



Alinytjara Wilurara Landscape Board Meeting Minutes

Alinytjara Wilurara Landscape Board - Meeting 23

Date:	Thursday, 11 December 2025 – Friday, 12 December 2025
Location:	The Terrace Hotel, Adelaide
Attendees:	Brenz Saunders (Chair), Peter Burgoyne, Tapaya Edwards, Wanda Miller, Debbie Hansen [Item 3.3-3.8 via Teams]
Apologies	Jeremy Lebois, Duane Edwards.
Staff:	Kim Krebs (General Manager), Thuy Phan (Business Manager), Dalin Song (Business Services Coordinator), Olivia O’Leary-Fletcher (Executive Officer), Noel Probert (Communications Coordinator), Damon Ezis (Manager, Strategy & Sustainable Landscapes).
Guests:	Hon. Lucy Hood, Minister for Climate, Environment & Water [Item 4.2]; Ben Bruce, Chief Executive Department for Environment and Water [Item 3.4]; Fiona Pemberton, Matrix on Board [Item 5.1]; Belinda Margan, Eyre and Far West NP&WS [Item 3.10]

1. OPENING ITEMS

1.1 **Welcome, Apologies, Acknowledgement of Country, and Confirmation of Agenda**

The meeting opened at 9:06am. The Chair, Brenz, welcomed all present and provided an acknowledgement of Country to Elders past, present, and emerging, and their relationship with land, sea, and Country. A minute of silence was observed to honour those who have passed in the AW community.

Apologies were received from Jeremy Lebois and Duane Edwards, noting that Debbie Hansen will join via Teams where available.

There were no additional items raised and the agenda for Meeting 23 was adopted.

1.2 **Conflict of Interest and Related Party Disclosures**

The Chair requested the board to review the agenda and declare any potential conflicts of interest. Brenz declared a potential/perceived conflict of interest as the Chair of Indigenous Energy Australia and Tapaya declared he is now a member of the Money Mob Board.

2. PROCEDURAL ITEMS

2.1 **Review of Decisions and Minutes of Meeting 22**

The Chair requested the board to review the minutes of the Alinytjara Wilurara Landscape Board (AWLB) Meeting 22. The minutes were accepted as a true and accurate reflection of Meeting 22 and were adopted without any changes.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Endorsed** the minutes of AW Landscape Board Meeting 22 held on 24th September 2025 without amendment.

Moved: Tapaya Edwards

Seconded: Peter Burgoyne

*Outcome: **CARRIED***

2.2 **Business Arising**

The General Manager updated the board on actions from Meeting 22 and their status. Progression of actions were noted by the board as per the AWLB Action Register.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the progression of actions and business arising since the previous meeting

*Outcome: **NOTED***

2.3 **Chair's Update**

Brenz provided an update to the board on his recent events and meetings attended since Meeting 22 including:

- Recently starting a new job as the Chief Executive Officer at Tandanya National Aboriginal Cultural Institute
- Focusing on the change program within AWLB which has led to the successful grant of \$2.45M for the Disaster Ready Fund
- Initiating and progressing with AW's new service delivery model, Tjungungku Palyalpai
- Joining Damon to meet with AMY Directors to present on the AW Regional Landscape Plan review and to request a candidate for the AW Board.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the Chair's update

*Outcome: **NOTED***

2.4 General Manager's Update

Kim informed the board about the General Manager's activities since Board Meeting 22. The board was informed on key matters relating to funding, staff, partnerships, workplace health and safety, and government which included:

- Country Cabinet met in the APY Lands 8-9 Oct and Damon Ezis attended to represent AWLB as the acting General Manager
- The buffel grass Weed of National Significance nomination announcement is delayed to 2026
- SAAL is leading a statewide kangaroo management project. They will be hosting yarning circles across South Australia to understand the importance of kangaroos to First Nations and how they would like to be involved. SAAL have offered for AWLB to join, and the board agreed that two nominees should go. Jeremy and Tapaya were nominated to attend, pending Jeremy's availability.
- No WHS incidents were reported since the last board meeting
- Matrix on Board have interviewed board members as part of the board's performance review and a report/workshop will be delivered tomorrow (12/12/25)
- AW recently welcomed Ashley Walker as the Project Officer, Sustainable Landscapes. He will be supporting the APY pastoral program, and Yalata if they reestablish their sheep enterprise
- AW is leading the South Australian State Ranger Forum which will be held next March 2026 in Hahndorf and aims to attract 250 rangers from across the state
- AW provided letters of support for the Nullarbor caves research proposal. The revised project has a focus on joint learning and will offer training and an internship for people to help future conservation of the caves' ecosystem. Furthermore, the board will be invited to co-design the research along with Far West Coast and the Nullarbor Advisory Committee.
- The Nullarbor Park Management Plan was amended and is currently open for public consultation. The amendments relate to camping and signage to manage park visitors, and the installation and maintenance of telecommunications infrastructure

