biodiversity concentration. 	<ul style="list-style-type: none"> • Reduce reliance on State's water supply e.g. rainwater tanks and desalination water reclaiming initiatives. • Integrated water management e.g. green infrastructure, WSUD. • Urban biodiversity – food production. • Health of River Torrens. • Provide funding to Regions.

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

Table 1	Table 2
<ul style="list-style-type: none"> • Opportunity to link actions/habits in city to vibrant rural community – how hard farming is. • Increased connection to nature within Adelaide and the broader region. 	<ul style="list-style-type: none"> • Urban levy to support Hills and Fleurieu Rural Landscape Management. • To be a leader for innovative research and development. • Make and increase awareness and understanding of NRM to urban people. Gives them ownership of their own issues. • Urban canopy target may get met. • We will be working together across the state.

Table 1	Table 2
<ul style="list-style-type: none"> • Funding distribution ~ city to support rural landscapes needed. • Productive partnerships e.g. local government. • Transparency. • Duplication of cost – 3 Boards and loss of expertise or more difficult access. 	<ul style="list-style-type: none"> • Understanding of reality and real environmental issues amongst urban dwellers. • Metro levy currently subsidises programs in rural/regional areas. Ensure non metro areas have sufficient funding to be sustainable. • There are bid issues with coastal environments.

5. 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"> NRM integrated approach to biosecurity and export markets. Integrity systems was funded to support farmers. 	<ul style="list-style-type: none"> 15 years ago ~ look how it worked. Partnerships with LGA approachable. One on one accessible. Practical. Authority on the ground to get things done. Knowledge. Numbers – person. Website – easy to navigate. 	<ul style="list-style-type: none"> Regional Towns ~ continue with township groups – funding.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Good start ~ live within means review. Gradually with experience establish mechanisms for raising additional funds. Have a separate pot of bigger funds which can be bid for by the Boards. 	<ul style="list-style-type: none"> Yes cap levies. The Board needs to stay within its core business. Funds collect spent specifically on Landscape projects only. 	<ul style="list-style-type: none"> Concerned with CPI base. CPI doesn't reflect many incomes, especially rural, pensioners and primary producers. Their income is less than CPI. Levies need to be tied to NRM needs more. Exceptions are very vague. Smaller boards supported by larger ~ according to need.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> Capping OK if the existing levy amount is OK – otherwise not OK. Levy needs to be collected on one thing ~ land not water. 	<ul style="list-style-type: none"> Water levy should be same across all regions. Cap as is. If NRM levy is capped, how do we fund what is required? Separate levy collection from rates?? Is that too costly? Total water levy take should be proportioned across all farmers and not just selected few, who choose to drought-proof their farms. Separate to levies, need to address appropriate funding levels for Environment Department. 	<ul style="list-style-type: none"> Transparency important. Why a levy is important for city folk too. Better explanation of outcomes/benefits e.g. biodiversity supports our unique wildlife and eco-tourism opportunities. No change needed. Yes – important to spend across boundary/landscape projects.

Table 7	Table 8	
<ul style="list-style-type: none"> • Value out of levies needs to be transparent. • Based on regional issues and opportunities. • Not necessarily spent on region. • Production and quality of output based incentives for efficiencies – utilise them. • Money well spent. • Least bureaucracy method preferred. 	<ul style="list-style-type: none"> • Levy revenue needs to be more efficient (value for money) and then a cap is reasonable. • Probably not enough funds for environment. 	

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Yes ~ more cooperation especially on problems like pests, diseases and feral animals. 	<ul style="list-style-type: none"> • Yes – treasury should fund state wide large scale projects across landscapes. • Corporate input with political levies to safeguard corporate self-interest. 	<ul style="list-style-type: none"> • Yes – links to national and local priorities. • Need to make it easy for this to occur.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Boundaries will result in duplication of efforts. • Is the current NRM model broken? Does it really need fixing (in the main)? • No need for Green Adelaide – keep the region as it is. 	<ul style="list-style-type: none"> • Definite need for coastal and catchment areas to work together. • Also important for climate change adaptation. • Connectivity across landscapes is necessary. • Both processes may be important dependent upon nature of project. • MOUs between Boards and monitoring process. 	<ul style="list-style-type: none"> • Where a common problem exists.
Table 7	Table 8	
<ul style="list-style-type: none"> • Yes agree on both value for money and ensure all regions that the issue affects are engaged. • Work with other industry groups to overcome an issue e.g. Livestock SA, PPSA, MLA, GRDS and Kangaroo 	<ul style="list-style-type: none"> • Partnerships need to be managed and justified. Not just for the sake of inclusion of all groups. • Avoid duplication of environmental works between Council and NRM. 	

Management Grove to integrate approach.		
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6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Make \$2M into \$100M long term projects – commitment. • Technical advice provided to enhance results and project design. • Landscape co-ordination of funds and technical advice as well as these groups. 	<ul style="list-style-type: none"> • Yes keep the process simple and open to broad range of groups or individuals. 	<ul style="list-style-type: none"> • That will be great for each Board. But it's a start with \$2M. • Simple process with low overheads for community groups and individuals.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Is \$2M enough? • Provided it is in addition to existing funding for local groups etc. • Should not be used to fund the operation of groups – this should be guaranteed. 	<ul style="list-style-type: none"> • Not enough across whole state. • Is this from NRM levy or general revenue? • Not enough clarity how it would work and how decisions are made. 	<ul style="list-style-type: none"> • Is it really new \$\$ - very welcome. • Grant money to support weeding creates jobs and improves on-ground outcomes. • Long term – before weeds flower – timely and strategic weed management programs.
Table 7	Table 8	
<ul style="list-style-type: none"> • Could be overlap with current local board groups. • More bureaucratic and box ticking. • More consultation on this needed. • Local Board could foster this. • Volunteers important and currently pushed to limit. • Manage environment separate. • Environment important – animal protection, habitat etc. 	<ul style="list-style-type: none"> • Not enough money to be worthwhile ~ managed at local level. • \$2M is a drop in the ocean. 	

7. 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.

2016/2017 Western Mt Lofty Land levy raises 26,700,000. Division 2 water levy – 325,000.	How we know it has been a success. That the community of SA see that the landscape has	Hold local meetings/forums throughout SA where the community can come along and
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Abolish water levy and ill feeling in Fleurieu will be gone. Maintain existing Western Mt Lofty area but give regions representation otherwise areas will have insufficient funding without Adelaide levy base.	changed enough that they want more funding to natural resource issues.	discuss biodiversity, environment, water quality etc., and find that we get 100x the people interested in attending.
Success indicators – increase in native biodiversity.	Landholder participation.	Monitoring and evaluation. Effective reporting on this.
I have abolished NRM in its entirety.	Do we really need Green Adelaide? Adelaide City Council is very proactive. On and within the South Coast and Fleurieu, we can see ourselves being de-funded and much reduced.	Conservation of flora and fauna.
We have cleanest seas and coastlines in the world.	Public complaints have disappeared to the Minister.	Rural landowners are happy.
Thriving local action to enhance natural resource management.	Budgets were met. Community (grassroots) driven.	Success because more positive feedback from community. Much less negative feedback. Get re-elected.
Ability to discuss in an open forum.	Success should be judged by the community involvement. Land holders acceptance and satisfaction with the achievements of their levy.	How do I know it's a success ~ partnerships have been developed with all groups within the community and these partnerships are working amicable and above party politics. The environment including our native fauna is thriving.
It has been a success because the attendees all participated and the facilitators appeared to listen.	Improved soil health measured. Reduced weeds measured. Improved landscapes measured – trees, native grasses and biodiversity. Reduced pest measured.	Has the landscape improved?
You will know new program is successful when you come back to us in 2 years time and we give you feedback. Congratulations on your initiative and ideas.	More \$\$ for weeding supporting volunteers and farmers leading to vibrant diverse native vegetation and wildlife.	Do not be tempted (as Minister Caica was!) to tax the rain. That is, no metres on our ordinary farm dams.
Have identified and prioritised risks and have a robust management system in place to achieve long-term vision (e.g. 100 years).	Largely eradication of feral animals (deer, rabbits, foxes etc.) and major plants (e.g. blackberry, gorse). Good roadside appearances.	Community input. Good Floor input. Practical comments. Future applications.
Demonstrate that the environment is in balance. E.g. more native species, grasses and animals.	Agriculture is stronger (profitable and sustainable), people are happier and the Fleurieu Peninsula is well known globally.	All Boards are known and respected in their communities because they reflect the values of that community and produce useful outcomes that promote successful, optimistic communities.
It is successful it shouldn't need any more reform or new legislation. And all groups across the board, landholders, industry and communities should feel that	Long term: soil carbon levels have increased; pests and diseases have declined.	We have increased the water use efficiency by increasing irrigation crops grown around the Fleurieu. Also the average age of a farmer in the Fleurieu is starting to get

they have been heard and their views have been considered and helped to make it work.	Short term: Landscape Boards are meeting monthly throughout regions, and attracting bigger community attendance.	younger than 58 years old, as it is at the moment. Need to make more use with what we offer ~ water, tourism etc.
I didn't get elected out. I'd be happy to see a unified and effective weed control everywhere.		

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Justify Green Adelaide.
- Green Adelaide and educating urbanities is important!

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MCLAREN VALE
TIME/DATE:	9AM -12PM 14th August 2018
FACILITATORS:	Becky/Steve

OVERVIEW OF SESSION

A group of approximately 60 participants were welcomed by the facilitator who set the scene for the session. The group provided a wealth of input and was a good mix of interest groups - ranging from local government to Landcare groups and local volunteers, primary producers, youth group leaders and indigenous representatives.

Whilst a full account of input received can be found below, some of the key points to arise from the McLaren Vale session were –

- There was very strong support for the existing **Natural Resource Centres**, with particular reference Willunga. It is critical to maintain this highly regarded local resource;
- The participants highlighted that there are **very positive partnerships with landholders** and there are many examples of good practice, including the McLaren Vale Biodiversity Project who have planted over 10,000 trees in the region via a partnership between local landowners, over 100 volunteers, NRM Willunga (who provide great technical advice which has significantly contributed to the success of this initiative) and the City of Onkaparinga. Going forward, funding is critical to drive technical advice and on ground projects;
- Historically **low trust of NRM** by landholders was highlighted by one participant, particularly stemming from property access issues;
- The **local expertise and guidance of NRM staff** is invaluable and participants raised this as critical to maintain;
- Water reform can't wait. One participant urged the Minister to consider looking at the business of **water management** as soon as possible. The local grape growers were congratulated on the work they undertook in the early 1990s and it was suggested everyone involved be talked to again to reflect on what's going well but also looking at what else we need to do;
- Some good discussion was held with regard to **boundaries of the Hills & Fleurieu region**, following the Minister asking whether McLaren Vale and Willunga should fall within this new region or within Green Adelaide. Whilst many options were explored through the discussion, a poll undertaken showed that the overwhelming majority of participants would like **McLaren Vale and Willunga** (with the Onkaparinga River being the most northerly point) within the Hills & Fleurieu region. A small handful of people were undecided, and just one participant supported these towns being in Green Adelaide;
- There were participants who were very passionate about **NRM education** and the provision of existing programs, which they urged to continue – specifically the Australian Sustainable Schools Initiative (AUSSI) SA model delivering education for sustainability in educational settings. It was noted that over 50% of South Australian primary schools are supported by NRM in education to effect school community cultural change and delivering Education for Sustainability (EFS) within the curriculum. NRM education is the envy of other states and territories and a beacon of leadership.
- Some participants shared their dislike of the use of the word Landscapes in the title for this work. A proposed alternative was that it be called “**Managing the Yerta of the Regions**” with Yerta being a Kurna word for land. Several participants supported this, but several participants also said they liked the title of Landscapes SA;
- There was acknowledgement of the level of knowledge and experience in the room and it was noted that participants were keen for **ongoing engagement** from the Minister.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process. The facilitator went on to welcome a small number of questions for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

The priority themes to emerge in the McLaren Vale session were –

- **Local**
- **Responsive**
- **Boundaries**
- **Water - Surface/Groundwater**
- **Communication/partnerships/involvement**
- **Compliance & monitoring**
- **Resourcing and funding**
- **Behaviour**
- **Accountability**
- **Landholders**
- **Coastal focus**
- **Education**
- **Cross-regional/landscapes**
- **Employment**
- **Biodiversity**
- **Plant/animal control – protection of native species**

<u>LOCAL</u> <ul style="list-style-type: none"> Maintain representation of NRM/LSA in the local community e.g. Willunga and office Willunga Environmental Centre. 	<u>RESPONSIVE</u> <ul style="list-style-type: none"> New legislation and system be responsive and adaptive to a 'changing climate', and external pressures changes and find ways to adapt. Climate focus to include water issues and dealing with less water available.
<u>BOUNDARIES</u> <ul style="list-style-type: none"> Boundary ~ McLaren Vale Willunga Basin to remain the Regional boundary not in Green Adelaide. 	<u>WATER/SURFACE GROUND WATER</u> <ul style="list-style-type: none"> Stormwater reuse and retention and domestic. Connection to riparian management and storage.
<u>COMPLIANCE AND MONITORING</u>	<u>RESOURCING AND FUNDING</u>

<ul style="list-style-type: none"> • Compliance ~ officers on the ground to talk to landholders. • Education and compliance. • Monitoring of stock and domestic bores. 	<ul style="list-style-type: none"> • On-ground works on private land – currently 3 year package – not long enough. • Greater resourcing, support and credibility for local action groups (e.g. Friends of groups etc.) to create stronger partnerships between community and levels of government.
<u>BEHAVIOUR</u> <ul style="list-style-type: none"> • More on ground staff for meaningful on-ground work. • NRM presence in the community is important to help promote community engagement and action. • Language which carries structural change and prioritises integration of ecology over the subordination of 'environment' to the economy and social concern. • Concern that decentralising will weaken transparency and accountability by Government who represents all our interests. • Build trust. • Less government and political jargon. Less 'motherhood' statements. 	<u>ACCOUNTABILITY</u> <ul style="list-style-type: none"> • Focussed ownership and resolution of issues.
	<u>COASTAL FOCUS</u> <ul style="list-style-type: none"> • Coast and Marine. • Preserve and enhance our existing open space – particularly coastal. • Preserve and enhance our existing remaining open space ~ particularly coastal.
<u>LANDHOLDERS</u> <ul style="list-style-type: none"> • De-emphasise landholders. Emphasise landscape. • Landholders need to manage their land with reference to the landscape within which it sits. • Education for new landholders. 	<u>CROSS REGIONAL/LANDSCAPE</u> <ul style="list-style-type: none"> • Cross regional and state wide priorities must be taken into account with 'decentralised' Boards.
<u>EDUCATION</u> <ul style="list-style-type: none"> • Hobby farms ~ pest plants/land management. • Remember Green Adelaide/type education needed for urban blocks in townships. • NRM to support protective legislation for McLaren Vale region. • External Australian Sustainable Schools Incentive to all Regions ~ AUSSI. • An understanding of sustainability is essential to the transition to a genuinely sustainable society. AUSSI is the proven vehicle for student but needs more support. • Education ~ schools; landholders; community. 	<u>COMMUNICATION/PARTNERSHIPS/INVOLVEMENT</u> <ul style="list-style-type: none"> • Environment must be the top priority. Community group recognition crucial. • More communication and involvement with Aboriginal community ~ within the legislation. • Regional decentralisation ~ to promote inclusion of local people, groups NGOs etc. • Washpool Range Scrub Coast ~ deeper integration working together. (landholders/government/ friends and groups). • Improved communication between government departments. • Working with farmers/landowners. Concentrate on education and overseeing large and small parcels of land. • Communication with our Indigenous community ~ integration top priority. • Communication between groups and facilitation of large groups, systems.
<u>EMPLOYMENT</u> <ul style="list-style-type: none"> • Increased co-ordination and resourcing of cross boundary pest animal and plant control. Too much responsibility on individuals, need to bring multiple landholders together and co-ordinate implementation. • Develop seasonal work force to sustain ongoing on-ground work. • Technical Advice ~ on-ground visits from qualified staff how to control plants ` provide a program. • Local Willunga type offices – staff need and have NRM focus. 	<u>BIODIVERSITY</u> <ul style="list-style-type: none"> • Biodiversity matters and needs to be included in the new Act. • Biodiversity still needs to be incorporated in the Fleurieu/Hill Zone. • Why not: Soil; Water; Pest Plant/Animals and Native vegetation. • These elements are closely related and inter-dependent. • Strengthen the focus on Biodiversity protection and restoration of habitats. Preservation and extension of remnant vegetation of systems.

PLANT/ANIMAL CONTROL ~ PROTECTION OF NATIVE SPECIES

- Pest Animal/plant control ~ much more focus; officers and funding; compliance and education.
- Weeds and feral animals control.
- Pest Plants and Animal Management.
- Includes feral and kangaroos ~ over abundant species important ~ more strategic and proactive approach.
- Emphasis on using organic controls, methods.
- Protection of threatened and vulnerable species.
- Protect the natural landscape via ongoing removal of feral weeds from cracks and roadsides.

2. WHAT'S CURRENTLY WORKING WELL?

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

- NRM is working well in Adelaide.
- Partnerships between NRM and stakeholders are working well.
- Partnerships with outside organisations financial, staff etc.
- Private land-owners, work programs for land restoration.
- Access to technical advice from staff.
- Willunga Environment Centre – it's a community hub and invites partnerships with community groups/land owners/Council.
- Important interactions with character preservation Act (McLaren Vale and Barossa) and the Landscapes Act. Need to protect the region.
- Officer and landholder relationships can be extremely productive (but inconsistent as dependant on Officer Skills and passion). McLaren Vale Bio Project great example of good relationship.
- Funding contributions to roadside weed control.
- NRM education and schools based learning is a major strength especially in partnership with Local Government.
- Local NRM Teams – immediate access to expertise.
- Education: NRM; Schools; Community; Nature Play.
- The funding process is fair and reasonable for this region.
- NRM education – extend to community!
- Continue funding in Community Natural Resource Centres as a valuable resource between landholders and NRM Boards. But create a stronger connection between NRCs and NRM to facilitate communication with community.
- Natural Resource Centres big link between NRM and Community.
- Natural Resource Centres.
- Easy access to expert staff across a whole range of areas of expertise.
- The support of the Natural Resource Centre and the educations programs for kids.
- Volunteer groups across the region.
- Community collaboration with council.
- Maintain landscape oversight via regional ecologist role.
- Leverage funding e.g. Council/NRM – Urban Creek Recovery Program.
- Officer/landowner relationship – need continuity of staff essential.
- Australian Sustainable Schools Initiative.
- Relationship with DEW – sharing of expertise.
- Willunga Environmental Centre and regional office continue and expand.
- Shop front representation and access to NRM resources at local level.
- Positive personal relationships between NRM staff and land managers ~ trust!
- Existing – private land conservation agreements e.g. Heritage LA.
- Guaranteed funding via the Levy.
- Education and expertise offered to farmers, landowners and community (particularly small block owners).
- Landowner education and schools.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Ensure that decentralisation doesn't lead to duplication.
- Get the right mix (community, landholders, volunteers etc.)

b. A simple and accessible system

- Don't make 'transparent' mean more time with oversight, recording and over scrutiny.
- Trust the local staff managers. Use better technology, but not too complicated e.g. the graph supported with tax refunds on you your money was spent, is simple but gives good informed indications.

c. Community and land owners at the centre

- Being a 'land user' does not mean competency in landscape management.
- Need a Board and a set of Partnership committees all equal in status but with different (complimentary) roles.
- Most people who pay levies are not 'land managers' – don't forget those who love the land, shared spaces, and their own 'land' ~ gardens.
- Maintain and develop relationships with the Sustainable Australia Wine Growing system through McLaren Vale Grape Wine and Tourism Association.

d. A whole of landscape approach

- Whole of landscape to also include the marine and coastal environment. Catchment to coast approach.
- But 'landscape' is an inadequate name ~ does not infer biodiversity.
- We need to know 'are things getting better?'
- What does "landscape" mean? – Managing our ecosystems?
- Managing Yerta (specific language re specific board area).
- Managing our biodiversity.
- Managing SA diversity.
- Bio Regional Management instead of, Landscape.

e. Back to basics

- *Communities*: and native re-vegetation, all urban, peri-urban – those paying the levy.
- *'vibrant biodiversity, a sustainable economy and resilient communities'*: education in schools.
- Community partnerships.
- Education in schools:
 - Raising up a passionate generation who are empowered to take action.
 - Starts with expert advice to schools and ELCs.
 - Multi-layered: sustainable practices in schools that students harness and run; advice into educational program; powerful voice in committees.
- Pest plants in National Parks are out of control and being managed largely by volunteers.
- Pest animals – where is the management?
- Essential to get terminology right 'landscape' minimises regional uniqueness. Suggest Bio regionals with Aboriginal prefix e.g. Tadunya.

- Working together.
- Resilient communities will have to include Climate Change adaptation. We're pm track, and locked in for dangerous levels.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region. Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Size should ensure good, focussed decision making. • Greater community representation. 	<ul style="list-style-type: none"> • Balance of membership – skills, knowledge. • Community. • Primary producers • Connection to community. • Criteria for members clear – like a job specification • Want transparency in the democratic process. • 7 a good number. 	No comment made.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Not much. • Appointed by Minister = 3 By community = 4. • Chairperson appointed by Board at initial meeting. • Ministerial appointments must be from the region (or have long ties with region). 	No comment made.	No comment made.

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • No elections if insufficient interest. • Potential lack of diversity. • What is the criteria for appointment by the Minister? 	<ul style="list-style-type: none"> • Must have Aboriginal representation. • Election could be expensive, must be a simple process, not expensive. • Potential lack of knowledge. • Whilst election/democracy nice idea Minister could retain ability to make final choice from a pool of elected/nominated people. • Don't give to Local Government. 	<ul style="list-style-type: none"> • Section 202 LGA – loss of community rights to challenge planning. • If only 3 community members how will we get diversity across land, water, coast etc.? • In a big board – board members too distant from regions – there for own expertise (planning, law...). • 4 appointees should have skills – understand legislation, governance, community

		engagement, budgeting and planning.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> Board must be made up of people who understand/expertise in landscape (ecology – mountains to sea) with 4 community elected members. Board can be in the Act (not Regulations). 	<ul style="list-style-type: none"> Indigenous representation. Community election needs to be by environmentally education community. Who votes? Numbers of people on board dependent on boundary size. 	<ul style="list-style-type: none"> Balance – should be 4 community/3 elected. Too rigid – may need larger groups.

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Capacity building to understand roles and responsibilities for board members for both community and appointed members. 	<ul style="list-style-type: none"> Community support. Good balance of membership and knowledge. Ability to access expert knowledge and skills. A nomination process before election. Retain option to have sub-regional groups – they are the local connection. Electronic election. 	<ul style="list-style-type: none"> Board members familiar with and experience with local community. Appointed Board members should have greater % of time on Board work. Community means not just landowners – farmers.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> Board = Broad-scale (landscape) planning and must have members with broad experience. Create a complimentary set of Partnership Committees with local experience in soils/vegetation. Weeds etc. Board and Partnership Committees are of equal status – each consults other – answer each other's queries. 	<ul style="list-style-type: none"> With effective, transparent communication. 	<ul style="list-style-type: none"> The right skill set (qualifications/experience) in biodiversity and environmental science.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

Table 1	Table 2
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<ul style="list-style-type: none"> • Strong financial management. • Planned fund allocation. • Board terms (time) and method of turnover (rolling e.g. keep some experience on when new members appointed). • Professional Guidance and parameters. • 5 year plan has staged progress reports: review process; change process. • Leveraging outside funds e.g. Council and other government departments and private sector. • Managing priorities particularly along boundaries between regions. 	<ul style="list-style-type: none"> • All of minutes to be publicly available. • Annual reporting to community in person explaining expenditure in past year, and coming intentions. Must answer questions from the floor. • Every 'project' must report progress and achievement – publicly available – learning from failures (as well as success).
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Table 1	Table 2
<ul style="list-style-type: none"> • Who are they accountable to and who is accountable to them i.e. councils, NGO etc. 	No comment made.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?		
Table 1	Table 2	Table 3
<ol style="list-style-type: none"> 1. We like the smaller area but need a decent rate base – or equitable allocation of resources away from central Adelaide. 2. Council boundaries – these boundaries – what are interactions. 3. What are regional and state wide boundaries? Conflict between whole and parts! 	<ol style="list-style-type: none"> 1. Do not include McLaren Vale/Willunga Basin in Green Adelaide ~ include in Hills & Fleurieu. 2. Consider character preservation Act – McLaren Vale as a guide e.g. Willunga Basin. 3. Include the coast and marine – the current scope and line is good. 4. Support the formation of Green Adelaide for the urban area. 	<ol style="list-style-type: none"> 1. Green Adelaide to stop at Seaford Heights and then cover the area west of South Rd to Sellicks. 2. Preserve farm land so all the high quality/producing cropping land isn't built on!
Table 4	Table 5	Table 6
<ol style="list-style-type: none"> 1. By ensuring that Native Vegetation/Biodiversity is a focus across both regions will benefit landscape scale conservation efforts. Ecosystems don't respect governance boundaries! 2. Many catchments are fully contained with the City of Onkaparinga: Sellicks – Sliver Sands; Ingleburn – Willunga; Pedler and Christie Creek – Field. These could be split dependant on the boundary – 	<ol style="list-style-type: none"> 1. How will the delineation of these boundaries affect/impact indigenous communities/nations whose traditional lands may encompass areas that cover greater reach and continuity? 2. Will 'Boundaries' reflect the landscape functions of metro Adelaide vs more rural areas in the South/North i.e. divers Biodiverse Ecosystems vs Urban landscapes. Will the boundaries affect/represent 	<ol style="list-style-type: none"> 1. Boundaries need to reflect the community of interest. 2. Minister should define 'Green Adelaide' and then consult on it. 3. Willunga Basin is not part of Green Adelaide.

<p>might make catchment planning more difficult.</p> <p>3. The strengths/opportunities and weaknesses/threats within our residential areas are diverse – demographics. Need a tailored approach to community engagement.</p> <p>4. Remnant vegetation patterns are varied. Willunga Basin disproportionately cleared.</p>	<p>identity of residents/community?</p> <p>3. Across the boundary lines, how will the Ministry ensure cross-communication to factor for the borderless nature of natural ecosystems and water ways?</p>	
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4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

Table 1	Table 2
<ul style="list-style-type: none"> • Green Street and Flourishing Parklands. Retention and preservation of existing natural assets – building on and enhancement – increasing canopy cover, reducing heat island effects. • Coastal management – future proofing our coastline against Climate Change. Integrated management (including mapping) between levels of government. • Urban rivers and wetlands – expansion of 'urban creek recovery project' across Adelaide, to integrate management of stormwater, flood mitigation, habitat, biodiversity, water quality. • Community engagement and education. 	<ul style="list-style-type: none"> • Input into planning and development to reflect green and cultural spaces. • Climate Change minimisation and management. • Education.

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

Table 1	Table 2
<ul style="list-style-type: none"> • That urban and peri-urban people will get some attention, more funding etc. • Small/garden landholders get an opportunity to support their environment. 	No comment made.

Table 1	Table 2
<ul style="list-style-type: none"> • It will be all nature focussed – not broader sustainability. • Too much money will leave Adelaide. 	No comment made.

<ul style="list-style-type: none"> • Climate Change preparedness will be ignored. Green streets, walls, roofs to cool for now and future – 50 degree C days! 	
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5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Levies should not be capped. • Funds insufficient. • Maintain real value/at least CPI. 	<ul style="list-style-type: none"> • Levies, other state budget? Not enough knowledge, clarity about total budget for Boards – lack of knowledge restrict capacity to answer – contribute to these categories. • What proportion? Who decides? • Is other funding (State Government) from other sources? • If State Government funding – how does \$300M relate to Board use – decision making. • Clarification - \$2M in addition to levy? (Or part of levy). • Do community grants already in place stay? • Reverse department budget not over 2 decades. 	<ul style="list-style-type: none"> • Capping to CPI – unless the local community has a specific project it wants to fund, would not be a general increase. • Are levies the best way to achieve funding? • State Government should also contribute.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • CPI link. 	No comment made.	<ul style="list-style-type: none"> • No. • Distribution of funds is the issue City raises more money than e.g. Eyre Peninsula. How is this to be made more equal to each Region's tasks?
Table 7	Table 8	
If you cap levies – what gets cut? (Inflation exists e.g. for staff).	Metropolitan levies should be used to subsidise the Regions.	

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Need to be a transparent mechanism by which priorities are managed. • Yes ~ to L.P. fund. • What's the decision making mechanism for funding in Landscape Priorities fund? 	No comment made.	<ul style="list-style-type: none"> • Yes to Statewide Landscape Priority Fund ~ Adelaide to contribute and % of total levy of all regions to contribute. • The chairs of boards come together to prioritise and connect and meet with Minister multiple times a year.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Cross boundary project sharing capability. • Enables cross boundary communication channels. • Where is the funding for NRM education in schools? 	<ul style="list-style-type: none"> • There needs to be a resource to develop and facilitate partnerships and cross communication for cross regional projects (including funding). • All landscape boards meet quarterly to communicate needs and priorities within each region (including community consultation). 	<ul style="list-style-type: none"> • Cross regional projects can be developed by adjacent Boards in applying for funds.
Table 7	Table 8	
<ul style="list-style-type: none"> • Yes. • Effective communication re State Plan. • Data collection. • Objectives • Reporting e.g. plant and animal pests. 	Yes	

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
Fund insufficient.	<ul style="list-style-type: none"> • NRM and NRC interaction complement each other but different – offer different services. • Concern about cost to set up Boards? Administrative support? Transparency costs? 	<ul style="list-style-type: none"> • Positive. • Question around what's the scope of the fund – this will impact amount of money needed.

	<ul style="list-style-type: none"> Does funding stop at General Manager? Secretarial assistance? 	
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> Access to involve larger or special projects. 	<ul style="list-style-type: none"> Needs to be a much larger fund – this amount distributed across such a wide area, diminishes returns/outcomes due to administrative demands. 	<ul style="list-style-type: none"> More than \$2M. Climate Change will need more money particular issues may require increase in Levy.
Table 7	Table 8	
What region gets % of funding? Under what criteria? Different boards/different criteria.	No comment made.	

6. 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.

A web page documenting the strategy/programs/budgets and POLICIES which is well visited.	Less Ministerial received from community re process change!	A flourishing and productive Yerta.
Greater coverage of native vegetation.	Reawakened sense of the whole South Australian community being responsible for the restoration and care of our land and creatures and natural dynamics and people, and committing to the change that this entails away from consumption of land for production and recreation.	The model is operating in an integrated way, there is accountability and transparency, and our environmental health land is improving.
Across the state ~ including Adelaide ~ regional improvement in biodiversity knowledge and action on climate change and many more educated community members.	Clean natural looking rivers, marshes and waterways including backwaters of St Kilda/Outer Harbor i.e. Barker Inlet etc. Less small acreages not looking like 'rubbish dumps' and 'container depots'. Penalties and much closer inspection of offending property owners e.g. by Local Government.	We have all taken responsibility for our land.
There is no method for him to measure success. The New Act will not be in until at least 2019, it will take over 6 months for implementation. There has been no NRM for this entire period (projects). And it has to be measured against what? This question is a motherhood, feel good statement of the Minister. This question should be for 2024 or 2025.	Everyone (our people) is fed, watered and nourished equitably by our collective bio-physical (natural) resources. 25% or thereabouts of land mass is utilised to support bio-physical (natural) systems. Land owned by governments (3 levels) sets the bar/example – woeful now.	Long term data collection of key environmental measures – before and after pictures. Commission a photo on this very difficult measure.
A continual growth of knowledge on land management and biodiversity that is shared throughout South Australia. Knowledge gained through a consultation process with experts	2020 The room at Serafino is filled with community celebrating success with you and wanting to be involved in the next chapter – particularly	No complaints. Happy faces. Happy places. 'Go indigenous'.

and traditional owners that is used to secure the health of the South Australian ecological regions and the future of South Australia.	younger generation of change makes who have had their voices heard.	
People know what natural resource management is and are aware of the rabbit, fox weed control advice and programs that are underway.	The levy is being spent of meaningful activities that have improved, nurtured and developed our Yerta. Many happy people enjoying what nature has provided.	When we consider the environment and native biodiversity seriously.
When all the olives have been removed from National Parks.	The Minister has listened to the community ~ the community can see their interests reflected in the Act (Yerta).	Success = positive community, feedback and feeling.
There is no simple answer – only the state of the environment in 20 years is meaningful. The best approximation requires the input of expert ecologists.	2 years is way too ambitious. If this is fully implemented in 2020 that will be impressive. However NRM education in all schools and available to landowners. Major partnerships developed between organisations.	Education for sustainability has been extended to all citizens and they are contributing to developing a sustainable society/economy that is managing our landscapes sustainably.
You will only know that this has worked when: <ul style="list-style-type: none"> • Species stop going extinct. • Native vegetation is protected. • Society lives sustainably. • And the community is socially conscious. 	Universal participation across all ages, groups, organisations, political, apolitical, genders and races in South Australia in direct action in continuously improving our natural ecosystems. This includes but not limited to: <ul style="list-style-type: none"> • Full transparency. • Engendering confidence. • Continual education. • Participation DO! DO! DO! 	As Minister for the Environment I know our reforms have been a success because: <ul style="list-style-type: none"> • Every school incorporates the Australian Sustainable Schools Incentive in theory and practice. • Every neighbourhood has pride in revegetating their place and sharing local biodiversity information.
Measurable improvements have been noted in all managed landscapes, Landcare groups, environmental groups, biodiversity groups etc., under the umbrella of Ministry. More people are aware of their environments and issues relating to their environment. More people care.	Diversity of people represented in process increases Number of people in FTE employed in on-ground actions.	The majority of the population values the natural world and supports increasing budget priorities and allocation to preserve and enhance. It. The Regional Boards come together quarterly to share successes and strategy for future proofing and environmental sustainability.
The arbitrary boundaries of the regions are not relevant anymore as the landscape approach has created an environment that is equally resourced and cared for by its community.	Communities/level of governments working together to preserve and build on our existing environmental elements across regional boundaries with landscape based project planning. Reduction in loss of native vegetation cover and urban canopy cover – projects aimed at increasing health.	Positive community engagement in the care and protection of Natural areas. Strong connections in the community between all stakeholders from local groups, local government, state government. All groups well-resourced to achieve and meet the needs for the region.
I would be promoted to a bigger portfolio. I would be re-elected.	Having community support for my ideas so that they would vote me back in	Positive personal relationships between NRM staff and land managers (trust).
Energy and vitality in local areas for making positive change. Sense of ownership by locals for those changes. Central websites for feedback – then need to follow up negative concerns. Transparency of expenditure. Improvements in regions – progress, pride.	Communication will be fully engaged and adequately resourced to tackle the long-term project of sustaining biodiversity across our landscape.	All your constituents know about the reform, and care about it. Children in schools through to landowner, urban and rural residents are informed, motivated and involved in managing the environment according to their means and abilities. All stakeholders feel they have a say.

Schools have action plans for sustainable practices based on expert advice to come ecologically sound.	There is a 'Landscape Expertise Board" in equal partnership with Partnership Committees mode of regional expertise in water, vegetation, soils etc.	No complaints. Happy Regions.
Halting extinction. Species stop going extinct.	2020 Community are developing partnerships across the regional landscapes and more funds are allocated.	More people know about Green Adelaide/Landscape SA/Nature. More people love, support and protect it.

7. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Maintain the Australian Sustainable Schools Initiative (AUSSI) SA model delivering education for sustainability in our educational setting. This baby is too precious to throw out with the bath water. Over 50% of South Australian primary schools are supported by NRM in education to effect school community cultural change and delivering Education for Sustainability (EFS) within the curriculum. NRM education is the envy of other states and territories and a beacon of leadership. Here here!!!
- To enable our people to develop a sustainable society/economy we need to educate them how to live sustainably. NRM education and AUSSI are the current excellent programs but their effectiveness needs to be reinforced and extended. All people need access to Education for Sustainability on a whole of life basis to enable them to help solve our existential crises.
- Expert advice in schools – NRM have been invaluable. Raising a generation of people who deeply understand how they are connected to the environment and are empowered to make a difference ~ creating sustainable schools and helping implement best practice. Keep NRM education and AUSSI initiative.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MURRAY BRIDGE
TIME/DATE:	1-4PM 16TH August 2018
FACILITATORS:	Steve

OVERVIEW OF SESSION

A group of approximately 30 participants were welcomed by the facilitator who set the scene for the session.

There was strong focus on the following:

- **Partnerships:** these need to be elevated and be considered a priority for the new Landscape Boards - but they must not be treated unequally. They must be true partnerships based on trust, mutual respect and clarity around roles and responsibilities. One example given was that the Department (Adelaide) contacted one of the NGO's and instructed them to deal with an issue for which they are not funded. There was concern that funding is removed, there is a lack of certainty and longer term security (one NGO said her organisation had 8 weeks funding and didn't know what was going to happen after that) and therefore an inability to effectively plan. The group was all for partnerships, very supportive of this approach as a principle but wanted to ensure that partnerships going forward were meaningful and real and that there be a recognition that the delivery of regional on the ground programs can be done more effectively and efficiently through partnerships if the right support and recognition is in place.
- **Funding:** A concern that the \$2 million grass roots grant fund and the Landscape priorities fund will be taken from the existing levy. There was a statement that the Department should contribute funding to the Landscape Board programs. There was also strong support for the reallocation of funds from Adelaide to the regions to support on the ground initiatives.
- **Regional focus:** strong support for greater focus on programs that deliver on the ground benefit and transparency of spend. While back to basics was supported biodiversity is seen as a critical component that needs just as much focus.
- **Ongoing engagement:** a need to loop back and ensure key groups especially those who are likely to be involved in key partnerships have opportunity to see how their input is being used to shape the legislation. Ensure that this engagement process isn't just ticking a box and engagement for the sake of it.

A key comment was made and echoed by some in the room:

- **Dairy farmers:** Concerned about ongoing support with respect to land management programs to support their operations. One person in attendance whose husband is a dairy farmer felt that the advertising about the sessions weren't effective enough to ensure that dairy farmers were clear about what changes are proposed and the need for them to attend the session to have their say.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process.

The facilitator went on to welcome a small number of questions for the Minister from participants, including –

- What mechanisms will be in place to foster stronger partnerships with the Councils, especially where it relates to agreements around projects and programs?
- While the reform appears to be heading in the right direction, there will need to be careful consideration not to reinvent the wheel. Boards do need to be more accessible and connected to the community and

landowners need a single point of contact. Consideration of the previous model and how it worked would be a worthwhile starting point.

- A lot of money is currently wasted on administration – there is a need to remove red tape and leverage from significant voluntary contribution which currently occurs
- How is the new legislation going to get traction and make a difference given bureaucracies become more complex and by their very nature require more process over outcomes? In order to get less planning and administration and more on the ground action will require significant change not just at the Board level but department level.
- Is this engagement just token, or will there be ongoing engagement especially in implementation to ensure that the reform is working?
- NRM Groups are working well in the SA MDB . This should be recognised in the legislative changes.
- The Landcare model also works well in the SA MDB. It is a trusted model and could be looked at more closely as an example of how to deliver practical outcomes through volunteer groups. Other groups include the Nature Foundation SA, Trees for Life, Bush Heritage, Greening Australia.
- Partnerships – those working well should be retained and supported. NGO's should also be considered and how they might be able to adequately funded to deliver real outcomes on the ground (most likely more effectively than Government).
- Put equity back into funding model
- Water allocations are currently included in the NRM Act. There needs to be clarity about this going forward – will it be the responsibility of the Board in future – is it in our out?
- Dairy industry was not represented (only one person attended whose family operates a dairy). The dairy industry needs to be adequately engaged and consulted and be given opportunity to identify what they need from this reform process.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
6. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes.

The following theme headings emerged at Murray Bridge –

- **Partnerships**
- **Water**
- **Delivery**
- **Levy and funding**
- **Planning**
- **Board Structure**

<p><u>WATER</u></p> <ul style="list-style-type: none"> Water allocations ~ has worked well in SA. Interstate there is a disconnection. Partnerships. 	<p><u>PARTNERSHIPS</u></p> <ul style="list-style-type: none"> In SAMDS, taking key decisions to the community to decide together. Volunteers – NRM lost many. Volunteers end up doing a large % of projects and all the follow up. A model to value and increase numbers of volunteers needs to be framed/implemented. Communication ~ losing the end users, many farmers don't spend time on internet. Diverse partnerships through all processes of NRM planning and implementation – supported by representative boards. Better connection to local community; land holders and indigenous. Community as equal partners from outset of NRM planning and investment decisions including delivery process. State government funding to environment and sector restored. Funding models and approaches to promote greater collaboration and less competition between community delivery organisations. Is there a safety net for not losing groups in the process of transition? Partnership – local government. Maintain and build local connections and volunteers and organisations.
<p><u>DELIVERY</u></p> <ul style="list-style-type: none"> More \$ on action rather than planning and bureaucracy. 	
<p><u>LEVY AND FUNDING</u></p> <ul style="list-style-type: none"> All levy funds collected in a region should be used entirely in that region and not spent within government. The levy should fund the programmes (too much now on administration). Bureaucracy out of control. State government commitment to NRM/Environmental funding. Unpaid levy has to be collected by Councils. NRM levy being diverted to fund public land and agency costs. 	
<p><u>PLANNING</u></p> <ul style="list-style-type: none"> NRM to remain in control of water planning. Simplification of plans – clear achievable goals, shared with stakeholders. 	<p><u>BOARD STRUCTURE</u></p> <ul style="list-style-type: none"> Smaller the better. Communication essential different priorities/each area. Balance of government representatives/elections 4 government 4 elected (chair 2 votes). Board to have autonomy – staff budgets and bank accounts. Developed delivery of all programs by non-government organisations. Biodiversity must be included as a priority asset along with soil and water ~ remember 1000s of farmers are landscape managers. Separation of former DEH – Plant Board. Old Plant Board more accountability; it was more approachable; need 'teeth'/enforcement. Workable areas ~ don't need to reinvent the wheel. Plant Board worked ~ subsequent hasn't. Reinstate an overarching body e.g. NRM Council – it could help to appoint community to Boards. Elections are a concern.
<p><u>OTHER</u></p> <ul style="list-style-type: none"> NRM officers more approachable. Increase government, business and community investment in environment sector. 	

Extra notes taken as part of whole group discussion regarding priorities -

- Process to reflect the word 'partnership' – currently a power and control relationship. Get very little financial support/market failure.
- Validate of a true, equal partnership.
- If you want to draw on the community need to build the capacity to be involved.

- Funding must be on sustainability to be effective rather than fighting over the scraps. There may need to be some rationalisation.
- Funding needs to support the sustainability over continuum.
- Can't spend time trying to secure survival.
- Partnerships – planning decision making and implementation – need to be provided and supported.
- Good models need to be acknowledged.
- What does it mean – meaningful definition?
- Legislation principles to drive culture and attitude at Board level.
- Disconnect between (within) department sending landowners to groups for help – without funding.
- Requests to promote the department's work (with no funding).

2. WHAT'S CURRENTLY WORKING WELL?

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

- Education programs in schools.
- Aboriginal learning on country.
- Local LAP groups ~ Coorong, Goolwa to Wellington. - Need more funding.
- Have employed the right people.
- A workable size/region (too big no good).
- Land Care groups in this region ~ we are still here – action – volunteers.
- Build on updates to Regional LGA from NRM presiding member every 3 months is the only interaction between these 2 organisations.
- NRM groups and partnerships with LAP and Land Care groups deliver close connection with community.
- Water planning is a community and industry – up partnership.
- The NRM levy is a fundamental finance base to support land managers efforts (although much has been diverted to central government).
- Boards are community based.
- Opportunities for community to be involved in water allocation.
- Groups with connections to LAP groups/ Land Care groups and boards.
- NRM education has had a powerful influence on the next generations – leaders.
- Aboriginal programs have been incredibly effective in getting the Aboriginal community making a significant difference on ground.
- Balances soil, water, biodiversity and Aboriginal cultural heritage in planning and investment.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Decentralised decisions but not doing it.
- Delegate the implementation out.

b. A simple and accessible system

- % of each \$ spent on 'doing' rather than talking, planning, reporting etc.
- Fund environment groups to exist (core funding) to create/maintain/build capacity to deliver on-ground works.
- Leverage Federal/Local Government/private sector funding.

- Needs to fund by priority actions not smoothed across interest groups.
- Sustain existing 'umbrella' groups that support smaller 'Landcare' groups = to get on with the work they want to get done at a locale scale. This has a nett gain and leads to more small groups helping with action

c. Community and land owners at the centre

- Core value/
- Decide important matters with the community with those organisations affected.
- Encourage land managers who are sustainable managers and address those who are damaging land, water and biodiversity assets (compliance).
- Devolved grant systems have proved to be an effective way of engaging community and getting better land outcomes.
- Regulation and enforcement of laws around vegetation clearance and pest, plant and animal responsibilities still need to be in place.
- Community to be involved in NRM planning, investment decisions and in the deliver process from the outset – devolve delivery.

d. A whole of landscape approach

- Biodiversity must be a focus. Soil and water management will not save endangered ecosystems.
- Climate Change must be at the centre of landscape planning and management.
- Pest plants and animals are not the only risk to biodiversity in the Adelaide Hills – don't forget development.
- Landcare = 25 years of working together on action.
- Send the fun seals back to somewhere else – save the professional fisherman/women!
- Community at the centre of providing knowledge (e.g. Aboriginal communities) planning, resolving competing priorities, delivering beneficial management.

e. Back to basics

- Community involved from the start in planning and the important decisions.
- Government at all levels needs to lead this – make solid commitments to make a difference – advocate better for the environment – influence the community/private sector to make the environment a priority. NRM funding private and programs, not public land.
- Yes, focus on the basics! Pest plants and animal control; soil stabilisation; revegetation; Water conservation.
- Basics: sustainable soils, resilient biodiversity and sustainable water resources.
- Make these a priority – on ground work.
- Bring all the Aboriginal Nations into the same room – for a true conservation. (not a talk fest)
- Government funding progressively cut by past governments, is returned to the basic level of about 3% of the state budget, in addition to the levy.
- Biodiversity to be considered as an asset in same way as water and soil and is included in landscape decision making from the start (not secondary outcome).

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
<ul style="list-style-type: none"> • Good if it covers skills. • Expect Board to operate on a very strategic level. 	<ul style="list-style-type: none"> • Not much.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Elected does not work as elected view they have more say. • Independent group to select people/skills for Board membership. • What process – compulsory vote by levy payers? What cost? • Could become self-interest blocks. 	<ul style="list-style-type: none"> • Hybrid model potentially dysfunctional. • Fully elected model could be stacked. • Expense of elections. • May not give a good skills balance across the board. • May never get an Aboriginal person on the Board. • 4 government, 4 elected local. Chair to have casting vote... • Very few valued community people currently want to be on NRM Boards. How will this be addressed? • Hard to achieve worthwhile projects without enough funding. • Current procedure of all annual funding needing to be spent in 1 year not conducive to careful financial management or saving for big/ongoing projects.

What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> • Board have issues based committees for advising on strategic issues (e.g. drought and water). • Board needs to be a funder • As a funder it would drive the partnerships with local government. 	<ul style="list-style-type: none"> • The Minister's appointments are not chosen from the bureaucracies. • Good induction process for members including governance. • Pre selection process to ensure mix of skills is obtained and then voted on by the community – all members are elected, not just three. • Cap the term 2 X 3 years.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> • <i>Own budges, shared publically:</i> own bank account outside of agency. • <i>Employ a general manager who manages staff:</i> very important. • <i>Power to set and manage own levies:</i> with community – or if supported by regional community. • <i>Partnerships and outsourcing:</i> co-design plan, majority of budges devolved to non-government organisations. • Future climate consideration. • Biodiversity must be one of the 5 priorities with a future view of climate change. We have to actively manage to maintain and enhance/improve biodiversity, not by weed and pest control alone. • Effective system of monitoring and evaluation. • Landscape condition information kept in central place. • Assessment of community attitude knowledge and involvement. 	<ul style="list-style-type: none"> • Simple plan to set funding priorities. • Transparent use of \$ from levy in the region. • Partnership between water planning in region and government.

Any other comments about board accountabilities?

Table 1	Table 2
<ul style="list-style-type: none"> • Clear vision and mission and roles and responsibility. • Empower and enable people, communities and industries. • Accountable to community, Minister and parliament. 	No comment made.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ol style="list-style-type: none"> 1. Small community boards and no regions, perhaps based on Council Boundaries. No high paid management. 2. Existing NRM Region offices too expensive. 3. Prefer to involve lots of community members in smaller bodies, less travel 	<ol style="list-style-type: none"> 1. Burra 'out' of MDB and Mt Barker 'out' of MDB 2. 7 to 8 board nett increase = like for like but concern over increased cost/bureaucracy etc. 3. Clean slate – starting 'now'. 4. AMLR break-up is a good thing. 5. Impact of funding from Alexandrina and Mt Barker on viability NRM.

4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management

- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?

Table 1	Table 2
<ul style="list-style-type: none"> • Urban biodiversity – role model of global green ‘cities’ – waste management etc., water consumption, pollution climate change – public transport. • Water/River health – catchment flow to sea. • Maintain ‘green space’ – increase awareness of regional issues/value. Make city people care more. 	<ul style="list-style-type: none"> • Retain their green areas – not subdivisions etc., on ovals and schools.

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?

Table 1	Table 2
<ul style="list-style-type: none"> • Green Adelaide can focus on its ‘own’ stuff. 	<ul style="list-style-type: none"> • Less bureaucracy. • Less bureaucrats.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Green Adelaide get a proportionate amount of funding not based on population/ geographical size – its boundary needs to care about all of metro Adelaide not just City of Adelaide. Collaborate with urban neighbours. 	<ul style="list-style-type: none"> • Persuading Adelaide people to let some of their levy go out of Green Adelaide region.

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What’s your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

Table 1	Table 2
<ul style="list-style-type: none"> • NRM committee of parliament consider in order to address issues. • What to do for larger unknown issues i.e. drought? 	<ul style="list-style-type: none"> • Levy collected by Council but debt managed by Council. • NRM levy parliament committee. • Attractive ‘idea’ that levies generated in a region get spent in a region. Local \$ for local projects = happy community. They can see what it does and they are involved and interested but how is

	<p>this translated in reality to/from regions with high or low or no levy.</p> <ul style="list-style-type: none"> • Cross boundary projects may already be known – not new. • ?? Boards setting their levies?? • Cost of having 'regulator' set cap – may be huge.
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5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?

Table 1	Table 2
<ul style="list-style-type: none"> • Coastal – Marine Parks funding? • SA government has reduced our contribution to about 1% - restore to 2.7 – 3% of state budget. • Be underpin viable regional communities, plant, soil and water. • Leadership needs to be important to government to put environment back on the map. 	<ul style="list-style-type: none"> • Yes – like it. • Already most projects known – we have a good idea what needs to happen because all regions have plans/targets. • Landscape scale = one giant project that sucks all the money. • Additional \$ investment – don't take out of levy – leave levy to regions.

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?

Table 1	Table 2
<ul style="list-style-type: none"> • Does this need to come from levy money? • Consider treasury. • Will government return levy money? • Fee for water policy \$2.2M 	<ul style="list-style-type: none"> • \$ needed immediately – don't wait for new legislation. • \$2M small amount across many groups. • Who decides? • Not 'new' money. • Could be political. • Grassroots \$ investment has the greatest multiplier gain (ROI). • \$ and volumes and ongoing and long-term and landholder and next generation and cross-culture and diversity. • Need more groups not less should invest in umbrella groups to support smaller Landcare action.

6. 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.

Establishment of functional and effective cross regional and organisational partnerships that have community at the centre and are involved and viewed as equals from planning to implementation. Bureaucracy = Contraction. Local government/Landcare and community led NRM = Expansion.	Equal partners with community starting at planning and going through to implementation.	Securely funded community/Landcare groups like we used to be.
In 3 years time a meeting like this would attract a large diverse group of people engaged in NRM. We still have the same number of community groups (or more) working to help our environment at this stage it looks unlikely. Better funding for the environment. The environment recognised as important and essential.	Board has GM and small staff in place, is operating independently but in partnership with agency deploying its levy and other funds from its own bank account to Regional Plans priority projects through non-government organisations and the change in condition of soil, water and biodiversity is measured.	Community groups actively involved in non-decision making. Community members are keen to be Landscape Board members – competition for board membership. Landscape scale projects under way in each region. Active and visible community groups and involved in NRM planning and delivery of projects through a devolved funding process.
There are a lot of happy people out there seeing things are getting done and not funding wasted on overpaid bureaucrats. Things are happening like the old days, where the money went on things done that could be seen. No red tape and bullshit and unproductive employees.	Success is people being happy environmental/landscape management by state government. Funding being sustainable to help people with environmental/landscape projects.	Secure annual funding for NRM boards and LAP groups into the future.
Public happier with the new system. Funding effectively allocated. Less repetition with government staff – less trash emails.	Grassroots environmental groups have sustainable funding; large number of volunteers and trusted relationships with landholders and Landscape SA Boards.	Show real leadership and commitment to the environment by state budget not just NRM levy.
I work for Council as an Environment Officer for past years. Prior to this I was with PIRSA for 20 years as a Soils Officer. I would like to see less red tape, empire building and more on ground works, help for Primary Producers and Environmental groups.	Communities working together achieving on ground activities on each other's land: pest control; weed control; erosion control, revegetation; threatened plant and animal species protection.	NGOs will generally spend their money on outcomes rather than administration. To be effective in this they have to be independent and sustainably funded. They are out there but limping along and coughing up hard. In three years time, if these groups have been suitably registered your reform will be viewed as a success.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	KINGSCOTE
TIME/DATE:	2PM ~ 5PM 21 st August 2018
FACILITATORS:	Becky & Steve

OVERVIEW OF SESSION

A group of approximately 45 participants were welcomed by the facilitators who set the scene for the session. The group provided a wealth of input and was a good mix of interest groups and included two existing board members.

Whilst a full account of input received can be found below, some of the key points to arise from the Kingscote session were –

- Strong support for **local decision making, valuing and respecting local knowledge, allowing local decision making and embracing local wisdom**. This included discussion around the Kangaroo Island board currently being all local people. The question of ‘who controls the board’ was asked, and suggested that this was currently centralised government. Participants were keen to see the board with **independence from the Department of Environment and Water**. One participant asked if the board was a ‘puppet’ of government – because it certainly shouldn’t be. Another participant highlighted that there were often good processes of local people making decisions, but that it isn’t always possible to please everyone even when this occurs;
- There was some strong discussion on board structure. One proposal (which no participants disagreed with) was that groups should be identified to **nominate people on to the boards**, noting that these groups already have a process for electing representatives. These qualified locals should be put forward for positions on the board and appointed by the Minister. It was felt that an **election process would be a waste of money, take a lot of time, and participants weren’t sure who would vote**. Another suggestion was that the make-up of board should be switched from the Minister’s proposal so that **4 members be elected by the community, and 3 appointed by the Minister**, in order to get true local decision making. It was noted that everyone appointed should have appropriate training, governance knowledge and ‘big picture’ understanding. It was suggested that the Minister consider retaining **9 board members** because it enables better representation. Tenure should be fixed to two terms only. Some participants suggested that skills and knowledge need to be a focus rather than focusing on things like gender balance. One participant asked ‘why even have a board?’ to which other members said because there needs to be governance and people to set vision. Financial skills was identified as something at least one member of the board should have.
- Participants raised questions as to whether the **State Budget allocation** will continue (and how much), and the **appropriation of levy funds** from Green Adelaide – as both are critical for Kangaroo Island. Participants proposed that the **Grassroots fund** should be doubled to \$4million, with the additional \$2million coming from Treasury. The region must set its own priorities for funding;
- There were a number of comments made regarding **funding** as being a priority, including more on the ground funding, funding being less ‘top heavy’, grants for private farmers, and appropriate funding for the new board
- A number of table groups raised **pest management** as a priority for the reform, including more focus on feral species management, weed control, and cats and pigs. It was noted that one of the areas of success on Kangaroo Island had been goat and deer eradication;
- **Connection to land holders** was highlighted as important, with local primary producers seeking more **collaboration**;
- Some discussion took place between the whole group around **biosecurity**, as this had been listed as a priority for reform and also an area that was currently working well. Participants provided opposing views as to whether biosecurity operations were currently sufficient;
- One table group highlighted the need for the reform to recognise the uniqueness of the Island – recognising **“our Island-ness”**;
- Some members of the group highlighted that they **didn’t want any further regulation such as meters on dams**, asking that there be no further restrictions on economic development and farm management. Local century-old knowledge of farming practice should be leveraged – with a greater focus on trust rather than regulations;
- One participant highlighted that there was a perception that if **a farmer benefits financially** from a program then it mustn’t be good for the environment. He felt that this perception needs to change.
- In general, the **guiding principles** for the reform were felt to be good. But participants felt that these types of principles or words don’t often translate to success so shared this is why there is an element of cynicism and scepticism as to whether the principles will become true.

