



*The Barossa Council*



Barossa  
Bushgardens  
Place Plants People

# 2024 - 2029 BAROSSA BUSHGARDENS STRATEGIC PLAN

## Executive Summary

The Barossa Bushgardens Strategic Plan 2024 outlines the strategic direction for the next five years, focusing on enhancing community engagement, conserving native vegetation, and promoting cultural heritage. Key objectives include sustainable resource development, connecting people to nature, improving governance, and volunteer managements.

## INTRODUCTION

Barossa Bushgardens is a regional native flora centre aimed at conserving, promoting, and supplying the Barossa's and neighboring region's unique native plants.

This community project operates on a thirteen-hectare site at 653 Research Road, Nuriootpa, showcasing a large variety of the regions 400+ plant species. The Barossa Bushgardens contain curated display gardens, a children's nature play area, and a labyrinth supporting mental health and wellbeing. The Natural Resource Centre in the Barossa Bushgardens aims to inform, educate and engage the local community, schools, First Nations groups, businesses, landholders, and visitors, as well as social and support groups about sustainability and natural resource management (NRM) with a focus on the three pillars: environmental, social and economic.

### Place Plants People

The Barossa Bushgardens demonstrates the intertwined relationship between place, plants and people

### The Future

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

An engaged community connected to the native vegetation, natural environment and cultural heritage 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 building relationships with people and organisations, sharing appropriate knowledge and practical skills to encourage the widespread use of Barossa plants, and 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 engaged volunteers
4. To improve governance
5. To engage people with the local cultural heritage

## OPERATIONS AND ORGANISATION

The Barossa Council created a Committee under Section 41 of the *Local Government Act 1999* to oversee the Barossa Bushgardens. The Barossa Bushgardens S41 Committee operate in accordance with objectives set out under their Terms of Reference.

The Barossa Bushgardens operates under the following structure:

- **Main Functions:**
  - Gardens
  - Nursery
  - Natural Resource Centre
- **Governance:**
  - S41 Committee
    - Chairperson
    - No less than 5 and no more than 11 independent (community) members appointed by the Council; and
    - 1 Elected Member nominated by the Council.
  - Management Sub-Committee
    - Chairperson S41 Committee
    - Chairperson Friends of the Barossa Bushgardens
    - Operations Team Members
- **Operations Team:**
  - Director Infrastructure & Environmental Services
  - Manager Infrastructure & Environmental Services
  - Senior Environmental Officer
  - Barossa Bushgardens NRC Coordinator
  - Barossa Bushgardens Nursery Coordinator
  - Executive and Project Support Officer

## 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"> <li>Abundant space – both built and natural environments</li> <li>Strong and supportive stakeholder network</li> <li>Diverse skill base across staff, volunteers, and Friends of the Bushgardens (FoBB)</li> <li>Positive and collaborative relationship with local Council</li> <li>Recognisable and respected brand/image</li> <li>Strong community support and engagement</li> <li>Position as a valued destination for events and festivals</li> </ul>	<ul style="list-style-type: none"> <li>Limited connection and communication between staff, volunteers, and FoBB</li> <li>Absence of a cohesive design framework guiding development</li> <li>Structural limitations within FoBB organisation</li> <li>Lack of structured succession planning for key roles</li> <li>Some vegetation in the Bushgardens not suited to purpose or climate.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Enhance reputation as a regional tourist attraction.</li> <li>Strengthen links with local networks such as the bike trail, cellar doors, Park Run, etc.</li> <li>Expand FoBB membership and improve integration with staff and activities.</li> <li>Explore opportunities for corporate sponsorship and partnerships.</li> <li>Develop and promote wellbeing-focused programs and activities.</li> <li>Engage more effectively with youth audiences.</li> <li>Partner with and celebrate First Nations communities and culture.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of succession planning could impact future resourcing of Bushgardens</li> <li>Uncertainty in securing ongoing funding sources.</li> <li>Impacts of climate change on existing gardens and plantings</li> </ul>

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 ecosystems – 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.
- b. Being unique – with a community / environment / cultural offering not available elsewhere.
- c. Attracting visitors and offering experiences that complement the region's tourism strengths including wine, food and heritage.
- d. Operating a commercial standard nursery that meets the needs of both domestic and commercial markets.
- e. Being an attractive partner for commercial and not-for-profit organisations



# 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

To create a vibrant and growing community where people support one another and come together to have fun and foster a sense of belonging, community spirit and connection to the Barossa.

