

**2009
to
2012**

Prepared for Milang Old School House Community Centre and Goolwa to Wellington Local Action Planning Board Inc. and the combined environment, community, Landcare, catchment and local action planning boards from Lake Albert to Goolwa SA



SHORELINE BUSINESS PLAN LOWER LAKES REMEDIATION & GREEN JOBS PACKAGE

Combining local, knowledge and experience this Project will coordinate and implement systematic remediation of the shorelines of Lake Albert, Lake Alexandrina and river edges of the River Murray, Finniss, Angus & Bremer Rivers and Currency Creek over the next 3 years.

Acknowledgements

The Business Plan for the Lower Lakes Remediation and Green Jobs Package has been prepared for Milang Old School House Community Centre, the Goolwa to Wellington Local Action Planning Board Inc and all the combined environment, community, Landcare, catchment and local action planning boards from Lake Albert to Goolwa in South Australia.

This Plan is an illustration of the commitment, skills and knowledge of our environment. It highlights the strength of the belief in our community's ability to respond to adversity and the changes brought about by ongoing drought and mismanagement of our river systems and environment.

The community is ready to lead in response to these challenges. Harnessing the skills, knowledge and experience of the local community we will implement this holistic planned approach to the restoration and preservation of the Lower Lakes and the River Murray, generating jobs, new enterprises and building community capacity and strength.

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SHORELINE

Partnerships in Bioremediation

Vision

Shoreline will build partnerships of community and scientific knowledge to deliver coordinated on ground action to restore the health of the environment of Lakes Alexandrina and Albert, the Coorong, River Murray mouth and the tributaries.

Mission:

Shoreline will work with all stewards of the land to establish best practice adaptive environmental, social and economic management of Lakes Alexandrina and Albert, the Coorong, River Murray mouth and the tributaries

Values:

The Shoreline principles which will drive this enterprise are:

- CARE for me, us, and all of the people and all elements of the natural environment
- BELIEF and TRUST in people and local communities
- FAIRNESS of sharing resources, information and tasks with no double standards
- EXCELLENCE to achieve the highest standards possible in all aspects of our organisation and practice

Outcomes:

Community Development and Capacity Building:

- Creation of a data base of community and scientific knowledge combined with systems for disseminating sharing and promulgating that knowledge
 - Develop a structure which enables this knowledge to be translated into effective on ground action
- Creation of an organization with its roots in local people, which will continue to be a focal point for ecological action into the future
- Form a regional community whose health is improved by working together with the environment and the people who live there.

Sustainable Job Creation

- Increased job opportunities in a range of green tech, environmental and enterprise jobs which are long term
- Provide employment and training to local people in the environment, administration and community sectors

Holistic Environmental Management

- Mitigate the likely long term environmental impacts of ASS and drought on the community and the environment
- Sustainable wetland ecologies which is resilient under changing conditions
- Contribute to the protection and improvement of the water quality of Lakes Alexandrina and Albert, the Coorong, River Murray mouth and the tributaries

Enterprise and Business Development

- Increased adaptive capacities within the community and the environment to live with present and future changes
- Increased community knowledge, skills and experience of:
 - Community entrepreneurship
 - Data base development and project management
 - Capacity and partnerships building
 - Broad scale remediation and environmental restoration
- Establish a communications strategy on the River Murray, Lakes Alexandrina and Albert, the Coorong, and the tributaries, ASS, bio remediation which includes information and consultancy on promotional expertise, project management skills and developing resource materials for educational purposes

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Executive Summary:

Fresh water flows and bioremediation of the River Murray from Wellington to the mouth including Lakes Albert and Alexandrina are the long term solutions to prevent the collapse of this ecosystem.

This Lower Lakes Remediation and Green Jobs Project has been conceived and developed by the combined environment and community groups of Landcare, Local Action Planning Associations, catchment and community groups and individuals around the Lower Lakes and tributaries. It is born out of the desire to utilise and maximise local knowledge, experience and skills in managing this complex and fragile ecosystem. The Project capitalises on the existing and extensive local networks which for many years have undertaken remediation and revegetation work throughout the region.

This Business Plan describes the strategies to be implemented including fencing of the shoreline to assist in revegetation and remediation activity. The Project will establish comprehensive baseline data on Acid Sulfate Soils [ASS] in conjunction with the scientific community. It will foster and expand on the network of local native seed and plant nurseries to span the variety and quantity of planting material required over the next 3 years. Over 80 employees, landholders and other community members will be trained and educated in Conservation and Land Management, remediation, office administration, ICT, communications and scientific data collection and monitoring. We will use recognition of prior learning, on the job assessments and training sessions delivered and coordinated by our pool of local training staff.

