



Barossa
Bushgardens

Place
Plants
People

2022

Strategic Plan



The Barossa Council

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.

The Barossa Bushgardens currently operate under three main functions:

- Gardens
- Nursery
- 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.

Barossa Bushgardens Identity

The following provides an indication of how people see and talk about the Barossa Bushgardens, from both a positive and negative perspective.

It is accessible and has unique qualities that can appeal to diverse audiences.

It is a community-based facility, which is important but its commercial/ business capacity needs to grow.

The environment and biodiversity are critical themes but how these relate to wellbeing and mindfulness are also important.

The place has a branding issue, not enough people know about the Bushgardens or what it has to offer

Education and increasing the region's knowledge and capacity is a critical role for the Bushgardens.

Its grown organically and now it needs strategy to leverage its success and improve facilities.

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"> • <i>Volunteers</i> • <i>Friends group</i> • <i>Staff skills / knowledge</i> • <i>Position – proximity to caravan park, linear park and paths.</i> • <i>Well supported by Barossa Council</i> • <i>Plants – unique approach to growing, selling and cultivating native species locally</i> • <i>Well governed</i> • <i>Workshops</i> • <i>Accessibility – free and all access</i> 	<ul style="list-style-type: none"> • <i>Volunteers – age and reliance on</i> • <i>Trying to do too much</i> • <i>Lack of formal carparking</i> • <i>Reliance on external funding</i> • <i>Governance – time/cost to resource appropriate policies and process</i> • <i>Lack of capacity to develop business / commercial aspects of the facility</i> • <i>Limited resources – staff, funding etc.</i> • <i>Difficult to quantify value on social, environmental, economic and cultural levels.</i> • <i>Risk averse</i>
Opportunities	Threats
<ul style="list-style-type: none"> • <i>Grow reputation as a tourist attraction and increase visitor numbers / spend</i> • <i>Connecting better with the local community</i> <ul style="list-style-type: none"> ○ <i>Public</i> ○ <i>NFPs / Groups</i> ○ <i>Schools</i> ○ <i>Businesses</i> • <i>Connect with co-located venues – Caravan Park, School, Labyrinth etc.</i> • <i>Attracting sponsors</i> • <i>Alternative funding sources e.g., philanthropic</i> • <i>More inclusive activity</i> • <i>Improve business / commercial capacity</i> <ul style="list-style-type: none"> ○ <i>Health and wellbeing programs</i> ○ <i>First Nations</i> ○ <i>Increase production / sales</i> ○ <i>Workshops</i> ○ <i>Carbon crediting</i> ○ <i>Education</i> ○ <i>Climate action</i> ○ <i>Wine industry collaboration</i> • <i>Increasing workshop / education programs for income and exposure</i> • <i>Developing supply relationships – with Council/others</i> 	<ul style="list-style-type: none"> • <i>Limited access to funding</i> • <i>Changing funding landscape – policy and structural shifts with Landscape Boards</i> • <i>Climate change</i> • <i>Pests / disease</i> • <i>Disasters – Covid, Fire, Flood, Drought</i> • <i>Changing political priorities.</i>

Articulating the purpose of the Bushgardens is a critical part of developing a vision and the strategic priorities for the organisation. The purpose of the organisation provides some indication of why the organisation exists. Based on discussions, the following key purposes have been identified for the Barossa Bushgardens from an aspirational perspective.

- 1. The Barossa Bushgardens protects, preserves and develops the region's natural environment with a particular focus on indigenous habitat and native species. It does this by:**
 - a. Cultivating, distributing and planting native / indigenous plants and increasing native habitat.
 - b. Demonstrating best practice in garden / nature design and management.
 - c. Offering formal and informal education opportunities appropriate for domestic, commercial and industrial applications.
 - d. Increasing awareness about biodiversity and encouraging people to behave in positive and sustainable ways.
 - e. Empowering people to actively participate in positive activities that support stronger and more sustainable eco-systems – in their homes, across the region and on a global level.

- 2. The Barossa Bushgardens provides a place for people to connect to nature and to each other in both active and passive ways and supports health and wellbeing. It does this by:**
 - a. Being free and accessible.
 - b. Offering opportunities to participate in structured and unstructured opportunities including learning, volunteering, social and play activities.
 - c. Being a venue for events and exhibitions.
 - d. Connecting with organisations that provide social support for those that are disadvantaged.
 - e. To offer activities that support the health and wellbeing of residents and visitors.
 - f. Working closely with First Nations representatives to understand and promote connections with the landscape through indigenous storytelling and interpretation.