- It was felt that there is often a 'local voice' on the Island but that it is often overturned so there is a general **lack of trust** that the reform will be effective;
- Members of the group were pleased to have a Minister that is not so risk averse, but **the Minister needs to have a direct relationship with the local Boards**, and those boards need direct access to the Minister. Decentralised decision making is good, but this direct relationship is important;
- One participant highlighted that whilst Kangaroo Island is unique, there are **issues that are broader than the Island** so input from external expertise is needed and a bigger, broader focus;
- **Youth engagement** is very important – how do you get representation from all demographics on to the boards?

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities, as follows –

<u>SUPPORT</u> <ul style="list-style-type: none"> • Access to support: <ul style="list-style-type: none"> ○ Data. ○ Funding. ○ Resources. ○ Technical knowledge. ○ Communication. 	<u>UNIQUENESS</u> <ul style="list-style-type: none"> • Recognise our Islandness; consider the interaction between land and sea.
<u>WATER</u> <ul style="list-style-type: none"> • Equitable use of water. 	<u>RED TAPE</u> <ul style="list-style-type: none"> • Reduce red tape and complexity to allow action.
<u>NATIVE VEGETATION</u> <ul style="list-style-type: none"> • Roadside vegetation (a) fire control (b) council input. • Native Vegetation Legislation – seek a more collaborative approach. • Manage native vegetation on all land. 	<u>BOARD STRUCTURE</u> <ul style="list-style-type: none"> • Board includes representatives of NPWS, Fire and Weed and Feral animal (pest management). • Board representation – one manager the rest community representatives.
<u>EVIDENCE BASED DECISIONS</u>	<u>SOIL</u>

<ul style="list-style-type: none"> • Remote monitoring. • Technology innovation. • Evidence based decisions. 	<ul style="list-style-type: none"> • Liming. • Soil management.
<u>FUNDING</u> <ul style="list-style-type: none"> • More on the ground funding. • Money to hit the ground effectively – less top heavy and more on-ground. • Reliable long term funding for environmental management. • Grants for private farmers. • Appropriate funding for new board. 	<u>PEST MANGEMENT</u> <ul style="list-style-type: none"> • Wildlife, not only native totally out of control. • More focus on feral species management. • Weed control. • Pest plants and animals need to be controlled. • Pest, weed management including over-abundance of native animals. • Cats and pigs.
<u>ENGAGEMENT</u> <ul style="list-style-type: none"> • Locals having a major say for their region. 	<u>PLANNING AND CO-ORDINATION</u> <ul style="list-style-type: none"> • Planning for future sustainability. • Long term views and planning. • Co-ordination between departments.
<u>LOCAL DECISIONS/WISDOM</u> <ul style="list-style-type: none"> • Localised decision making. • Independent of the Environmental department. • Valuing and respecting local knowledge – allowing local decision making. • Embracing local wisdom. 	<u>CONNECTION/COLLABORATION</u> <ul style="list-style-type: none"> • Local Primary Producers seek more collaboration. • Connection to landholders for landscape NRM delivery. • Communication. • Increased partnering with farming community.
<u>OTHER</u> <ul style="list-style-type: none"> • Effect of forestry transportation. • Economic activity will change planning. • Idea for another speaker 'Dr Judy Carman' ~ knowledge/science – GM food testing. • Board has a role. • Biosecurity. • Funding cuts was full time. • Remove the barriers to food commerce between consenting adults. • AREAL spraying. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

- High community representation on the Board.
- NRM plan ~ we've been through a process that involved the community and developed a plan – will this be lost?
- Introduced the community to NRM – responsibilities of landholders??
- Community diversity in NRM – connectedness and contacts linkages.
- Cross-landscape approach needs to be maintained.
- Revegetation of local species – including work of seed bank/nursery.
- Current competent staff delivering effective outcomes.

- Land Care projects.
- Fencing.
- Current Board composition and range of competencies: works very well.
- Biodiversity: working well but needs continued support.
- Strong community support for carbon neutrality.
- Goat and deer success.
- Great speakers visited in the last year.
- Got rid of goats and deer (now pigs).
- Open collaborative forums between different groups - 😊
- Plant Nursery.
- Re vegetation program.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Small regions have limited resources and may need outside expertise and resources to enable them to manage their natural resources.
- Can there be a body on KI that can operate without government control?
- Islanders should be in control of their futures.
- External influences on decisions to pass through local community before implementing.
- Landscape Boards to report to Minister not through government department.
- Reduce 'risk adversity' of government and encourage, facilitate innovation and 'bespoke' solutions for local regions.

b. A simple and accessible system

- Funding – positive land care initiatives i.e. fence off native vegetation – lime sand.
- Some red tape = accountability and transparency (the Banks did very well out of less red tape!)
- Understand that landowners are responsible.
- Totally agree - % funding hitting on ground works.
- Too much time spent on applying for funding. How can it be streamlined? How can projects be prioritised?
- If red tape means that there are constraints on irresponsible action, or that the imps on other stakeholders – have to be considered then it's not unnecessary.
- Devolve decision making and associated accountability to lowest level possible.
- System must be responsive – timely.
- Good intentions don't automatically lead to good outcomes – some level of guidance/regulation required to establish best practice standards.

c. Community and land owners at the centre

- There are times when we need to consider broader issues (e.g. climate change, marine water management) that are beyond the local KI community. There are other stakeholders other than those who work, live on and care for the land who also have ideas about management.
- We need a very strong representation from farmers/landholders and agriculture in KI.
- Totally agree – high priority.

- Opportunities to connect community members who are not land managers to our landscapes and utilise their skills and resources will enhance the outcomes to our community and our natural resources.
- Need to take the Islands' uniqueness into consideration – don't want unnecessary off Island and Whale State Legislation on decisions impacting us. Need local input.
- A balanced view including the economics of the region.
- How can we optimally use absentee landowners?

d. A whole of landscape approach

- Imperative to have whole of landscape approach (plan) to best inform localised efforts.
- Allows for multiple issues to be tackled through effective application of local resources/activities.
- Whole of landscape approach is about the landscape conserving biodiversity on a broad scale so that we have a slim hope of protecting it.
- We need to plan on phasing out the use of glyphosate on KI because it causes cancer. Perhaps the place start with this is to stop its use by the KI council.
- Helps connect landholder and likeminded passion for conservation and landscape health.
- Won't the plans to NRM Management separate DEW from the parks – break up the landscape approach that has been effective in many areas like weed and pest management and habitat restoration, biodiversity monitoring?
- Nature blocks must be managed to maintain natural diversity.
- Consider Sea Scape for Islanders – don't confine to landscape only.

e. Back to basics

- Funds never more effective than funding landholders directly: creek crossing, fencing, lime sand, perennials.
- Needs to be balanced with introduction and incentivising new practices not rewarding for what should be considered standard accepted practice.
- Need to broaden view of what plants are useful and not be too hung up on killing what are considered weeds. Peter Andrews has shown us we can use many different plants including weeds to hold more fresh water in the landscape and improve soil fertility.
- What about biodiversity protection. Also climate change will have major impacts on NRM?
- Back to landscape model, less top heavy, and red tape and more \$ for on ground works.
- Shorten chain of communication for reasons made.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Better than what we have – community to vote. 	No comment made.	<ul style="list-style-type: none"> • Nothing. • Why change number of board members? 9 work well and ensure the board is quorate.

		<ul style="list-style-type: none"> 9 is too many – large boards are not efficient.
Table 4	Table 5	
<ul style="list-style-type: none"> Bad. Election for 3 people! Who is going to vote? Cost. 	<ul style="list-style-type: none"> Local people who have the skills should be identified and elected/appointed. 	

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Criteria and financial acumen. Will the Minister be screening the community nominations? How do you set up the election? How do we balance the community representation to reflect the differing land use and sizes managed? Primary industries. Marine natural areas. Urban areas. 	<ul style="list-style-type: none"> We don't know how the Minister will appoint people – will it be from nominations from the community or direct appointments? Expense of elections. 	<ul style="list-style-type: none"> All members including the chair must be Islanders. Does not ensure skill set. But it does guarantee background knowledge and experience.
Table 4	Table 5	
<ul style="list-style-type: none"> Not 9 members – too many. Chair and 6 is OK. Query election? Nominate and appoint model. Minister appoints – his party is then accountable. 	<ul style="list-style-type: none"> That we will become part of a mainland board – we need KI on it – owned. What criteria is used to determine who is elected? Need to be relevant to the broader KI economy. We would hope that this will cost the tax payer less and be more efficient than the current system. Membership should be multi-skilled: agriculture/forestry; fisheries/aquaculture; environment; finance; governance; tourism; food/wine. 	

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Directorship training for governance. Knowledge and skills in varying management areas/issues. Community lead with government support. Presiding member needs to be local. Combine elections with local government elections to save money. 	<ul style="list-style-type: none"> Representation from different sectors of the community. All members to be from the region. Fixed term membership. Around 9 members – no less than 7. More elected from community than ministerial appointments. 	<ul style="list-style-type: none"> Clear specifications of skill set required for balanced membership.

Table 4	Table 5
<ul style="list-style-type: none"> Nominate organisations: CFS; Agriculture KI; KI Council; Fisheries; Forestry; environmental organisations. Each of these get to nominate 1 member. Each of these nominating entities have 'elections'; and hence accountability. Independent Chair 	<ul style="list-style-type: none"> 3 ministerial appointed and 4 elected (must be a commercial landholder – broad acre farmers). Minister appointees are non-voting. Need to relook at Land Care – people volunteering to benefit the environment. Chair should be local. <p>Ministerial appointees should be local where expertise exists.</p>

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> Share levy funding across all regions – base income for each region. Clear biosecurity role – resources to be in budget. 	<ul style="list-style-type: none"> Soil quality and biosecurity. Adaptation to Climate Change. Own budgets, shared publically – consulted prior to setting budget. Power to set and manage own levies – how population = very small levy funding issues must be addressed Simplify to current NRM Planning and Process. What happens to our existing Natural Resources plan?

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ol style="list-style-type: none"> KI must remain its own NRM region – we are an island and want to retain our island identity – certainly we do not want to be swallowed up by the Fleurieu. Many varied unique ecosystems on KI. Biosecurity – we need to work closely with neighbouring boards/councils. 	<ol style="list-style-type: none"> Keep KI as is. X3 Include coast and marine area within region as per current situation.

3. The diversity of KI and the size, over 500km of coastline (10% of the state) plus high level of native vegetation means that we must have our own board.	
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4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?

Table 1
<ul style="list-style-type: none"> • If there is true regional autonomy then Green Adelaide Board should be deciding their own priorities.

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?

Table 1
<ul style="list-style-type: none"> • Broader issues can be looked at beyond council areas. • Nothing.

What concerns you?

Table 1
<ul style="list-style-type: none"> • Creation of 2 more boards will divide resources more thinly. • Why should Green Adelaide co-administer the \$2M fund? It will erode local levy-base. X2 • Green Adelaide has largest levy funds. • \$2M fund administered by joint presiding member group. • Wouldn't like to see cost shifting from government to Green Adelaide e.g. Botanic Gardens etc.

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Keep same for KI. • Independent body – don't invent new administration. 	<ul style="list-style-type: none"> • Cap levies at current rates CPI increase. • Farmers are already spending a lot of money managing their own landcare and environmental issues and can't afford big increases in levies 	<ul style="list-style-type: none"> • Unless KI gets top-up funding this would be a total catastrophe for KI. • KI doesn't have water levies. • Board should have the right to increase levy beyond CPI if needed.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Our levies are only 10% of our budget, will we still receive our 90% top up? 	<ul style="list-style-type: none"> • Agree. 	<ul style="list-style-type: none"> • We are all in favour of capping levies. • Is there any state budget allocation for the boards across the state? • Depends on starting point for CPI increase.

5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Cross regional projects important. • KI will always need outside \$. 	<ul style="list-style-type: none"> • Yes. • Difficult when you are on an island. • Positive initiative. 	<ul style="list-style-type: none"> • Shared projects are a good idea but smaller regions don't have the resources to contribute. X2
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Yes. • Who makes these decisions? Our voice as Islanders should be considered. 	<ul style="list-style-type: none"> • State wide view critical. • Inter board partnerships/projects as needed and agreed. 	<ul style="list-style-type: none"> • Relevant for the mainland regions but KI must remain as a separate entity.

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Double it to \$4M and co-fund from Treasury. • Spreading the love (responsibility) across all tax payers. 	<ul style="list-style-type: none"> • OK 	<ul style="list-style-type: none"> • If grants program means cut to core programs then that's not a good idea. • Volunteer groups often not equipped to administer grants.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Need more clarity: Will the \$\$ be distributed equitably? Who makes decisions? Who determines priorities? (Government). 	<ul style="list-style-type: none"> • If allocated on a per capita basis KI will get little. • More information needed. 	<ul style="list-style-type: none"> • \$2m is a drop in the ocean. Biodiversity conservation is long term and needs to be done thoroughly.

6. 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.

The agricultural industry on KI is going great, with the pristine beauty of the environment and landscape remaining.	Landscape scale management of threats, resulting in improved agriculture, environment, engagement of community.	Keep your word. Keep your mind open – talk to everyone concerned.
I know that this reform has been successful because there is a sustainable plan for the future of KI.	Re-election – minimal impact to land owner: money - improve targets to solve problems. Needs to be in questionable.	I have reformed NRM that now has a better focus with boards that realise the importance of environment and the economic benefits.
Success is a result of having local ownership of the board, reducing regulations and minimising red tape,	Local communities have been empowered and supported to plan and deliver activities - on-ground, policy that are making a positive difference to our environment.	Measurable improvement in soil health. Organic carbon (farming system). Ground cover (native vegetation). Systems need to be profitable if it's not profitable there will be no custodians.
People enjoying their surroundings (parks/farms ...) looking positive into the future.	Independent boards that are functioning well and are contributing to all members of the community	Get the governance right. The current proposal is a bit 'elaborate'. Local engagement is of course critical – but it also needs your leadership – then trust.
If everyone is happy.	This has been a success because : The boards are now balanced between industry and conservation – previously very green weighted. More control of board is local and balanced.	I would consider this process to be a success if climate change targets have been met and the economy of Kangaroo Island is sustainable, the community is resilient and the environment is improved.

	Much more of the levies is reaching on ground work and not lost in office jobs on its way down.	
The whole KI community is not divided on how best to manage Natural Resources – Greens don't hate farmers!	KI will be world leaders in sustainability and the island is feral cat free.	Community commitment and participation.
Message for the Minister. Will know if this has been successful if environmental indicators actually improve.	I will know it has been a success when levies have not increased and the bureaucracy has not grown.	Hi David, Just a quick comment – remember the KI Jury Process: please consider that in your solution for KI. Appreciated the opportunity.
Landscape ethic is future of community life.	As minister you are re-elected to the position or advanced.	If it has been successful, the agricultural community and the conservation community will be working in unison and not almost geometrically opposed. Most farmers are excellent conservationists and get really annoyed by all the ridiculous rules and regulations that the 'green' side of the community place on them, re controlling wild life, water restrictions, and economic performance.
The key measure is the trees are regenerating and the ocean has less plastic.	I have listened to the people – in this case the Kangaroo Islanders.	That water will be valued as a precious commodity and shared equally.
If changes made and implementation put into action deemed successful – its success – needs to be felt by those it affects not by those who changed a region.	There won't have been huge amounts of money wasted on branding, consultancies, and less meetings and the environment will be a critical part of government not the poor relation. We won't have lost any more animal or plant species nor will any become endangered/threatened.	It will be a success if regional boards have long term secure and sufficient funding to keep skilled staff and their families employed in regional areas with flow-on benefits throughout the regions.
We are back like the decade of Land Care \$ there is million dollars being spent on ground. Works with minimal spent on administration – the aim of the game is to improve the environment so that dollars need to spend on the environment through on ground work not administration.	I know it has been successful because landowners – farmers – are driving new tractors and living in new houses. They have been given the tools (funding of programs) to care for their soils, livestock, land and water and in return are making a profit. No feral animals running the Island.	Kangaroo Island remains an autonomous zone. Has identified its unique qualities and leveraged these. We are 'feral free' as an example. Also Broadacre agriculture is leveraged to gain maximum benefit for community and landholders.

7. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- The KI Natural Resources Management Plan had huge community participation in its development and there were agreed objectives – what happens to this in the new NRM Landscape?
- Centralise/decentralise lump/spit etc., etc., here we go again – nothing ever changes at accost of \$millions and massive disruption. When will the pollies ever get over it
- If it is working well, why change, fix it. Board has achieved.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	CLARE
TIME/DATE:	2PM ~ 5PM 22 ND August 2018
FACILITATORS:	Steve

OVERVIEW OF SESSION

A group of approximately 30 participants were welcomed by the facilitator who set the scene for the session. Attendees represented a mixture of landowners, volunteers (Landcare, Trees for Life, Progress Associations), Clare Gilbert Valley Council, Primary Industries, Wine and Grape Growers Association, community general. A full account of input received can be found below, however some of the key points to arise from the Clare session were –

- Less time and money spent on administration – **more staff on the ground** connecting with key groups, facilitating partnerships and delivering programs that make a difference.
- A need for more **Park Rangers** (noting that this is not necessarily part of the Landscape SA reform but that the Minister had noted it in his presentation and there was strong support for this as a Statewide initiative).
- The Board needs to be comprised of **skilled individuals** – not people who are wanting to promote their own agenda or who have vested interests. A criteria needs to be set for which candidates being pre-selected or nominated need to meet. There needs to be more of a focus on skills and knowledge and community leadership than other matters such as gender.
- Boards can't be operational – they must be **strategic**
- Strong focus on **native vegetation** including **roadside vegetation**. Weed management needs to work on the basis of allowing native vegetation to flourish. Consideration needs to be given to how the Native Vegetation Act fits with this reform and the role of the new Landscape Boards relative to native vegetation management and preservation. **Strong partnerships** with Council in this regard are considered important, with Council to be educated around the importance of adequately managing and preserving bush tracks (unmade road corridors) and associated native vegetation. Roles and responsibilities with respect to native vegetation need to be better defined.
- **Compliance** needs to be looked at – a lot of compliance has been centralised – there is a lack of compliance officers on the ground and the Boards appear to be restricted by administrative issues. This is especially so with respect to the native vegetation and clearance.
- **Biodiversity** is critical and fundamental to good landscape management. This cannot be ignored or forgotten in going back to basics.
- The group did not like the **change of name** – the emphasis needs to be on the **MANAGEMENT of the NATURAL landscape** for the benefit of future generations, tourism and primary production. This is not reflected in the new name. Landscape doesn't address the importance of biodiversity.
- **Coastal management** – appears to be an afterthought – needs to be high on the agenda especially for the Northern and Yorke region.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
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The notes below are written up verbatim.

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- **Back to Basics – focus area**
- **Planning/decision making**
- **Transparency/accountability**
- **Water**
- **Board**
- **Public clarity of role**
- **Partnerships**
- **Decentralise roles/responsibilities**

<p><u>BACK TO BASICS ~ FOCUS AREA</u></p> <ul style="list-style-type: none"> • Retain existing native vegetation and paddock trees, and bush tracks. • Weeds ~ more money and time spent on eradicating weeds in National Parks and private land. • Feral species ~ more effort to eradicate feral animals in National Parks and adjoining land. Many land owners not doing anything to control feral animals. • Cats ~ more controls on domestic cats – de-sexing, curfews and limits on cat numbers. Feral cats – more effort to eradicate feral cats. • Trees/Native Vegetation ~ encouragement for land holders to plant more trees and preserve or re-create native vegetation. <ul style="list-style-type: none"> ○ To plant wind breaks. ○ Strengthen native vegetation Act & Regulations – more staff to administer the Native Vegetation Act – currently gutted. ○ Need more habitats for animals, more trees to reduce damage by mistletoe. ○ More staff to manage all this. • Coastal protection for vegetation (unlawful access and use. • Protection of salt lakes. • Protection of native birds, fish and animals. 	<p><u>PLANNING/DECISION MAKING</u></p> <ul style="list-style-type: none"> • Increased local input into Planning and Decision Making. • Decentralisation of Decision Making.
<p><u>TRANSPARENCY/ACCOUNTABILITY</u></p> <ul style="list-style-type: none"> • Value for money/transparency. 	<p><u>WATER</u></p> <ul style="list-style-type: none"> • Better regulation of irrigation/bores. • Is irrigation necessary? • If we are having to irrigate crops then are those crops really viable in that area? • Maintain biodiversity along water catchments and impact on the coast. • Encourage people to use less water in general. • Monitoring of our ground and surface water supplies.
<p><u>BOARD</u></p> <ul style="list-style-type: none"> • Autonomy of Boards – ‘Good’ Governance. 	<p><u>PUBLIC CLARITY OF ROLE</u></p>

<ul style="list-style-type: none"> Skill based appointments. 	<ul style="list-style-type: none"> People have an understanding of 'the purpose' and 'scope of the Board'.
<u>PARTNERSHIPS</u> <ul style="list-style-type: none"> Delivery through established and appropriate networks. Use existing resources of not duplicating delivery of programs. Flexibility in delivery of service by locals. 	<u>DECENTRALISE ROLES/RESPONSIBILITIES</u> <ul style="list-style-type: none"> Local support and contact person. Decentralisation of administration.
<u>OTHER</u> <ul style="list-style-type: none"> Concern with reform focus 'looking back' to soil and pest, weed and plants rather than a focus on functional landscapes, productive landscapes, engaged people. Getting the right balance. Better food producer and landholder engagement ~ support primary industry. More support and education for pest and weed control and stronger enforcement of the Act. Education. Bushfire ~ build in a natural resilience against fire using in native vegetation (fire breaks). Proactive Fire Management – water resource and availability. That the levy distribution is equitable across regions. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

- Maintaining support of sustainable agriculture and farming practices.
- Fox baiting and deer control.
- School children education.
- Landscape planning process ~ Conservation Action Planning.
- NRC and NRM education to stay. Connecting with community.
- Major project – Burra to Kapunda.
- Willing to work with, engage and support small community groups.
- Funding mechanism – Federals trust the current Board process.
- Diversity of Board representatives and diversity of projects.
- The existence of NRM Board.
- Current DEW staff and location and skill set to deliver programs i.e. Federal-funded Green Army.
- Relationships between staff delivering NRM and communities/stakeholders.
- Approachable and timely small scale project/idea identification ~ low bureaucracy funding.
- Landscape biodiversity projects. South Flinders/Living Flinders; Southern York's/Rewilding York's.
- Biodiversity on production and private land.
- Retain the things that are currently working well ~ i.e. projects on-ground/activities relationships.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Do not feel the current system is centralised (other than periodic Ministerial directions).
- NY Strategic Plan is decentralised in my opinion. Ability of board to speak freely and make appointments ~ often 'controlled' however.
- Need to ensure that decentralisation doesn't result in a lack of oversight, processes etc., needs to be moderation.
- There may be a need to bring in 'outside' experts due to lack of expertise within regions.
- Consideration of local, state, national, international legislation, obligations and conventions ~ other Regional plans (threatened species – local populations); JAMBA, CAMBA, EPBC ACT, etc.
- Decentralisation at what scale?
- Strategic decisions ~ local decisions.
- Need flexibility/local benchmarking.
- Need understanding of local issues to make decisions ~ weigh up 'conflicts' in priorities.

b. A simple and accessible system

- Clear goals – measured performance – accountability – focused. And timelines, defined end point of re-assessment point/date?
- Ability to access resources to perform on-ground innovation.
- Communication with Local Progress Associations and groups.
- Communication on an annual basis using simplified information graphics so rate payers know where levy is being spent.
- Need effective and adequately resourced Compliance Officers.

c. Community and land owners at the centre

- They are well placed, but not necessarily most skilled or knowledgeable. Concern that some agricultural producers are more interested in land protection than biodiversity and landscape approaches. X 1
- There still needs to be laws controlling and/water use, not just allowing landholders to do whatever they want without regard to neighbours and the environment.
- Good to have them at the centre but initiative for new projects can also be shown outside these groups and discussed.
- There seems to be only a minority of landowners who have any regard/support for environmental issues – so landowners need to be strongly encouraged/supported by knowledgeable resources.
- At the moment there isn't enough people in the Native Vegetation Section. They're been gutted as a group. Can't expect landholders to understand the legislation and need officers to provide support to the regions.

d. A whole of landscape approach

- Point one – agree, especially in regional area where people (low population) and resources are less.
- Where is sustainable agriculture in the documentations?
- We need to put a value on native vegetation and privately owned land.
- Who has backbone role for this approach?
- Current approach removes distinction between public and private biodiverse land. Important to ensure new focus embraces private land and land managers working with National Parks to improve functionality for wildlife.
- Need to acknowledge sustainable agriculture and its role in healthy productive soils and water assets.
- Need encouragement for Volunteer Groups who work across Landscapes e.g. Trees for Life.
- Sustainable agriculture as a system with the flexibility to fund innovative projects derived by farmer groups and organisations.

e. Back to basics

- Needs to include coast.
- Maintain Landscape Function Focus. Improve ecosystem health whilst maintaining productive landscapes. Not 'just killing weeds, pest'.
- Soil quality is focused on agriculture – what about environmental needs? i.e. dune erosion in coastal areas.
- What is the role of PIRSA? They do many innovative programs in production ~ we don't want to see duplication.
- Needs to include monitoring and evaluation. If you don't survey and monitor what is in the 'landscape/environment', how can you evaluate whether you've achieved a particular outcome? (e.g. protecting 'X' native plants and 'Y' animals etc.
- If it is back to basics ~ what is it that Boards need to stop doing?
- What is the definition of 'Vibrant Biodiversity'? Defined unclearly in the discussion paper and summary.
- On page 2 of the summary document (under Back to Basics) it states ...'*issues that matter most to Regional communities – soil, water and pest plants and animals*'. This is not correct in my case. I'm a Primary Producer and I REALLY care about native vegetation, native fauna and biodiversity as a whole.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
<ul style="list-style-type: none">• Members ~ is plenty of board enables skills, geographic and demographic variety.• Self-governance of strategic, landscape and internal (finance etc.) plans.• Board appointment of the General Manager.	<ul style="list-style-type: none">• Good community and Minister appointed positions.• Size at 7-8 members.• Good that no merges of the 9 landscape boards.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none">• Criteria used for appointment of Board Members – skilled based.• Clarity of term length and total number of terms possible.• Election process, risk of 'stacking' boards to push agendas, cost of elections, and engagement of voting community.• Due diligence over performance against plans.	<ul style="list-style-type: none">• Balance of 3 community and 4 by Minister.• Prefer to see 4 community and 3 by Minister.• How to implement a skill based board with this structure? With geographic spread across the region? Landscape/function?• An election process is not going to get you the diversity/spread you want. How to capture regional spread/issues?• Decentralisation ~ changing the skills required by board members.

What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> • Focus on skilled Chair appointments. • Industry standard professional director induction/training of Board Members. • Clear terms of engagement of Board Members – performance expectations and review processes. • Board Independent review processes. • Board needs skill to focus on 'delivery' not 'staffing' – don't need to have full control of each delivery person, 'strategic' focus not 'operational' focus. • Transparency around who the 'Board' is accountable to. Is it the Minister or Levy Payer? 	<ul style="list-style-type: none"> • Need to be clear what skills and experience is required to be on the Board. • List of possible community candidates with local government voting them in? • A voting process that is open and transparent.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

<ul style="list-style-type: none"> • Surveys – need to know what is in the environment, so you know what you are trying to manage ~ feral, native flora, fauna protection. • Monitoring ~ but can monitor things and watch them die. Monitoring the effectiveness of a project (not by simply 'tick box' mentality). • Program budget linked to a strategic plan. • Budgets and expenditure to demonstrate effectiveness and value. (Not by 'tick box' mentality). • Reporting shouldn't be just be about accounts, but needs to show how people engaged ~ less weeds, protection of YFR wallabies – increase in the bird numbers etc. • On-going review of 5 year plan. • Are we achieving targets? • Are thing just aspirational? • Some things might be impossible to achieve.
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4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?		
Table 1	Table 2	Table 3

<ol style="list-style-type: none"> 1. Consistency among boundaries used by local councils, Landscape SA and state departments. Doubles local government work load if you split a council region across two zones. 2. At a State level splitting Mt Lofty and Adelaide into 3 changes the number of Board members/power in that region. Flow on to funding? 3. Links to moving the boarder of plains and valleys further north ~ consistency in boundaries,. 	<ol style="list-style-type: none"> 1. Suggest KI, Hills and Fleurieu become one board. Currently highly inter-tangled already. Plains and Valley join with Northern and York to create one board – similar agro-ecologically and socio-economically. 2. Keep coastal and Port Augusta within NY region. 3. Keep focus on working across boundaries. 4. NY boundaries currently works well on 'landscape function' and focus. 	<ol style="list-style-type: none"> 1. Distribution of funds ~ a fair distribution overall landscape regardless of population density. 2. Representatives from a broad area of North and Yorke Landscape Board. 3. Accountability of levy money use. 4. Diversity of area, coastal, saline lakes, range lands, farming, public parks, Crown lands etc. buffer zones, grape growing, heritage. All areas in need of projects. River systems parks.
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5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

- Outside the cap costs involved to apply outside the cap.
- Good in theory but not in practice.
- CPI less administrative ~ but which CPI?
- How to spend in the region? (if capped?)
- Administration and back charging would need to cease.

5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways

- Is this available to Statewide groups (as well as boards) for Statewide projects? i.e coastlines/farming practices.
- A way of getting Green Adelaide money back into the region.

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?

- Should be retained within the region ~ should take control ~ they know ~ stay as is.
- Statewide levy collected by the state and then distributed equitably.

6. 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.

If we were the Minister ~ make sure before change that all avenues have been looked at thoroughly. All regions to be accountable for spending of levy money. And look at the cost of the change and keep down administration costs.	As an outsider I would point out that and came today with two issues: Cats and Trees. The Dog & Cat Management Board should explain what they are doing to 'manage' the huge problem of cats in the environment. There should be more action to increase the number of trees planted on farms. It should remain a personal choice for farmers.	That the environment actually sees some improvement and is held in higher regard, especially by this government. Not seen as a Junior Ministry that is expendable.
Happy and healthy residents of South Australia who have access to wonderful natural resource to enjoy. Our community has reduced our reliance on chemicals and fossil fuels, and takes the time to appreciate our natural wonders within the state.	More people of all ages and from all walks of life being involved in their environment at all levels.	We have a healthy landscape, and all landholders are happy.
The environment is the winner.	8/10 farmers say 'Landscape NY' is focused on sustainable agriculture.	Success would be that all members of an NRM region know and understand the plan for their region; how the levy is expended and agree with it!
Biodiversity is enhanced, the endangered species are surviving and thriving. The communities are happy and feel listened to and supported.	That the money that is collected has been better spent on projects. Reform has taken too long and productivity has been lost.	Participation by land managers in assessing and adopting new sustainable practices. Short term measures can be difficult to monitor in short term.
A majority of the state's population understand what	To have made a significant change to the landscape as a	Clear accountability of funds raised in our region. How it was spent? What are the results if

Landscape SA is about and are enthused by what it is achieving.	whole continuing far beyond 2020.	accountability for weeds controlled vegetation planted etc., for money spent?
I could walk up to a levy payer/grower and they could tell me where their levy goes and positive change they have seen in their region.	As the Environmental Minister, I would feel satisfied if the community felt that generally their levies were being used productively and wisely. With benefits and outcomes being very visible and maintained.	Water is the most significant integrated resource ~ irrigation is enlightened. There is a natural resource inspired resilience against bush fires. Park Rangers, emphasis on ingenious knowledge of the landscape. A coherent strategic plan linked with a program budget that demonstrates achievements. State following Bill Mollison's Permaculture principles.
2020 ~ I am Minister for Environment & Water. There would be connected patches of native bushland amongst farm land. Landowners and DEW would be required to control feral plants and animals. Water of good quality being shared and enough to flow out to sea.	Climate change impacts. Public support. Murray River water controls fairly administered.	No extinctions of locally, State and Federally threatened native flora and fauna. Increase in native flora and fauna population. No 'tick box' mentality Compliance with local, state, national and international conventions, legislation and targets. Native vegetation protection and conservation ~ not just revegetation. Protection of existing native vegetation. Coast protection - no poor planning in flood prone areas.
Local Progress Association (non-profit) taking control of projects. Protected unmade roads, corridors living biodiversity. Protected, recovered coastal areas. Healthy rivers with fish/frogs. Birds, fauna in balance. No further loss of native, heritage areas. Government/local-state-federal working together for our water systems. Backing farmers for cheaper water/drought resilient and self-sufficient. Carbon credits.		

7. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Animal licencing:
 - In SA there are no requirements for people to rescue native animals. They can hold for 4 weeks before applying for a licence. I am concerned there is no training or requirement to be a member of an animal rescue group and do any on-going training.
 - I have recently seen a woman advertising on Facebook for a kangaroo joey, claiming she already has a licence for it. This can't be true as the goes with the animal not the person, so how can she have a licence for an animal she doesn't have yet?
 - I am concerned what will she do with it once it has grown up? Is she just looking an unusual and cute pet/
 - In NSW it is illegal to keep wildlife as pets. You have to be a member of a registered wildlife rescue group to be able to rescue and rehabilitate native animals.
 - I think SA should look at some of the other states and consider reforming some of these animal licencing laws.
- Concern the focus is on private and ~ what about public land?
- Youth – how do our youth become engaged in this new management? Green Adelaide has a focus on nature education ~ what about the other Boards? That then allows all of the community to be active in landscape management.
- Coast ` seems like an after-thought ~ needs more attention in the reform.
- Protection of remnant vegetation, includes birds, wildlife, corridors of 'Crown' lands for public use.
- Buffer zones around Towns (vegetation for protection of spray drifts, etc.)
- Protection of wooded areas (from cutting old trees for firewood, home of owls etc.).
- Reinstate protected flora program. \$110K just axed from Trees for Life program to protect threatened flora. (It was funded by Federal Government but now axed?). Now nobody caring for out rare plants.
- Stop crops burn off - re-educate and prosecute.
- Lower the use of chemicals.
- Protection of natural heritage and mad made government dams, wells, pioneer buildings etc.
- Sustainable agriculture and its role in NRM. Focus on improving and positiveness. Not just the big stick approach.
- Better communication between local Boards and all parts of the community.
- Carbon credits.
- SA needs a Biodiversity Act or equivalent.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	GLENUNGA HUB
TIME/DATE:	9AM-12PM 23 RD August 2018
FACILITATORS:	Becky & Jon

OVERVIEW OF SESSION

A group of approximately 80 participants were welcomed by the facilitators who set the scene for the session. A full account of input received can be found below, however some of the key points to arise from the Glenunga session were –

- The **link between planning legislation** and the new landscapes act is absolutely critical to acknowledge. There was concern by several participants that the planning legislation could be contradictory to the contents of the act, with negative implications for natural resources;
- Members of the group felt it odd that the **Green Adelaide board** would be structured differently to the other Landscape Boards, stating that this was suspicious that there were **no community representatives** involved; **Expert Advisory Groups** were suggested as a way for boards to receive advice, with particular reference to both advice from experts who can **provide evidence-based science**, but also this being a way that Landcare groups and volunteers could provide input in to decision making. **Community representation should be via nomination from key groups (including volunteer/land care groups)**, and not by election. A **skills base** must be considered for the boards, finding a balance between experts and community;
- Volunteers at the session highlighted that natural resource management is not just about landholders. Recognition must be given to **the role volunteers play** in managing the environment, both in on ground works, but also at a board level;
- Boundaries were discussed with political, economic or ecology being typically used to determine them. It was felt that ecological factors were the most important and this often connects also to **the boundaries of Aboriginal Nations**, which are generally based on the ecology of landscapes;
- Funding, particularly the distribution of levies, was acknowledged as being a very tricky and sensitive topic, but collecting a levy on a state basis with allocation then being based on environmental needs or values would be ideal. This can be problematic if boards have to bid for their budget. If the model that is being proposed goes ahead, then **Green Adelaide should give a bigger proportion of dollars to the regions**. The issue of recent funding cuts was raised, with participants concerned about the impact on resourcing, and also staff morale;
- Commentary around the functions of **Green Adelaide** was very optimistic with participants liking the aspirational goals it could set, and the separation of the city and country;
- **Biodiversity** was identified as a priority, with recommendations that this be integrated in to the landscape approach – it must be included in the priorities and be clearly stated;
- Real and meaningful **partnerships and engagement with Kaurna and other Aboriginal groups**, leading to capacity building and real outcomes for the community. This includes indigenous leadership. It was suggested that if this is to be genuine, then they need to be very much included in decision making, including represented on the boards;
- **Planning** processes need to be integrated and holistic with **overarching coordination** across regions;
- Whilst it was acknowledged that this engagement was focusing on the reform of predominantly the boards, several participants felt it very important that they have the opportunity to contribute to **the operations of the Department for Environment & Water**, as this has just as much impact on their activity;

- Better **protection and compliance** is required, particular reference to protection of native vegetation being made with concern that this is very much at risk due to poor compliance and limited resourcing for enforcement;
- **Engagement and volunteering** was highlighted as critical, including improved dialogue between the boards and volunteers. Communities need to have a real voice in decision making, including at the board level. Volunteers felt that their voice isn't currently heard at board level;
- **Partnerships** - Several participants said that it is important for everyone to take responsibility for natural resource management, and not just assume it is a government role;
- **Education** was highlighted as important, not just for children and young people via schools but educating and empowering the greater community;
- **Resourcing** was identified as a current issue, with reference being made to both **adequate funding** being needed for on ground works and better resourcing of community groups, and **staffing**, with "more staff being at the coalface and less in the office";
- One participant highlighted that there are few **wetlands** left in Adelaide now, with one of the remaining best being on private land. Working with **private landholders** is critical.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

The priority themes in Glenunga were –

- Protection & Compliance
- Planning
- Stormwater/catchment
- Efficiency
- Legislation & Policy
- Kurna & Aboriginal Groups
- Biodiversity
- Pest animals & plants

- Accountability
- Governance
- Staffing
- Funding
- Decision-making (science)
- Climate change
- Education
- Engagement/Volunteers

<u>PROTECTION AND COMPLIANCE</u> <ul style="list-style-type: none"> • Better protection of native vegetation ~ this is very much at risk because of low compliance – clearing for CFS electricity one of the problems. • Better legislation and resourcing of compliance for natural resources. 	<u>PLANNING</u> <ul style="list-style-type: none"> • Urban Planning – importance of green spaces. Urban tree canopy and wildlife corridors. • Collaboration and interaction across government structures and boards. • Better urban planning to achieve a green, walkable/cycle able city. • An integrated holistic approach for sustainability, minimising impact on natural systems. • Urban Planning – developments have been given 'carte blanche' to completely denude housing blocks. Return local voices to Panels. • Recognise and respect heritage landscapes i.e. Glenside site. • Over-arching planning and co-ordination across regions and state.
<u>STORMWATER/CATCHMENT</u> <ul style="list-style-type: none"> • Better integration of hills – city – marine environments. • More enforcement of land owner's duties to manage catchment areas. • Community use of water bodies – dams, reservoirs, streams etc. • Stormwater management reform – responsibilities of state/Board/council. 	<u>EFFICIENCY</u> <ul style="list-style-type: none"> • Improved efficiencies: power administration and improved field based outcomes.
<u>LEGISLATION AND POLICY</u> <ul style="list-style-type: none"> • Simpler legislation. • Clear policy direction for plus definitions: <ul style="list-style-type: none"> ○ Climate change adaptation. ○ Landscape restoration (what does this mean?) ○ Relationships with land use planning 	<u>KAURNA AND ABORIGINAL GROUPS</u> <ul style="list-style-type: none"> • Indigenous leadership in partnership. • Real and meaningful engagement with Kaurna and other Aboriginal Groups leading to capacity building and real outcomes for the community. • Address intellectual property rights – art, customs, and protection of sites. • Kaurna people would like support of burial grounds in perpetuity
<u>BIODIVERSITY</u> <ul style="list-style-type: none"> • Develop and deliver main focus on biodiversity. 	<u>PEST ANIMALS AND PLANTS</u> <ul style="list-style-type: none"> • Adequate resourcing for long term strategic pes (animal and weed) control including over

<ul style="list-style-type: none"> • Better understanding of natural biodiversity values is needed. Some education is needed. • Parks are emphasising active recreation rather than biodiversity. • Economic value on ecosystems and biodiversity. • True improvements in biodiversity including wetlands and ecosystems. • Ensuring that biodiversity is integrated into the 'Landscape' approach. It must be included in 'Priorities'. It must be clearly stated. 	<p>abundant native species (e.g. kangaroos, koala (K.I.) and wild dogs).</p>
<p><u>ACCOUNTABILITY</u></p> <ul style="list-style-type: none"> • Looking for certainty and transparency on how decision, priorities program and Government and Board interactions. • Ensuring that environmental monies are spent on environmental projects. • Transparency of NRM funds spent. • That governments cannot lease/sell to other interests (i.e. private companies) areas that have previously been declared Crown Land or National Parks. • Checks and balances on the local Boards (measureable outcomes) – Rangers engaged in core role. 	<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none"> • Clear governance that defines roles of Community and Board – Government links. • Transparency • Accountability. • Funding – levy staying at source or shared with other regions.
<p><u>STAFFING</u></p> <ul style="list-style-type: none"> • People in the sector – no jobs for highly qualified individuals – job security. • More Rangers – with smaller regions to look after. • More NRM staff at the 'coal face' and not in the office. 	<p><u>FUNDING</u></p> <ul style="list-style-type: none"> • Fund cutting of 25% across DEWNR doesn't help support any of this – demoralising for staff. • Allocation of funding based on priorities across the state. Will need strong framework to determine priorities. • Adequate funding and clear separation of sources and targets for on ground works (non-competing with each other). • Clear funding for Parks: landholders (as individual). • Funding for community groups clearly and fairly allocated. • Better resourcing of community groups ~ financial but also mentoring, knowledge etc.
<p><u>DECISION MAKING (SCIENCE)</u></p> <ul style="list-style-type: none"> • Decisions to be science and evidence and research based (nothing in current proposal demonstrates this). • Science based management – water, weeds, pest animals. 	<p><u>CLIMATE CHANGE</u></p> <ul style="list-style-type: none"> • Achieve action on climate change to sustain the landscape for future generations. • Need to consider how climate change will impact natural resources as well as contribution NR can make to climate change adaptation and mitigation.
<p><u>EDUCATION</u></p>	<p><u>ENGAGEMENT/VOLUNTEERS</u></p>

<ul style="list-style-type: none"> • Community having a real voice and influence in decision making, and being 'at the table' from the out-set. • Empowering community to be active agents of change: education; awareness; funding; capacity; visibility of their own contribution on the ground; participation in decision making. • Education and engagement for schools and community. • Empower and educate the community. • NRM education working well – education and support for on-ground programs and outcomes. • Engaging children with nature and environmental sustainability – momentum in community – positive approach. • Making NRM relevant to community – environmental stability – why should it matter to people: triple bottom line. 	<ul style="list-style-type: none"> • NRM Boards to bring together communities on equal footing. • Decentralisation – local engagement on-ground delivery of work. • Changing community culture/attitudes to value natural environment. • Strengthen community ownership and involvement. • The planning process needs to be simple and engaging volunteers not just owners. • Many volunteers travel to remote sites and don't own them. • Improved dialogue between Board and volunteers. • Less hierarchical management of volunteers.
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2. WHAT'S CURRENTLY WORKING WELL?

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

- Collection of levy by councils.
- Education support for student involvement and expansion of 'Green Army' projects – education and upskilling.
- Support of on-ground volunteers with equipment and training by NRM.
- NRM network well with each other agencies and organic stakeholders – very appreciative of volunteer network that helps tirelessly.
- Funding streams e.g. NRM levy for priorities: reliability of funding source; long term viability impacted; crucial for staffing and volunteer consistency and momentum.
- NRM education – but still could do better.
- NRM education: schools; landholders; volunteers; groups; individuals; collaboration and volunteer support.
- NRM schools program –SEMP support.
- NRM education.
- Maintain education programs especially in schools to develop environmental awareness in future generations.
- Good support from local NRM and volunteer groups. Sharing of knowledge between groups and agencies.
- Induction and on-going support and education for volunteers.
- Disappointed if there is less on-ground funds for projects and education.
- Our Parks – don't cut and manage them and promote! People love them and NRM engage people to enjoy them.
- Maintain specialists in-house to prove best available science.
- Continue the education focus – resources to be more available to the community; on-ground staff are crucial for achieving this. Staff need to be supported by government funding.
- Education – great outcomes and influence; investing in our future – experience.
- Education – programs/funding for community education e.g. children's education – flow on benefits to families and communities – voluntarily, social outcomes and health outcomes.
- Volunteer support.
- Current knowledge and skill base of NRM officer's needs to be retained (not lost).
- Practical support for friends groups – equipment; herbicide; training.
- Whole of landscape approach e.g. managing pest plants and animals across public and private land.
- Nature Play in our Park network – open days; information; experience.

- Retain and enhance skilled and experience staff.
- Continue to generate environmental flows in summer from reservoirs.
- State level coordination, planning and integration still important. Not to lose over-arching strategy and momentum.
- Volunteers support officers and work well, are passionate. They have great local knowledge – keep them.
- Connections at the ‘coal face’ – working with land holders as partners in NRM.
- Retain our existing reserves – urban parks.
- Diverse perspectives on decision making bodies – NRM Board.
- Board connections to others: Local government; Friends groups; school/education programs.
- Current staff are knowledgeable and passionate.
- Science (data etc.) informing, planning and practice e.g. water allocation planning but need independent/peer review.
- Natural Resource Centres work well. Need to rebalance the mix between theories to practical on-ground works.
- AML even have come a long way in Kaurua engagement especially language and signage.
- Community partnerships.
- Landscape scale planning.
- Retain and enhance existing support for volunteer groups.
- Have had some opportunities for cross-regional sharing of knowledge, skills experience etc. don’t want this to be reduced – support, retain, built up over years in staff and share this.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Authority/responsibility/accountability needs to be defined!
- How is it decentralised if the Minister is making centralised decisions on the reform and its guiding principles?
- You can either have decentralised decision making OR a whole landscape approach – not both (contradictory). We have spent 20 years learning how to effectively prioritise NRM activities – why throw all of that out to introduce a slogan of ‘decentralisation’.
- Giving power to those with local (include First People) knowledge has to be a step in the right direction.
- Checks and balances to minimise vested interests. Who supervises that money and activities are within guidelines?
- Still needs to be state level planning, collaboration and reporting (data management etc.). Also needs clarification of all the roles of the numerous boards and authorities (EPA, NRM, Coastal protection, stormwater etc.) risk of doubling up etc.
- Yes – but based on good information proved by scientific land capability approach that maintains community aspirations. Need to inform well in first instance for better local decisions and planning.
- This is at odds with landscape scale planning (and maybe delivery). How will these 2 (of 5) guiding principles be reconciled.
- The current system is based on the Minister managing the actions of Boards and is politically motivated. If it’s to be decentralised there needs to be capacity for local Board action – within frameworks – without Ministerial intervention.
- There must still be a strong science base to decision making. It is important that single issue individuals do not dominate the process. X2

- Partnerships to include schools and preschools – already part of building stronger/more resilient communities. Schools = families = community.
- Water planning (surface and ground) needs to consider the impact beyond the very local and sustainable management may need decisions to be made outside local.
- Supportive of decentralisation, but need to make sure some of the less populated regions are given the resources and support to succeed.
- Decentralised decision making demands decentralised funds for their implementation, monitoring and for being accountable for action.
- Good in principle as long as it isn't code for government abrogating responsibilities.
- Some issues (water, soil, pests) cross boundaries and locals need to collaborate across state (and nationally) e.g. foxes.
- How does each Board ensure decisions made on evidence (consultancies can be quite expensive/repeating costs).
- Is decentralisation and Landscape Scale able to work? Need over-arching policies to work within, so the system is guided for the state's best interest – future proofing biodiversity.

b. A simple and accessible system

- Sounds good but what does it look like and how can complex outcomes be delivered.
- Needs to be clear about what \$ going to and clear on purpose for which it was raised e.g. water levy for water management, land levy for land management. Business plans to be clear.
- Agree bureaucracy needs minimisation.
- Hierarchy is a problem.
- Transparency is key as it is a complex (wicked) problem.
- A simple and accessible system underpinned by sound science and technical knowledge.
- Accessibility essential. Simple is the idea however with so many competing priorities it is unlikely then end result will be simple! Likely to be ongoing complex if it is inclusive.
- To every complex question there is always a simple answer – and it is always wrong.
- Grow participation – need education/learning/capacity building in the principles somewhere.
- A use of technology with a clear measurement framework to more directly link funding with the work actually done – transparent. This also includes more sharing of data (maps) between stakeholders.
- Practice may not prove the reality – different Boards have different needs necessitating a level of complexity e.g. simplified levy collection basis will upset a lot of people.
- Yes! All good – please do it.
- Stronger community bonds (social capital) can enhance the ability to access systems.
- Transparency? Will we be able to attend and access minutes of meetings of the Minister and the Landscape Boards?

c. Community and land owners at the centre

- Yes, we need to be on-side with landowners and see them as partners.
- History has shown landholders do not always manage their land in a sustainable way leading to soil degradation and over extraction of water, vegetation clearance etc. There still need to be a process for providing checks and making sure people don't do the wrong thing. X3
- Environment and ecosystems need to be at the centre. People are prone to self-interest.
- Good environmental management needs to be tenure-blind. Landholders need to be accountable for their actions, as well as encouraged.
- NRM at centre – manage within sustainable limits i.e. ecosystem health.
- Important part of the decision making process, but not in isolation. Science and landscape decision need to be drivers!
- The natural environment must be at the centre otherwise we are doomed!
- Community and landowners need to follow well-thought, well established outcomes that are cognisant with NRM objectives.
- Include marine environments as well.
- Aboriginal people have a special connection and this needs to be recognised in governance.

- Many volunteer groups do not live or own land in the area they work. They need to have a say not just owners, based on their ongoing and long term resource commitment. This is especially important as rural communities weaken.
- Decisions need to be science based. We cannot trust those seeking short term profit and lacking scientific knowledge to sustainably manage, there needs to be checks and balances.
- Getting/strengthening communities to community groups is really important. Lack of understanding of how inter-connected our landscapes are only serves to remove care factor e.g. most people see 'green' and assume it is OK – whereas most are invasive weeds that only destroy the ecosystem.
- Landowners from source to sea responsive to water quality and sustainable us.
- Treaties with First Nations – they've sustained the land for 1000s of years.
- Some landholders have no idea how to manage natural resources – much education is required for better understanding of what NRM is by the community.
- Different groups have different agendas – how will the boards ensure power is equally shared – skills and facilitation to run these sessions.

d. A whole of landscape approach

- Rewrite this heading to everyday English. X1
- Need to define 'landscape restoration'. X1
- This is working already. Need to ensure continued connections between parks and adjacent landholders. NRM does this well.
- Whole of landscape and seascapes interconnected and marine national parks – should not be interfered with.
- The impact of Climate Change on natural resources as well as the role NR can play in climate change adaptation and mitigation must be central to the legislation – absolutely. X1
- Respect and retention of historic landscapes in urban and country areas.
- Planning Act need regulation and legislation for developer's responsibility in land care.
- All land use subject to landscape analysis.
- Proposed plan separating Hills/country from city is the opposite of a 'landscape' approach.
- Would like to see mechanism for 'landscape'; management of creeks and waterways. Presently private ownership of rivers and creeks prevents any landscape approach. Should provide option to have process for agreed maintenance – vegetation, debris, rubbish and environmental.
- Based on capability assessment (in particular re agricultural land). Bill Mathieson style – classification; permaculture style; sustainable agriculture style.
- We are already doing this – why break up the system?
- Must include people's role in the landscape and how landscapes are valued for amenity, cultural, spiritual reasons.
- Funding programs that pit applicants against each other do not result in landscape management – need programs that support groups and landholders to work collaboratively. X2
- How does backyard biodiversity fit in?
- Landscape and Marine Environments.

e. Back to basics

- The role of education in environmental management through local schooling sector. Kids influence parents.
- Intergenerational experience impact choices of career paths, environmental and social attitudinal shift – environment values.
- Involve Aboriginal know how.
- Biodiversity and protection of native bushland.
- Schools and preschools = families = communities.
- NRM education program already achieving on-ground, positive outcomes for biodiversity, water etc. – great model.
- Resilience requires education.
- Need to also pick up coast, estuarine and marine environments as part of integrated landscape management approach. Include Caring for Sea Country.

- The basics need to be science based. Not people-centric. Functioning ecosystems support us all.
- Biodiversity improves productivity. We need to farm Australian plants and animals, kangaroos and yams.
- Urban green spaces – wildlife corridors – tree canopy restoration.
- Re-institute, reinstate Green Army program.
- Complex issues need a lot of thoughtful partnership management – this principle doesn't fill me with confidence.
- The 'basic' is biodiversity.
- Education in schools and community needs to be a priority.
- Resonates – yes! Scientific knowledge and volunteer input/support needed.
- Strong neighbourhoods – strong social capitals focused on NRM.
- Restoring native plant and animal communities and conservation protection of species with a conservation status also needs to be a priority (not just water, soil, and pest species).
- Land use planning needs to incorporate threatened species conservation e.g. the lease of Crown land containing threatened species.
- There is a perception that if we get back to basics it will be like the old soil board days. People will be disappointed because the funding has been cut so much – this is the reason 'basics' aren't delivered.
- Basics is often code for volunteers doing the hard work while governments ignore the real issues like biodiversity loss and climate change.
- The general community needs to be better informed about natural values – importance of biodiversity. Environment is always at the bottom of the list. X3
- The current Act was cobbled together from the basics of soil, pest plant and water. Is this a revisit?
- Minister talked a lot about Climate Change but his hasn't appeared in the discussion paper. Whereas 'landscape restoration' is all through and this seems to confuse the message (if it is not a 'back to basics' term).
- Political spin – what is the real agenda?
- Climate Change mitigation is very important.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Majority represented by the Minister so will keep decision making on track with objectives. • Mix of appointed and elected members. • Different process for Green Adelaide to the others. 	<ul style="list-style-type: none"> • Green Adelaide Board all appointed by Minister. • Ministerial appointments can ensure range of skills and experiences. • Fundamentally any Board appointment should be skill based emphasis on natural 	<ul style="list-style-type: none"> • Small numbers.

	environment skills and experience.	
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What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Majority appointed by Minister may mean they are aligned with his agenda. • Single interest representation for both appointment and elected – must bring broad skills, views etc. • The election process seems fraught – who is the ‘community’ doing the electing? Who runs the election? • Could be dominated by large, influential landholders from the region. • Candidature needs to explicitly address land care qualifications and experience. 	<ul style="list-style-type: none"> • Potential for election process could be expensive, politicised. • How would process work? Minister appointment first? Then see who community nominates. • Learn from CWMB experiences in mid 1990s – nominate. • Loudest voices get elected – may not represent community and get perverse outcomes. • Need to have proper accountability for every Board. 	<ul style="list-style-type: none"> • All Boards including Green Adelaide should have a greater number of community elected members than the number of Minister appointed (3 + 4). • What is the election process – open and transparent?

