



# Barossa Bushgardens Strategic Plan

Updated 2021

## Introduction

Barossa Bushgardens is a regional native flora centre, conserving, promoting and supplying the Barossa region's unique local native plants. It is a model social enterprise.

Idyllically situated on a seven hectare site (being a Crown Reserve for which Council has care and control, at Lot 100 Penrice Road, Part Section of Coulthard Reserve, Nuriootpa), this community project provides a reference point for anyone wishing to learn more about the region's local native plants.

## Operations and Organisation

A council has the opportunity to create committees under Section 41 of the *Local Government Act 1999* to assist a council perform its duties. The Barossa Bushgardens S41 Committee was established to manage the Bushgardens property in accordance with the objectives set out under the Terms of Reference, being:

1. To develop and maintain the Bushgardens as:
  - i. a model natural heritage resource for the Barossa region and South Australia;
  - ii. a vital human resource where people are valued for their contribution, knowledge and skills;
  - iii. a place of learning, where knowledge is shared and practical skills are enhanced;
  - iv. a model of sustainability through proactive seed collection, native plant propagation and garden development; and
  - v. a Natural Resource Centre in conjunction with the Adelaide and Mt Lofty Ranges Natural Resources Management (AMLR NRM) Board.
2. To work in partnership with the Council, the community and the AMLR NRM Board in all aspects of the development outlined in clause 1.
3. To liaise with the Friends of Barossa Bushgardens for the specific purpose of supporting the objectives outlined in clause 1
4. To keep statistical information as required by Council and the AMLR NRM Board
5. To contribute to the future development of Bushgardens' facilities for the benefit of the community in accordance with relevant legislation including the *Crown Land Management Act 2009*. Council and committee will come to agreement in developing an annual maintenance plan in respect of facilities as part of the budget process
6. To promote a community spirit towards the Bushgardens
7. To generate funds to fulfil the above objectives.



The Barossa Bushgardens currently operate under three main functions:

- The Gardens
- The Nursery
- The Natural Resource Centre

In order to oversee these operations the Barossa Bushgardens S41 Committee is supported by three sub-committees:

- Site Management Sub-Committee: to oversee the Bushgardens site, including tours and volunteers.
- Nursery Sub-Committee: to oversee the nursery operation, this includes seed collection, planting, sales and volunteer management.
- NRC Sub-Committee: to oversee the NRC component providing information, resources, workshops and training on a broad range of environmental topics.

A Management Committee comprising the Chairperson, Deputy Chairperson, Director Development and Environmental Services, Manager Health and Environmental Services, NRC Coordinator and Nursery Manager oversee the day to day management of the Bushgardens.



**SWOT analysis**

As part of the strategic planning process, an analysis was undertaken of the Strengths, Weaknesses, Opportunities and Threats. The following were raised:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Longstanding organisation</li> <li>• Stable and skilled committee (Governance Framework under LG Act)</li> <li>• Stewardship of local planting material</li> <li>• Strong support from The Barossa Council, N&amp;Y Landscape Board, and the FOBB</li> <li>• A adequate number of skilled volunteers who attend consistently</li> <li>• Good reputation/held in high regard</li> <li>• Staff resources (Skills/Knowledge)</li> <li>• Evolving community hub and tourist destination</li> <li>• Capacity building/Communication</li> <li>• Access to well-maintained community land and associated facilities</li> <li>• Urban Design Framework for the site</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of obvious successor on committee</li> <li>• Discretionary funding</li> <li>• Capacity to identify and discharge grant funding opportunities</li> <li>• Staff resources (part time/casual status)</li> <li>• Relatively small regional base</li> <li>• Reliance on volunteers</li> <li>• Legislative compliance – community land management plan</li> <li>• limitation in site security (difficult site to secure)</li> <li>• Sub-committee structure, function and membership</li> <li>• Capacity to work with industry</li> <li>• Utilisation of our branding (consistency with Council requirements)</li> <li>• What is our identity? – What is our focus?</li> </ul>



Strengths	Weaknesses
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Leverage rapidly evolving Barossa branding and regional focus</li> <li>• Further expand NRC related activity</li> <li>• Leverage strategic alliances to further 'nature' in the region</li> <li>• Working with Seeding Natives Inc.</li> <li>• Expand Nature play activities</li> <li>• Integrate site with adjacent assets (open spaces)</li> <li>• Further grant and funding opportunities</li> <li>• Drive increased revenue (plant sales)</li> <li>• Continue to develop health and wellness activities</li> <li>• Engaging with Aboriginal people and Reconciliation Barossa</li> <li>• Establish links with academic institutions – research and development opportunities</li> <li>• Educational programs with local schools</li> </ul>	<ul style="list-style-type: none"> <li>• Change of Government - Reduction or loss of Landscape Board support</li> <li>• Change to Landscape SA framework</li> <li>• Climate change impacts (i.e. water usage)</li> <li>• Disease, Animal and Pest threat to plantings and gardens</li> <li>• Litigation</li> <li>• Competition from nurseries</li> <li>• Increasing internal and external costs</li> <li>• Volunteer capabilities and expectations, and government programming</li> <li>• Loss of external sponsors</li> <li>• Less/Loss of volunteers</li> </ul>



