

Alinytjara Wilurara Landscape Board Charter

*A ROADMAP for AW Landscape Board governance,
for our community, partners, investors and us.*



*'a healthy and valued region, managed responsibly
now, for the future benefit of people and country'*



Government of South Australia
Alinytjara Wilurara Landscape Board



The all-Aboriginal AW Landscape Board acknowledges Traditional Owners of Country throughout Australia and recognises their continuing connection to lands, waters and communities and pays respect to Aboriginal and Torres Strait Islander cultures; and to Elders both past and present.

1. Identity

The Alinytjara Wilurara Landscape Board (the Board) is a statutory Crown entity and corporate body established under the South Australia Landscape Act 2019 (The Act), responsible for guiding and directing the landscape within the Alinytjara Wilurara (AW) region.

2. Objective

This charter provides a broad description of the elements of governance and the processes that will ensure the Alinytjara Wilurara Landscape Board (the Board) operates effectively and efficiently in fulfilling its functions as defined in the Landscape Act 2019 (the Landscape Act).

Members of the Board have a range of governance obligations, which, when addressed with due care and diligence ensure they exercise effective control over the management and operation of the Board's affairs. Effective governance is essential to the Board's ability to fulfil its duties and responsibilities to the satisfaction of parliament, the minister and the community.

3. Governance framework and accountabilities

The *Landscape South Australia Act 2019* (the Landscape Act) puts community at the heart of sustainably managing the state's soils, water, pest plants and animals, and biodiversity.

The AW Landscape Board (The Board) administer the Act and facilitate the sustainable management of landscapes in the region in partnership with key stakeholders and its communities.

The Board is accountable to, and subject to the direction of the Minister for Environment and Water (the Minister), who also approves each board's five-year landscape plan.

All board members must exercise their powers and discharge their duties in accordance with the Landscape Act, other relevant legislation and policies, and this charter.

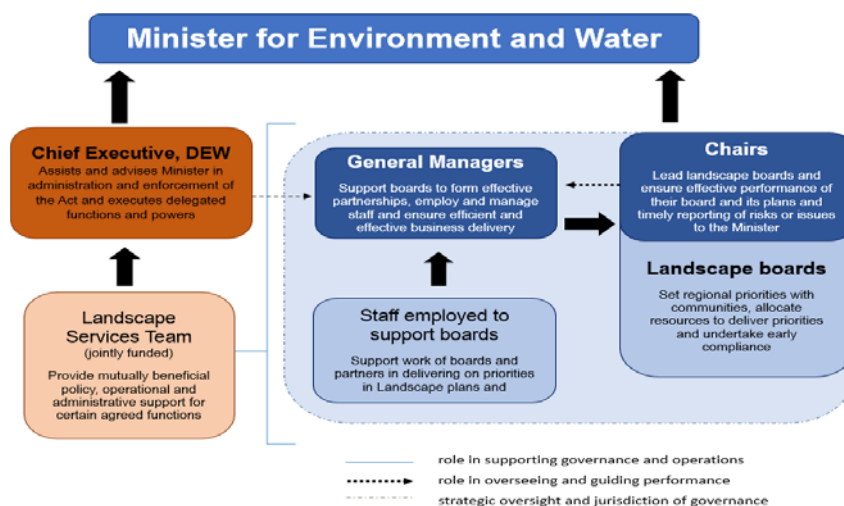


Figure 1. The Governance Framework of the Landscape Boards

3.1 Power and functions

Minister	Chief Executive, DEW	Landscape boards
<p>Overall accountability for landscape management specifically:</p> <ul style="list-style-type: none"> • Prepares State Landscape Strategy and other State-wide policy • Oversees the Landscape Priorities Fund • Commissions and manages a range of state-wide science, research, data and information • Establishes landscape boards, makes Ministerial appointments and determines the necessary skills of board members • Approves staff arrangements for landscape boards • Approves five-year landscape plans, WAPs, WAA and LAA Activity control policies • Approves increases to land and water levies above CPI in exceptional circumstances • Authorises officers to exercise certain powers under the Landscape Act • May direct boards 	<p>Assists the Minister in administration of the Landscape Act specifically:</p> <ul style="list-style-type: none"> • Appoints board General Managers on the recommendation of the relevant board • Undertakes functions delegated by the Minister • Provides policy advice • Prepares WAPs in instances where the Minister is responsible for preparation of the plan • Undertakes compliance functions as specified by the Landscape Act • Partners with boards to support effective management of landscapes across the state • Carries out statutory functions as manager of various Crown lands 	<p>Facilitates effective landscape management at regional scale, specifically:</p> <ul style="list-style-type: none"> • Provides strategic leadership on five regional priorities set out in the landscape plan • Engages with community to set priorities • Has a focus on soil and land management, water resource management, pest plant and animal control, and biodiversity • New focus on impact causing animals • Sets priorities for investment of funding and publishes details of expenditure • Collaborates and partners with the community and other bodies • Provides information to land managers, and may support education programs with schools and other groups • Prepares five-year landscape plans, annual business plans, WAPs, WAA and LAA Activity control policies • May establish such other committees or bodies as they see fit

WAP: Water Allocation Plan, WAA: Water Affecting Activities control policy, LAA: Landscape Affecting Activities control policy

The Board members bring with them many well-established partnerships, a strong commitment to driving positive results and a passion to use their considerable skills and knowledge to develop sustainable communities through a healthy environment.