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the General Manager's update

*Outcome: **NOTED***

2.5 Board Member Roundtable

The Chair requested each board member to raise any concerns and/or discuss recent ventures.

- Tapaya – APY has a new General Manager appointed and the APY Executive will be meeting next week. There has been feedback from community that people want to know more about AW and what they do as an organisation. More community engagement was requested to help with this, especially in describing AW's role in the APY pastoral program. Additionally, Tapaya noted he had recently travelled to London and met the King.
- Peter – recently attended a FWC liaison committee meeting at Iluka and the FWC AGM. Peter provided positive feedback on the recent AW meeting at Maralinga.
- Wanda – was reappointed to the Far West Coast Board and participated in the board performance interviews as part of the board performance review

The board also discussed their disappointment in outdated legislation not recognising the impacts on culture and Country and, hence protecting Aboriginal culture.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the updates from board members on events attended since the last board meeting

*Outcome: **NOTED***

3. STRATEGIC ITEMS

3.1 Audit & Risk Management Committee Meeting 12 Decisions

The Alinytjara Wilurara Audit & Risk Management Committee (A&RMC) met yesterday (10/12/25) and multiple recommendations were made for the board to approve. They provided an overview of the meeting and presented to the board with the A&RMC Meeting 12 decisions for approval.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Endorsed** the following recommendations made by the Audit & Risk Management Committee:
 - a. Approval of the risk register
 - b. Approval of the revised budget for the 2025-26 period
 - c. Approval of the board's progress against the November 2025 income and expenditure dashboard reports
 - d. Approval of the following Instruments of Authorisation financial delegations:
 - i. Instrument of Authorisation – Contract Execution via Purchase Card
 - ii. Instrument of Authorisation – Procurement – Contract Pre-Approval – Procurement – Payment & Distribution
 - e. Approval of the Financial Management Compliance Program (FMCP) relating to the financial year ending 30 June 2026 – removed control track and will be doing an internal review
 - f. Approval of the following (new and updated) work health and safety procedures:
 - i. WHS-08 First Aid Procedure
 - ii. WHS-09 First Aid Guideline
 - iii. WHS-24 Staff Proximity to Active Firearms Area
 - iv. WHS-26 Plant Safety Management Procedure

Moved: Peter Burgoyne

Seconded: Brenz Saunders

*Outcome: **CARRIED***

Additionally, Dalin provided a presentation to the committee and recounted the past year's highlights and achievements under each of the five regional priorities: board and community leadership, healthy soils, pest plants and animals, land and sea biodiversity, and water. In addition, the committee discussed its investment into the AW region across these five priorities and within each landholding authority. Some notable challenges were discussed which included the type of support communities require from AW, the misalignment of agreeable and inflexible funding from the government, and the turnover of on-ground staff. The board discussed the opportunity for Tjungungku Palyalpai as the solution for inconsistent investment into AW communities.

