



The Collective

9th Meeting – Wednesday, 08 March 2017
@ Level 10, 81 Waymouth Street, Adelaide

No single policy, government department, organisation or program can tackle or solve the increasingly complex social problems we face as a society. We need multiple organisations or entities from different sectors to abandon their own agenda in favour of a common agenda, shared measurement and alignment of effort. We need Collective Impact!

- Collaboration for Impact 2015

9th Meeting – Wednesday, 8th March 2017

@ Level 10, 8 Waymouth Street, Adelaide

Attendees: Carolyn Curtis (Chair), Joan Gibbs (Uni SA), Ly Luan Le (VFS of SA), Helen Macilwain (PARPEG), Cecil Graham (proxy for Kurna), Ian Steel (via phone for Taskforce 2 update), Anita Nedosyko (proxy for TNC), Ian Falkenberg (AMLR), Rob Veitch (APC), Brenton Grear (AMLR), Tony Fox (AMLR), Merle Simpson (Kurna), Craig Wilkins (CCSA), Jody Gates (Birds SA), Maggie Hine (arrived at 11:55am, City of PAE), Colin Darcy (Kurna, part of the meeting), Jason Irving (DEWNR)

DEWNR Backbone: Arkellah Irving (Lead), Andrew Coulson

Guests: Sarah Sutter (CE Nature Play SA), Duncan Mackenzie (President, Gluepot Reserve)

Apologies: Jason Irving, Murray Townsend, Chris Daniels, Lynette Crocker, Kaarina Sarac, Bev O'Brien, Anne Moroney

Item 1: Welcomes and Kurna acknowledgment

- Carolyn Curtis welcomed all to the ninth meeting of the Collective. Cecil gave a Kurna Welcome to Country.
- Carolyn made opening remarks about key objectives the Collective need to start thinking about:
 - Making the AIBS election proof
 - Long term sustainability
 - Future (Jason and Carolyn to meet)
- Carolyn commented that the agenda for the Collective was starting to look good and stable. Meetings in future may go to 2 hours only.

Item 2: Updates

- Arkellah gave an update from the perspective of the Backbone team
- Taskforce 1 update via Arkellah – Birdlife Australia is to expand its data focus using different filters and refining its work. It is also going to focus on birds listed in the East Asian, Australasian Flyway Partnership (EAAFP) site nomination – critical species (Eastern Curlew, Great Knot, Red Knot, Red-necked Stint)
- Taskforce 2 update from Ian Steel (Taskforce 2 Chair) was given via phone. Ian told the Collective that the group has developed priority areas:
 - Gateways (North, South and now Middle)
 - Nature Based Tourism competition
 - Kurna Camp out
 - Vegetation offset project

ACTION: Arkellah to talk to Carolyn about NBT competition

- Taskforce 3 update via Arkellah. Bev O'Brien is the Chair. At the last meeting the group had an in depth discussion about the Stolen Generation and healing being linked to Wellbeing. What are the links? The group is currently looking at data to come up with priorities to include opportunities on how the aboriginal community have access to country especially

youth. Arkellah also showed the Collective a report that a student had written by a Uni Sa student about creating wellbeing indicators for Kurna (pls see Arkellah for a copy of this).

- Taskforce 4 update via Arkellah. Chaired by Phil Straw who is well linked to the EAAFP. The group meet less regularly than the other three taskforces however will be meeting by the end of March. Arkellah has been asked to sit on the Communications and Participation Group with EAAFP. This group will be looking at two possible sister sites – Mai Po in Hong Kong which is a similar site (wetlands and Saltfields) and is where a number of birds who visit SA are likely to stop. Another site is in Alaska with their version of DEWNR. Here a project is working with the local Inuit, similar to the Kurna working on AIBS. Opportunity for cultural sharing.
- Brenton asks for each Taskforce groups to provide dot points to the collective from each meeting – maybe in a pack for the Collective to read before each meeting – time saving. Carolyn suggested that the Collective could come up with a reporting framework.

ACTION: Arkellah to ask each taskforce group to provide a summary of each meeting in bullet points to the Collective 1-2 weeks before each meeting. A template has been created by Hannah.

- Friends of Adelaide International Bird Sanctuary (FAIBS) update from Joan. Inaugural meeting was held and Duncan Mackenzie was the guest speaker. The group meets once a month and has become incorporated. Fundraising happens through sales of bags. To date they have supported the community – Vietnamese Farmers during the floods. They have received amazing support from AMLR Gawler office especially Tammy Leggett. Carolyn asked how can the Collective support FAIBS and get behind them. Duncan suggested that it was ‘use or lose’, need to decide where is the happy ground between under and overuse, but don’t leave too long. Tammy and Joan are working on a work program and list of opportunities.

