

8.4 | Notes from Focused Conversations



Notes from Focussed Conversations

- 8.4.1 Local Government Planning and Environment Forum – 13 September
- 8.4.2 APY Lands Management – 27 September
- 8.4.3 Youth and Community in Conservation Action – 29 September
- 8.4.4 Kurna workshop – 2 October
- 8.4.5 Conservation organisations – 3 October
- 8.4.6 Primary Producers organisations – 3 October
- 8.4.7 Combined NRM Partners, Primary Producers and Conservation organisations – 3 October
- 8.4.8 NRM Partners – 4 October
- 8.4.9 Four Nations workshop – 10 October
- 8.4.10 Native Titles Services meeting - 11 October

PHASE: FOCUSED CONVERSATIONS
SESSION: LOCAL GOVERNMENT ASSOCIATION FORUM
DATE: THURSDAY 13 SEPTEMBER 2018
LOCATION: ADELAIDE

Matthew Ward and Becky Hirst presented to 35 local government staff and 26 via live streaming, providing an update on the engagement process undertaken so far, including some of the key themes to be emerging from conversations with community, staff, boards and other key stakeholders.

Becky Hirst posed the following questions to the group, which had been provided by the LGA as conversation starters -

1. How could/should the new bodies and local government work together?
2. What are some of the current tension/issue areas, can they be resolved with the new structure?
3. Where have things worked well, can they be embedded into the new system?
4. With green Adelaide, what should the boundaries be, what issues should it deal with?
5. How should local government be involved and engaged with both the new regional boards and green Adelaide, should there be local government representation and if so what could this look like and should the local government representation be the main conduit back to the Board/community?
6. Rather than the Board employing staff should they be contracting local government to deliver services in their areas?

The group were then invited to ask questions, make comments or provide ideas. Discussion took place as a whole group, including taking questions via the online livestreaming. The following commentary was noted and has been subsequently sorted in to some key themes -

Strategy vision/planning

Total change of the process is needed - key principles – it's hard to understand what the outcomes of the proposed principles would be - if we are going to hand over more control, we need to know the outcome principles - at a spatial level, what is the vision and strategy for regional areas, and then the Boards can focus on this. Hard to do so much more with so much less. There needs to be some high-level guidance for Boards. What's the role of State Strategy in informing this? Would you prepare a state strategy first and then regional plans?

Fix the operational framework

Why the reform? What's broken? Is it the governance framework, or the operational framework? I believe it's the second. The NRM Act was the governance reform – we never got to fixing the operational component. Link between land use planning and land management, especially in regional areas. Rural planning - (metro centric planning system) - rural system needs to be focused on resources management. Link between planning and resources management is flawed - need referral system that links better - dependent on referrals from DEW and lack of technical knowledge in local government – for example, water resources.

Levies & funding

Disappointed that the council levy collection isn't canvassed in the discussion paper as this dominates discussion in our council chamber and provides a distraction from delivering results. Levy impact on boundaries - e.g. Murray Darling Basic region raises less than Adelaide metro area. Need to consider this in boundary discussions.

How much will governance changes really affect availability of funding for on ground action? Need to talk about funding, not just governance issues.

Relationship with Planning Reform

Draft Bill - how does it reflect the ongoing planning reforms - previous versions tried to integrate - which bits are broken, which are working well etc. Green Adelaide could be doomed before it starts - can't influence the planning system. We now have an opportunity to really push it - Ministers to work together on this. Role of Joint Planning Boards?

Gary: involved in a pilot for Barossa etc region councils - why are we setting up a joint planning board? Pilot program: different bands for collaboration - 1: land use plan under PDI Act 2: other planning functions - NRM, infrastructure 3: fully integrated type model. Focus on Partnering with NRM - saw benefits from this and other partners. But too hard, so still focusing on Band 1. Work together across portfolios - a JPB undertaking NRM functions would help to obviate need for Landscape boards. Need 1 board for everything - would achieve acceptance of councils collecting the levy. But government probably wants to make sure JPBs are working properly before adding.

Ensure interface between urban planning and Green Adelaide with regulatory and compliance framework - running out of space for NRM in Adelaide.

Open space requirements - with new developments requiring 12.5% open space requirements. How engaged is the development industry in Green Adelaide? Green Adelaide must not be bullied by developers. Have tried to negotiate bigger open space requirements and told you can't. Developers want the open space requirement reduced (should be provided from public land?). Clearly define open space - not just grass and a few trees - other forms of green infrastructure, WSUD etc - what should it look like in a new urban form

Compliance in State Governed Parks

State government parks and land isn't in good nick – it's hard to do compliance when public land isn't being well managed - have to walk the talk. Landscape scale change - state governed parks should be the jewel in the crown for biodiversity - but weeds coming in from parks (e.g. Onkaparinga Prickly Pear) means they aren't. Talk about Renewal SA land - put caveats on this to demonstrate good practice (great opportunities in Onkaparinga).

Nature links - old style spatial planning. Local government could contribute our land towards these objectives e.g. Wild Eyre on the Fleurieu.

Education, behaviour change should be kept, but can only go so far.

Communications, 5-Year Plans & Longer Term Bipartisan Vision

Get a story/narrative that can get the community on board - 5-year planning horizon - Needs to be set in context of longer term vision that all stakeholders can work towards. Ensure that the 5-year plans are set within a stronger long term focus. Need 20 year targets that survive beyond change of governments - e.g. stop changing targets to suit funding regimes (eg NLP). Resilient to change - requires less dependence on state strategic planning/policies that change with governments. Community based vision.

Back to basics vs resilience thinking - don't want to throw the baby out with the bathwater. But need to focus more on the accessibility and communication of the plans.

Coastal development

Will there be any change to Coastal Development? A: Not at this stage. What about integration between CPB, NVC and NRM Boards?

AMLR splitting into 3 regions

We host a number of NRM programs - concerned that with split, the level of revenue in valleys and plains will be less - risk that councils in outer areas will then lose out on the spending from AMLR. Alexandrina Council is split across AMLR and SAMDB - AMLR service is much higher, due to more funding availability - so concerned about implications of splitting AMLR into 3 regions.

Green Adelaide

When will we see the Green Adelaide discussion paper? A: When its finished - next couple of weeks, but no guarantees.

Green Adelaide - how can we make sure the opportunity is realised? It will be interesting to see what the boundaries are, but main focus should be on how the board works with local government. The real challenge when we (AMLR) try and work with 26 councils. How much can we leverage from board and councils?

Other landscape boards should also have a green focus for townships - regional towns - eg Tanunda Green Adelaide - should follow urban boundary (Onkaparinga will be split).

Boundaries - is it a purely urban board, or have some rural (eg Playford Council has some rural land). Also need to look beyond biophysical boundaries - more focus on communities.

Chris Daniels - Adelaide Nature to City - ring of parklands - strategic purchasing of land.

Funding - depending on roles - will Green Adelaide still be burdened with functions like sand pumping etc

Working together

Councils work together a lot already - e.g. Environment Officers Network. Already know a lot of the common issues we share - eg urban ecology. Great to have that framework across councils - eg tress on private land - team up with state government - keep trees or plant smaller trees on smaller blocks

Notes taken by LGA attached.

Landscape SA Legislation – Notes taken by LGA

Presenter: Matt Ward

Regional Plans will be 5 year plans. Full implementation of the Act is anticipated by 2021. Nothing has been drafted as yet.

How does the 5 year operational plan sit within a more strategic, long term framework?	
What are the high level principles and outcomes? These need to be identified at a spatial and regional level. High level guidance is needed. What is the relationship between the state and regions? Is there a state level NRM Plan?	
Why the reform? What is broken? Operational reform is required. A rural planning system is required based on resource management. A 'resource consent' is required.	Primarily governance reform.
Is local government still to collect the levy? Funding framework needs to be reformed.	This is not included within the reform agenda.
How is the Landscape SA and Planning reform correlated/integrated?	
Joint Planning Boards – will there be NRM functions?	The options are to be determined: 1. Land use only 2. Other functions like NRM 3. Fully integrated model Most regions are focusing on Option 1. The Joint Planning Board does provide an opportunity to build in NRM functions.
Any changes proposed for development in coastal areas?	No, risk mitigation remains with the Coast Protection Board.
If AMLR is split into 3 regions/boards, the level of revenue for Valleys and Plains is likely to drop.	There will be further consideration of this.
'Landscape system' versus 'back to basics'.	Need to balance
Open space requirements. How engaged is the development industry with Green Adelaide? Other Boards should also have a greening programme.	
Who is funding sand replenishment? This is currently a Board responsibility.	

APY Consultation

Date: 26 September 2018

Location: APY Office, Umuwa

Facilitator: Jon Bok

Attendees: Rex Tjami, Owen Burton, Richard King, Walter Tjami, Russel Kitchett, Jon Bok, Bruce McPherson

NOTE: Although the APY Executive Meeting was cancelled, Jon Bok completed the planned visit to Umuwa and met with APY staff, an APY Executive Member (also AW NRM Board Member) and members of the APY Land Management team

Key discussion points:

- Jon Bok explained the reform process and consultation underway across SA. Jon also explained it was recognised that things were working quite well in the AW NRM region and the reforms were not likely to make big changes to how AW was working on the APY Lands
- Played the Minister's pre-recorded video to the meeting attendees
- We then discussed the key elements of the Landscape SA reforms and the way they will apply to the AW NRM Region and new AW Landscape Board
- The key reform elements that were identified as most important in the AW region were the board election process and funding, as follows:
 - "Popular" elections for the new AW Landscape Board was identified as problematic, the APY CEO (Richard King) highlighting sections of the APY Act (s.6 and s.7) that require decisions of the APY Executive involving community consultation and appropriately passed resolutions of an APY Executive Meeting. There may also be an issue with the cultural authority of those elected by "popular" ballot, particularly in relation to land management.
 - There was some feedback on small grants – they are limited in their effectiveness on the APY Lands given the additional cost associated with remoteness, and the administrative burden of accounting and reporting that doesn't recognise the difference between smaller and larger amounts. The Grassroots Grants were unlikely to be of assistance in this context, and any funding needs to recognise the additional costs of remote locations.
 - Another point of discussion on boundaries and cross-regional issues was the need to coordination across the states of SA and WA and the NT. There are closer cultural ties across these immediate regions, and in many cases the NRM priorities/challenges are also shared across these jurisdictions (eg camels, donkeys, horses, buffel grass).
- Jon Bok provided copies of the English and Pitjantjatjara communications material prepared by the Department, including 2-page summaries and a Pitjantjatjara video

PHASE:	FOCUSSED CONVERSATIONS
SESSION:	YOUTH ENGAGEMENT - WILLUNGA
TIME/DATE:	9.30-11.30am - 29TH September 2018
FACILITATORS:	BECKY

OVERVIEW OF SESSION

Becky Hirst met with 15 members of the Youth and Community in Conservation Action group, ranging from 11 years old and up. She was joined by the Minister for Environment and Water who opened the meeting by outlining his story and vision for natural resource management reform.

The Minister had a robust conversation with the young people, including answering a range of questions that the young people had prepared from their reading of the discussion paper prior to the meeting.

Becky went on to facilitate conversations based on the key proposals being put forward, using the same tools being used in the broader community forums. The notes made can be found below.

A CONVERSATION WITH THE MINISTER

The Minister set the scene of the conversation by sharing his story, explaining natural resource management and outlining his vision for the future. A robust conversation with the young people followed, including the Minister answering the following questions that the young people had prepared from their reading of the discussion paper prior to the meeting. Some questions also emerged as the conversation went on. These questions highlight the areas of most importance for the young people met with and have been sorted in to themes following the event for the purpose of reporting.

Board representation and accountability

- If the Landscapes Boards are kept 'at arm's length from the government', how will the Board be kept accountable?
- How will this new Act ensure that the same issues with the NRM won't happen again?
- How will the Board ensure that there is equal representation of people from both environmental and agricultural backgrounds?
- How will the election of Board Members work? What will be the voting process and the criteria for nominees?
- How do the Boards elect their own General Manager?