A Centre of Local Knowledge and Community Research will be established. This Centre will assemble and promote local expertise in research design, assessment, evaluation and dissemination, environmental management, natural history along with other emerging fields of knowledge and practice and will offer accredited training through our partnership with TAFESA. This Centre will share facilities with the Lower Lakes Remediation and Green Jobs Project and add a further dimension to the sustainability of the Project.

Some of the indirect outcomes of this Project include the increase in regional economy and the building of community engagement and capacity to manage changing economic, business and environmental circumstances.

The Project will have a series of Reference Groups to guide its implementation. These Reference Groups will be chaired by regional experts and focus on developing, implementing and monitoring the key areas of ASS treatments, training and job generation, data collection and plant and nursery development. A high level Board consisting of Local, State and Commonwealth government representatives and including the chairs of the Reference Groups will overview the Projects operation.

In summary, this Project takes a considered view of the need to scale up the response to specific issues created by the lack of fresh water flows and acid sulfate soils. Our approach is to start from the landholders and community level to work on both large scale and targeted patch scale objectives whilst taking account of local social and economic factors.

Business Case and Plan:

Introduction:

The production of this Community Partners' Remediation Plan is a response to the need to drive the rescue of Lake Albert, Lake Alexandrina, Finnis River and Currency Creek from further environmental destruction. Over-allocation of fresh water within the Murray Darling Basin and drought has impacted on the Lower Lakes, Murray mouth and the tributaries which feed into these areas. This in turn is affecting livelihoods and business viability, social and community well being as well as destroying water dependant ecosystems.

Another issue looming is the problem of Acid Sulfate Soils [ASS]. These soils form naturally and while they remain covered, usually with water, they are not dangerous. However when exposed to oxygen, sulphuric acid can be produced. If this were to occur on a large scale, stock and domestic water may become unusable and potentially pose health risks through the deterioration of water quality, fish and other species would also be killed. While acidification has occurred in several very localised areas along the 780km of shoreline, natural remediation and specific treatments can reverse this process and also limit these areas from expanding.

The Plan describes the approaches, the partners and outcomes from this community driven package which draws on local knowledge, experience and skills in understanding the natural systems and to follow and build on these processes to achieve outcomes that benefit not only our environment but also local people.

Purpose of the Plan:

This plan provides a systematic step by step view of the Community Remediation Plan and how it will be implemented over the next 3 years or until sufficient fresh water flows occur in the River Murray. The plan explains why it should be undertaken, details the economic benefits as well as the environmental and social benefits. The Project plan details timelines and milestones.

Project Mission:

In partnership with local communities, environment groups, local government and other agencies our mission is to develop and implement a holistic strategy for the sustainable remediation of Lakes Albert and Alexandrina shoreline and the Finnis River and Currency Creek.

Our mission is to remediate and revegetate the shoreline of Lakes Alexandrina and Albert and tributaries of the Finnis River and Currency Creek through engaging and empowering local people, utilising their community knowledge, expertise and skills over the next 3 years. We plan to establish a Centre for Local Knowledge and Community Research in scientific data collection, training, environmental management and community partnerships while generating a minimum of 80 new, local jobs in the first 12 months.

Project Context:

History:

The River Murray, Lake Alexandrina and Lake Albert are part of a fresh water system ending with the discharge of fresh water into the ocean near Goolwa. Over-allocation exacerbated by drought has led to no river flows through the Goolwa Barrages since Feb 2007. The Murray Mouth is being kept open by continuous dredging. Water levels below Lock 1 are at historically low levels and areas of potentially acid producing soils are being exposed. There are two methods for dealing with the potential impacts of this acid production; inundate them with water or undertake bioremediation measures including seed dispersal, planting, mulching and spreading of lime and sand. We have seen this remediation process happening naturally on extensive areas of lake bed since the winter rains of 2008.

The communities in the Lower Murray below Lock 1, the Lakes and the tributaries of the Eastern Mt Lofty Ranges have a long and strong history of environmental management and are committed to maintaining a long-term future for the area. As fresh water has not yet been made available, bioremediation is now the community's preferred low intervention strategy to mitigate ASS.

Target groups:

The circumstances which have developed in the region are impacting negatively on the environment and the economic and social fabric of the community. This Project, with its focus on local solutions will engage with a wide group of people who will include volunteers, landholders, people leaving the land, un- and under-employed people and those who may be on Centrelink payments and have a mutual obligation. The Project will empower local people as they become an integral and important part of a solution. It will also give some much needed employment and training opportunities particularly in the Milang and Clayton region which is an area of socio economic disadvantage.