### OUR MISSION

Our mission as shared custodians of the Barossa is to cultivate an identity that celebrates diversity, embraces inclusivity and promotes a prosperous future. We strive to be prepared and take a planned and thoughtful approach to building our future, one that is welcoming to all.

### OUR VALUES

**Pride:** We take pride in building strong communities in alignment with our environmental, social and governance framework.

**Courageous Leadership:** We value courageous leadership by being visionary, bold and innovative and taking proactive and positive action.

**Community Spirit:** We value our people and their cultural heritage, our landscapes and vistas, our food and wine, and our unique character.

**Inclusiveness:** We value diversity of people, inclusion, accessibility and tolerance.

### OUR THEMES & ICONS



Our Community

Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.



Our Economy

Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa rural and regional character.



Our Environment

Supporting a sustainable Barossa.



Our Places

Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities.



Our Council

We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.

# 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.

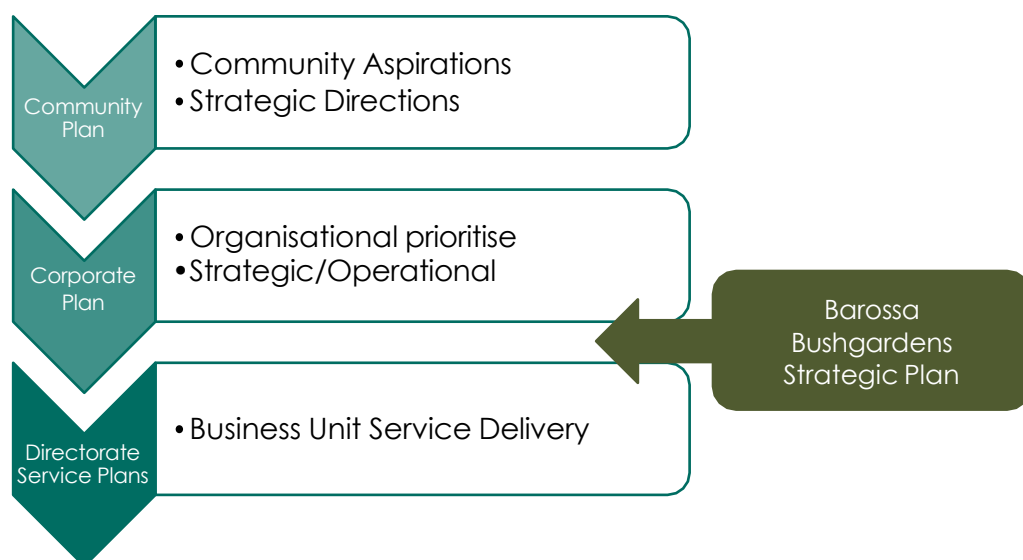
The Corporate Plan primarily reflects internal responsibilities identified within the Community Plan. It should be noted that there may be other initiatives arising from the Community Plan but that fall outside of the Corporate Plan due to their discretionary nature or where Council has a peripheral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





# Key Result Area 1


TO DEVELOP AND MAINTAIN A SUSTAINABLE RESOURCE THAT MEETS THE GROWING NEEDS OF THE REGION WITH CONSIDERATION TO THE CHANGING CLIMATE