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Criteria that facilitates objective of Act, diversity of views and is skills based. • Needs local representation from the region including Aboriginal representation. • Consider Regional/Planning representation as a member of the Board. Integrate Regional planning with landscape management. • Consider statutory requirement for appointment by Minister for representation on Board e.g. particular sectors. • Code of Conduct for Board members. • Clearly articulated election process. • Be complemented by community forums/input on a regular basis e.g. quarterly to enable community input/participation. • Members to be versed in the science of land care. 	<ul style="list-style-type: none"> • Nomination process (if having community elections) needs some checks. • Need buy-in from Local Government. • Easy to understand priorities and plans. • Transparency of Ministerial appointments – process and reporting. 	<ul style="list-style-type: none"> • Election of community members – true reflection of all community views – rather than specific interests. • Elected members having access to quality information and expertise, which will allow them to make good decisions. • Board members need to have the desire and attitudes to proactively appreciate different perspectives. X2

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Public reporting – outcomes based; traffic light reporting; clear milestone reporting. • Board meeting open to the public. • Valid milestone is also community engagement and development (number of active subgroups etc.). • Must still be state wide strategic oversight e.g. presiding members working formally together. 	<ul style="list-style-type: none"> • Who votes board's representation in Regional and Friends Groups? • Good governance – board tenure. • Milestones in specific areas (education, science, biodiversity, community engagement). • Audit review. • Achieve budget outcomes. • Partnerships – quality and relevant 'expert' advisory group/advice – central to keeping consistency/state wide action able to occur. • Representation of Kurna and other Aboriginal countries, who overlap the boundaries. • Yearly reporting. • Clear objectives and targets and then adequately resource monitoring and reporting and ensure reporting can be understood by the community. 	<ul style="list-style-type: none"> • Don't waste resources on reinventing the wheel. • Starting point for 5 year plans should be existing plans. • Don't rely on volunteers to be the main delivery mechanisms unless they are well supported with administrative staff, funding etc. • Evaluate on land care achievement not frequency of meetings, length of minutes and empire building.

Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Skills based boards are important. • Will elections only serve to cost levy funds? What will be the genuine public input? • Accountable to the public but also to government. • Effective use of levy funds. • Why are all Green Adelaide Board Members appointed by the Minister, different to all other boards? • Elections could result in perverse outcomes if small interest groups lobby. 	<ul style="list-style-type: none"> • What is the relationship between the boards and PIRSA? • Independent from government – able to speak out with independence. 	<ul style="list-style-type: none"> • What mechanisms are in place to assess accountability? • If targets are not being met how will it impact on: <ul style="list-style-type: none"> • Ongoing funding. • Reviewing priorities. • Existing board members. • Staff facilitating delivery.

<ul style="list-style-type: none"> • Expensive and balance of power still up to the Minister. 		
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4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?		
Table 1	Table 2	Table 3
<ol style="list-style-type: none"> 1. Kaurna nation will have to deal with 3 boards not 1 as now. And following that will a 3-way split in funding occur? There needs to be a whole of landscape 'cultural' approach. Each board would have its own priorities for Aboriginal issues, which is bad. 2. Contradictory to 'whole of landscape' approach i.e. ecological boundaries. 3. Eastern Ranges excluded from Green Adelaide e.g. Mt Barker – is a bad thing. 4. No consideration of ecological boundaries and Aboriginal cultural boundaries – which any boundary should have. 	<ol style="list-style-type: none"> 1. Registered volunteers to have a vote in the Landscape Board area of service. Regardless of local council residence. 2. Care needs to be taken in defining urban and non-urban boundaries in Landscape Board constituencies. 3. Allow Green Adelaide residents a vote for their Landscape Board. 4. Landscape Board Boundaries to be based on local soil, plant, water ecologies. 5. Is Mt Barker going to be in Green Adelaide? Is an urban area – would have more in common with Adelaide regions. 	<ol style="list-style-type: none"> 1. Need to keep consistency between approaches and decisions of each region especially storm water management. 2. Need to know where boundaries are? Each region should be decided by geography – not gridlines (ecological boundaries and catchment boundaries.) 3. Hills and Fleurieu and Plains and Valley are too small and socially don't work – consider not having and join with SAMDB and N & Y or have a Hills Board which would pick up the western and eastern together and Plains area go to N & Y. 4. Use currently defined or understood boundaries so people can relate to them – not lines on a map. 5. Valleys could include Clare and Gilbert valleys and catchment and how do we connect with marine bioregions?

4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals

- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Planning includes mandatory greenspace – compliance enforced – vision driven. • Nature education and engagement with community. • Coastal and Marine management. • Climate change adaptation. 	<ul style="list-style-type: none"> • Training pool – education. Gaining understanding commitment and empowering urban community to NRM biodiversity action within and beyond their region. • Focus on remnant vegetation protection and restoration and sites of high conservation value. • Urban Water Management – managing roles responsibilities between Council/DEW/Boards so that clear functions and funding is clear. 	<ul style="list-style-type: none"> • Integrated planning involved in Urban Planning to ensure maintaining and improving quality of green space. • Community engagement. • Effective sustained management of Torrens and creek ecosystems. – weed management and water quality.
Table 4	Table 5	
<ul style="list-style-type: none"> • Maximise environmental outcomes for what is left of the natural environment. Maintain urban tree canopy. Manage catchment areas and restore wetlands. • Opportunities to facilitate a consistent approaches across all council areas and other existing authorities. Collective approach. • Community use of water bodies including rivers (Torrens in city!) and still water (e.g. Craigie Burn and Thornton Park) 	<ul style="list-style-type: none"> • Clear co-ordination of strategy will planning and other agencies to integrate NRM outcomes into planning and legislation. • Having aspirational target to be global leader – most ecologically vibrant city. X2 • Water sensitive cities engaging the community – Adelaide population base, connecting people with nature and biodiversity. Important opportunity to engage hearts and minds. 	

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • The possibility that climate change mitigation and adaptation can be incorporated into planning e.g. renewable/solar incentives in Adelaide. • Community is being brought into decision making. 	<ul style="list-style-type: none"> • Jobs, native vegetation and wildlife in urban area. • Partnership with Backyards 4 Wildlife, sewage nutrient pollution solutions. • Cleaner stormwater – KESAB. 	<ul style="list-style-type: none"> • Local accountability. • Long term viable sustainable engagement in processes which affect my community.
Table 4	Table 5	
<ul style="list-style-type: none"> • Ability to maximise what is left of the natural environment given that Adelaide is an urban environment mainly. 	<ul style="list-style-type: none"> • Greater integration of strategies in environmental areas. 	

<ul style="list-style-type: none"> • Metro coastal management undertaken by one body. • Opportunity for all metropolitan water bodies to be managed by one organisation. • Walking City planning. 	<ul style="list-style-type: none"> • Focussing on bringing biodiversity to Adelaide and populace. • Opportunity to plan for growing city, taking into account biodiversity and stormwater management (densification impacts and role of open space/public realm). Environmental input into planning process. • Most ecologically vibrant city in the world – global leadership, showing commitment to ecological and community vibrancy. ASPIRATIONAL. We want aspirational goals and vision. 	
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What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Appointments to Boards may be political – all appointments by Minister. • Need to see science represented on Board and in decisions. • Poor transport structure – too many cars. • Nature education seen as visiting parks – needs to be recognition of us as part of natural world – air, water, food etc. • 25% funding cut – what will we lose? • Separation of Adelaide from Hills catchments. 	<ul style="list-style-type: none"> • All positions appointed by Minister. What about democratic and participatory representation? Diverse, scientific community, environmental groups like Trees for Life, Backyards 4 Wildlife, KESAB and LGA. • Will state wide funding still be available to Green Adelaide thereby unnecessarily increasing their funding pool and reducing the regions pool? • By separating from rest of region, sends wrong message to community re Landscape approach. • Inefficient use of levy \$. • Back to the Past – rather like the Catchment Board days – when we fractured NRM. Please include Green Adelaide in the Hills/Plains and Valleys. In fact why not leave AMLR as it was? River systems need to be managed as a whole. • More red tape. 	<ul style="list-style-type: none"> • Deletion of funding outside the Green Adelaide regional boundaries. • We need long term planning – say 30 to 100 years rather than 5 years. • Lack of leadership primarily informed by science and ethics. • Where does NRM education fit? Particularly with respect to regions beyond Green Adelaide.
Table 4	Table 5	
<ul style="list-style-type: none"> • Why should this be different from the other Boards? • Government appointing all the Board members (no community participation at Board level). 	<ul style="list-style-type: none"> • Interaction with neighbouring boards. • Funding balance across boards; uncertainty of divesting of NRM levy. 	

<ul style="list-style-type: none"> Lack of clarity around the role of the various bodies e.g. Greening Adelaide – SA government and local councils. 	<ul style="list-style-type: none"> Level of environmental voice in decision making. Value not put on environment. Coastal work funding – coast and marine biodiversity and conservation versus coastal management (sand management, infrastructure). Splitting region into thirds can impact co-ordinated approach i.e. seascape management. 	
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5. 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"> Take the 'ideology' out of it. People see throw that. No more abstract planning processes involving volunteers 	<ul style="list-style-type: none"> Is there a strategy about how to deal with stakeholders (volunteers, community) across the Boards? How are engagements evaluated? How are engagements facilitated to best practice? Give genuine feedback on all engagements. Engage universities to providing objective science rather than science controlled by government. 	<ul style="list-style-type: none"> Continue volunteer co-ordination roles. Schools engagement must continue in current format. Commitment to projects over more than 1 year.
Table 2		
<ul style="list-style-type: none"> Short term planning. 	<ul style="list-style-type: none"> Long term planning. Job security for staff for expertise and relationships. Learn from other successful communities e.g. Scandinavia. Monitor, review and adapt – adaptive management. 	<ul style="list-style-type: none"> Support volunteers (funding by NRM \$5K/yr/park, accesses to regional ecologist, access for equipment, work plan with NRM staff). It's never worked so well. Working across public and private land boundaries. Including marine environment (not just coastal).
Table 3		
<ul style="list-style-type: none"> Stop assuming that everyone uses/views social and digital platforms for information sharing. 	<ul style="list-style-type: none"> Begin promoting NRM outcomes to the wider community who fund \$s to programs. Employ educators for in-school programs; i.e. Outreach Education Officers, 	<ul style="list-style-type: none"> NRM education officer roles (YEC and YELP). Educating landowners, both urban and rural, environmental assets of their landholding.

	plus employ EO in Botanic Gardens, Waite, Urrbrae Wetlands, local councils and Heritage Officers – important for early primary education. <ul style="list-style-type: none"> • Promoting involvement in environmental opportunities in programs for retiring persons. • Funding promotional signs, such as 'ROADS TO RECOVERY'. Federal signs for NRM projects. 	<ul style="list-style-type: none"> • Continue/increase signage for NRM projects on landholder properties. • Emphasise and continue to value the knowledge of the landholder who works and owns the land. • Continue to acknowledge the value and work of volunteers (not miniscule).
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Table 4

<ul style="list-style-type: none"> • Glossy brochures. 	<ul style="list-style-type: none"> • Face to face conversations. • Ensure boards are not just another part of the bureaucracy but a conduit to community. • Use social media to spread good news stories e.g. school uptake of programs. • Develop partnerships between NRM and marine productivities. • More understanding of social changes and ways to engage a wider range of people e.g. Volly. 	<ul style="list-style-type: none"> • Education: schools connection; on-ground actions; signage where works have been done. (But more education officers required). • Balance between productive landscapes – sustainable farming. Social/economic and environmental benefits - working with farmers. • Better connection with marine and coastal community. Maintain responsibility out into Gulf of Vincent and other marine environment. • Advocate to retain marine parks as is – not caving into the fishing industry pressure.
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Table 5

EXTRA NOTE: "ENGAGEMENT – TO STAY WITH THIS – I AM REALLY DISAPPOINTED ON THE VALUE YOU PUT ON 'ENGAGEMENT' IN THE LAST SESSION, YOU HAD TIME FOR JUST ONE COMMENT AND THEN WE MOVE ON. IF THIS IS HOW THE GOVERNMENT WILL BE SEEING 'ENGAGEMENT, ARE WE ALREADY STARTING ON THE BACKFOOT?"

<ul style="list-style-type: none"> • Stop removing on-ground officers who relate to the community. • Need governments to not take funding/positions every 3 years or less. 	<ul style="list-style-type: none"> • Employ more on-ground officers who relate to community and are part of community. • Sharing knowledge. • Building trust. • Enduring partnerships. • Need stability of tenure in these positions. • Volunteer groups need more resourcing to write, administer and deliver larger grants (volunteer burn out) for landscape scale projects. 	<ul style="list-style-type: none"> • Environmental education in schools.
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Table 6

<ul style="list-style-type: none"> Ad-hoc approach to accessing grant funding and opportunities to volunteer/participate in programs – sometimes see ‘low hanging fruit’ approach. Abdicating responsibility for environmental management issues. Some groups feel undermined. 	<ul style="list-style-type: none"> More strategic approach to how volunteers can be involved in initiatives. Balance autonomy of groups with strategic priorities/mandate of Boards. Leadership, direction and accountability – risk in indecision. Approach to NRM that taps/persuades current ‘non-believers’ into action/makes relevant – engaging in dialogue – speak their language. Aboriginal engage – genuine, authentic engagement; not tokenistic. Valuing Aboriginal Nation knowledge and connection to Country. Work collaboratively. 	<ul style="list-style-type: none"> Continue providing grants and support. (NRM education grants) (Training support) and network building support. Volunteer support is critical, contribute so much – need to ensure investment and incredible effort to protect environments \$ value of volunteers is like hidden economy.
Table 7		
<ul style="list-style-type: none"> Overlapping that creates confusion. Stop cutting funding of staff who have the responsibility to engage/link and support. Need general funding to the environment. 	<ul style="list-style-type: none"> Communicate to/with/from consultation in early planning and priority setting (not only when programs up and running). Quality recommendations able to be used in planning, decision making and community action. These issues are complex and multiple stakeholders – wicked problems. 	<ul style="list-style-type: none"> Continue social media and newsletters which tell us what is happening in parks e.g. wildlife, events such as working bees, guided walks i.e. ‘Good Living’ by AMLR. Urban food network – work to promote. Links between sustainable and locally produced food – farming in urban, peri-urban and rural areas.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What’s your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Suggest: levy to be collected on a state basis and allocated based on environmental needs but we understand this is politically unpopular OR If do as proposed, have higher proportion from metro Adelaide 	<ul style="list-style-type: none"> Distrust of independent bodies. Prefer link to CPI. 	<ul style="list-style-type: none"> Good – levy increases are controlled. Concerned – what about regional environmental issues that arise. Can developers/businesses contribute as well (Green

being allocated to regional areas that are under resourced and have high environmental value.		bonds?). Additional to 12% open space levy? • Is levy (initial) determined by local need?
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Of course we should fund the rest of the state. • Revisit how much to (cost) collect the levy by: ESL notice vs by council rates notice. • Principle of cost efficiency should apply. • NRM levy – cost impact is lost on landholder when levy is included in Council Rate Notice. It would be easier if there was on levy collection across the state with Board Budget Bids. But this would disenfranchise each Board/Locality determining their own priorities – not decentralising. 	<ul style="list-style-type: none"> • Need clear and transparent spending of water levies – consistent with NLWP principles. • Need line of sight from levy collection to spending. • Capping levies could prevent ability to fund new projects in the future. 	<ul style="list-style-type: none"> • No cap.
Table 7		
<ul style="list-style-type: none"> • Most urban community happy to pay levy. • Focus – source to sea. • Project prioritisation – based on a strategic environmental need – scientifically based. (Top 3 priorities) • Urban folk have a connection with rural and natural reserve areas. • Council collection good. • Provided funds are spent wisely on appropriate environmental projects. 		

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Yes, good ideas but 'devil in the detail' of partnerships. • Role of government agencies in these projects. • How develop framework for identification of priority regional projects. • Look to existing examples e.g. whole of catchment approach,, regional council procurement for waste collection. 	<ul style="list-style-type: none"> • Some regions are large and sparsely populated (funded) and will need support from metro area. • Finances do not match need. • Still need more funding for National Parks and DEW. 	<ul style="list-style-type: none"> • Yes – we are keen to see cross region collaboration and projects. • Can resources of local council be employed to co-operate with the board's work? • How are state wide priorities determined?

Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Yes – especially major environmentally issues – state significance. • Establish a criteria against which to apply merit of requirement with funding. 	<ul style="list-style-type: none"> • Is there a State Landscape Plan? Are there State priorities for landscape management? Who makes decisions on what priorities are? Compared to State priorities. • People benefit from landscapes outside their region e.g. beaches, Flinders Ranges. • Support outback wellbeing of the state. • Contribution to Landscape Priority Fund needs to be fair and balance regions' capacity to contribute. • Mechanism for redistribution needs to be well thought-out with input from all Boards. 	<ul style="list-style-type: none"> • Yes and national. • Population to levy base does not reflect the real needs across the state. • Create a government commitment to spend 3% of State Revenue on land, water and coastal care. (Priority on biodiversity and ecosystems).
Table 7		
Plan for greater community good – Top 3 projects for sustainable landscape management for SA.		

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year state wide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Visible outcomes to the community – show NRM in action on the ground. • Easy to track how spent, spread across state. 	<ul style="list-style-type: none"> • Initial reaction is that this must be a plus for small environmental groups and projects. • Concern over how to be distributed according to environmental value. 	No comment made.
Table 4	Table 5	Table 6
No comment made.	<ul style="list-style-type: none"> • How does this compare to current funding allocation to works? • DEW assets need funding and not rely on funding from others, volunteer grants etc. • Is this coming all from Green Adelaide? • Is this for individuals – should be accessible to individuals. • How are \$ prioritised for distribution? Based on 	<ul style="list-style-type: none"> • The \$2M fund needs to come from general state funds not the levies. • Reinstate previous grassroots grants.

	outcomes/location/biodiversity priorities? –Broad area.	
Table 7		
<ul style="list-style-type: none"> • \$2M not enough – make sure there is provision for funding that can be project based (greater than 12 months). • Greening cities – generating and selling renewable energy to fund other NRM interventions. 		

7. 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.

When I see destruction of vegetation by developers in housing/building sites stopped And funding increased for Education Officers in Botanic Gardens and Heritage Officers in Local Councils.	None of this will be a success unless major advancements are made in halting climate change. This is small scale landscape discussion. Move your focus to global scale landscape discussion.	Natural environment has become a stronger community owned issue which has resulting in more funding and policy commitment. Election issue in 2022.
Hear children telling their parents about how to look after the environment.	A happy community in a safe, clean environment.	All creek lines are cleared of housing and replaced with natural fauna and flora – wildlife corridors.
It is now 2020 with 2020 vision that the truth about how SA, this state's history and up hold the Letters Patent for all Aboriginal people in this state.	Kaurna people – meaningful engagement in decision making and employment.	Funding has been restored to DEW and the total environmental expenditure increased to 3% state budget because SA government (cabinet) has been persuaded as to the importance of the environment.
No more housing Fleurieu Peninsular.	More on-ground action.	Friends and experts in power on Landscape Boards.
No species extinct, all native species rebounding.	An increase in biodiversity state wide and no loss of species.	There is collaboration and agreement across all boards including Aboriginal Boards.
No further loss of biodiversity. People are educated enough to recognise this.	Success as re-generation of habitats is widespread and obvious with an increase in wildlife.	More - better informed/educated people concerned about environmental issues and spreading the word further.
A positively inspired populace in biodiversity.	The future generations are educated as the next leaders to drive the reform. Aboriginal First nation people are consulted and satisfied with outcomes.	Sustainable communities. People taking responsibility for their part in regenerating natural spaces and recognising that fresh air, clean water, healthy food and wonderful places to be part of have been achieved through cooperation with others. Schools and preschools as dynamic hubs of sustainability and biodiversity in their communities.
People in this room are asked again if it is a success.	Aboriginal Elders are applauding it.	See action on the ground where it matters.
The people of SA have become so interested in protecting their environment that the State Government funds the environment properly.	Restored wetlands. Plan for Climate Change – long term. Whole of community involvement. International recognition for our work.	Increase in biodiversity. Increase in education of officers for natural resource management. People are happy and content.

Healthy catchments. More renewable energy sources in place.	The health of the Mount Lofty catchment has improved – measurable.	No species loss.
Raised levies and on-one complained as they all understand the value they are getting.	That the environment is valued and properly funded, backed by community support.	Reform would be a success if: Biodiversity in arid areas increased. Reduction of feral species. Whole of catchment management achieved. Minister of Environment as Premier.
International recognition of change that has been undertaken for a sustainable lifestyle and care for our planet.	Minister promises have been delivered 100%. The new Boards working together and bringing in business with local government plus volunteers. This needs a coordinated approach.	Walking through the Adelaide Hills I see a lovely diverse ecosystem (no weeds, olives, blackberries) with abundant evidence of fauna (no feral cats) and a view across Adelaide of a healthy canopy (OK...maybe 2050!)
10% of community actively involved in NRM across city, towns and rural areas.	People on the street/paddock understand what NRM is and its value.	Legislation in place.
Use of parks and greenspace by public has gone up. Biodiversity is increasing in SA. Funding to Rangers/on-ground staff has increased so times on ground increased.	Climate change is front and centre in the new Act: considered as an impact; identified for contribution to adaptation and mitigation.	National Parks having funds and rangers so they can be managed and are managed and biodiversity improved.
People value the intrinsic benefit the environment and functioning ecosystem provides. Parks and natural species are no long seen as thing to be exploited but one respected for their intrinsic value. Pest species – kangaroos, koalas, invasive weeds – including olives are controlled and sustainable. People are engaged and feel support in caring for the environment.	The community is engaged with the new strategic approach and see real hop on the horizon rather than continuing to keep a sinking (unsupported) ship afloat.	People are comfortable that the government is serious about dealing with the effects of climate change and that the natural environment is showing signs of becoming more sustainable.
NRM integrated across government; DPTI planning reforms – development assessment; department education. NRM advisors drive outcomes/ongoing involvement in the process with stakeholders.	The SA community is engaged and values our natural environment.	Belief is same vision and values – high wellbeing. Less mental health issues. High community involvement. Green environment – biodiversity.
People listening to others about what is important in NRM and acting in a way that benefits the majority and future generations.	There will be a Landscape Board process that has clear state wide and regional priorities and targets, a transparent funding/budget process and annual reports (common across the state) that identify money spent and progress towards targets.	Community are fully supportive and active in NRM. Boards and legislation no longer required because everyone just doing it.
Protected remnant vegetation – biodiversity. Greened urban environments and stormwater management. Feral pest under control – animals and weeds. Valued and included volunteers. Funding and support for volunteer groups. Protected Crown Lands and Marine Parks. Valued and supported and extra funding for DEW. State wide enhancement of our natural resources. No drilling in the Bight: protected marine environment.	The population of committed, knowledgeable community has increased hugely. Improvements in biodiversity are evident – measureable landscape management is more than just jargon.	

No nuclear waste dumps at Kimba/Flinders Ranges – protected landscapes.		
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8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- No costings for new arrangement.
- Increase – do not cut budget allocation to DEW. Make funding 3% of State budget, not the current 1%.
- 'Reform' is a loaded negative word. 'Review' would be more appropriate.
- Why the change from 'NRM' to 'Landscape' – this change won't be helping people in regions understand what NRM is and this will just cause scepticism.
- Nowhere in any of the documents is the word 'Science' mentioned. How can any useful decision be made if the decision makers are ignorant of the latest knowledge, evidence and research.
- Relevant research needs to be funded, driven by NRM decision making – gaps in the knowledge.
- No cap – additional funding need beyond the levy. Agree – seems disingenuous to say 'more board independence' to then limit the funding tax and ask contributions to Greening Adelaide priorities fund.
- The devolution of Native Vegetation Act to regional staff needs to be taken into consideration – they aren't adequately resourced currently and if cut then what is left isn't enough.
- Ensure that adaptation to Climate Change at forefront in decision making. X3
- Some of the principles conflict with each other e.g. simplified decision making and decentralisation of control. If you increase the number of regions it will increase administration cost.
- Can you show us what the sums actually are in collecting the levy? ESL was not in place when original process for Council collection – at least if the number is known relieves uncertainty.
- We need long term bi-partisan commitment to NRM and biodiversity conservation not start all over every time there is a change in government, it isn't all about economic growth.
- Need a principle relating to using science to inform.
- Citizen Science opportunities (adequately resourced).
- Adaptive co-management approaches to be establish on long term time frames.
- Fire management/mitigation.
- SA government should commit to 3% of SA budget allocated to environment.
- Qualification of staff – practices on farms at various seasons. Past experience in land management needs to be taken into account.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MAWSON LAKES
TIME/DATE:	9AM~ 12PM 27 TH August 2018
FACILITATOR:	Becky

A group of approximately 45 participants were welcomed by the facilitator who set the scene for the session. Whilst a full account of input received can be found below, some of the key points to arise from this session were:

- **Biodiversity** was a major priority for this group, including its relationship with **South Australian Planning Legislation** and reform. Frustration was felt that planning legislation took priority over protection the natural environment via the NRM Act and many felt tired at trying to influence the planning act and the way natural resources are managed within it;
- There was some tension around the concept of “**Back to Basics**” with many participants feeling strongly that **biodiversity** should be one of the priorities listed as part of going Back to Basics. Several participants noted that they felt this as a narrow and dated approach to NRM, feeling that it won't achieve the results that are needed in the broader environment;
- Many participants highlighted that they would like to see the environment as a whole valued, taking a **more holistic approach**, that doesn't just looking after the environment being about economic viability;
- With relation to board membership, **young people** should be on the boards as the voice of the future. Participants would like to see **good diversity** on the boards, with no personal interest or opportunity for financial gain. Participants asked that **4 positions be elected by the community**, and just 3 appointed by the Minister, though **the cost of the election process** was a concern;
- There as some frustration around there being limited information on **Green Adelaide** in the current Discussion Paper to be able to make comment;
- Bringing the community together, through good **community engagement** was highlighted as important;
- A farmer in the room who didn't want to speak out but was keen to share his concerns with the facilitator privately that **compliance with the existing NRM Act is too heavy handed** and he wants to a good relationship with NRM staff to work together through issues, rather than just handed a fine at the first point of contact. He felt that a lot of the statements being made, including the guiding principles, were very 'nice' but how does working with community and landholders actually translate when it comes to compliance? He asked the Minister and Department to consider how it makes him feel when the first contact he has with them is the threat of legal action. Another participant joined this 1-2-1 discussion and the conversation broadened to needing great **education and empowerment of the community** in general – so that they want to do the right thing by the environment, rather than because they'll be given a fine if they don't;
- There was a lot of interest in the room, and support for, **NRM Education**. There was some concern around the term 'Nature Education' with it being recognised as a very dated term from the 1960s. Participants would prefer to see '**Environmental & Sustainability Education**' as a more contemporary approach;
- There was a feeling of acceptance that a portion of **levies raised within Adelaide** would be distributed to the rest of the state, as long as it was well explained and there was a clear strategy and coordination across the state. However, participants questioned whether this could end up with boards bidding against each other for the money;
- A one off idea that sparked interest was **Carbon Accounting Debt**, as a way of spreading the money to the regions. Adelaide creates higher carbon emissions so they should pay more towards the state funding pot.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large sticky notes and asked to write down their top three priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>COMPLIANCE</u> <ul style="list-style-type: none"> • Too heavy compliance – landowners and farmers looking for empowerment. • Relationships? – overzealous compliance 	<u>FUNDING</u> <ul style="list-style-type: none"> • Adequate sustainable (realistic) funding included in new Act. • How will the levy funding be equitable across different landscape boards? How will reform achieve this?
<u>PARTNERSHIPS</u> <ul style="list-style-type: none"> • Clearer look at benefits and problems of centralisation and decentralisation. • Landscape board – bio-region approach. • Partnerships not adhering to boundaries. • Effective representation. • Aboriginal people as managers. • All stakeholders including researchers, managers, conservational organisations etc. 	<u>GREEN ADELAIDE</u> <ul style="list-style-type: none"> • How is 'Greening Adelaide' going to improve Natural Resources Management?
<u>CLIMATE CHANGE/RESILIENCE</u> <ul style="list-style-type: none"> • Resilience of environment and people in relation to Climate Change e.g. nature based responses. • Climate Change readiness, future proofing. Benefits of landscape to health and wellbeing. • Climate Change – response to and planning for including sustainable design; impact on coasts, rivers etc. 	<u>BIODIVERSITY</u> <ul style="list-style-type: none"> • Recognise value in ecosystems services. • Relationship with Planning Reform. • Engagement with Australia's Biodiversity Conservation Strategy 2010 – 2030 to achieve its outcomes.
<u>COMMUNITY INVOLVEMENT</u> <ul style="list-style-type: none"> • Sell the benefits of good landscape management delivered through effective education and awareness leading to engagement of community. 	<u>LESS BUREAUCRACY?</u> <ul style="list-style-type: none"> • Simplify paperwork.

<ul style="list-style-type: none"> • Bring community together in environment/NR e.g. education officers, volunteer co-ordinator NRCs (value the people we work with). • Community involvement with interested and trained groups. • Well designed and funded community engagement – including active citizenship. 	
<p><u>VALUE ENVIRONMENT</u></p> <ul style="list-style-type: none"> • Viable sustainabilityrather than 'vibrant' sustainability including riparian and estuarine ecosystems. 	<p><u>OTHER</u></p> <ul style="list-style-type: none"> • Holistic (system) approach. • Sustainable development • Recognition of inter-connected of Acts. • Valuing the environment and knowing about it: mapping (consistent state wide); habitat protection; restoring degraded areas. • Situational analysis of the current status of the actual environment not just the economy e.g. species incidence; location of threatened species and endemic species. • Continual programs. • Education (schools ramp up). • Storm water management. • Less contamination within landscapes. • Effective feral animal control. • Less urban sprawl into the Mount Lofty region and across the Greater Metropolitan Plan to protect agricultural lands and improve biodiversity.

2. WHAT'S CURRENTLY WORKING WELL?

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

- NRM Educational Programs and support e.g. Bush Kind, Site Environmental Management Plan.
- NRM Educational Programs – opportunity to build upon.
- Education for sustainable development.
- Authorised Officers and development – good to be based at Councils.
- Evidence based science that backs up (1) NRM with professional support (2) sustainability.
- Keep Tony Flaherty! His work is invaluable.
- NRM Education: expand training for teachers; increase funding for student projects; enhance 'hands on' activities for kids.
- In many regions such as Willunga the GWLAP group have been networking with Heritage Agreement Landowners for re-vegetation, weed management and providing advice and expertise, and achieving successful outcomes. Is this the same across other regions?
- Community NRM Grants e.g. proof of concept trials. Brings community together.
- NRM Act is not broken – it has biodiversity at its force. Keep the good parts e.g. NRM officers and their connections with already established community groups and landholders.
- Volunteer groups.
- NRM Officers supported the community to prevent sale of Crown Land.
- Community Advisory/Action groups have been working well e.g. South Para 'Land Care' group established 1998 before NRM – still effective. Co-ordination vehicle for community, public lands staff, volunteers, Councils, FSA, SAW to deliver biodiversity outcomes. Acknowledged that this model hasn't worked or can work in all areas.
- Co-operation between NRM and DEWNR staff after merger has worked well with a number of Friends Groups.

- Support: education; training; support for local groups etc.; community engagement; staff very good.
- Valuing and community involvement. Volunteer groups.
- Some good funded projects e.g. River Torrens Recovery Project.
- Partnerships with Aboriginal communities.
- Partnerships work well with contractors; work well with stakeholder groups.
- Greater relationship between Green Adelaide and Local Government.
- Visible point of contact for issues.
- Insurance for volunteers and other support e.g. attendance at conferences for volunteers.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Agree with theory, but seems to conflict with whole of landscape approach.
- People in regions are not the only stakeholders. This principle has opportunities and risks!
- You have to start from the beginning of the source e.g. water courses, drainage and collection of in urban areas of rainwater.
- Green Adelaide does not sound very decentralised – could be good or bad. Not clear with expert Board, appointed by Minister, how community will be engaged in decision making.
- Develop buy-in and interest from local communities.
- Consider WIIFM (What's in it for me).
- Decentralised important provided not at the expense of strategic thinking.
- Levy payers in the main population base should accept some responsibility for contributing to management of state wide natural assets. The outer regions are resource poor and will need a straight forward mechanism to subsidise their delivery; project in outer regions should not exclusively be determined by their residents and levy payers.
- Board member selection should be based on skill sets and sympathetic to objectives. X2
- Need perspective from outside experts.
- Accountability with clear understanding about the destructiveness of conflict of interest (I also agree and second this – with strong concerns).
- This needs to be supported by a state wide focus and leadership – so we are all on the same page.
- Strongly see the need for governance state wide and co-ordinating (leadership) across regions.
- It may empower local communities which is really good, but will also make large scale projects more difficult.
- Don't lose the large scale project and a state wide vision.
- What role do Councils have in NRM policy and implementation?
- How is the new reform supporting the building of capacity for people/community to become involved i.e. greater decision making?
- Decentralisation is important but so are the linkages between regions and central government.
- Empower communities – need to focus on active citizens not government representatives.
- Education for sustainability for active citizens in addition to schools.
- Decision making needs to be strategic – ensure this is not lost in decentralisation.
- Decision making in the regions – need to think beyond the regions boundaries.

b. A simple and accessible system

- Yes! Numerous reports and management plans compile and then 'filed' – simple action plans that are then implemented.

- This needs to be informed by a shared focus and values – e.g. biodiversity, habitat protection, sustainability, and restoration of denuded/degraded areas.
- Some regulation/red tape is essential e.g. to prevent land clearing and for habitat protection.
- Consideration of development and its impacts.
- But 'simple' doesn't/shouldn't mean that controls/conditions etc., don't exist!
- Pay for monitoring effectiveness of money spent.
- Don't forget about transparency!! 9 boards plus is not too simple.
- The environment management process are clearly funded to achieve outcomes expected. That means partnerships across levels of government resourcing the environment appropriately to achieve this i.e. employment, healthy living etc.
- The NRM educational officers have been extremely accessible and have acted as drivers for sustainability – great on the ground support... - agree totally!!! This is currently one of the most accessible government organisations that I deal with – complexity and red tap come from government landowners IMHO.
- Yes, but also need to consider interaction of other Acts e.g. Development Act.
- Flagging projects which are state funded.
- Need to streamline reporting across local, state and federal governments. Get rid of all the unwieldy volumes of reports hardly anyone reads and turn into strong messages that are relevant to communities.
- People having to account for their use of our natural resources e.g. water, is a good thing.

c. Community and land owners at the centre

- Some land owners are terrible land managers – want to support the excellent ones while improving performance of others.
- Recognise the good examples in your region – perhaps a ripple effect could be achieved by example and education for those not performing.
- Community will require an evidence based starting point/baseline to assist decision making.
- Users of lands should also include visitors/other users who come outside of the community.
- With community at the centre, must be accountable for ensuring current protections are enforced and regulated effectively so we don't keep losing species and damaging our ecosystems.
- Need on-going monitoring of what's happening.
- What's in it for me will create interest and pride within communities.
- Some challenges with engaging large numbers or urban rate payers – invest in educating their children.
- Encourage (reimburse) land owners to set aside areas for re-vegetation/renovation.
- How do you legislate and oversee for Conflict of Interest between private gain by individuals and public monies.
- Community/land owners will need evidence based support to better manager.
- Managing the land with community input and while supporting good land managers is the right way forward but cannot be separated from management of public lands and private lands for positive biodiversity outcomes.
- Informed by a shared focus and values so we as a community have a shared purpose.
- Increase and improve/reinvigorate extension services. Essential for community education and best practice management.
- Delegating responsibility from government to land owners.
- Guard against self-interest that makes chaos; read Chamala & Mortiss "Working Together for Land Care".
- Agree, but need to see how the landscape benefits.
- Who sets priority of works and funding for on ground action?

d. A whole of landscape approach

- Agree! Include all stakeholders, may have issues regarding who is acknowledged as stakeholders. Good resource management doesn't just involve people who live in regions.
- No the true beauty is in interfacing of species and land forms – not just landscapes.

- As long as humans don't dominate the landscape to the detriment of biodiversity.
- Yes! Link up the fragmented, damaged landscape by meaningful corridors of functioning ecosystems. Then monitor and celebrate the effectiveness.
- Do not forget the importance of RIPARIAN and Estuarine ecosystems also each catchment has a different focus/need/approach/value.
- Take a whole of systems (solution ecosystem approach) working more effectively to manage NR.
- Yes definitely – both large scale and small scale and valuing biodiversity.
- Need to also include the impacts of development.
- Agree but who facilitates/resources how do groups access?
- There needs to be state wide inventory and mapping of natural resources (so we know threats and achievements). SA is very behind in resource mapping.
- Show (make visible) results to the general public in a more accessible manner.
- Agree, but need to value (volunteer and community work) to the maintaining/strengthening of local biodiversity.
- Bring back Botany as a subject in all schools – then students will 'walk the talk'.
- Stay focussed on a bioregion approach and invest in establishing frameworks that promote cross regional collaboration.
- Examine all of the evidence. Collect and share the data.
- How will a whole landscape approach work with decentralised decision making?

e. Back to basics

- Concerns re narrow focus – where is community involvement/biodiversity wast/recycling and education fit?
- What about coastal communities? We are not all farmers.
- Its more soil, water and pests.
- Let's not lose the thinking and work already done.
- Work with Aboriginal communities to save the natural water holes to assist with the eradication of feral animals in north of state
- It's not just about soil, water and pest plant and animals – get the house in order (biodiversity) and the rest will come.
- Need to determine what the basics are (conservation and biodiversity),
- Too narrow – we need to address risks of climate change now and plan for climate impacts e.g. plan for wetlands to take increased stormwater load from increased rainfall intensity.
- Need sustainability focus?
- Have to add coasts, estuaries and marine.
- A back to basics is a mantra that does not keep focus on our responsibilities to manage complex ecological systems that are connected across habitats. We have local, state, national and international responsibilities for stewardships.
- Increase stewardship of what we have – we must not lose it!
- Must include biodiversity and vegetation rendition in rural and urban areas. Beware of land clearing on private land.
- Vague buzz words.
- Basics is a euphemism for short-term profits.
- Define vibrant.
- May just mean reducing oversight and compliance e.g. we don't want those greenies as city bureaucrats telling us what to do. Dangerous!! We all have a stake in NRM.
- Biodiversity needs to be central to this.
- Back to basics won't achieve results such as sustainable economics and resilient communities – need to recognise the completely involved.
- Document wording to date is very 60s -80s. Need to recognise. We have moved past nature education. Even past environmental education. Now we are at Education for Sustainable Development.
- NRM reform assumes people value the environment and understand why it is important for many people this is not a priority e.g. when paying bills, mortgages etc.

- Need to use language that the greater community understands.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
<ul style="list-style-type: none"> • Local decisions will be made, and are important for defining local issues. Yep!! 	<ul style="list-style-type: none"> • Need to exclude public servants from board (otherwise it's stacked to Minister's views. • Hang on! Most people have public servant backgrounds and have excellent skills to participate effectively on boards.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Who the 4 members are to be appointed by the Minister and what are their priorities. We would like to have a say. Who decides on how they vote? Do they have a vested interest? Are they paid? By who? • Does the Chair get to vote? Will they have majority every time? • We're concerned about the composition of the Board. • Need balance in the board (diversity). Include Aboriginal representation. • It's worrying Green Adelaide will be in charge of the entire coast. • Who is representing the Adelaide international Bird Sanctuary? Implementation of the AIBS draft management plan. 	<ul style="list-style-type: none"> • That the board will be stacked with 'yes men' are they really independent if appointed by Minister? • Follow transparent nomination processes so Minister has a good spread of potential appointees. • How is diversity ensured?

What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> • I would like to see a young person on each board. Yes – voice of the future. • More positions elected by community. • An environmental person. • Need sustainability interest. • No personal interest. • Diversity in members. • No financial or personal gain from being on the board. • Need security by independent people/experts. • Need volunteer group representation. • Ethic council consideration of public interest. • Independence, knowledge/interest. • Agree with the above, 	<ul style="list-style-type: none"> • There needs to be state wide principles and outcomes e.g. biodiversity. So we are all working with the same purpose. • Boards need to be skill based. • Appointment process needs to be consistent – consider independent committee to appoint all board members. • Diversity e.g. gender preference, ethnic groups, age, holistic and inclusive.

<ul style="list-style-type: none"> • 4 elected, 3 appointed. • Genuinely integrated. • Accountable to community. • Practical outcomes that deliver a benefit to the environment. 	
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4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> • How to measure? Complexity within current state? • Principles are not yet well defined as are only describing tasks. Future Boards to co-ordinate the principles that they are to follow. • Social, economic, environmental and cultural measures need definition and application. 	<ul style="list-style-type: none"> • There is real opportunity for people with vested interest e.g. 'shooters lobby/mining interests' to dominate the community-elected representative process. • Good to have some requisite skills and leadership, knowledge for nominating themselves to participate effectively on the board. • What would the community election process look like to allow for incidental by-election situations? • Disclosure of vested interest needed at time of nomination to provide transparency to the board membership and agenda. • Board needs an evidence based baseline to make effective decisions. This will come from a science based 'feet on ground' workforce. • Outcomes need to be well integrated and embedded into other community priorities e.g. health, education. • Stop slashing environmental budget.

Any other comments about board accountabilities?

Table 1	Table 2
<ul style="list-style-type: none"> • Concern of boards to set own levies – high vs low levies. • Should be central pool of money that distributed based on need. • No accountability for community engagement. • Boards to set or limit/priorities (5 might not be appropriate). Need voice of the youth on the board! • Need for Ethics Council review of process design and audit of actions. • Will the health of our environment be part of the NR audit of each region? 	<ul style="list-style-type: none"> • Non-metro areas need funding to manage management/projects because its city people who also use these e.g. National Parks. • Rate capping levy capping puts at risk NRM programs. • Greater "youth" participation on boards or staffing and indigenous participation and representation.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ol style="list-style-type: none"> 1. Use biogeographic boundaries as far as possible. 2. Cutting the Adelaide International Bird Sanctuary in half? How would this affect decision making? We have international responsibilities as well as local. 	<ol style="list-style-type: none"> 1. Boundaries should be guided by natural catchments/geographical forms rather than political areas. 2. Boundaries where possible should align to other government boundaries for better analysis. 3. Areas - North and South have very large populations. Their areas would have similar needs, issues, and concerns as 'Green Adelaide'. The same focus areas and priorities should be aligned (mandated) across all 3 or set 'Green Adelaide' to Aldinga, Gawler or Mt Barker. 4. On balance, boundaries need to reflect local government boundaries otherwise there will be conflicting/contrasting management (and biophysical boundaries don't have political legit). 5. There needs to be specific reference to the coastal and marine environment of the Green Adelaide sections. Their needs are connected to but significantly different from the built-up urban areas e.g. Adelaide International Bird Sanctuary area. 6. Flexibility at boundaries is necessary to reflect landscape scale management aspirations i.e. cross boundary projects should be enabled and encouraged. NB: implications of Climate Change and building resilience.

4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?

Table 1	Table 2
<ul style="list-style-type: none"> • Protect, enhance and conserve ecosystem services. • Education around valuing ecosystems and sustainable development (economic and social wellbeing outcomes). 	<ul style="list-style-type: none"> • Sustainable waste management, mitigation of Climate Change impact. What measures are there? • Maintaining biodiversity within environment in area of urban infill and diversity. • Focus on practical implementation of the water cycle in green corridors and urban environments.

<ul style="list-style-type: none"> • Priority for the areas around Adelaide International Bird Sanctuary – world-wide significance and international tourism, 	<ul style="list-style-type: none"> • Engage with longer term changes in urban planning for climate change – how do we protect and include nature in those plans.
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Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?

Table 1	Table 2
<ul style="list-style-type: none"> • Possible link to Development Act. • Genuine focus on GA. • Opportunity to pursue urban biodiversity on a landscape scale. • Reduction of 'het sinks' in our urban environment. 	<ul style="list-style-type: none"> • Opportunity to plant lots of trees – let's have a target. • Opportunity to holistically manage coastal and wetland environments beyond simple technological solutions. • Further opportunities for community based WSUD practices and experimentation. • Community fund, if it adds to \$\$ available, to support community projects. • Greater focus on estuaries, coast and marine.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Lack of information on GA. • Development has already dominated. • Sustainability vs NRM. • National Parks included? • Interface with volunteers and Friends Groups. • Levies collected in GA all spent in GA? • Links to Development Act? • Communication channels. 	<ul style="list-style-type: none"> • Conflicts with Planning Acts and Regulations which always seem to ignore ecological processes. No value put on biodiversity, nature etc. • Transparency of where funds go and inappropriate use of \$ e.g. sand casting, engineering fixies etc. • Very concerned with #7 Nature education... narrow – sustainability is more than nature. • Lack of focus on pollution reduction. • Priority focus on sustainable non-polluting technologies e.g. electric car, clean air focus and noise mitigation. • Who is appointed? Too urban focused! • Shouldn't manage the entire coast. • Should have members elected by community.

5. 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"> • Using multiple channels for the same message targeting the same audience – repetition ad nauseam. 	<ul style="list-style-type: none"> • Participatory budgeting process to allocate project funding to engage community. 	No comment made.
Table 2		
<ul style="list-style-type: none"> • Stop cutting funding to community engagement programs. • Using environment funding to prop up services that should 	<ul style="list-style-type: none"> • Properly fund engagement programs. • Allocate funds from levies to the landscape projects that cross regions and allocate 	<ul style="list-style-type: none"> • Continue engagement programs. • Continue NRM education program.

be funded by the services the tax base – sorry wrong piece of paper - transfer to Levy topic.	funds from the tax base to properly fund environmental targets. <ul style="list-style-type: none"> Develop consultation framework to engage across sectors. 	<ul style="list-style-type: none"> Work with WAITE campus and Agricultural programs in Rural Reception to Year 12 Areas schools. Expand extension and support services from NRM Boards to land holders, managers and community groups etc.
Table 3		
No comment made.	No comment made.	<ul style="list-style-type: none"> Education and building community capacity/awareness. Facilitating education programs. Being accessible, with continued relationships with volunteer and organisations.
Table 4		
<ul style="list-style-type: none"> Using jargon specific to understanding. Utilising local government to collect levies it disenfranchises the community from (NRM) Landscape SA. 	<ul style="list-style-type: none"> Localised events with stakeholders for sustainability of efforts e.g. Citizens Science. Utilise existing communication avenues e.g. Local Councils, Community Centres/group. Having information in a simple/clear language – current. With media promote good news/positive environment/sustainable conversations. More directly with the community. 	<ul style="list-style-type: none"> Education engagement (Youth Environment Council). Regional centres with localised resources and staff. Research in larger landscape issues.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Where and why will funds be distributed? Who sets the priority? In principle it's good to have cross boundary fund distribution 	<ul style="list-style-type: none"> Funding from Green Adelaide needs to contribute to lower population areas. 	No comment made.

but it needs to be justifiably equitable and accountable. • Have federal money too.		
Table 4		
<ul style="list-style-type: none"> • Capping is a negative when it comes to having sufficient funds for National Parks. It would be better to allocated spending as part of state fiscal priorities. • Capping will put at risk to community projects. • Expecting Councils to tender for projects adds cost to rural councils already stretched by rates capping. 		

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • We need to link up the fragmented landscape with viable natural corridors. Functional habitats. • We need all ecosystems both novel and historic. We don't know what will survive Climate Change. • Monitoring and eluviation needs to be paid for. • Support for Greening Australia (SA) who have been doing landscape planting for decades. 	<ul style="list-style-type: none"> • There is a need for both. 	<ul style="list-style-type: none"> • Yes! Adelaide residents are stakeholders in state wide NRM issues and projects as well as landowners, bioregions and landscapes span admin boundaries across board –co-operation is essential • Funding for cooperative projects with NGOs where joint projects can better build resilience across landscape e.g. Bush Heritage, NCS..
Table 4		
<ul style="list-style-type: none"> • Buffer zones between zones should be treated as a priority area between boards and co-funded. 		

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Prioritise threatened ecosystems! • Initiate carbon accountability, should be taken into account by 	<ul style="list-style-type: none"> • Follow Grants SA process – already simplified. • Auspicing guidelines and assistance. • \$2M state wide not enough. 	<ul style="list-style-type: none"> • How will proposals be prioritised? Do we need an over-arching group to distribute funds across Landscape Boards?

<p>Green Adelaide – they are in debt.</p> <ul style="list-style-type: none"> • Pay for biophysical in cities e.g. green walls and roofs to sequester carbon. • Is the funding enough to pay for our ecosystem services? e.g. water purification; pollution; clean air; nature for well-being; restoring lost habitats (98%) (Gibbs, Zoo loss) 	<ul style="list-style-type: none"> • Also need funding for evaluations. 	<ul style="list-style-type: none"> • Will this involve cross-board exchange and decision making and engagement?
Table 4		
<ul style="list-style-type: none"> • \$2M has to come from somewhere! This will mean less money for the NRM area. Community groups have to raise their own money for projects now (currently). 		

7. 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.

Healthy creeks, rivers, catchments, reefs, biodiversity, flora, fauna showing a great response to the relevant actions to reverse the degradation occurring currently.	Review the role of evaluating what is done and what is not done. Have goals that relate to a stronger environment and healthy future for our community. Integrate legal authorities to reduce reliance on false information. Engage Access Economics to dot the sums for a healthier environment. Community surveys increase.	Public engagement across all kinds of people who are aware of the importance of environmental sustainability and working together toward specific outcomes in integrated and holistic ways.
This reform has worked if the majority of people have engaged with and/or are aware of how landscapes are cared for in their region. Understanding and interact from the community rather than apathy and distrust.	The environment and biodiversity is at the centre of our planning and implementation of how we design our economy and way of life.	We are living in a sustainable environment which has set South Australia apart from other states. Environment and sustainability is a key driver for development and living/lifestyle.
Community is aware of and engaged in the Landscape approach. Boards are appointed and projects underway with positive feedback the majority.	Sustainable environment that can weather climate events such as drought/flood/heat etc.	My cabinet colleagues value the environment and are supporting my programs through their departments. This is because their constituents are demanding action as climate change and environment sustainability – biodiversity.
Cabinet has supported a large budget increase for environment especially for climate adaptation.	Are you brave enough to delay this reform process to allow better consultation and better development of a new Landscape SA Act?	Education of our young. They are the future.
Everyone in SA is engaged and aware of sustainable landscape management.	Condition of Parks greatly improved i.e. weed eradication, facilities and infrastructure.	Reform success: farmers/landowners stop feeling like criminals for managing the land in a truly ecologically sustainable way – get rid of NRM big stick.
50% of State schools have an environmental plan.	If SA citizens are engaged in sustainability.	The reform has engaged the community and users of the land to value and protect our natural resources.

Including youth in decision making. The voice of the people is somewhat satisfied – habitat is being restored (slowed species loss rate).	Urgent – in 2 years (almost too late). 35% of the landscape has been restored to functional ecosystems based on regional land sustainability.	Clear objectives and action plans.
You haven't been removed by the Premier due to an overwhelming community backlash. The community see and understand environment as their lifeblood.	The River Torrens has been opened for public swimming adjacent to Adelaide Oval.	2025 That all communities in SA have seen an improvement in our environment. That all people (young and old) value Sa
In 20 years hence; There has been effective community engagement, increased indigenous participation and custodianship and improved restoration, improved biodiversity, less urban sprawl, improved monitoring and data recording of SA natural resources.	Measured improvements in sustainable quality of SA environment. Those measures would include: <ul style="list-style-type: none"> • Coastal, marine and inland environment. • Successful restoration of habitat and biodiversity within. • Responsible and equitable distribution of funds. • Clear and accountable involvement of community groups and volunteers (with diversity within) in what has happened in tandem with government appointees. 	By 2020 The state is known widely internationally as a leader in sustainability and habitat such that both locals and visitors engage with a whole range of environmental values: habitat, resources, climate response.
An increase in public engagement and stewardship by individuals which has resulted in positive actions and groundwork towards improving habitat and ecological systems throughout our state – we are moving forward collectively!	Go and visit the area to see the actual benefit of funding has made to the particular area and is able to be sustainable without pouring more money into a particular project.	More youth involvement in decision making processes. Youth are the guardians of the future – they will be inheriting the Earth so they need a say on what happens now. More transparency on department spending, funding and personal and financial interest of those involved.
Positive programs working in all zones and funding not stopped.	Community groups, local government and individuals are working together for common goals, with good direction. Live mapping and record keeping is made available for all to view.	A landscape charter that we all work towards – led by the Minister. Improved outcomes for the environments. We need key deliverables with possible targets e.g. increased tree coverage and improved air quality.
DEW will be reduced to a precinct rather than a department. NGOs will be working co-operating across regions and across borders. You will still be in parliament.	Significant support on existing situation. Dealings with measure of hot that is expressed. If it fails go back to the catchment to coast concept which was safe and easy understood.	Rate payers are largely happy with CPI levy caps. Community groups supported by Landscapes SA and DEW staff are building resilience and increasing biodiversity across local landscapes, incorporation public lands. Adelaide rate payers are contributing to biodiversity management on Aboriginal lands and in Arid lands and other board areas. Urban biodiversity is improving land management for cropping and forestry, mining. Decision making based on triple line bottom.