The role and responsibilities of the Minister for Environment and Water, the Board, the Presiding Member, the Board Members and the General Manager is attached as *Appendix 1*.



Figure 2. Governance structure of Alinytjara Wilurara Landscape Board

4. Relationship and working together

The Board is responsible for producing a five-year Landscape plan for its region and works closely with DEW, other Boards and the community to deliver its Landscape Plan and to maintain a strong partnership to deliver Australian and State Government investments to the region via Regional Landcare Program and the State Landscape Program.

In working collaboratively and collegiately together, the Board, the Department for Environment and Water, other Boards and the community will:

- seek to **maintain strong, open and effective working relationships**, characterised by a high degree of trust and respect, a culture of honesty and transparency, the ability to hold robust discussion and the identification and prevalence of common goals
- **regard the other parties as significant and essential contributors** to the successful management of South Australia's landscapes
- aim to ensure **advice provided to the Minister seeks to complement and build upon**, rather than specifically or routinely contradict **the advice of the other parties**, as other significant advisors, and
- **be prepared**, where there is divergent advice to the Minister, **to objectively describe the rationale for the position** and the reasons for the difference.

5. Ethical Conduct

Respectful and ethical behaviour by all parties helps to build the trust and confidence of the community and to achieve shared outcomes.

Landscape board members, including the chair, have significant responsibilities that are subject to high levels of public scrutiny. They are required to exercise a high degree of care and diligence in the performance of their functions. They must act honestly at all times in the performance of their board duties and must not make improper use of information acquired through their position. Members must disclose any potential conflicts of interest before they are appointed, and they must update the board with any changes as soon as reasonably practicable.

Appointment to a government board places members in a unique position of trust. The community expects a high standard of ethical behaviour from government boards, and to ensure that this expectation is met, board members operate under a framework of rules dealing with honesty and accountability. The framework is created by three Acts of Parliament:

- the *Public Sector (Honesty and Accountability) Act 1995*, which covers appointees' legal duties
- the *Criminal Law Consolidation Act 1935*, which covers criminal offences committed by public officers, and
- the *Public Sector Act 2009*, which covers immunity from civil liability.

Meeting these standards of conduct is a condition of appointment and failure to do so may result in removal from the board.

A Landscape Board Governance Handbook further details the duties and responsibilities of Landscape board members.

Ethical conduct is also required on the part of the Minister, the Chief Executive, General Managers and staff and the Board. In addition to the above Acts of Parliament:

- the Minister holds a range of responsibilities and accountabilities under the Ministerial Guidelines and Code of Conduct, and
- The General Managers and staff of the Board are bound by the Public Sector Code of Conduct.

6. Performance and effectiveness

The Minister, DEW and the Board all have important responsibilities for monitoring and evaluating the state, condition and trend of natural resources and their overall effectiveness in implementing their responsibilities under the Landscape Act.

These responsibilities are set out in further detail in a range of policies and guidelines.

The Board is required to have effective processes for evaluating the performance of the board, its committees and individual board members, including the role of chair. These should involve self-assessment and facilitate reporting to the Minister on an annual basis.

The Board will self-assess its performance with respect to:

- its relationship with the Minister and meeting the Minister's expectations for the role of the board
- delivery against its five-year landscape plan and annual business plan
- discharging the board's statutory obligations
- managing relationships with the community and key stakeholders
- board operations, including board meetings and functioning of committees and other bodies, and
- board member performance, participation in training and development, board leadership and effective group functioning.

The Board work within a framework of legislation, policies and guidelines that inform their operation.

A Landscape Board Governance Handbook for board members and staff sets out further details about the processes boards need to consider, including:

- meeting procedures
- financial management and authorisations
- delegation of functions or powers
- Work Health Safety, and
- annual reporting

7. Review of the Charter

The Board Charter is to be reviewed annually by the Board to ensure it remains consistent with the Board's authority, objectives and responsibilities. The Board approves significant changes to the charter.

8. Approval

Approved by	Alinytjara Wilurara Landscape Board	Date Approved	15/02/2021
Responsible Officer	General Manager	Review Date	15/02/2022

EO Use Only Date registered in Policy Directory and next review date recorded: / / 2021
 Date recorded in Board Decision Register: / / 2021
 Date distributed to Board personnel: / /

QUALITY CONTROL

Version #	Approval Date	Amendments
1.1	xx/03/2022	Addition of subheading

Appendix 1

Role of the Minister for Environment and Water

The Minister is responsible for the sustainability and conservation of South Australia's landscapes and natural resources, and has a range of discretionary powers under the Landscape Act. The Minister is responsible for decisions that affect the state and regional communities regarding the state's natural landscape and natural resource management.

