

**HOUSE OF ASSEMBLY  
LAID ON THE TABLE**

15 Oct 2019



**Government  
of South Australia**

# **PASTORAL BOARD**

## **Annual Report 2018-19**

**PASTORAL BOARD**

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[https://pir.sa.gov.au/primary\\_industry/pastoral\\_leases\\_in\\_sa/pastoral\\_board](https://pir.sa.gov.au/primary_industry/pastoral_leases_in_sa/pastoral_board)

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To:

The Hon Tim Whetstone MP

Minister for Primary Industries and Regional Development

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

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

Submitted on behalf of the Pastoral Board by:

Geoff Mills

Presiding Member

28 August 2019



Date \_\_\_\_\_

Signature \_\_\_\_\_

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## Overview: about the Pastoral Board

### Our strategic focus

<p><b>Our Purpose</b></p>	<p>The Pastoral Board is established under section 12 of the <i>Pastoral Land Management and Conservation Act 1989</i> (the 'Pastoral Act').</p> <p>A primary role of the Pastoral Board is to ensure that all pastoral land, which covers over 40% of the State, is well managed and utilised prudently so that its renewable resources are maintained and its yield sustained.</p>
<p><b>Our Vision</b></p>	<p>The South Australian pastoral lands are sustainably managed for current and future generations.</p>
<p><b>Our Values</b></p>	<p>The Pastoral Board's approach to effective governance is guided by the following values:</p> <p>Legitimacy - the Board will act in a manner which engenders amongst the pastoral community, an understanding, acceptance and acknowledgement of its legal role and responsibilities.</p> <p>Integrity - the Board will be committed to the highest standard and ethical conduct in its operations, and deal honestly, fairly and equitably with all stakeholders.</p> <p>Accountability - the Board acknowledges the responsibility it has for the decisions it makes in administering the Pastoral Act and being answerable to the Minister and the public.</p> <p>Transparency - the Board will ensure that information on its operation, policies and decision-making processes will be as far as practicable accessible to all stakeholders.</p> <p>Procedural fairness - the Board will act without bias and ensure procedural fairness when making a decision affecting an individual's rights, interests or legitimate expectations.</p> <p>Consistency - the Board will strive to act consistently in making decisions to administer the Pastoral Act.</p>
<p><b>Our functions, objectives and deliverables</b></p>	<p>The objectives of the Pastoral Board are based on the Board's statutory functions as per section 17 of the Pastoral Act:</p> <ul style="list-style-type: none"> <li>• Effectively discharging its responsibility to the Minister for the administration of the Act.</li> <li>• Effectively advising the Minister on the policies that should govern the administration of pastoral land, and on other matters referred to the Board by the Minister.</li> <li>• Effectively performing any other function assigned to the Board under the Act or by the Minister.</li> </ul>

## **Our organisational structure**

In accordance with section 12 of the Pastoral Act, the Pastoral Board consists of six members and six deputy members appointed by the responsible Minister for a term of up to three years. Additional information about the Pastoral Board is available at: [https://pir.sa.gov.au/primary\\_industry/pastoral\\_leases\\_in\\_sa/pastoral\\_board](https://pir.sa.gov.au/primary_industry/pastoral_leases_in_sa/pastoral_board)

The Pastoral Board is supported by the Pastoral Unit in the Major Programs Group of Rural Solutions SA, a division of the Department for Primary Industries and Regions (PIRSA).

Further information on the organisation structure of PIRSA is available at: [https://pir.sa.gov.au/top\\_menu/about\\_us](https://pir.sa.gov.au/top_menu/about_us)

## **Changes to the Board**

On the 1<sup>st</sup> January 2019, the responsibility of the Pastoral Board and the Pastoral Act transitioned to the Minister for Primary Industries and Regional Development as a result of a machinery of government change and the Pastoral Unit transitioned to PIRSA.

## **Legislation administered by the Board**

*Pastoral Land Management and Conservation Act 1989* and associated regulations.