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- NRM reform going on at same time as Department of Planning who offer more detailed and clearer discussion papers. This NRM reform appears rushed without a clear vision and defined objectives. Many of the questions asked should be dealt with under Planning. Some questions are more party political than with NRM reform.
- Will there be further workshops about the 'Green Adelaide' regions? Yes please.
- Rate capping/levy capping puts at risk programs.
- Integration with PDI Act (avoid double handling).
- With the 'de-merger' of NRM and DEWNR what will consequences be on DEW?
- There is little mention of National Parks and Friends Groups in the discussion document. How will they be affected by the Landscapes SA Concept?
- Too much emphasis on 'trees' to ameliorate Climate Change – not enough on grass lands and salt bushes, native grasslands are a low cost low maintenance solution to maintain open space. Sports turf for active playing fields native grasses for amenity open space.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	GAWLER
TIME/DATE:	9AM ~ 12PM 28 TH August 2018
FACILITATORS:	Becky

OVERVIEW OF SESSION

A group of approximately 70 participants were welcomed by the facilitator who set the scene for the session. The group was made up of a good balance of volunteers, conservationists, primary producers, local government, and others. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

- **Biodiversity** was raised, specifically around the need for better management and enhancement of conservation and biodiversity. It was felt that this was missing from the Back to Basics approach and participants were keen to see it highlighted as a priority;
- **Education** was a key topic raised throughout the session. It was felt strongly that people need educating, particularly relating to **compliance**. A story was told by a participant to the group around a situation between a land owner and NRM officers gaining access to a property. When explored, the desire for the reform relating to this story was a need for **greater empowerment and education of primary producers**, acknowledging that not all land holders doing the right thing – they need strong support and education. Participants also suggested that as well as education and empowerment, they would like to see **a respectful process around compliance**. When something wrong is being done, fair enough, but the process must be sound, respectful and fair. Some felt that there must be **greater presence and control around compliance**. But others, as noted above, felt that there needs to be work done around the process of enforcement and the power that NRM officers have;
- Participants suggested working closely with **farmers who are progressive** – those who are doing the right thing. Use them as examples and work with them to move things forward;
- **Funding and resourcing** was identified as a key priority for reform, including providing support to land holders in making change, demonstrating how change can work - again linking to education. It was noted that there is only so much that can be done by volunteers and their good will. **Staff resourcing** was also seen as a priority, with particular reference being made to enforcement in Parks where visual damage was being conducted, with no repercussions as staff not visible;
- Participants in Gawler would like to see **clear and regular reporting** of works being done locally;
- Several people in the group noted that good access to scientists or other experts through DEW or local Councils, where good partnerships are in place. Participants felt caution needs to be made in how boards might access this expertise;
- There was some discussion around levy capping, with the comment being made that those who live and work on the land **don't have an income that rises according to CPI**. There was discussion around finding **innovative ways to raise funds** other than via the levy, such as tourism assets which ultimately attract people to the region;
- Discussion occurred around **boundaries for the region**, particularly relating to the Plains & Valleys, with aligning similar geographies and landscapes within boundaries preferred where possible. However, advice was given to not get too hung up on 'borders' because within each boundary the communities will have access to funding their priority projects;
- One participant highlighted the **lack of good agriculture courses** available locally, with 8 courses recently lost at Roseworthy College. This means that good land managers aren't coming from that source anymore;
- **Engagement** with volunteers to achieve local action was a priority. Greater communication is needed within the community. Participants would like to see **more primary producer involvement** in things like

water allocation. Some suggested that the Boards need to **stop being invisible**, stating that much good work was happening but the community weren't aware of it. **Citizen Science** was suggested for providing great partnership opportunities;

- Participants suggested that a **Landscape Advisory Group** could be made up of the Chair of each Landscape Board, or a delegate from each board.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large sticky notes and asked to write down their top three priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<p><u>COMPLIANCE</u></p> <ul style="list-style-type: none"> • Enforcement. • More appropriate jurisdiction between land owners and NRM Officers – with regards to more power than the police. 	<p><u>BIODIVERSITY</u></p> <ul style="list-style-type: none"> • Biodiversity and conservation. • Biodiversity. • Biodiversity – better management and enhancement. • Halt biodiversity loss – stop clearing and start replacing our vegetation and habitat.
<p><u>COMMUNICATION & ENGAGEMENT</u></p> <ul style="list-style-type: none"> • Broad range community education and engagement leading to better understanding within community of local and broader environment issues. • More primary producer engagement in water allocation (better understand from both perspectives). • Education. • Greater communication with the community on the management of resources: monitoring and reporting. • More engagement with volunteers to achieve local action. 	<p><u>STAFF - RESOURCES</u></p> <ul style="list-style-type: none"> • Increased staffing and capacity of staff: including: Rangers; Project Officers. • More feet on the ground – more management – less planning.

<ul style="list-style-type: none"> • More interaction and consultation between broad acre farmers (and community in general) and natural resource managers – engagement on the ground; NRM representatives missing in action after Pinery fire; more practical approach required – more NRM officers were needed – better emergency response – strategy was needed. • Education with respect to environmental issues – support community groups – providing training to community groups and primary producers. 	
<u>LOCAL DECISIONS WITH SCIENCE</u> <ul style="list-style-type: none"> • Locally driven provided it is backed up by sound science and expertise. • Climate Change management. 	<u>PARTNERSHIPS</u> <ul style="list-style-type: none"> • Working together –holistic approach – upstream and downstream working collectively. • Greater linkage with local government.
<u>PLANNING</u> <ul style="list-style-type: none"> • Sustainable Economy: <ul style="list-style-type: none"> ○ Strategic partnerships. ○ Fear of housing development occurring on valuable land such food production and environmental value. ○ Link to current Planning Reform. 	<u>ACCOUNTABILITY</u> <ul style="list-style-type: none"> • Smooth transition and clear 'lines of sight' to reform outcomes. • Clear and regular reporting of works being done/delivered locally. • Accountability; engagement; communication. • Management by systems: <ul style="list-style-type: none"> ○ Able to cross land tenure. ○ Boards, local and state view. ○ Accountability and authority to manage river systems as a whole.
<u>FUNDING (RESOURCING) & INNOVATION WITH RESPECT TO REVENUE RAISING</u> <ul style="list-style-type: none"> • Access for Private landholders. • Volunteer groups. • Committee representatives. • Liaising with councils and agencies. • Education. • On ground land management. • Levies distribution state wide. • Landholder support in change (financial and educational support needed). • Demonstration of how change can work. • Influences identified and engaged. • More funding for current NRM projects. • Greater equity of funding across the state rather than in each region. • Greater distribution to low revenue regions. • Innovative way of generating funds to protect landscapes i.e. Tourism. 	<u>PROTECTION OF ENVIRONMENT</u> <ul style="list-style-type: none"> • Protection and maintenance of natural parks and other areas of natural vegetation against mining, buildings and other man influences. • Better protection for the environment not worse. • Preserve our agricultural land for agriculture Australia – food bowl of the world. SA relying on small area of productive land.
<u>RECOGNITION</u> <ul style="list-style-type: none"> • Recognise and reward good land managers. • Carbon pricing. 	<u>OTHER</u> <ul style="list-style-type: none"> • Fire Management. X3 • Need an overarching Board.

<ul style="list-style-type: none"> • Reduction in levies. 	<ul style="list-style-type: none"> • Water allocation. • Decentralisation of decision making state wide. • Climate Change management. • Wedge Tail Eagles poisoning. • Illegal collection of firewood. • Increasing biodiversity. • Levies being distributed evenly across the state. • Need improved compliance with regard to plant pest control and animal pest control. • Very cumbersome system at present which doesn't work well. Need greater presence on the ground of NRM officers/rangers and \$ to ensure compliance. • Environment protection from development and mining. • Water catchment management and water use and reuse. Minimise erosion revegetation.
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2. WHAT'S CURRENTLY WORKING WELL?

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

- Current level of expertise in Boards: specialists; staffing levels (maintain or increase).
- Level of expertise may diminish if relying on volunteers (need paid resources to oversee and engage to ensure ongoing improvements).
- Engagement with indigenous community.
- Incentive Programs:
 - Rural land management.
 - Fence funding.
 - Roadside weed management.
 - Free insurance
 - Do not (please) erode funding and support for projects.
- Community Natural Resource Centres e.g. Gawler Environment Centre; Barossa Bush Gardens NRC; Mt Pleasant NRC etc., cannot lose these! For community engagement – need support and funding.
- Funding for councils – NRM Education; NRC; Sustainable landscapes.
- Good staff with expertise regarding scientific understanding.
- Yes, this has been lost in recent times. Federals introduced back in 99! Monitoring evaluation, reporting improvement. Retain existing datasets, methodology and capacity.
- Working well already good work being done on Gawler region by NRM with respect to pest plants – great improvement in 5 years; water quality – very clear; ++ reeds; wildlife increase in number of native frogs and birdlife; controlled release of water from upstream.
- NRM Staff and Networks: local NRM staff work well and have built up good networks. Those close to the ground.
- Protections: There are some checks and balances that provide good protection. Need to be careful that when reducing red tape these are not lost. (Some protections have already been lost from well-intended effort to stream line processes).
- Passion for NRM objectives.
- Funding for waterway restoration and remnant vegetation has been beneficial.
- Biodiversity.
- Volunteer and community support from current NRM Board and staff.
- Council Partnerships – NRM placement in Council. Big benefit for budget. Hosted positions.
- Don't lose all the integration between bodies/boards/departments that's been achieved to date.
- Maintain Biodiversity as a priority.
- 'Can do attitude' – continued partnerships with LG and private landowners.
- Maintain current level of sophistication in system.
- Long term relationships i.e. irrigators; council – NRM education; NRC; sustainable landscapes.

- Working with broad acres farming – no or little involvement of NRM (e.g. after Pinery) – no decision making i.e. did not work well.
- Community groups doing a great job and need more \$ support – e.g. Trees for Life; Barossa Bush Gardens; Kersbrook Land Care and Nursery; Buffers to Bushland – City of Playford project.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Local decisions must be backed by good science. X4
- There will always be need for appeal process.
- More staff to assist in educating the public. Build public opinion to support the local Boards decisions.
- Within a consistent National framework of good land management.
- More local decision making but backed by science; expertise; good management.
- Outcomes to benefit the local environment and the broader picture – retains and increases local participation.

b. A simple and accessible system

- Sounds good but may have issues sourcing expertise. To decentralise may need to look at extra pay/conditions for staff to move to remote/out of metro areas. SA not densely populated, so reliant upon centralised decision making.
- Should we decentralise Treasury, Health etc., as well?
- Get the big picture right and the rules consistent. The remote boards are find for advice but should not be doing the work.
- Till need strategic oversight of environmental systems and issues of state significance e.g. coastal ecosystems.
- Strong representation of local Aboriginal people on the Board.
- Simple sounds good but the environment is complex. Best decision's can be made using good science experience and expertise. X1
- Clearly funds should be spent on the basis of need and strategic importance e.g. the protection of 1,000,000 acres of nature compared with a trivial piece of furniture in a park in Adelaide.
- Streamlining should not remove checks and balances which are protections not merely red tape – seconded.
- A system that shows clear links with other legislation. It currently sounds/reads more like it waters down protections systems when it refers to red tape.
- Where do I write protection for the natural environment and planning for projects dealing with biodiversity and conservation?
- Make it a system that is easy to understand and links well with all aspects – water, biodiversity, coast etc. Don't lose any important information in the redevelopment.

c. Community and land owners at the centre

- Owners come and go but the land and the landscape remain. All action on land needs to consider the land in perpetuity. Agree.
- Custodianship for land management – learn this from Aboriginal people.

- Partnerships can come with strings and can involve corruption, domination of Boards and misuse of State Funds by pressure groups and powerful businesses and individuals. Safer to have independent experts spending funds and exercising diligence.
- Advice given by NRM is to be always based on sound scientific understanding. NRM staff need to have knowledge for long term management of natural and recovering systems.
- Resourcing has become major issue to deliver. Can't rely solely on Landholders and community to deliver on a volunteer basis.
- Volunteer burn out is a huge issue.
- Recognise good land managers. Not all land managers operate with land's best interest.
- Education required on biodiversity and ecosystem management and ecosystem services.
- Good science must be behind local decisions.
- History shows landowners not always good land managers –erosion, extinctions agricultural weed escapes e.g. olives.
- Time poor, limited \$ and capacity to change the way they have always done things.
- Limited understanding of science behind good land management.
- Outcomes that benefit the environment, local and landholders to increase engagement and participation – not divide.
- Community Engagement – prepare the community so it's ready to deliver the skills NRM need to deliver NRM goals. NTM works with TAFE, local plant growers etc.

d. A whole of landscape approach

- Tenure blind management in catchments.
- Consistent management of declared species.
- Whole of landscape approach needs to include the protection of biodiversity and halt the continued loss of species and habitat they rely on. Enhancing landscapes will have flow on effects to achieving this.
- What approach for decision making is being proposed? – With a 'Landscape Scale' approach greater consensus will be required to achieve results – does a large board actually achieve more on ground?
- 100% agree – must all work together on what is best for the entire environment.
- Latest AMLR plan does this, by using systems thinking. Hopefully this work is not lost.
- Bio region investment where allocation of funding is irrespective of where the funds are collected. It's about management based on need and priorities.
- Nothing left out – included biodiversity; waste management (local, household, bigger picture), waste as resource. Landscape includes people too.
- Vote 1 – York Peninsula Fox Proof Fencing.
- Let's see some landscape scale fire planning. Using reservoirs and horticultural and viticultural areas as fire barriers.
- Climate Change amelioration and adaptation should be at the heart of all of this. It is a central job.

e. Back to basics

- Biodiversity basic to life and economy – ecosystem service primary importance.
- Enforcement of wildlife and native vegetation protection laws. More money for prosecutions and publicity of same.
- Education.
- Investment that gives multiple outcomes and good investment return.
- More funds for on ground investment in land management and biodiversity.
- Government will never have enough money for own staff – so reliably fund volunteer groups.
- Don't allow commercial development to over-rule biodiversity.
- Monitoring of firewood being sold in the media – legally sourced?
- This sounds like a political throw-away line. Look at the work involved in QA of the boards – layers and layers of it.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
No comment made.	<ul style="list-style-type: none"> Greater relevance for local community due to representation by local members.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> Expense and governance of community board member elections. Lack of definition about the knowledge to be represented on the board (skills based). Boundaries need to be eco type not administrative – base it on land-use issues etc. Who oversees the Boards? 	<ul style="list-style-type: none"> Boundaries – edge effects conflicting with 'Landscape Scale' approaches. Semi-rural, rural and urban areas require different approaches – how will the different boards manage these varying demands? How will the new boards be funded?

What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> Priorities of boundaries selection should be land-use, land-type issues. Transparency of interest of board members. Ensure there is representation of all the key sciences and expertise related to landscape management. Screening process requirements for appointees' vs requirements for community representatives. 	<ul style="list-style-type: none"> Lateral thinking required for the benefit of boundary decisions.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> • Governance – Annual Report and Audit. • NRM – State of Environment Report (conditions). • Water – Water Sampling – water quality – currently results not being fed back to landowners. • Human/Social – Community Resilience Assessment (i.e. NSW) – benchmarking. • Historical Journal – Plan – Deliver – Review – Evaluate – Communication. 	<ul style="list-style-type: none"> • Mandatory reporting requirement cross Area Analysis. • Requirements to report outcomes back to regions. • Reports in a meaningful way: layman terms; actual achievements; recommendations to regions; feedback loop.

Any other comments about board accountabilities?

Table 1	Table 2
<ul style="list-style-type: none"> • SWOT Analysis – business plan. • Centralise data collection/access (i.e. NRM portal). • Standard benchmarking. • Universal definitions. • Evidence based decision making - management of resources. • Greater transparency. • What can the board control and what it can influence! 	<ul style="list-style-type: none"> • Independence of board members. • Qualified. • Experience. • Balance of knowledge in boards (diversity)>

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ol style="list-style-type: none"> 1. Cross Board Communication – East – West relationship (LRC, TOG, TBC, APC) works well for water catchment management soils, etc. North – South relationship (APC, COP, COS, PAE – Adelaide)- sub-committee (coastal) across several landscape boards with coastal areas, all except SA Arid Lands. Bird sanctuary, marine ecosystems etc. 2. Relationship to PDI Act – Joint Planning Boards, Regional Assessment Panels follows Council boundaries not midway... 3. Size of Landscape Boards – administrative/reporting requirements (still the same regardless of size. 4. State Funding to Landscape Boards – transition from NRM – ongoing and local funding from levy? 	<ol style="list-style-type: none"> 1. Align similar geographies and landscapes within boundaries where possible. 2. Don't get too hung up on 'borders' within each boundary the communities will have access to funding their priority projects. 3. Funding System – allocate according to 'need' to prevent issues crossing boundaries (not local levies alone). Should come from State and Federal Governments. 4. Reference council borders in metro area and include those border councils in the Plains and Valleys and Hills and Fleurieu areas.

5. Green Adelaide – what will it mean? What will it cover? Etc.	
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4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?

<ul style="list-style-type: none"> • Armouring against Climate Change. • Richness of Green Adelaide through levies should help fund/distribute funds to less populated regions of SA – money required to support our food bowls.
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Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?

No comment made.

What concerns you?

<ul style="list-style-type: none"> • Boundaries – need to have an over-arching and coordinating body of all the Landscape Groups – must avoid power of vested interests, and have a representative diverse membership. • Landscape Boards setting their own levies – large individual impost where decreasing population density and distance challenge. • Long term planning – not 5 years. 10 years to implement and monitor success and keep future government accountable to board priorities (long term approach vs term of government approach). X9

5. 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"> • Stop being invisible – you do great work! 	<ul style="list-style-type: none"> • Start engaging more with other existing communities and authorities involved in land management. 	<ul style="list-style-type: none"> • Continuing doing grass roots engagement but with more resolve and transparency – share the success stories.

	<ul style="list-style-type: none"> • Lead by example with investments on public lands (e.g. weed management of olives). • Raise awareness about themselves and opportunities to collaborate. • Raise awareness of the urban community to Natural Resource Management – community benefit the function of Landscapes SA e.g. community consultation forums as part of the Planning Process. • Use more technology to connect with the community including citizen science (excellent partnership opportunities here – including with councils/local government. 	<ul style="list-style-type: none"> • Continue to build education and engagement opportunities, particularly for young people. In and out of school opportunities. • Stronger links between PIRSA and NRM engagement with Landholders.
Table 2		
<ul style="list-style-type: none"> • No comment made. 	<ul style="list-style-type: none"> • Board communicate directly with the community through local media and community organisations. • Board raises its profile directly with the community; field days, public events. • Boards conduct networking events. • Websites – boards to become aware of the 'consultancies' across the state e.g. Vietnamese Farmers Association; translations services – link with industry groups. 	<ul style="list-style-type: none"> • Making use of community organisations e.g. Barossa Grape Growers/Wine Makers Associations or others.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • This is confusing – depends on what State Government is passing on to NRM fund and 	<ul style="list-style-type: none"> • Support CPI: less administrative burden; 	<ul style="list-style-type: none"> • Not happy with individual Landscape Boards setting levy – prefer current levy system

<p>this suggestion for much less reliance on levies.</p> <ul style="list-style-type: none"> • No great logic on levies from land owners (only) funding most NRM. • Levies good but not major \$ 	<p>people now what they are up for; manages expectation.</p> <ul style="list-style-type: none"> • Is council still best placed to collect levies? 	<p>(fairer to areas of low population density).</p> <ul style="list-style-type: none"> • Disbursement of funds from central body is by application from individual Landscape Boards. • Agree with capping levy rises. • Local Landscape groups does not have to expend all \$ raised in 1 year (i.e. by June 30).
Table 4	Table 5	
<ul style="list-style-type: none"> • Capping at CPI. • Spending in the local region. • Green Adelaide raised levies to be proportionally distributed out to regional projects that have disproportionate landmasses requiring urgent work. 	<ul style="list-style-type: none"> • CPI is an issue – gets higher and higher – not supported. Evaluate levy every 5 years not annually – present business case for increases. • Need to have alternate sources of funding to reduce reliance on levy. • Use of Tourism revenue at key landscapes across the state (i.e. Birdsville Races) how can we market off these landscape values? % of Tourist dollar – NRM. Airport and Rail levy. 	

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Most funds should come from State Budget or commonwealth. • No need to collect Adelaide funds for non-Adelaide. • Yes for State priorities and a State funding priority process (Minister administered committee) with each board represented. 	<ul style="list-style-type: none"> • Holistic approach. • Committee to administer fund – not Green Adelaide – making sure regions get 'Bang for Buck'. 	<ul style="list-style-type: none"> • Yes, a need for cross regional etc. • Education a priority around sustainability of environment and management of landscape issues which cross borders.
Table 4	Table 5	
<ul style="list-style-type: none"> • Greater funding for on-ground works requires greater funding of supportive administration. 	<ul style="list-style-type: none"> • Equity in fund distribution across the state metro Adelaide needs to support outback SA (lower rate base). 	

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Just let each board manage this. 	<ul style="list-style-type: none"> Why is Green Adelaide administering this? Needs independent review/consideration. Not the Minister – money where votes are. Chair of each board to form sub-committee – solution. 	<ul style="list-style-type: none"> \$2M not adequate across state – ridiculous! (2 houses in Parkside or \$36M for tram to North Terrace – NRM is key to state economy – more funding priority). Grassroots community fund should not be administered by Green Adelaide. Certain industries should be contributing e.g. tourism industry.
Table 4	Table 5	
<ul style="list-style-type: none"> Volunteer, community and not for profit groups will require support to access funds. 	No comment made.	

7. 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.

Increase in soil carbon.	Success is the environment and biodiversity is better supported. It is our children's future.	Biodiversity has improved. Education and sustainability is encouraged.
Fully funded Environmental Centre with full time co-ordinator and volunteer co-ordinators in sub-regions.	Balanced approach to use of land, water, soil and biodiversity. Consultation with and engagement of all stakeholders across all landscapes. Long term view! Not dedicated to political terms – education.	Reduction in land degradation – including by development – understanding by development.
Biodiversity decline has stopped.	Community believe that their levies actually do some good.	Co-ordinated landscape scale on-ground projects being undertaken – tenure blind. An inspired and invigorated community.
Extinctions halted.	Set KPIs achieved.	I will have heard about many success stories and hopefully even been part of one. Tourists and others will want to flock to SA, when they see how good we are in an interstate benchmarking exercise. To achieve this, a good marketing plan with awareness raising being key. Need to be transparent.

Increasing population and its land use has been controlled. Most new jobs are in sustaining the natural environment.	Positive feedback from all boards and evidence of environment actions and improvements.	Content public with the place they live.
Seeing actions on ground. Education, respect and understanding – better knowledge and appreciation from the community.	Water allocation plans finalised and operational. National Parks and State Parks looked after.	Success is landscapes being uses sustainably to their capacity and allowing multiple species to thrive.
Large community support and lower community distaste.	A fully integrated system of resource management and inter-relationship with associated legislation that relate to the use/management of land and resources.	Greater funding.
Community goodwill for NRM remains- they are still happy to pay the levy.	Central Adelaide has an allocation plan adopted, implemented.	Community enthusiastic feedback.
Working harmoniously with all parties concerned.	It's working at grassroots, solid foundation to build on.	No complaints.
Boards functioning and projects delivered and reported on.	Working together as one.	All Landscape Boards have been appointed. On ground works have commenced.
Green Landscape SA (not just Green Adelaide) – Blue (coastal) Red (Arid lands).	Biodiversity funding from state is sufficient.	Biodiversity increasing.
No complaints about the NRM board.	All landholders understanding (by survey) the meaning of 'resilience' in the face of changing climate.	No tilling undertaken on any property in Australia.
Increase in NRM projects and not a decrease.	Biodiversity audits confirm no biodiversity loss in past 5 years. Weed infestation of public lands down 10% on 2018 levels.	Biodiversity increase.
An engaged and environmentally vibrant community that is leading the nation.	Funding is state based and there is an increase in biodiversity.	Communication of what has been achieved and successful community engagement, happy staff, great results apparent.

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Tenure blind river system management.
- Better education in process management. Allow Primary Producers to understand certain legislation and how it relates to their business. How this can go hand in hand for a beneficial outcome for all (including greater community). Better education to improve respect for legislation.
- Education for NRM Agriculture is in free fall. Very little at TAPE and nothing much at universities.
- Data sharing – centralised system for entering and reporting data.
- Will the state agree to fund and invest in more on-ground activities?
- NRM reform should not repeat the mistake of the previous reform and delay the reform of operational aspects (i.e. permit/license). This was previously promised. Government never delivered Stage 1 and 2 should be concurrent.
- Putting resource back out in community and regional areas (gone to city focus).
- Employing people local to their community.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	COOBER PEDY
TIME/DATE:	1PM ~ 4PM 29TH August 2018
FACILITATORS:	Jon Bok

8 participants, including pastoral, co-management, tourism, wildlife rescue and Aboriginal community representatives, were welcomed by the facilitator who set the scene for the session. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Key discussion points included:

- The reform objectives are **already happening** in the region, question the need for change;
- The region utilises **NRM groups** in accordance with the existing legislation (ie SAAL has **6 NRM groups** representing geographic regions), this works well and gives people a say in what happens locally;
- The participants would not like to see any change that impacts the **NRM groups** and the way they currently work
- Discussion on **boundaries** focussed on Port Augusta coming into the SAAL region. Most attendees felt Port Augusta was a better fit with SAAL than Yorke and Northern, although at least one attendee was concerned that there might be too much of a focus on the Port Augusta area if they were included;
- There were no other really contentious topics, some discussion and **general support for the additional statewide and strategic funds** for large regional or larger cross-region scale projects;
- Key takeaway was that **things are working pretty well in the region** - please don't make any changes that impact that, while more and easier to access resources are always welcome.

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

The group identified the priorities for their region to be -

- More funding – made accessible easily.
- Better communication with community – especially town e.g. pamphlet drop.
- Managing feral species that are compromising native biodiversity:
 - Banning cats in travel.
 - Domestic feral pests.
 - Large feral herbivores.
 - Roger the Roving Vet.
- Recognition of community input – empowerment and visibility.
- Government agency accountability.
- Transparency – who gets funding? What they did with it? Did it achieve the outcomes?

2. WHAT'S CURRENTLY WORKING WELL?

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

- NRM groups – community input is critical.
- NRM plans – use what you have already invested in.
- Starting to work together with community and other groups.
- NRM groups work – retain at all costs
- Field days (but communicate more widely).
- Community Engagement Officers and regional staff – and the ways in which they communicate and enable funding and projects.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Yes – resonated.
- Nice but not sure how to do it well – how does the community select?
- Decentralised decision making good, but how do you achieve objective membership?
- Decentralisation is a great concept, and well implemented and managed will have significant positive impacts on the community – the 'how' may be a little more complex.

b. A simple and accessible system

- Less red tape – good.
- Greater accountability – more focussed funding and expenditure.
- Need to ensure in cutting red tape don't leave environment open to exploitation.
- NRM Act is weak and needs more teeth especially with compliance to land degradation issues.
- Good.
- To build >trust etc...need long term commitment which doesn't change with the state government parties

c. Community and land owners at the centre

- Listening and acting accordingly.
- So relevant in our region – our pastoralists are custodians and have a keen understand of the land and sustainability.
- They should have a key role in decision making and implementation.
- And community who use the land.

d. A whole of landscape approach

- Agree to all of the above.
- Need to ensure strategic prioritisation/investment is managed to achieve high end sustainable outcomes.
- Large scale combined efforts will still need community input and raised visibility to meet transparency aims.

e. Back to basics

- Managed well, it would significantly address out priorities of sustainable and prosperous pastoralism.
- No point reinventing the wheel if something is in place, but don't mess with things that are already working.
- There is a risk with back basics in the loss of community involvement in longer term aims. Something to be aware of.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities, and to make comment on boundaries.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

No comment made.

What concerns you?

- How are community empowered with decision making unless the appointments by Minister are also community members.
- Reference to SAAL's size – how will representatives elected by community come from such a large area? Are 3 representatives enough?
- Criteria of 'Elected by Community' and 'Appointed by Minister' – location; skill set –environmental, governance; knowledge.
- Board members whether elected or appointed should be from or have an affinity to the areas.
- Cost of elections.
- Process of elections.

What will we need to have in place to make sure this structure works?

- Appointments by Minister would also need to be open and transparent – perhaps with similar process.
- Membership needs to be skills based and not gender based.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

- Work with existing plans.
- Don't only measure short term outcomes.
- General Manager who lives in the region.

Any other comments about board accountabilities?

- Board decision should be public and transparent.
- Board to ensure reporting to public is a key priority and in many different formats.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

1. Port Augusta should be in the SA Arid Lands region as office is in Port Augusta. Port August will benefit from having office in council area. Port Augusta area should not be included. Boundary need more consultation just to clarify pros and cons.
2. NRM levy needs to be evenly distributed. NRM levy needs to be distributed state wide.
3. Should Flinders Rangers be brought into the SA Arid Lands it would erode the say of the Arid Land people.

5. 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"> • Meetings during office hours – should have evening sessions so available to more people. • Or have some kind of technology that enables distance participation e.g. teleconference (explore other models e.g. 2 sessions on same day. 	<ul style="list-style-type: none"> • Be respectful of time and commitment already invested in decision making process. 	<ul style="list-style-type: none"> • Field days. • Community Engagement Officers

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

- Levies should be capped to CPI.
- Levies collected should be distributed state wide.
- Given that the Arid Lands is a large geographical region with a teeny tiny population, \$ in a region needs to be reconsidered to enable investment in our region (which provides enormous benefit to the state).

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?

- Feral pest control needs to be state wide.
- Yes, as long as the process to access such funding is transparent and easily managed and matched to needs – most important to less important.

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?

- Develop a simple application process to apply for funds.
- And a transparent system for allocating and acquitting funds.

7. 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.

Greater community involvement and knowledge with higher % of people knowledgeable and vocal about positive outcomes.	Landholders happy with projects etc. Consultation happening regularly with all.	A co-ordinated success in eradicating feral pests' state wide. A notable increase in bird life across the state landscape with
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Improved management of feral pests and landscapes. Improved value for money - \$\$ spent strategically and effectively – minimal wastage of \$\$ and greater accountability.	People feel as though things are happening. All stakeholders involved: Councils, Pastoralists, Landowners, leases, parks etc.	birders coming to SA from around the world.
NRM is going well. Landscapes are being sustained successful. Levies being put to good use.	Transparency and accountability across government agency. More pastoralists involved in sustainable land management. Reduced landscape droughting. Improved roads. NRM accountability. People prosecuted for doing the wrong thing. No talk of drought and drought funding – land management needs to run as a business.	

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MOUNT BARKER - SESSION 2
TIME/DATE:	9AM ~ 12PM 30 TH August 2018
FACILITATORS:	Becky & Steve

OVERVIEW OF SESSION

A group of approximately 65 participants were welcomed by the facilitators who set the scene for the session. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

- Finding the **balance between conservation and sustainable production** was felt to be important, including taking a **long-term view** of natural resource management. This was highlighted early in the session during the prioritisation exercise, but the group returned to this when discussing board accountabilities later. Participants suggested rather than a 5-year plan for each board (which was felt to be too short when dealing with landscapes), **each board prepares a 20-year vision**, and then has **5-year plans containing actions to help reach that vision**;
- During this session, there were several links made to **other legislation that interrelates** with the NRM Act, including when the legislation conflict against each other. This included **Planning Act** and the **Mining Act**. Climate Change was a priority issue, with a need to draw in the **Climate Change Act**, if there is one.
- The pressure put on biodiversity by **over population** and **urban sprawl** (including its impact on production areas) were highlighted as a frustration in this region by some participants. It was however acknowledged that this is an issue that goes beyond the NRM Act;
- The term **Back to Basics** was felt to be too basic. There are other elements needed to create vibrant biodiversity, such as restoration, propagation, consumption, and more. The activities currently listed under the back to basics principle are not enough;
- Participants were curious as to how the **4 Ministerial appointments** will be selected, with a need to avoid vested interests. Clear criteria would need to be set. Concern was shown around the **Minister appointed Chair**, and whether they'd be just a 'yes' person to the Minister. A suggestion was that the **Chair should be elected by the board**. If the community were to elect 3 representatives on to the board, how will this adequately cover off on the **breadth of industries and interests** that utilise the landscape across a broad region? Fisheries, agriculture, vines, Aboriginal culture all need to be represented and reducing the board to **7 members would limit representation** opportunity. Participants felt it important that consideration be given to how to **attract young people** to the board;
- It was noted that we are at a **20-year low for both federal and state funding** for the environment, how does this government expect to do what needs to be done AND introduce a cap – it was felt that this is almost an impossibility;
- There was some commentary around the relationship between South Australia and other states – particularly relating the **Murray River**. We are affected as a state by decisions and activity that occur upstream;
- Discussion around **boundaries** occurred, with agreement that boundaries shouldn't be seen as "The Great Wall of China" with desire for cross-boundary co-ordination. There was some discussion around catchments being appropriate to consider when deciding boundaries;
- A focus on **pests** (including rabbits and foxes), **soil management** and **weed control** and specific mention of the management of weeds on road reserves (who is responsible – it's not clear in the Act);
- Relating to **soil management**, a participant requested support to manage soil, including putting **carbon back in to the soil**, with on the ground support and funding needed. There needs to also be more support provided to farmers to create things like wind breaks and fire management practice;

- **Partnerships, engagement and empowerment** was another high priority area, including collaboration with industry – farmers, government, volunteers – get all the right people involved. Participants requested **recognition of volunteers**, hoping that the government will respect volunteers and truly engage them. It was also highlighted that partnerships is something currently working well in this region;
- More **long-term funding** was requested, relating to the longer-term plans. **Timing of funding** was discussed, with specific examples of processes taking up to 6 months to receive support for weed control – by which time it is too late, and the weed has gone to seed!
- **Aboriginal partnerships** were a priority;
- **Threatened Species** need consideration;
- Better **support for land managers** was requested, particularly around reducing costs for land holders and providing incentives for good land management practice, particularly for retiring non-viable land;
- **Water management and allocation** was mentioned by two of the small groups as a priority. This included the right to farm, the costs, and also the impact of upstream damming and the impact that this has on biodiversity, such as red gums;
- A large number of participants highlighted how much they valued **NRM Education** and this is currently working very well, particularly in schools. This needs to continue and be enhanced.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large sticky notes and asked to write down their top three priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>COMPLIANCE</u>	<u>FUNDING</u>
<ul style="list-style-type: none"> • Lack of enforcement on compliance issues e.g. removal of native vegetation on property or roadsides. 	<ul style="list-style-type: none"> • Proportional, regional levy investment. Where does it go? What is it? How much is available: How much received back to Council from NRM for use? • An ongoing funding commitment where access to funds, information and advice is readily available when needed. • More long term funding in protected areas on and off shore – timing.

	<ul style="list-style-type: none"> • Access to funds – locally e.g. native vegetation funds; S.E.B. offset criteria (how to promote local offsets). • Continuity of funding for projects. Too often projects (olives e.g. Nurragi Reserve – ex railway corridor) gorse in Totness; Boshoms Reserve – rabbit control – good start but no follow up done to termination of funds. • Funding – equity between community/local government/state.
<u>PESTS, SOIL AND WEEDS</u> <ul style="list-style-type: none"> • Soil management: health; native vegetation; water courses; erosion management; insectariums; chemical use (appropriate); skilled people. • Weed and pest control – using processes that are not damaging to others; roadside and properties. • Rabbits and foxes: 1080 kills dogs; Pendone kills birds, possums. Need better solutions targeted program. • Road reserves and the onus of responsibility and liability re weed control – tree care. • Woody weed control NRM should access carbon content in soil. • Pest Plant – natural environmental education, local governments, environmental management, and landowner responsibility – legally established. • Land Management – responsibility of pest/plant control. 	<u>ENGAGEMENT/ PARTNERSHIPS/ EMPOWEREMENT</u> <ul style="list-style-type: none"> • Finding the balance between conservation and sustainable production – including long term view and strong partnerships (e.g. farmers and conservation sector). • Need to be innovative e.g. farming areas seen as contributing to conservation outcomes. e.g. Climate Change resilience. • Stronger collaboration: Industry; Farmers; Government; All Stakeholders. NOTE: the right people are key to its success. • Community – empowerment; awareness; active education. • Better autonomy to local groups: More empowerment; more of a bottom up approach; NRM to set strategic direction with local groups.
<u>VOLUNTEERS</u> <ul style="list-style-type: none"> • Trust that this government will respect volunteers. • Trust that this government will truly engage and respect volunteers (ageing and diminishing) not assume we will pick up and cover the retraction of NRM specialists and funding. 	<u>CLIMATE CHANGE</u> <ul style="list-style-type: none"> • That NRM will move quickly (and proactively) to respond to climate change – not just to rising sea water levels putting coastal areas at risk in Adelaide. • Climate Change advice – water; vegetation adaptation. • Climate Change – land use and capability analysis – expert advice re species.
<u>PROTECTION OF NATURAL ASSETS</u> <ul style="list-style-type: none"> • Add the words 'contamination' or risk of contamination in <i>objects Part 1 – 7 (3) a & b</i>. • No mining or petroleum activities in National Parks or Marine Parks 	<u>OTHER LEGISLATION</u> <ul style="list-style-type: none"> • To take into account the Mining Act and Petroleum Geothermal Act and the risk to natural resources and not let these acts not override the NRM Act (on and off shore).
<u>BOUNDARIES</u> <ul style="list-style-type: none"> • LGA and NRM boundaries – there is not a hard line between vegetation etc. 	<u>ABORIGINAL NATIONS</u> <ul style="list-style-type: none"> • Improve on Aboriginal partnerships and involvement. • Failure of Kungan, Ngarrindjari and Yunnan. • Waymouth Street not engaging with right people (choosing).

	<ul style="list-style-type: none"> • Failure of Ngarrindgen Regional Authority approach “knowledge’ given from certain families NOT community. • Genuine ongoing engagement across all levels; community groups; councils; landholders; everyone within regions; Aboriginal Groups.
<u>BIODIVERSITY</u> <ul style="list-style-type: none"> • Vibrant biodiversity – ‘vibrant’ this term is ambiguous – ‘resilience’ preferred. 	<u>WATER</u> <ul style="list-style-type: none"> • Upstream damming and impact on biodiversity i.e. Redgums. • Water management and allocation; right to farm; cost to manage; levies.
<u>SUPPORT TO LANDOWNERS</u> <ul style="list-style-type: none"> • Reduced cost for landholders. • Incentives (\$\$) for people who are managing land (long term) in an ongoing way – including retiring non-viable land • Including native vegetation and farming land. 	

2. WHAT’S CURRENTLY WORKING WELL?

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

- Boards already exist in communities giving good effectiveness.
- Environmental funding to be increased.
- The current NRM Act is functioning well if adhered to. Other Acts must not override the NRM Act.
- Strong partnerships with Non-government sector (NRM and local government).
- Partnerships between NGOs, community and government – joint projects = good outcomes.
- Access to technical support (Land management issues – water course management). Plus revegetation projects to link remnants.
- Focus on education: schools (NRM education); landholders (field days/workshops); Farming Field Days.
- NRM Education: currently working with thousands of students, teachers, parents and the community. This is future proofing and it would be disastrous to lose this.
- Education awareness and presence. Access to NR centre (information leaflets). School: Citizen Science; Ranger programs and Youth Council.
- NRM education.
- Things working well? – Nothing – poor management; interference with farmers; too removed from reality.
- Support from NRM for on-ground activities – for trees please!
- Native vegetation is strong but agriculture is weak!
- Management of Boards: Good people; correct people skilled; not just seat warmers; Collaboration – Government/Regional people.
- What we don’t want to lose:
 - Expertise of NRM and existing staffing.
 - NRM working with landowners – training and expertise development.
 - Focus on sustainable biodiversity/recovery of threatened species.
- Stakeholder workshops – e.g. workshops for community members i.e. visit local landholder and hear directly from them, plus learning skills and processes.
- Current level of support from DEW staff and management at all levels.
- Addressing Pest/Plant issues through targeted funding (to contractors).
- Going back to (prior NRM) Local boards and local compliance.
- Water licensing.
- Landcare – native tree planting; education of schools; community focus; good people.
- Paid NRM staff – vital needs to support volunteers (Volunteers cannot take over role of paid staff).

- Supporting and encouraging volunteers: Equipment; Training; Small grants; On-ground works. Getting people interested in local areas.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Can vested interest ignore science and a wider view beyond their patch?
- If decisions are independent and autonomous is there no oversight by higher authority.
- Excellent – so long as there is decentralised funding to empower the decisions.
- Will only work for small amounts of funding and therefore bigger picture projects/plans will be missed.
- Don't let decentralised decision making become a failure to make decisions, passing the buck. In some instances a centralised decision than compromises conflicting legislation is required.
- Centralised decision making is crucial in many areas, not all. Allow community group authority to implement programs, many of which need guidance centrally.
- Don't let flexibility provide a loophole or let-out for people who don't have protecting the environment as a priority.
- Hopefully not views as a means to reduce people's ability to question bigger 'overarching' issues and keep them to 'small local' ones (still important) but at the moment each board reports to a state board (?).
- If you decentralise decision making negotiate allocation of responsibility authority and resources. Apply principle of subsidiarity (multi-level governance).

b. A simple and accessible system

- Please avoid a 'one size fits all' or 'broad brush' approach which disadvantages the situation that is different from the majority.
- Simple trigger system which lists the NRM obligations for activity or land owner.
- Transparent decision making is essential and environment needs a voice.
- Meaningful interaction with planning system with revegetation to decision making process for development.
- Those recognised with authority should be heard at Natural Resources Commitment in Parliament.
- Open source data sharing to support community decision making.
- Use technology particularly decision making models.
- Reduce red tape for volunteers especially WHS requirements – too onerous.
- Having landholders set in place before funding 'hits the ground' minimises the potential engagement. Unable to get neighbours on board as sites are set. Need to have flexibility.

c. Community and land owners at the centre

- As sovereign people we need to be engaged with. To say you spoke with one person from a subset or one family group or one organisation is not enough.
- Support and empower Landcare groups. Provide resources and autonomy.
- If there are geological hazards and activities such as mining or petroleum risks to the air, soil and water these should not be allowed as communities need to be protected.
- Land managers and volunteers need support – technical expertise, strategic planning, WHS etc.
- Support indigenous ranger program. \$\$\$ needed to make it to the ground.

- This also needs to take into account education, skill building and enabling communities to build the capacity of future generations.
- Agree but this will only work if there are paid staff to support them.
- Shared responsibility based on scientific data and community priorities – all for the longer term viability of water, soil, native species.
- Climate monitoring to assess impacts on fertility, sustainable food production and water resources.
- Not all landowners have the expertise/resources to manage the land appropriately. They need support for this! And accountability to do the right thing by us all.
- Mapping system where landholders can enter their observations regarding their 'patch' which is accessible to all.

d. A whole of landscape approach

- Recreational trails to get a mention as all over the state.
- Built heritage (relationship with NRM).
- Intangible heritage 'how; we do what we do – landscape cultural values.
- Model landscape scale biodiversity actions – there is too much ineffective piecemeal action.
- Land capability analysis – below, on ground and climate trends should form the basis of land use and management decisions. Principles supported.
- Need to take into account the sea – potable aquifers in SA go under sea, mining and petroleum on either area risk both areas.
- Recognition that agricultural land contributes to conservation outcomes. Whole of landscape approach needs to include both vegetation and farming – private and public.
- Landscape is a bad name. It is above the surface – we need to take note and look after what is below the surface.
- More protection for native plants. Trees over a certain size are protected. We also need to protect things like Banksia and Burgaria.
- OK in relatively intact landscapes but restoration of very degraded landscapes is a very long term process growing out from smaller sites over decades until they work together across the landscape – a long term process not a short term project.

e. Back to basics

- This scares me. Let's not forget what we have learned.
- Sounds like a populist election slogan.
- Biodiversity and threatened species important.
- Multi-year activities – continued follow up of works – 12 months doesn't change enough.
- Protect our reservoirs, our drinking water, from public recreational water activities. Risks are too great.
- Does landscape scale restoration mean 'ecological restoration' or something else? If it is ecological restoration then science and practice are the basis and work needs a very long term vision.
- Let's disband Ngarrindjeri approach.
- Let's disband Waymouth Street or at least get rid of dead wood.
- Let's apply what is already in the Act (NRM) including Chapter 3 Part 1 object particularly (3).
- Can't assume that managing pests and weeds will result in resilient biodiversity with only 10% remnant vegetation left there will need to be ongoing active management and restoration needed.
- Need focussed efforts on threatened species and communities over the long term.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Independence of state government. • Autonomy. 	<ul style="list-style-type: none"> • Good community representation. • Chance to build trust with communities. • Fresh start. • Encourage younger generations. 	<ul style="list-style-type: none"> • Insufficient information to make comment or decision.
Table 4		
<ul style="list-style-type: none"> • Good that there are community elected members. 		

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • If appointed on basis of expertise. • Need for skills based: what criteria/qualifications/experience would be required and will this criteria be in the legislation? • Role of local councils? Are they considered in order to involve local government in environmental management and board representations: • Elected – expensive and complex, uncertain voting. • Suggest current system of ad, invitation to be considered, and include details of community involvement in natural resource management and on-ground local expertise – selection by local government or selection panel. 	<ul style="list-style-type: none"> • Members need to be skilled in NRM, the location and community concerns. • Self-interest. • Independence of the Chair person. • Wrong people will retain positions. • Having the right funding allocation to make a difference. 	<ul style="list-style-type: none"> • How do we ensure the majority will be independent of government? – 4 appointed and 3 community. • Not use confidentiality to opt out. • Term of election/appointments 2 or 3 years? • Are all positions paid? • How do we ensure strong partnership? • That this board is prepared to work with community! • Skills of 3 elected members to include: industry; community; public servant (under government control); qualifications (relevant).
Table 4		
<ul style="list-style-type: none"> • Why change the current system? Seems no different. • Government appointed members can over-rule community members. • Chair should be appointed by Board not by Ministers. • Too few people for larger representatives with lots of differing issues and wide area to cover. • Structure needs to reflect needs of the individual region. • How are community members elected? To avoid vested interests and conflict of interests. <p>How will voting process happen? Will it be compulsory? Who will administer it? Why are Board members appointed by Minister? One only.</p>		

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3

<ul style="list-style-type: none"> • Use existing plans as basis (do not reinvent the wheel). • Either on the Board or supporting staff e.g. soil/water/vegetation management skills, all scientific expertise in botany and biology and related subjects. • Resourcing Board's activities. • Boards must be independent. 	<ul style="list-style-type: none"> • Robust regulations regarding appointment to the board. • Accountability. • Measurable objectives/performance indicators. • Exceptional consistent communication across all stakeholders. • Collaboration between all 9 boards. 	<ul style="list-style-type: none"> • Ensure all appointed members are independent. • Independent Chair. • Review body sits above board. • Transparency. • Public access to board meeting: public can listen and observe; not use 'confidentiality' card. • Re-election based on every 2nd member up for re-election biannually.
Table 4		
<ul style="list-style-type: none"> • Accountability of Board to avoid being stacked. • Have a representative from different sectors to represent different interests in each region: Agriculture – dry land, irrigation, horticulture; Environmental; Indigenous; Local Government; Fisheries; State Government; Wine Industry; Youth. • Technical support provided by government staff experts. • Sub-committees could provide specialist advice. 		

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • General Manager must be competent. • Accessible report cards (real time) for the community. • All reports structured the same. • Regional and state level reporting so regions can be compared (using consistent metrics). 	<ul style="list-style-type: none"> • Boards will need adequate funding to assess, monitor and evaluate programs. • 5 year plans alone are not enough! • Reviews that include expertise from across region. • Training for board members and access to experts when needed. • Unfair to hold them accountable to outcomes they aren't resourced for. • What about qualifications or knowledge or relevant skills, if citizen science skills. Sometimes people without degrees have more knowledge. 	<ul style="list-style-type: none"> • Employ a General Manager who lives within boundary or not – value to both options. • Accountability.

Table 4
<ul style="list-style-type: none"> • Additional funding for under resourced boards sourced by various sources (including state budget). • Annual Reports – define deliverables in 5 year plan. • Scientific natural resources staff appointed to advise board. <p>Track process of targets.</p>

Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Consistency in setting the levies across all boards. • Concern that regions with fewer levy payers will have less resources – but have larger areas to manage. • Concern that back to basics may be an excuse for cost shifting and laying responsibility on local boards. • Boards should have longer term vision than 5 years (although 5 year projects are OK to move towards long vision). • More support (protection) for volunteers and groups like NGOs who partner for projects e.g. inductions, training, tickets, WHS and insurance. 	<ul style="list-style-type: none"> • How can board be accountable to landscape if they are separated further? • Overlapping concerns e.g. in Green Adelaide with Stormwater Management Authority and Brownhill, Keswick Creek flooding. • Need the 3 groups to meet for cohesion e.g. if pollution from Terramin mining impacts water. If streams from Adelaide Hills are polluted groups down-stream should be allowed a say. • What decision does the Environmental Minister base for selection of the people on for his 4 of choice? • Appointments – how is there protection against vested interests? • Are political donors exempt for boards? 	<ul style="list-style-type: none"> • Are they paid positions? • Are the positions advertised?
Table 4		
<ul style="list-style-type: none"> • Concerns over political appointments. • Role of local government representation needs clarification. • Cross section of skills important. 		

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond

Table 1	Table 2
<ol style="list-style-type: none"> 1. Politically influenced boundaries as opposed to biodiversity/environments. 2. Proportioned Investment i.e. Adelaide population vs Rural areas. Is it based on population or needs? 3. Remove boundaries and tackle the issues of 	<ol style="list-style-type: none"> 1. Maintain catchment boundaries e.g. Mt Barker stay with SAMDB. Keeping source and sea within same board. 2. Include whole of one conservation park within a simple NRM region. 3. NRM boundaries should not be impermeable – activities, communication, funding should flow across boundaries. Working across boundaries critical. 4. Levy funds must be spread across the state. If Mt Barker and C & GV kept within new Adelaide regions, other regions will have major cut to levy base.

<p>importance from topic based Boards – be more holistic.</p> <p>4. Education/community programs on key features of your area – history, production etc.</p>	<p>5. Clear principles/expectations about working together across NRM boundaries.</p> <p>6. No more boundaries and no more \$ spent on changing logos etc.</p>
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4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Unify LGA decisions on environment (needs overriding decision making role). 	<ul style="list-style-type: none"> • Watercourse rehabilitation to moderate impact at coast (reduce high nutrient, turbidity, pollution on coast – need to rehabilitate seagrass). • More appropriate street trees but still prioritising need for biodiversity – unground more powerlines and use bundled cable where possible to facilitate need for large trees. • More WSUD by prescription – must do for developers. Retrofit when renewal needed. Worlds 'best practice' not more bad development. 	<ul style="list-style-type: none"> • Urban biodiversity (including private homes, public space – significant trees to be included, parklands) – ensuring biodiversity/habitat is kept, enhanced and encouraged. This takes into account planning and offsets. • Fauna in the city – ensuring wildlife corridors, including native plant species and connectivity with existing corridors (i.e. Linear Park). • Education – critical and interaction with the environment. (ensuring kids are not scared/apprehensive/ lack of understanding of the environment).

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Coastal management. • Education is fantastic – but needs to include landscapes education not personal/school based environment projects. 	<ul style="list-style-type: none"> • Potential to reveal sections of Adelaide's 6 creeks (Brownhill to Montacute) for public enjoyment and biodiversity. 	<ul style="list-style-type: none"> • Green Adelaide is confined to metro Adelaide. It's good that outer lying areas will be grouped into Plains & Valleys and Hills & Fleurieu.

	<ul style="list-style-type: none"> • Need to ensure watercourses all provide continuous biodiversity corridors. 	<ul style="list-style-type: none"> • Puts responsibility within the Adelaide region for urban quality of life. • Will enable the recognition of value of non-native species in Adelaide urban area (e.g. this still can be valuable habitat and food).
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What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Street trees isn't NRM. • Parklands should stay with LGA. • National Parks funding should be DEW not Landscapes – NRM levy can't stretch that far. • Where is reference to Climate Change and greenhouse emissions reduction Act 2007 and EPA act? • Need realistic funding to support all these aims. 	<ul style="list-style-type: none"> • Climate Change/sea arise storm events impacts on coastal infrastructure (sea walls, groins etc.) must come from a separate dedicated budget not Green Adelaide budget. Some land acquisition will be needed. • Environmental funds must not be used to replace/defend coastal property and infrastructure. • There is good sense in retaining catchments as boundaries: Western (Adelaide high rainfall – reservoir catchment) Eastern & Fleurieu (catchment to River and Lake Alexandrine). 	<ul style="list-style-type: none"> • Fully minister appointed board. • Levies, majority of, will be raised in Adelaide and this will see most money spent in Green Adelaide rather than spread across regions.

5. 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"> • Under funding the Department of Environment. • Reinstate 3-4% of budget allocation and do not cut. 	<ul style="list-style-type: none"> • A combination of state and levy funding. • Involve young people through schools and tertiary programs. • Consider including youth representative as an observer on Board meetings. • Greater level of compliance for weed control. 	<ul style="list-style-type: none"> • Regular community fora support friends of Parks. • Training sessions in Landcare. • Education, education, education.
Table 2		
<ul style="list-style-type: none"> • Saying you have consulted to the Aboriginal community, 	<ul style="list-style-type: none"> • Ensure that when engaging with the Aboriginal community, this is with all 	<ul style="list-style-type: none"> • Workshops for landholders.

<p>when you have just spoken to one person.</p> <ul style="list-style-type: none"> • Micro-managing regional communications i.e. radio interviews, press releases, social media and TV interviews. This is community driven, and needs to be localised and relevant. • Facebook posts should not have to go past Adelaide based person, for a local page/post. 	<p>subsets and family groups (and multiple people within).</p> <ul style="list-style-type: none"> • Outsource delivery to local NGOs, volunteers, NFPs – particularly specialised groups e.g. LAP. 	<ul style="list-style-type: none"> • Funding of technical expertise and support (e.g. plant survey, soil survey). • Education in schools – Youth Environmental Council (separate). • Citizen Science.
Table 3		
<ul style="list-style-type: none"> • Entering private property without notice or permission. • Less of the levy spent on administration and sitting fees. 	<ul style="list-style-type: none"> • New strategy to engage youth and those not engaged. • Invite input from those who pay the levy. • Education needed. • Results driven process (not job creation as the MDB Plan has fostered). 	<ul style="list-style-type: none"> • Revegetation work in catchments and on creek lines. • Continue to communicate with and encourage landowners to protect, restore and provide linked patches of native vegetation.
Table 4		
<ul style="list-style-type: none"> • Ignoring science. • Charging people to come into National Parks (already paid for in our taxes). 	<ul style="list-style-type: none"> • Listening and adhering to current GPA Act, NRM Act, climate greenhouse reduction Act. • Take into account NUD (National Vendors Declaration) and implications that threaten it. • Increase the numbers of compliance staff to ensure adherence to environmental legislation (e.g. keep feral animals out of National Parks and Conservation Parks). 	<ul style="list-style-type: none"> • Agriculture – farmers at paddock level. • Funding volunteer groups and listening to them.
Table 5		
<ul style="list-style-type: none"> • Department focus (Adelaide). • Confusion of roles/department. • Unnecessary work (paperwork). • Letters – introduce email and soft communication. 	<ul style="list-style-type: none"> • One point of contact. • Educating; kids, community; business; all stakeholders. • Communicate to help not hinder (fear of reprisal). • Encourage involvement and ownership. 	<ul style="list-style-type: none"> • Landcare. • Supporting community volunteers. • Governance. • Engagement (like today).

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • CPI – good as relates to economic conditions. 	<ul style="list-style-type: none"> • Directly indexed to federal politician pay rises and allowance increases. • Not supporting independent body to set increases. 	<ul style="list-style-type: none"> • Good for the rate payer, perhaps not good for the regions. Due to lack of transparency in respect to proportional levy investment.
Table 4	Table 5	
<ul style="list-style-type: none"> • Support this approach but: the environment needs priority funding from the state's central revenue and dependent on levies (and all the inequities that levies imply). 	<ul style="list-style-type: none"> • Climate Change will have major impact on people and economy and agriculture. We need to be able to respond and adapt and this will require increasing \$. • Rate capping would stop frivolous expenses. • Federal and State government environmental funding going down – how will natural resource management be paid for if levies get capped? • Need certainty of funding. 	

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • As long as doesn't detract from local projects. 	<ul style="list-style-type: none"> • Support for cross regional and state wide projects. • How are state wide or cross regional priorities? e.g. all boards could meet together regularly (6 monthly or annually) to agree on priorities working across boundaries. 	<ul style="list-style-type: none"> • Yes, but don't get stuck in 'states' – we are one nation. • Environment first – we all live here. • Appropriate action not just words and publications.
Table 4	Table 5	
<ul style="list-style-type: none"> • Yes – should be science and issue based. 	<ul style="list-style-type: none"> • Funding to cross boundaries. • Levy to be spent in other regions where levy base is lower. • Clear priorities for biggest impact on biodiversity. • Consider the ecological footprint of population. 	

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Need to know basis – total levy collected for state. 	<ul style="list-style-type: none"> • This fund should go up (annually) at same rate as levies. • Support this fund. • Ensure this \$2M is not a decrease in the mount currently available for volunteers and community. 	<ul style="list-style-type: none"> • Try it and see what works. Be aware of divers needs/sharing. • Keep on with what is working well and work to improve the gaps/faults.
Table 4	Table 5	
<ul style="list-style-type: none"> • Refer to state's overall budget contribution for major issues. • Consider out of region volunteers (also out of councils areas e.g. Gammou Ranges) who need to support to travel to remote areas where local volunteer population is limited. 	<ul style="list-style-type: none"> • \$2M is completely inadequate. • Must be increased but not out of levy – must come out of revenue. • Environment is not a non-essential service. • We won't survive without a healthy environment. • Timing of funding doesn't work for conservation projects i.e. financial year with natural cycles. • Less on glossy brochures and more on action. 	