Conservation/Protection

- 'Back to Basics' - in the shortened Act, will this be building upon exiting programs to save money and increase effectiveness? Also not much mention of preserving habitat and that is very important for conservation.
- Save significant trees
- Heritage sites ~ will they remain?
- How does threatened species management and conservation come into this Act?

Funding

- If you want young people to help with the environment, we need funding to do that. What funding is going to be available?
- Will there be incentives for farmers and agricultural landscapes to integrate conservation and revegetation?
- How will you know where grants money goes and will the people involved have high enough qualifications/experience/knowledge/support to effectively benefit the environment? (Accountability and level of effective administration) government and grant recipients.
- If there is a change in boundaries between Fleurieu and Green Adelaide will there be a cut in Environment Centres?

Education

- How will this Act educate young people about the environment?
- How high a priority is environmental education to you personally, would you push for it to be compulsory?
- Really big push for environmental education needed

Climate Change

- How will this Act take measures to control Global Warming?
- So adaptation for global warming is great, but does that mean we are accepting it and stopping active work?
- When talking about 'adapt' does that mean that you are accepting climate change instead of looking at ways to decrease the development?

Science based decision making

- How can we improve science communication and the passing of information from scientists to the general community?
- Will the 'simple and accessible framework' still be based on strong science?

Employment

- What job opportunities will come from the new Landscapes SA Board? How should we prepare for these jobs and what should we study?

Engagement

- How is the Landscapes SA Board going to involve youth in their activities?

Other

- How will this government minimise the use of plastic? And are there currently any procedures to better manage South Australia's waste problem?
- Because NRM is so iconic, why is it necessary to change the NRM, and what is going to be done about current NRM resources?
- One of our priorities – renewable energy – is there anything being done about that?

FACILITATED DISCUSSIONS

The group also explored the following topics –

1. **Visioning for the future** – what are the top three things you think will help the environment to thrive in the future?
2. **Governance & Planning** – Board representation and ALMR boundaries
3. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?

1. VISIONING FOR THE FUTURE

The facilitator set the scene for a visioning exercise to enable the young people to identify and share their priorities for natural resource management in the future.

"I'd like you to imagine it's 10 years' time and you are still actively involved in looking after the environment here in Willunga. Imagine that things are going really *really* well. The coast and rivers are well looked after. The plants and animals are thriving. Pest animals and plants are well managed and under control. There's great bird life. What makes all this work so well? How have you achieved such great success? In pairs or threes (mix younger and older participants), write down the top three things that have helped make the environment flourish!"

Each participant was given three large sticky notes and asked to write down their top three things. The facilitator then sorted them in to themes and then presented the themes that had emerged.

<u>AWARENESS</u>	<u>JOB</u>
<ul style="list-style-type: none">• Respect for the environment: fauna; flora; water; land use.• Knowledge: community; environments; awareness.• Spread awareness throughout South Australia.	<ul style="list-style-type: none">• Jobs to do with the environment and funding.• Jobs for people with degrees and Certificate Qualifications.

<ul style="list-style-type: none"> • People understanding what it is like and they can change it. • Far more awareness of the environment and its issues. 	
<u>FUNDING</u> <ul style="list-style-type: none"> • Drastically reduced day to day waste by involving funded community groups. • Funding for community projects is abundant. • Funding – without support for groups like ours, our options and choices are diminished. • 100% of what we've achieved, and then imagine what we could do with some more support. • Increase funding for environmental agencies. 	<u>COMMUNITY</u> <ul style="list-style-type: none"> • More opportunities for interested young people! • Normalising environmental issues – widespread participation in rectifying them. • Holding events for the public so they can interact with plants, animals etc., like planting trees, learning how to treat certain plants and animals around their living area. • Community groups. • More community groups involved in environmental science.
<u>EDUCATION</u> <ul style="list-style-type: none"> • Education funding – make learning about the environment a core subject/compulsory lesson. • Will have educated the world. • Education of young people in the environment. • Educating more people – specifically younger people. • Kids getting their proper education on the environment. • Environmental education involved in the SA curriculum. • Strong environmental education for young people in Primary and High Schools. • Education of schools and the country. • Education – compulsory (basic) education about environmental habitats, natural resources, based on local area without knowledge, people have no power to do anything. 	<u>SINGLE USE PLASTIC</u> <ul style="list-style-type: none"> • No non-biodegradable plastic. • Environmental scientists in positions to develop new ways for the integration of modern life, agriculture and environment. • Cut down the amount of one-use plastics we all use. • One-use plastic ban – mainly for items such as plastic shopping bags, straw etc. • Widen the use of bio-degradable plastic and stop the use of single use plastic.
<u>OTHER</u> <ul style="list-style-type: none"> • Opening more environment centres around South Australia and having more environmental groups that are like YACCA. • People doing the work, not just sitting around. • Young people influencing traditionally older generation, organisations and politics. • Social acceptance of carbon reduction and renewable alternatives. • Better pollution control. • More renewable energy sources in use, less nasty stuff going into the earth! • Thorough communication between: science; politics and people. • Tighter laws on pests and stable employment opportunities. • Making a difference now, acting on things that need to be changed for the better now, so we can have this future. 	

2. GOVERNANCE & PLANNING

2.1 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.

Comments made about board representation
<ul style="list-style-type: none"> • Qualified people. Not just random. Some kind of qualifications. Have some criteria. Must have lived in region for a while. • Elements of expertise – not just people with degrees.

<ul style="list-style-type: none"> • Not all but farmers do need to be on Board. Team up farmers and best qualified people. • People represented without being a member – emails. • Members could have financial interest. • Will farmers and hard-core environmentalists be voting? Need to work together but could end up with Board skewed. • Don't need quotas – but someone with mindset of diversity. • Don't need a quota for a young person but funnel from young person (or person who can speak on behalf) – genuine – not young Politics. • Some indigenous. • Sceptical about elections – anyone could be elected. Popularity vote. E.g. my grandmother doesn't know about environmental field but could get elected! • Giving Board power to employ General Manager could be risky. • Board membership should be – <ul style="list-style-type: none"> - Someone who knows what they're doing. - Someone with a degree. - Someone involved in community actively working on something. - Someone with a passion – demonstrated. - Someone who's a landowner – relies on a stable environment for livelihood. - Someone unbiased/mediator. - Someone from existing NRM Board with experience.
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2.2 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.

Comments made about boundaries
<ul style="list-style-type: none"> • What landscapes are there? We suit Hills & Fleurieu. • McLaren Vale is Hills & Fleurieu. Don't think it should start before there (from South). • Sellicks – too far away to be part of Green Adelaide. Beach – Aldinga scrub. Aldinga – natural scrub. • Seaford in to Green Adelaide – more dense urban, larger shopping centres etc.

3. 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 –

Comments made about engagement
<ul style="list-style-type: none"> • Listening to us. • Don't think someone who isn't engaged isn't interested. • Existing programs not necessarily convenient – or of interest. Doesn't mean we aren't engage or interested.

The group also noted a video titled *2017 State Community Landcare Conference - Panelist - Saskia Gerhardy "Engagement"* provides a fantastic resource (including a video made by the young people themselves) on how to engage with young people. The video can be viewed at - <https://youtu.be/de2lzn3YPKo>

PHASE: STATE-WIDE COMMUNITY FORUMS
SESSION: KAURNA WORKSHOP
TIME/DATE: 1pm – 4pm – 2ND OCTOBER 2018
FACILITATORS: JON

Attendees:

Kaurna:

- Merle Simpson
- Jeffrey Newchurch
- Lynette Crocker
- Garth Agius
- Justin Peisley
- Tim Williams
- Tiana Silvy
- Buster Turner

DEW:

- Andrew Raymond

Adelaide City Council:

- Marty Reeve

The workshop was facilitated by Jon Bok.

FACILITATED DISCUSSION

This workshop was organised to build on input from Kaurna representatives at the State-wide community forums. The purpose was to allow Kaurna people to take a “deeper dive” into the potential issues and opportunities associated with the reforms, and to ensure these were properly understood and documented. The group spent time discussing matters specific to Kaurna people, including a review of the consultation material for the following topics –

1. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, AMLR boundaries
2. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
3. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program

The notes below are written up from the consultation materials. A summary of key discussion points is included following:

1. KEY DISCUSSION POINTS

- There is a strong structure in place for Government to engage with Kaurna, although resourcing is a challenge
- The Kaurna Charter under development provides a model for governance and engagement
- Succession planning is a critical part of the Kaurna's plans for the future
- There is a very positive working relationship that has been built with the AMLR NRM Board. It is critically important to Kaurna people that this relationship is not impacted in the reform process
- The Kaurna are likely to be the only Traditional Owner group that must work with four Landscape SA Boards
- To address this challenge, it is proposed that the Kaurna Advisory Group that has been established with the AMLR Board is extended to include the three new Landscape SA Boards within the Kaurna's boundaries
- The Kaurna Advisory Group provides a conduit between the Landscape SA Boards and Kaurna community, and can assist in providing guidance and connecting projects to the right people in the community

- It would also provide a formal mechanism to incorporate Kaurna cultural knowledge in the planning process
- In doing so, there will be an opportunity to clarify how this input will be managed and resourced
- It is important that the Kaurna people's involvement in the new Landscape SA Boards is very clearly documented, likewise for any resourcing arrangements – possibly in legislation

2. 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 Ranges region.

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
No comment made.

What concerns you?

Table 1
<ul style="list-style-type: none"> • Partnerships – need to have input to the legislation. • Don't want something contradictory or doesn't match. • Consider: Advisory Group model in the legislation (not left to Boards to decide).

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

Table 1
<ul style="list-style-type: none"> • Green Adelaide must ensure at least one Kaurna representative on Board. • Also opportunity for youth/young Kaurna person to gain experience/exposure (succession plan). • Arrangements with Kaurna need to be clearly documented and agreed. • Need Kaurna decision-making not just consultation/advisory – start to finish.

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"> • Kaurna people will need to deal with 3 LSA Boards instead of 1. • Keep Advisory Groups to expand membership to include 3 X LSA Boards. • Involve other Nations for boundary areas.

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

ISSUE

Employment and education in both systems: embrace good things in both cultures; telling the history.

Green Adelaide

What excites you about this?

Table 1
<ul style="list-style-type: none"> • Kaurna can be appropriately resourced (at a program level, not just individual projects) can link to succession plan, integrate with non-Aboriginal elements – does offer value

What concerns you?

Table 1
<ul style="list-style-type: none"> • Will funds go only to Councils and how will funds flow through to Kaurna?