<p><i>Strategy 1 - Maintain and improve the Seed Bank</i></p>	<p><b>Supporting a sustainable Barossa</b></p> <div data-bbox="576 611 702 703">  </div> <hr/> <p>3.1 We support actions that manage our environment for future generations.</p> <p>3.2 We sustainably manage our resources and encourage sustainable practices.</p>
<p><b>Service Area</b></p>	<p><b>CS17 - Natural Resources</b></p>
<p><b>Output</b></p>	<p>Output 1 - Sustainability</p> <p>Output 4 – Bushgardens Nursery</p>
<p><b>ACTIONS</b></p>	<p>a) Provision of nursery for the production and sale of native plants.</p> <p>b) Maintenance of a regional Seed Bank and Database.</p> <p>c) Development and maintenance of a Plant Collection Database.</p> <p>d) 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>	<div data-bbox="598 1328 678 1429">  </div> <p><b>Our places and spaces enhance the liveability, retain rural and regional character and diversity of our communities</b></p> <hr/> <p>4.1 Our places our planned, managed and sustainable</p> <div data-bbox="582 1545 702 1653">  </div> <p><b>Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging</b></p> <p>1.2 Our services and facilities are accessible</p>
<p><b>Service Area</b></p>	<p><b>CS3 - Assets</b></p>
<p><b>Output</b></p>	<p>Output 8 – Asset Maintenance and Operations – Open Space</p>

<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>a) Management/Maintenance of native gardens and Bushgardens site</li> <li>b) Review and update the Masterplan identifying key priorities for the next five years.</li> <li>c) Seek to incorporate and access/linkages to Coulthard Reserve as part of the broader Bushgardens site.</li> <li>d) Develop Guidelines for Curation of the Barossa Bushgardens</li> </ul>
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## Key Result Area 2

### TO CONNECT PEOPLE TO THE NATURAL ENVIRONMENT

<b>Strategy 1 - improve links with the early years, primary, secondary and tertiary education sector</b>	<p><b>Supporting a sustainable Barossa</b></p>  <hr/> <ul style="list-style-type: none"> <li>4.1 We support actions that manage our environment for future generations.</li> <li>4.2 We sustainably manage our resources and encourage sustainable practices.</li> </ul>
<b>Service Area</b>	<b>CS17 - Natural Resources</b>
<b>Output</b>	Output 3 – Environmental Education and Awareness
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>a) Administer/conduct environmental education and awareness programs.</li> <li>b) Provide opportunities for students and researchers to support the delivery of the Barossa Bushgardens outcomes.</li> <li>c) Organise suitable events to support the key objectives of the Barossa Bushgardens.</li> <li>d) Provide opportunities and access across a range of sectors (art, culture, First nations, public health and wellbeing) that align with the objectives of the Barossa Bushgardens.</li> </ul>

<b>Strategy 2 – support and promote sustainability</b>	<div> <div>  </div> <div> <b>Supporting a sustainable Barossa</b> </div> </div> <hr/> <div> <div>3.1</div> <div>We support actions that manage our environment for future generations.</div> </div> <div> <div>3.2</div> <div>We sustainably manage our resources and encourage sustainable practices.</div> </div>	
<b>Service Area</b>	<b>CS17 – Natural Resources</b>	
<b>Output</b>	Output 1 – Sustainability Output 2 – Land, Water and Biodiversity Output 3 – Environmental Education and Awareness	
<b>ACTIONS</b>	a) Support The Barossa Council's Sustainability Officer, programs and initiatives within the region. b) Develop, implement and support land, water and biodiversity initiatives and programs within the region. c) Increase and improve collaborations with key stakeholders of the Barossa Bushgardens.	
<b>Strategy 3 – create and deliver social inclusion opportunities</b>	<div> <div>  </div> <div> <b>Our Community</b> </div> </div>	<div> <div>  </div> <div> <b>Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging</b> </div> </div> <hr/>
		<div> <div>1.1</div> <div>Our community is welcoming, vibrant and safe.</div> </div> <div> <div>1.2</div> <div>Our services and facilities are accessible.</div> </div> <div> <div>1.3</div> <div>We have a healthy respect for our diversity, character and history and we welcoming and supportive of all people.</div> </div>
<b>Service Area</b>	<b>CS19 – Social Inclusion</b>	
<b>Output</b>	Output 4 – Social Support Groups	
<b>ACTIONS</b>	a) Deliver, develop and facilitate disability support programs, activities and events. b) Ensure the Barossa Bushgardens are developed and align with The Barossa Council's Disability Access and Inclusion Action Plan.	