7. 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.

Environmental destruction due to development (including individual trees) stopped. Increase in native vegetation cover. Weed infestations greatly reduced. Public awareness and behaviour improved in regard to native vegetation and how weeds destroy native bush. Woody weeds no longer sold in Garden Centres etc. (i.e. broom).	Increased public use/involvement in the environment, greater understanding of the importance.	Happy people – knowing they had an input to the landscape, Landscape – adapting methods to changes of weather.
Solid base structure created that will support biodiversity, production and lifestyle. Emphasis moved from administration and policy to on-ground change and improvements.	Primary production is not only quantified as yield but includes a measure of land health.	Public survey/comments – has \$ spent shown in landscape improvement. Have key measures (tangible been met – if not - why not? How do we proceed from there?
Regenerative projects have been rolled out across the state under the new Act and science backed research is telling us we are having	All ecological restoration in SA is based on best knowledge and practices with long term commitment to an ongoing	The reform will have been about increasing funding and ensuring compliance of the current act and voting it the act that overrides other acts (i.e. mining).

a nett positive impact on natural resources across the state. Commendation is received from government and community across the state borders.	process rather than short term project funding. Ecological restoration and management is not a branch of horticulture and landscaping, it is not a program of evert tree planting.	A survey of NRM staff on their ability to do their job to the best of their ability has shown an increase over time.
Measurable increase in native vegetation and biodiversity across each landscape boards.	Climate Change responses. More trees, species and habitat increase. Local environmental heroes. Support for relevant NGOs	It is not part of this reform but I do hope that our reservoirs vs our drinking water will be protected from public recreational water activities. Deliberate or accidental contamination is too great a risk. We have many beautiful nearby beaches for water activities.
Funding reflects the real value of the natural environment to the viability of future communities. That broader issues/policy strategies are linked to NRM/Landscapes – especially population and planning/development control. Functional, multi-led governance arrangements are in place.	Collaboration – engaged communities of all demographics (age, race, sex, employment channels etc.) re NRM. Both farm users and other stakeholders working together to look after our natural resources. Focus should be a mindset for all ‘Preserve and Protect” our natural resources for all future generations of farmer, environmentalists and communities.	Challenges for sustainable worldview values and behaviours have been established for a sustainable state. Population is under control, ecojustice is well understood and promoted. A vision for a sustainable state/country has been agreed upon and is being implemented. We now have a community of learners with compassion for natural and human systems (the cultural commons) in the geosystem and biosphere supportive of human/natural systems. Community working towards sociable and ecological justice and sustainable communities. Our politicians are excellent role models with Eco science wisdom. Long term (rather than short term) thinking.
Verify a core issue and establish a long term program to resolve it. Access the progress made to resolve the issue and its benefit to the broader community.	Healthy River Murray. Water resources secured. Native flora and fauna bouncing back. Tighter controls on population having a positive effect – lesser impact on the environment. Healthier, happier, more productive environments. Captured the positive imagination of the younger generations input.	The onus of responsibility and liability on roadsides is determined. Between a landholder and the current obligation to control declared weeds on road verges. Currently it is still understood that the NRM Act 2004 directs the NRM Board to direct the control and the respective council government’s permission. Where does the landowner or person sit legally, undertaking the works in this situation?
The full care of the Murray and our areas of parks in our state. Full thought in the Development Plans for our Hills and farmland. Interaction between all bodies involved.	That our land and natural environment is thriving. That we operate co-operatively as a nation of states and regions. That the Murray Darling Plan works for all its regions. That cheating and self-profit is no more.	Rate payers fully on-board with paying NRM levy and completely understand why the levy is important and why it needs to increase annually.
Community groups have been supported without gaps in funding, to continue the support they provide to local landholders.	Zero complaints. Less pest animals and plants. Respect for native wildlife.	Being re-elected.

There has been no community groups closed.		
The levy payers understand and support the value achieved from this act – not ‘penny pinching’ value but a sustainable future in terms of natural resource use.	When people stop complaining about an issue.	Community contentment (via media) that issues met.
Less cost to land owners.	Happy farmers and conservationist.	All endangered and threatened species populations are back to sustainable limits.
Politicians, NGOs and community all recognise the environment as of the highest priority for all of us to become engaged in and do something about it. No more political footballs. No more second rate status. It is important.	Landscapes that are resilient, enhanced and improved. And a community that understands, appreciates, celebrates and engages with these landscapes.	Youth are aware of Natural Resource/Landscape issues in their local areas. Landholders/community feel they are supported by government to manage their natural environments.
Everyone – large and small are treated fairly and equitably.	A significant reduction in declared weeds across the Adelaide Hills.	Gosh, we had most things in the NRM Act all along. Now, I have managed to confirm it.
People are engaged and informed and acting upon the new NRM Act.	A cohesive happy workforce well qualified staff in the DEW department with excellent community support and feedback.	Measured improvements in biodiversity.
Youth and community engagement leading to new innovation preparing us for Climate Change and sustainable natural ecosystems.	People have not been complaining about the NRM bullying going on.	That more ‘real’ funding has been devoted to ‘our environment’ reflected by: More Rangers and personnel (paid). Real increase in on ground (volunteer group) support. Improved NRM education in schools.
As a small primary producer I wish all the success with the implementation of the new conservation change.		

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn’t got time allocated to them, or that weren’t immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Equalise funding to support under resourced remote regions and provide expertise to local groups.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MOUNT BARKER – SESSION 1
TIME/DATE:	2-5PM 29th August 2018
FACILITATORS:	Steve

A group of approximately 30 participants were welcomed by the facilitator who set the scene for the session. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Focus Areas

- Define biodiversity – it requires a better definition and is not clearly articulated in the material to date. The discussion paper is relatively silent on the need to have Aboriginal voices to support biodiversity and needs a stronger focus in the Act. Biodiversity needs a workable, practical and operational definition.
- Where does water prescription and management fit? The current Act is poorly written and water needs to be reviewed as part of this transforming process.
- The new Act needs to ensure it addresses threatening processes that are being instigated through climate change
- Responsibilities in managing land need to be better extended to large Government landholders and the Crown and they need to be held accountable.

Planning

- What is the status of the current plans? Will they be rolled over? A lot of work has gone into these and this would not want to be lost in the transition.
- A review process needs to be built into the transition to the new Act. It should be reviewed after three years to ascertain whether improvements have been made and advances to resolve current issues.

Boards

- Board membership – it's not a popularity contest. Board appointments need to be made carefully – individuals need to have the right skills and knowledge. Essentially board members should be selected based on skills, location and diversity (including age). A community election process could be costly and result in 3 appointments of the same type of people and thereby missing out on an opportunity to increase diversity. Succession planning and good governance needs to be considered in the context of Board skills and appointment process. Consideration could be given to community nominations but appointments are made based on an interview process to ensure the right skills are appointed. The ratios between Ministerial appointment (4) and community elected (3) was also the subject of conjecture and debate.

Boundaries

- Boundaries – Given the catchments throughout the Adelaide Mount Lofty region, dividing the region into two separate boards could be problematic. Consider one board with two sub boards to ensure continuity and catchment management. However, whatever the boundaries there needs to be good collaboration across the boundaries, especially with respect to planning.
- Consider how the Hills Face Zone is managed and whether it is better placed in the Hills region.
- Could also consider aligning boundaries with other Government regional boundaries making it easier to do business.

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
6. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>FUNDING: APPLICANT PROCESS FOR GROUPS/CONTINUITY</u> <ul style="list-style-type: none"> • Funding continuity. • Reduce time spent applying for grants. • Greater amount of funds hitting ground via NGOs/NFPs. • More secure funding from NGOs/NFPs. • Retain levy but ensure that it is used wisely. 	<u>TRANSITION TO NEW MODEL</u> <ul style="list-style-type: none"> • Transition period need to be managed better than last time.
<u>INTEGRATION ACROSS GOVERNMENT DEPARTMENTS</u> <ul style="list-style-type: none"> • More integration between Government departments, local government and communities. 	<u>COMPLIANCE</u> <ul style="list-style-type: none"> • NRM compliance more proactive and supported by more \$ to assist landholders – joint effort.
<u>CLIMATE CHANGE</u> <ul style="list-style-type: none"> • Build Climate Change considerations into everything. 	<u>BOARDS: BENEFIT OF DECENTRALISATION</u> <ul style="list-style-type: none"> • Boards – promoting and implementing best practices. • Show how decentralisation will enable landscape approach e.g. cross boundary. • Have small boards that are autonomous, have a plan and outsource delivery. Do reporting = nimble and effective and efficient. • Look to use hosting arrangements and proven delivery partners.
<u>ENGAGEMENT/SUPPORT</u> <ul style="list-style-type: none"> • Toolkit for landowners to assist their work in managing the natural environment. • Funding for remote Aboriginal communities for NRM projects. • Target other cultures e.g. ESL and Z generation for environmental involvement. 	<u>BOUNDARIES</u> <ul style="list-style-type: none"> • Scale and boundaries are appropriate to shared priorities e.g. Adelaide separate to Hills & Fleurieu. • Landscape is target, but sometimes local or regional (e.g. bandicoots and kangaroos).

<ul style="list-style-type: none"> Strengthen bush care and water catchment management through \$\$ and education of landowners. Proactive – community engagement: Facebook; community groups; email. 	
<u>URBAN SPRAWL</u> <ul style="list-style-type: none"> Protection of land from build development. 	<u>BIODIVERSITY</u> <ul style="list-style-type: none"> Conserve rare and threatened species. Flora and fauna and insects. Policy and funding to promote SA native flora in horticulture and gardens. Stronger legislation to conserve existing native vegetation and re-instate native corridors. Don't forget frogs, bats, micro insects, other invertebrates, mosses, fungus, micros, and forbs – the small stuff. More explicit on biodiversity: not specific; was tacked on to 2004 NRM Act; more integrated; more landscape based. No species lost?? – What is landscape? Cross tenure/coordinated pest plant management – integrated with fire management to support biodiversity conservation. Ensure adequate focus on ecosystem maintained and restored. Inclusive of all native biodiversity and their biota interconnects: animals; plants; fungi; other organisms that are tiny yet critical for healthy environments.
<u>WATER</u> <ul style="list-style-type: none"> Water allocation in Act. Water prescription impacts on production. 	
<u>EFFECTIVE SPEND</u> <ul style="list-style-type: none"> More cost effective spending on on-ground works. 	
<u>LEVY DISTRIBUTION</u> <ul style="list-style-type: none"> Redistribute \$\$ to ¾ of the state's landscapes and species with low human population e.g. SAAL and AW and EP. In recognising the differences between regions (issues, conservation values, Rate Base) ensure equitable funding between Board areas. Better resourcing of NRM. 	<u>EVIDENCE BASED</u> <ul style="list-style-type: none"> Understanding how the environment is working and best timing for what is needed. Evidence based to improve function, not just symptoms of pests.
<u>ECONOMIC SUSTAINABILITY</u> <ul style="list-style-type: none"> Sustainable agriculture. 	<u>BACK TO BASICS (But needs to be limited to biodiversity)</u> <ul style="list-style-type: none"> Pest control (plants and animals) include over abundant species. Landscape – large enough – include public and private land. \$ Funds including for declared plants. Help and support in weed and pest control (e.g. inactive olives – interested new landowners. Renewed focus on pest and weed management and soil management.
<u>BUSHFIRE MANAGMENT</u> <ul style="list-style-type: none"> Bushfire protection must be better integrated and account for landscape management plans. Plans currently are not holistic. Biodiversity and bushfire management need to be carefully worked together. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>PARTNERSHIPS</u> <ul style="list-style-type: none"> • Current partnerships with local groups – maintain and improve. • Delivery through high performing well established NGOs e.g. in South-Eastern Fleurieu Lower Lakes. Do not want to lose due to any boundary changes, but rather, support further as a key delivery partner. • Working with farming systems groups to achieve a greater 'bang for buck'. 	<u>EDUCATION PROGRAMS</u> <ul style="list-style-type: none"> • Useful website and resources – NRM education. • Education for next generation. • Environmental education has touched 100s of children – working well. • School programs through curriculum.
<u>FUNDED PROJECTS HAVE BEEN EFFECTIVE</u> <ul style="list-style-type: none"> • Good to have a levy for environment. • Most projects with communities that are funded are working well. 	<u>STAFF</u> <ul style="list-style-type: none"> • Local Project Officers allocated to area.
<u>ANNUAL ANIMAL CONTROL GRANTS</u> <ul style="list-style-type: none"> • Annual urban animal and plant control grants (AMLR) also other landholder grants in AMLR are good ways to engage and support landholders to undertake works but need to ensure 'buy-in' by landholders. 	

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Good idea, need good governance, lots of potential for conflicts of interest e.g. awarding contract works to local friends, family etc.
- Yes, this is sound. Regional communities however must not forget the emerging science.
- Doesn't work if you don't have the funding to back this up (e.g. NRM levies should not only be used in the region they are collected, as will result in distribution of funding based on population and not the strategic need of natural resources at a state-wide level).
- Back to the future? What went wrong last time? Lessons learned? Why did they centralise/merge?
- Do you mean 'collective' decision making – 'clearer; decision making or do you mean 'distinct' decision making? You need an overarching strategy taken to the local level.
- And people on the Board specifically responsible for making sure funding and projects align.
- Continue to work with and further support successful NGOs/NFPs e.g. LAP groups and regional Landcare in SAMBD

b. A simple and accessible system

- Small boards deliver plan via others e.g. NGOs.
- Yes, it is a good system.
- But not at the expense of scientific-based and strategic decision making.
- Red tape has a purpose!
- Over simplifying the processes can lead to setting a dangerous precedent by allowing decision making by unqualified people.
- Still need to require accountability for outcomes.
- Simple doesn't always mean good or effective – don't dumb down a very complex area.
- Local boards with local plans – accountability.
- More transparent funding process, prioritisation.
- Remember the 'working' season for NRM does not equal the financial year – allow \$\$ to run through autumn – winter – spring. \$s often arrive in November!!

c. Community and land owners at the centre

- Need programs to engage those that aren't passionate about environmental issues. Tap into other key drivers e.g. for weed management – biodiversity, fuel load reduction and land productivity. X4
- NGOs/NFPs well placed to deliver as linked closely with landholders.
- Must be scientific based with ecological principles not what is 'popular' with locals.
- Only yes if majority of board is community and diversity of community.
- Yes, only if the landowners and community are working for the greater good of the environment. Our health depends on the health of the natural world. X4
- Make ecology (environment is now meaningless) top line of triple bottom line.
- Assist all landowners – not just those who belong to Landcare groups etc.
- Active community engagement.
- Identify community champions – sometimes recalcitrant land managers.
- Strengthening partnerships with community groups.
- Local has value, but an ecological principle is needed to ensure people working towards a shared vision and there is equitable resourcing aimed at achieving a goal. X2
- Needs to link with biodiversity goals about rehabilitation, restoration of water, soil and plant/animal management.

d. A whole of landscape approach

- Look to successful models e.g. Local Action Planning/Regional Landcare in SAMDB region.
- A tenure blind approach.
- Active partnerships.
- Scientific basis/on-ground achievements.
- Need to define 'Landscape'. Is it a catchment? Is it a region or something else?
- 4-6 year programs.
- Practical realistic monitoring – not BCM or bushrat for short timeframes.
- Good idea for weed management e.g. Mt Lofty Rangers – common weeds across region amongst different landholders.
- Focus on some large scale projects affecting many, many landowners.
- Need to strengthen communities.
- What happens to threatened species and local problems in a 'landscape' approach?
- Whole of landscape requires multi-year committed funding.

e. Back to basics

- Unless something changes on the ground (water) nothing has really changed.
- Back to basics should do this.
- Education and allowance for Youth Voice
- Control of pests to help biodiversity needs to be targeted e.g. Bush Care as well as pest maintenance for agriculture or water courses. Biodiverse plantings for climate (CO2 sequestration) can achieve multiple objectives – where does this revegetation fit?

- It seems government are just undoing the NRM Act to what it was prior. NRM = more than pests, water and soil. Needs to include biodiversity as this is not covered by other Acts (Native Vegetation Act, EPBC Act don't cover biodiversity e.g. biodiversity is not a synonym for plants and animals).
- If it is truly integrated a holistic – if can't be as simple as soil, water and pests.
- There were many issues prior to integrated NRM (e.g. duplicated resources and conflicting messages given to landholders).
- These focus 'themes' are components of biodiversity management, but do not address all of the issues. Biodiversity management represents much more than this.
- Better to focus on aims of Vibrant Biodiversity (focus on what we want not the assets symptoms) – evidence based, landscape/or more appropriate scale depending on asset, how system is functioning and needs to be improved. (May need pest management, or reducing overabundant natives like kangaroos might be more effective) depends on what we most value and evidence.
- Look forward to it – more emphasis on weeds, soil and water is a sound approach. Weed control in remnant vegetation can have the biggest environmental benefit **vs** revegetation.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Numbers workable. 	<ul style="list-style-type: none"> • Need 7 diverse members. • Better a board (broad based) than none. 	<ul style="list-style-type: none"> • Hard to tell.
Table 4		
<ul style="list-style-type: none"> • No comment made. 		

What concerns you?

Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • What people will be appointed by Minister? • Qualification? Position? 	<ul style="list-style-type: none"> • Balance may not be achieved by election. • Election costly, divisive and likely not deliver results. • Skills, experience and location based. • Need succession planning. • Cost – election funds better spent on ground works. • Needs to be monitored and KPIs established. 	<ul style="list-style-type: none"> • Election process. • Criteria for members. • Local councils should elect one of them to create equity. • What vetting process for community members to be competent/? Landowner. • Aboriginal member? • Let's make one member must be < 25 years old.
Table 4		
<ul style="list-style-type: none"> • Government representation is equal. 		

<ul style="list-style-type: none"> Community elected members don't end up being a popularity contest.
--

What will we need to have in place to make sure this structure works?

<p>Table 1</p> <ul style="list-style-type: none"> Qualified Board members – science; engagement. Criteria for elected members – demonstrated experience in NRM or property management. Members must be ‘champion’ of the issues not the people. 	<p>Table 2</p> <ul style="list-style-type: none"> Need to be skills, location and experience based NOT by election. Monitoring KPIs, accountability for outcomes (or lack of them). Seek to tap into existing (current) board members knowledge base. Review in 3 years. 	<p>Table 3</p> <ul style="list-style-type: none"> KPIs for members how do you evaluate board and member effectiveness. It’s not all about \$\$. Diversity in personalities and strengths but passionate about biodiversity and NRM. Interview process. How do boards work together?? Seamless.
<p>Table 4</p> <ul style="list-style-type: none"> Appropriate skill set and experience and diverse locations. 		

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

<p>Table 1</p> <ul style="list-style-type: none"> Ensure measurable: clear targets; simple targets; easy to collect data; collating data/evaluation. Whole of landscape targets e.g. level of remnant/threatened species. Adequate \$ for evaluation and monitoring. Equitable distribution of levies based on natural resources not population. Comparison of levies between regions in the boards have discretion over these – will be inequitable to low population regions.
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Any other comments about board accountabilities?

<p>Table 1</p> <ul style="list-style-type: none"> Greater transparency on how \$ spent and results. Broader guidance around General Manager Salaries and number of Project Officers. (State-wide guidelines). Outsourcing transparent work in partnership = possible conflict e.g. are tenders required procurement (red tape is good). Hope no requirements for Boards to get money from outside sources. Staff selection requirements – clear rationale for skills and experience; different staff backgrounds; appropriate staff skill sets.
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4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1
<ol style="list-style-type: none"> 1. Ensure catchments as well as biodiversity are considered in settling boundaries along with communities of interest e.g. social, economic, ecological and planning. Co-operative existing plans? If not will cost a lot and duplicate effort therefore review and establish plans efficiently. 2. Query the number of boards e.g. Plains & Valleys to Nth/Yk. Fleurieu to SAMDB = 7 total and Green Adelaide vs 9 plus Green Adelaide. 3. Representatives – need to ensure appropriate people are appointed. Is the balance right e.g. 3 community/4 government? NB: Elections or selected. 4. Need to ensure flow to local projects regardless of boundaries. Ensure delivery via existing well-established organisations. 5. Sub regions? Can there be a 'super Region' with sub regions underneath to deliver? e.g. SAMDB and Adelaide combined? Then sub regions?

4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?

Table 1	Table 2
<ul style="list-style-type: none"> • Weeds – control/prevention. • Appropriate greening with SA native flora species. • Corridors and coastal strip – water/sea; flora and fauna; rail/roadsides. 	<ul style="list-style-type: none"> • Stormwater pollution of Gulf St Vincent. • WSUD

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?

Table 1	Table 2
<ul style="list-style-type: none"> • Focus on urban environment and liveability. • Local relevant focus on urban biodiversity. 	<ul style="list-style-type: none"> • Urban environment raised profile.

<ul style="list-style-type: none"> • Potential to bring NRM to your backyard/every neighbourhood. • Bring local councils and government together. • Captive audience for education about SA. 	
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What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Levy raised needs to be used elsewhere – higher biodiversity needs elsewhere. • Governance – needs a different model compared to other regions. • Focus on higher socio-economic areas not on culturally diverse and lower socio-economic areas. • Urban park fringe areas. 	<ul style="list-style-type: none"> • Local pettiness e.g. street trees drop leaves etc.

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

Table 1
<ul style="list-style-type: none"> • Not a bad thing to have competition to access money. • Looks OK – but need to look at landscapes of national significance. • Contributions from other states/Federal/SA/external sources. KI, Murray. • While objective is to reduce red tape, this lacks capping levy.

5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and State wide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?

Table 1
<ul style="list-style-type: none"> • This makes it focused on individual regions rather than SA as a state. • Landscape priorities fund: ongoing – term 4 to 6 years – continually work over same landscape over long period of time. • Disconnect between those who hold the purse and those who make the application.

- \$2M is nothing – how will it be distributed?
- Annual funding cycle is out of sync with on-ground work – continuity.

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year state wide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual state wide fund?

Table 1

- Current state **vs** future state – how does it work currently? How much come in now and how is it spent? And then we can judge whether this is a better way.
- % of federal funding and state funding?
- Priorities fund = advisory board – needs science, and representation from each board OR independence.

6. 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.

Positive measurable and visual changes in condition of assets being managed, especially biodiversity.	Heritage agreement grants re-instated external from Grassroots funding including fencing fund.	All boards are appointed. All administration support in place. Boards have consulted with their communities and in process of drafting Landscape Plans. Previous NRM plans have been absorbed into Landscape Plans.
Focus on real Landscape Scale Projects.	More funding is directed to NGOs/Community/NFPs for projects spanning greater than one year. More urban levy \$ to other regions.	Large scale landscape projects: Big on-ground achievement; Commitment maintaining projects; Long term integration of agencies, landowners etc. Big improvements to water, soil, weed infestations. Local knowledge increase in the basics. Cost of environmental works are competitive (unit cost with quality).
Retain partnerships etc. that are doing well – structure under the boards. Rolling plans. Biodiversity mentioned due to consultation.	Measurable gains – flora, fauna and weed and pest management.	Level of ministerial people measure.

Increase in biodiversity across the board. No loss of current biodiversity.	All community know and understand the priorities in landscape management and changes are evident, promoted and celebrated.	Key accountabilities measurable and increased: Biodiversity. Funding. Project plans. Skills to manage/co-ordinate locally.
Not wasting money on re-creating logos/websites/resources/management plans. Completed with minimal cost and interruptions to staff, landholders, NGOs and community groups. Boards still operating in a holistic and integrated manner with staff communicating across areas of expertise.	Where the previous skill sets are? Lost? Or retained and of use? Prune dead wood, not dedicated ecologists!	Too early to tell. Do you still have your job – if not Try attending each board and asking them.
Existing/remaining farmland is protected from built development and contains linked bushland porches. Landscape scale means less not more division of catchments.	Some industries will have to give way to less/lower water use e.g. vines. How many is enough?	

ASSORTED NOTES FROM THE FLOOR – TAKEN BY STEVE

- Define biodiversity – needs better definition – don't focus on symptoms but on the how.
- Define landscape.
- Paper is relatively silent on Aboriginal voices to support biodiversity – needs to be strong in the Act and state wide.
- Need a workable practical, operational definition (have been discussing for decades).
- Status of current plans – will they be rolled over? A lot of work linked to Climate Change – don't lose. Reporting structures.

WATER:

- Don't disassociate land from the water resource.
- Current Act is poorly prepared and is based around the Murray system and not relevant to the landscape.
- Where does this plan leave water prescription?
- Western watershed – is it on hold?
- Easter watershed has been done – has it been abandoned?

NRM Act:

Needs to deal more adequately in threatening processes being brought into play through Climate Change – needs not be silent.

GOVERNMENT LANDHOLDERS

Needs to be brought in and be better managed and Crown Land.

MEMBERSHIP

- Not a popular contest – must be strict criteria.
- All appointed by Minister – skills; location; diversity – demographic.
- Act current knowledge within Board.
- Aboriginal representation.
- Elections could end up with 3 of the same.

- Costly.
- Consider success on planning and governance.
- Review of Act in first 3 years will be needed. Needs to be acknowledge it is complex.
- Complementing with people from outside regional boundary i.e. AW where there is connection to the land.
- Ensure how people with connection can have access.
- Consider an interview process.
- The ratio right between 3 and 4.

BOUNDARIES:

- Could have 7 plus Green Adelaide and consider sub regions.
- Hills Face Zone – considers including in Hills maybe.
- Catchment in SE area may sit in Hills and Fleurieu.
- Catchments, biodiversity and communities of interest should be considered.
- Whatever boundaries need the desire to make interfaces work.
- Align with other boundaries for other Government areas to make consistent.
- Consider government boundaries with natural.
- Consider current catchment boundaries – should align – more engagement on this.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	BERRI
TIME/DATE:	2PM ~ 5PM 3RD September 2018
FACILITATORS:	Becky

A group of approximately 35 participants were welcomed by the facilitator who set the scene for the session. The group was a mix of local government, Friends and Landcare groups, Irrigation Trust, and primary producers. Whilst a full account of input received can be found below, some of the key points to arise from this session were as follows –

- **Water** was identified as a major priority, including water security, availability and sustainable water management; participants want to see sustainable water management to sustain healthy ecosystems. One participant also noted that land is a priority, noting that **land management planning** should also be listed as a priority for this region;
- **Biodiversity** was highlighted as important for this region, with facilitation of volunteer involvement in biodiversity conservation mentioned. One group noted that better legislation to achieve better biodiversity was needed, whereas another noted that maybe more legislation wasn't the answer but to instead look to what we've already got and tweak that;
- The group spent some time discussing visioning and planning, with a longer-term view that is driven by local people being sought. Participants in this group proposed a **10-20-year bipartisan vision** for the region, noting that a 5-year agreement on projects is just not long enough. This needs both commitment and funding attached to it. Some participants felt strongly that an **audit** should be undertaken of planning work already undertaken, rather than coming up with new plans all the time. There was frustration that plans made are often overwritten and that respect should be paid to those already in place;
- Improved **engagement and communication** was a major priority, with listening, engagement and links to local communities being sought. Participants suggested that the boards **stop being so invisible**, noting that they don't really know what they do. The group would like to see the boards stop being seen as a part of government. One participant privately mentioned to the facilitator examples of natural resource projects being run well in the region – but without NRM board or staff involvement – it's easier to get things happening without them involved. Another example was given where community (volunteers) felt frustrated that they would come up with an idea and 'government' would take it over, 'doing it their way' and not engaging. Community would like to be equal partners **at the start of planning processes**, not brought in once decisions are made.
- Alongside engagement, **partnerships** were highlighted as critical – from project design to implementation. One participant highlighted the work being undertaken at Glenthorne National Park as an example of great partnership, linking corridors, trails – generating interest and excitement – and would like to see similar vision being undertaken in this region;
- There was general scepticism in the room regarding the **guiding principles**, with the view being that they were simply high-level motherhood statements and more information around *how* they would become a reality was needed. One participant felt strongly that much of what was being said was already being done;
- **Aboriginal engagement** should be at the top of the decision-making process, followed by the community, who then go together to the Government, noting that early engagement with Aboriginal groups was essential;
- Very active **Landcare Groups** doing exception work, the **collection of the levy** via Councils, **regional boards** being connected to the community and **NRM Education** were all highlighted as things that currently work really well in the region. **Water Allocation Planning** was also noted as working well, however participants would like to see improved community involvement;
- There was concern regarding a **community election process**, including that this could become a popular vote. Participants put forward suggestions for alternative approaches to recruit to the Landscape Boards, including that nominations be put forward to the Minister and a panel of selectors make the decision based on what skills the board requires. The idea of a pool of people with identified skill sets could be available to be appointed to the board. It was recommended that local stakeholder groups such as Regional

Development and local industry be engaged to determine what skills sets are needed on the board. The participants noted that board members **must reside in the region**. It was felt by one participant that NRM is currently **a very closed community** that needs to be more open. There needs to be **diversity** on the boards, including Aboriginal representation and good geographic coverage. The board needs high-end business skills, leaving the operations to the staff. Personal interests need to be kept out of the boards and 'community' needs to be written in to their governance;

- **Funding** was identified by the majority of participants, with increased dollars and resources available for on-ground works, with ongoing funding for long-term management of the landscape, plus flexible funding for infrastructure. Levies raised in the region should be returned to the region – being spent to benefit the region that pays it. There were strong views that the government has made an election promise to **cap levies**, so this needs to happen. Boards should have final approval for monies being spent on **cross-boundary projects** – it shouldn't just be taken from the budget – boards should work together to make decisions on where the money should be spent. Money raised in this region should be spent in this region, but participants felt strongly the **Murray-Darling is a state resource** and this should be funded accordingly. The proposal of boards having control of their **own budgets** was welcomed, noting that they can deliver more efficiently than government. Participants would like to see staff on **longer-term contracts**, and **longer-term community grants** for on ground projects (e.g. 3 years).

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<p><u>PARTNERSHIPS</u></p> <ul style="list-style-type: none"> • Real and effective partnership and communication from project design to implementation. • Community representatives depending on issue – should be an equal partner from planning through to implementation. (Ownership Engagement Acceptance). • Boundary reform and regional NRM Strategy/plans that are formed with partnership in thous boundaries. 	<p><u>VISION/PLANNING</u></p> <ul style="list-style-type: none"> • Utilise existing Planning Documents – review past planning documents initiatives. What was highlighted in the past? • Planning - simplification; priorities addressed; easy wins. • Longer term view – driven by locals; strategic.
<p><u>TRANSPARENCY/OUTCOMES</u></p>	<p><u>ENGAGEMENT/COMMUNICATION</u></p>

<ul style="list-style-type: none"> Lack of transparency in the results that the levy achieves. 	<ul style="list-style-type: none"> Communication: listening; engagement; link to local community. Community Engagement: independent; non-political. Evaluation on key results with repercussions if not met. Funding moving forward (did we achieve what we wanted for the cost?)
<u>LESS BUREAUCRACY</u> <ul style="list-style-type: none"> Simpler less 'bureaucratic' water allocation plan. Delay the process – less red tape. 	<u>AUTONOMY/COMMUNITY LED</u> <ul style="list-style-type: none"> Community led investment – community driven. Decentralisation and autonomy. Decentralisation Department of Resources in the regions: skills; experiences; career pathway for locals.
<u>NATIONAL PARKS</u> <ul style="list-style-type: none"> Effective National Parks Management to preserve our natural assets. 	<u>BIODIVERSITY</u> <ul style="list-style-type: none"> Habitat/biodiversity. Facilitate volunteer involvement in biodiversity conservation in National Park. Better legislation to achieve biodiversity conservation.
<u>FUNDING</u> <ul style="list-style-type: none"> Region resources i.e. levies returned to the regions. Increase \$ resources to on-ground works. More impact on feral animals; better outcomes for endangered species; consistency across Boards. Ongoing funding for long term management of the landscape plus flexible funding for infrastructure. Funding mechanism that maximise on-ground works (return to Robert Hill model). Adequate financial resources for long term environmental projects including maintenance and monitoring. 	<u>ABORIGINAL GROUPS</u> <ul style="list-style-type: none"> Early engagement with indigenous groups. Aboriginal engagement to be at the 'top' of the decision-making process. Followed by the community then go together to the government.
<u>WATER</u> <ul style="list-style-type: none"> Sustainable water management: <ul style="list-style-type: none"> Surface water. Ground water. Storm water. Drainage. Grey water Domestic. Industry Environmental. Cultural. Water security and availability – system as a connected whole. RAMSAR sites – Chowilla – Banrok – Coorong – Sea. Connectivity – make sure they are all connected via main river channel. Sustainable water management to sustain healthy ecosystems. Levy: real, effective, reduced, results – spent to benefit the region that pays it. Planning to implementation – efficient administration effective. 	<u>OTHER</u> <ul style="list-style-type: none"> Protecting our native based tourism resource: <ul style="list-style-type: none"> Forests. Foreshores. Feral animals. Educational resources. Enhance the fishery. Rationalisation of existing human resources in NRM, Landcare groups, DEW and volunteers to avoid duplication and inefficiencies.

2. WHAT'S CURRENTLY WORKING WELL?

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

- Note Environmental/Landscape success outside of DEW. Consider why DEW not involved. i.e. Ren Par Council and Ren irrigation and CEWH Project to Wetlands. Ren Par Council and E.O. as staff part funded by R.I.T.
- Water planning but needs improved community involvement.
- Water allocation planning process. 3IP, water efficiency.
- Water allocation planning – included community NRM Board and State Government.
- Berri Barmera Council \$0.5M over 5 years for Lake Bonney Caring for Country Management Plan.
- Support landowners and communities for monitoring and managing private wetlands and crown land wetlands.
- Infrastructure to enable watering of flood plains.
- LAP/Landcare.
- Local resources: DEW employees; motivated individuals.
- Katfish Reach and Bookmark Creek Action Groups – vision set by Council, LAP, RIT and NRM.
- Collection of the levy.
- Levies are collected. Financial resources are available.
- Land set aside for conservation.
- FOP increase provides excellent volunteer management across over 100 volunteer groups across the state.
- Regional Boards – connection to community.
- Irrigator education.
- NRM education in schools (needs more investment)
- Landcare groups do exceptional work organising volunteers despite limited resources.
- NRM education – improved logistics and resourcing.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Support principle – difficulty is in implementation.
- Somewhat ‘motherhood’ statements – need the detail on what community consultation will look like?
- Allocation of levy receipts? Proportional? What about the poorer areas?
- Decision making requires defined authority.
- New Principle – good planning should be rewarded.
- LAP/Landcare groups just need the money so they keep doing the great job they’re doing at least 20 years.

b. A simple and accessible system

- Online is not the only option to explore.
- Access to community representatives – approachability/listening/acting/assuring.
- Jargon – sounds good on the surface – means nothing.
- How to create simple when driven by government department processes.

c. Community and land owners at the centre

- Need knowledge about the environment as well as farming. Need support.....
- Knowledge and experience in Landcare, is central, EOs must be full time and well-funded so they can do their work in supporting farmers and community groups.
- Sometimes the people who are being consulted aren’t all of the community – who else is out in the fringes.

d. A whole of landscape approach

- Landscape restoration is supported but in addition there needs to be a longer term approach to support resourcing for maintenance.
- Whole of Landscape is critical – need to identify all parties.
- Also should mean ‘whole of State’.
- Love it 😊
- Target landholders who can help and incentivise in a win/win way. General call doesn’t necessarily get the best value for effort.

e. Back to basics

- Include Native plants and animals.
- Love it. 😊
- The basics.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • 2 streams for appointments. 	<ul style="list-style-type: none"> • Too political. • Dysfunctional structure. • Independent body used to select Board appointments. • EOI process to the community. 	<ul style="list-style-type: none"> • Approve of boundaries; board composition and size of board.
Table 4	Table 5	
<ul style="list-style-type: none"> • Small. 	<ul style="list-style-type: none"> • Like democratic elected. • 7 good – 9 tops. 	

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Popularity contest. 	<ul style="list-style-type: none"> • Does not allow for aligned skill set. • Not representing the whole community. • Board sets EOI skill set requirements. 	<ul style="list-style-type: none"> • Need a diverse range of representatives from appropriate fields: environment; local government; irrigators; indigenous. • How do we get an independent chair?
Table 4	Table 5	
<ul style="list-style-type: none"> • Majority of members appointed by Minister. • What does community election look like? Who is eligible? Who can vote? 	<ul style="list-style-type: none"> • Fairness, relevance, democratic. • Will a democratic system guarantee the right skillset and experience or will it come down to number of voters? 	

<ul style="list-style-type: none"> Knowledge requirement of members. Conflict between indigenous nations. 	<ul style="list-style-type: none"> Governance/roles. Responsibilities of board need to be clearly set out and to evaluate both program progress and the board's progress. <p>Board members not actively seeking community views. I would like new ones to make this a key part of their role.</p>
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What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Should be nominations. Minister appointments should occur post community nominations to ensure all skillsets are covered i.e. good governance. Recruitment panel to look at all nominated appointments i.e. selection panel makes recommendations to the Minister. 	<ul style="list-style-type: none"> Terms of appointment. Skill set reference referee. Keep self - interest out. 	<ul style="list-style-type: none"> Board members need to be dedicated. How do you choose such a person? How do the community representatives get nominated and selected? Payment?
Table 4	Table 5	
<ul style="list-style-type: none"> Consultation process – formal. 	<ul style="list-style-type: none"> Trust/faith/delivery. Mandate to speak. Don't pay board members for additional consultancy work. Board performance linked to objectives/key results and plans and funding. Formal independent evaluation/accountability. 	

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
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- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?	
Table 1	Table 2
<ul style="list-style-type: none"> <i>Pest plant and animal control:</i> and non-pest native plants and animals. How will this work when only 7 people represent varied groups in SAMD? Transparent and measurable. 	<ul style="list-style-type: none"> Appropriate mix of skillsets. Longer strategic outlook – greater than 5 years. Clear and measureable outcomes. Split board oversight from operations. Be accountable.

Any other comments about board accountabilities?	
Table 1	Table 2

<ul style="list-style-type: none"> • If government/Minister appoints the majority of the board, it has the majority for decision making/power. 	<ul style="list-style-type: none"> • How to manage poor performance?
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4.3 Boundaries

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

<ol style="list-style-type: none"> 1. Diverse geographic representation across SAMDB on the board. 2. Social and ecological boundaries to determine priorities. 3. Cross boundary planning and investment (to determine investment levels)>

5. 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"> • Being invisible 'we don't know what they do'. • Stop being seen as 'part of the Government'. 	<ul style="list-style-type: none"> • Transparency. • Reaching out to local groups/community interest groups. • Talking to people – proactively. • Respect the NRM wisdom in the region (people who know stuff). 	<ul style="list-style-type: none"> • Funding small projects (because that's how people get involved.) • Continue and expand education at school level.
Table 2		
<ul style="list-style-type: none"> • Placing barriers and red tap to access funding e.g. can't get funding without being incorporated – a group of landowners. • Rush decision making – ad hoc – end of financial year rush! 	<ul style="list-style-type: none"> • Focus on outcomes – measurable deliverables, aims/objectives/vision. • Long term planning and commitment – committed funding. • Early consultation with first nations (in plain English – no jargon – acronyms) on site – on country 	<ul style="list-style-type: none"> • Long term funding for core Landcare position e.g. Environmental Project Managers.
Table 3		
<ul style="list-style-type: none"> • Funding aspirational outcomes then budgeting back to justify the spending! • Never ending take not OK. • Pretending to be a community when you are really parroting political agendas. 	<ul style="list-style-type: none"> • Fund election - timeline achievable outcomes and make solid steps towards long term aspirational outcomes. • Fund 3 year contracts for all community groups and grant partners to ensure stability in the community (knowledge and action) 	No comment made.

Table 4		
<ul style="list-style-type: none"> Government agencies taking control of community initiated projects and delivering them to their own ideas and not engaging the wider community in developing the project e.g. DEW major works. 	<ul style="list-style-type: none"> Engaging with the wider community and not considering just the views of a small group e.g. government representatives. Increased interaction with Councils advising key plans, projects etc., with their districts. 	No comment made.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?	
Table 1	Table 2
<ul style="list-style-type: none"> CPI increases. 	<ul style="list-style-type: none"> Cap levies at CPI assess by ESCOSA for larger increases. No dilution of levy funds collected by new program suggestions.
Table 3	Table 4
<ul style="list-style-type: none"> All levies to remain in region. State wide priorities should be funded by State Government. Board has final approval to fund cross-boundary or state based projects and need to be good projects. Why CPI – should be the Planning the less NRM. 	<ul style="list-style-type: none"> Yes. Yes. Yes. But with contingency – aim for 90% spend with 10% left for budget 'blow outs'. Don't come back to levy payers for more when you don't make budget. \$ for \$ leave out poorer community groups.

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?	
Table 1	Table 2
<ul style="list-style-type: none"> Yes. 	<ul style="list-style-type: none"> Murray River corridor be considered as a socio-economic corridor.

	<ul style="list-style-type: none"> Long term project funding should be state/federal not levy.
Table 3	Table 4
<ul style="list-style-type: none"> Does need to cross boundaries. Can drive efficiencies. Share knowledge and plans – cross fertilisation of ideas. 	<ul style="list-style-type: none"> Yes. Get good projects. More Indians and less chiefs.

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?	
Table 1	Table 2
<ul style="list-style-type: none"> Don't make it/allocate it based on 'YOURSAY' - not based on popularity. Make sure it is new \$. Make it \$5M. 3-5 year contracts for co-ordinators/staff. 	<ul style="list-style-type: none"> Local government should not collect the land levy, use the ESL billing system. State government contribution rather than using levies.
Table 3	Table 4
<ul style="list-style-type: none"> It helps fill the gaps. Usually has a very good return on investment. Builds engagement. Is visible. 	<ul style="list-style-type: none"> Great idea! Need to give priority to existing programs/projects so that we can value add to established issues.

7. 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.

A host of effective regional landscape wide projects have been implemented through partnership between local government, Landcare groups, community NRM groups and government. Region wide connective projects implemented through partnerships. ☺	Increased biodiversity, decreased pollution. Less threatened species, more flora and fauna. More community involvement. Decisions made by Aboriginal people at the very top, with community and government. A change of the 'decision making tree'.	All levels of government and community are happy with the processes and procedures and our natural resources have been maintained and improved to the level that everyone is happy with.
No dust storm on windy summer days. Prosperous farmers participating happily on community groups because they love the land to be healthy.	Landscape Boards controlled by the community reporting openly/publicly on achievements.	No more request for a review of NRM.

The final reports of funding spent shows our parks are in much better state than what they were 5 years ago	We have received funding for on ground projects and our environment and national parks are looking healthy.	Biodiversity increased. Natural landscapes are healthier. Sustainable activities with the landscapes. Community actively engaged and appreciating their environments.
You are still the Minister and major native river fish recovery in place, eco-tourism underpinned by river respect and reduced negative behaviour on river and bilbies reintroduced.	Communities are thriving and working together to achieve/maintain/sustain a healthy environment.	Minister is re-elected to government.
Satisfied comments from Boards. Visual improvement in environment. Satisfied comments from local communities.	I've done myself out of a job.	Each community I visit is actively engaged with sound natural resource management, the soil is good, there is healthy wildlife, the plants are thriving and the community is prosperous.
Imagine its 2020 and there is no need for a session like this one! i.e. the system is running well.	Outcomes that can be seen.	80% of South Australians understand Landscape SA business and support the activities.
High community involvement at all levels. Long term issues being addressed.	You are getting good feedback from the community.	A co-ordinated and consistent outcome for community programs.
You are still the Minister.	People are prepared to increase funding voluntarily.	Strategy Policy – enough \$ on ground – up.
Outcomes met and community overwhelmingly votes to continue processes for a further 5 years.	Completed projects – all community involvement. Parks have Pest and Management Plans.	Communities are engaged and supportive because they see the benefits of their levy investment.
People strive to be on the Board. High calibre of new applicants		

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Distribution of funding a big problem with current system.
- Corridors.
- Buffering (enhancing good vegetation areas size).
- Need to monitor – essential part of implementation of plans/actions.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	YUNTA
TIME/DATE:	11:30AM ~ 2:30PM 4 TH September 2018
FACILITATORS:	Steve/Jon

OVERVIEW OF SESSION

A group of 11 participants were welcomed by the facilitator who set the scene for the session. The group were all land owners and pastoralists, plus one land manager from the Department of Environment and Water. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

NRM Groups

- The NRM groups in the SAAL region work well, but could be enhanced. The groups need ‘teeth’ – they are doing the best they can but their role would be enhanced if they could have greater influence over how money is spent. They do have some difficulty in securing broader community support because of distance and a lack of ability to demonstrate how the levy can benefit the region – with a greater level of transparency this may help encourage others to get on board.

Prioritisation of land management issues

- The most pressing issues should drive regional spending. The region should therefore drive where the money is spent as the local community are best placed to understand the most pressing issues that the region is trying to manage. In this regard good NRM groups can have a strong role to play feeding up the priority issues for the local area to the board for prioritisation in the five year plan.

Back to Basics

- A focus on having more on the ground staff across the region able to work with pastoralists and land managers to help coordinate programs, provide advice and provide gentle encouragement and guidance to help land owners do the right thing.
- The **BITE BACK program** is a model that has worked across the SAAL region. It was driven locally, there was good communication and participation, the program has been extremely effective and relevant and NRM should look to this program as an example of how to deliver great programs that work. The new Landscape Boards should base their planning and delivery models on this example.

Integration across Government

- There needs to be better coordination across Government departments and different levels of Government with respect to the administration of the various legislative requirements. For example, a secure dog fence (Federal funding) will effectively support the Bite Back Program which will in turn help the Bounce Back Program and improve ground cover. Unless all of these programs work together and adequate funding provision is made for the dog fence, investment in only one of the three will not realise the desired outcomes. Landscape SA needs to better integrate with other areas of Government to ensure maximum effect.

Landscape Priorities Fund and Green Adelaide

- If a Landscape Priorities Advisory Board to the Minister is to be established then this board **MUST** have representatives from all nine Landscape SA Boards – or at minimum, representation from all regional areas to ensure that key regional issues are reflected in decision making. It should NOT just comprise representatives from peak bodies.
- Green Adelaide should not administer the \$2 million grass roots fund as this will risk too much of a focus on groups and NGO's close to or in Adelaide. The fund should be administered by the Landscape Priorities Advisory Body.

Boundaries

- Broadly supported Port Augusta and Flinders Rangers Council coming into the SAAL Board (although noting that this may need further careful consideration) - and consideration should be given to moving the south eastern boundary further south

Funding

- Equitable distribution of funding is a must – with the size of the region being taken into account
- Levy should be capped

Board Accountabilities

- Less office staff and more staff on the ground
- Greater focus on local land management programs
- Strong education programs through advice and support (not just a brochure)
- Localised decision making through good NRM groups

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 3 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top 3 things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, and boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each individual was given three large 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.

Individuals then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>EDUCATION/SCHOOLS</u> <ul style="list-style-type: none"> • Increase education of natural vegetation including tree planting involving schools. 	<u>DECENTRALISE LINKS WITH FUNDING</u> <ul style="list-style-type: none"> • Reduce admin – not enough expenditure getting to field activities. • More local input on noxious weed control. • Less Office Staff and more on the ground Officers visiting properties.
<u>COLLABORATION</u> <ul style="list-style-type: none"> • A collaboration between ALL government departments – currently just a bunch of silos working autonomously. 	<u>BASICS</u> <ul style="list-style-type: none"> • Fix dog 'fence'. • Continue/increase pest plant and animal control (Fix the dingo fence). • Dog fence – upgrade.

<u>LEVY FUNDING/ LINKS TO DECENTRALISE</u> <ul style="list-style-type: none"> • Rates/Levy increase – ‘CPI’. • Whoever makes funding decisions – before rejecting come out and have a look! • Owners of property contributing more to cost of activities (carried out by NRM Boards) on their properties, other than time. Therefore less cost to other owners. • More equitable criteria for levies i.e. not having a jump from 100M to 100,000 for one price. • Equal equity of levy across SA. Not a rich metro area but worked out over the SA Landscape. 	<u>LANDSCAPE</u> <ul style="list-style-type: none"> • A program to encourage a much broader focus on ground cover management as opposed to a livestock focus.
	<u>ENGAGEMENT</u> <ul style="list-style-type: none"> • Community involvement.
	<u>PERMITS</u> <ul style="list-style-type: none"> • Justify permit costs – where do the \$\$ go?
<u>GOVERNANCE</u> <ul style="list-style-type: none"> • Reserves in region governed by the region and adequately funded. 	<u>PURPOSE OF NRM – IS IT NEEDED?</u> <ul style="list-style-type: none"> • Question NRM existence at all – bio not agree to concept given had other boards performing functions?

2. WHAT’S CURRENTLY WORKING WELL?

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

<u>ANIMAL CONTROL</u> <ul style="list-style-type: none"> • Bite Back - dog baits. • Bite Back - program. • Bite Back. • Bite Back. • Dog baiting and aerial baiting programs excellent. 	<u>NRM GROUPS</u> <ul style="list-style-type: none"> • Local NRM Group – but needs bigger voice for support by all local community. • Local NRM groups working with DEW and other agencies: e.g. Dog Fence Board; Livestock SA; Biodiversity; Local Community Groups.
<u>WEED CONTROL</u> <ul style="list-style-type: none"> • Weed control programs. • Weed control. • Weed and Pest control. 	<u>OTHER</u> <ul style="list-style-type: none"> • Pastoral Board maintaining an overarching view of the management of land/ground cover/ water etc. • Bounce-back Landscape Scale Restoration Project over Bimbowrie Station, Boolcoomatta Reserve and Mt Victor.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Accountability for information/concerns being raised with other boards/bodies.

- People with dirt under their finger nails will greatly assist with the decision making process. A boots on the ground approach is the only way to drive a tangible outcome: less suits, more flannelette shirts!
- Local people always know what will help their region. Input and funds will give districts ability to perform activities, properly and responsibly.

b. A simple and accessible system

- Must be accountable/transparent in expenditure.
- It is clear that a large % of funds is being eaten up in admin – classic empire building. Very much in support of streamline governance.

c. Community and land owners at the centre

- Listen – hear us out – if you're in doubt, come out and have a look.
- Visit properties and understand the issues.
- Very happy to have our property scrutinised. My learning has always involved listening to others.

d. A whole of landscape approach

- Sensible to integrate all factors – weeds, plants, vermin, fence control (dogs) and water – if all working for a common purpose more effective.
- A strong and good approach – a good concept.
- Actively encourage pastoralists to engage in a concerted effort to manage ground cover (drought permitting). Grazing management/fencing/water harvesting/ponding/spreading and ripping.

e. Back to basics

- Find the cause of the problem and address 'it'.
- NRM has grown into a predictable bureaucracy and lost its purpose to work on land improvement and allowing Pastoralists and other land users to use funds to address issues adequately.
- This wish is repeated again and again by long-term owners and managers.
- Make sure it happens also on Crown Land and Reserves managed by SA Government.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
No comment made.	<ul style="list-style-type: none"> • A small board would be more accountable (individually).

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • The make-up of the Board. This could end up as a socialist construct. Taxpayers/voters are responsible for appointing the Minister. The board should reflect a good representation of 	<ul style="list-style-type: none"> • Length of elected terms? • Agree – only levy payers to vote. Members to be appointed on skill-set.

community members i.e. > 50%. The method of nomination the Minister can appoint is of concern. Can Ministerial appointments be appointed by the community?	
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What will we need to have in place to make sure this structure works?

Table 1	Table 2
No comment made.	<ul style="list-style-type: none"> • One or more (Ministers) appointed members to be a resident or have a vested interest in the region. • Expertise in particular areas: e.g. soil, regeneration, water.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

<ul style="list-style-type: none"> • Transparency and openness in reporting to community. • Individual project assessment and feedback on expenditure. • Priorities of local boards to reflect the local issues and be relevant to the Board area.

Any other comments about board accountabilities?

<ul style="list-style-type: none"> • Levies to be kept within CPI.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ul style="list-style-type: none"> • Land tenure: (Pastoral, perpetual, freehold) – keep it to Pastoral leases only. 	<ul style="list-style-type: none"> • Burra – Morgan – north of Murray River – increase in levy collection BUT big area for Board to manage. (Consider logistics of meetings). • Pt Augusta and Flinders Ranges inclusion could mean a swing away of priorities of pastoral landholders!

5. 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"> Change functionality, NOT the name and save \$. 	<ul style="list-style-type: none"> Listen to concerns, inputs. Use locals experience and knowledge to assist with outcome delivery. Political correctness – bordering on absurdity!! i.e. STOP trying to please everyone. 	<ul style="list-style-type: none"> Make sure one of the board members is from the local area. Continue with baiting/weed control = good programs.

6. FUNDING

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

<ul style="list-style-type: none"> Generally accept principle but if it dramatically increases – may therefore need an independent body to keep it in check. CPI should be the cap – but it could dramatically increase (should be set in legislation). Should be better appropriation of funds to support the northern region landscape. The level of funding coming to this region is disproportionate to the landscape area. If this is about landscape?

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?

<ul style="list-style-type: none"> Advisory Board should look after \$2M fund (not Green Adelaide). Advisory Board should have local representation from SAAL.
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6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?

<ul style="list-style-type: none"> • Is this enough? • Is it appropriate for Green Adelaide to administer the fund? • Levy is not equitably drawn from Landowners. • Categories and Scale.
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7. 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.

Sustainable systems/landscape for the future generations. Free flow of information between government organisations and co-operation.	Funding levels reflect size of land areas. Bite Back program still running. Funding application process easier.	Positive feedback. Successful projects achieved. Increased community involvement and knowledge. Levies and budgets well-accepted.
I've been re-elected again. Now I have the mandate to increase levies. That Dog Fence is Dog Proof. Cactus wheel has stopped travelling north – we can afford the moderate levy.	The NRM is actually realising tangible outcomes. Improved attitudes toward land management/biodiversity improvement and ground cover. A body with excellent communication and a culture of community engagement.	That the majority of monies has been spent on ground and has had a positive impact on landscape and the businesses in our areas.
Flourishing landscape, viable livestock enterprises with reduced vermin and noxious weeds.	Stakeholders are happy with Boards and Levy System – because they can see that their input has resulted in an enhanced landscape – that the landscape has responded to a more 'Boots on the Ground' approach and people are proud of their involvement.	

ADDITIONAL NOTES MADE BY FACILITATORS AT SESSION -

- Equitable distribution.
- Capping a good idea.
- Less Office Staff and admin to get local staff in the field.
- Local Decision Making.
- Education programs.
- Some of the Basics are being done well – but enhance to make best use of resources across the state.