3. 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:

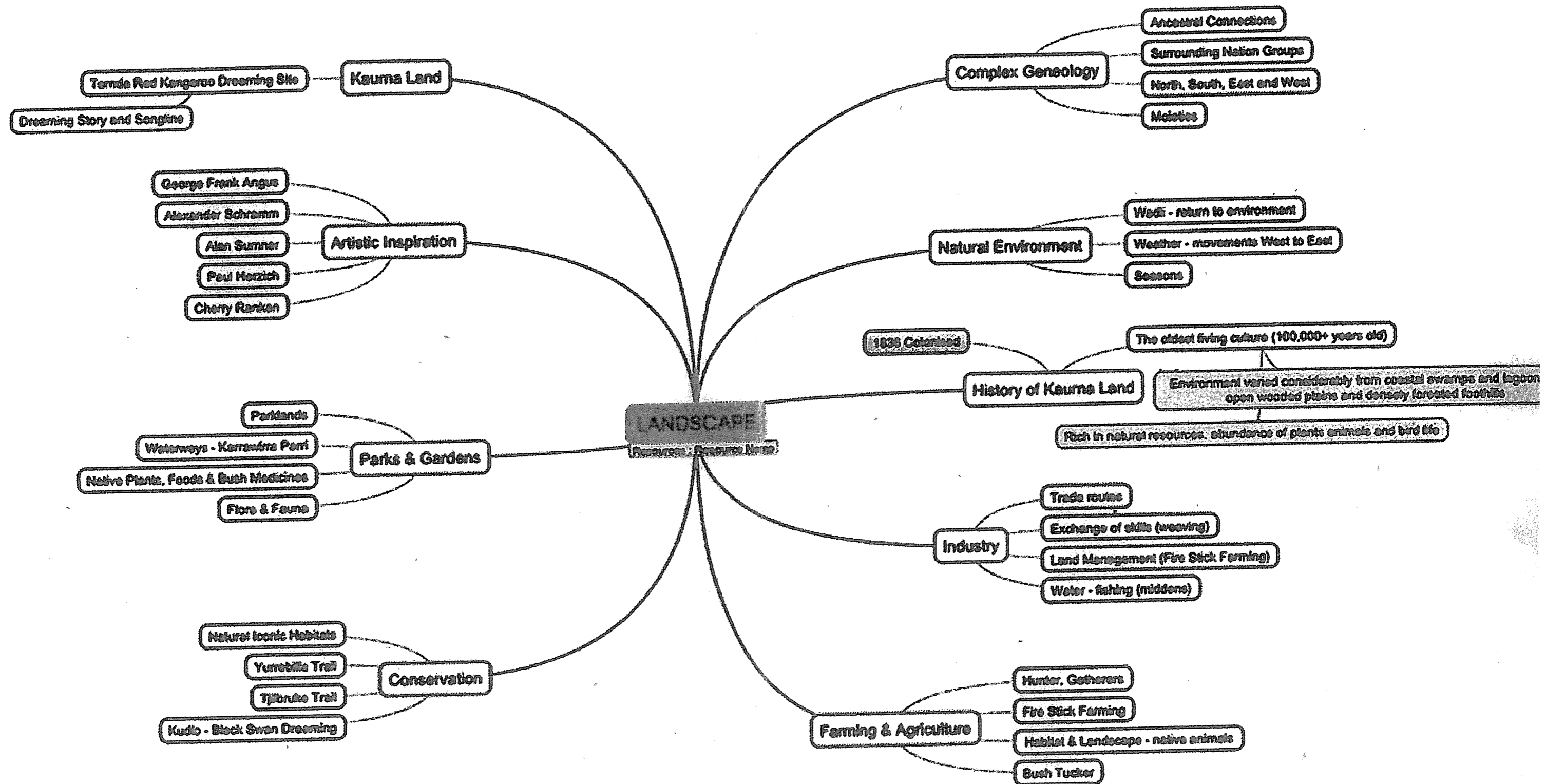
Kaurna Engagement Planning: incorporate Kaurna understanding of 'landscape' (holistic) in planning (see attached document provided by Lynette Crocker).

STOP DOING	START DOING	CONTINUE DOING
Table 1		
<ul style="list-style-type: none"> • One way traffic, no reciprocity (e.g. cultural knowledge) 	<ul style="list-style-type: none"> • Co-management Glenthorne Farm – position for Kaurna on Advisory Group (partnership group). • Access/participation/equity. • Build cultural elements into projects (support resourcing) not just motherhood statements. 	<ul style="list-style-type: none"> • Advisory Group. • Support Kaurna succession planning • Fund Aboriginal Engagement positions e.g. Merle Simpson's role and Michael Field's role). • Kaurna no longer a 'risk' (NT). What has been achieved and where to next.

		<ul style="list-style-type: none"> • Kaurna are in this forever not just 4 years at a time. • Succession planning is an opportunity for all long term interests.
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ISSUES TO EXPLORE

- How Kaurna work with other Nations in Plains & Valleys and Hills and Fleurieu?
- Concept of 'landscape' in planning – Kaurna holistic perspective. The definition of 'landscape' for Kaurna means something different to what is implied for Landscape SA
- How can a Kaurna Advisory group work across 3 regions?
- How can it be resourced?
- Tourism
- Engagements
- Alliances – shared positioning



Landscape

Kaurna Land

Artistic Impression

Parks & Gardens

Conservation

Complex Geneology

Natural Environment

History of Kaurna Land

Industry

Farming & Agriculture

OVERVIEW OF SESSION

Approximately 35 participants representing the conservation sector were welcomed by the facilitator who set the scene for the session. It was explained that this session would be running concurrently with a primary production sector session, and that the two groups would join together in the afternoon for a combined debrief and opportunity to 'deep dive' on key topics together.

Whilst a full account of input received can be found below, some of the key points from this session were -

- **Biodiversity** is a priority for the group. The group feels that biodiversity protection and enhancement should be a strong part of the act, as a key objective. The biggest concern relating to the guiding principles was the perceived inconsistency between **Back to Basics** and the **Whole of Landscape Approach**. Participants felt that there is a large gap in the back to basics approach of biodiversity, feeling that the principle overall is completely redundant and an integrated approach to landscapes is needed. Members of the group felt that this principle is backwards facing, and it needs to be future focussed.
- Opportunities for community groups and organisations to be **engaged** in the delivery of projects must be maximised. The group would like to see landscape boards facilitate collaborative planning with delivery by, and with, others, noting that this could be done via the Landscape Priorities Fund and Grassroots program. The Landscape boards should facilitate engagement in the development of the regional plan and facilitate others to deliver via a model of devolved delivery.
- In relation to **resourcing**, allocation of available levy funds collected in metropolitan Adelaide should be made available across the state for use by groups and organisations to access for specific projects. Some of the group felt that at least 5% of the state budget should be directed to soil, water and biodiversity management. They would also like to see a greater amount of resources to ensure efficient delivery, especially via community and well established non-government organisations, rather than this resourcing being concentrated in bureaucracy.
- There was some reflection on **roles and responsibilities**, not only in relation to governance of the boards but clearly communicating who does what, with guidelines provided to inhibit bureaucratic processes creeping in. There needs to be clarification around government being less involved in delivery and actively seek to deliver via community organisations. Decision making needs to be shifted as close as possible to communities. It was noted that governance should include employing authority returned to boards.
- **Partnerships** were a high priority, with Landscape Boards being genuinely separate from government, whilst working in partnership with state government and each other. Existing partnerships and successful initiatives should be built on, such as Wild Eyre. The group would like to see the removal of any obstructions to cross regional project delivery and cooperation, for example promoting collaboration when it makes sense to do so. This commentary particularly related to the whole of landscape approach, which participants felt needs a whole of sector approach, ensuring the NGOs and community groups have equitable access to a range of funding opportunities both large and small.
- The group would like to see **compliance** strengthened, enforcing the act, particularly in relation to interaction with other key legislation. It was noted by one small group that this was a high priority.
- Some concerns were raised with **decentralised decision-making** being 'at odds' with an integrated landscape approach. The concept needs to be defined because it makes some sense at some scales but not at others. Participants felt that at times it does not make sense to make decisions out of context from the bigger picture, for example landscape priorities, the state's vision for itself and how NRM plays a role in delivering local, national and global priorities. This could lead to an ad-hoc and potentially inefficient approach. The approach would need to still be highly accountable and transparent, ensuring high value for money.

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 then grouped the priorities in to themes and shared them with the whole group.

<p><u>BIODIVERSITY/PROTECTION</u></p> <ul style="list-style-type: none"> • Ensure that biodiversity conservation is included in the legislation (Landscape SA Act) and that it remains as a foundations. Ensure that the Act/Reforms secure biodiversity protection and interface with other relevant legislation. • Biodiversity key object and provisions of the Act. • Strengthening the significance of biodiversity • Biodiversity protection and enhancement. 	<p><u>ENGAGEMENT</u></p> <ul style="list-style-type: none"> • Landscape Boards facilitate community engagement in the development of the regional plan and facilitate others to deliver it, i.e. devolved delivery. • Landscape Boards facilitate collaborative planning = with delivery by and with others, including Landscape Fund and grassroots fund. • We want to see \$ available to others to deliver and that can result in innovation. • Maximise opportunities for community groups and organisations to be involved in delivery of projects. Ensure multiple ways to be involved from large to small projects. Minimise bureaucracy especially where not 'front line' staff.
<p><u>RESOURCING</u></p> <ul style="list-style-type: none"> • An allocation of available levy funds (including from city/metro) to be made available across the state for use by groups and organisations to access for specific projects. Ideally link additional funds from general revenue. • At least 5% of the State budget (net of levies) is directed to soil, water and biodiversity management. • Greater amount of resources to efficient delivery especially via community/well-established non-government organisations rather than resourcing being concentrated in bureaucracy. 	<p><u>ROLES & RESPONSIBILITIES</u></p> <ul style="list-style-type: none"> • Roles and responsibilities of Boards: not only governance but who does what. Provide guidelines to inhibit bureaucratic creep. • Clarification of roles and responsibilities – especially important that government agencies are less involved in delivery and actively seek to deliver via community organisations. • Also shift decision-making as close as possible to communities.
<p><u>PARTNERSHIPS</u></p> <ul style="list-style-type: none"> • Landscape Boards are genuinely separate from government, and work in partnership with State Government and each other. 	<p><u>CLIMATE CHANGE</u></p> <ul style="list-style-type: none"> • The recognition, understanding and response to Climate Change underpins NRM.

<ul style="list-style-type: none"> Building on existing partnerships/successful initiatives = strategic landscape scale projects e.g. Wild-Eyre. 	<p><u>GOVERNANCE</u></p> <ul style="list-style-type: none"> Employing Authority returned to Boards: independence; direction.
<p><u>LANDSCAPE SCALE</u></p> <ul style="list-style-type: none"> Support landscape scale conservation: <ul style="list-style-type: none"> Multi partners. Multi benefits. Cross boundary. Integrated. Long term investment. Support corridor strategy being brought back. 	<p><u>COMPLIANCE</u></p> <ul style="list-style-type: none"> Strengthening compliance and duty of care = enforcing Act; interaction with other key legislation. This is the high priority – Landscape Act influences decision making under other key Acts e.g. planning; NRM Regional Planning and Plan Regional Planning.

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.

- Public awareness of NRM.
- Landscape scale projects e.g. Wild Eyre etc., founded on terrific partnerships.
- Don't want to lose the integration aspect – keep water, soil, pest/weeds, biodiversity. Landscapes best managed with all elements.
- Community co-designed plans regional through to local scale – very effective.
- There are enough plans across the state for us to know what needs to be done. (No more planning in short term – focus on implementation.)
- Strong recognition of social, economic and environmental interdependence in plans and work programs.
- NRM education has fundamentally engaged teach, principals and students and their families – next generation of leaders emerging.
- NRM levy collection.
- Board-led water allocation and management plans amongst the best in the nation – sustainable diversion/extraction.
- There is a tremendous group of people: highly skilled; partner focused; innovators in the sector – don't want to lose.
- Keep regional planning with community and multiple agency investment.
- Partner MOUS and resource MOUS e.g. coastal – facilitates collaboration.
- Keep a funding model in place e.g. Levy- state investment capacity to apply for federal. It's a leveraging model – keep.

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

- There must be capacity (funding and information) to be able to make 'good' decision making.
- Concerned a decentralised approach is at odds potentially with an integrated landscape approach.
- Needs to be defined, because it makes sense at some scales but not others.
- It does not make sense to make decisions out of context from bigger picture e.g. landscape priorities, the state's vision for itself and how NRM plays a role, national and global priorities.