## The Future

Vision statement (**Why** - This is our core belief)

**An engaged community committed to the native vegetation of the Barossa**

Mission statement (**How** - This is how we intend to fulfil that core belief)

The Barossa Bushgardens collects and propagates native plants, and develops the gardens to showcase ecosystems of the Barossa region, through engaging relationships with people and organisations with appropriate knowledge and skills to encourage the widespread use of Barossa plants, and to share knowledge and practical skills for the conservation of Barossa ecosystems.

Goals/objectives (**What** - This is what we will do to fulfil that core belief)

1. To develop and maintain a sustainable resource that meets the growing needs of the region.
2. To increase the capacity of our community to be better natural resource managers and champions.
3. To recruit, train and retain productive volunteers
4. To improve governance

## Adelaide and Mount Lofty Ranges Natural Resources Management Plan (Strategic Plan for the Region)

The following Priority Areas are identified for the Northern Hills region, which area applicable to the operations of the Barossa Bushgardens:

- Protect grassy ecosystems through increased technical knowledge, community understanding, restoration and protection of priority areas.
- Facilitate integrated climate change adaptation of people and the landscape.
- Protect priority primary production areas from inappropriate development to maintain industry and business viability.
- Restore heath and heathy forest characterised by closed shrub land understory in priority areas including the South Para catchment.
- Manage remnant vegetation and habitats to reduce or halt population declines of at-risk species (including threatened species and ecological communities) and build resilience into the system.
- Protect and restore the North Para, South Para and Mid Light rivers riparian zones for improved biodiversity and water quality outcomes.
- Protect water resources for aquatic health and agricultural use (quality).
- Support agriculture to adapt to climate change or transition to alternative business models.

The Adelaide and Mount Lofty Ranges NRM Board has been replaced by the Northern and Yorke Landscape Board. The new Northern and Yorke Landscape region supports a population of approximately 150,000 people who reside in agricultural, coastal and urban communities. It welcomes a large number of visitors each year to destinations that include Innes National Park, the Barossa Valley, the Clare Valley and the Southern Flinders Ranges.

A Regional Landscape Plan will be developed in 2021 and aligned with the State's Landscape Plan that will superseded the above priority areas set by the Adelaide and Mount Lofty Ranges NRM Board.



**Barossa Community Plan**  
(Strategic Management Plan for the Council)

The Barossa Community Plan is an aspirational plan that provides a 20 year vision for the community and guides strategic decision making by Council.

**OUR VISION**

Enhancing our premium wine, food and tourism region and its unique lifestyle, heritage and community spirit.

**OUR VALUES**

A commitment to...

- Our **land and place**, by valuing our identity for the benefit of future generations.
- Our **community**, embracing a culture of mutual respect, inclusion, safety and security.
- **Leadership**, inspiring vision, courage and enterprise.
- **Achievement**, encouraging and celebrating successes that enrich and strengthen our community.

**OUR THEMES**

Natural Environment and Built Heritage  
Community and Culture  
Infrastructure  
Health and Wellbeing  
Business and Employment



### Barossa Corporate Plan

The purpose of the Corporate Plan is to outline how Council's administration will deliver the Barossa Community Plan 2020-2040 and connect the strategic directions to what is needed practically on the ground to give effect to Council's vision.

The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. It should be noted that there may be other initiatives arising from the Community Plan but that fall outside of the Corporate Plan due to their discretionary nature or where Council has a peripheral role as an advocate or supporting stakeholder.

The Corporate Plan will connect to all other relevant documents in a coordinated fashion and deliver accountability targets for Council and the community to measure performance.

### Community Land Management Plan

The Barossa Bushgardens site (being a Crown Reserve for which The Barossa Council has care and control) is governed by the Community Land Management Plans, namely Management Plan 1 - Developed Reserves and Gardens (Version 1.0 / 8 June 2016). This Community Land Management Plan identifies objectives, and performance targets and measures for the management of The Barossa Council's developed reserves and gardens. The objectives and performance targets need to be considered in the management of the Bushgardens.