- How much money is tied up with staff – how much is getting on the ground?
- Function needs to deliver on ground programs.
- NRM GROUP FIELD DAYS: Question the content of Field Days – lot of information not new.
- Ensure the \$\$ are not going into black hole.
- NRM Group members doing best they can but not operating as best they could. Could grow – budget needs to support groups.
- Difficult to have people freed up into the group because of distance – think about the model and how to get the small community centres on board with the groups.
- Create autonomy would be helpful for the groups to feed up recommendations somehow – maybe through having representation from the groups onto the Board.
- Having a local group is good – but what can it bring – baiting and weeds – can they get the funding they need to work with?
- What is the most pressing issues: allow this to drive the spend - opportunity to have greater influence about how the \$\$ is spent to give most benefit to the region.
- The NRM group can have a strong role to play in identifying these on the ground priorities.
- Community needs to come on board and contribute and feed up.
- Back to Basics – would be useful to have a stronger focus and gentle encouragement from specific on the ground staff to help co-ordinate/facilitate Back to Basic programs. Get staff into the region attached to the NRM groups and operating out of the small community centres.
- Bite Back model – was driven locally – good communication (not mandatory). Participation and flow on effect. Is effective! So why are other programs not so effective?
- Integration with other broader programs (Federal Dog Fence): Feeds Departments (Silos); Effective programs rely on other departments, programs i.e. Dog Fence will assist dog baiting, improving ground cover: Pastoral Boar Act; Dog Fence Act; NRM Act.
- Landscape Priorities Fund Advisory Board – needs to comprise a representative of each Board (Landowners and lease holders) as well as Peak Bodies and Aboriginal Nations.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	LEIGH CREEK
TIME/DATE:	9:30AM~ 1PM 5TH September 2018
FACILITATOR:	Steve

OVERVIEW OF SESSION

A group of 12 participants were welcomed by the facilitator who set the scene for the session. The group was made up of pastoralists, land managers, tourism operators, conservationists, community members (Beltana and Copley) and OCA/NRM Board representation. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Uniqueness

- The SAAL region is unique – it's a broad area sparsely populated and widely spread. Distance and time are issues. Management of landscape is critical to productivity and sustainability, but with a small population widely spread it makes it difficult to coordinate and manage effective programs if the resources are primarily geared to administration and centred in Port Augusta.
- The structural changes to the NRM must recognise the uniqueness of the SAAL region and ensure that the new model is adjusted if needs be to take account of this.

Decentralise

- Strongly supported
- Need to ensure that the Board adequately represents the breadth of community – ie: Aboriginal Nations, pastoralists, landowners, tourism, NGO's etc.
- Currently the Boards appear to have a strong conservation focus – this needs to move more to a land sustainability focus.
- Board staff must be based in the region – the area cannot be serviced from Port Augusta or Adelaide.
- A lot of work was done in the region in the water space with staff on the ground collecting and analysing data – an excellent example of what can be achieved. The staff were eventually pulled back to Adelaide and the data collected is not seemingly available for communities to utilise in decision making at the community level. It was pointed out that there is data available via the Arid Lands Information System but it seemed as though little was known about the system or what can be accessed.

Holistic Management

- A need to integrate programs into long term sustainable management systems which can enable accreditation on product and what we sell.
- There needs to be a better coordination and empowerment across regional authorities and land owners/managers to manage landscape issues (OCA, NRM, Government Agencies, Land Councils etc):
 - For example, one property produces organic beef and cannot use conventional spray methods to control weeds. This could render a weed management program initiated by others redundant unless there is better on the ground facilitation to bring land owners together to find different ways of doing things to deal with a wholistic landscape issue.
- NRM needs to be embedded in environmental management across the board – private parks, State Parks, properties, Aboriginal Nations.
- Back to basics is fine but it needs to be coordinated, at the regional level; programs to be held accountable and measured and underpinned by communication and coordination. Programs need to be at a landscape level ensuring all property owners in a region are on board – otherwise if one property deals with Mexican Poppy weed and another doesn't then the program is a waste of time. This includes coordination with National Parks, private parks and others.
- The region should prioritise what it is going to '**chase**' – and remain focused and committed to those priority issues and ensure resources and funding are allocated accordingly.
- Boards should incorporate triple bottom line thinking into planning (cultural/ social, environmental, economic).
-

Governance

- There needs to be a balance achieved between good governance and responsible fiscal management and minimising red tape.
- Are there other models interstate or internationally from which we can learn – what works well and what doesn't?
- Need to consider how good land management programs and initiatives can be coordinated with the right level of governance without over-burdening communities as they are already busy.
- In order to reduce red tape we must start at the conceptual level.

Structure

- Need on the ground staff who know the community and who have responsibility for delivering and facilitating programs in partnership with communities but can also link effectively to other regional authorities. There needs to be consideration about how to achieve efficiency, given the tyranny of distance.
- A 'cluster' of staff could be located in certain locations throughout the region that link RDA, OCA and NRM to deliver coordinated programs (raised by OCA representative as a means to resolving coordination issues).

Partnerships

- Getting the right people involved when everyone is busy is a real issue. Consideration needs to be given to staff working across the region, based in the small centres, getting out and linking up with land owners and managers – to be available to give practical advice and coordination of programs – not tied to a desk in Port Augusta. Community does not have the time or the capacity to drive long distances to forums. They need the help, they are interested but they are time poor. There needs to be a focus on personal relationships, local people working in small regional centres like Leigh Creek that know the community and through proactive communication can provide the necessary support. Staff need to get out and go to the land owners and managers and not operate from afar.

Science and Data in Decision Making

- Science and data needs to be retained in decision making. Previous data needs to be accessible with communities having a better understanding of what's available. There is no need to reinvent the wheel, but rather to build on what's there and keep progressing. Having access to the best information and data available is critical to decision making at a landscape level.

Volunteers

- Need to better recognise and acknowledge volunteers and leverage their expertise. They need to be supported as the costs of liability and insurance for property owners can be an issue.

Funding

- The proposal to have Landscape priority fund and a grass roots fund seem counter-productive if we are striving to move away from centralisation. The local region is best placed to make the call as to how funds should be spent. Boards could be required to ensure that within their plan and their budget money is made available for grass roots programs and landscape scale projects.
- A Landscape Advisory Board or Council reporting to the Minister on policy and State-wide issues makes sense, but it should be a coordination/policy/administrative group and not have any control of funding.
- Green Adelaide should not administer the Grassroots fund if there is to be one – this should be managed by the Landscape Advisory Board or stay with the regions.

Boundaries

- Concern that by including Port Augusta they will dominate how the funding is delivered on the ground given the greater population – this is a big risk and has the potential to become what Adelaide is to the regions albeit on a slightly smaller scale.

- It makes sense from a landscape perspective to include Hawker region and the Eastern Districts along the Barrier Highway pushing further south. One suggestion was to extend the entire southern boundary to the Goyder Line (but not include Port Augusta).
- A landscape approach to drawing the boundary was supported.

Board Membership

- The NRM groups in SAAL region work well. They should be retained and could be elected by the community. The groups themselves could then elect a representative to the board.
- If Port Augusta are included there is a risk given the greater population that community elected members will all come from Port Augusta which could result in bias decision making away from the region.
- Four should be elected by the community and three by the minister.
- Every effort needs to be made to ensure the Board represents the mix of land uses/arrangements/groups across the region
- Criteria should be established to ensure nominees are local, skilled, knowledgeable.
- A broad based election won't work across the region – this region does not have Council elections and operates differently. Hence the idea that a more localised approach via the NRM groups would be a better approach.
- The Chair needs to be a regional person .
- The NRM Board could take on more of a **jury model** with a diversity of local people that oversee the groups who could be community elected.

Community Forums

- With staff on the ground located across the region, six monthly community forums could be held that:
 - Celebrate achievements
 - Share information
 - Educate
 - Create awareness

FACILITATED DISCUSSIONS

The group undertook a series of facilitated discussions, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well, and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation and board accountability
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>INTEGRATION</u>	<u>MANAGEMENT</u>
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<ul style="list-style-type: none"> Integration of Board with Parks, public conservation areas and private conservation areas. The General Manager must be across Mining Sector and Environmental Sector – they are interrelated. 	<ul style="list-style-type: none"> Holistic management – one outback. Landscape is integrated and this needs to be acknowledged when building programs. More long-term strategy for sustainability. Effective coordination between sustainable landscape issues and resource management.
<u>DECENTRALISE ACCOUNTABILITY</u> <ul style="list-style-type: none"> Recognition of the expertise in communities to inform landscape management and support for good communication across the region. Local control of weeds/pest management. Less bureaucracy. Local coordinated approaches to regional problems. More communication with departments/land managers. More on ground support. Open up more effective debate and ownership of achievable goals for the landscape at the grassroots level. Less focus on centralised NRM planning and more on local implementation. More accountability when things don't go as they should. Local solutions to local problems. Reposition the seat of NRM ownership. 	<u>INFORMED DECISION MAKING</u> <ul style="list-style-type: none"> Good data mapping and research to support landscape knowledge – and community knowledge needs to be integrated.
	<u>FUNDING</u> <ul style="list-style-type: none"> More money/subsidies for Water Management – tanks, solar bores. More tags to shoot kangaroos.
	<u>WATER</u> <ul style="list-style-type: none"> Water – resource sharing.
	<u>COMMUNITY ENGAGEMENT</u> <ul style="list-style-type: none"> Reform – communication – local knowledge.
<u>BASICS</u> <ul style="list-style-type: none"> This area is not a traditional council. Landscape SA needs to help normal community members to deal with goat/animals, land management issues. Currently programs are not approaching the root cause of goats (realistic removal). Increased pest animal (native and non-native) and plant management strategies which cover whole regions so they have more impact. Feral Animal Control – animal de-sexing programs. Local frog level support. Kangaroo issue. 	<u>BOARD MEMBERSHIP</u> <ul style="list-style-type: none"> Have the regional NRM groups elected and have the groups then nominate a member for the board to ensure the coverage. It will avoid tokenism – NRM groups must have Aboriginal involvement – their voice needs to be considered in the nominations. Adds another layer but not currently happening in SAAL and is effective.

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>NRM GROUPS</u> <ul style="list-style-type: none"> More diverse but retain the NRM groups – works well because of vastness and uniqueness of region. 	<u>LANDSCAPE SCALE</u> <ul style="list-style-type: none"> Landscape approach to planning. Community support. EMU Program. On the ground support and common goal (tangible economic outcome).
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ENGAGEMENT

- Field days etc.
- Listening to Pastoralists issues: rabbit ripping; cactus eradication.
- Communication and publicity from the region.
- Good communication of the diversity of issues facing remote areas.
- Traveller information for region – very popular and informative to visitors.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Get Departmental people into communities –visiting properties/parks/towns etc., good for towns to have additional people and create a greater understanding communication between department and people on ground.
- Will require clear top-down guiding principles and governance and accountability for both \$ and how objectives are being met. ☺
- Agree, but also need facilitation to enable good governance, links to government priorities and knowledge and communication of management processes.
- Broad range of people engaged – not just business people: Accountability and decision-making in whole community: Engagement with Aboriginal groups (? problematic).
- Overarching of Landscape SA principles and guidance.
- Important not to just ‘drop’ city people in to regions and expect them to succeed. Leverage local knowledge and skills.

b. A simple and accessible system

- Simplified processes for support – local support officers sharing a role in a local community.
- Identify modes of communication suitable for remote areas to enable access to systems.
- Red tape and unintended consequences – needs independent oversight to assist community management.
- Reducing ‘red tape’ needs to start at the concept level – can’t just transfer complexity to the REGULATIONS – strongly support these directions.

c. Community and land owners at the centre

- Strongly agree – there needs to be better recognition of PUBLIC BENEFIT of management on private land that is sustainable and reinvests in the resource.
- The new Act needs to create more regular opportunities (forums) where sharing of NRM visions/direction in the community can be forged – leads to ownership.
- Need to involve with a focus on integration using technology where possible and personal communication – visiting/on property/local issues.
- Move away from perception that NRM is ‘for Pastoralists’, but include representation from all demographics in region to make a holistic, comprehensive approach with more support, communication and improved outcomes.
- Community representation on local boards is necessary (i.e. a committee that is representative of businesses etc., demographics).
- Effective co-ordinated communication with other government bodies where there is a cross-over of activities/objectives (2 way communication with community that is inclusive).

- NRM local 'on ground' officer visiting and coordinating with land owners/interested parties and help implement decisions made.
- Project to identify who the community are (community mapping)? We are very diverse with lots of knowledge and expertise.

d. A whole of landscape approach

- Regional (landscape) approach to projects etc., requires involvement of ALL stakeholders (towns and pastoralists and Parks etc.) with support and communication to ensure good/efficient outcomes.
- Must include properly resourced accountability for non-compliance where proper support has been provided but not enacted – when programs don't work properly because small sections aren't engaged then everyone's time is wasted.
- Looking at EMU style project again – practical and very helpful.
- Agree, but also needs establishment of values for arid region – define what this means for environment and community.

e. Back to basics

- More liaison between locals/councils/boards on control measures, ability of resources etc.
- Agree – Back to Basics.
- Cross pollination with pest control organisations and coordinated eradication approach.
- Need healing of divisions created with past management: differing perspectives and solutions; differing focus.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership, their accountabilities and boundaries.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

- 3 year terms
- **Port Augusta – No**
- Hawker – Yes
- **Quorn – No**
- Eastern Districts – Yes
- Needs to be based on landscapes.

What concerns you?

- How will the Minister choose the Members – advertising?
- What is the criteria for membership?
- Election will not work in the whole outback – no local government.
- Need ability to create reference groups and expertise.
- Diversity of land uses are represented on Board.
- Indigenous representation? Can support/integrated with OCA/RDA etc.
- Distinct model for SAAL may be required?
- Opportunity for a unique model for the outback integrating triple bottom line.

What will we need to have in place to make sure this structure works?

- Training.
- Want district groups retained over each discreet sub-region.
- Community business management groups – locally based – embedded in the community.
- Local Landscape Management Forums.

Additional notes made by facilitator –

- Chair – regional person.
- Specialised Jury type model – local people – local decision.
- Triple bottom line: 4 – District groups etc., diversity of membership
4 – Community business management unit
Embedding people (staff) into community.
- Board needs to cover diversity of land uses in district.
- Establish a platform for Local Landscape Management Forums (coordinated under new Landscape SA Act – vacuum in this area at the moment).
- A new initiative to create an expectation of opportunities for communities to get together and learn; discuss, articulate NRM issues; common NRM goals; establish ownership; create peer groups of NRM stakeholders – in respect of Landscape Management in their district/community.
- OUTCOMES: Better knowledge/understanding; greater cohesion and direction; better integration between public/private land management etc.

4.2 Boundaries

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

- SAAL at present all out of Council areas – problem with Local Government **vs** Out of Districts.
- May incorporate cropping lands – different cultures, lack of biodiversity – need to match landscapes? More highly populated areas may alter board structure and dynamics – greater level of population – greater level of control of board (ie: Port Augusta voice could dominate).
- Economic viability – costs of doing businesses. Regions may have more levy money but needs distribution over a wider area.
- In this landscape are of Pt Augusta (if included) could become the new Adelaide i.e. board could become city centric. This would negate the idea of decentralisation. Open to professional board sitters and not representative of whole region.
- Perhaps look at Goyder's line – or keep as Out of Council Areas – our challenges are unique

5. 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"> • Centralising (Adelaide/Port Augusta). • Running programs from the office. • Stop sending emails – come and talk to us. 	<ul style="list-style-type: none"> • Engage local people. • Face to face communication. • Road trips. • Seek financial support from mining companies direct to Landscape Board for local projects. 	<ul style="list-style-type: none"> • Pest and animal control. • Involve all stakeholders e.g. NP, Pastoral, Conservation Groups and Mining. • Humane feral animal control and investigate further. • Other means of plant/animal control (organically friendly).

<ul style="list-style-type: none"> • Leading from the top – go back to local/grass roots and tackle from the issue/problem. • Over regulation – especially interdepartmental – money and time used up before it gets to the root of the problem. • Short term projects. 	<ul style="list-style-type: none"> • Working with landscape areas/groups on the ground. • Accountability and performance management (measurable). • Spend levies in the regional areas they are raised. 	<ul style="list-style-type: none"> • Use data already collected/collated and make readily available and able to be interpreted.
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6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?	
Table 1	Table 2
<ul style="list-style-type: none"> • Need to have priorities set before levy is set. • Don't have 'tail wagging dog'. 	<ul style="list-style-type: none"> • Would the grass roots fund be available direct for grass roots (as long as it's not 'Fund my Idea' model.)

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and State-wide projects and programs? What do you think about these two initiatives? Are there other ways?	
Table 1	Table 2
<ul style="list-style-type: none"> • There is merit in having a peak body and strategic oversight in policy/governance administration (like State NRM Council). 	<ul style="list-style-type: none"> • Percentage needs to be proportional to population. • Need more detail about scope and how the Adelaide Boards administers – what is their Terms of Reference?

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual State-wide fund?

Table 1	Table 2
<ul style="list-style-type: none"> • Opportunity to review all charges. 	<ul style="list-style-type: none"> • Nothing – give this greater consideration given size of State. • Green Adelaide – is this the right body to manage a grass roots fund? • Could/should be the Landscape Advisory Board – question about how the Board is appointed? • Inappropriate if serious about decentralising.

7. 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.

Local solutions for local people are at the core of the model. Success will be measured through community support.	Success: pest control: unified approach has been successful; reverse desertification in arid lands through holistic regenerative grazing.	The new Landscape SA Act has delivered: <ul style="list-style-type: none">• A wave of community ownership and involvement in NRM.• Refreshed and motivated volunteers.• Better recognition of public benefit of private NRM Land Management.• Better across boundary initiatives between 'production' and 'protection'.• NRM is identifiable and not 'lost' within government.• There is a big increase in uptake of environmental management systems i.e. 'sustainability pays'.
Wide ranging project success with real regional outcomes: i.e. successful Regional Pest Management with actual wide-scale outcomes.	Feedback from General Managers, boards show significant positive changes and collectivism instead of division. Outcomes measurements align with proposals.	
No more community forums (but it is good to have these community gatherings).	Diverse, healthy communities with active involvement in real and effective programs for arid lands. Community forums that enable gathering us all together to plan for and work on sustainable futures.	
Great program communicated widely.	Feral animal control actually working. Local (community) input is a sign something is working.	
Working programs applicable to each area – i.e. Reforms are being worked on, not just talk.	I would monitor its success by the involvement of the community in the Landscape model; visible improvements in areas such as erosion, weed control, pest control and general landscape improvements and the comments of landholder/conservation groups and national parks for instance. Successful local projects and ongoing works models, keeping within the limits of budgets. Success looks like greater involvement and community ownership.	

8. ADDITIONAL NOTES

Decentralise:

- Communities driving across a suite of land uses.
- A variety of representation: Board Membership; not to fill the Board with same backgrounds.
- Broad representation base.

- Currently has a strong conservation focus – but needs more of a sustainability focus.
- Must be based in region – can't be serviced in Adelaide.

Holistic Management:

- Integrate into long term sustainable management system and place the accreditation on what we sell – Landscape Holistic Management.
- Co-ordination and empowerment of regional authorities – even with the Act – this should be a requirement – Landscape Approach.
- Organic beef etc., have specific controls which prevent standard control management practices.
- Embedding NRM in Environmental Management.
- Park Management – Aboriginal Nations – Process Management and timeframes – that it doesn't bog down decision making.

Governance:

- Governance – yes. Red Tape – no.
- Good knowledge invested into decision making. Models – can we learn?
- Not another impost on communities given they are busy. How to make this sustainable?
- Have on the ground staff who know the community – that link to other authorities. To reduce tyranny of distance.
- Enlist Project Officers who are local.
- How to get people who might be right when everyone is stretched?
- Staff need to be on the ground.
- Community, busy doing the work, can't come to forums. They need the help and the advice that goes to them – personal relationships – active communication.
- Red tape – start at the conceptual level – conceptual change to simplify and cut red tape.
- Water – lot of data and expertise within NRM – but where has the information gone. Staff were pulled out and centralised. As an example of useful work on the ground – but the data and information needs to be feedback and used in decision making at the community level.
- Arid Lands Information System – geological surveys data is available as an example (Ali system spatial data).

Science:

- Great data, but needs to be followed up to monitor change and adjust.
- Use previous data – don't reinvent the wheel. Understand what is there and what is not.
- Impacted by how you structure the grant can impact continuity and sequence.

Plant/Pest/Soil Management:

- Needs to be more integrated and regional – i.e. one person deals with Mexican Poppy issue but others don't if want to resolve the issue.
- So Back to Basics is fine but needs:
 - Coordination;
 - Review process;
 - Measures;
 - Regional;
 - Accountable and focused – to get everyone on board.
 - Communication.
 - Regional priorities across National Parks.
 - And organically certified properties need assistance to find other ways.

Volunteers:

- How do we acknowledge them and their expertise? How to support them?
- Insurance costs – liability.
- Support and have measurable outcomes.
- Community is willing but distance and time is an issue.
- Need people from NRM out there not at their desk.

Other:

- Local region is best placed to make the call on all funding – Landscape Advisory Board Landscape Scale Fund.
- Green Adelaide \$2M Grass Roots Fund – this sounds like centralised control.
- SAAL – levy collected.
- Building blocks for levy calculation – will these change?
- Fiscal equalisation is needed.
- Leave us with the money because we are best placed to make the call – don't centralise grass roots funding and landscape funding into Adelaide via a Green Adelaide and Landscape Scale fund.
- Consider Environmental off-set coming back into regions – not general revenue.
- Would like to have a conversation about the values that inform the principles. Outback is different. In order to frame response to principles.
- SAAL values mapping exercise could be very helpful to ensure the reform aligns with this.

Boundaries:

- Risk of PA and council areas may lose focus and reduce potential influence on Board.
- PA will end up dominating.
- Hawker – Yes.
- Quorn – No.
- Eastern districts – yes but needs to be based on landscape.

Membership:

- Criteria?
- Election won't work across whole of area.
- Aboriginal representation but not token.
- District groups (6 SAAL) retained because area is so big.
- Could be serviced by locally based service groups – live in and part of the community – i.e. 6 admin groups to facilitate.
- Integrate triple bottom line – cultural/community, social/environmental, economic.
- Regular community forums:
 - 6 monthly – help the Boards to plan/influence. Hosted by Board and Groups; celebrating achievements; sharing information; creating awareness; needs to be regular.
 - Community to help input – help drive.
 - NRM Board to be a more jury model with diverse local people to oversee of groups which represent diversity – 4 community elected and 3 by Minister.

PHASE:	STATE-WIDE COMMUNITY – INFORMAL MEETING
SESSION:	NEPABUNNA
TIME/DATE:	5TH September 2018
FACILITATORS:	Jon

Jon met with 3 Executive Members of the Nepabunna board.

Their NRM focus is the IPA at Nantiwarrina, which recently celebrated its 20 year anniversary. The IPA has assisted in returning/reviving endangered species in the local area including the yellow-footed rock wallaby. I understand from the discussions that there is not a strong association between Nepabunna and the SAAL Board, in part due to the Commonwealth funding received for the IPA.

The Nepabunna representatives identified feral goats as a significant ongoing challenge, and an issue that would benefit from a cross-regional or statewide strategy. They queried why the IPA at Yappala (Southern Flinders, Northern and Yorke NRM Board) had a goat culling program with the NRM Board but Nepabunna did not.

The Nepabunna community is very proud of its achievements with the IPA and would welcome the opportunity for a field day for SAAL staff and board to share their knowledge and experience.

Other discussion points included representation on the Landscape SA board - they would like an Aboriginal person who lives in the area to represent their interests. They also questioned why they are unable to develop infrastructure on pastoral stations where Adnyamathanha people have historic associations.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MARREE
TIME/DATE:	10AM ~ 1:30PM 6TH September 2018
FACILITATORS:	Steve/Jon

OVERVIEW OF SESSION

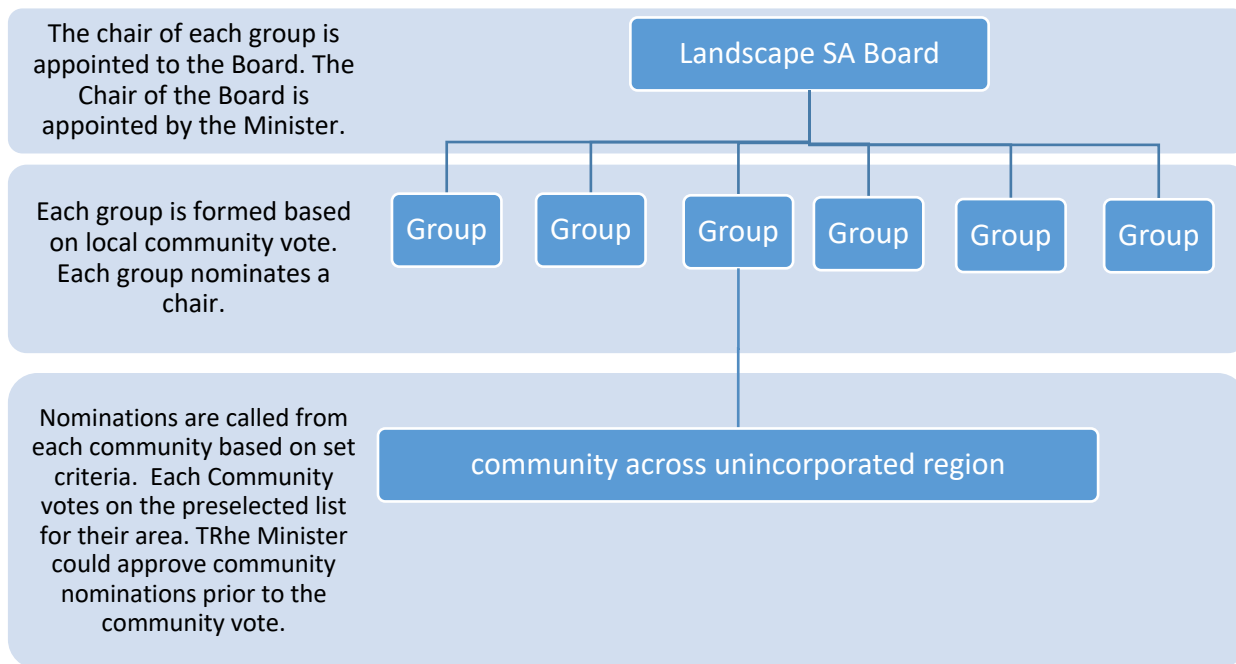
A group of 11 participants were welcomed by the facilitators who set the scene for the session. The group consisted of 10 pastoralists, with one representative from the Outback Communities Authority. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

The Region

- The region is unique – it covers a vast area, is sparsely populated and needs to deal with different land management issues than regions closer to the city.
- People are time poor and are required to travel vast distances across the region to attend meetings which in itself results in a reluctance for some to become involved.
- Pest plants, pest animals (feral pigs are increasing, dogs – an ongoing problem) and native animals that have become pests in some areas (kangaroos, emus) are the main issues affecting pastoralists and more needs to be done to manage these matters on the ground.
- People will get involved if they feel they can make a difference and the structures in place allow for community involvement without creating added difficulties for people – such as requiring them to travel large distances to attend meetings.
- Staff should be attached to the NRM Group structure and be located across the region to support local groups and coordinate programs and projects. By working from the various small centres across the region they can get to know the community, build key relationships and gather the local intelligence about priorities and needs. Their effectiveness is lost when they are based centrally in Port Augusta and tied to administrative processes.

The Board Structure

- Appointees must be local people who understand the uniqueness and challenges of the outback region.
- If the current proposal suggested by the Minister is to be implemented (4 members appointed by the Minister, three by the community), at least four members should be elected by the community, with three including the chair elected by the Minister – but all must come from the region.
- There must be a criteria set to ensure that appointees understand governance, business and land management issues facing the region – it is not a popularity contest.
- Given the size of the region, nine members on the board may need to be retained rather than reducing the number to seven.
- There needs to be a bottom up approach – the community should be able to appoint key members of the community that will direct the funding to the priority areas most needed.
- The NRM groups work well across the region. As the region is so vast, it is difficult for people to travel and therefore local groups allow for local communities to work together in their local area feeding information and advice back up to the Board.
- The group proposed a structure and process for appointment of community members to the Board which delivers on the key principles being put forward by the Minister as follows – and while different from the current proposal being suggested by the Minister, allows for a bottom up approach and representation across the region:



- Staff are then attached to each Landscape SA Group and embedded in the respective regional community.
- Consideration could be given to broadening the role of the groups to include economic development and municipal issues. Each group could then have appointees to the Landscape SA Board, the Regional Development Australia Board (RDA) and the Outback Communities Authority (OCA) – note that this concept was suggested from the OCA. Given the distances and lack of available and skilled people across the region, any attempt to avoid duplication of structures will be an advantage. If this model was to be implemented, staff could be allocated to these groups from all three organisations to work together to coordinate programs, create efficiencies and provide essential local knowledge and information back up into the three organisations (Landscape SA, RDA and OCA) – again this idea was presented by the OCA as an extension to the concepts proposed by the community and to help resolve issues raised by the community about coordination.
- The exact number of Landscape SA groups would need to be determined, but could be up to 6 groups (as is currently the case). This model would ensure the community is well represented across the region and that communities can work at the local level with their local group and allocated staff to deliver against key priorities identified at the group level and approved by the Board. It also enables the communities and staff across the region to work within their local area minimising extended travelling across the entire outback area.

Funding

- The money collected from the levy should remain in the region under the control and management of the Board.
- Funds will need to be appropriated from Green Adelaide to support the region (given the vast area and small population).
- Lease payments could be redirected back into the Landscape SA fund to support programs and land management projects in the region.
- The region should be able to decide what money is put to Landscape projects and grass roots community projects – there is no need to have separate central funds administered by either Green Adelaide or a Landscape Advisory Board – this works against the key principles of the reform (especially decentralisation). The Minister may require the Board to ensure funding is provided to Landscape projects and grass roots projects (ie: ensure these are included in regional priorities), but the Board should be able to direct the funding to these initiatives and decide which groups and which projects are going to be supported.

- If there must be a central fund, then it should be administered by a Landscape Advisory body reporting directly to the Minister and consist of appointees from across the State to ensure broad representation. The grassroots fund and the landscape priorities fund should be administered by the same group. Green Adelaide should not manage any centralised fund.
- In reforming NRM, administrative costs must be reduced. There must be an avoidance of creating unnecessary processes which may add additional layers of decision making. Having central funds which Boards or communities are required to apply for via application will add to overall administration.

Boundaries

- Port Augusta should not be included in the SAAL region. Port Augusta issues are significantly different to the SAAL region and having them included may result in a redirection of funds away from the outback area to support the community with the strongest voice.
- The region should reflect the unincorporated area (inclusive of the two exceptions – Coober Pedy and Roxby Downs).
- The south eastern boundary along the Barrier Highway could move marginally south, but traditionally this area has not seen themselves as being associated with the broader arid lands region. This area should decide to what extent they are included with Arid Lands as opposed to remaining with the MDBA.
- Hawker could be included in the area, but not Quorn. Again, this needs to be carefully considered as it begins to incorporate an area that has different administration arrangements (Flinders Rangers Council). There is merit in aligning the region to the unincorporated area to avoid cross over with different administrative boundaries, levy structures and tenures.

Tenure

- Pastoralists currently lease their land from the Crown which gives them a right to occupy and graze cattle and sheep.
- The region could be declared another tenure such as 'continuous title' to be managed subject to the Conservation Land Management Act.
- As part of the wool enquiry the Ian McLachlan report recommended a change in tenure for pastoralists currently leasing land in the Unincorporated region. By moving to a freehold arrangement, the report suggested a savings in administration and other costs.
- A shift away from leasing would also allow landowners to take a greater responsibility and ownership over land management practice including control over tourism and prevention of inappropriate practices (eg: tree removal).

Aboriginal community engagement

- Whilst in Marree, Jon spoke with several local members of the Aboriginal community about the reforms and the consultations underway. While the community members Jon spoke with do not have a strong relationship with the SAAL Board or NRM programs, they identified water as a critical local issue. Groundwater and the potential for extraction to impact on local mound springs (sites of considerable significance to the Arabunna people) has been raised previously.

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, and boundaries
5. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program

6. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each person was given three large 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.

The individuals then shared their priorities with the whole group and sorted them in to themes.

<u>BIOSECURITY</u> <ul style="list-style-type: none"> Biosecurity check on camels traversing Darwin to Melbourne. Disease and weeds are carried by camels entering the region and nothing is in place to prevent this. 	<u>LOCAL EMPLOYMENT & LOCAL DECISIONS</u> <ul style="list-style-type: none"> More people employed locally. Local decision making.
<u>ORGANIC CERTIFICATION</u> <ul style="list-style-type: none"> Authorities need to engage more effectively with Organic Pastoralists about finding better ways to eradicate pest weeds and pest animals – conventional spraying doesn't align with organic certification. Programs need to be supportive of restrictions placed on Organic Certification i.e. baiting. 	<u>REDUCE BUREAURACY</u> <ul style="list-style-type: none"> DEWNR. NRM: not engaging in decision making; all funding goes to administration i.e. dingo control officers not working with grass roots producers.
<u>COMPLIANCE</u> <ul style="list-style-type: none"> Who is managing mining water extraction from G.A.B.? Not managing/educating/supporting land owners or enforcing land management practice. 	<u>TOURISM IMPACT</u> <ul style="list-style-type: none"> Information and signage 'Bush Code of Conduct for Tourists' – no camping, rubbish etc. Only camping in designated camping areas. Impact of tourism. Tourism impact on landscape management practice (e.g. tree removal). Education is needed. Tourist numbers are increasing. Lack of respect to good land management practice.
<u>INTEGRATION</u> <ul style="list-style-type: none"> More agency interaction – across Government depts. Better integration with other legislation such as Mining and Exploration. 	
<u>PARKS</u> <ul style="list-style-type: none"> Private Nature Reserves and National Parks impacting neighbours with non-attention to animal explosion native and pests. 	<u>BASICS</u> <ul style="list-style-type: none"> Pest plants – Pimelia Simplex – native plant but massive problem. It's not just about introduced weed species. Pest animals – some native animals are problems to pastoralists and need to be managed. Kangaroo numbers – management is needed. Native animals in plague or over abundance – need culling. Dingo (wild dog) control. PIRSA – feral pigs – disease – biosecurity. Feral pigs are on the increase and need to be managed.

<p><u>LAND TENURE</u></p> <ul style="list-style-type: none"> • Ian McLaughlin report as part of the Wool Enquiry – one of the recommendations was to go to freehold across the area – to save \$\$ in administration. • Land tenure freehold protection to be in accordance with the Conservation Land Management Act. Already have the photo points in to make this happen. • Premier could declare this area another tenure. Could prescribe the area. Continues Title subject to the Conservation Land management Act. • Not perpetual. 	<p><u>OTHER</u></p> <ul style="list-style-type: none"> • Problem – Pest Plant and Animals: Kangaroos; dog fence; dingo control and levy; water; GAB. • Current focus – future engagement – dog fence.
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2. WHAT'S CURRENTLY WORKING WELL?

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

<p><u>MANAGEMENT PROGRAMS</u></p> <ul style="list-style-type: none"> • EMU Program. • Bring back EMU type (funding cut) programs. 	<p><u>REPRESENTATION</u></p> <ul style="list-style-type: none"> • Like District Group structure. Works well for this region.
<p><u>LEADERSHIP</u></p> <ul style="list-style-type: none"> • Access to funding for remote women to attend training programs and conferences (Stepping into Leadership & Thriving Women's Conference). 	<p><u>WORKSHOPS/FIELD DAYS</u></p> <ul style="list-style-type: none"> • Workshops and Field Days pertaining to the area. • Like workshops, field days and events.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- A community representative of any future body must have resident or engaged in relative industries for previous 7 years.
- Prefer 'local' to 'regional'.
- Any future representative body answerable to **one** Minister.

b. A simple and accessible system

- Must be transparent and accountable with minimal Red Tape.

c. Community and land owners at the centre

- Challenge in finding people to do the work on Boards/on ground (locally).
- People with skills are here, but too busy to give as much time as it deserves.
- Like the idea, need to think about how to minimise downtime (e.g. travel time) when getting involved. Time away from running your own business.

d. A whole of landscape approach

- As long as the 'Landscape Approach' isn't too broad.

e. Back to basics

No comment made. In earlier discussion the group supported this principle.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities.

The facilitator managed this section as a group discussion and worked through the various proposals to seek whole of group responses.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

- Local people electing locals.
- Outback Communities Administration Management Act. Bill had 3 from outback community – changed to 4 being balance of power.

What concerns you?

- Get people on the board that make a difference.
- Programs need Minister's consent.
- Must be degree of skills – finance etc.
- Cost of election.
- Risk of popularity contest, staking votes etc.
- Must be key people who understand the Act/Governance expertise.
- Needs to be a 'good faith' debate for decision making.

What will we need to have in place to make sure this structure works?

- People are stretched. Need to ensure have the right people chosen by the community.
- Must be local people (not from outside region).
- 4 x community elected is preferable.
- A large area – might even need 11? – 9 is preferable. This could allow 6 to be elected from the NRM groups and three to be appointed by the Minister including the chair.
- Needs to be bottom up approach. The community should have the majority of the say as to who is on the board.
- Criteria for selection must be predetermined and possibly include the number of years in the region.

- This current model being proposed does not provide for a geographic representation. The region is sparse and people are spread out in separate communities. The model needs to recognise this and ensure outback people are elected from across the region.
- Nominate board members from district groups.
- Could be more than NRM – could influence the broader government agenda.
- Staff embedded in the community and attached to NRM groups.
- Must have criteria set for appointees.
- Sitting fees even for NRM groups to at least help in travel.

4.2 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

- Better sticking to the broader unincorporated region – use the line north of Hawker.
- Different tenures different levy structures, different priorities exist in Port Augusta and Flinders Ranges area.
- Make huge mistake coming too low with the boundary into the Flinders Ranges Council area.
- No to Port Augusta.
- SA Murray-Darling Basin – this area should decide as to where they fit. Traditionally they haven't seen themselves associated in broader arid Lands area. Have different interests and issues.

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?

- Don't have a separate body administer the Landscape priorities or grass roots funding.
- This should all be done by the Board and they should be given the right amount of funding to manage their local priorities.
- If there is to be an Advisory body to the Minister, there should be representatives from every region in the State.
- SAAL largest area with unique issues – this would need to be represented at the Advisory group level..
- Shouldn't have to pay into a broader bucket.
- Concern that the bucket doesn't get eaten up in admin.
- Redirect the lease payments back into the NRM fund.
- Just have appropriation of funds from Adelaide and a requirement on the Board to ensure there is budget allocation to grass roots community groups and landscape projects. The region is in the best position to understand what these priorities look like.

5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?

Comments were made in the context of the funding discussion. The group felt that the respective Boards should have budget allocation to manage their own landscape projects. A criteria could be set to ensure Boards allocated a certain amount of funding to landscape projects. Given the region is so large, landscape projects are necessary. But to have this administered by a separate central body with Boards needing to apply defeats the purpose of decentralisation. The Board is in the best position with the local knowledge provided by the NRM groups to make these decisions and it will save on administration and application processes.

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?

Comments were made in the context of the funding discussion. The same comments were made regarding the grass roots fund as the Landscape Priorities fund. The Board should administer a proportion of funds specifically for community groups and decide how these are distributed.

6. 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.

Population – steady as increased.	'Freehold' ☺	Freehold Pastoral Leases
BHP not using GAB water.	Freehold Lease. More funding for SAAL. Employment and economic increases in remote areas.	Freehold Pastoral Leases ☺
Well presented. I hope the Minister recognised the uniqueness of the Arid Region. .		

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	GRANGE
TIME/DATE:	6PM ~ 9PM – 6 TH SEPTEMBER 2018
FACILITATORS:	Becky

OVERVIEW OF SESSION

A group of approximately 35 participants were welcomed by the facilitator who set the scene for the session. The group was a mix of local government, Landcare groups, state government agencies, non-government organisations and a primary producer peak body. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

- **Better communication and engagement** was considered to be a priority, with participants wanting strengthened communications with community and landholders, but also inter-departmental communication between government agencies (both state and federal government), as well as industry. This includes making clear who is responsible for what. It was also felt that there needs to be better communication with regard to experts within the Department for Environment and Water – the community can make decisions, but they need direction and information from those with expert knowledge and scientific technical advice;
- **Outcomes & reporting** are a priority, with participants wanting to see clear key performance indicators linked to core NRM outcomes, with better transparency of the investment of the levy;
- Participants felt that **biodiversity** is a priority, with more protection of native biodiversity required. Natural assets were highlighted as important, with integrated catchment management and improved natural assets across the state, such as water, soil, flora and fauna. **Biodiversity corridors** were discussed, with reference to the need for people to work together to strategically plan corridors as opposed to undertaking small patches of work;
- Participants in Grange would like to see a rebalance of power between developers and the natural environment. Reference was made to **the relationship between the NRM Act and the Planning Act**, and that it is important that the Landscapes Act takes priority over planning and development;
- There was concern that **decentralised decision making** doesn't work without decentralised funding and decentralised expertise. A few tensions were felt between the guiding principles. Some liked the community and landholders at the centre, others were concerned how this works in **Green Adelaide** if the Minister is appointing an expert board, with some noting it seems a bit like spin. **Environment and natural resources should be at the centre of decision making**, not community. Relating to back to basics, participants asked why this is only applicable to regional communities. The guiding principles were felt to be high level motherhood statements and more of the 'how' is needed.
- In relation to **board representation**, there was concern that the proposed approach would be 'stacked' by the Minister, and some participants felt this would be no change to how it is now. The proposed structure doesn't demonstrate community decision making. Participants would like to see 4 elected by the community and 3 appointed by the Minister. Many participants asked **why the Green Adelaide board is different** from the regions, with desire to see community representation on there;
- The **\$2 million Grassroots Program is too low** and participants also noted that there needs to be access to longer-term funding rather than just short term annual funding. There was strong support **for cross-boundary funding**.
- It was felt by some in the group that **capping of levies** limits the future possibilities in relation to the overall amount of money available. There was strong commentary that questioned why there is a levy for environment when other areas of government don't have a levy but rely on the overall state funding 'pot'. One local government representative noted that whilst the Council was happy for a portion of **levy income** to go to other regions, he would like to see a portion of the levy being **transparently spent** on things important to his area (in this particular instance the River Torrens). He proposed that 60% of income collected in the area remain in the area, with 40% being paid in to the 'pot' to spread across other regions or landscape projects;

- It was noted that many people and groups are trying to do things in this space. One participant noted that **streamlining the work** of departments, groups and agencies to combine efforts would be more effective in delivering outcomes;
- There was concern that any planning process is impacted when a government change. Having 5-year plans sounded ok but it was suggested by one participant that **having a 4-year plan** that ties in with the political cycle might be more sensible;
- There was discussion around the concept of a separate board to focus on the **River Torrens**, particularly relating to all Council areas that have the Torrens (and associated creeks) running through should work together. The same suggestion was made with regard to Councils in **coastal** areas;
- One participant noted that one of Colonial Light's original visions was for Adelaide to be a **"Garden City"** and perhaps this should be revisited within the remit of Green Adelaide;
- **Climate Change** needs to be taken seriously;
- Education of community (particularly relating to the coast) is important. **NRM education** is currently working very well and must continue;
- **Balance** between social, environmental and sustainable economic development is needed.

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. They were encouraged to write no more than a couple of sentences.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<u>PLANNING & DEVELOPMENT</u>	<u>EDUCATION</u>
<ul style="list-style-type: none"> • Rebalancing power with developers and the natural environment – legislate. 	<ul style="list-style-type: none"> • Plant knowledge – male/female plants. • Natural plant systems – especially coastal. • Education. • Existing knowledge. • Education about natural process, • Devolution but not funding. • Engagement with schools.

	<ul style="list-style-type: none"> • Education of community and landscapes – especially coastal. • Revegetation. • Knowledge including Aboriginal. • Do not go too far. • Educational aspect needs to remain. • People and behaviour change.
<u>COMMUNICATION</u> <ul style="list-style-type: none"> • More direct science involvement. • More open information and sharing with community i.e. more transparent. • Inter Departmental communication: including Industry/State/Federal Government and including responsibility/power. • Make it clear who is responsible. • Strengthen support for and communications with community and landholders. 	<u>OUTCOMES/REPORTING</u> <ul style="list-style-type: none"> • KPIs linked to core NRM outcomes – better transparency of investment NRM levy. • Consider and balance social environmental and sustainable economic development.
<u>CLIMATE CHANGE</u> <ul style="list-style-type: none"> • Take Climate Change seriously. 	<u>LOCAL</u> <ul style="list-style-type: none"> • Understanding local issues e.g. Hills fires; suburban flooding and dune destruction.
<u>BIODIVERSITY</u> <ul style="list-style-type: none"> • Improved biodiversity through state wide. • Pest species management. • More protection of native biodiversity. • To reinforce natural environment and increase natural habitat. 	<u>RESOURCES/STAFF</u> <ul style="list-style-type: none"> • More resources – long term staff into marine and land Parks/Reserves.
<u>NATURAL ASSETS</u> <ul style="list-style-type: none"> • Give Coast Protection Act more power. • Put monetary value on large trees etc. • Integrated catchment management: <ul style="list-style-type: none"> ○ Looking at whole system. ○ Link to planning and development. ○ Cool, green cities. ○ Example of River Torrens being a mess. ○ Improved natural assets in our state (e.g. water, soil, flora and fauna). 	

2. WHAT'S CURRENTLY WORKING WELL?

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

- Coastal Ambassador System to be improved and continued. EMS to continue.
- Support for NRM for volunteers/volunteer run organisations.
- Continue and enlarge the current knowledge base of training.
- Support the various community groups with their current work and projects.
- Continue to support the current Management Plans to coordinate the activities between land owners, local councils, and environment groups like Trees for Life.
- Knowledge, technical committed staff.

- Support of NRM and other agencies such as Trees for Life and community groups.
- Long term planning with policy and technical expertise.
- Engagement with schools – for education for sustainability i.e. Star of Sea School.
- Fantastic information – does everyone know it's there?
- Funding for partnerships e.g. collaboration with Local Government – zoos etc.
- Education – adults and NRM education – school education.
- NRM education and NRM Engagement programs are excellent.
- NRM education in schools and community extension (e.g. workshops).
- Community connections – off-shoots from NRM, then sharing knowledge, skills, programs etc., with other community groups.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Decentralised decision making doesn't work without decentralised funding and expertise. Yes – this is a big concern.
- Some issues need a wider long term perspective – like Climate Change. X1
- Decentralising can result in problems if every little area does its own thing without regard to the overall good of a region i.e. planning on coast – needs overall responsibility – sea level rise etc.
- Decision making on many issues is already decentralised. Government entities don't communicate with LGA – other departments. How much more splitting could there be? That's part of the problem of management of creeks, coast etc.
- Too complex at state level therefore how does decentralising make things simpler?
- Consider state wide strategic NRM – where are priorities at the state level?
- No Nuclear Dump in SA no matter how much \$ it will create, at the expense of natural environment (including humans).
- At odds with the principle of whole of landscape approach.
- Yes, but requires central control/oversight for funding and for accountability, overall directives.
- Decentralisation – will you keep the science, education information? Will there be the money, the people?
- Risky if not a genuine commitment to establish the rights, checks and balances.

b. A simple and accessible system

- This is contradictory. It is not possible to have simple and effective systems for managing complex entities. Reform should aim to develop management that is responsive to, responsible for complex natural and social systems.
- Participation is important but direction and decision needs to be informed – and communities empowered. Science and education are key.
- Simplicity needs to come from better integration with other legislation – particularly Native Vegetation, Coast Protection etc. (not feeling 'red tape' is an issue within NRM legislation).
- Must not be too complicated – people will not engage.

c. 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:* but history has shown this is very often not the case.
- This makes good sense to me.

- Land owners need a lot of help. I feel through experience the basic help hasn't been there. Land owners are often nervous about asking for help especially 3rd and 4th generation land owners.
- Land owners are not necessarily the best people and will need access to education and help.
- It looks like only those living on the land will be given the responsibility to care for it. Where will the majority of people living in this state and affecting have an input to caring for it? Cities impact.
- How can this work in the city if the Minister is appointing 'an expert Board'. This does seem like spin.
- More government spin and jobs for 'cronies'.
- Beware the vested interest!
- There are land owners at the centre of our gulfs. Marine issues must be treated separately.
- Environment and Natural Resources should be at the centre.

d. A whole of landscape approach

- *When the efforts of many individuals and organisations are combined across a wide area, the results are more substantial, visible and long-lasting:* This happens well now.
- Give creeks and rivers priority not owners.
- Acknowledge that the whole of Australia was 'land managed' by Aboriginals for thousands of years – see 'Dark Emu' and 'The Biggest Estate on Earth'. Gain knowledge of what went before.
- A whole of landscape approach is critical to success. X1
- Whole of environment – marine included.
- Revisit Adelaide as earliest 'Garden City'.
- All projects need KPIs that continue to be monitored after the project is completed.
- How does decentralisation work with this effectively?
- Education is a big part of resilience – communities will need to learn how to live in a different way, how to live in the 'future' world.
- At odds with the 1st principle of decentralised decision making.
- The whole landscape include our metropolitan area which is expanding and impacting river, biodiversity, beaches, dolphins, oceans etc. – not just landholders.
- Requiring levy funds to be spent in the region they come from means regions with huge areas and few people get little funding. Funds should be allocated on environmental needs – not wealth and population.

e. Back to Basics

- *The system for managing natural resources need to renew focus on the issues that matter most to regional communities:* Why only regional? Have communities been asked what matters most to them?
- What about the marine environment = seems to have very little focus (mainly land and coast)? Who and how will we manage an improve Marine Reserve and Sanctuary?
- Marine needs more management of and fees for recreational fishers.
- Old school thinking – it is more complex than this.
- If we look after soil, water, pest plans and animals the rest will be so much easier NB: need to prioritise.
- Sympathy to all parties – must be sensible and sustainable.
- Great statements need money. Managing the coast benefits the sea: i.e. gross pollutant traps need updating. Stormwater and soil run off need management. Management of weeds and rabbits and foxes very important. Remove them and natives come back anyway. Soil does not have enough attention at present.
- Need to set priorities on what is important for the environmental systems as a whole – not just on what people (or regional communities) see. This does not take a 'landscape scale' approach.
- But need to have a whole landscape focus/approach.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?

Table 1	Table 2
<ul style="list-style-type: none"> • It's good to have 3 members elected. Why not 4 though – (better to have 4). • How will election and ministerial selection from applicants – be managed to ensure a balance of interests across relevant communities i.e. to avoid nepotism, cronyism etc.? 	<ul style="list-style-type: none"> • Community representation.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Will they be paid and if so how much? Still community outnumbered by Minister. • Committee being steered by Department/Agenda – high governance transaction costs. • Nomination process. • Why is Green Adelaide Board treated differently? 	<ul style="list-style-type: none"> • Board choose/appoint General Manager from where? Expertise? Experience. • Too politically weighted. • Will existing staff remain? And have tenure? • Inter Board communication could be lost. • Too many departments already, just another bureaucratic layer – especially in Marine and Coastal management. • Ratio – the number of community membership should outnumber the Minister appointed people. • Who nominates the contenders for the position?

What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> • Accountability for decisions. • Processes for Boards and their members to receive and be required to demonstrate that they have properly considered – sound advice – science based; community development based etc. • Measurable outcomes. • Transparency of decision making. • Process to ensure no 'stacking' in decision making. 	<ul style="list-style-type: none"> • Needs continuity. • Coordination/collaboration is essential where they adjoin with common issues. • Get rid of some of the older departments already working on these topics to free up funding for significant projects and not just small ones.

4.2 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?		
Table 1	Table 2	Table 3

<ul style="list-style-type: none"> Based on catchments/environmental considerations (though concerns of existing local Government boundaries). 	<ul style="list-style-type: none"> Cross boundary issues need to be managed collaboratively between neighbouring regions. What is a priority in one, may not be in another. State wide coordination – e.g. weed issues. Allow for the future expansion of the urban fringe in the Green Adelaide boundary. Alignment of NRM boundaries and other government (state and local) operational boundaries. 	<ul style="list-style-type: none"> How do Board boundaries intersect with nationally recognised biological communities? How will Boards be enabled to manage natural structures/phenomena that are cross boundary? How will Boards be enabled/required to attend to nation and state wide biodiversity and agricultural priorities?
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4.3 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Coordinating assets and projects – strategic plans. Planting for biodiversity and sustainability. 	<ul style="list-style-type: none"> Invest in natural environment. Audit what is existing. Adapting to Climate Change. Do whole length of Torrens – Breakout Creek Wetlands. Manage all river courses as ecological entities. 	<ul style="list-style-type: none"> Not be a financial wasteful exercise of decentralisation/centralisation. Maintain green space and ensure that new development respects local flora and fauna and has a holistic plan for restoration and conservation of rivers and creeks. Respecting the diverse natural environment of the greater Adelaide area from North to South, from the ocean to the hills, promoting enhancing and projecting into the future.
Table 4	Table 5	
<ul style="list-style-type: none"> The upkeep and ongoing maintenance of urban rivers. Green streets and flourishing parklands. Integration of greater priorities into economic development priorities. 	<ul style="list-style-type: none"> Presentation and enhancement of green spaces/open spaces. Connections with adjacent NRM regions (cross-boundary) and marine/land/water interface. 	

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Inclusion of new coastal elements for the community (land based). • Whole of catchment opportunity exists. 	<ul style="list-style-type: none"> • That we might not lose more green space as we have been doing. • On the other hand, weeds might get as much attention as plants – hooray! • Bees might get more food and survive. 	<ul style="list-style-type: none"> • Possibility of restoring the original flora and fauna of the plains, sand hills and rivers.
Table 4	Table 5	
<ul style="list-style-type: none"> • Actual priorities are great i.e. coastal management. • Potential opportunity to be national/world leading. 	<ul style="list-style-type: none"> • Green streets = more trees and urban biodiversity. 	

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • 10 appointed members = too political. • Not enough understanding about issues. More science needed. • How do you ensure correct planting trees – too many ‘introduced’ that drop leaves and block gutters – into ocean? • No obvious experience in marine issues when experts already exist in this state. Duplication of system in marine. • Should also drive pollution reduction initiatives. 	<ul style="list-style-type: none"> • How relates to Local council? • Why 10 members ‘appointed’? • Retain open space % age/in new development/built form. • Why do Adelaide Green people have no say in their priorities especially since regional people can choose their own? 	<ul style="list-style-type: none"> • A committee of property developers. • Politically driven – selection determined by elected party. • Levies could be reduced or capped and funding to programs are reduced. • Concern that the structure of this board is different to other regions. • Unclear on planning authority and how it intersects with zoning, housing etc.
Table 4	Table 5	
<ul style="list-style-type: none"> • Appointment process to Green Adelaide boards i.e. cronyism? • Clarity of outcomes and KPIs. • Adequacy of the grass roots programs. • Distribution of levy. • Linkages to other government systems/legislation. • Link to ACC. • Green Adelaide shouldn’t have to fund sand pumping/beach replenishment. 	<ul style="list-style-type: none"> • \$2M grants fund won’t stretch far. • Education needs to be broader than just nature education – what about water, soils etc. • Distribution of levy funds will drive what can be done. • Natural resources within the city getting more focus that natural resources in the country – where are our most valuable natural resources. 	

5. 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"> Re: funding – CPI or independent body? Could be vastly different! 	<ul style="list-style-type: none"> Tell us/inform us – what is needed, what are the problems? Have a monthly/bi-monthly Open Night: <ul style="list-style-type: none"> Update the community. Share ideas. Tell us the problems/wins. Awareness of local issues. Vote on projects/programs. Newsletter for each Landscape Board/Region. Engagement with traditional owners of the land. 	<ul style="list-style-type: none"> Continue to engage with environment groups and community forums. Education programs. Something like the 'Fund my Neighbourhood' program but for environmental projects.
Table 2		
<ul style="list-style-type: none"> Re: delivery – stop dredging. 	<ul style="list-style-type: none"> Resource on ground staff adequately/generously. More rangers. 	<ul style="list-style-type: none"> On ground people are fantastic they are really responsive and like your friends. They need more permanent jobs – full-time. Employ, keep supporting education especially Aboriginal education. Corridors for biodiversity i.e. butterflies and bees. Keep building bee hotels. Looking after small environmental groups. Coast Ambassadors.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?	
Table 1	Table 2
<ul style="list-style-type: none"> Capping limits possibilities. What portion is in the region vs in the landscape scale/cross-boundary? 	<ul style="list-style-type: none"> Out of the 8 local councils who manages the Torrens.