- Can lead to an ad hoc, not strategic and inefficient effort. There needs to be an overarching framework, so some greater than parts.
- Decentralised still needs to be highly accountable, transparent and value for money.
- Decisions and action needs to be at the scale of impact.

b. A simple and accessible system

- Increase participation and transparency around settling budgets and influencing project investment. Distancing this from government agreement model will help build trust.
- Look at an Act that sets the overarching objects, purpose, and protection measures etc., sits in the Act. Some implementation could be put in regulations or guidelines where more flexibility maybe required or preferable.
- Retain consultation requirements in the Act. Make it easier to engage across regions, it's very onerous to do it on a one-by-one basis and facilitate sharing of information more across regions and more accessible.
- Have to find a way to make the investment and outcomes more accessible and more visible so people understand what they contribute to and feel part of it.
- Need to keep the right balance between simple and accessible and having appropriate protections and accountability in place.
- QUESTION: What is complex? Accessible to who? Red Tape? Protections are important.

c. Community and land owners at the centre

- Need to be equal partners with government, be empowered and supported to deliver on the ground.
- Requires building supporting and strengthening capacity.
- Back a bottom-up model of deliberative decision making (especially for tough decisions/trade-offs.
- But not at the expense of science, monitoring and having a sound evidence base for on-ground action. (And this should be covered by State Government investment).
- This principle should not be at the expense of ongoing state-based ownership and responsibilities for the environment i.e. needs to be a genuine partnership.

d. A whole of landscape approach

- Remove any obstructions to cross-regional project delivery and cooperation (i.e. promote collaboration when it makes sense to do so).
- Demands a 'whole of sector' approach (i.e. ensuring NGOs and community groups have equitable access to a range of funding opportunities = large and small).
- Requires a more realistic timeframe for programs to deliver outcomes (i.e. minimum of 3-5 year projects).
- Needs to be backed by long-term biodiversity reform (hence demands) and legislative backing.
- To have longevity (and be de-politicised), needs community backing and to be driven by grass-roots (from bottom up).

e. Back to basics

- Massive inconsistency between 'back to basics' and 'whole of landscapes approach'.
- Massive gap – biodiversity!!
- This principle of 'back to basics' is actually completely redundant – we need an integrated approach to landscapes – we don't need this principle at all.
- The operating environment has completely changed. The level of support from the State to NRM/Primary Production has been radically reduced. 'Returning' to this previous approach without returning to the same operating and funding environment is doomed to failure.
- 'Back to Basics' is backwards facing, we need to be future focused.

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.

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?

- The intention to have a democratic approach to appointments.
- Areas of skills, knowledge and experience:
 - Biodiversity.
 - Water resources.
 - Soil management.
 - Biosecurity.
 - Coast and marine.
 - Sustainable agriculture.
 - Community engagement.
 - Financial management.
 - Sustainable development.
 - Governance.
 - Communications.
 - Government relationships
 - Community Groups experience.
 - Community education.

What concerns you?

- Approach to Green Adelaide is inconsistent – expert board appointed by Minister – why?
- Could create tension between appointed/elected.
- Needs to be based on skills and experience/expertise/knowledge of region.
- Will Agency people remain as non-voting/observers?
- What is the vetting process for all nominees?
- Voting process could result in costs that may divert resources and many not ensure high quality of representation.
- Ensure membership is diverse/covers key skills/experience and doesn't have over-representation of one interest group.

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

- Making Agency representatives ex-officio, or perhaps simply welcome guests.
- Selection/appointment process must ensure that board comprises the required diversity of knowledge/skills/interests.
- Need to vet nominees.
- Process to ensure board isn't loaded by a particular interest group.
- Process overseen by an independent 'authority'.
- Need clear Terms of Reference that specifies composition of board (knowledge, experience, expertise) and character – very important.
- Suggest either all appointed or all voted on to Board. Probably best all appointed.

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?

- A co-designed (community, industry, Aboriginal people and governments) regional plan against which NRM results are measured (science based).
- Annual report to the funders e.g. levy payer, SA Government.
- Systems to monitor and evaluate trends in soil, water, biodiversity condition, community attitudes and action and investment in their management (soil, water, biodiversity).
- Periodic governance assessment (independent, non-government). Leadership, Corporate Strategy and planning, Client and Community focus, information and knowledge, people focus, process management, business results.

Any other comments about board accountabilities?

- The Regional Plans need, in combination to provide a coherent state approach. Strongly recommended is a State level governance body to support the Minister, review regional plans, monitor Board performance and achievement. Membership needs to be skills and knowledge based, 4 independent of government and the boards.
- Water planning must remain with the Boards to review and amend/develop strongly supported by science and agencies.
- The state level governance body can advise the Minister on board appointments (independent advice).
- Bring all levels of planning: in the landscape; district; regional; state; national and global.

Other notes made on the worksheet –

- *Own bank account in which all monies received in Board name are banked. Exp only on decision of the Board.*
- *Employ a general manager: also employed by the Board.*
- *Power to set and manage own levies – in conjunction with community – an all other funds received.*
- *Establish a 5 year Landscape land – and a 10-50 year vision.*
- *Partnership and devolved delivery.*
- *Priorities: include biodiversity management and include pest plant and animal management.*

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?

- Don't change boundaries unless there is a compelling reason for it to happen – it is a huge disruption and investment for questioning outcomes.
- To achieve integrated landscape management and less boundaries are better than more – again reiterates boundaries need to be strongly reasoned.
- Keep an eye to national NRM boundaries trend.

- Retain enough of a levy base in regions to mean they are sustainable in terms of population and levy base capacity.
- Would like to see mechanisms for ensuring boundary permeability, as important as defining boundaries is how they work across them.
- To ensure AMLR is operational and doesn't cause a greater admin or logistical impact – have 3 Boards at the front but keep the levy and support functions together – back of house.
- The one area ecologically that does not warrant boundary re-think – the eastern MLR (Hills, grasslands) MDB has a strong Mallee and river corridor focus ecologically AMLR makes more sense.

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?

- Create and steward a grand vision for Adelaide for a healthy people and environment that drives innovation in urban ecology and design. We could be world leaders in this.
- Bring environment back into planning with an eye to a changing climate to ensure it stays one of the world's most liveable cities. Conserving our urban ecology is at the heart of this.
- Foster urban community's engagement, participation, education and relationship to nature and place.

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

What excites you about this?

- Want to see mechanism for oversight the Minister's appointment of members. Needs real accountability – might be a state wide body, see governance sheet.
- Want to see a conservation skills base represented.
- Support the focus on urban i.e. urban population and urban ecology, has lots of opportunity beyond nature resources.
- Opportunity for innovation, there is an emerging area here of best practice e.g. WSUD.
- Bring environment back into planning, great opportunity to focus on people's nature connection.
- Specific urban focus could make it easier to interact with complementary Acts like Planning.
- GA best underpinned by nature of SA principles.

What concerns you?

- What role to support and coordinate local government effort which is significant.
- Want to see climate strategy e.g. avoiding heat islands.
- Need to see a specific focus on encouraging nature connection and its well-being impacts (make a priority).
- Don't want carbon neutral to disappear.
- It could isolate activities and engagement in the regional towns e.g. Mt Gambier, Pt Augusta.
- Need an overarching vision which brings effort to life not just a scattered approach – easy to happen.

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"> • Too much planning. • Expecting community/NGOs to be available without resourcing them. • Keeping resources within board – staffing/structures/bureaucracy. • Expecting engagement without being respectful/without providing resources to enable it. • Having community engagement teams/staff members that are focussed on actual engagement on the ground via on-ground projects. 	<ul style="list-style-type: none"> • Implement plans to a greater extent – more with community. • Adaptive management. • More incentives to groups/landholders to adopt innovation/best practice. • More extension of R & D to landholders. • Move more resourcing to groups to engage and deliver – and support them properly with funding and resources to enable them to engage. Support groups to be able to link with landholders. • Involve community in designing engagement approach e.g. Community Action Planning model and support those groups that are actually engaging on the ground. 	<ul style="list-style-type: none"> • Keep monitoring and evaluating. • Building partnerships and working with community based groups but more so including resourcing/funding – by doing more of this.

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?

- | |
|--|
| <ul style="list-style-type: none"> • Not in favour. Allow the boards to determine in conjunction with their communities to deliver the Regional (co-designed) Plan. |
|--|

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?

- Most import point is SA Government restores funding to environment to exceed 5% in addition to NRM levies.
- Cap at 10% of NRM levies raised, only established if match \$ for \$ by SA Government.
- State-wide landscape board (not agency) responsible for deploying funds.
- Must fund priorities in biodiversity, water and soil, community action at state scale
- Multi-region, across state boundaries (as a guide).
- Give emphasis to strategic and long-term projects.
- Really need to know a great deal more about the concept before commenting more thoroughly.

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?

- Great idea if funded from Treasury.
- Strongly recommend this is a program administered by the independent State Wide Landscapes Body.
- Must be able to fund smaller NGOs for admin (DGR status) i.e. keep the doors open.

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.

All landscape Boards are working in 'harmony' and the number of threatened species are on the decline.	The community is actively engaged in developing 5 year plans, as an equal partner, and the plans address biodiversity, soil, water and pest plants and climate in an integrated landscape manner.	Communities, NGOs and state agencies are working together effectively to deliver projects that protect and improve our natural resources – biodiversity, water, soil. Bonus – nature is a government priority.
Majority of people from all sectors are more happy than unhappy with the change.	A genuine feeling that the new system has better prepared South Australians to steward their landscapes and care for and connect with the nature that surrounds and supports us.	
Vibrant, engaged whole of state community committed to the key principles of nature conservation with the resources to continue to deliver future focussed actions.	NGOs in the NRM sector are well resourced and leading the delivery of NRM in their localities. This includes the design and delivery of engagement and on-ground projects.	Demonstrable increase in community engagement and participation in native conservation.

A vibrant environmental NGO sector is better resourced and delivering on-ground outcomes in partnership with government.	Sustainable Community Groups that are equal partners in all stages of NRM (problem and issue identification, planning and implementation).	A functioning Landscape SA system with a community led focus with a freely accessible toolkit and for all stakeholders.
Dynamic regional plans for the future underpinned by strong state resourcing.	Maximum funding hits the ground for priority projects in priority areas delivered through collaborative strategic landscape programs (NGOs, Government and Community).	The number of cross-boundary, joint NRM projects have increased towards improved biodiversity objectives.
Increased State Government investment including other agencies because they get the value to the state and believe the model will deliver.	Appropriate, sustained investment in biodiversity and Climate Change preparation and landscape scale projects. Collaborative planning of priorities. Devolved delivery by community partners.	Higher level of community engagement in NRM. Well-functioning trusted Boards. Innovative programs occurring within and across regions. Overall improvements in health of environment and community.
Boards and their own staff are functioning well. There is a transparent independence but great partnership with agencies. State Government funding is at least 5% of state budget, net of NRM levies, promoting regional jobs and vibrant community. Delivery is devolved to NGOs, community groups and industry, and when decided by Boards agencies. Boards have their own bank accounts which receive all levies and other income. A co-designed regional landscape plan underpins deliver, and forms basis for performance assessment of Boards. The majority of funds from State and community (NRM levies) are making a difference on ground.		

PHASE:	FOCUSED CONVERSATION EVENT
SESSION:	PRIMARY PRODUCERS SECTOR
TIME/DATE:	9AM ~ 12PM – 3RD OCTOBER 2018
FACILITATOR:	Steve

OVERVIEW OF SESSION

Eight participants representing primary production organisations were welcomed by the facilitator who set the scene for the session. It was explained that this session would be running concurrently with a conservation sector session, and that the two groups would join together in the afternoon for a combined debrief and opportunity to ‘deep dive’ on key topics together.

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

- The conversation focused on how to best balance landscape scale coordination of projects and programs without compromising decentralisation, local decision making and retaining levy money in the region;
- Cost shifting needs to cease and levy money retained in the region for Boards to decide how the money is applied to programs;
- Landscape Boards need to be encouraged and directed to ensure they maintain a landscape focus as well as supporting landowners – if there is a Landscape priorities group that oversees coordination then they need to be connected to the regional boards. Without this local connection there is a risk of disconnect;
- Local Boards should be capable with the right support to manage landscape priorities – they should be able to work with adjacent boards and have the capability to identify the right priorities for their region without the need for a central body or central bucket of money;
- There is a risk that the principle to decentralise could be undermined if there is a central body with centralised funds;
- NRM needs to be made more relevant to the agricultural sector – they are naturally managers of the landscape and NRM needs to be able to provide the right support in a transparent way;
- The new Act needs to be clear in what it is striving to achieve;
- There needs to be a greater focus on getting more dollars directed to on the ground programs and projects;
- The reform has good intentions, but regions need the capacity to deliver – both in terms of dollars and skilled people.