<b>Strategy 4 - Create and deliver community-oriented training opportunities</b>	<div data-bbox="598 315 687 394">   Our Economy </div> <p><b>Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa Rural and regional character.</b></p> <hr/> <p>2.2 We partner with and support local business</p> <p>2.3 We are a destination of choice</p>
<b>Service Area</b>	<b>CS10 – Economic Development</b>
<b>Output</b>	Output 1 – Economic Development
<b>ACTIONS</b>	a) Form strong partnerships that link the Bushgardens to the wine and tourism industries.
<b>Strategy 5 - Engage with Aboriginal people</b>	<div data-bbox="616 1037 697 1122">   Our Community </div> <p><b>Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging</b></p> <hr/> <p>1.1 Our community is welcoming, vibrant and safe.</p> <p>1.3 We have a healthy respect for our diversity, character and history and we welcoming and supportive of all people.</p>
<b>Service Area</b>	<b>CS19 - Social Inclusion</b>
<b>Output</b>	Output 7 – Aboriginal Reconciliation
<b>ACTIONS</b>	a) Host Reconciliation Week event co-designed with our First Nations in association with The Barossa Council and in collaboration with Barossa Reconciliation Group. b) Engage and continue to develop relationship with First Nations Elders and the wider community.

## Strategy 6 - Increase profile of the Bushgardens



Our Community

**Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.**

1.1 Our community is welcoming, vibrant and safe.

1.3 We have a healthy respect for our diversity, character and history and we welcoming and supportive of all people.



Our Council

**We strive to be a leader in regional Local Government and are committed to delivering effective, efficient, and valued services to the community.**

5.4 We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.



Our Economy

**Implementing economic development strategies to support future growth opportunities and a diversified and resilient economy showcasing the Barossa Rural and regional character**


2.3 We are a destination of choice.

<b>Service Area</b>	<b>BS3 - Communications and Engagement</b>
<b>Output</b>	Output 3 – Community Engagement Output 5 – Online / Website support
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>a) Prepare editorial articles for the local newspapers and subscribers.</li> <li>b) Update information/educational materials and maintain and update website and social media platforms.</li> <li>c) Support the Friends of the Barossa Bushgardens (FoBB) to increase their profile and engage the wider community in core business of the Barossa Bushgardens.</li> </ul>
<b>Service Area</b>	<b>CS20 – Tourism</b>

<b>Output</b>	Output 1 – Visitor Information and Resource Management Output 2 – Visitor Enquiries/Customer Service
<b>ACTIONS</b>	a) Increase interpretation signage to guide and enhance visitor experience. b) Position the Barossa Bushgardens and Natural Resource Centre as a destination for visitors and as a community hub for social club meetings, gathers and tours.

## Key Result Area 3


### TO RECRUIT, TRAIN AND RETAIN PRODUCTIVE VOLUNTEERS

<b>Strategy 1 - Achieve stable and sustainable volunteer group</b>	 <p><b>Creating a safe and connected community where people have access to sustainable services and service levels and infrastructure they need and feel a sense of belonging.</b></p>
	<p>1.1 Our community is welcoming, vibrant and safe.</p> <p>1.2 Our services and facilities are accessible.</p> <p>1.3 We have a healthy respect for our diversity, character and history and we welcoming and supportive of all people.</p>
<b>Service Area</b>	<b>CS21 – Volunteers</b>
<b>Output</b>	Output 1 – External Volunteer Support Output 2 – Internal Volunteer Support Output 3 - Volunteering Promotion and Advocacy Output 4 – Community Engagement
<b>ACTIONS</b>	a) Provide support, training and development opportunities for Barossa Bushgardens volunteers. b) Attract new volunteers to support program delivery. c) Recognise and acknowledge volunteer contributions to the Barossa Bushgardens