- 3. The Barossa Bushgardens contributes to the local economy. It does this by:**
 - a. Being unique – with a community / environment / cultural offering not available elsewhere.
 - b. Attracting visitors and offering experiences that complement the region's tourism strengths including wine, food and heritage.
 - c. Operating a commercial standard nursery that meets the needs of both domestic and commercial markets.
 - d. Being an attractive partner for commercial and not-for-profit organisations.

Place Plants People

The Bushgardens represents a complex relationship between people, plants, and place.

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 connect people to the natural environment
3. To recruit, train and retain productive volunteers
4. To improve governance

Corporate Planning Framework

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.

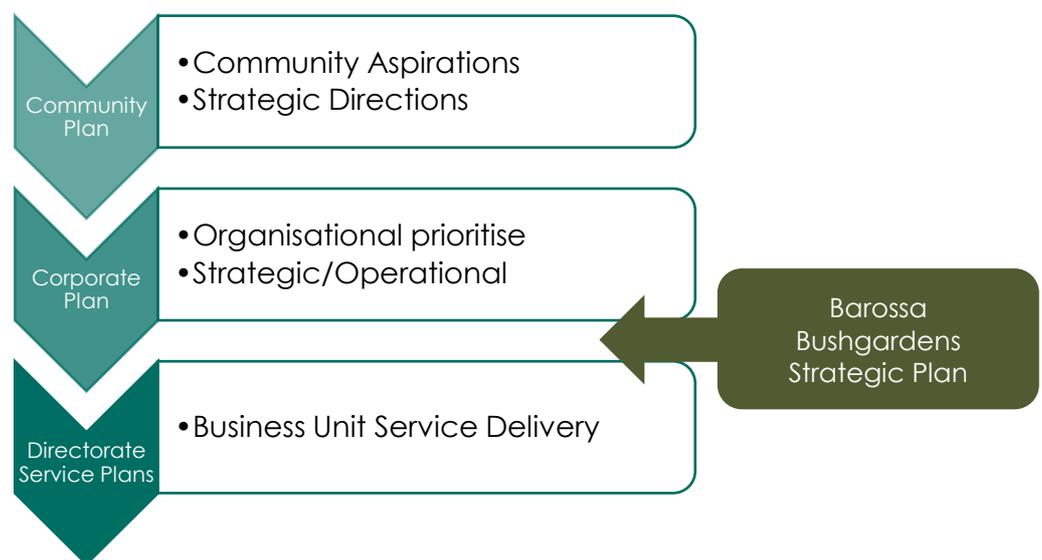
The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. It should be noted that there may be other initiatives arising from the Community Plan but that fall outside of the Corporate Plan due to their discretionary nature or where Council has a peripheral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

Strategy <i>A statement of action designed to achieve an overall aim</i>	Theme Link to the Council's Community Plan Goal
	Icon Link to the Council's Community Plan Strategy
Service Area	Link to Service Area – Corporate Plan
Output	Link to Service Outputs – Corporate Plan
ACTIONS	Action items

Community Plan Theme icons



Natural Environment and Built Heritage



Community and Culture



Infrastructure



Health and Wellbeing



Business and Employment



How We Work – Good Governance

Key Result Area 1

TO DEVELOP AND MAINTAIN A SUSTAINABLE RESOURCE THAT MEETS THE GROWING NEEDS OF THE REGION

<p><i>Strategy 1 - Maintain and improve the Seed Bank</i></p>	 <p>1 The Barossa has sustainable farmland providing diverse and stable returns, while protecting the unique natural environment and biodiversity of the region.</p> <hr/> <p>1.3 Build on the conservation of the region's natural heritage including bush eco-systems, grassy woodlands, agricultural landscapes and recreational green spaces.</p>
<p>Service Area</p>	<p>CS17 - Natural Resources</p>
<p>Output</p>	<p>Output 4 – Bushgardens Nursery</p>
<p>ACTIONS</p>	<p>a) Provision of nursery for the production and sale of native plants. b) Maintenance of a regional Seed Bank. c) Improve the commercial capacity of the nursery, including inclusion of a council nursery operation.</p>
<p><i>Strategy 2 - Adopt and implement sound assets management principles</i></p>	 <p>6 The Barossa maintains and develops infrastructure that meets the needs of the region and is efficient.</p> <p>7 Community infrastructure planning is aligned to both current and the future needs of the community</p> <hr/> <p>6.2 Continue to ensure that infrastructure considers placemaking is inclusive and accessible for all. 7.1 Build on sound asset management practices to deliver sustainable services to ensure that infrastructure is adequate to support the community. 7.2 Ensure both current and future infrastructure needs are met in a proactive rather than reactive way.</p>
<p>Service Area</p>	<p>CS3 - Assets</p>
<p>Output</p>	<p>Output 8 – Asset Maintenance and Operations – Open Space</p>