Action: Collective/Backbone to make time to connect with FAIBS and work out how to work with each other. How can we use them and value them. We need to maximise the capabilities of the group. Can they be involved in citizen science, data collection or adding to the Bird Atlas.

- On-ground updates: Ian spoke to the Collective about the completed sign strategy. He said that at the moment the priority signs would be placed at the Northern and Southern gateways. A number of regulatory signs will also be deployed in the north. This will happen over the next 3 weeks and runs in parallel with the compliance program. 4 will be placed on the main highway – 28 signs all together. Port Gawler is not included in this first roll out. The signs will be in the national parks colour.
 - Brenton complemented Ian on his strategy and his ability to engage users of the park whose behaviour needs changing. The signs will be rolled out with an easy/softly approach strategy to educate on the value of the park and why it’s best not to damage and destroy.
 - Ian suggested the marine discovery centre strategy on signs is good as they receive less damage and vandalism. Ian will follow this up as an option for AIBS.
 - Merle spoke about how the EPA are in talks with Kurna about inclusion in their signage work. Ian is to look at Kurna involvement to ensure the instalment doesn’t affect possible aboriginal burials.
- Andrew gave an update on a meeting with Catherine from the Conservation Council of SA (CCSA). He learnt that CCSA are starting to look at a social enterprise model for nature based tourism in the state. The idea being that it would raise funds for CCSA as well as give them

an opportunity to 'pay back'. Initially they have partnered with Pure SA and will be running a test tour of the Fleurieu Peninsular on 18th March. The tour costs \$249 and includes an 8hr tour with snorkelling, lunch and transport (all insurances). They are interested to hear from the Collective whether it would be interested to offer something in AIBS. They asked:

- What is a successful partnership for the collective?
- What would they want back if the CCSA paid back?
- What term would this cover?
- What does the Collective want to achieve with tours?

The CCSA does have some similar aspirations to the Collective and they would like to look at working together to achieve them, some linked to employment, some linked to aboriginal engagement.

Andrew reminded the Collective that on 18th March Steve Potter, bird guide, is running a test tour of the AIBS for just \$50pp. Once both tours have been completed Catherine and Andrew would meet again to see if they worked and look to the Collective for guidance. Catherine is available to present to the Collective on the social enterprise opportunities.

Item 3: Presentation 1: Nature Play Evolution from State Government to NGO with Sarah Sutter

- Sarah Sutter, CE of Nature Play SA gave a presentation on how Nature Play has gone from a state initiative to successful NGO
- Sarah's presentation covered the background, why nature play, the successes, the funding model and the activities they run including Nature Play Festivals (100 in SA) and family fishing days
- Nature Play SA has 5 staff
- Web based plus Facebook
- Financed by:
 - Government funding (\$2million for 4 years)
 - Conference/Workshops
 - An online shop
 - Partnerships and Sponsors
 - Incursions and Excursions
- Sustainability is being built in now with a membership model. Family and School memberships available.
- Charge a fee for service to help connect families to nature
- Positives of being a not for profit
 - No layers of government to get stuff done – work happens quickly
 - Can react to the market and demand
 - Build good relationships outside of government (oh you're not government!)
 - Have a national presence as Nature Play is all over Australia
 - Sarah was able to hand pick her staff team
 - Has built a good media relationship and reputation
 - Bi-partisan – no political agenda
- Negatives of being a not for profit
 - Funding is guaranteed, therefore neither are jobs
 - Salaries in not for profits are low, no benefits

- The world is extremely competitive – for funding and projects
- Questions: How are outcomes captured? Relations with Uni SA

ACTION: Arkellah to join up Sarah with Cecil and Merle

Item 4: Presentation 2: Gluepot Reserve with Duncan Mackenzie

- Gluepot is 54,000 hectare part of the 1 million hectare Riverland Biosphere Reserve
- Highlights of the presentation – Automated weather stations give opportunities for citizen science and University links. The number of species on station means there is lots of opportunity for research and nearly 20 PhDs have been completed there. The site currently has 5 bird hides which overlook bird watering holes. Each hide is built to be comfortable and insulated. The site has many different eco-tourism accreditation awards including advance certificates and national accreditation. The site is run entirely by volunteers and using mainly recycled materials and self-build. Gluepot has a capital replacement account to ensure when things need to be replaced there is always enough funds to do this.
- How do we leverage the government assets while creating independence? Sustain the Collective and AIBS – how do we get there? Different business models might suit AIBS.
- What is the transitional phase? What was the staged evolution of Glupot? What are the stages for the AIBS evolution and how do we work this through?