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 and ALMR boundaries
5. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program

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 with the whole group.

<u>LANDSCAPE</u> <ul style="list-style-type: none"> • Landscape scale – how to address issues that transcend boundaries? • How are things of common interest across Boards/regions, what is the structural approach to managing funding? • Landscape Advisory Body with funds might see a disconnection with Local Boards. • Landscape Boards have a requirement to focus on landscape issues. Leadership be locally connected. • Boards to be responsive to changing landscape issues. 	<u>PARTNERSHIPS</u> <ul style="list-style-type: none"> • Mature partnerships. • Use existing groups and relationships. • The right group for the right work. • Making
<u>DECENTRALISE</u> <ul style="list-style-type: none"> • More autonomy of decision making at Board level. • Local decision making. • Boards have autonomy to make decisions and funding. 	<u>LEVY</u> <ul style="list-style-type: none"> • No more costing shifting. \$\$ to stay in the region at control of Boards. • Levies – leave in region. Additional needs be provided for by the State. • Understand opportunity cost for programs.
<u>CAPACITY BUILDING</u> <ul style="list-style-type: none"> • Building Regional Capacity: <ul style="list-style-type: none"> ○ Funds. ○ People – right skills. ○ Engagement. 	<u>TRANSPARENCY</u> <ul style="list-style-type: none"> • Priority to on-ground works and greater percentage of \$ to on-ground. • Accountability however reasonable conditions. • Community understands where money spent.
<u>BOARDS/EMPOWERMENT/RESOURCING</u> <ul style="list-style-type: none"> • Boards should be responsible for appointment of CEO to deliver outcomes. • How to enable Boards to control and manage program as autonomous bodies. • Could have contract Management Model. • Regional bodies must have capacity to manage regulations. • Compliance requirements. • Boards able to access specialist skills and expertise at particular times/projects. • Buy expertise rather than fixed staffing: <ul style="list-style-type: none"> ○ Science. ○ Professional. ○ Whatever you need to fix the problem. • Board member capacity could be an issue. 	<u>RELEVANCE</u> <ul style="list-style-type: none"> • Recognising that farmers are managers of natural resources (through their business and natural environment). • Making NRM Landscapes relevant to farmers and building on that.
<u>CLEAR OBJECTIVES</u> <ul style="list-style-type: none"> • Putting a value on good land management and natural resources management, and rewarding stewardship of natural resources and natural environment e.g. vegetation. • Principles of Act are clear – What are we trying to achieve? 	

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.

- Good Staff: outcome oriented; project management; sharing skills.
- Keep the local groups connected to delivery e.g. LAPS; Landcare; Friends of; Farm system group.
- The right support for the situation.
- Keep some existing Board Members to enable transition.

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

- Boards having autonomy and empowerment to drive decisions in their region e.g. Levy.
- Connection across borders and across State i.e. through state wide objectives, guidelines/strategies.
- Clarity on what decisions and scope of decisions that can be made at the regional, local and state levels.
- Where there are efficiencies in a collaborative approach e.g. research on pests – take a partnership/state approach but deliver local programs at board level.

b. A simple and accessible system

- Resonates but difficult to give simple answer.
- Link between funding providers and outcomes delivered.
- Clear guidelines for Boards to deliver the compliance aspects of Act e.g. Pests, Soils and Water.

c. Community and land owners at the centre

- Partnerships – critical – real and genuine; not a parent-child relationship.
- Mature relationship and trust.
- Involving existing groups – industry, Landcare, LAP and Friends Groups.
- Ability to bring 'communities' together to collaborate input into decisions – separating 'noise' from real outcomes – majority owned not responding to a single voice.
- Recognising and respecting that Farmers (both the system and the farmers recognising this) are already managers of natural resources and Landscape management I relevant to them and utilises their knowledge and skills to deliver – and builds trust.
- Community ownership of the strategy and vision of what we are trying to achieve.
- Community is the people that live in the areas.
- All land managers involved.

d. A whole of landscape approach

- Easier to define the principles then application than to manage the landscape scale when there is an intention to decentralise.
- Landscapes can be applied at different levels – narrow or broad. Definition problem – how big is a landscape? How specifically is it defined?
- How to manage biosecurity issues across boundaries?

- Some of the language is vague.
- Strategic prioritisation of landscapes – by whom?
- Must consider interactions – but what to do about it?
- What of longer term commitment to Landscape Management – levy might provide a base, but needs to be overlaid with state or federal commitment.
- Localised decision making is good, but can be an immediate focus – a reaction to immediate problems **vs** longer term view based on research.
- How to manage pre-emptive actions that will mitigate longer term threats that aren't an immediate challenge. Long term planning isn't great.
- A weakness and strength of the local decision making. How to accommodate investment for the longer term.
- NRM is driven locally – local buy-in is critical and immediate benefits. Funder provider model.
- What's driven the current dis-engagement? The communities themselves do have a degree of longer term investment. Should seek external advice in planning.
- Time frames are different in different industries and therefore communities may have different cultural view.
- Mixed farming timeframe is not as long as horticulture (vines, trees).
- Adaptation to climate change – takes time.
- Boards must have long term view as well as responding to local issues. Need to weigh up the dynamics of industry.
- Is there a need for Boards to have autonomy over length of plans to respond to longer term issues?

e. Back to basics

- What we do has to be flexible – operating in a changing environment – need to be adaptive, flexible and innovative.
- Devil is in the detail.
- Having autonomy to make decisions with structure in place to give the Boards the ability to make decisions then this makes sense.
- Accept that native vegetation might be swung in – could happen.
- Biodiversity is there.
- No reference to capacity. Good intentions, but need to have capacity to deliver – the people (trained) on the ground and the funding to be effective. This is fundamental to success.
- Most farmers want to manage the basics, but don't have the capacity to deliver.
- Better economic analysis may be needed to understand regional capacity – can the Board have 'capacity building' as part of their remit? Otherwise whose responsibility is it? Risk might have a good program (i.e. insulate houses) but without skilled people can't deliver.

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"> • All members from region and community. • 7 better than 9. • Do not support election process. • If no election – 4 year term is OK. • Total tenure not an issue.

What concerns you?

Table 1	Table 2
<ul style="list-style-type: none"> • Risk of unworkable Board. • Cost of community election. • Voter turnout low. • How to get a board with balance of skills and continuity – change over. • Reasonable length terms – staggered change-over – corporate memory. • Board must work. • Need to have a succession process. • If went with community election – do this first in order to appoint others by Minister in complimentary skills. 	<ul style="list-style-type: none"> • Elections – concern low turnout, low interest, open to stacking of a particular interest group, potential unbalanced in skills. • Industry are concerned that a negative outcome could come from election process. • Costs of election process.

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

Table 1	Table 2
<ul style="list-style-type: none"> • Suggest panel out of peak body as a selection panel. • 3 elected positions could be appointed by peak bodies. • 4 by Minister. • Representative board? Of what? 	<ul style="list-style-type: none"> • Need clear criteria and skill for Board Members. • If 3 elected the Minister's appointments must come after this to produce better balance. • Could have a selection panel that represents the community to select the 3 'community elected'. • Community selection panel represent peak community groups e.g. PPSA, CCSA, LGA and other regionally relevant groups.

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
<ul style="list-style-type: none"> • Importance of WAP regions should be aligned with catchment boundaries. This is consistent with landscape concept. • Don't want to disadvantage the current system revenue wise. • Northern & York potentially could lose significant revenue. • Boundary changes might create more problems than it solves.

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">• CPI cap makes sense - with an option to submit to an independent body if it's outside.• Regulatory bodies – process can be torturous.• Potentially a disparity based on way levy is set and starting point.• Analysis on the numbers, variation of numbers.• Is the NRM an efficient cost currently?• What has been the reason for current cost increases? Is it for cost shifting?	<ul style="list-style-type: none">• CPI – simple way. However if extraordinary circumstances arise with the Minister's approval or the community agrees to increase for a particular issue.

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">• Don't want levy money from regions going back in to central funds.• If there are two central funds, don't want \$\$ coming from the regional levy.• Could come from Green Adelaide – but need State-wide Advisory Board to administer it.• If you take money from the city then it's against the principle of money stay in region.	<ul style="list-style-type: none">• Green Adelaide levy to fund this as they enjoy the benefits of natural resources across the State – food visiting, water etc.,• Regional landscape levy should not fund this – their levy must stay in regions.• Where efficiency in collaborative approach across regions e.g. Nature Education, Research. Work across regions or at the State level. Don't want unnecessary duplication.• Important for Green Adelaide to connect with Hills around Flood and Catchment management as the plains feel the impact on management upstream.

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"> • Alternatively: <ul style="list-style-type: none"> • State funding. • Federal funding. • Regional voluntary funding from the levy (or Green Adelaide). Best position to determine competing priorities for priority projects and grass-roots. • Consider a matching dollar for dollar for region and State – but if it's in the interest of the state then the state should support. Why should the levy payer pick up all of the spend? • But what is the political reality about taxing people in the peri-urban environment. 	<ul style="list-style-type: none"> • Green Adelaide levy could fund this or State funding. • Regional Landscape Boards shouldn't fund this.

Measuring Success

The exercise measuring success was not undertaken with this group.

PHASE:	FOCUSSED CONVERSATION
SESSION:	NRM PARTNERS, PRIMARY PRODUCTION & CONSERVATION SECTORS COMBINED SESSION
TIME/DATE:	1PM – 4.30PM – 3RD OCTOBER 2018
FACILITATORS:	BECKY/STEVE

OVERVIEW OF SESSION

Approximately 60 participants representing consisting of the NRM Partners, Primary Production sector and Conservation sectors were welcomed by the facilitators who set the scene for the session.

Organisations represented included –

- Conservation Council SA
- Primary Producers SA
- SA Dairy Farmers
- PIRSA
- National Trust SA
- Friends of Black Hill and Morialta
- Friends of Parks
- Zoos SA
- Presiding Members of existing NRM Boards
- Central Irrigation Trust
- Landcare Association SA
- Loxton Landcare
- Nature Foundation SA
- Nature Conservation Society of SA
- Nature Glenelg Trust
- SA Wine Industry Association
- Ag Excellence Alliance
- Environmental Defenders Alliance
- Wilderness Society
- Renmark Irrigation Trust
- Goolwa to Wellington LAP
- Local Government Association
- Greening Australia
- Trees for Life

Becky and Steve provided an overview of priorities that had emerged from the concurrent morning sessions with the Primary Production and Conservation sectors.

The Minister provided some commentary on what he had heard to date and took some questions and comments from the participants.

Becky and Steve went on to present an update of the engagement process to date, and shared the top 20 priorities to emerge so far through the state-wide engagement, as well as a list of the top 8 things to consistently be mentioned as working well already.

After the Minister left, participants spent some time as a whole group discussing the reform. Notes from this discussion can be found below.

They also spent some time taking a ‘deep dive’ in to some key priorities from the engagement process, working in small groups made up of both conservation and primary production sector representatives. The groups worked on developing their top 3 recommendations to the Minister on that topic, to be provided as input via the engagement process.