### Links with the Corporate Planning Framework



## Structure of the plan

### Key Result Area

A statement of what element is necessary for the Bushgardens to achieve its mission.

<b>Strategy</b> <i>A statement of action designed to achieve an overall aim</i>		Theme	<a href="#">Link to the Council's Community Plan strategy</a>	
		Icon	<a href="#">Link to the Council's Corporate Plan action</a>	
<b>Action</b>	<b>By when</b>	<b>By whom</b>	<b>Outcomes</b>	
A process or step of doing something to achieve the strategy			How is completion of the action going to be measured	

### Community Plan Theme icons



Natural Environment and Built Heritage



Health and Wellbeing



Community and Culture



Business and Employment



Infrastructure



How We Work – Good Governance

## Key Result Area 1 TO DEVELOP AND MAINTAIN A SUSTAINABLE RESOURCE THAT MEETS THE GROWING NEEDS OF THE REGION

<b>Strategy 1</b> <i>Maintain and improve the Seed Bank</i>			<b>1.3 Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.</b>
			<b>1.5</b> Maintain and seek to expand Council initiated native conservation and land management initiatives
Action	By when	By whom	Outcomes
1.1.1 Undertake collection, storage, production and propagation of seed and plant stock	Ongoing	Nursery Manager	Number of plants and seeds propagated each season Number of plant sales each year Minimum 50% of indigenous plants
<b>Strategy 2</b> <i>Adopt and implement sound assets management principles</i>			<b>7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community.</b>
			<b>3.9</b> Ensure Council facilities and assets are accessible, safe and maintained to an agreed level of service
Action	By when	By whom	Outcomes
1.2.1 Manage and maintain facilities/site in line with sound assets management principles	Ongoing	NRC Coordinator Nursery Manager	All facilities maintained at a suitable standard of operations
1.2.2 Improve accessibility of the site, including requirements under Council's <i>Disability Access and Inclusion Plan</i>	Ongoing	NRC Coordinator	Improved accessibility in line with the requirements set out by the necessary standards
1.2.3 Improve plant signage/information within the Nursery	Ongoing	Nursery Manager	New plant signage/information in place
1.2.4 Deliver on the Barossa Drought Recovery project (nursery water reuse) as part of the Federal	Jun 2021	Nursery Manager	Acquittal of Federal grant for the nursery water reuse project



Government Drought Communities Programme (DCP) Extension			
1.2.5 Develop full design and construction costs of the community car park as identified in the Urban Design Framework, and source appropriate funding for construction	Jun 2022	Manager HES	Detailed design and costing completed

## Key Result Area 2

### TO INCREASE THE CAPACITY OF OUR COMMUNITY TO BE BETTER NATURAL RESOURCE MANAGERS AND CHAMPIONS

<b>Strategy 1</b> <i>Increase involvement of the education sector</i>		 <b>5.4 Recognising and celebrating the community successes and learning from opportunities.</b> 2.11 Advocate for and support initiatives designed to improve education infrastructure	
<b>Action</b>	<b>By When</b>	<b>By Whom</b>	<b>Outcomes</b>
2.1.1 Administer/conduct the NRC Program in line with the outcomes within the Service Agreement with Northern and Yorke Board, including: <ul style="list-style-type: none"> <li>Nature Plan events</li> <li>External events</li> <li>Education programs/events</li> </ul>	Ongoing	NRC Coordinator	100% delivery of annual work plan prepared by the NRC Coordinator to meet requirements/guidelines set by Landscape Board Hold Community events with an environmental focus Provide environmental information to the Community
2.1.2 Promote opportunity for universities and students to undertake Research and Development programs	Ongoing	NRC Coordinator	Increased involvement by universities and students
<b>Strategy 2</b> <i>Facilitate health and wellbeing programs</i>		 <b>4.5 Advocate for and encourage services that ensure equity and support inclusion and at risk members of the community</b> 4.1 Deliver and promote health and wellbeing initiatives in line with the Public Health Plan	
<b>Action</b>	<b>By When</b>	<b>By Whom</b>	<b>Outcomes</b>
2.2.1 Manage and facilitate the Bushgardens Disability Support program	Ongoing	NRC Coordinator Nursery Manager	Ongoing success and participation in the Bushgardens Disability Support program
2.2.2 Maintain and promote the benefits of the Labyrinth	Ongoing	Labyrinth Group	Visitation at the Labyrinth