3.2 Disaster Ready Funding

AWLB has partnered with Indigenous Energy Australia (IEA) on the successful application of funding from the National Disaster Ready Funds. This project will provide community disaster resilience and response planning to remote communities in the AW region as requested by the board. The proposed project outcomes will include a revised Climate Change Strategy for the AW region, 6-8 place-based community disaster resilience response plans, and natural disaster calendars. The board were asked for advice on the best strategic way to engage with landholding authorities. The board agreed Kim and Brenz, along with board members, should be a part of a bigger conversation with each landholding authority. Furthermore, the board discussed this project to sit under the Tjungungku Palyalpai service delivery model.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the received Disaster Ready Funding for investment into the AW region 2026-2028
2. **Discussed** the best strategic way to engage the landholding authorities to ensure place-based community disaster resilience and response plans can be developed
3. **Endorsed** that Kim and Brenz, along with board members, to be part of a bigger conversation with each of the landholding authorities
4. **Endorsed** the disaster readiness project to be delivered under Tjungungku Palyalpai

Moved: Peter Burgoyne

Seconded: Tapaya Edwards

*Outcome: **CARRIED***

4. GUEST PRESENTATION

4.1 Preparation for Session with Minister Hood

The board discussed the key achievements and future challenges they would like to discuss with Minister Hood.

4.2 Discussion with Minister Hood

The Minister for Climate, Environment & Water, Hon Lucy Hood MP, joined the board to make introductions and to discuss key matters including the achievements and challenges of the AWLB. The board discussed the AW region's footprint which spans 25% of the state, 340km of coastline and five landholding authorities' home to approximately 4,000 people. Furthermore, the board noted their leading the battle against buffel grass and its social and economic impacts on communities, culture, and Country. The Minister offered to write to ARTC requesting advice on the buffel grass management along the rail corridor.

Cross-border issues were raised as a concern by the board where a potential solution could be to have an Anangu cross-border commissioner to help with programs that span borders such as camel control, buffel control, and protecting threatened species.

The board reiterated the Nullarbor, its uniqueness, and the need for it to be protected. Minister Hood agreed and discussed the advocacy efforts by the State Government to make it first, a National Heritage listing and then secondly, a World Heritage listing.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Discussed** key achievements and future challenges with Hon Lucy Hood MP

*Outcome: **DISCUSSED***

3. STRATEGIC ITEMS CONT.

Grassroots Grant 2025-26

This item was added to the agenda to discuss the recently endorsed Grassroots Grant awarded to the 'Keeping Women's culture strong' project. The board had previously stipulated that this would be approved pending a request that invitations to the project also involved women from Oak Valley, Yalata, and Tjuntjuntjara. Subsequent feedback from the project proponent raised logistical concerns for how this would practically work. The board discussed supporting the project as it was originally submitted and to look into something bigger, through Tjungungku Palyapai, at a future date with more women from more communities.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Discussed** the Grassroots Grant 2025-26 and agreed to remove stipulations

3.3 Climate Ready Government Resourcing (PC007)

The SA Government requires all public sector organisations to commit to the state target of being carbon neutral with zero net greenhouse gas emissions by 2050. For the board to meet these requirements, Kim explained the board will need to develop a strategy to meet these targets albeit there are key challenges including developing a baseline of carbon emissions, shared accommodation leases with other agencies, and the requirement to drive and fly across locations to deliver projects where electric vehicles are not appropriate.

The board discussed the estimated funds required to achieve the initiative and the potential risks involved with mandatory compliance. The board agreed that this should be detailed on the risk register.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the milestones for compliance with the Climate Ready Government initiative
2. **Endorsed** resourcing up to \$40,000 (cash and in-kind) towards the board's compliance with the Climate Ready Government initiative
3. **Endorsed** the risks associated with the board's compliance to the Climate Ready Government initiative to be added to the AWLB Risk Register

Moved: Peter Burgoyne

Seconded: Tapaya Edwards

*Outcome: **CARRIED***

Action

1. Kim to bring the status of climate affairs at the June 2026 meeting – an indicator of where AW is at on the journey to net zero

3.4 Preparation for Session with Ben Bruce

The board discussed the key achievements and future challenges they would like to discuss with Ben Bruce, Chief Executive of the Department for Environment and Water.

3.5 DEW Partnership Agreement

The Chief Executive of the Department for Environment and Water, Ben Bruce, joined the board to make introductions and discuss key matters for the AW region. Firstly, the board discussed current challenges including funding and struggling to do core business. One of the biggest costs is the service delivery agreement AW has with DEW which equates to over a third of AW's income. It was agreed that the environment sector as a whole requires more funding and that a solution to this could be in finding better resourcing and discussing alternative contributions such as providing in-kind support in lieu of cash to work together to achieve overall aims. Other resourcing matters discussed included the creation of a statewide ranger strategy.