<ul style="list-style-type: none"> • Should there be a levy for the environment? Environment should be fully funded. • We like the approach of funding priority landscape scale and cross-boundary projects/services – some existing regions have limited capability to raise levy \$ from their population e.g. SAAL, AW, KI – but these regions have important natural resources. 	<ul style="list-style-type: none"> • One suggestion is 60/40 split. 60% spent on the Torrens itself. 40% to be used wherever across the State. • (West Torrens and a few others). • There should be allowance for exemptions to the cap for special circumstances.
Table 3	Table 4
<ul style="list-style-type: none"> • If councils collect the levy then the Landscape Board boundaries need to coincide with Council boundaries as far as possible. • Greening Adelaide levies must also go out to the Regional Landscape Boards. • Having a unique entity to manage rivers (Torrens for example) and coast is critical. 	No comment made.

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?	
Table 1	Table 2
<ul style="list-style-type: none"> • Yes – absolutely e.g. Buffel grass program is a good state wide initiative with regions working together. • How will priorities be set at state wide level? 	<ul style="list-style-type: none"> • Questions about the very premise of using a levy to fund NRM – it should be a core government function. • Definitely a need for cross regional and state wide projects. • Need a landscape scale project in each region. • Both mechanisms are needed – partnerships and Landscape priorities fund.
Table 3	Table 4
<ul style="list-style-type: none"> • Yes. • High priority to resolve quickly/not become long term issues – stalling other plans. 	<ul style="list-style-type: none"> • Restricting levy funds to their source regions means large low population regions with major NRM needs get the least funds - makes as much sense as giving Burnside residents better Public Services than those from the Port!

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?	
Table 1	Table 2
<ul style="list-style-type: none"> • Is \$2M fund taken from levy fund? • Long term desirable. • \$ is too low – with 9 boards would be \$220K average per board which would have minimal impact on the ground. • What about administration costs? Do they come out of this \$2M? • We support grants for these groups. • Where is this \$ being taken from? 	<ul style="list-style-type: none"> • Doesn't sound like much and it seems like double-dipping. • Don't want this to replace core NRM responsibility. • Strong accountability/transparency on what is funded. • Priority for grass roots grants that have good environmental outcomes as well as high engagement.
Table 3	Table 4
<ul style="list-style-type: none"> • Yes. • Good. • This action is already happening and is always in demand for more. 	<ul style="list-style-type: none"> • Equitable distinction between availability of funding to support cross boundary priorities and within community as well as local ones. • What's difference between grass roots and priorities fund? • Who/when manages each as individual entities and see that they're complementary? • How will an annually managed funding take account of the fact that most on ground projects need at least 10 years assured support?

7. 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.

Beck Hirst is Prime Minister. There is a practical, operational set of strategies to promote biodiversity enhancement across SA with measurable improvements and publicised – used as a basis to make more improvements.	Wide scale behaviour change that sees society caring for the environment. And engaging with it on a daily basis. Not sure it's an aim of the reform though!!!	You will no longer receive petitions from the conservation and environment groups representing the people of this state because the destruction and degradation of the environment has stopped. All would be well.
There is a clear and single line of responsibility for solving issues to do with the flow of water down the creeks and rivers to the sea, not half a dozen departments making different competing decisions with no ability to look after issues that affect everybody and every environment downstream.	More enforcement of legislation against those not doing the right thing. Green Roofs, solar panels and water tanks and green areas per household.	Either councils or Landscape Boards are gone.
A healthy environment with minimal pollution. People working together to improve and learn to keep our country beautiful.	People throughout SA are excited about caring for the environment. There is research and money available for us to know/do environmental projects.	No species lost. Higher numbers of people engaged and involved.

Community fees empowered and engaged in NRM and natural resource conditions have improved/met targets.	There is more money being invested into creating vibrant and sustainable natural environments across South Australia.	Sea grass returning – or at very least not receding any more. Less pollution in storm water run-off. Councils planting more native trees/shrubs and not the trees that drop leaves annually, thereby creating a mess in the storm water run-off.
The 'Education for Sustainability' success has continued and been expanded as a priority and pest value for money activity.	Budget 2020 Environmental funding has been priorities and in the State budget just handed down. 2% of funding was allocated to the environment.	For each of the 9 Landscape Boards and for Greening Adelaide: by 2020 the process will be just started. You will not know if it is good or not at that time. By 2024 = full 5 years. The KPIs should show how successful Landscape Act has been. Therefore choosing the KPIs is essential.
My children told me that the environment, the nature and the native animals are in a better state than in 2018.	Community is engaged. Lots of unsolicited activity, enthusiasm, community taking part. Efficient and sensible use of resources, funding, ongoing and completion of projects.	More large shade trees – green spaces – biodiversity - less weeds, feral animals. Healthy soils and oceans. Happy customers.
A wide, healthy, well-vegetated stretch of sand dunes and dry beaches (i.e. dry at high tide), along our metropolitan coastline.	The best sustainable urban ecosystem in Australia, Southern Hemisphere or the World – maybe!	Eradication of pest animals and plants – the rest will look after itself almost! Not possible in 2 years but some measurable outcomes monitoring success.
Genuine engagement between government (intra state), industry and community to support development and improvement of natural resources in partnership with growth.	Positive feedback.	6 gigalitres of clean River Torrens water going to use along the Torrens and clean water out to sea.

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- NRM education – where will they fit in? Essential in teaching our teachers to teach our kids!

PHASE: STATE-WIDE COMMUNITY FORUMS
SESSION: SCOTDESCO
TIME/DATE: 10AM-1PM, 12 SEPTEMBER 2018
FACILITATORS: Jon

At Scotdesco we held a workshop with people representing organisations or groups with an interest in the Alinytjara Wilurara and Eyre Peninsula NRM regions, including the Chair, Deputy Chair and CEO of Yalata.

For EP, discussion focused on the success of **co-management** in the Ceduna region and there are concerns that this should not be lost in any reform. There is a good working relationship and partnerships between EP NRM and AW communities (Yalata and Oak Valley) which is not through any formal mechanisms but cooperation and collaboration in the Ceduna office (where EP and AW staff are co-located). Workshop attendees were keen to see this level of **collaboration** continue. The **Healthy Country Plan** under development was referenced several times as a valuable piece of planning work that should be utilised by NRM/Landscape SA in future. Workshop attendees were concerned that the good work put into the plan is not lost.

For AW, having considered the proposed reforms and the likely impacts on the AW Board, discussion focused on the proposed changes to **elections**. While the principle of elected representatives had some appeal, there were some problems or constraints identified, including:

- the potential for larger families to have greater influence in the voting process
- the need for Board members to have the requisite skills, knowledge and experience to contribute
- the need for the key communities and their representative organisations to have an equitable representation on the Board
- when people are elected as individuals, they don't have an obligation or requirement to bring information back to the communities they represent, leading to a lack of understanding and transparency

The Yalata representatives felt it would be preferable for each AW community organisation's board to nominate their AW Board, for the Minister's approval, instead of a community vote for an individual/s.

Other important points discussed included:

- **Reduction in Board member numbers** (9 to 7) - this might be feasible but would need to have organisations like Ceduna Aboriginal Corporation (whose involvement is less relevant now that FWC has determined native title) cease to have membership
- **AW Presiding Member** - the group advised that the appointment of Parry Agius had been successful and the fact he was not from the area was not an issue, as he knew how to work with Anangu and had other important/relevant skills, knowledge and experience. In future, the appointment of a Presiding Member for AW would need to ensure that the person is the right fit - perhaps seeking endorsement of the AW community organisations before the Minister proceeds with the appointment
- **Trainees and rangers** - there had been some success with trainees going on to other industries but a concern that any training must be linked to genuine employment prospects. If not, the value of training was questioned.
- For EP, the distinction between advisory roles for **Aboriginal people** and decision-making. The Minister's interest in greater leadership for Aboriginal people was welcomed, but the point was made this should not be in an advisory capacity (ie where advice may be ignored by the Board) but as **decision makers with the Board**. Having at least two Aboriginal representatives on the EP Board was suggested, considering the large number of Aboriginal nations in the region.
- Regional Authorities and their role (if any) in NRM is to be clarified.

Additional engagement

Jon met with Robert Larking who is a community leader at Scotdesco. As landholders in the Eyre Peninsula NRM region Scotdesco is in a unique position, pursuing conservation projects (including wombats) while seeking assistance to maintain productive and healthy grazing land.

Robert identified several challenges the community experience in working in NRM, that resonate with the proposed reforms:

- difficulty in accessing funding for projects
- excessive bureaucracy in applications, funding and reporting

Robert would like to see more funding available locally, with less red tape.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MOUNT GAMBIER
TIME/DATE:	2PM ~ 5PM 18TH September 2018
FACILITATORS:	Steve

OVERVIEW OF SESSION

A group of 25 participants were welcomed by the facilitator who set the scene for the session. The group was a mix of NGOs, primary producers, landowners, volunteers, industry (forestry) and local government. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Boards

- There needs to be a better representation of industry sectors and landholders on the new Landscape SA Boards.
- The new Boards need to consider how they attract young people to either join the Board or participate in key decision-making processes.
- There is currently a confusion of roles – what the Board is responsible for and what the DEW is responsible for. This needs to be more clearly defined and the roles separated in order that Landowners and the broader public know who is responsible for what.
- Currently there exists excessive bureaucracy and red tape which hampers the ability to get things done.
- Increase the numbers of permanent staff working for the Boards and seek to reduce turnover in order to maintain continuity of effort.
- The new Landscape Boards need to lead from the front and while Councils can support program delivery through the provision of resources they should not be accountable for leading initiatives that are the responsibility of the Board.
- None of the Board currently answer to the electorate – having members voted by the community will help to hold the Boards accountable to the public – they are there to serve the community.

Education and Engagement

- There needs to be a continued emphasis on education programs regarding the importance of biodiversity and wetland management.
- Better and improved consultation and engagement with the agricultural sector and associated landowners.
- Improved information sharing and effective collaboration at the grass roots community level.
- Communities need to be more engaged with the Boards, understand the role of the Boards and see the relevance of the Boards. Communities need to feel empowered, involved in decision making around the priorities and see how their feedback can make a difference.

Local Government

- There needs to be a recognition of the local government role as a landowner and the first point of contact for levy payers with no cost shifting or attempts to pass responsibility for landscape issues back to Councils.

Levies

- The funding for the Back to Basics programs (pest plant and animal control, soil and water management) for public lands should not come from the levy – these programs need to be well coordinated with NRM programs but should be paid for by either the relevant Department or funded by the State.
- Levy monies raised in the region should remain in the region.
- The Department should provide funding support to ensure programs can be adequately delivered – it shouldn't all be reliant on the levy money.
- Capping of the levy is generally supported, but consider how to retain some flexibility should a region desire to support a particular initiative and be willing to pay.

- There should be a focus on the landscape and adequate management programs – they cost what they cost and the State should provide additional funding when needed to support the right management programs for any given region.

Back to Basics

- Biodiversity needs to be included in the Back to Basics concept
- Boards need to have a stronger focus to pest native animal species and how these can be managed to support productivity of the landscape
- Pest plant and animal control at the local level needs to be improved and a regional coordinate approach is needed.
- Native Vegetation needs further consideration about how it is managed when it impacts on private productive land – some flexibility is needed.

Water

- Water needs to be better managed in the region – water currently flows out to sea via the SE drainage system and greater effort needs to be made to look to ways to harvest the water or retain it in the natural environment. Consideration should be given to legislating this to ensure resources are applied to minimise discharge to the ocean. This is likely to require economic modelling to understand the regional benefit to be gained against what cost of harvesting or returning the water to the environment.
- A simpler water allocation process is sought supported with more on the ground monitoring (and not left to hypothetical modelling). A quicker approach to issuing water licences that is efficient and transparent. Funds need to be allocated to hydrological studies.
- In managing the water resources, precautionary principles should apply based around science and evidence.
- The Drainage Board has an important role to play but needs stronger connections and coordination with the Board. There is merit in separating the management of surface water via the drainage system from aquifer water but stronger collaboration and coordination of resources, research and programs needs to occur.
- Roles and responsibilities of managing irrigation practice and licencing needs to be clearer.

Integration

- There needs to be strong integration and coordination with other Departments and legislation – together with greater clarity as to who does what.

The Engagement Process

- Concern that the opportunity for input was not promoted effectively with many people not knowing the session was being held – people who have had a strong involvement with the NRM in the past weren't written to or individually advised that the sessions were taking place.

FACILITATED DISCUSSIONS

The group undertook a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large 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.

The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<p><u>NATIVE VEGETATION</u></p> <ul style="list-style-type: none"> • Flexibility in terms of managing native vegetation on private productive land – e.g. stringy bark germinating in a pine forest. • Create and enhance native corridors to protect health of birds and bees. 	<p><u>DRAINAGE BOARD</u></p> <ul style="list-style-type: none"> • Include the Drainage Board into the SA Landscapes? See notes – connection – yes.
<p><u>WATER</u></p> <ul style="list-style-type: none"> • Water is used in a sustainable manner – sustainability feeds into Climate Change. • Improve quality of aquifers. • Managing all of coasts – together as one – not fragmented management. • 5 top threats to aquifers. Make every effort to protect aquifers. • Opportunity to retain water in the natural environment rather than discharged out to sea through drains. • Water can be used for agriculture, natural environment. • Water needs to flow out to sea to prevent salt build up in aquifers (and other things i.e. nutrients). • More transparency a research around water and irrigations. • Simpler water allocation planning process: more on ground monitoring; not solely on modelling; hydro studies; more efficient water licensing – quicker. 	<p><u>BACK TO BASICS</u></p> <ul style="list-style-type: none"> • Biodiversity to be included in Back to Basics. • Pest and weed management needs to be improved. • Regional approach to pest plant and animal control to support local landowners. • Board to have more interest in over abundant native species especially grey kangaroos.
<p><u>COASTAL</u></p> <ul style="list-style-type: none"> • Vehicles off beaches. • Better management of coastal/inter-tidal and marine zones (integrated with land and marine). 	<p><u>LEVIES</u></p> <ul style="list-style-type: none"> • Levies raised in region, stay in region. • No cost shifting of administration fees from Adelaide. • Clarity on how costs will be shared between government and community. • Levies don't increase but funds used wisely. • Hobby Farm Levy Reform. • Cap on NRM levies. • Funding needs to be adequate for programs.
<p><u>LOCAL GOVERNMENT</u></p> <ul style="list-style-type: none"> • Recognise local government role as landowner and first point of contact for levy payers. • No cost shifting. • No responsibility dumping. 	<p><u>IMPLEMENTATION/DELIVERY/KNOWLEDGE</u></p> <ul style="list-style-type: none"> • More action by NRM on ground. • Increase NRM research. • Continuity of environmental knowledge in the region, which is being impacted by outsourcing.

	<ul style="list-style-type: none"> Implementation of Act is key: not just the Act; negative changes happened through Government Policy.
<u>EDUCATION AND ENGAGEMENT</u> <ul style="list-style-type: none"> Better/more effective collaboration and information sharing – especially sharing of research results. More support for community involvement in NRM: <ul style="list-style-type: none"> Empowered. Reimbursed. Decision making. Act on feedback. Clear responsibility authority. Better consultation with farmers. Public education on importance of biodiversity and wetlands. 	<u>STAFF</u> <ul style="list-style-type: none"> More permanent staff work for Board. Reduce staff turn-over and ensure continuity of effort. Shared information.
<u>CLARITY OF ROLES</u> <ul style="list-style-type: none"> Define the roles of the Board and the Department. Less layers of bureaucracy to get through to get things done – especially for local councils and local government. 	<u>LANDSCAPE BOARDS</u> <ul style="list-style-type: none"> Greater proportional representation of industry/land holders on NRM Boards. More involvement of young people in the decision making processes – better and more convenient meeting times. Re-implementation of the pest/plant board to centrally manage the control of pests, plants and animals.

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>ENGAGEMENT</u> <ul style="list-style-type: none"> Public Relations are good – helping the public as far as they can. Continue good collaboration across industries in the South East. Restore “Bucks for Bush” program. Environmental education in schools. 	<u>MONITORING</u> <ul style="list-style-type: none"> Weather monitoring and advice on adapting to declining rainfall. RAMSAR sites. Weed inspectors. Monitoring services need to be retained.
<u>WATER</u> <ul style="list-style-type: none"> Underground water allocation plan. Keep number of water management areas – legal; tenure – inclusion of forestry. Continuation/re-implementation of the hydrologist position. Ability to trade water. 	<u>NRM INTEGRATION</u> <ul style="list-style-type: none"> Have achieved some degree of integration of Natural Resource Management (previously separate boards).
<u>LEVY COLLECTION PROCESS</u>	<u>PLANNING</u>

<ul style="list-style-type: none"> Land levy collection through Local Government efficient and effective. 	<ul style="list-style-type: none"> Lot of good planning done last 15 years that needs to be retained.
<p><u>OTHER</u></p> <ul style="list-style-type: none"> Technical and assistance in protecting and managing wetlands. NRM noxious weed identification and eradication program. Boards would need to apply to government for any expenditure above allowance. Landscape priorities fund for state wide projects and programs. Grassroots program with \$\$ available for volunteer community and Not for Profits – at the moment propose that Green Adelaide administers this. Support to be given to regions from Green Adelaide. 	

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- How can the legitimate interest of minorities and the less 'powerful' be protected?
- Need to avoid government direction which conflicts with local needs.
- This is a double-edged sword. The enhanced regional boards need to be truly representative of and answerable to their communities.

b. A simple and accessible system

- Local Government is directly answerable to communities' i.e. Council face on votes; take red tape and compliance costs out of Local Government producing actions for its communities.
- Clarity around funding from regional levies to state wide Landscape Priorities Fund and Grassroots grants.
- Transparency around who is responsible for what – as a young person in the agriculture industry, the role of NRM Boards, Drainage Board, NRMSE, DEWNR etc., is unclear and confusing and creates duplication as well as gaps.
- Councils/NRM should have clarified weed responsibility years ago. I believe NRM have but needs community education constantly.
- Do not let removal of 'red tape' allow for uncontrolled development.
- Ensure that the new legislation to reduce red tape is supported by departmental systems and policies that deliver this aim, early on, NRM Boards were autonomous but were slowly pulled closed to Government and subject to Ministerial direction.

c. Community and land owners at the centre

- Community will be involved if their opinions are respected.
- Volunteers involved with threatened species, pest animal and plant control, public land need to be included.
- Better engagement with farmers – and more effective and targeted extension that facilitates change rather than just awareness.
- Education of farmers and town gardeners.

- Recognise Local Government as a key land holder, stakeholder and partner (with limited resources). Ability to engage land holders through existing works and networks.

d. A whole of landscape approach

- Drainage Board has a long successful history of managing drains and wetlands and should be left to continue management and adequately funded to maintain, monitor and manage surface water.
- Natural environment – fauna, flora, wetlands etc., need to be considered/managed.
- Some water needs to flow out to sea to prevent salt build up and nutrient build up. A complicated matter – fresh water flow to sea can cause loss of seagrass beds – as in Rivel Bay.
- Pelagic fish for shorebirds need to move between sea and wetlands.
- Landscape SA needs to incorporate current Government departments to avoid ‘silos’ all having different objectives.
- Greater contribution to coastal management in regional areas. In Metro Adelaide levy funds sand management but in regions this falls to Council.

e. Back to basics

- Soil should be left to the farmers with help from agronomists.
- Biodiversity should be a basic.
- Bees are a basic – healthy ones – as long as they stay out of native hollows. They are a serious threat to the environment when they go feral.
- Microflora performs billions of undervalued ‘industrial’ processes. So protect from smog.
- Adequate funding to promote continuous employment to undertake programs and scientific research.
- Consider the public **vs** private benefits and how public money should be spent e.g. soil improvement programs on private land – should levy be spent on this?

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. Each table was provided with one of the topics and given time to make comment.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What’s good about this structure?

Table 1	Table 2
<ul style="list-style-type: none"> • Smaller Boards are good. • All Board Members will be local. • Make sure there is representation from across the region. 	<ul style="list-style-type: none"> • The concept of decentralised decision making is good but there are issues with its implementation as noted below.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Appointees need to be local people. • Board to elect chair. • 4 elected by community, 3 appointed by Minister. • Community engagement to elect/vote for candidates? 	<ul style="list-style-type: none"> • For responsibility to be truly decentralised the community needs to appoint all seven Board Members. • Need to equitably appoint Board Members to reflect population densities, industry contribution and the natural environment.

• Eligibility of candidates for Board?	
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What will we need to have in place to make sure this structure works?

Table 1	Table 2
<ul style="list-style-type: none"> • Staggered terms for Board Members. • How long will terms be – shouldn't be too long but equally shouldn't be too short i.e. 4 year term, re-elected every second year. • Good company structure to operate under the Board. • Encourage gender equality – give women the opportunity to represent the community. • Younger people need to be involved in the decision making process. 	<ul style="list-style-type: none"> • Need to be able to get broadly skilled people from each of the three areas: population densities, industry contribution and the natural environment.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> • <i>Priorities to focus on basics of enabling natural resource management such as: soil quality; water management; pest plant and animal control: add biodiversity, wetlands and threatened species.</i> • Regular meeting: of the board and employees (public observes); with the community (6 monthly at least). • Education programs in various parts of the community ~ indigenous and bee-keepers. • Report card setting out key financial data and where \$ received, spent and target met (or not). • Set target/objectives in advance and report against (accountability). 	<ul style="list-style-type: none"> • Publicly report on monitoring the resources. • Report on expenditure admin/resourcing. • Monitoring natural resources. • Report on Board activities.

Any other comments about board accountabilities?

Table 1	Table 2
<ul style="list-style-type: none"> • Level of volunteer involvement (weed and bird spotters). 	<ul style="list-style-type: none"> • Ministerial appointments may need to balance any 'majority rule' ('branch stacking').

<ul style="list-style-type: none"> • Certainty of employment for key personnel: protect valuable knowledge; target and report on continuity of employment; staff development; success of attracting external funding. 	<ul style="list-style-type: none"> • Debt collection of land based levy. • Communication with community (landowners).
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4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1
<ul style="list-style-type: none"> • Coorong area needs to be within Murray Darling Basin region. • Adjoining boards need to collaborate, especially along boundaries. • Uncertainty around where the South East upper boundary actually is?

5. 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 project? 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"> • Consulting for the sake of consulting – just do it. • Changing things for no real reason. • Political interference in whatever Board's legislation. 	<ul style="list-style-type: none"> • Be more open to environment information via citizen scientists and be more easily collated. • Recognising what landholders know about their land. • Re-read the original NRM Act and the intent. • Needs to be greater emphasis and support for community engagement on the Boards. 	<ul style="list-style-type: none"> • Community consultation – meetings around the region. • From the Ground Up magazine: <ul style="list-style-type: none"> • Into employees. • Reporting on programs. • Information about environment. • Information re changes in regulations. • Information re changes in water allocations

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Irrigation levy – 2 components; 1) Allocation 2) Volume used. • CPI. 	<ul style="list-style-type: none"> • Agree with cap plus CPI. 	<ul style="list-style-type: none"> • Often wages increase above CPI, so each year cuts would need to be made to operating budgets just to continue existing projects. • Services that underpin – already the case. Government responsibility to maintain. • Parliament Committee to approve exception, not Minister.
Table 4	Table 5	
<ul style="list-style-type: none"> • Drought/hardship variability in wealth to be considered (capacity to pay). • Reverse is that >CPI in good time (government banker). 	<ul style="list-style-type: none"> • Good idea to cap levies at CPI – Boards operating within their allocated budget. • Ability not to have to increase levies every year e.g. in years of drought or fires. • Don't like the ideas of an independent board setting rates. 	

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • There is a need for cross regional projects. Prefer partnerships across multiple Boards. • Funding should not come from levies, should come from government. 	<ul style="list-style-type: none"> • Yes – each region raises funds but a proportion is divided out to the regions. 	<ul style="list-style-type: none"> • Commitment to spend, not just accumulating funds – not like solid waste levy/Native Vegetation fund. • At least 1:2 matching \$ from government. • Opportunity for levy \$ to be maximised by working with bigger projects. • Model these before implementing.
Table 4	Table 5	
<ul style="list-style-type: none"> • Yes – we need cross regional and state wide projects (e.g. weeds and corridors/connections/wetlands). Coastal erosion management. • Need protection for smaller revenue areas. 	<ul style="list-style-type: none"> • Partnerships across multiple landscape boards is a good idea – a central fund is not because it decreases focus on collaboration and cooperation and increases competition. 	

6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Grant Funding returned to region money raised. 	<ul style="list-style-type: none"> It goes against the decentralised model i.e. funds centralised and Adelaide decides where it goes. 	<ul style="list-style-type: none"> Should be a government funded fund not levy. Prefer Grass Roots \$ to stay in region. This would be more efficient than paying to a central fund then applying and returning \$ to the region.
Table 4	Table 5	
<ul style="list-style-type: none"> Why can't State Government just fund this like Victoria and New South Wales? 	<ul style="list-style-type: none"> The Grassroots program should come out of Green Adelaide fund – and not be administered by Green Adelaide. Should be administered by local boards or a central non-biased board. 	

7. 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.

Productive and profitable agricultural industry that collaborates with other industries and has minimised the impact of climate change on the local economy by looking after our natural resources.	Judge success by acceptance by the local community – if they really think it is working OK and aren't complaining about paying levy, then you'll know it is working well.	Success is if local land holders have easier access to this new Government Department. It will succeed if the Minister takes on board the suggestions that are made by the groups.
It has been successful if you get re-elected to Government. Water table is OK. Drainage to the sea is attempted to be put back into aquifers for recharge. Local government and NRM is working together toward good community projects without NRM interference. Look at Local Government and assess their effectiveness to bring good outcomes to their communities.	I would judge success if the Minister actually takes notice and implements a lot of the suggestions that the groups have all agreed on.	The Liberal Government has passed a legislated ban on 'fracking'. If that is still in place then the reforms of Landscape Management will have been successful because it is all about environmental awareness.
What does success look like?	Success is the big % of people it affects are happy with the outcomes.	Increased biodiversity. Fewer threatened species/ecosystems.

Funding targeted to highest NRM priorities across the state as well as the regions. Decrease in \$ spent on administration and increase in \$ spent on on-ground works/projects.		More effective on-ground work occurring.
First guiding principle is 'Decentralised Decision Making' – don't centralise process by drawing state wide and grassroots back to Adelaide.	Community goals achieved. Community not upset or against maintaining the reforms. Members of the Landscape Boards satisfied that their time and efforts have been successful and have been welcomed by the community.	Measure of success: Resources show decrease in decline or stability. Public feedback is positive. Community is supporting projects.
Regulation of Soil, Water and Pest Plant Management being successfully implemented and proceeded. Stakeholder/Community participation supported and compensable for and most importantly committed. SE Water Allocation Plan supported in its entirety.	Improved natural resources (need to measure). Increased implementation of best practice land management. Land holders meeting their responsibilities – increased compliance. Community support for NRM Board and programs: positive PR; increased participation; willingness to pay levies; decreased complaints; increased community/government/industry partnerships; less competition for funding – more collaboration on projects.	That the process of changing Acts/Regulations does not cost a fortune just for the sake of it. That a change in Government changes the structure again. That the NRM Board acknowledges industry and works closely with them. A cost benefit analysis is done on the changes – will the structure reduce costs and improved outcomes.
Very difficult – most of the population are not aware of Natural Resources Management. Benchmarks needed with adequate funding for ongoing measurement – monitor to pick up changes – positive or negative.	No species have become endangered/critical. Improved Murray environmental flows. Greater NRM funding and positive outcomes through projects receiving Grassroots Fund funding.	Difficult issues – driving on beaches etc., would be dealt with. Wetlands would be vibrant. Aquifers would be healthy. Pest animals and plants would be under control or at least being managed. People would have an understanding of the environment. Farming practices would be sustainable.
There would be a well-educated population in city and country who understand that climate change is happening very fast. Water is life would be on car stickers everywhere. All plastic cleaned from beaches etc. Fossil fuels will be a thing of the past. Indigenous land management (traditional) more understood and adopted.	We are confident we can deal with climate change. The community is generally positive about NRM Landscapes. Minorities are adequately involved and represented.	

8. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Accommodating a greater population i.e. who is the community? Who owns land/houses? X2
- Who do the Boards report to? Department of Environment and Water? Someone must be responsible. Can't just be the Minister – he will be advised by his Department.

ADDITIONAL NOTES MADE BY FACILITATOR ON BUTCHERS PAPER:

FUNDING:

- Capping (flexibility).
- Focus on landscape and resources.

AWARENESS OF OPPORTUNITY:

- Lack of awareness and advertising of the opportunity.
- People who have been involved in the past in engagement sessions were not written to or advised.
- Previous data bases should have been used to ensure broad awareness.

DISCUSSION – KEY ISSUES:

- Better monitoring of water resources management.
- \$\$ raised should remain in the region.
- Department should also provide top up. Taxes are paid.
- Roles and responsibilities NRM needs to take lead but Council can provide adequate funding for Back to Basics on public land – not out of the levy.

WATER:

- Precautionary principles should apply – knowledge and science.
- Water licensing – they are transferable and \$\$ needed.
- Water resource management – look to putting water back into the aquifers.
- Legislation – to manage/prevent water discharging to oceans.
- Drainage Board – needs stronger connection with NRM – surface water/aquifer water.
- Look for better ways to manage water/preserve to support.
- Irrigation – who – roles and responsibilities.
- Economic modelling to prevent water tout to sea – cost – but benefit to economic development of the region.
- Winter water – storage??

HOLISTIC VIEW:

- Other pieces of legislation.

LOCAL GOVERNMENT:

- None of the Boards answer to an electorate – Council does.
- They should be there to serve the community.
- Projects and plans through red tape.

PHASE: STATE-WIDE COMMUNITY FORUMS
SESSION: BORDERTOWN
TIME/DATE: 2PM ~ 5PM - 19TH September 2018
FACILITATORS: Steve

OVERVIEW OF SESSION

A group of 28 participants were welcomed by the facilitator who set the scene for the session. The group consisted of NGOs, primary producers, landowners, volunteers, and local government. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Levy

- The documentation appears to suggest that regions will need to become more reliant upon the levy that is collected in their region and less reliant on external grant funding – this will limit the regions ability to effectively deliver programs and most particularly if they are still required to send money to Adelaide by way of administrative fees.
- There needs to be more specific details provided as to how the appropriate amount of funding will be given to enable the regions to be effective in their program delivery. Will there be an equitable distribution? Will all levy monies from around the State be pooled and then distributed? How much will be consumed by Adelaide? At present the information around the levy is too abstract. Specific numbers and percentages are required.
- Councils should continue to collect the levy – it is a cost efficient and effective method. However, the issue for Council's is the impost on them to make up the shortfall in funds and the ultimate debt collection process for those who don't pay.
- Will there be increases to the levy to pay for the desired outcomes? What future impost will this likely be to rate payers?
- Can there be a consideration of others who could pay in the community other than landowners? Good land management and long term sustainability of our landscapes is the responsibility of everyone.
- Equity of acreage – the principles of equity need to be accounted for in the way the levy is set.
- Agriculture drives the levy – 70% of the levy money comes from the agriculture community – those working the landscape for economic development and prosperity of the regions carry the levy and therefore they should benefit from the programs and projects undertaken by the Board
- Aspects of the way the levy is currently set is not equitable – the system needs to be more equitable (ie: landowners in towns and regional cities who own two adjoining allotments on separate titles pay twice, whereas rural landowners with contiguous landholdings don't).
- Will the Board continue to have responsibility for setting the levy? Will they be constrained to particular options? Will they be in a position to set what they consider to be the most equitable approach for their region?

Decentralise

- Boards need more autonomy, clarity of role (what sits with DEW and what is the responsibility of the Boards), greater separation from DEW, ability to engage specialists and make localised decisions to respond to local needs and issues.

Operational Emphasis

- There needs to be a greater focus on the operation of the Boards at the grass roots, with more on the ground staff, less administrative processes that soak up valuable resources and less procrastination in decision making.

Compliance

- The process pathway to compliance needs to be addressed. There are examples in the region of significant non-compliance (feral animals, weeds) and nothing is done. The process needs to be tightened and action taken to ensure property owners held to account.

Youth

- Embed succession planning into the education process through schools. Support school students attending Board meetings as observers to help them to understand what goes on and the importance of natural resource management. There needs to be an increase in the level of active engagement by involving youth and preparing the next generation.

Vegetation Clearance

- Is the Native Vegetation Act on the list for review? If so any review needs community engagement as changes could see the further reduction of native vegetation in our landscapes.

Biodiversity

- Biodiversity is at risk – a regional biodiversity strategy is needed with funding to match. By maintaining the health of the landscape other problems reduce.

Boundary

- The upper south east has distinct issues and characteristics from the rest of the south east region and this needs to be considered when allocating funding to programs and projects – often the area is treated as the poor cousin to the lower south east.
- Consideration could be given to the north western boundary of the region and where it is best located. This is not a straight forward issue as the lower Coorong is connected to the lower lakes and Murray Darling Basin. Any changes need to consider levy implications and what's best for the landscape. Where possible alignment with other regional boundaries (RDA, local government) helps in developing partnerships and management plans and this in itself could be a reason for considering a shift.
- The current arrangements in place have been largely driven by landscape and this should be taken into account in any review process.
- Alexandrina Council should be consulted if there was to be any changes to this boundary.

Board Structure and accountability

- The community needs to have a greater level of ownership of the Board – with the Board needing to be more accountable to the community
- The selection process needs to ensure representation across the region (avoid skewed results – ie: greater population in Mount Gambier may influence an open community voting process).
- There should be a skills criteria for those nominating to the Board.
- The community voting process should support more positions (either 4 of the 7 or 5 of the 7).

- The community vote process needs to look to avoid vote stacking (ie: large corporates supporting a particular candidate)
- Consider who is eligible to vote – should be those who are paying the levy – and one vote per property owner.
- Boards need autonomy to make public statements via the chair or General Manager and not be vetoed by the Department or the Minister.

Water

- There is room to reform water management through a greater understanding of the interactions between surface water and groundwater in a transparent manner.

Partnerships

- Continue with strong partnerships and look to enhance these and build others with a greater emphasis on on-ground effort at the community level.

What to Keep

- Good engagement opportunities into current planning process
- Staff at the local level are excellent
- Good community programs /partnerships are in place and happening
- Good school program
- Water allocation planning, monitoring and evaluation and utilisation of science
- Board members are currently selected based on skills – this shouldn't be lost in any new process
- Existing grant programs such as 'bucks for bush' are effective – don't lose the opportunity to access grant funding
- The principles of the NRM Act should be retained
- Maintain whole of landscape approach

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability
5. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
6. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large sticky notes and asked to write down their top three priorities for the Landscape SA reform process. The facilitator sorted them in to themes.

<p><u>YOUTH</u></p> <ul style="list-style-type: none"> • Make the Green Gang a state wide model – jobs for youth. • Successful planning. • Opportunities for youth to attend Board Meetings. 	<p><u>BOUNDARIES</u></p> <ul style="list-style-type: none"> • Regional boundaries to align with Council boundaries.
<p><u>WATER</u></p> <ul style="list-style-type: none"> • Effective management of water through a greater understanding of interactions between surface and ground water (in a transparent manner). • Reform Water Management e.g. Tatiara – re drainage in Tatiara – need good local knowledge to make decisions. 	<p><u>BIODIVERSITY</u></p> <ul style="list-style-type: none"> • Regional Biodiversity Conservation Strategy: locations; not species specific; funding priorities. • Biodiversity is at risk – real actions to address risks. • Make it easier for private landholders to conserve native bushland. • Recognition and improvement of biodiversity: if you have healthy landscape, other problems reduce; key contributor to resilient communities; strategy on priorities for locations for restoration. • Efficient protection and conservation of biodiversity. Find the best mechanism.
<p><u>LEVY</u></p> <ul style="list-style-type: none"> • Implement CPI based restriction on levy increase immediately – irrespective of new Act. 	<p><u>COMPLIANCE</u></p> <ul style="list-style-type: none"> • Compliance: consequences; timely; use the powers in the Act; follow through and enforce; ensure new Act enables easy and effective compliance.
<p><u>PARTNERSHIPS/ENGAGEMENT</u></p> <ul style="list-style-type: none"> • Real Aboriginal involvement a must. • Greater community engagement – partnerships between board and community groups. • Greater emphasis on on-ground effort at community level. • Increased understanding of landholder responsibilities. 	<p><u>OPERATIONALLY FOCUSED</u></p> <ul style="list-style-type: none"> • Become more operational. • Good M & E – Meaningful; drive future management; representative of landscape. • More on-ground staff with decision making ability. • Local issue: Bridal creeper spraying needs to continue – spore water. Need integrated and expansive bridal creeper programs. • Get rid of B... S... - procrastination from DEWNR people. Too many Chiefs and not enough Indians. • Reform should achieve on ground actions e.g. tree planting (of the right type) and weed management. • Introduce Spray Carts.

	<ul style="list-style-type: none"> • A small handful of DEWNR people are really good people and give 110% - the rest are just talkers. • Need to get rid of procrastination – decision making should be able to be made by local staff.
<u>LOCAL ISSUES</u> <ul style="list-style-type: none"> • Local issue ~ fire protection for the township of Mundulla – reduce fuel load adjacent to the town i.e. graze it out. • Should be more activities as the 'bat night' involves a lot of people. 	<u>DECENTRALISATION</u> <ul style="list-style-type: none"> • Clarity on what's board issue and what's a department issue. • Autonomy for Board to: engage specialists; direct operations. • More autonomy: not having to comply with other regions: reflect regional differences in resources. • Decentralised decision making – currently everything/decisions seem to happen in Adelaide – need local people making local decisions. • Local decisions to be respected – measure and monitor any undue influence due to Minister's private/business views. • Separation of Board from Department (Back to the Future).
<u>OTHER</u> <ul style="list-style-type: none"> • Getting the engine room of agriculture going. • 70% levies come from landholders. • Agriculture generates the wealth to do NRM. • Balance economic and environmental outcomes. • Want to Achieve: <ul style="list-style-type: none"> ○ Simplicity, accountability, restoration of regional control. ○ Restoration of confidence: in NRM and Government; in NRM Regional Boards. ○ Clearly define and understand: what is Natural Resource Management? Who is the community? ○ Compliance: non-compliance to solutions; simpler, shorter and more effective. ○ Equity: Common ground rules especially levies. Application of law. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>EXISTING GRANT PROGRAMS</u> <ul style="list-style-type: none"> • Capacity to attract Grant Funding. • Devolved Grant Programs such as Bucks for Bush. 	<u>INTEGRATION WITH OTHER LEGISLATION</u> <ul style="list-style-type: none"> • Principles where multiple Acts were integrated together – Whole of Landscape Approach.
<u>PRINCIPLES</u>	<u>BOARD</u>

<ul style="list-style-type: none"> Retain principles of NRM Act. 	<ul style="list-style-type: none"> Skills based selection of Board members – ensuring people have the skills and knowledge to contribute to management.
<p><u>WATER</u></p> <ul style="list-style-type: none"> Don't lose knowledge and principles of Water Allocation Plans. Continue to monitor and evaluate the condition of ground water; driver of agriculture and environment; best science for allocation and management decision. Water Allocation Planning. 	<p><u>COMMUNITY PROGRAMS</u></p> <ul style="list-style-type: none"> Maintain schools programs. Linkages to the Green Army have been effective. Re-establish Green Army with better support – better qualified leaders AND 2 leaders per group.
<p><u>STAFF</u></p> <ul style="list-style-type: none"> People at local NRM – awesome. Board presence across region: offices/staff; board members; represent all Landscapes. Friendly, respectful can do attitude from NRM Staff. 	<p><u>PLANNING</u></p> <ul style="list-style-type: none"> 5 year plan already set up based on community decision making.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Good idea – but needs definition – local NRM (Boards) and offices need the resources to do the job. X1.
- Back to the Future ~ need autonomy.
- Must re-establish confidence in NRM Boards.
- As long as 'the Board' is in 'sync' with the community ~ "Ngarlkart – Blue Lakes".
- Alignment of boundaries should correlate with the regions land use/ecological units etc.

b. A simple and accessible system

- Compliance must include Solicitor – General and legal availability.
- New Board Staffing. ~ General Manager plus one or two admin assistants only. All project work contracted out to DEW, PIRSA, Consultants, Community Groups, Local Councils and others. The Board staff skills to be in contracting and monitoring.
- As long as you cannot pay your way out of "non-compliance" as long as the culture supports legislation and it is effective.

- A strong presence should be looked for amongst the youth of local communities i.e. a representative with an exceptional cultural awareness – especially amongst Aboriginal youth.

c. Community and land owners at the centre

- Landowners to recover cost related to government inaction.
- To be guided/moderated by Science special to the field of endeavour.
- Community need to have influence in management and decision making but we don't just need a new "additional "group".
- Tap into existing/established Landcare/environmental/agricultural groups in the region.
- Landowners that invest their own money in effective and recognised desirable outcomes land and natural resource management should not carry a financial burden to support other stakeholders.
- Community groups (schools etc.) will have to support to continue with projects.
- Agree - these are the people at the coal face who understand the priority issues and have vast experience from working on the land/waters.

d. A whole of landscape approach

- Specific regional issues may be overlooked. Agree – everything is connected; must have a holistic approach, as the condition of one aspect of the environment affects/is related to another aspect.
- Great 'motherhood' statement – but what does it really mean? – We need some certainty around detail – plus Regional inputs!
- Re-assess region boundaries to keep existing 'communities' intact rather than an arbitrary line along Council/Board exiting lines.
- We use and live with air, soil and water. All of us. Levies should be called something else and support vibrant biodiversity indigenous to regions. The community should not pay to fix man made environment disasters i.e. (drains).
- We have a fundamentally altered landscape – clearing, drains, and loss of biodiversity (worst mammal loss per unit area in world) we need true landscape collaborative approach to maintain what we have left. How much value is our environment in this country and the world? Environment has been plundering for too long – and its value undermined – until we place \$ value on our Bush and the benefits it provides for our farms, country and world. We will always try to test.

e. Back to basics

- Tatiara flooding ~back to original drainage ~ 40 years of Tatiara Drainage Trust unable to resolve the problem.
- Relies NRM. Lack of representatives to resolve longstanding issues.
- But not dumbed down. NRM/Landscapes are complex and deserve in depth consideration and decision making.
- Define basics – allocate actual responsibility for administration of programs – fund the programs.
- Compliance – action – reaction: if you abuse our environment you should pay and fix it. If you continue to abuse it you should not be allowed to continue ownership.
- Compliance – enable on-the-spot fines.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Smaller number = faster decisions. • 8 on a Board can still work if Chair has casting vote only (not deliberate vote) 	<ul style="list-style-type: none"> • Size – workable and agile. • Autonomy. • To direct spend and effort. 	<ul style="list-style-type: none"> • Efficient decision making (potentially). • Local/regional representation to identify current and future issues.
Table 4	Table 5	
<ul style="list-style-type: none"> • Will Board Members be able to come to decisions and discuss matters with community without ministerial approval? • All Board Members will (probably) receive an 'allowance' from the department – this means they will not be allowed to make public comment without ministerial approval! 	<ul style="list-style-type: none"> • Three members elected, four members including the Chair appointed by Minister. 	

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Need high number of nominees. • Geographic spread of members. • Former politicians being appointed by Minister. • Actually if the Minister has control of the appointment of all 7 then skills, geography, gender etc., can be taken into account. • Ensuring gender of cultural equality. 	<ul style="list-style-type: none"> • <i>Chair appointed by Minister:</i> community to submit nominations? • Appointment process – Board Member diversity: age; sex; skills/knowledge; geographical locations (Ward?). • Will Board Members be remunerated? 	<ul style="list-style-type: none"> • How will age, gender and expertise and regional range in make of Board? • Term of service? • Individual or Board accountability? • How will the election run? Online; mail; compulsory; via Local Government. • Remuneration for Board Members. • Divide zone into geographic regions i.e. 3. • Ability to nominate persons to appoint Ministers vacancies. • The Board is making decisions using public funds so needs to be accountable.
Table 4	Table 5	
<ul style="list-style-type: none"> • Board representation not even, should have equal members from community. 	<ul style="list-style-type: none"> • Ministerial selection of members need to involve a 	

<ul style="list-style-type: none"> • The Minister is probably a 'good guy' (haven't met him) and having 4 appointed members on the Board and therefore control may not be a problem BUT what happens when the Minister changes – what redress/action available to communities if it all goes to hell in a handbasket? • If Minister can sack a Board Member then he has effective total control. • Is Board Chairman going to have a casting vote? Will be Minister's what he takes? • What is the criteria for election and appointment of Board Members? 	consultation and a good awareness of member skills.
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What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Reasonable pay levels for Board Members. • Upper/mid/lower/coastal areas. • Allow departmental and technical experts to be included. 	<ul style="list-style-type: none"> • Recognise existing groups and collaborations in place and working well. • Unlinking Board and DEW to ensure effective service (DEW still to be used if appropriate for service). 	<ul style="list-style-type: none"> • Maybe Board Charter that is inclusive and connected to total region, enterprises, land types, biodiversity and native vegetation. • Central Focus – can local community manage compliance?
Table 4		Table 5
<ul style="list-style-type: none"> • Strong communication and trust formed through mutual respect, leading into heave discussed legislation. Also cultural and potentially religious awareness. • A diverse age range. 		<ul style="list-style-type: none"> • Elections – eligible voters should include all people that are entitled to vote.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • A strong ground team that is mobile in accordance with legislation. 	<ul style="list-style-type: none"> • Budgets: need greater transparency about what \$ are spent on and this needs 	<ul style="list-style-type: none"> • Good governance – if back to Grassroots why 4 to be appointed by Minister?

<ul style="list-style-type: none"> • Reporting on outcomes vs key objectives at the end of board term prior to new election of board. 	<p>to be reported to the community (well publicised).</p> <ul style="list-style-type: none"> • Need to know how many staff the Board employs. • Reporting on what is delivered and the work of the Board – annual reporting needs to occur in detail. • Who the independent reviewer of the levy arrangements are? • Community consultation on the levy arrangements is necessary. • Community engagement on the Plan is important – needs of the Plan (i.e. the region) need to dictate the levy. • Need ability to form partnerships and report on delivery on those partnerships. • Water management is critical for the SE region and the state. 	<p>Maybe 3 (2) and 4(5) locally elected.</p> <ul style="list-style-type: none"> • Clear plans, measurable targets, partnerships. • Board location needs to be accessible for community. • Access to science/research to guide decisions.
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Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Seven members creates a small majority of only 4 votes, which calls forth how the members are elected via candidate eligibility. 	No comment made.	No comment made.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

Table 1
<ul style="list-style-type: none"> • The Coorong is problematic: the Coorong relies on the Murray and vice versa. • Boundaries should align with Council boundaries. • The U.S.E. Drainage Scheme links to the Coorong, but should stay in Limestone Coast Landscape SA. • Must be called Limestone Coast

5. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

5.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Cap levy at CPI – because an independent body will just be another group from the city 'telling us what to do' and as country people we are over that i.e. it will cause ill feeling that works against what we are trying to achieve. • Liberal Party Policy is no big new taxes – this is a big new tax! 	<ul style="list-style-type: none"> • Capping of levy: CPI cap a positive approach. • Not confident that ESCOSA is the best organisation (city based don't understand regional needs) to administer/approve levy increases – also criteria for sharing levy not clear. • Collection: alternative option – retain \$ in region – make available funds (a smaller proportion) to be available for state wide allocation to deal with important emergency situations (e.g. lower Murray issues) and ensure that \$ can be used for shared projects between regions. 	<ul style="list-style-type: none"> • CPI – OK. X1 • Not ESCOSA!
Table 4	Table 5	
<ul style="list-style-type: none"> • CPI – Develop plans and programs that are affordable. • Keep ESCOSA out of it. 	<ul style="list-style-type: none"> • Define the levy – where does drainage fit? • If region responsible for determining levy \$ amount, what is it to be spent on? • State issues. • Give community confidence and clear parameters to operate. • Restore confidence in Government at Community Stakeholder level that the environment/resources/biodiversity be managed in best possible manner. 	

5.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Yes – more detail to see how it will work. • Perhaps a separate Financial Advisor to liaise between the two initiatives. 	No comment made.	<ul style="list-style-type: none"> • Yes – and make it an emergency response fund. • What happens with a regional biosecurity issue that can spread to other regions? Answer – this system is required.
Table 4	Table 5	
<ul style="list-style-type: none"> • SA Government – State to buy into projects. • Projects and cross board boundary partnerships should be driven by boards. 	<ul style="list-style-type: none"> • <i>Partnerships across multiple landscape boards and other groups. Agree X2</i> • <i>A landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes: as long as local representation on the process. YES. There will be efficiencies in this process.</i> • Duplication of administration (double, triple handling of same funds). • \$ SE – Central – make up of State Board Charter. 	

5.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Keep the money local and distribute locally – keep 	No comment made.	<ul style="list-style-type: none"> • \$2M is a small amount.

Adelaide out of it – unless they are sending us money (and that's about time) (i.e. ex Green Adelaide).		<ul style="list-style-type: none"> The city should support the regions natural assets e.g. avoiding extinction. OK for the city to administer as long as distribution of funds is equitable and has a broad/even geographical spread.
Table 4		Table 5
<ul style="list-style-type: none"> Good – notes show Green Adelaide to co-administer? This is centralisation. 		<ul style="list-style-type: none"> \$2M won't go very far. Utilised for local on-ground practical work.

6. 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.

Seeing projects successfully completed. Value for money seen to be delivered.	Have been unsatisfied with previous lack of positive action in Tatiara. Thank you for communication. Hope to see some results.	Success will be obvious if Boards elected don't act like Federal Parliament has been doing. Elected people need to be special people or the change may not work.
Measuring success: <ul style="list-style-type: none"> Number of people effectively engaged in NRM. Number of local groups/communities receiving funding to undertake on-ground works. Landscape Boards developing Action Plans for their Region – addressing priority NRM issues. Increased pest plant and animal control. 	I regard the current system as pretty good – so success means minimal changes. NSW and QLD have seen massive backlash after changes to Native Vegetation clearance law – after these rules at your peril!	Local communities are confident they are getting a say. Not being told what Adelaide wants. Land clearing legislation still in place, a support given to landholders who retain Native Vegetation. Water rights fair. No more land clearing by 'big names' just for their own benefit.
Success is valued by progress, sometimes regardless of sentiments, for the environment.	Deer are controlled. No extinctions. Get re-elected. Levies are not under pressure – to be lifted above CPI.	Smoothly functioning system with relatively fewer complaints. Future directions driven by informative on-ground from targeted monitoring.

	Landscape weeds are controlled.	Compliance with pest plant and animal requirements.
Fewer dead or dying trees along local roadsides. Less rabbits in the headlights within the Keith township. Baseline 2 in last 10 days.	David Spiers ~ 2020 It is successful if confidence of the community has been restored in Natural Resource Management staff. Success is – issues raised are dealt with promptly; money is spent primarily on ground not in administration.	Success: Local communities are much less cynical about top down decisions – ex Adelaide and in relation to the environment much more likely to be positive and more likely to get involved.
Restored confidence by the community and landholders in effective land and natural resource management. Efficient use of collected levy funds.	Much would be done in Community and Government. Whole communities would be happier as a whole – have faith and confidence in the whole landscape. Management Project. Difficult issues would be overcome solved. Better bush and environment management. Employment opportunities.	Effective compliance. Successful reform 'Imagine 2020'. Job satisfaction for government employees. Resolutions to ongoing enduring problems. A culture in the community to take responsibility for their part in managing our environment. No species loss – rehabilitated land, healthy native and agricultural practice. NO FERAL DEER on my place!!
Success Year 3 – Compliance: 1) The respect that Regional Landscape Board has within its region. 2) More quality of candidates willing - to stand for election. 3) The range of funding success beyond the region (e.g. Federal Government) and quality and scale of landscape projects undertaken.	Poll phone call to stakeholders and you receive a true response. Engagement of more people in the Natural Resource Management. Demonstrate good governance of public funds.	Equitable and transparent. No increase in levies – CPI max. All pay a share based on land owned. Happy community.
Getting back to the basics but making sure we have an integrated system that captures both Planning and Natural Resource Management and making the best use of fund raised.		

7. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to

them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- The NRM Council if kept should assist the Boards. Not develop a state wide plan which steals autonomy.
- If NRM Board and community autonomy do not need a Board controlled by the Minister. (Majority of members are Minister appointment).
- Will this or any other forum be acted upon? Is it just a public relations exercise so the Ministers can say he 'consulted' the general public?
- Please consider "Green Gang Bush Contracting" as a model to engage youth in the regions – subject to suitable leaders being available.
- A greater value (\$) needs to be placed on the benefits of conserving/managing our natural environment, and how this has a positive flow-on to other industries re: tourism, fishing and agriculture.
- Feral Deer! Not wild deer – removed from landscape.
- The coast needs a higher emphasis.

ADDITIONAL NOTES MADE BY FACILITATOR:

LEVY:

- Concern about loss of funding by a total reliance on the levy.
- Need clarity around how much of the levy has been consumed by Adelaide – fees/administration. Not distract – need exact number.
- Equity: will \$\$ go out of the region.
- Will the levy be collected and pooled?
- Can levies be leveraged from others – other than landowners? All members of the community have a responsibility.
- Will the levy be increased to fund the outcomes?
- Council – should they collect the levy? Currently efficient. Funding the balance of the required levy.
- Equity of acreage – the principles of equity need to be accounted for in the way the levy is collected.
- Agriculture drives the levy. 70% comes from the agricultural community – operational farmers.
- Equitable system for setting the levy state wide.
- Board have options to set the levy most equitable to their community.
- Rural – recognises contiguous land owners but town rate payers pay multiple blocks (separate titles).
- Board can set the levy on what they consider is most equitable from various options.

COMPLIANCE:

- Process and pathway to compliance needs to be addressed e.g. non-compliance of fencing; feral deer – government non-action – equitable approach.

OBSERVATIONS:

- Be mindful of greater population sharing results.
- Community to have ownership – 5/2.
- Regional/geographically represented. Skills and criteria.
- Regional areas (3) Election process – everyone who pays Council Rates to have a vote.
- 8 members – can work (Chair only has a casting vote).
- Avoid an ability to stack the vote (large corporates).

- Board needs autonomy to make public statements through the Chair or CEO without veto.
- Boundaries – Coorong is problematic – boundary/NRM/ Limestone Coast.
- RDA - Same boundaries makes partnerships easier.
- Ask Coorong Council – Landscape has driven current outcome.

YOUTH:

- Embed succession planning into education process – to attend boards (3hours a month).
- Vegetation Clearance Act – Is this on the agenda? Concerned about changes or that could occur and impact changes.
- Boundary – Coorong – upper SE has distinct issues to the rest of SE (poor cousin).