ACTIONS	<ul style="list-style-type: none">a) Management/Maintenance of native gardens and Bushgardens siteb) Progressive delivery of the Urban Design Framework through identification of key prioritise over the next five years.c) Seek to incorporate Coulthard Reserve as part of the broader Bushgardens site, and improve linkages with caravan park and linear path.
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Key Result Area 2

TO CONNECT PEOPLE TO THE NATURAL ENVIRONMENT

<p><i>Strategy 1 - improve links with the primary and secondary education sector</i></p>	<div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="flex-grow: 1;"> <p>3 We take a proactive approach in responding to key environmental challenges such as climate change, water security and waste management</p> <p>10 Our region enjoys the benefits of sustainable community groups, networks and facilities that encourage everybody to participate in the community.</p> </div> </div> <hr style="border: 0.5px solid black;"/> <p>3.1 Support community-based sustainability initiatives to help reduce the Barossa's contribution to the climate crisis and build on the capacity of local residents and industry to mitigate negative impacts.</p> <p>10.3 Build on the capacity of community members to participate in cultural, creative, recreational, sporting and learning opportunities.</p>
Service Area	CS17 - Natural Resources
Output	Output 3 – Environmental Education and Awareness
ACTIONS	<p>a) Administer/conduct environmental education and awareness programs.</p> <p>b) Increase the 'experiential' offerings including passive and active programs.</p>

<p>Strategy 2 - Facilitate programs and events to increase visitation</p>	<div style="display: flex; align-items: center;">  <div> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> <hr/> <p>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</p> </div> </div>
<p>Service Area</p>	<p>CS11 – Events</p>
<p>Output</p>	<p>Output 1 – Events delivery – External Output 2 – Events delivery – Internal</p>
<p>ACTIONS</p>	<p>a) Host Barossa Bushgardens Open Day. b) Formalise public programs through long-term planning, diversifying the occurring across environment, art, culture, public health and wellbeing.</p>
<p>Service Area</p>	<p>CS17 - Natural Resources</p>
<p>Output</p>	<p>Output 3 – Environmental Education and Awareness</p>
<p>ACTIONS</p>	<p>a) Support sustainability initiatives and programs within the region. b) Support land, water and biodiversity initiatives and programs within the region.</p>
<p>Service Area</p>	<p>CS19 - Social Inclusion</p>
<p>Output</p>	<p>Output 4 – Social Support Groups</p>
<p>ACTIONS</p>	<p>c) Manage and facilitate the Bushgardens Disability Support program.</p>

<p>Strategy 3 - Create and deliver community-oriented training opportunities</p>	<div style="display: flex; align-items: center;">  <div> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p> <hr/> <p>11.1 Work closely with State Government, Federal Government and other key stakeholders to support economic growth, development and job creation.</p> </div> </div>
<p>Service Area</p>	<p>CS10 – Economic Development</p>
<p>Output</p>	<p>Output 1 – Economic Development</p>
<p>ACTIONS</p>	<p>a) Form strong partnerships that link the Bushgardens to the wine and tourism industries.</p>
<p>Strategy 4 - Engage with Aboriginal people</p>	<div style="display: flex; align-items: center;">  <div> <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <hr/> <p>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.</p> <p>4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.</p> </div> </div>
<p>Service Area</p>	<p>CS19 - Social Inclusion</p>
<p>Output</p>	<p>Output 7 – Aboriginal Reconciliation</p>
<p>ACTIONS</p>	<p>a) Host Reconciliation Week event in association with Council and Reconciliation Group</p>

<p>Strategy 5 - Increase profile of the Bushgardens</p>	<div style="display: flex; align-items: center;">  <div> <p>11 The Barossa has a strong local economy that adapts, innovates and thrives on change and strives for a diverse industry base that provides a sustainable range of business and job opportunities for people.</p> <p>12 We are a visitor destination of choice.</p> <hr/> <p>11.3 Promote the Barossa as a place for businesses to thrive, invest, innovate, take measured risks and prosper.</p> <p>12.2 Support economic development and destination awareness through events, festivals, creative enterprise and attractions.</p> </div> </div>
<p>Service Area</p>	<p>BS3 - Communications and Engagement</p>
<p>Output</p>	<p>Output 3 – Community Engagement Output 4 – Online / Website support</p>
<p>ACTIONS</p>	<p>a) Prepare “Environmental Matters” article in the local newspapers. b) Update information and educational materials about each Business Unit services and functions, and update website. c) Develop a contemporary brand that appeals across a range of markets.</p>
<p>Service Area</p>	<p>CS21 – Tourism</p>
<p>Output</p>	<p>Output 2 – Visitor Enquiries/Customer Service</p>
<p>ACTIONS</p>	<p>a) Reposition the Bushgardens as a destination for visitors.</p>