## Key Result Area 4

### TO IMPROVE GOVERNANCE

<p><b>Strategy 1 - Develop and execute a new governance model</b></p>	<div data-bbox="592 472 679 555">  </div> <p><b>We strive to be a leader in regional Local Government and are committed to delivering effective, efficient and valued services to the community.</b></p> <hr/> <p>5.1 We deliver a quality customer experience based on a willingness to innovate and drive change.</p> <p>5.4 We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.</p>
<p><b>Service Area</b></p>	<p><b>BS2 - Business Transformation</b></p>
<p><b>Output</b></p>	<p>Output 2 – Continuous Improvement Project Management</p>
<p><b>ACTIONS</b></p>	<p>a) Documentation of tasks and processes for the Barossa Bushgardens .</p>
<p><b>Service Area</b></p>	<p><b>BS4 - Council and Committees</b></p>
<p><b>Output</b></p>	<p>Output 2 – Coordination: Council Committees and Working Groups</p>
<p><b>ACTIONS</b></p>	<p>a) Ensure the effective operation of the Barossa Bushgardens Committee in accordance with the Local Government Act, Terms of Reference, and Meeting Procedures.</p> <p>b) Develop and execute a new governance model for the Barossa Bushgardens.</p>
<p><b>Service Area</b></p>	<p><b>BS7 – Governance</b></p>
<p><b>Output</b></p>	<p>Output 1 – Governance and Policy Advice Output 4 – Legislative Reform Output 5 – Complaints Management Output 6 – Policy Framework Management</p>
<p><b>ACTIONS</b></p>	<p>a) Implement legislative reform, where applicable.</p>

<b>Strategy 2 - Maintain a strong financial framework</b>	<div data-bbox="611 331 691 421">  </div> <p><b>We strive to be a leader in regional Local Government and are committed to delivering effective, efficient and valued services to the community.</b></p> <p>5.2 We are financially sustainable and take a planned and long-term approach to investment.</p> <p>5.3 We have sound asset management services.</p> <p>5.4 We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.</p>
<b>Service Area</b>	<b>BS6 – Finance</b>
<b>Output</b>	Output 2 – Budget Management and Financial Accounting
<b>ACTIONS</b>	a) Ensure effective Budget Performance
<b>Strategy 3- Maintain effective internal controls to reduce risk</b>	<div data-bbox="611 1167 691 1256">  </div> <p><b>We strive to be a leader in regional Local Government and are committed to delivering effective, efficient and valued services to the community.</b></p> <p>5.2 We are financially sustainable and take a planned and long-term approach to investment.</p> <p>5.3 We have sound asset management services.</p> <p>5.4 We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.</p> <p>5.5 We have a safe, healthy and resilient workforce</p>
<b>Service Area</b>	<b>BS5 – Risk and Safety</b>
<b>Output</b>	Output 1 – Risk Framework Management Output 2 – Internal Audit Output 4 – Disaster Recovery and Business Continuity Output 5 – Work Health and Safety Systems Management

<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>a) Identify and prepare Operational Risk Profile.</li> <li>b) Identify and document processes to reduce threat of disease, animals, weeds and pests to nursery and gardens at Barossa Bushgardens</li> <li>c) Manage organisational risk in the delivery of core services</li> <li>d) Ensure that identified Internal Financial Controls are effectively monitored and maintained</li> <li>e) Maintain and facilitate the ongoing testing and development of Council's Business Continuity Plan and associated Sub-Plans.</li> <li>f) Maintain and champion the implementation of Councils WHS System</li> <li>g) Undertake WHS Compliance Inspections</li> <li>h) Implement, Review and Maintain Work Health Safety Improvement/Action Plan</li> <li>i) Participate in mandatory external WHS Audits</li> <li>j) Maintain Chemaalert Database for sites where chemicals used</li> </ul>
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<b>Strategy 4 - Maintain and explore new funding opportunities</b>	 <p><b>We strive to be a leader in regional Local Government and are committed to delivering effective, efficient and valued services to the community.</b></p> <p>5.2 We are financially sustainable and take a planned and long-term approach to investment.</p> <p>5.3 We have sound asset management services.</p> <p>5.4 We have strong relationships, and where appropriate, partner with our community, industries, stakeholders, the Local Government sector and Governments.</p>
<b>Service Area</b>	<b>BS8 – Grants</b>
<b>Output</b>	Output 1 – Grant Sourcing Output 2 – Grant Management
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>a) Identify and develop funding opportunities to assist in delivery of projects and programs.</li> <li>b) Prepare a prospectus to assist in promoting the benefits of the Barossa Bushgardens to potential funding partners.</li> <li>c) Monitor and report on grant status and prepare acquittal reports.</li> </ul>



# 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