WHOLE GROUP PARTICIPANT COMMENTARY

A Collegiate Session

- Participants were keen for this report to highlight how **collegiate** this session was – it's important to highlight how well everyone from both the primary production and conservation sectors worked together;
- Participants noted that this is an opportunity to **reshape natural resources management**, and there is a large amount of positivity in the room. "It's in our hands to shape it for the next generation" – the next 25 years. Participants want to support the Minister in succeeding with this and come out with some really good results;
- "One thing that unites this whole room is that **the climate is changing really fast**. Whether you're coming from an environmental perspective or a farming perspective, or both, we need to build a resilient landscape which is ultimately going to have to be biodiverse. We can't afford these divides to be maintained anymore. We've got to come together and work out how we're going to move forward together. The most resilient communities work together";
- Participants noted that the discussion this afternoon, whether at the tables or as a whole group, showed that **the group agreed on much more than they disagreed**. This puts everyone in good stead for the new legislation. "A fear is that the new legislation tears us apart." Participants felt that if they can build and strengthen the relationships in the room, as a state this would be a really good outcome for the Minister;
- "The Minister has spoken a lot about partnerships - and this afternoon is a great example of how well we can all work together."

Biodiversity

- Maybe we need to explain the value of **environmental restoration** and the fact that activities associated with this, whether they be threatened species recovery, revegetation, wetland restoration, environmental flows – capturing some of these positive, proactive things that we could and should be doing through the landscapes act – that aren't just about those three basics (soil, pests and water) which are fine, and they can stay, but we need to somehow make it clear that there's an extra positive element or pillar there that we could be talking about, that will deliver on the overall objectives. The danger is if we don't have this specifically stated, that when you go to staff a board or a region with people to implement projects, you'd have soil specialists, you'd have water planners and policy people, you'd have people killing pests, but where are those skill sets that capture the big picture and allow you to do the positive environmental work? In my experience working in regional areas, which are relatively conservative, farmers really like working on these projects too;
- A really important message to go back to the Minister is that **one of the key ways that we connect with communities is through biodiversity works**. If you go back to the Landcare days, most of that work was around biodiversity – protection and conservation of native vegetation, primarily undertaken by primary producers;
- Creating a **climate resilient landscape** requires active management of soil, water, pests and investment in revegetation for habitat and connectivity, productive benefits and social resilience. This is what we need to be trying to achieve;
- What is happening to the **Department of Environment and Water**? What's their role in relation to biodiversity and all of the things we've been discussing?
- Given the fundamental importance of soil, water and biodiversity for the future of society and the economy of the state, it makes sense that the South Australian government invests at a suitable level. It would be helpful if we could find a way to help the Minister get the budget back to where it needs to be. The NRM levy needs to be used by the regional boards for what they need to do, so there needs to be adequate **investment from state treasury**;

- There are very **significant funds** that come to South Australia for biodiversity type work from a whole range of commonwealth government sources. It would be sensible and smart to have portals to allow the boards to be able to bid for and successfully receive those funds in the new Act;
- The three pillars in the *Back to Basics* principle are currently a mix of **assets and threats**. When we're talking about an approach to an issue would it be better to have it all about assets? For example, land, water, biodiversity and people are our assets. Pest plants and animals and climate change are our threats. The mix as it currently reads is perhaps part of the reason why we struggle with it. We accept the reality that this is driving the Minister's focus but because there's a mix, it confuses our priorities. It is clear from a systemic point of view – the idea of the assets and the threats – it's a very clear organising principle;
- On a landscape scale, there will be lots of **landholders that are trying to revegetate their properties**. If this isn't in the Act, where does the assistance for them sit? They will be doing it anyway for the productive benefits or because they value increasing the native vegetation on their properties, but it needs to be captured somewhere so that this work doesn't sit in isolation. Steve added that he had heard this in community forums too – farmers do retire the land, they are actively involved in certain revegetation programs, because it is identified as being beneficial to the landscape;
- One participant commented that she would like to see Natural Resource Management referred to as **Natural Asset Management** because the former implies that we are 'using it up'. Asset Management is about building, maintaining and managing the wealth that we've got as a community. Another participant commented that the language of Back to Basics has possibly got people thinking utilitarian – making us think of consumptive use, rather than **sustainable management**;
- What would **biodiversity legislation** achieve above and beyond what is already in place? It would bring together other pieces of legislation that would sit in it such as the Wildlife Act, the Native Vegetation Act, and so on – but is it needed other than to do this? Would it have any funding attached to it? This is the dilemma. The NRM Act, or the new Landscapes Act, has an inbuilt mechanism to raise money but there is doubt that a new Biodiversity Act would have the same mechanism built in to it. This is why we need biodiversity integrated in the Landscapes Act;
- The conservation sector believes that a **Biodiversity Act** is a good option to be explored. But it's not an 'either/or' – we need both in order to be successful. We see that biodiversity is very much key in the Landscapes Act, but the smaller focuses on specific assets, species or processes would be in the Biodiversity Act. One doesn't place the other. A Biodiversity Act wouldn't replace what was lost if it wasn't included in the Landscapes Act;
- One of the gaps is engaging with the **tourism sector** who have such a strong alliance in this state on biodiversity assets for nature-based tourism. Their's isn't a consumptive use. If we don't include biodiversity in natural resource management, then how do we look at that sustainable use or values of biodiversity in that context? We are very much focussed on primary production but there are other sectors;
- One of the problems the Minister has had is that biodiversity is not mentioned anywhere in the Landscapes documentation – and all of a sudden people are asking where it is. While we have this opportunity, we should be really serious about looking at this and pushing it further;
- We all agree that **it's really important that soil, water and pest plants and animals be included**. We just want to add something around biodiversity. Steve noted that the more remote communities during the engagement process had focussed more just on the three activities listed under the Back to Basics principle and didn't really articulate biodiversity as an additional element to be included. But by far the majority of the sessions have noted that biodiversity is missing. Reinforcing the Back to Basics message has been absolutely on the agenda but adding clarity around other activities that enhance biodiversity has been a high priority for many;

Board structure, accountability and membership

- Giving **power back to the boards at a regional level** is something that the primary producers have wanted for some time, aiming for local input, drive and empowerment to control their budgets and to engage staff, particularly at the general manager level. One thing that has been firing people up across both sectors is the

cost-shifting, bearing in mind that the department has budget cuts to meet, there are some strong feelings that protecting the levy-based budgets to be spent in the regions, is critical. There needs to be a reversal of some of the cost recovery for management costs, but also making sure that the statewide funds aren't depleting the regions;

- The first question should be **what makes the most effective board** – and then what's the model that leads you to the most effective board - a board that creates engagement and ownership and makes good governance decisions. A model including a community election process will struggle to achieve this. It is critical that you have a good balance of skills. The problem with an election process is that you can quite easily have all elected members move on from one term to the next, and it's important to retain some corporate memory and fundamentally have the best possible skill set and the best possible governance;
- Women are known not to put their hands up for things – they need to be tapped on the shoulder and encouraged. The same goes with Aboriginal representation. How will an election process ensure **diversity in board membership**, together with the skills and good governance?
- Rather than have three people elected from the community, it is better to have community members to apply. It was noted that this is how it currently is. Sharon Starick suggested an alternative model to the election process that still allows for community to have a say, through **establishing a selection panel** which is potentially made up of peak bodies, or people from the region, and they could actually choose 3 and recommend to the Minister the other 4, or the selection panel could recommend to the Minister the whole 7 members. There are ways of getting community input without necessarily going to a community election. Others in the group agreed to this suggestion. Each region could have a particular focus depending on its need – for example, those regions with more of a farming focus would have more farming focus on their selection panel. The peak bodies on the selection panel could be embedded in the new legislation;
- Another participant suggested an **independent professional organisation** – like a recruitment agency – with a set of selection criteria for each board, everyone can apply and then they run the selection process for the Minister and provide a shortlist. They could either make the recommendation or make the decision. This would be completely independent;
- Another element to add to board representation, as well as all the other skills needed, is the enthusiasm. The best NRM board members are **those who are interested and committed with good connections back in to the community**. What about young people coming in, who haven't got a lot of experience yet, but can bring that passion and enthusiasm? We don't want the process to put them off. There could be good potential board members who we can upskill – we don't want to cut them out;
- Is anyone going to be putting their hand up to join the boards, particularly the more remote ones? Add to this a very low voter turnout and we could end up with anyone on the boards! This is quite dangerous. The election does also lend itself to a **risk of self-interest groups**;
- We would like to see the **boards re-empowered**, particularly around important policy setting and decision making, for example with water allocation planning, and prioritisation of pest plant and animal priorities. It was noted that there is a balancing act between the governance requirements of boards versus the policy requirement – which need a good technical and local knowledge. This could be balanced in a number of ways including through advisory committees, but there does need to be some of this skillset within the board structure;
- There was some discussion around sector representation on the boards and one participant noted he was opposed to the idea as it was difficult for someone to serve the board and those who they represent. Another participant said that the difference **between representation and nominations** by peak bodies would be important to clarify – people who have a merit-based selection within a certain sector, then appointed to the board – but after this they are their own person and not required to represent the sector. Skills was noted to be more important than representation;
- There was a question regarding why there is a proposed **reduction in board member numbers**. Another participant suggested that 7 or 9 is proven good number for boards. Steve noted that in the remote communities' participants had said that 7 is a good number – given travel and time, getting 7 people for a board is more probable than 9. For nearer Adelaide, or some of the larger agriculture regions, is cutting down to 7 might be restrictive? Perhaps some flexibility is needed from region to region?

- It was agreed that recognising and supporting **current board members** and the work that they have already done was important. We can't just draw a line in the sand to say that was then and this is now. We want to encourage some of the existing board members to continue because if we don't, we'll be left with a very diminished pool of potential new board members. A message for the Minister is to be really conscious of those current board members – they've been working really hard to try to achieve good outcomes. They will be a really important resource to new board members too;
- One participant highlighted **devolved delivery** as a really important model, in boards having their own staff as employees of the board and being contract managers – delivering programs through established non-government organisations, community groups, industry, contractors, and also engaging agencies on a fee-for-service basis. In doing this, it would bring many more resources to the boards.

State-wide coordination

- It is important for South Australia to perform well in a national context – state-wide coordination is critical to this. One participant suggested a **state-wide board** that is independent and provides frank and fearless advice to the Minister. The board might also preside over some of the processes such as accrediting regional plans or selecting board members. The role of this board could also be overseeing the Grassroots Grants or Statewide Priority Fund. This would keep the coordination at arm's length from government. If there was such a group, we'd need to again think about the membership of this group to include leaders to really help South Australia stand out;
- Great **partnerships** with agencies are needed. This small state can't work without this.

Funding

- Funding is one of the most fundamental and critical items in the whole discussion. It seems that there is an acceptance that this is a cost shifting exercise, and that it's a finite bucket of money that has no potential for more resources. We all agree it demands and requires more resources;
- One participant shared that what he feels has worked well at a national level, in 3 different national organisations substantially funded by the federal government, is the federal government providing money in a **matching arrangement**. Matching seems to attract the interest of the various interested parties, including the private sector and it's a great way of leveraging more funds to invest in this critical area. The political and economic environment mean it is hard to get additional funding. There should be an opportunity to at least look at the possibility of increasing the bucket of money. We need to think innovatively about how we can grow this bucket. Our ability to meet the demands of managing the states natural resources is going to diminish;
- Society has a role to play in funding the sustainable management of soil, water and biodiversity in the regions. There needs to be a **dedicated state budget** that is committed to this. We need to all be arguing this case and supporting our Minister to obtain this. We just can't fund what needs to be done and as a state we have incredible assets that need to be returned to good health – and we have climate change coming so we need to be preparing for that too.

DEEP DIVE TOPICS & TOP 3 RECOMMENDATIONS FROM SMALL GROUP WORK

GROUP 1: BIODIVERSITY/CLIMATE RESILIENT LANDSCAPE

1. Vibrant biodiversity should be written in a clear outcome for the Landscape SA Bill (along with sustainable economy and resilient communities) – decisions and investments should consider all 3 outcomes.
2. Biodiversity discussion: Creating a climate resilient landscape requires active management of soil, water and pests and investment in revegetation for habitat and connectivity, productive benefits, and social resilience.