Key Result Area 3

TO RECRUIT, TRAIN AND RETAIN PRODUCTIVE VOLUNTEERS

<p>Strategy 1 - Achieve stable and sustainable volunteer group</p>	<div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="flex-grow: 1;"> <p>4 The Barossa fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social strategies especially for our youth and vulnerable people.</p> <p>5 We are a strong community that is welcoming, safe and enjoys a quality lifestyle that celebrates our local identities, diversities, cultures and histories including our Aboriginal heritage.</p> </div> </div> <hr style="border: 0.5px solid black; margin: 10px 0;"/> <div style="display: flex; align-items: flex-start;"> <div style="flex-grow: 1;"> <p>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.</p> <p>4.2 Continue creating strong and sustainable community networks, and support young people to actively participate in the community and develop the leaders of the future.</p> <p>5.1 Support the development of activities that celebrate the history, art and culture of the Barossa and its people.</p> <p>5.4 Recognising and celebrating the community successes and learning from opportunities.</p> </div> </div>
Service Area	CS22 – Volunteers
Output	Output 2 – Internal Volunteer Support Output 3 - Volunteering Promotion and Advocacy
ACTIONS	a) Provide support and training for Bushgardens volunteers. b) Attract new volunteers to support program delivery.

Key Result Area 4 TO IMPROVE GOVERNANCE

<p>Strategy 1 - Develop and execute a new governance model</p>	<p>14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.</p> <hr/> <p> 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.</p> <p>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.</p>
Service Area	BS2 - Business Transformation
Output	Output 2 – Continuous Improvement Project Management
ACTIONS	a) Documentation of tasks within Business Unit.
Service Area	BS4 - Council and Committees
Output	Output 2 – Coordination: Council Committees and Working Groups
ACTIONS	a) Ensure the effective operation of the Barossa Bushgardens Committee in accordance with the Local Government Act, Terms of Reference, and Meeting Procedures. b) Develop and execute a new governance model for the Barossa Bushgardens.
Service Area	BS7 – Governance
Output	Output 1 – Governance and Policy Advice Output 4 – Legislative Reform Output 5 – Complaints Management
ACTIONS	a) Implement legislative reform, where applicable.

<p>Strategy 2 - Maintain a strong financial framework</p>	<p>14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.</p> <hr/> <p> 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.</p> <p>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.</p>
<p>Service Area</p>	<p>BS6 – Finance</p>
<p>Output</p>	<p>Output 2 – Budget Management</p>
<p>ACTIONS</p>	<p>a) Ensure effective Budget Performance</p>
<p>Strategy 3- Maintain effective internal controls to reduce risk</p>	<p>14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.</p> <hr/> <p> 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.</p> <p>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.</p>
<p>Service Area</p>	<p>BS5 - Enterprise Risk</p>
<p>Output</p>	<p>Output 2 – Internal Audit Output 4 – Disaster Recovery and Business Continuity Output 5 – WHS System Management</p>
<p>ACTIONS</p>	<p>a) Identify and prepare Operational Risk Profile. b) Identify and document processes to reduce threat of disease, animals, weeds and pests to nursery and gardens at Barossa Bushgardens c) Manage organisational risk in the delivery of core services d) Ensure that identified Internal Financial Controls are effectively monitored and maintained e) Maintain and facilitate the ongoing testing and development of Council's Business Continuity Plan and associated Sub-Plans</p>

	<ul style="list-style-type: none"> f) Maintain and champion the implementation of Councils WHS System g) Undertake WHS Compliance Inspections h) Implement, Review and Maintain Work Health Safety Improvement/Action Plan i) Participate in mandatory external WHS Audits j) Maintain Chemalert Database for sites where chemicals used
<p>Strategy 4 - Maintain and explore new funding opportunities</p>	<p>14 Striving to meet the standards of good governance and achieve a culture of service and continuous improvement.</p> <hr/> <p> 14.1 Council's administration will strive to implement systems and processes that are accountable and effective, following principles of continuous improvement, sound governance and support community engagement.</p> <p>14.2 Council and its administration will work together to achieve the Community Plan vision and implement approved plans.</p>
<p>Service Area</p>	<p>BS8 – Grants</p>
<p>Output</p>	<p>Output 1 – Grant Sourcing Output 2 – Grant Management</p>
<p>ACTIONS</p>	<ul style="list-style-type: none"> a) Identify funding opportunities to assist in delivery of projects and programs. b) Prepare a prospectus to assist in promoting the benefits of the Bushgardens to potential funding partners. c) Monitor and report on grant status and prepare acquittal reports.

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
Action planning	Annually	Annually	Management Committee
Finance	Monthly Meetings	Annually	Management Committee
Resource requirements	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