In ensuring the successful administration of the Landscape Act, the Minister will:

- hold landscape boards accountable and establish clear policies and guidelines and regular reporting mechanisms for each board
- set out clear expectations with the chairs of each landscape board (such as through letters of commission), as well as monitoring the landscape boards' achievements against their priorities, and
- issue directions, if required, to achieve necessary outcomes.

Role of the AW Landscape Board

The Board is responsible for facilitating the management of landscapes in partnership with their community and key stakeholders, focusing on five key priorities set out in their Landscape Plan.

The Board implements the Landscape Act and support all sectors of the community, and all levels of government. They provide strategic leadership for their region's landscape management issues with a focus on soil and land management, water resource management, pest plant and animal control, and biodiversity.

Landscape Boards are statutory bodies and instruments of the Crown, accountable to, and subject

Landscape boards are statutory bodies and instruments of the Crown, accountable to, and subject to the direction of, the Minister for Environment and Water.

The boards provide strategic leadership and strengthen community-led delivery of natural resources management at a whole-of-landscape scale.

Landscape boards will focus on partnerships to achieve outcomes, consider local and First Nation's knowledge, and work closely with the community and stakeholders to deliver a landscape plan that is responsive to local issues.

Boards play a lead role in giving effect to the five guiding principles underpinning the government's landscape reform.

Landscape boards as "governing bodies" focus on strategic oversight and community leadership, and ensure that landscape management is being run well and in the right direction. They devolve responsibility for operations and day-to-day management of their staff to a General Manager.

Each board is responsible for robust and transparent financial management and for monitoring, evaluating, reporting and improving their performance and that of their plans and policies.

Landscape boards have authority over:

- who they partner with, and how
- where and what to invest their local funding resources in, be they state funds, regional levies or other outside investments, and
- strategy, tone and decisions about where to focus their efforts in pursuit of compliance with the Landscape Act, Regulations and policies.

Role of the Chair (Presiding Member)

Board chair is responsible for leading their regional landscape board, through a culture of collaboration. The chair ensures their board adheres to strong governance principles and protocols for effective performance in the delivery of their statutory functions under the Landscape Act.

Chairs are responsible for fostering the principal relationships, including at national and statewide levels and, importantly, community partnerships at the local level - ensuring the priorities articulated in the landscape plan and annual business plan encompass regional and community aspirations, values and needs.

The chair and board work with the Chief Executive DEW to recruit and appoint a General Manager. The chair is then responsible for overseeing the General Manager's performance in line with an established agreement.

The chair facilitates the proceedings of the board and develops a culture of performance excellence and continuous improvement for the board through regular performance reviews and reporting to the Minister.

Chairs promote effective management of landscapes and systems across regions and the state, by working with peers, and with a range of partner organisations to coordinate effort and achieve shared outcomes.

Role of Board members

Board members are responsible for setting the strategic direction and priorities for the management of the region's landscapes; for ensuring finances are budgeted and expended in line with these directions; and for promoting the landscape board and its functions broadly in the community.

Board members will involve landholders, communities and other key stakeholders in planning for, and managing, the landscapes in their region. In doing so, board members will focus on developing strong partnerships to prioritise effort and action on the issues that matter most to their community.

In undertaking these responsibilities, board members are accountable to the Minister. They are expected to promote the landscape guiding principles and key elements of the Landscape Act. The board and chair work with the Chief Executive of DEW to recruit and appoint a General Managers.

In addition, board members may also be asked to participate in relevant board committees and/or where nominated, represent the board on other committees.

Role of General Manager

General Managers support the operations and activities of their board crucial to effective implementation and continuous improvement in the management of South Australia's natural resources.

General Managers support their board to manage its business, to form effective partnerships and to deliver its five-year landscape plan. They provide leadership on strategy, relationship management and business delivery at the local, state and national level

General Managers each support their board to form effective partnerships and to work collaboratively with partners and the region's communities, to ensure their priorities are captured and delivered through the board's landscape plan.

A General Manager reports to the chair, in line with their performance agreement, and is accountable for managing the board's business efficiently and effectively; establishing and maintaining strong governance and reporting frameworks; and ensuring diligence in strategic risk management.

The General Manager employs and manages staff to deliver the board's landscape plan for the management of the region's landscapes including its soil, water, pest plants and animals, and biodiversity.

The General Manager is the employing authority for the board's staff under the *Public Sector Act 2009*. The General Manager employs and manages staff under that Act and any other applicable legislation (e.g. *Return to Work SA 2014*, *Work, Health & Safety Act 2012*, *Equal Opportunity Act 1984*, *Disability Discrimination Act 1992* and Commonwealth anti-discrimination legislation) and in accordance with any other terms and conditions set for employees.

The General Manager is responsible for setting the terms and conditions of employment for staff after the approval of the Commissioner for Public Sector Employment.