3. These will be missed out if management of pests, water and soils does not consider multiple outcomes in an integrated way:
 - Wetland watering.
 - Cockies for cockies – both production and biodiversity benefits.
 - Federal funded biodiversity/environmental programs (e.g. Additional Landcare Program) e.g. Mallee Fowl (lack of mandate for Boards to do this).
 - Mallee emu wren.
 - Ecosystem services (pollination, clean water etc.)
 - No bio, no grassroots or landscape funding to bio projects.

GROUP 2: PLANNING – LOOKING AFTER THE FUTURE

Conversation starters: How can regional planning be streamlined? How should the community be involved in planning? How similar should regional planning be? Is there a need for cross regional or statewide planning?

1. Regional Plans based on consistent framework e.g. Biodiversity, water, soil, APC and climate, integration, threats, assets:
 - Strategic plan.
 - Business plan.
 - State level accountability and common issues I.D.
 - Clear and concise planning documents.
 2. Direct line of sight between plans and investment and monitoring and evaluation and reporting.
 3. Community engagement – simplify engagement process and ‘formal consultation’ required – provide opportunities for community to be involved in reporting back and adaptive management.
- Transitional arrangements:
- How are existing plans to be used during transition?
 - Use existing content and build on rather than start from scratch.
 - Use new framework for next round of planning.

GROUP 3: BOARDS

Conversation starters: How can we enable the most effective community elections? What should be the role/function of regional boards?

1. Representational selection committee with broad skills – farming/environment. Community selection process NOT community election.
2. Select board members through regional selection panel:
 - Builds diversity (e.g. Aboriginal representation, business, gender, age) subject to serving ‘Board’.
 - Succession building.
 - Selection guidelines/processes.
3. Vision in line with state strategy and community/levy payer’s expectations and regional contribution.

Coordination regulatory framework.

Business planning – resources allocation and KPIs.

Management to deliver plan. Some issues best addressed at state level e.g. Landscape Scale Management.

GROUP 4: PARTNERSHIPS

Conversation starters: What should partnerships look like in the future? Are there already models that work well? What should engagement look like?

1. The following characteristics:
 - MOU to multiple groups, being prepared to share information, ‘mature partnerships’ that win-win, joint submissions for \$.
 - Partnerships based on capabilities.
 - Leveraging levy \$ % access funding.

- Local Government opportunity to partner.
- 2. N & Y NRM Board.
RIT and Environment water holder.
Red Tailed Black Cockatoo project in South East.
- 3. Community Management Group. Respectful partners and ensure achieve outcomes. Everyone works towards KPIs.
Transparency.

GROUP 5: BIODIVERSITY

How should the landscape reforms contribute to achieving vibrant biodiversity? What kinds of landscape management actions are needed to support vibrant biodiversity?

1. Four pillars for Landscape Act are: Land, Water, Biodiversity and community
2. Ensure biodiversity is an objective of Act and charter of Board to ensure they can be eligible to receive future conservation commonwealth \$.
3. Each Board and it's co-designed community based plan must address threatening processes (for example may involve pest plants and pest animals, climate change, wind and water erosion and salinization/water logging, community indifference, habitat loss etc.).
4. Ensure knowledge, skills and experience on the Board including land, water, biodiversity and community, primary production.
5. Process: each sector can propose a person(s) of great character to provide a particular skill.
6. Broad expertise on board. Land, Water, Biodiversity and people. Threatening processes: pest and disease; CI, water table. Leave it to local Boards to set practices with their country.

GROUP 6: FUNDING

Conversation starters: What sorts of things should the landscape priorities find invest in? What sorts of things should grassroots grants invest in? Who should decide the priorities for investment? How can administration be streamlined?

1. Funding – needs state government matching investment – not just levy \$.
State level/cross regional, pick up gaps, emerging issues, avoid piecemeal multiple outcomes, high risk.
Multi-year programs: needs to be 5% of state budget (state funding to sustain regional leverage with landscapes, production and communities).
Other contributions by partners.
2. Who decides? State body independent of government –may include e.g. PMs peaks, NRM partners.
Decisions informed by technical evidence. Decisions on projects funded by Landscape Fund.
3. Grass root grants – how to minimise red tape? And meet probity requirements < \$10K rolling call <\$50K.
Small projects could be multi-level <\$5K
Local level.
Community delivery.
NGOs, individuals up to years of funding.

PHASE: FOCUSED CONVERSATIONS
SESSION: NRM PARTNERS MEETING, ADELAIDE
DATE: THURSDAY 4th OCTOBER 2018
FACILITATOR: BECKY HIRST

ATTENDEES

Sharon Starick, Presiding Member - Natural Resources South Australian Murray-Darling Basin (Chair)
Eric Sommerville, Presiding Member - Natural Resources Northern and Yorke
Felicity-Ann Lewis, Presiding Member - Natural Resources Adelaide and Mount Lofty Ranges
Mark Whitfield, Presiding Member - Natural Resources Eyre Peninsula
Fiona Rasheed, Presiding Member - Natural Resources South East
Parry Agius, Presiding Member - Natural Resources Alinytjara Wilurara
Richard Trethewey, Presiding Member - Natural Resources Kangaroo Island
Glenn Gale, Executive Officer - Landcare Association of South Australia
Craig Wilkins, Chief Executive - Conservation SA
Rob Kerin, Executive Chairman - Primary Producers South Australia
Amy Williams, NRM Policy Officer - Primary Producers South Australia
Stephen Smith, Director Policy - Local Government Association of South Australia
Gerry Davies, Primary Industries and Regions South Australia
Matthew Ward, Department for Environment and Water
Apology: Janet Brook, Presiding Member - Natural Resources South Australian Arid Lands
Apology: Sheree Bowman, Chair - Landcare Association of South Australia

Observers (Not participating): Sarah Morgan (DEW), Leonie Paulson (DEW), Saravan Peacock (DEW)

FACILITATED DISCUSSION

Reflections on focussed workshops between conservation and primary producer sector organisations on 3 October 2018

- Partners reaffirmed that sectors are on the same page in wanting to work together and with the Minister to support the Landscape SA Reforms and ensure the reforms are effective
 - Noted the reforms largely address the requests from several partner organisations before the election
 - Agreed that the focussed workshops of conservation sector organisations and primary producer organisations on 3 October 2018 showed there is a lot in common between the sectors
 - No large conflicts between the organisations, and a lot of common ground, though the specific priorities of the sectors differed in some areas
 - Partners were surprised the Minister had perceived a significant difference in view between sectors
 - Just as likely people within sectors might have different ideas as between sectors
 - Generally a lot of support for the principles, with a desire to help supplement and clarify the Minister's vision in some key areas
 - Especially on how best to articulate the priorities, around back to basics and stewardship
- Partners noted that this level of collaboration between the conservation and primary production sectors and with other peak bodies and government – in other states and nationally this tends not to happen, and the sectors often are not willing to work together
- Partners noted they should consider how best to communicate their shared approach
- Important to work with government and members of parliament to ensure everyone is clear about the shared approach of the NRM partner organisations
- Partners noted some concerns over the timing of the process, noting there are potential risks with drafting the Bill quickly and having to amend the Bill once it reaches Parliament
- Partners sought further clarification of points that are open for further consideration, and points where there is no room for negotiation. Would be useful to know now, and focus on things that are more open

- E.g. is there any room to clarify the back to basics priorities and the role of broader stewardship actions and biodiversity in that; what are the parameters around funding issues such as water planning and management charges (will they stay or not)
- Partners noted concerns around election of board members
 - should do elections before appointments, otherwise could end with too many people from one town
 - there is a risk of people undermining the effectiveness of the board
 - more difficult to remove elected people who are making trouble
 - how you get people to nominate and vote?

Presiding members noted there is sometimes confusion about the NRM Boards' role in delivering on state/region based priorities funded through NRM levies, and national priorities funded by the Australian Government

- Some Australian Government investments through Landcare programs are very focused on threatened species and ecological communities, so Boards need to be able to keep working on this with local partners or SA will miss out
- Need to communicate this nuance clearly

Presiding members also noted:

- legislation is too prescriptive – better to use broad overarching principles and put detail in regs and guiding principles, to enable change over time to learn from what is working
- the role of Aboriginal communities in the Landscape model needs to be clarified, especially with the focus on private land management – don't want Aboriginal communities to be shut out of the process by assuming they can't be involved in broader management of landscapes

Partners considered the Minister's question about whether a specific new Biodiversity Conservation Act is sought by the conservation and primary production sectors

- Who would take carriage of this?
- What would it do?
- Would there be a funding stream?
- Biodiversity Act could be a piece of fine grained work, complementing a broader Landscape Act looking at broader environmental sustainability – both could address biodiversity issues in different ways
- Need to reflect on whether biodiversity is one of the basics
- Real range of views in the conservation sector
 - Like the idea in principle and agree with findings of parliamentary inquiry
 - But caution about whether now is the right time to do this
 - And leg is more valuable if linked to a funding stream

Suggestion that the Landscape Act could be a piece of legislation that would help regional landowners/managers

- Biodiversity Act would more likely deal with regulatory framework - eg native veg
- Landscape Act is more around transparency of funding and spending
- Investments have to be accessible and understandable to levy payers
- Focus needs to be on the activities
 - Eg AW NRM Board - manage pests and weeds, not surveying species
 - Need to focus on the action words - restoration, leading to on farm productivity and biodiversity
 - But further down the track could look at regulatory system
 - But significant risks around this

Goal is to enhance triple bottom line - need to make sure biodiversity is there as an outcome

- Be explicit that enhancing biodiversity is an outcome we want to achieve

- Key areas of funding are the three basics but there's also a broader range of stewardship activities needed
- Language of back to basics and description of basics – noted that this is where NRM came from, but are these the things we need going forward, or do we need to complement them?
 - 4 assets 2 threats is a really good way of capturing things
 - Assets: Land, water, biodiversity, people
 - Threats: Climate, pests

What we've heard to date

Becky Hirst shared feedback from community forums – Partners reflected on this, noting a range of similarities and differences across the state. Some key topics discussed included:

- Back to basics and how does biodiversity fit in
- Board Elections
- Funding
- Aboriginal engagement
- Connection with planning legislation

Priorities for NRM Partners

1. Hear from each partner what the non-negotiables are?
2. Statewide coordination
3. Funding
4. Elections and board structures
5. How partners could help with the targeted engagement process on key parts of the draft Bill

Partners discussed some key sticking points for their sectors

- LGA supports many elements of the reform, but they don't want local government to continue collecting the levy on behalf of state government
 - Willing to have a discussion with the Minister about this
 - Current regulations place a ceiling on how much recompense a board provides to councils for collecting the levy – this doesn't cover the costs of councils in collecting the levy, and should be closer to the state government's costs of collecting the Emergency Service Levy
 - Levy-related debt is also an issue for councils – they carry debt if a levy payer doesn't pay their levies – no compensation from boards for this
 - Also a fundamental issue of local govt collecting a tax on behalf of state government
- PPSA:
 - Election of board members
 - Ability to recruit new board members is key
 - Use of Levy funds
 - If water planning and management cost recovery is still in place, it will be a problem
 - Also boards need to have assurance they have control of their budgets
- CCSA:
 - Biodiversity and landscape resilience, restoration - clear placement of that in core frame
 - Hard to embrace reform if that's not in the mix
 - Operational separation of Boards from DEW
 - Focus on genuine shared planning and devolved delivery
- PPSA: don't disagree with any of those points from CCSA

Statewide coordination - what would that look like

- Some coordination across regions would be valuable, but doesn't necessarily need a big stick – enable regions to get together and agree common approaches
 - Need to support local decision-making, but some common approaches would be valuable
 - A state landscape plan could identify key statewide issues while allowing local flexibility around how to handle these
 - Eg abundant species- little corellas relevant in some regions but not others

- PPSA would look for coordination and transparency rather than harmonisation of levies
- Is 5 years the right timeframe for regional plans? Planning can be resource heavy and might not need to be updated regularly, but in some cases might need to change more regularly
- Is the regional plan a plan for community and the region, or just for the board?
 - o Need some clarity around this
 - o SAMDB want to have a plan for the region, but the board needs to be really clear about what it will invest in and how it will work with others
- **Partners all agreed** that a statewide advisory board would be valuable:
 - o formalised, including all PMs, plus partners (PPSA, CCSA, LASA, LGA, SANTS)
 - o really good for boards and two way communication with the Minister
 - o might be a final filter for funding applications, and set criteria for the funding
 - o independent chair?