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MENINGIE
TIME/DATE:	2PM ~ 5PM - 20TH September 2018
FACILITATORS:	Steve

A group of 21 participants were welcomed by the facilitator who set the scene for the session. The group consisted of NGO's, volunteers, primary producers, landowners, Local Government. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

Decentralisation and Role Clarity

- The original intent of the Boards was sound – but they seem to have lost their way in coordinating and supporting projects at the local level. What projects the Boards have delivered in recent times have been done well, with committed and friendly staff. The original plan for NRM has failed at the Department / bureaucratic level.
- There needs to be a separation of the NRM from DEW. While program coordination is necessary between the two entities, their roles and responsibilities need to be clear. Staff working for the NRM (or Landscape SA) need to be accountable to their Boards and not be compromised by needing to deliver DEW programs and strategic direction.
- DEW's role should be to do with National Parks and wildlife and broader State conservation matters. NRM should focus on pests and weeds, soils and water at the local level to support landowners who are paying the levy.
- NRM should be empowered to make more autonomous decisions and leverage resources from the community and Council to deliver programs
- Form follows function – what is the intention of the Minister with respect to the role of the Board. While the general intent has merit, some of the principles may be at risk of conflict in an operational sense. If a landscape approach is intended, together with the reduction in administration, resources and governance are still necessary. The function of the board needs to be clear in order for the form to be established.
- Coordination of landscape programs with public departments will be critical if they are to be effective – you cannot have good programs being implemented by the NRM in weed management for example and the issue is not being dealt with on public land (ie: National Park).
- Resources for program delivery are key – and with funding constrained, the ability to have the right resources matched to the right programs will be a challenge. There may be merit in having the Department with funding from the State retain ownership of issues of a State-wide nature that are likely to be beyond the ability of Boards to tackle even if they partner with each other.
- Strong support for decentralising decision making from the Department to the Boards.
- Boards are in the best place to make local decisions and to respond to local needs. Strong support therefore for decentralising and giving the Boards more decision making authority.

Role of the State Department

- Resources and funding is a big challenge – there is still a role for the Department at the State level to tackle issues that might be beyond the ability of the Boards and the Back to Basics principle – ie: dryland salinity project.
- The Department needs to action issues that impact multiple regions at a State-wide level – this cannot be ignored in going forward with reform.
- State funded programs are essential to support on the ground actions undertaken by the Boards. This ongoing support and balance between State and local action is a necessity.
- Decisions at the State level need to be made in consultation and collaboration with the Boards – ie: in making decisions to de-list weed species engagement with local landowners who may be hurting as a consequence of that weed, need to be taken into account – a bottom up approach is needed in order for such decision making to be informed.

Boards

- Boards still need the skills and knowledge to effect good programs.
- Boards need to consider how they retain the right resources to match the long term management of landscape issues.

- Board membership must include expertise, skill mix and knowledge. The number of 7 appointees is about right.
- Boards need to be clear about their vision and their role and that of their staff.
- The Chair could be appointed by the community as an independent and approved and endorsed by the Minister.
- Representation across geography, gender, industry, community needs to be ensured. There is a risk in a region like the South East that the population of Mount Gambier could skew the community vote result if there is a lack of criteria or requirement for there to be diversity.
- Board members need to be appointed for a reasonable terms and turnover of board members staggered to enable continuity.
- A connection to Government and Department experts is still needed for coordination purposes – but in a collaborative/consultative way where the Board still maintains its autonomy.
- There was a preference expressed for four members to be voted by the community and three appointed by the Minister.
- Could look to ensure that there is at least one representative from each Council area.
- There is strong support for the community election idea, but the approach needs to guard against the risk of vote stacking possibly by introducing a pre-selection process.

Staff/Resourcing

- There needs to be a continuation of resources to match landscape issues.

Back to Basics

- While it is accepted that there needs to be a stronger focus on the back to basics, the Boards can't just be a weeds and rabbits board. Native vegetation and fauna is currently missing and this is seen as a gap.
- There needs to be a stronger focus on biodiversity and assisting local landowners adapt to climate change and conserve threatened species.
- Better on the ground support for weed control.
- Supporting and encouraging land owners to not only focus on back to basics but to link to broader landscape scale approach to projects and initiatives.

Levy

- There is a risk that even with the reform the levy will ultimately get swallowed up in administration and governance. New administrative process therefore need to be efficient and ensure that we are not reinventing the administrative wheel albeit in a different form.
- Avoid cost shifting – the levy raised in the region needs to stay in the region.
- Government departments and Government agencies that own land should be accountable for paying the levy.
- How will staff be employed – are they going to continue to be public servants from the Department – or will they be accountable to the Board?
- Avoid absorbing the levy on wages and administrative process
- The way the levy is currently collected in the region is inequitable because the boundary straddles different Council areas. There is therefore merit in considering better alignment of boundary with Council boundaries.
- There is also merit for having a consistent approach to levy raising across the entire State.
- Concern about having a central body control funding for grass roots projects and whole of landscape priority projects. If this structure is to be implemented one body should manage the central pool of funds and consist of representatives from across the entire region.
- There is no argument about cross regional issues – but can Boards be charged with responsibility to ensure they work with other Boards to deliver whole of landscape priority projects and therefore control the funding accordingly –rather than deferring to a central body. In creating a central Board, consideration needs to be given to the additional funding and resourcing that is likely to be required and which could have the potential to soak up additional levy money.
- Boards should be performance based and be required to report against set measures.

Strategic Approach

- Boards require a landscape vision to inform programs based on science and knowledge.
- This strategic approach needs to be underpinned by good on the ground engagement and coordination that can leverage the support of local landowners to participate in landscape scale projects.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, and boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion as a whole group with facilitator (not using worksheets) regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given three large sticky notes and asked to write down their top three priorities for the Landscape SA reform process. The groups then shared their priorities with the whole group and sorted them in to themes together. Participants chose headings for each of the clusters of priorities.

<p><u>LEVIES</u></p> <ul style="list-style-type: none"> • Levy rises. • Across all Boards we need all fees set the same way (at the moment we have ½ a council area which pays quite differently). 	<p><u>ROLE CONFUSION, CO-ORDINATE & MANAGEMENT</u></p> <ul style="list-style-type: none"> • Boundaries: redefine boundaries: taking into account: environmental areas; Council boundaries. • A process for clear dialogue between the 'Board' and 'on-ground' community groups and individuals. • Pest, Plant and Vertebrate Control – a coordinated, unified and controlled approach at Landscape scale – Back to Basics. • Logical management of Natural Vegetation to allow revegetation in alternative areas. (Farm logistics). • Clear articulation of regional Landscape Vision to guide local action but this must be reconciled against. • Decentralised decision making. • Less administration etc., • Coordination between Government Agencies (DEW, MDBA, Drainage Board etc.) and the local Board. • Honest and complete transparent communication between Government sector and community. • Accountability confusion – who does what?
<p><u>BIODIVERSITY</u></p> <ul style="list-style-type: none"> • More ecological focused approach to over abundant species management e.g. seals. • Potential for Act to: increased fisheries productivity in estuaries through better flows. • Help private landholders conserve threatened species and landholders adapt to Climate Change. • Noxious plant eradication not control. • Support LAP programme. 	<p><u>BACK TO BASICS</u></p>
<p><u>INTENT OF THE ACT HAS BEEN LOST</u></p> <ul style="list-style-type: none"> • No follow through on the original plan. 	

<ul style="list-style-type: none"> Centralised power. Money removed from region. People at bureaucratic level have failed the plan. 'Don't muddle in the puddle'. 	<ul style="list-style-type: none"> Looking for something to help private landholders be engaged and supported in landscape scale initiatives. Landscape approaches to link action on public and private land. No weed control.
<u>OTHER</u> <ul style="list-style-type: none"> Boundaries. National Parks: Permit System sh*t. Staff; Visitor enjoyment; Access; Responsibilities – stall, public. Pest Management: Enforcement; No boundaries; delivery. Water Reform. Outcomes of Projects – ongoing not just quick fix solutions – short term. Staff Management/Accountability – stop moving staff about. Expertise held in Department/conflict/agenda. 4 community (at least one council) 3 appointees – Ministerial from the region – no outsider - maybe except the Chair? Appointees should not include 'experts; with pet projects or agenda in area of Board. If existing expertise exists locally that should be utilised. Community members should come with experience in Pest/Soil/Water Board Training! Levy rises; original plan; people failure; 'not to muddle in the puddle'; weed is terrible; accountability confusion. Council should not contribute to shortfall of levy admin fee for levy collection. Private land Economic gain. Landscape scale – connecting remnants. Resilience – catchment – remnant. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>PROGRAMS</u> <ul style="list-style-type: none"> Tree planting. NRM projects very well led. NRM Goals good: Tree planting; Friendly Staff; NRM projects very well led. Not too much. 	<u>STAFF</u> <ul style="list-style-type: none"> Friendly staff. Working well: Bums have been kept on seats!
<u>ORIGINAL INTENT</u> <ul style="list-style-type: none"> NRM original goals were very good. History of coordinated support for local NRM projects. Great precursor to a 'Landscape Vision' approach. 	<u>COMMUNICATION</u> <ul style="list-style-type: none"> Acquisition and dissemination of NRM information.

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- Must be informed by sound science. X2
- Water Management – what is meant?

b. A simple and accessible system

- Local Landholders must be consulted – they have their practical abilities.

c. Community and land owners at the centre

- Landowners need good information sources and assistance to make informed decisions. Too much conflicting information currently from a variety of sources.

d. A whole of landscape approach

- Whole of landscape approaches require integrated management of land, water and biodiversity. Difficult to achieve when efforts are fragmented across different issues or land tenures. X2.
- Plus we must also consider Coast and Marine – streams take land hard pollutants etc., and deposit them in coastal waters.

e. Back to basics

- Soil, water and pest plants and animals need urgent action. At whole of Landscape level.
- Less red tape, buck passing and acting like public servants. Get a job, stay in it, not moving throughout the department.
- Does not resonate – no native vegetation/fauna – how can we manage landscape?

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • What is the true difference given final Ministerial approval? • Good size. 	<ul style="list-style-type: none"> • Local representation. X 3 	<ul style="list-style-type: none"> • Potential to include experts on Board. • Good size.
Table 4	Table 5	
<ul style="list-style-type: none"> • Looking good close to original 2004 	<ul style="list-style-type: none"> • Split between 4 Appointed and 3 Elected will be OK if ALL drawn from region. • Compact – 7 is ideal number. • Not 1 from each Council area – too many. • Expertise based! 	

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Distribution of membership evenly across the geographical region. For both – ministerially and community appointed members. • Diversity of expertise from across the region. • Reasonable length of term – can only change - over % of membership at one time. 	<ul style="list-style-type: none"> • Reverse numbers – 3 by Minister and 4 by community. • Cross-region representative balance. • May be too small to get adequate cross-representation. (Potential for 1 person from each Council area). 	<ul style="list-style-type: none"> • How will connection to government departments be achieved? • In a fully decentralised model shouldn't the Chair be nominated by community then approved by Minister? • How will the model ensure balance across geographic distribution, industry, gender, race etc.? • Need to ensure adequate skills mix in Board to undertake this role.
Table 4	Table 5	
<ul style="list-style-type: none"> • Adequate legislation to ensure long term protection of plans. 	<ul style="list-style-type: none"> • If any appointed members come from outside. • More elected community than appointed. Not include "1 issue" appointees i.e. pet project they want to promote. 	

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Roles, goals, responsibilities, milestones (reportable) accountability for deliverables and outcomes. • Long term visions. 	<ul style="list-style-type: none"> • Better communication in ALL areas e.g. What is going on? What is likely to happen?; When change might take place? 	<ul style="list-style-type: none"> • Terms of Reference. • Access to adequate expertise. • Independent Chair. • Chairman needs appropriate skills.
Table 4	Table 5	
<ul style="list-style-type: none"> • Right people. 	<ul style="list-style-type: none"> • A good cross section of community: graziers; grain; fisheries etc.; science; indigenous; interested community members. • Good Chair. 	

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?

Table 1	Table 2
<ul style="list-style-type: none"> • Local input. • Measureable. • Local parameters measured. 	<ul style="list-style-type: none"> • Clear set of guidelines – common to all Boards. • Training: ensure all appointees/elected get Board training/even if already done.

	<ul style="list-style-type: none"> • Support: go and get expert advice. Not be held to utilise DEW (Department) Staff – autonomy to choose. • Financial ~ Expertise: i.e. to be able to read balance sheet etc. • Strategic Planning – SWOT – Benchmarking. • Works to be audited/delivered what was in the project – acquittals – reports.
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Any other comments about board accountabilities?

Table 1	Table 2
No comment made.	<ul style="list-style-type: none"> • Transparent – community able to access information and programs etc.

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1
<ul style="list-style-type: none"> • Managing diversity. • Understanding diversity. • Cross border inequity – unequal levies. • Confusing boundary between NRSE and NRSAMDB. • The Coorong NP is in two Board areas currently. • Landscape Board criteria must be determined at local level. • Over-arching issues e.g. Drainage Projects.

5. 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"> • Irrelevant projects. 	<ul style="list-style-type: none"> • Weed control. 	<ul style="list-style-type: none"> • Managing Murray Darling Funds for projects on farms.
Table 2		
<ul style="list-style-type: none"> • NRM Plan reviews if there has been no change (wasting money). • If a program is not complete don't review until after completion. • Talk 'fests' with no on-ground' ACTION. 	<ul style="list-style-type: none"> • Start dialogue between Board, and communities/individuals. • Restart water management (surface and groundwater). • Analyse existing water-focussed projects and distribute results to stakeholders. • Control wetlands. 	<ul style="list-style-type: none"> • Pest, weeds, soils (needs improvement).

Table 3		
No comment made.	<ul style="list-style-type: none"> Engage regional communities in a conservation about developing the Landscape vision then implementing it and monitoring program, 	5 year planning cycle.

6. 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.

Ground works done. Projects in step with local requirements. Local appreciations.	Accessible Parks that are managed for Wildlife and People. Decrease in complaints through Councils and Boards on feral animals and weeds.	More people in each community would be involved in the activities etc., of NRM.
2020 - Through Salt Creek's eyes.	Contented community. Improved rural productivity. Socio economic ~ environment. Healthy balance environment and biodiversity.	Farmers have improved profitability and sustainability.
Dead Box thorns everywhere.	Farmers are happy to engage with NRM - sorry Landcare SA.	A well-functioning Board. A large number of on-ground project underway/completed. Budgets in balance. Good feedback from community.
Healthy thriving environment.	The Minister EW will have 9 Landscape plans and will be receiving progress reports on how each region is achieving its vision.	Community employed. Funding remains in community. Landscape scale plans implemented. Local programs implemented.
Bipartisan support ongoing despite political status.	A demonstrated, productive/environmental gain measured by (in part) the heart felt radiated by communities and the volunteers that have been engaged to build success. Cash flow – can that be used as a measure of success?	Success is not reliant on the amount of money spent, rather it is on what is achieved. If roadsides had less weeds, if there were less feral animals. If we had to less farm toxic chemicals. And there were more smiling faces at functions like this – we have succeeded.
Still in the 'job'. Boards working proactively – locally, state wide. Auditing of all tasks has been satisfactory. Feedback from community is positive	Depression reduce. Feral animals reduced. Tourism increase Small rural businesses survive. Red tape and BS reduced.	

7. PARKING SPACE

It was acknowledge that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- To manage Pest (animal) give them a value – allow harvest, consumption, sale. Whilst no value to anyone they are a pest, once someone (landholders, shooters, processors, sales) make money the offtake – reduction of animals will be constant.

ADDITIONAL NOTES MADE BY FACILITATOR:

- Clear separation – roles.
- Better coordination but clarity of roles.
- NRM – pest and weeds.
- DEW – National Parks.
- Lack of boundaries – NRM power on property owners – BUT what about National Park – DEWs opinion should be considered.
- NRM should be empowered to authorise on certain things on National Parks (i.e. weeds).
- Plant management back to Councils? – leverage resources.
- Form follows function. What is he asking the Board to do? Boards are working with different local actions. Is he asking for landscape work? Contradiction – reducing admin but takes resources to co-ordinate.
- How can Board achieve landscape change if management is segregated?
- Need skills/knowledge to the Board in order to achieve needs – e.g. Dryland salinity – resources at State level aren't there now.
- Big resource challenges – there is still a role at State level to tackle strong knowledge. That might be beyond the Board to tackle.
- Contribution of resources to match landscape issues. Action and maintenance.
- Due consideration about what species hurt farmers and decisions about delisting.
- DEW needs to action issues that impact regions.
- **RISK:** Levy gets swallowed by staff in admin/governance.
- **BALANCE:** Need some support. Informed and efficient support – consider some issues are state wide and not NRM resourced.
- Need a landscape vision to inform programs based on science. Any number of catchment issues a landowner could be involved in. How to locate the informed and motivated landholders to participate in Landscape Scale projects? Linkage? This can be achieved through bottom up management. Delivery. Engagement/co-ordination – quality and level of support.
- **BOARD:** Clear vision/deliverables and role. Include experts. Size is right. Connect to Government. Chair appointed by community and approved by Minister. Independence. Skills (facilitate and group management). Geographic distribution/gender/sector ~ skills mix – diversity; not an over representation. Terms of Reference – balance and expertise and experience. Reasonable term/tenures.
4 by community; 3 by Minister – 1 representative from each council area is one way.
Support for voting principle. Should be diversity. Vote stacking. Pre-select process.
- **FUNDING:** Wage control – are they public servants or are they private? Are the Boards going to absorb the money in wages? Money out – put decision making into the hands of others. No cost shifting. Money needs to stay in region. Government departments should pay the levy.
Two separate ways of raising the levy because they are in different council areas. Currently it's inequitable – so either align Council areas. Division currently needs to be resolved. Across the state it should be consistent.
Is it another layer of bureaucracy?
Making decisions in Adelaide.
Need to be careful about the people who make the decisions if there is a central pool of money. One representative from each board.
- No argument about cross regional issues.
- But presumably Boards could come together to agree to do a program.
- Don't necessarily need another Board.
- Build the requirement of landscape into Board responsibility.
- Boards – performance based.
- Back to Basics – Native Vegetation and Fauna is missing. Can't be just a weeds and rabbits board.
- Boards – leverage volunteers.
- Funding – Board needs to retain decision making – best placed to make call. Decentralisation. Boards should be capable of making their call.

PHASE:	STATE-WIDE COMMUNITY FORUMS
SESSION:	MARION
TIME/DATE:	6PM to 9PM- 4TH October 2018
FACILITATORS:	STEVE

OVERVIEW OF SESSION

A group of 42 participants were welcomed by the facilitator who set the scene for the session. The group consisted of NGOs, primary producers, landowners, volunteers, and local government. Whilst a full account of input received can be found below, some of the key points to arise from this session were –

- Education programs currently on offer through the NRM are excellent and need to be retained;
- Outcome based principles are needed to embed what the Boards do – this will help Boards in guiding their investment planning. The existing five key principles that are being canvassed with communities are being used to guide the engagement and feedback. Hence defining outcomes based principles for the Boards to focus on and from which to develop their plans will be valuable;
- The levy has been gradually redirected over time away from direct on the ground programs – this needs to be addressed through the reform process;
- NRM staff are excellent, but they have been constrained in their ability to deliver;
- Biodiversity – there appears to be an absence of this in the current documentation describing the reform agenda. There needs to be a wholistic view of landscape including the protection of native fauna and flora. For example, when developing programs that target pest plants and animals, methodologies need to be carefully selected to ensure native flora and fauna is not impacted. One specific example was given of a location where there are many woody weeds present which need to be removed but the area is home to many birds. In addressing the woody weeds, the native fauna and habitat needs consideration. Biodiversity needs a greater focus in the new legislation than what is apparent;
- A State-wide advisory body over the Landscape SA Boards has merit and should be considered in order to coordinate matters of State-wide significance;
- Selection criteria for appointing new Board members needs to be considered – Boards need to be skill based and knowledgeable of the issues in their respective regions;
- Board boundaries should be aligned with communities of interest;
- Green Adelaide as a concept has merit. Consider connecting developers to Green Adelaide to ensure street design, landscaping, water management and impact to landscape are better addressed. Consider a biodiversity survey of Adelaide to establish and underpin the work of Green Adelaide;
- Five year plans aren't long enough – a 20 year vision is required within which fit the five year plans;
- Streamline grant applications – currently they are a burden to volunteer groups. A lot of volunteer groups are based in Adelaide and give their time to the regions. Don't restrict opportunities for funding for volunteer groups just because they are based in Adelaide. Don't create additional administrative processes which may burden the volunteer groups;
- The eastern boundary of Green Adelaide needs careful consideration. How is the peri-urban areas going to be dealt with? Maybe consider aligning to Council regions but ensure that those Councils who straddle both urban and rural environments are given the right support. Green Adelaide therefore may not just be able to focus on matters of an urban nature.

A CONVERSATION WITH THE MINISTER

The Hon. David Speirs, MP, Minister for the Environment and Water was welcomed by the facilitator who then asked a series of questions about his vision for the reform, including what he anticipated the structure and approach to natural resource management might look like in the future, and what he hopes to achieve from this engagement process.

The facilitator went on to welcome a small number of questions for the Minister from participants.

FACILITATED DISCUSSIONS

The group went on to undertake a series of facilitated activities, exploring the following topics –

1. **Top 5 priorities** – what are the top five things you would like the reform to achieve for natural resource management in your region?
2. **What's already working well** – What are the top five things that are currently working well and you would be disappointed if they were lost through this reform process?
3. **The 5 Guiding Principles** – How might these principles might help your priorities to be addressed?
4. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
5. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
6. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program
7. **Measuring Success** – If you were the Minister, how would you know that the reform has been successful?

The notes below are written up verbatim.

1. PRIORITIES FOR REFORM

Each table was given five large sticky notes and asked to write down their top five priorities for the Landscape SA reform process. The facilitator sorted the priorities in to themes and shared them with the whole group.

<u>FUNDING</u> <ul style="list-style-type: none">• Funding equity.• State government to collect the levy rather than councils.• Adequate funding – DEW and NRM are substantially under-funded for the critically important work they do, or need to be able to do.• Increase levy.• Transparency – reported fully annually.• Include Board member fees and outcomes – across the state.	<u>BIODIVERSITY</u> <ul style="list-style-type: none">• Strategic approach to revegetation corridors to support biodiversity.• Preserving diversity of plants and animals.• Maintain and enhance wildlife corridors.• Holistic approach to biodiversity – weed and native inter-relationships, both positive and negative.• Biodiversity protection should be a major priority.• Biodiversity – definition for the Minister: “healthy species richness and abundance”.• Maintain and strengthen tree protection legislation for significant trees and supporting biodiversity.• Specify environmental pests, not just pest (and not just exotics).• Balanced ecosystems – dealing with overabundant natives.• Streamline approach for nominating and revising threatened species including invertebrates and fungi.• Overall policy of nurturing natural resources overrules local interests.• Appreciation of the nexus between water/food/energy.
<u>CLIMATE CHANGE</u> <ul style="list-style-type: none">• Address issues.• Community consciousness.• Water courses; water flows; sea level rise; temperature rises – wildfires – most urgent.• On-ground actions thinking about Climate Change.• No thought about Climate Change.• Regional and local level approach to Climate Change adaptation and mitigation.	

<p><u>PLANNING AND REPORTING</u></p> <ul style="list-style-type: none"> • Improve transparency and accountability set and achieve milestones, and check. • A valuation methodology for ecosystem benefits separate from the 'primary production; capacity of the land, that creates the social license to fund protection and repair of these ecosystems with public monies. • Grants need to align with overall strategic direction and be supported. • Education of simple process and documentation. • Simplicity of documentation, size meaning processes. • Master plans – continuing ongoing land management plans for land owners, specifically wider regions. Like a SEMP for schools. These could sit with local resource management centres 	<ul style="list-style-type: none"> • Active action on Climate Change as that is currently the biggest threat to our natural environment and biodiversity. • Reform achieve: adequate resources for on-ground works to enhance biodiversity. Levy monies should be kept for NRM on-ground works not diverted to fund DEW. • Recognition that the greatest threat to biodiversity is land clearance – less of habitat – fragmentation of habitat. • That the focus on weeds and pests is informed by potential damage to other indigenous species like birds and bees, reptiles etc. • The lady's comment was not to 'tolerate woody weeds' – rather I interpreted her to say 'be mindful of not creating another biological disaster'. Check what is there – remove the weeds but provide alternative habitat. • Introduce greater focus on biodiversity.
<p><u>BOARDS</u></p> <ul style="list-style-type: none"> • 4 elected by community forum and 3 government. • Less board appointments. • Outcome based principles for Boards: <ul style="list-style-type: none"> ○ Preparing communities and landscapes for Climate Change. ○ Commitment to long term improvement and goals including to maintain achievements. ○ Commitment to landscape standards and responsibilities. ○ BIODIVERSITY MATTERS. ○ Landscape scale restoration. ○ Clean water for the environment. 	<p><u>CO-ORDINATION WITH NATIONAL PARKS</u></p> <ul style="list-style-type: none"> • National Parks access and information and maps. Everything currently online – not user friendly when in remote regions. • Focus on more than just private land – other natural sites too (e.g. crown land, coastal, gullies).
<p><u>KNOWLEDGE</u></p> <ul style="list-style-type: none"> • Shared best practice: why reinvent the wheel; benchmarking; consistency of approach. • Involve scientists in the planning and decision making. • Indigenous (locally where possible) knowledge and practices included in education and decision making. 	<p><u>INTERACTION WITH LEGISLATION</u></p> <ul style="list-style-type: none"> • Integration with Planning & Development Act. • Clarify where National Parks and Wildlife Act fit within this framework (landscape boards)?
<p><u>COMPLIANCE</u></p> <ul style="list-style-type: none"> • Penalties: effective deterrents; substantial deterrents; actually applied. • Vegetation clearance; flora and fauna loss e.g. Wedge Tailed eagles in Vic – Grey Box Woodland clearance. 	<p><u>PARTNERSHIPS</u></p> <ul style="list-style-type: none"> • Partnership with Local Government. • Expand technical support and general support for volunteer/community groups. • Funding for community activities – more paid people and more funding. • Support community environmental groups better resources have been slashed in AMLR and diverted to Glenthorne etc.

	<ul style="list-style-type: none"> • Improve consultation of NGOs, conservation and community groups and scientists. • Cooperation – maintain
<u>CENTRALISE</u> <ul style="list-style-type: none"> • Decentralise. • State wide overarching goals are needed (decentralise implementation; but realise that the environment doesn't stop at borders), • Cohesive approach for the State. 	<u>BACK TO BASICS</u> <ul style="list-style-type: none"> • Reduction of red tape must not make inappropriate development easier. • Manage numbers of native animals in excess. • Legislative procedures for land access focussing on environmental actions/considerations in regards to disease control/spread. • More pest plant animal control. • Woody Weed Control: on private land; penalties applied; strategy over time and ongoing. • Lack of control of over-abundant native birds e.g. corellas.
<u>HERITAGE</u> <p>Heritage structures to be considered for funding and protection.</p>	<u>OTHER</u> <ul style="list-style-type: none"> • 1 tree per metro block – minimum.
<u>COASTAL</u> <ul style="list-style-type: none"> • Coasts must be included in the new Act. The catchment to coast continuum is critical to healthy lands and seas (all of SA coast – more than metro coast). Ensure all coasts are included. 	

2. WHAT'S CURRENTLY WORKING WELL?

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

<u>STAFF AND VOLUNTEERS</u> <ul style="list-style-type: none"> • Volunteers working in vegetation management. • On-ground facilitators are excellent conduit between government and community: provide technical direction; value add; support volunteers. • Keep the skilled staff and get some back! • On-ground works by community and NRM staff is valued and needs to continue. 	<u>PEST CONTROL</u> <ul style="list-style-type: none"> • Arid Land funding for animal pest control. • Permits to control over-abundant native animal species. • Safe guards against introduction of potential biological pests and diseases.
<u>DEPARTMENT OF ENVIRONMENT</u> <ul style="list-style-type: none"> • Maintain financial support for NRM and other landscapes – based activities in rural areas. • We value and don't want to lose good people with corporate knowledge and experience i.e. Climate Change teams and ecologists – local experts etc. 	<u>EXISTING PARTNERSHIPS</u> <ul style="list-style-type: none"> • Continue to develop harmonies working partnerships with Indigenous people. • Co-ordinating State/Local Government/Not for Profits. NRM Boards have achieved this. • Regional Natural Resource Management Centres – community hubs. • Working relationship with residents; volunteers; Local Government; State Government. • Federal Government Grants.

	<ul style="list-style-type: none"> Landcare in Mt Lofty and the hills done by owners/volunteers with NRM. Please don't lose what we've done. Could funding be linked to building on prior work?
<u>ENGAGEMENT</u> <ul style="list-style-type: none"> Community engagement and support from NRM is much valued, and must continue. Current department focus on this is a great first step. Support community action groups to continue their good work (with appropriate education). Keep consulting NGOs conservation groups, community groups. Collaborative approaches – levels of government (different government departments) industry, community. Engagement with Indigenous Communities. 	<u>BIODIVERSITY</u> <ul style="list-style-type: none"> Creation and preservation of National Parks. Field trips on successful ways to preserve and enhance biodiversity. National Parks and Conservation Parks including Marine Parks need continued and renewed protection.
<u>EDUCATION</u> <ul style="list-style-type: none"> Education component reaching into schools and communities and rural landholders. Keep education program. Education - individual land consultations. NRM education; Living Smart; AUSSI – school SEMPS; Climate Ready (community links); Urban Sustainable Team – links to many; Adelaide Sustainable Centre. 	<u>SCIENCE BASED DECISIONS</u> <ul style="list-style-type: none"> Paving things back to basics should not put at risk the science based projects. Further DEW staff cuts may risk losing this expertise (that informs NRM) Landscape Boards.
<u>OTHER</u> <ul style="list-style-type: none"> Sustainability adapting to Climate Change for resilience of species results in wild life corridors and changes in biodiversity. Catchment Basins: as a basis for subdividing regions has worked well. How will this work if split between Landscape Boards? Access to Grants – distribution has worked well via NRMs. Funds focused on staged replacement of weedy environment with native plants for protecting native birds and fauna. 	

3. THE 5 PRINCIPLES

The facilitator 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 the following 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 –

a. Decentralised decision making

- How will community representative be elected? There is a possibility of special interests pushing particular people. I would also change the balance so there are more community than Ministerial representatives.
- A need for a mechanism of conflict resolution between region and central.
- Will community members be paid for their input?
- A need for the science and research to be used as a resource.
- Merit and knowledge base elections.
- Less levels of internal management, more on ground works.
- Must have agreed high level outcome based principles to provide guidance for the boards.
- Ensure each group is represented by the appropriate mix of experts.
- Can/may create influence by powerful local interest groups – need to have strict criteria to avoid this.
- Overall – good concept – include experts in community consultation processes.

b. A simple and accessible system

- Simple documentation and meaning.
- Simple website and links.
- Over emphasis on short-term measurement of outcomes that are easily measurable leads to dumbing down decision making.
- A blue print for individual properties so new owners know and understand the goals direction and what has been done.
- Enable better compliance by officers.
- Boards with local members with wide community links.
- Simple, whilst ensuring good environmental management into the future.
- Best achieved through setting high level outcome based principles and goals.
- Raises a flag. Could this make development (building, mines and waste sites) easier for private landholders to push through if less red tape?

c. Community and land owners at the centre

- SA has 70% of people in suburban Adelaide. Many volunteer organisations are based in Adelaide but work in the regions e.g. SSAA, Friends of Parks. Their input is important, even if they are not 'local'
- There is an urgent need to include scientists in planning and decision making.
- Is all scientific research and expertise being used in this?
- They are already there! Need support, guidance, skills and education updates and in some cases a nudge.
- Include Indigenous knowledge re: local landscapes, flora, fauna and interactions.
- Those who don't live or work on the land may also have valuable input.
- Will they make the best decisions for the natural environment and future generations?
- Need to value natural biodiversity and conservation.
- Need science based decision making.
- How will 'elected' members be chosen?
- Yes, people who work on, live on the land are well placed to care for the environment, but governance cannot hand hold to ensure landowners/manager manage the environment as well as their businesses. Education and stewardship is important. Boards need to work collaboratively.
- But what continuity between successive owners – a written blue print is needed per property. Record of work done.
- Recognise that they are already there and provide support and guidance.

d. A whole of landscape approach

- Consideration of requirements of peri urban areas.
- Support volunteer/community groups to ensure working to strategic direction.
- Whole of landscape approach needs significant central scientific and logistical support.

- Stop getting rid of government employed scientists – soil, water, flora & fauna, climatologists. X3
- Need connection areas of remnant or restored vegetation. Many species need minimum areas e.g. breed
- Consider inter-relationships holistically (physical, mental, emotional, and spiritual).
- That should include parks, quarries and SA Water land to manage weeds as well.
- Must include connecting parks and native vegetation through corridors.
- A whole of landscape approach is important, but the boards need to focus on environmental issues, not crop pests.
- A whole of landscape approach recognises the cumulative efforts of many small scale gains.
- Reconnecting islanded habitat, native vegetation and parks.
- Must also include micro landscapes, especially specific species including backyards and housing planning regulations

e. Back to basics

- Regional communities are really important but the focus on managing natural resources goes way beyond impact at the local level.
- What about bigger issues like – Climate Change? – Biodiversity?
- What about the role of broader sustainability education? This is so important.
- The basics of everything is knowledge – how plants, animals, soils, climate interact? We need scientific information.
- An overall body is needed to supervise.
- That means continuous land management. Scrap the phrase quickly as it will become outdated.
- It should mean tackling weeds across a whole property, park, quarry site, not just spraying along tracks.
- It should cover continuous action, not just a clearing project with no follow up.
- What is 'sustainable agriculture'? (Minister referred to it often). Definition required.
- Basics important, but don't ignore complex learnings about ecosystems. (Especially do not remove 'pests' until sure that system can support things you want). (Humans are surely the biggest environmental pest, suspect we're not suggesting their complete removal?).
- Page 23 of the Discussion Paper suggest that the Landscape Boards can focus on agricultural pest plants and animals. These are very different species from the environmental pest plants and animals. Make sure the legislation is specifically about the environmental pests.

4. GOVERNANCE & PLANNING

This part of the forum was designed to provide participants with an understanding of the proposed role of the future Landscape Boards, and to provide the opportunity to explore the board membership and their accountabilities. This section also enabled discussion to occur around the priorities of Green Adelaide and things participants felt the Minister should consider regarding new boundaries in the Adelaide & Mount Lofty region.

Each table was provided with one of the four topics and given time to make comment. Participants were invited to visit a topic at a different table to build on commentary already made.

4.1 Board Representation

The nine Landscape Boards will have seven members with three members elected by the community and the other four members, including the Chair, appointed by the Minister for the Environment and Water.

What's good about this structure?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Nothing. • More information about Greening Adelaide. 	<ul style="list-style-type: none"> • Community involvement. • Insertion of experts. 	<ul style="list-style-type: none"> • Does have same elements of election. • Allows community a chance to own it.

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Need 4 elected by community. X 2 • Members to elect Chair. • Boundary of Greening Adelaide is unclear. Would be good to not include Hills face and Hills areas in Green Adelaide. • If the Boards require gender diversity, Indigenous inclusion etc., then this perhaps should come from the Government appointments rather than excluding good community representatives. 	<ul style="list-style-type: none"> • Board in 'Green Adelaide' selected by Minister. • Not consistent with good governance models. • Risks of majority overpowering community voice. • Costs of Board management. • Repetition and inefficiencies. 	<ul style="list-style-type: none"> • What is the criteria of these being appointed? Skill sets – scientists – range of relevant scientific and also financial. • Who can vote? Residents; Ratepayers; People with interest; as a group we are divided between residents and people with interest.

What will we need to have in place to make sure this structure works?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Rules. • Measures of achievement that can be linked to goals and are quantifiable. • Trust. • 4 community and 3 government. • Green Adelaide – Trust and transparent process. 	<ul style="list-style-type: none"> • Robust electoral process (transparent) with no conflicts of interest. • Good education and engagement. • Clear and timely communication. • Appropriate and broad expert representation. 	<ul style="list-style-type: none"> • Length of tenure – not yet defined – this is a must. • Rules for consultation – must consult.

4.2 Board Accountabilities

The worksheet provided to tables gave an overview of board responsibilities and responsibilities, including –

- Managing own budgets, shared publicly
- Employ a general manager who manages staff
- Power to set and manage own levies (with increases reviewed by an independent regulator according to CPI)
- Establish a 5-year Landscape Plan for their regions, identifying 5 priorities
- Partnerships and outsourcing.

The priorities would focus on basics of enabling natural resource management such as soil quality, water management, and pest plant and animal control, complemented with landscape scale restoration projects.

What processes are important to have in place to best evaluate and report on outcomes from managing natural resource management?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Accountability to what? <ul style="list-style-type: none"> • Key outcomes principles • Adaptive response. • 5 year plans – in the context of the long term strategic goals. • Project milestones are just a small part of the big picture. 	<ul style="list-style-type: none"> • Scientifically informed governing principles OR do or don't. • KPIs aligned to the agreed strategy for the region. • Broader stakeholder groups that the Board needs to communicate with and keep informed about projects and 	<ul style="list-style-type: none"> • Consultation with scientific and local community. • Consult on KPIs to measure against and to ensure achieving useful outcomes. • Independently reviewed. • Transparent reporting to community especially financial results/spending.

<ul style="list-style-type: none"> What guides the long term strategic decadal and goals when plans are 5 years? 	<p>outcomes – finances – annual and biannual meetings.</p> <ul style="list-style-type: none"> Mechanisms to align the strategies and activities across the regions – each region's Board performance assessed by its neighbouring regions. 	<ul style="list-style-type: none"> Sustainability functioning ecosystems to be measured and reviewed by experts (independent). Not necessarily number of trees in ground. Number of species. Adaptive management practices. Successfully regenerating natural systems important. Criteria for appointing Board Members needs to be consistent and at a high level. Information sharing between Boards. Coastal/marine representation on Boards.
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Table 4

<ul style="list-style-type: none"> Data collection and analysis based on science and entered into the SA Biological Database. To measure comparative effects may take longer (always does) than 5 years in Landscapes Need scientists guiding the Boards e.g. DEW provides, and universities. These relationships are crucial.

Any other comments about board accountabilities?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> Minimise conflict of interest. Managing conflicts – flip side – creating partnerships. Overarching principles – who supports the Minister? Cross regional cooperation requirement to cooperate. 	<ul style="list-style-type: none"> Independent boards is a good concept, but there has to be an active oversight of the board's actions and focus on a regular basis. Department on behalf of Government could serve this purpose. How will the strategic plans be aligned across the state? 	<ul style="list-style-type: none"> Limit spending on administrative process.
Table 4		
<ul style="list-style-type: none"> Simplifying 5 priorities in the 5 year Landscape plan is very prescriptive and may be limiting Consider independent oversight of Boards. 		

4.3 Boundaries

The boundaries for the new Adelaide regions are not yet drawn. As part of defining these boundaries, it may be relevant to consider adjusting the boundaries of other regions adjacent to the new Adelaide regions.

What are the top 5 things that you'd like the Minister to know about boundaries affecting either your region, or beyond?

Table 1	Table 2
<ul style="list-style-type: none"> Northern Side? No further than Playford Council? Southern Side – to Hills Face at Sellicks Hills. Eastern boundary – catchment boundary of creeks on Adelaide Plains. 	<ul style="list-style-type: none"> Where does the GML NRM get actually split? Along the Hills Face Zone/the catchment area/Gawler to Willunga/ or...? Do these areas have similar geographical interests? Where does Blackwood (for example) sit? Green Adelaide SAMDB? Lack of transparency around funding. How will the Minister demonstrate equitable distribution of funds to

	<p>all Landscape Boards (regardless of size of population)?</p> <ul style="list-style-type: none"> • Don't rigidly tie boundaries to Councils or catchments. Group ecological areas. • There is a risk that Green Adelaide focusses funding only in a metropolitan area. Region/State focus will be lost.
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4.4 Green Adelaide

Participants were provided with the following information: Green Adelaide will be created to deliver natural resource management functions in metropolitan Adelaide, focusing on enhancing the city's urban ecology and investing in the natural environment to improve overall community wellbeing. It will work towards Adelaide being the most ecologically vibrant city in the world. Green Adelaide will have an expert Board appointed by the Minister for Environment and Water. It will focus on building a strong connection between Adelaide residents and their natural environment. Green Adelaide will have the following seven priorities –

- Coastal Management
- Urban rivers and wetlands
- Water sensitive design
- Green streets and flourishing parklands
- Fauna in the city
- Controlling pest plants and animals
- Nature education

What do you believe should be the top three functions or priorities of Green Adelaide?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Connecting to Developers/Builders to Green Adelaide. • Biodiversity oriented. • Communicate the benefits of trees, shrubs and greening to prepare for continued Climate Change. 	<ul style="list-style-type: none"> • More canopy cover – e.g. Melbourne 4 degree drop in maximum temperature. • Retain wild life corridors and trails connected to reserves - rehabilitate bush land settings and habitat. • Development that increases ambience of green open space. Consistent to the needs of the Indigenous future. 	<ul style="list-style-type: none"> • Nature education. • Coastal management and seagrass.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Pest, plants – olives. • Urban storm water. • Coastal management and sea level rise. 	<ul style="list-style-type: none"> • Coordinating with all councils to ensure Green corridors and native vegetation as well as coordinated coastal protection and water catchments. • Working with Adelaide's ecologists and environmentalists to determine plant species lists (indigenous) for street scapes and native strips that will support native wildlife, but also deal with the increasing climate extremes. 	<ul style="list-style-type: none"> • Nature education inclusive of Climate Change. • Water sensitive design e.g. Climate Change. • Coastal Management (holistic; dunes, cliffs and marine) e.g. Climate Change.

	<ul style="list-style-type: none"> Support groups like Trees for Life that bring together volunteers in urban areas to support revegetation and bush protection in urban fringe and regional areas. 	
Table 7	Table 8	Table 9
<ul style="list-style-type: none"> That a 'Green Adelaide' is actually supported by legislation and that can be achieved (rather than being controlled by development/developers). Stop destroying habitat in the metropolitan area e.g. significant trees removed. Climate-change-proof the Green Adelaide region. We need a long term vision for the state (not tied to election cycles). This question is too broad to answer in this timeframe. 	<ul style="list-style-type: none"> Climate Change across all 7 priorities: mitigation; adaption; behaviour change. Expect support to provide crucial information and practical techniques to volunteers and city land owners. Coordinating the utilisation of all available open spaces (including very small front and back yards) so that maximum environmental outcomes for biodiversity result. Providing large enough spaces for meaningful habitat for species. 	<ul style="list-style-type: none"> Education programs and forums organised at 'central' level still are available to regions and rural areas. A lot will be lost if 'education' is assigned to regional boards to manage. Water Sensitive Urban Design. Ability to influence Development Plans that may have adverse environmental impacts.

Green Adelaide would manage a separate region and raise levies in a similar way to Landscape Boards.

What excites you about this?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> The vision is great – Adelaide International Bird Sanctuary; Barker inlet systems. 	<ul style="list-style-type: none"> Hard to be excited without clarity. 	<ul style="list-style-type: none"> The promise that there will be more funds.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> Potential for overall improvement in Adelaide. 	<ul style="list-style-type: none"> Possibility of adequate funds being made available to revegetate and regenerate native vegetation along the banks of the Torrens River particularly through the Western suburbs. Potential for a genuine move towards a zero waste approach to be a truly Green City. 	<ul style="list-style-type: none"> Tailored approach to an urban environment. Positive/direct impact on climate actions. More relevance = more engagement.
Table 7	Table 8	Table 9
<ul style="list-style-type: none"> Great opportunity to partner with Portland, Oregon, US. There are many cities talking this approach to Green cities e.g. Singapore. Opportunity to partner with Local Government to effect this necessary change. 	No comment made.	<ul style="list-style-type: none"> The ability to tailor programs specifically for urban environments. Smaller, decentralised boards should be more agile and flexible.

What concerns you?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Unless the planning vision, SPPs or design code supports better retention and creation of urban green cove and habitat – Green Adelaide will fail to be achieved. • What does biodiversity need? – Must be a key question. • Biodiversity assessment of Adelaide is essential. Need to preserve corridors. Need to identify the functional corridors. • Engagement and encouragement of stewardship of youth in the Green Adelaide, 	<ul style="list-style-type: none"> • Urban infill. Blocks reduced. Little room for landscaping. • Peri Urban areas e.g. City of Onkaparinga Council 519km – including Willunga and Port Noarlunga Basin. • What will be the role of Councils? • Not enough clarity in what is planned. 	<ul style="list-style-type: none"> • Collaboration and integration with Councils.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • Interactions between Council and Landscape boards. • Who makes final decisions e.g. management of Brownhill Creek through different councils? • Control of dogs, cats, foxes, flying foxes, rabbits and hares. • Established councils may have had little contact with NRM, may resist interaction with Landscape boards. • Long term funding for projects. 	<ul style="list-style-type: none"> • Whether funds will be made available to actually support projects that make a difference environmentally. • Capping levies assumes that the future state environmental protection will require the same amount of investment as is currently needed. A very strong assumption. any mechanism that is legislated should have a review mechanism built in. 	<p><i>Green streets and flourishing parklands</i> – wellbeing different Acts.</p> <ul style="list-style-type: none"> • Disconnection with other regions. • Levies to be collected by State rather than Council; because it adds confusion to residents; rate is set by State; not determined by Council's rating policy. • Transparency about why levy has remained the same. • Disadvantages to some regions versus others.
Table 7	Table 8	Table 9
<ul style="list-style-type: none"> • Worried that it will become a boutique/slush fund. • Where does Green Adelaide stop/start? • Where is significant green planning in all development applications? • How will we protect our existing valuable environments (e.g. Parklands) which cannot be replaced? • Over-rides or competes with Local Government initiatives. 	<p><i>Green streets and flourishing parklands:</i> No black roofs; appropriate greening with biodiversity <i>Nature education:</i> Too narrow – sustainability?</p> <ul style="list-style-type: none"> • The Minister doesn't understand biodiversity. • Lost focus on climate change and Carbon Neutral Adelaide goal. • Narrow focus of 'nature' education – for a sustainable future we need broad changes made at every level and therefore sustainability education needed. • There is a need/place to support urban agriculture. 	No comment made.

	<ul style="list-style-type: none"> • We need connected and empowered communities. 	
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5. 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"> • Stop passing the buck (accountability). • Limiting funds for projects/actions. 	<ul style="list-style-type: none"> • Actively engage community via multiple mediums and with different approaches (inclusiveness, recruitment). • Direct involvement in State parks in supporting friends of groups and practical on-ground actions. • Support by increasing available resources. • Increase 'grass root program' funding. • Education with tourist community. • Ongoing review and reporting (transparent). • Long term vision needed. 	<ul style="list-style-type: none"> • Working with Local Governments and Indigenous groups and local communities. • Continue to have close involvement with private land owners. • Engaging the scientific community.
Table 2		
<ul style="list-style-type: none"> • Projects to a timeline. Which means long term results are not achieved beyond a funding round. 	<ul style="list-style-type: none"> • Maintaining the gains and programs that have already been achieved. • Move away from project-based approaches and move to long-term visionary strategies for the greater good. • Advertising better. • Fixing the websites (they are appallingly bad). • Making sure the community has a better understanding of where they can go for information and why... • Give the community greater opportunity to decide on the projects/planning – then they might engage with this very important responsibility. 	<ul style="list-style-type: none"> • Public classes, for example the ones at Norton Summit. Do these also in the other regions thus engaging local people and bringing awareness of managing our landscapes to the general public.

6. FUNDING

Each table was provided with a large worksheet containing three statements relating to funding.

6.1 Capping Levies

Election commitment: Cap annual land and water levy rises at a rate set by an independent body or according to the CPI. Levies (land and water) collected in a region will be spent in the region, except for a portion of priority landscape scale or cross-boundary projects, and services to underpin regional outcomes.

What's your initial reaction? Is there a better way of capping, collecting or distributing income from levies?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • CPI. • Brisbane has a \$5 levy for buying land. 	<ul style="list-style-type: none"> • What happens when things change? Enviro shift? • Would the independent body have the right skill set? • Levy should reflect needs. • Option: CPI as starting point plus special need/merits based increase. 	<ul style="list-style-type: none"> • Keep it simple! • Cap using an agreed % (e.g. CPI or plus).
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • As long as \$ are well spend and outcomes can be shown no problem with capping. • Means tested? For low income families. • Environmental projects only to be funded. 	<ul style="list-style-type: none"> • Capping levies may be inflexible in the event of unpredictable events caused by climate change. Independent body would have to be very wise to predict future funding needs. 	<ul style="list-style-type: none"> • Various views. • Independent body: flexibility (the future is unpredictable); and allows pro-activity. But this costs! • CPI – you know what you have – live within your means.

6.2 Cross-regional and state-wide coordination

Landscapes and the pressures affecting them don't stop at administrative boundaries. Many issues require cross-regional and Statewide coordination, like controlling pests and managing threatened species. Two approaches include:

- Partnerships across multiple landscape boards and other groups.
- A Landscape Priorities fund contributed to by Landscape Boards to invest in large scale projects across landscapes

Do you think there is a need for cross regional and Statewide projects and programs? What do you think about these two initiatives? Are there other ways?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Yes? • Split decision. • Partnership across multiple landscape boards and other groups. 	<ul style="list-style-type: none"> • Strategic funding for long term programs (not 12 months at a time). • Need to manage the conflicts re areas most in need (cleared land); with enhancing land in largely intact condition. 	<ul style="list-style-type: none"> • Yes. For cross-boundary projects. • Should fund be set up before or after a project is identified?
Table 4	Table 5	Table 6

<ul style="list-style-type: none"> • Opportunities to share from experiences (both good and bad) essential – e.g. annual community forums state-wide. 	<ul style="list-style-type: none"> • Cross regional state wide projects are essential for good outcomes. • Both initiatives are valid and either may be implemented according to circumstances. • National Parks are also part of the landscape and strategies to control pests and manage threatened species have to be addressed adequately. 	<ul style="list-style-type: none"> • Yes. • Partnerships across multiple landscape boards and other groups and is informed by science. • These projects need to consider long term follow-up. Weed control needs to be kept up.
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6.3 Grassroots Program

Election commitment: Establish the Grassroots program, a \$2million a year statewide annual fund (in addition to existing grants programs), administered at a Landscape Board level for volunteer, community and not-for-profit groups to access.

What's your initial reaction? What's the most important thing to get right with this annual statewide fund?		
Table 1	Table 2	Table 3
<ul style="list-style-type: none"> • Rules. 	<ul style="list-style-type: none"> • Is this enough for the whole state. • Longer than single year funding! 	<ul style="list-style-type: none"> • Funding application for Grass Roots Program – form must be simple. • Allow for applications from groups based outside the Board area where they work.
Table 4	Table 5	Table 6
<ul style="list-style-type: none"> • \$2M is not very much. • How is this administered equitably? All regions need to benefit. • Grant applications must match strategic criteria – and focus on linking groups or regions. • On-ground facilitators are vital to support volunteers apply for and manage these grants. • Follow up outcomes of short term funding need to be carefully traded and monitored over the long term. 	<ul style="list-style-type: none"> • \$2M is not enough. • Applying for grant is time consuming. Having to read reams of paperwork to satisfy the Grant Requirements is counter-productive for 'time poor' volunteers. • Streamline the Grant Applications. 	<ul style="list-style-type: none"> • This is good, but needs to be CPI indexed and the long term follow-up needs to be planned and funded.

7. 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.

Plans in place for 30% native vegetation cover throughout the state, and already half way there!	Success would be an informed community that is enthusiastic and engaged with managing landscapes/natural resources. A measure would be that the community wants the levy increased or other sources of funds available. There would be community involvement in monitoring to see whether natural systems are improving or otherwise.	Community involved – no disgruntlement. Trust increasing. 😊
Happy residents. Happy environment. Decrease in pollution. Increase in environmental well-being. Increased food security. Increased water harvesting.	The new plan/boards are still in place. Volunteer numbers increased. On-round facilitators have long term contracts.	Glenthorne Farm/Park has begun. Good feedback from public and letter to Editor in Advertiser indicate that voters are more happy than cranky.
More people employed to work directly on-ground or directly with the community to create real, tangible, positive environmental change.	Community better educated. Species being removed from threatened species lists etc., Increased number of species (both plants and animals) recorded across SA	The successful progress in sustainability and biodiversity continued on and what wasn't being done has moved forward.
Bird populations in the Hills and on the Plains are shown to be increasing.	Boards are recognised by their communities as making a real contribution to a better environment.	The government has a long term (25 & 50 year) vision for the management, resourcing and restoration of the South Australian environment. That there is a clearly articulated plan for preparing for the inevitable consequences of Climate Change. That the Landscape Boards each have plans that reflect the long term vision and State plan for the future.
More wetlands. Wetlands restored. Adelaide Parklands more native species and less human 'recreation' and development. Second line green belt more connected: Belair NP/Cleland/Brown Hill/Sturt Gorge Creek/O'Halloran Hill/Mariner/Field River – similar north of Adelaide.	Well educated community members supporting/sustaining an environment that support Climate Change and help conserve biodiversity.	Long term plans are in place. Local programs/projects are making a visible difference to the environment. Volunteer/NGOs are happy with the level of funding/support received.
A happy, inviting, peaceful place. Harmony within the community. Shared effort to achieve these goals. 😊	Community, industry and organisations are working in partnership to a long term vision/plan. Healthy, strong and resilient environment for future generations not sacrificed for short term development of business or profit.	Reform will be successful if: The new boards are embraced by the community who engage with the environment, especially Landcare and related groups. The community is strongly supported in terms of facilitating their activities. Funding for

		<p>activities and funding for on-ground works.</p> <p>Measureable improvement in biodiversity outcomes.</p> <p>The Minister understand properly the role of otherwise undesirable species (weeds) in providing essential habitat for native creatures in the absence of adequate native habitat, and the need for science based strategic approach to weed retention/clearance.</p> <p>That landholders similarly are educated about this!</p>
Measurable reduction in pest species, with plan/system to keep them reduced.	All the new Boards working harmoniously with their communities and starting sensible projects.	The opposition passed his proposal into LAW (i.e. through the Upper House).
Projects are afoot to double the area of land that will be revegetated by 2030 compared to 2019 and threatened species are stabilised.	Improved biodiversity.	Cohesive and effective boards whose decisions are underpinned by science.
Data about the state of Landscapes in SA is being gathered. Approaches to regenerating landscapes are in place. Community is informed Plans to re-increase landscapes to hopefully see improvements are in place.	9 working groups – working with the community to improve the environment. Sustainable and adaptation to Climate Change.	List of threatened species shows less are threatened or vulnerable.
Living beaches – Outer Harbor to Kingston – clarification of zones.	Greening Adelaide – 50% increase in trees. Legislate 1 tree per lot minimum.	SA would be better prepared for Climate Change, with grater vegetation cover, sustainable energy sources, and corridors for wild life to move along. Boards with the confidence of their community to keep the land productive (for people and wild life).
Communities empowered with funding and education allowing them to work towards a sustainable environment. Threatened and endangered fauna and flora species rated to common conservation status. Legislation in place to protect remnant trees and vegetation communities. Recycling of storm water in place. Solutions found for coastal management issues. More funding. More indigenous people knowledge and opinions as part of decision and action process.	Community engagement is alive, vibrant and extensive, in all areas of environmental sustainability.	Continued positive environmental education and action with diverse engagement that ensures a thriving community into the future.

Improvement overall on what we have today – encompassing all aspects of natural environs.	Success would be increased allocation of funding for the environment by a government convinced by the effectiveness and community support for Landscapes SA.	The whole community including DPTI, Developers and T&F are on board. Clear principles for Boards. Clear goals and strategic objectives. Clear 5 year plans to get going.
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8. PARKING SPACE

It was acknowledged that the agenda was full today and participants were providing input very specifically around the Landscapes SA reform. If topics came up that hadn't got time allocated to them, or that weren't immediately relevant to this first stage of the reform process, they could be noted in the Parking Space.

The current notes were made –

- Links to planning/development Acts. Stop black roofs and insulation fire buildings and bad buildings that reduce capacity for survival of any flora and fauna.
- Draw up legislation that allows nomination of invertebrates as endangered species. Locally > 70% of bees have gone extinct in SA, but we cannot legally do anything to protect the remainder.
- Create opportunities for graduates in Environmental Science, Ecology etc. Minimal job opportunities exist right now and Environmental Management (degree was removed from Flinders University last year!) – Due to lack of jobs??? Many graduates are moving interstate to 'catch their break' within an industry they're very passionate about.