## The Pastoral Board's performance

### Performance at a glance

The Pastoral Board assists the Minister for Primary Industries and Regional Development in administering 324 pastoral leases in South Australia.

In 2018-19 the Board held six in-session and five out of session meetings, and made more than 150 decisions relating to the administration of pastoral leases. The decisions made under relevant sections of the Pastoral Act are summarised in the table below.

<b>Pastoral Board functions (Pastoral Act)</b>	<b>Decisions/ Actions 2018-19</b>	<b>Outcomes</b>
<b>Lease inspections to ensure lessees are compliant with lease conditions - section 22</b>	Compliance inspections were conducted on four pastoral leases.	Ensuring pastoral leaseholders comply with lease conditions.
<b>Compliance with lease land management conditions - section 22(1)(b).</b>	The Pastoral Board issued 62 notifications to leaseholders regarding compliance with lease conditions.	Notifications and warnings for pastoral leaseholders regarding compliance with lease conditions.
<b>Variation of lease conditions - section 22-4</b>	The Pastoral Board approved a variation for one pastoral lease.	To respond to lessee requests for changes to stocking maximums or as a result of tenure dealings.
<b>Approving pasturing of other species - section 22(6)(a)</b>	The Pastoral Board did not receive any applications for the pasturing of non-sheep or cattle species.	To facilitate diversification of grazing species on pastoral land.
<b>Change of stocking level in excess of maximum specified on lease - section 22-6(b)</b>	The Pastoral Board approved a temporary change in the stocking level in excess of the maximum specified for two pastoral leases.	To allow lessees to respond to favourable seasonal conditions to increase productivity.
<b>Change of land use purpose - section 22-6(c-d)</b>	The Pastoral Board did not receive any applications for change of land	Administering ancillary land use

<b>Pastoral Board functions (Pastoral Act)</b>	<b>Decisions/ Actions 2018-19</b>	<b>Outcomes</b>
	use purpose on a portion of a pastoral lease.	purposes on pastoral leases.
<b>Pastoral lease rents - section 23-7</b>	Lease rent notifications issued for 324 leases.	Effective lease administration and financial revenue processes.
<b>Pastoral lease rents - section 23-10</b>	The Board reviewed one application to waive or defer lease rent due to hardship.	Provide avenue for consideration of lease rent relief under exceptional circumstance.
<b>Statutory lease assessments to monitor the condition of pastoral land - section 25</b>	Field assessments were conducted on 24 pastoral leases.	Monitoring of pastoral land condition to meet the objects of the Act.
<b>'Pool of persons' assistance to leaseholders - section 25A.</b>	Nil matters were referred to the 'Pool of Persons' in this reporting period.	Provide independent review of Board decisions relating to lease assessments.
<b>Extension of term of pastoral leases - section 26</b>	The Pastoral Board resolved to extend the term of 22 leases.	Security of tenure for pastoral leaseholders.
<b>Alteration of boundaries - section 31</b>	The Pastoral Board consented to the realignment three pastoral lease boundaries.	Pastoral lease boundaries realigned at the request of lessees.
<b>Cancellation of lease or imposition of fines - section 37</b>	The Pastoral Board imposed four fines to leaseholders who breached lease conditions.  Nil leases were cancelled as a result of breached lease conditions.	Penalties for pastoral leaseholders who do not comply with lease conditions.
<b>Property Plans - section 41</b>	The Pastoral Board dealt with one ongoing issue relating to a combined Property Plan for two leases.	Prevention of land degradation.