2.2.3 Maintain and promote the benefits of the Dementia Friendly Gardens	Ongoing	Dementia Group	Visitation at the Dementia Friendly Gardens
<b>Strategy 3</b> <b>Create and deliver community oriented training opportunities</b>			<b>11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation</b> 5.8 Advocate for investment and support of local business through local transportation, training and employment initiatives.
			<b>Action</b>
3.3.1 Develop a program of seasonal workshops	Ongoing	Nursery Manager	# number of events conducted
<b>Strategy 4</b> <b>Engage with Aboriginal people</b>			<b>4.1 Build on a strong sense of community pride with active community groups and individuals participating in local decision making and community building activities.</b> 2.2 Collect, maintain and make accessible our Aboriginal heritage, and the history and heritage of our community
			<b>Action</b>
3.4.1 Host annual Reconciliation Week event in association with Council and Reconciliation Group	May 2022	Committee	Successful hosting of the event

**Key Result Area 3  
TO RECRUIT, TRAIN AND RETAIN PRODUCTIVE VOLUNTEERS**

<p><b>Strategy 1</b> <i>Achieve stable and sustainable volunteer group</i></p>		 <p><b>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</b></p> <hr/> <p>2.4 Foster volunteering opportunities that are responsive to the needs of the Community</p>	
Action	By When	By Whom	Outcomes
3.1.1 Assist Council's Volunteering Services with development and implementation of an internal volunteer management system including policies and processes	Ongoing	NRC Coordinator Nursery Manager	# number of volunteers
3.1.2 Identify training programs that meet the needs of volunteers	Ongoing	NRC Coordinator Nursery Manager	# Number of training events

**Key Result Area 4  
TO IMPROVE GOVERNANCE**

<b>Strategy 1</b> <i>Develop and execute a new governance model</i>	 <b>NA</b> 6.3 Align operational strategy to strategic objectives and measure organisational performance to demonstrate progress towards achieving our goals		
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Action	By When	By Whom	Outcomes
4.1.1 Prepare a discussion paper on the various governance models, and subsequently present the Council for consideration and adoption	Jun 2021	Director DES	Adoption of new governance model
4.1.2 Ensure that the governance structure continues to meet the changing needs of the Barossa Bushgardens	Annually	Committee	Governance review undertaken
4.1.3 Provide a progress report on the delivery of the Barossa Bushgardens Strategic Plan and Service Plan actions	Bi-monthly	NRC Coordinator Nursery Manager	Reports prepared and presented each meeting

<b>Strategy 2</b> <i>Maintain a strong financial framework</i>	 <b>NA</b> 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans		
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Action	By When	By Whom	Outcomes
4.2.1 Prepare a Sponsorship and Donations statement	Mar 2021	NRC Coordinator	Statement prepared and adopted

<b>Strategy 3</b> <b>Maintain effective internal controls to reduce risk</b>		 <b>NA</b> 6.5 Implement compliant and contemporary risk management initiatives	
<b>Action</b>	<b>By When</b>	<b>By Whom</b>	<b>Outcomes</b>
4.3.1 Identify and prepare a Risk Profile for the operations of the Barossa Bushgardens	Apr 2021	NRC Coordinator Nursery Manager Risk Services	Risk Profile prepared and adopted
4.3.2 Ensure that identified Internal Controls are effectively monitored and maintained	Ongoing	NRC Coordinator Nursery Manager Risk Services	Internal Controls reviewed and updated in line with Council Policy
4.3.3 Identify and document processes to reduce threat of disease, animals, weeds and pests to nursery and gardens	Mar 2021	Nursery Manager NRC Coordinator	Processes identified and documented as part of Internal Controls
<b>Strategy 4</b> <b>Maintain and explore new funding opportunities</b>		 <b>NA</b> 6.4 Ensure that decisions regarding expenditure of Council's budget are based on an assessment of whole of life costs, risks associated with the activity and advice contained within supporting plans	
<b>Action</b>	<b>By When</b>	<b>By Whom</b>	<b>Outcomes</b>
4.4.1 Seek to maintain funding from Northern and Yorke Landscape Board in support for the Natural Resource Centre	Annually	NRC Coordinator	New Service Agreement negotiated
4.4.2 Identify new funding opportunities to assist in delivery of projects and programs	Annually	NRC Coordinator	New funding identified and received

## Monitoring and Reporting

Successful implementation of this strategic plan will be achieved by monitoring and measurement of the following areas.

Strategic planning	Update	Total Review	Responsibility
Strategy formulation	As needed	Annually	S41 Committee
Targets/Performance Measures	Monthly Meetings	Annually	Management Committee
Finance	Monthly Meetings	Annually	Management Committee
Resource requirements and action planning	Monthly	Annually	S41 Committee
Review of income and expenditure against budgeted data	Quarterly		Management Committee
Review of action plan progress and achievements	Quarterly		Management Committee