The buffel grass business case was discussed although there has been no progress. The board were informed that some budget bids have happened but have not been successful. There are challenges in elevating the narrative of buffel grass in the impact it has on all aspects of life.

The board discussed current legislations and their desire to see more culturally appropriate input into these documents. It was agreed the board are welcome to collaborate and provide idea and feedback wherever applicable.

Finally, it was agreed that a partnership between AW and DEW should be restarted and progress. Kim will liaise with Justin Holme to make steps on this one.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Discussed** key matters and challenges between AW and DEW

*Outcome: **DISCUSSED***

3.6 Communications Update

The Communications Coordinator presented to the board on recent communications activities undertaken on their behalf including:

- The Palya Summer 2025 edition is completed and will be mailed out over the next week.
- The Palya Winter 2025 issue had 163 copies downloaded from the website and a link to one of the videos went viral with over 30K views on Facebook
- The board recruitment video was very popular and received a lot of great feedback, being viewed over 3,800 times. Noel thanked the board for their contributions and help in creating this.
- Communications material has been created to support community engagement and the landscape plan consultation.
- A media release was sent out in December announcing the \$2.45M grant from the Australian Government's Disaster Ready Fund for AW to collaborate with landholding authorities to develop disaster resilience plans for communities across the region.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the progress of AW's communications and continue to seek ways to contribute further

*Outcome: **NOTED***

3.7 Board Member Recruitment Update

The board were updated on there being two current board member vacancies and one proxy member vacancy available for the AWLB. The current structure of the board means there is no female representative from APY and Yalata and there is no representative from AMY. Kim detailed that there has been a couple of enquiries since the board recruitment video was uploaded to Facebook. There is a nomination from AMY, just waiting to receive this formally.

The board discussed the need to break down what being on the board entails i.e., what support is offered, how board meetings are attended, the structure, job details etc.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the status of board recruitment that ensures culturally appropriate representation on the Alinytjara Wilurara Landscape Board
2. **Discussed** other ways to attract new AW board members

*Outcome: **NOTED***

Actions

1. For the current role description for being a Board member be reviewed and made more accessible. It also needs to inform how members are supported and describing the role as a paid job.
2. Investigate how assistance with Police Checks can be made to support future board members

3.8 State Ranger Forum Update

The board were granted \$200K through the Landscape Priorities Fund to lead the 2026 South Australian Land & Sea Ranger Forum. The Forum will be hosted in Hahndorf from 24th to the 26th March with an estimated 200-250 rangers attending from across South Australia. The Forum will create a space for ranger teams to network, share knowledge, and learn new skills. Kim advised that all AW board members will be invited to attend, and a short AW meeting will be held after the forum has finished to discuss our regional landscape plan.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the progress in delivering the SA Aboriginal Land & Sea Ranger Forum in 2026

*Outcome: **NOTED***

5. WORKSHOP

5.1 Board Performance Review

Fiona Pemberton from Matrix on Board joined the board to provide a presentation on the recent board performance review. Board members were previously interviewed to assist with the analysis of their governance and board performance. It was noted the board members wear a lot of different hats and have a lot of experience.

Fiona described the topics covered in the interviews which included: working together, roles and responsibilities, and the work the board does. Fiona noted:

- Working together – board members have strong culture and care for Country; respect and communication is strong among the board and with staff; meetings are well run and supported by staff; overall strong and effective board.
- Roles and responsibilities – understanding of AW values and representing community is strong; skills mix, and experience is good; understanding of board role and purpose is high. It was suggested that the board would benefit from some work on the hats that board members wear as well as some financial literacy training.
- Work the board does – the board has good documentation however could benefit from a session to review strategic planning is done; AW staff mostly look after accountability and compliance although this is a responsibility of the board and there would be benefit to the board having a stronger understanding of this.

The board reflected on these topics and discussed board member hats and the responsibility as a board member versus as a community representative. It was agreed there are challenges with these hats especially when it comes to the authority of decisions and how to navigate this. Kim offered to provide board members with short briefing before their other meetings to help with this.