Funding

Grassroots Grants: \$\$ too low? Would boards scrap own funds or run in parallel?

- \$2m should come out of Green Adelaide and disperse out to regions

Landscape Fund: could this all come from Green Adelaide too? Depends how much? Easier than taking a slice of funds from each region

- Simpler process, more acceptable, more consistent with principles of decentralisation
- Or could come from state govt appropriation
- Would statewide fund have to be spent every year? Could save it up for investment over time?
- Don't want to accumulate funds over time to prop up State Government's budget bottom line – should be fully spent on landscape management issues
- Could leverage some fed funding?

Water planning and management charges

- Currently hidden - is it intention of landscapes act - not transparent currently
- Compromises Boards' ability to have control over budgets and staff
- If we could say water planning charge will not continue that would be a massive win for communities

What is going to be common across the board?

- Need clarity on this - eg some boards invest in stuff that DEW also does
- Landscapes scope will also affect DEW
- What does decentralisation mean, and then what falls through the cracks? Eg weed and pest control in national parks
- State govt levy for national parks?
- But tricky for boards who get state A funding (i.e. KI, AW, SAAL) - conflicting drivers for how that state A funding should be spent – not the same as levies
 - And Commonwealth funding has different priorities and drivers

Targeted engagement on draft Bill - with NRM Partners would be a key group

Collaboration: if Minister wants to discuss reasoning, we could be involved in that

Minister really keen on simplicity - Partners need to be mindful of this

Regulations?

- Cf mining legislation: doing contentious issues first and getting drafts out for discussion - could help shorten timeframes

Next steps:

- Notes to be written up and form part of engagement process (Becky's report)
- Sectors might want to consult member groups further
- Partners group very willing to be involved in testing ideas or providing advice on options if Minister wants it

PHASE: FOCUSED CONVERSATION EVENT
SESSION: FOUR NATIONS
TIME/DATE: 9.30AM - 12PM – 11 OCTOBER 2018
FACILITATORS: JON

The Four Nations workshop was held to consider specifically the way Aboriginal Nations (Kurna, Peramangk, Ngadjuri and Ngarrindjeri) are affected by proposed reforms to the Adelaide Mounty Lofty Ranges Region (AMLR).

While not all Aboriginal Nations were represented (some representatives were unable to attend due to competing commitments), a broad range of views and interests were present for the workshop.

Attendees:

- Merle Simpson, Jeffrey Newchurch, Justin Piesley, Buster Turner (Kurna)
- Quentin Agius (Ngadjuri)
- Parry Agius (Presiding Member AW Board)
- Michael Field, Andy Raymond (DEW)
- Marty Reeve (Adelaide City Council)

FACILITATED DISCUSSIONS

Jon Bok provided an overview of the consultation material utilised in community sessions, which captured the key reforms applicable to the AMLR and Four Nations.

The group went on to explore the following topics in greater detail –

1. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, AMLR boundaries (*BH to delete as appropriate – some sessions may vary*)
2. **Engagement** – How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?

1. KEY DISCUSSION POINTS

- The creation of three new regions introduces some complexity for each of the Four Nations groups, both individually and collectively
- Based on likely boundaries, the new regions will intersect numerous cultural boundaries (as in accordance with native title determinations/claims):

Landscape SA Region	Aboriginal Nations
Plains and Valleys	Kurna, Ngadjuri, Peramangk
Green Adelaide	Kurna
Hills and Fleurieu	Kurna, Peramangk, Ngarrindjeri

- Each of the Four Nations groups also have interests in at least one other Landscape SA Region
- Workshop attendees identified the potential demands of the time of cultural knowledge holders in contributing to program and project planning and delivery, and the need for a longer-term commitment to resourcing which would support inclusion
- The Four Nations grouping, initially related to the AMLR Region, was recognised as an important point of reference on high-level policy and program matters affecting the former AMLR region, or on larger-scale projects affecting all groups
- It was also recognised that most projects will occur within one group's recognised boundary (utilising native title boundaries). In these circumstances, each group deals with its own members in providing cultural advice or other input
- Where projects overlap boundaries, there is an agreed protocol that all groups with an interest are involved

- A coordinated approach to engagement with the Four Nations groups was identified as a priority, to make the most effective use of people's time and input

The notes below are written up verbatim.

2. 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.

2.1 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.

COMMENTS MADE:

- Other issue; alignment with Heritage Act.
- Question: will there be at least one local Aboriginal representative on the Board? And also how?

2.3 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"> • NOTES: Cultural landscape perspective: more than just 1 or 2 nations. How can Four Nations build on cultural landscape – into planning? • Kaurna native title determination as basis to consider boundaries – use this as things develop for other claims. <ol style="list-style-type: none"> 1. First Nations are a workable tool – system is in place – promote as a positive tool. 2. Build on strengths/structures: Four Nations: input; policy; budgets; programs. 3. Best use and impact at planning/policy level. 4. Four Nations – issue – resourcing. Need to make a workable tool. 5. Need to embed in day to day operations. Need vision – promote as something positive. Something Board can come to.

3. 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 –

NOTES:

- Policy for engagement with Aboriginal Nations? This needs to be clarified
- Contracts/payment for Rangers.

- Embedded Aboriginal involvement in legislation.

STOP DOING	START DOING	CONTINUE DOING
Table 1		
<ul style="list-style-type: none"> • Issues with Councils not working to engage (e.g. no RAPS in some councils). 	<ul style="list-style-type: none"> • Four Nations: focus on environment and water – Adv for Board (Aboriginal). • Dedicated budget from Levy for Aboriginal input/involvement in programs and projects: better engagement including with community – better relationships. • Need for inclusion in planning and delivery of projects. 	<ul style="list-style-type: none"> • Opportunity to expand Kurna Advisory Group (properly resourced decision making structure). • Resourcing to deliver support roles including internal (Department) support – how to engage?

PHASE:	FOCUSSED CONVERSATION
SESSION:	NATIVE TITLE PBCs
TIME/DATE:	10AM ~ 1:30PM - 11TH OCTOBER 2018
FACILITATORS:	JON

Representatives from a diverse range of South Australian Native Title Prescribed Bodies Corporate (PBCs) participated in the focused conversation.

Jon Bok advised attendees that Minister David Spiers was unable to attend as originally planned due to a conflicting commitment. Leonie Paulson (Policy Advisor) from the Minister's Office attended.

FOCUSED CONVERSATION

The group were provided an overview of materials used to support the community consultations, covering the following reform topics –

1. **Governance & Planning** – Discussion regarding board representation, board accountability, Green Adelaide functions and priorities, ALMR boundaries
2. **Engagement** - How should Landscape SA boards engage with their communities in planning, delivering and evaluating natural resource management programs and projects?
3. **Funding** – Discussion regarding levies, Landscape Priorities Fund, Grassroots program

Conversation then focussed on the following aspects of the reforms:

1. **Priorities** – what are the things you would like the reform to achieve for natural resource management in your regions?
2. **What's already working well** – What are the things that are currently working well and you would be disappointed if they were lost through this reform process?

KEY DISCUSSION POINTS:

The following points were summarised and relayed to attendees in closing the focused conversation

- Aboriginal Nations' involvement in NRM (LSA Act) must be formalised – it can't be left as a decision of a Board or Staff (some Boards are not interested in engaging).
- Use the existing structures for representation and decision making (e.g. Ngarrindjeri, Narungga agreements, Native Title PBCs).
- Secure and sustainable resourcing is needed to support long-term Aboriginal involvement (Aboriginal people in it for the long haul).
- Understand the value that this resourcing creates – on ground outcomes – relationships/partnerships.
- At least one and preferably two Aboriginal people with connection to the region to be on the Board.
- Draw on and formalise (including resourcing) the successful Advisory Board/Committee models used already (SW, Kaurua) to embed Aboriginal involvement in strategy, policy, planning and project delivery.
- Look for commercial opportunities for Aboriginal Nations in NRM projects.
- Recognise and work to address barriers to Native Title holders to generate income/economic benefit from NT land.
- Service delivery is not a complete partnership – partnership is Aboriginal Nations taking a lead role.
- Need for cultural awareness at Rangers, Board and Departmental level.
- Strong accountability back to community – monitoring and evaluation.

SPECIFIC ISSUES FOR THE MINISTER TO CONSIDER:

- State wide Aboriginal Advisory Group on NRM – NT PBCs to be involved – build on strengths – better link to Government.
- Workshop to consider all aspects of Aboriginal Nation's involvement in all legislation under the Minister's portfolio (recognise how Aboriginal business is integrated in NRM).
- Need to reconsider water (ground and surface) in relation to NT rights.
- Clarify position on co-management from Advisory Group – handback.
- Rangers to include Sea Rangers.

The notes below are written up verbatim from the first focussed conversation session (notes recorded by the facilitator).

Notes:

- Government needs to use existing Ngarrindjeri agreement.
- Previously: State –Wide Advisory Group – status?
- Aboriginal procurement policy implementation – need to improve.
- Question: Rangers (current commitment 2 x Aboriginal Rangers per year for 3 x years).
- Question: Position on handback – also transition from Advisory Board to co-management – then handback.
- Issue: First Nations in for long haul. Government and agencies short-term focus. Longer term planning required.
- Don't want to become service deliver agency – not a lead role.
- Partnership is taking a lead role.
- Need Aboriginal body to work on issues across the State – to work with Boards.
- Representation: at least one Aboriginal person on Boards.
- Advisory Group with shared membership (two-way communication).
- Problem with recognition of Aboriginal culture – had the basics – had the connection.
- First Nations not part of the action, kept out of picture.
- Disconnect between Ministerial responsibility and Aboriginal involvement – Aboriginal business integrated with NRM.
- IPA model for Rangers **vs** Rangers in NRM (not involved in the same way).
- Need confidence that involvement of Aboriginal people is understood.
- Secure funding/resourcing for Aboriginal Nations involvement including support for Aboriginal representatives on Boards.
- Issue: groundwater needs to be back on the table.
- Premier should not be afraid of Aboriginal advisory structures in place.
- Question: Aboriginal Action Plan?
- Concern: How will reforms impact resourcing?
- Issue: Water extraction for commercial purposes without Aboriginal (NT) consent (on property).
- Native Title rights to water has not been suitably addressed.
- Commercial opportunities for Aboriginal people in the 'Back to Basics' work e.g. pest plants/animals.
- Pursue Commonwealth funding e.g. stalled IPA applications.
- Issue: Cost of grant applications (\$8K).
- Co-management – Parks/Native Title – not just NPWA – all under ministerial representation. Workshop process (state wide/national) from Parks Advisory Committee to co-management.
- Issue: Timing and process to support Board attendance (e.g. 1 month wait).
- Issue: Time required to participate and resourcing provided (reasonable costs).
- Ranger recruitment – Aboriginal involvement in selection.
- Issue: Native Title rights and ability to generate income – constraints in creating income.
- Change legislation around animal management e.g. kangaroos to accommodate Aboriginal community needs/circumstances.
- Limitations on sharing resources or providing work (shooters and community). e.g. wording (primary producers – needs to add Aboriginal TOs/NT).
- Opportunity: Land and Sea Rangers. SA coastline not recognised.
- Cultural awareness for Rangers, Boards and Departments.