<b>Pastoral Board functions (Pastoral Act)</b>	<b>Decisions/ Actions 2018-19</b>	<b>Outcomes</b>
<b>Verification of stock levels - section 42</b>	<p>The Pastoral Board issued 217 statutory declaration forms to lessees for reporting on stocking levels.</p> <p>The Board requested an additional statutory declaration of stock numbers for one lease as part of an ongoing compliance action.</p>	Monitoring of stocking levels on leases.
<b>Notice to destock or take other action - section 43</b>	The Pastoral Board dealt with one ongoing issue relating to one lease to destock and/or take other action.	Prevention of land degradation.
<b>Gazettal and closure of Public Access Routes on pastoral land - section 45</b>	<p>Nil Public Access Routes were dedicated or permanently closed.</p> <p>Five Public Access Routes were temporarily closed for public safety reasons, due to heat and flooding.</p>	Effective management of road access through pastoral land to ensure public safety and maintenance of condition.
<b>South Australian Civil and Administrative Tribunal - section 50</b>	Nil matters were referred to the Tribunal in this reporting period.	Provide avenue for independent reviews of Board decisions.
<b>Stakeholder engagement</b>	<p>The Pastoral Board conducted one community public forum in Olary.</p> <p>Pastoral Board members attended one regional community event as representatives of the Board.</p> <p>The Pastoral Board distributed four Communiques to the pastoral community between July 2018 and January 2019. After this period, Pastoral Board news was included in the Pastoral Update on the PIRSA website.</p>	Ensuring effective pastoral community engagement to facilitate compliance and sustainable management of pastoral lands.



## **Corporate performance summary**

The Pastoral Board is supported by the Pastoral Unit, PIRSA. The performance of PIRSA's corporate services is summarised in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

## **Employment opportunity programs**

Information on PIRSA's employment opportunity programs is presented in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

## **Agency performance management and development systems**

Information on PIRSA's performance management and development systems is presented in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

## **Work health, safety and return to work programs**

Information on PIRSA's work health, safety and return to work programs is presented in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

## **Executive employment in the agency**

Information on PIRSA's Executive employment is presented in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

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

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/pastoral-board-annual-report-data>

## Financial performance

### Financial performance at a glance

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

[https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

### Consultants disclosure

The Pastoral Board did not engage consultants in 2018-19. Information on PIRSA's use of consultants is presented in PIRSA's annual reports, available at:

[https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

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

### Contractors disclosure

The Pastoral Board did not engage contractors in 2018-19. Information on PIRSA's use of contractors is presented in PIRSA's annual reports, available at:

[https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

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

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/pastoral-board-annual-report-data>

## Risk management

### Fraud detected

Category/nature of fraud	Number of instances
Not applicable	0

### Strategies implemented to control and prevent fraud

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

Strategies to control and prevent fraud are also reported in PIRSA's annual reports, available at: [https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

### Whistle-blowers disclosure

Nil.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/pastoral-board-annual-report-data>

## Reporting required under any other act or regulation

Act or Regulation	Requirement
Not applicable	Not applicable

### Reporting required under the *Carers' Recognition Act 2005*

Information on PIRSA's reporting required under the *Carers' Recognition Act 2005* is presented in PIRSA's annual reports, available at:

[https://pir.sa.gov.au/top\\_menu/about\\_us/annual\\_reports](https://pir.sa.gov.au/top_menu/about_us/annual_reports)

## Public complaints

### Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2018-19
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	Nil
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	Nil
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	Nil
Communication	Communication quality	Inadequate, delayed or absent communication with customer	Nil
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	Nil
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	Nil
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	Nil
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	Nil
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	Nil
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	Nil

<b>Complaint categories</b>	<b>Sub-categories</b>	<b>Example</b>	<b>Number of Complaints 2018-19</b>
Service quality	Information	Incorrect, incomplete, out dated or inadequate information; not fit for purpose	Nil
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	Nil
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	Nil
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	Nil
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	6
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	1
		<b>Total</b>	<b>7</b>

<b>Additional Metrics</b>	<b>Total</b>
% complaints resolved within policy timeframes	100%

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/pastoral-board-annual-report-data>

## Service improvements for period

### Service improvements that responded to customer complaints or feedback

The Pastoral Board aims for continual improvement in improving stakeholder relationships and governance performance to effectively administer the Pastoral Act.

Further information on PIRSA's policies and procedures on customer service including complaint handling, is available at:

[https://pir.sa.gov.au/top\\_menu/about\\_us/corporate\\_policies](https://pir.sa.gov.au/top_menu/about_us/corporate_policies)