Additionally, the board discussed the complexities with misinformation and how to support transparency of AW's role within the region. It was agreed that on Country board meetings should have a component where community are invited to attend where informal discussions can be had and AW can strengthen their presence. The board concurred the best way to do this is with a community barbecue as the forum. It was also noted this presence in community could assist with succession planning and recruitment. The board will ensure that the current board member role description is relevant to aid this.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the board member performance review presentation from Fiona Pemberton, Matrix on Board

*Outcome: **NOTED***

Action

1. Review board member job description to ensure it is more relevant
2. Kim to provide a briefing paper for any board members who are attending other Board meetings, so that they can share what AWLB has been doing. This will be made on request from directors.

3. STRATEGIC ITEMS

3.9 Regional Landscape Plan Update

Damon presented to the board on the status of the AW Regional Landscape Plan 2026-31 review. He described that consultation has begun with landholding authorities, ranger teams and key partners across the region which has supported the understanding of local priorities, strengths, and expectations. In addition, there has been work on the content of the new plan and the legislative requirements for this have been confirmed.

Moreover, Damon discussed what has been heard from the consultation with strong themes appearing across succession and passing of knowledge, including youth and Elders; looking after important places; building resourcing and capacity; healthy country plans to remain most important; and education and clear pathways. From these emerging themes, Damon explained the idea to change the regional priorities, so they are better aligned with community wants and needs. The board provided feedback on the proposed regional priorities, noted by Damon for further thought.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the progress on consultation with landholding authorities, ranger teams, and other partners
2. **Noted** the progress on content development for the 2026-31 Alinytjara Wilurara Landscape Plan, including legislative requirements, review of the 2021-26 plan, and early structure and priority setting
3. **Discussed** the best ways for AW staff to work with board members to ensure the Landscape Plan reflect Anangu cultural perspectives and uses respectful detail

*Outcome: **NOTED***

Action

1. Damon to present new names for the former 'healthy soils' and 'water management' priorities

3.10 Eyre and Far West Parks Update

Belinda Margan, Senior Executive Officer Co-management from Eyre and Far West National Parks & Wildlife Services presented to the board an update on Eyre and Far West Parks activities. A summary of what NP&WS have been up to was provided, including lots of work on signage, progressing of future management options, nomination of FWC representatives, Koonalda road compliance, camping compliance, preseason fire training, and NAIDOC celebrations.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the Eyre and Far West Parks update

*Outcome: **NOTED***

6. CLOSING ITEMS

6.1 Correspondence

Board members were presented with a copy of the correspondence table and were advised that they may seek a copy of correspondence at any time. The overview of the incoming and outgoing correspondence was accepted.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the incoming and outgoing correspondence since meeting 22

*Outcome: **NOTED***

6.2 **Proposed Meeting Dates and Location for next Board Meeting**

The

Decision

The Alinytjara Wilurara Landscape Board:

1. **Noted** the date, time, and location for Meeting 24 at Hahndorf, 26 March 2025

Outcome: **NOTED**

6.3 **Decisions of AW Landscape Board Meeting 23**

The board agreed that the decisions and actions of Meeting 23 were a true and accurate representation.

Decision

The Alinytjara Wilurara Landscape Board:

1. **Accepted** the decisions as a true representation of Meeting 23

Outcome: **NOTED**

6.4 **Key Messages for the Minister**

The board decided on key topics from Meeting 23 they would like included in the letter to the Minister:

- Reiterate buffel grass situation
- Regional Landscape Plan review
- Concerns about legislation and cultural knowledge/recognition – responding to situations appropriately when culture is destroyed
- DEW's Chief Executive's attendance and offer to elevate the operational relationship that strengthens the partnership with Parks
- Cross-border commissioner
- Board performance review and the opportunity to professionally develop

Decision

The Alinytjara Wilurara Landscape Board:

1. **Discussed** the key topics to include with the minutes in a letter to the Minister

Outcome: **NOTED**

Action

1. Write a letter to the Minister detailing key points of Meeting 23 and attaching the draft minutes

Meeting Close

The Chair thanked everyone for attending the Alinytjara Wilurara Landscape Board Meeting 23 and the meeting was closed at 12:13pm

Endorsed by:



Peter Burgoyne, Acting Presiding Member Meeting 24

ALINYTJARA WILURARA LANDSCAPE BOARD

Date: 8 April 2026