Duncan provide a 4 page hand out to the group about Gluepot.

Item 5: Strategic Discussion

- Jason asked ‘what is the staged thinking that the Collective needs to put in place for the sustainability of the bird sanctuary?’. The stages of evolution need to be mapped.
 - \$ = government – the national park needs ongoing management at the centre of the whole sanctuary. However need to find investment for the gaps – larger investment is needed.
 - Collective model – governance model moving forward – what is it?
 - Finalising the national park (DEWNR) – what are the right boundaries, what is the management, when is the future proclamation?
 - Partnerships – what are the ongoing committed partnerships? Beyond the current relationships in the project who is committed for the future beyond the project funding. Where is the co-investment and expertise? Some work is best driven by the government and some by local government whilst some by Not for Profits. How do we get private sector partnerships?
 - Jobs & Investment – How do we get private sector to invest on or off park in jobs? What industries – green food, accommodation etc. How do we support businesses locally? Creating jobs in the north is a goal.
 - Carolyn said that we need to get smart with securing investment for the future.
 - Brenton – resilience
 - The Nature Conservancy (TNC) received \$1 million funding for an oyster reef by focussing the bid in jobs for the region.
 - Flyway – momentum in getting listed on EAAF. Opens up partnerships with potential local governments for sister cities/sites but also cultural links.

- Carolyn – time for the collective and backbone to pull together with focus. What are the potential models for a spin-out backbone team?
 - Business model scenarios
 - Assumptions
 - What can AIBS achieve – value
- Tony – we have seen two great examples today of this working, 1 voluntary and 1 salaried, is a hybrid model possible?
- Jason this is a transitional phase – can DEWNR/Local Government commit for 2-3 years during this?
- Tony – we have had previous discussions about a trust or NFP. Not much effort in setting up a NFP. What business can be driven out of the Collective effort? Can we empower someone to just do this? We need a constitution – just find one that’s written already that fits.
- Carolyn – Still need to work closely with local government to value proposition with them. Modelling needs to take precedent here.
- Arkellah – the piece that is missing is a business case/model.
- Maggie – communities place and identity needs to be considered. How do they take advantage of this economic opportunity?
- Carolyn – mechanisms for engagement need modelling to ensure communities involved. People who actually live there need to participate. The FAIBS membership. What works at Gluepot? What is their menu for success?
- Has NOT having a management plan but using collective impact led to this uncertainty? Using collective impact has engaged more people in the process. Ly ‘it is a journey, we’re still in it, still looking to make as inclusive as possible’ it’s about partnerships, relationships, local community.
- Ly – if everything was already set up (management plan) then it would be hard to broaden to things like environment and economy in the future. If we have a membership model what would it look like, how would it work, contributions?
- Craig – Gluepot was community led. AIBS some community interest but generally government led. Issues in handing over to the community as cynicism in that it’s just cost shifting, so need to get the model right. Still currently quite political, Minister Hunter led project, resilience needs building in and contacts/relations external built and consolidated.
- Carolyn – bottom up or top down – questions need to be answered. Taskforce groups need some quick wins and low hanging fruit.
- Jason – this is now getting to the hardest bit of the project. Need to be true to those connections made. Staying on this path is really important.
- Carolyn – membership conversation is ongoing as is the conversation around the governance structure. Local government bind still very dysfunctional and there people need to be regular contributors.
- Jody – business cases/model – need expertise help to develop these. Value propositions.
- Arkellah – Commercial, infrastructure, SME, jobs for youth all need included.
- Tony – Business plan – what hope to achieve, what in place and who value. Put the ideas into a framework and see how it evolves. Develop as a business plan.
- Arkellah – planning timeframes for taskforces now at 2 months top plan for priorities. Management plan by the end of the year. Performance measures. Parks proclamation is ongoing.

ACTION: Spot for Kurna updates on agenda

Item 6: Close

- Request to invite a presentation from Birdlife Australia on their data sets and filters at the next meeting.
- Carolyn closed the meeting at 2.05pm. Next meeting 9:30am, 4 May 2017