The damage and liability if this problem is not fixed and water other than freshwater is introduced include:

- Long term degradation of the lower Murray River, tributaries and lakes
- Species extinction and species loss
- Dislocation of communities through:
 - Loss of lifestyle and commercial enterprises
 - Loss of work force
 - Loss of services and community structures e.g. medical and community health services
- Creation of major health hazard

Benefits of the Project:

- Preservation of communities and the physical environment through:
 - Rescue and preservation of ecosystems, endangered species and improvement of the general amenity.
 - Social/spiritual wellbeing through delivery of the Project using inclusive community development and empowerment approaches.

- Financial support through new jobs and employment opportunities in a range of different enterprises with multipliers effecting positively all goods and services in the region.
- Building community strength and resilience through a shared Project.
- New business start-ups in a range of areas including eco tourism, new agricultural opportunities and service industries.

Partners:

The following groups and agencies have joined together to support this Project.

Partners	Investments
Local people around the Lakes, River Murray and tributaries	Knowledge, skills and expertise Time Recording and monitoring equipment
Catchment and Environment groups including SA Murray Darling Basin NRM Board	Knowledge, skills and expertise Recording and monitoring Nursery space Seed collection networks Resources – documents, planting equipment
Commercial enterprises	Resources Supplies Services
Residents of Townships & inland districts	Knowledge, skills and expertise Time Recording and monitoring Equipment Resources
Local Government Alexandrina Council City of Murray Bridge Coorong District Council	Governance Guidance Financial Accountability Local expertise
State Government /Agencies Botanic Gardens Adelaide Zoo	Documents, Mapping, Plans
Federal Government/Agencies	
International Jane Goodall Institute	Community development and education models

Project Objectives:

This Project will address the following interdependent objectives

Employment and Job Creation:

- Establish a Green Job workforce with new jobs for local people
- Train up local people with accredited courses using recognition of prior learning [RPL] in Conservation and Land Management, Project Management, IT Data collection and control, administration

Local Plant Nursery Development:

- In the first 12 months collect seed, prepare and plant native plant materials to produce stock for use in ASS hot spots and material for direct seeding
- Prepare and coordinate planting programs
- Develop or augment local seed and plant banks for the long term protection of species
- Develop long term income generation for operation and support for ongoing revegetation Projects throughout the region

Centre of Local Knowledge and Community Research:

- Establish and build partnerships with all relevant organisations to develop and maintain community engagement and capacity building
- Development of comprehensive baseline data in collaboration with scientific organisations
- Initiate and develop ongoing data collection and analysis in collaboration with scientific organisations
- Document community development and empowerment processes and models
- Establish relationships and alliances with universities, philanthropic foundations and other organisations

ASS Treatments and approaches:

- Engage land holders formally in identification and remediation of the shoreline conditions, flora and fauna and erosion
- Document farming land management practices for ASS, vegetation, wind and sand erosion
- Employ landowners and local people to monitor and report changes to the data base in their properties and adjoining land.

Fencing shoreline:

- Exclude livestock from lake edge to stop potential disturbance of ASS
- Develop and implement best practice land management approaches with landholders
- Document farming fencing practices for ASS, vegetation, wind and sand erosion
- Encourage regeneration of vegetation to store carbon in soils and reduce the risk of ASS

Management:

- Establish a model of inclusive management and accountability to community partners and funding bodies
- Engage in best practice monitoring and evaluation

Performance Measures:

Objective #	Performance Measure	Timeline	Sources or Resources
Employment and Job Creation	Minimum 80 jobs Appoint Team Leaders and Team members	June 2010 ➤* ¹ By April 2009	<ul style="list-style-type: none"> • Job Networks • HR Consultants
Local Plant Nursery Development	Formalise arrangements with 6 local community nurseries Appoint Nursery Manager(s) Refurbish and renew nursery for ASS Treatments Program	March 2009 March 2009 April 2009	<ul style="list-style-type: none"> • Legal Advice • HR Consultants • Various Contractors as required • Coordinate volunteers
Centre of Local Knowledge and Community Research	Appoint Project Director Lease/Purchase and furnish Office Accommodation Conduct Plant ID, soil testing, recording procedures Establish on-going training requirements and timetable Deliver training to first Green Job workers Establish management and accountability arrangement Media Communication and education Production of quarterly status reports	ASAP March 2009 June 2009 ➤ April 2009 June 2009 ➤ April 2009 April 2009 ➤ June 2009 ➤	<ul style="list-style-type: none"> • Legal Advice • Local Government approvals • Qualified trainers • TAFE Relationships • Office systems and resources • Furnishing • ICT hardware and software
ASS Treatments and approaches	Number of Landholders involved Training in scientific recording Completed 6 month/annual report Baseline data on file	March 2009 March 2009 July 2009 ongoing	<ul style="list-style-type: none"> • Data recorders • Camera • Tape measures • Landholders Data base
Fencing shoreline	Complete fencing 300km Establish selective/crash grazing regimes	June 2010 By Nov 2009	<ul style="list-style-type: none"> • Fencing materials • Training • Cattle round up
Management	Establish management structure Establish science review committee Establish government liaison strategy	April 2009 April 2009 March 2009	<ul style="list-style-type: none"> • Mix of local skilled people and government and other expertise

*¹ ➤ = ongoing for Project duration

Project Plan:

Stage 1: Identification and planning with landholders and community groups 4 weeks

- Survey of Landholders and Community
 - Contact all land holders and local farmer groups e.g. Agricultural Bureaus
 - Identify sites, workers and resources in local community
 - Develop localised and site specific responses utilising a triage system
- Train key people in weed identification, soil identification, marking and assessing acid sulfate soils. These people will then support and direct the remediation teams to locations and monitor activities
 - Training will be RPL in first instance, matched to VET competencies of Certificate III Conservation and Land Management. Key elements will be OHS&W, Weed Identification, Seed Collection And Storage, Manual Handling plus work related electives
- Set in place staff appointments, administration and operational HQ
- Identify resource requirements and locate. Priority to use local people, skills, equipment and resources as well as build the capacity of local community groups and organisations.

Stage 2: Project Setup 6 weeks concurrent

- Select and appoint a Project Director and Work Team Supervisors
 - Conduct training needs analysis for new staff and team members
- Augment existing seed banks, collections and nurseries and establish new banks, collections and nurseries
 - Locate, and collect suitable planting material
 - Locate, collect and catalogue local seed collection
 - Develop nursery stock for ongoing remediation
- Set up Teams with Team Leaders
 - Allocate remediation sites
 - Communicate with landholders to negotiate access etc
 - Set up photo sites and document
 - Assemble remediation materials and begin application
- Establish Scientific Trials
 - Set up expert group
 - Identify sites and set up protocols for recording and base data

Stage 3: Implementation: May/June

- ASS Treatments and approaches:
 - Liaise and work with landowners and communities
 - Implement site specific plans and remediation
 - Develop, assist and participate in monitored trials and controls
 - Monitor identified trial sites
- Nursery
 - Prepare and assist existing nurseries to increase production
 - Develop best practice nurseries and operating standards
 - Propagate planting material for each different location
 - Develop and augment seed and plant banks

- Project Administration
 - Maintain systems for office, recruitment and ICT
 - Updating and maintenance of data base in conjunction with CSIRO and other research bodies
 - Support of scientific trials
 - Training and Education:
 - RPL assessments – ongoing in Conservation and Land Management and related courses
 - Manage workforce, landholders contracts and volunteers

Stage 4: Monitor and maintain:

Ongoing

- ASS treatments and Approaches
 - monitor control and remediated sites
 - respond to new hotspots
 - get land holder/farmers input
 - establish uniform reporting system and data base

- Centre of Local Knowledge and Community Research **1st July onwards**
 - Preparation of information materials and educational resources on capacity building, local involvement in scientific trials, nursery management for native plants
 - Promote and seek new opportunities for sustainable employment and job generation

- Local Plant Nursery
 - Establish and maintain production rates based on 1000 plants/ha
 - Establish seed dispersal rates

Project Outcomes and Sustainability:

This initial work will be undertaken over a 3 year period. Ongoing enterprise activity from the remediation and the Centre for Local Knowledge and Community Research will continue to fund some activities. These include:

- Shop rental will create an income stream and incubator space for new enterprises
- Production of educational material
- Quality regional training venue with local trainers in environmental, social enterprise, project management skills and knowledge base
- Data base management and sale. Report production.
- Expertise in engagement and management of volunteers
- Innovative ICT and communications
- Consultancy in career development and job creation
- Consultancy in community engagement and empowerment

It should be noted that if the drought and over- allocation is not addressed during this period further funding will be sought. These funds will be used to continue to support and maintain land holders' involvement in the ongoing monitoring and treatment of problem areas.

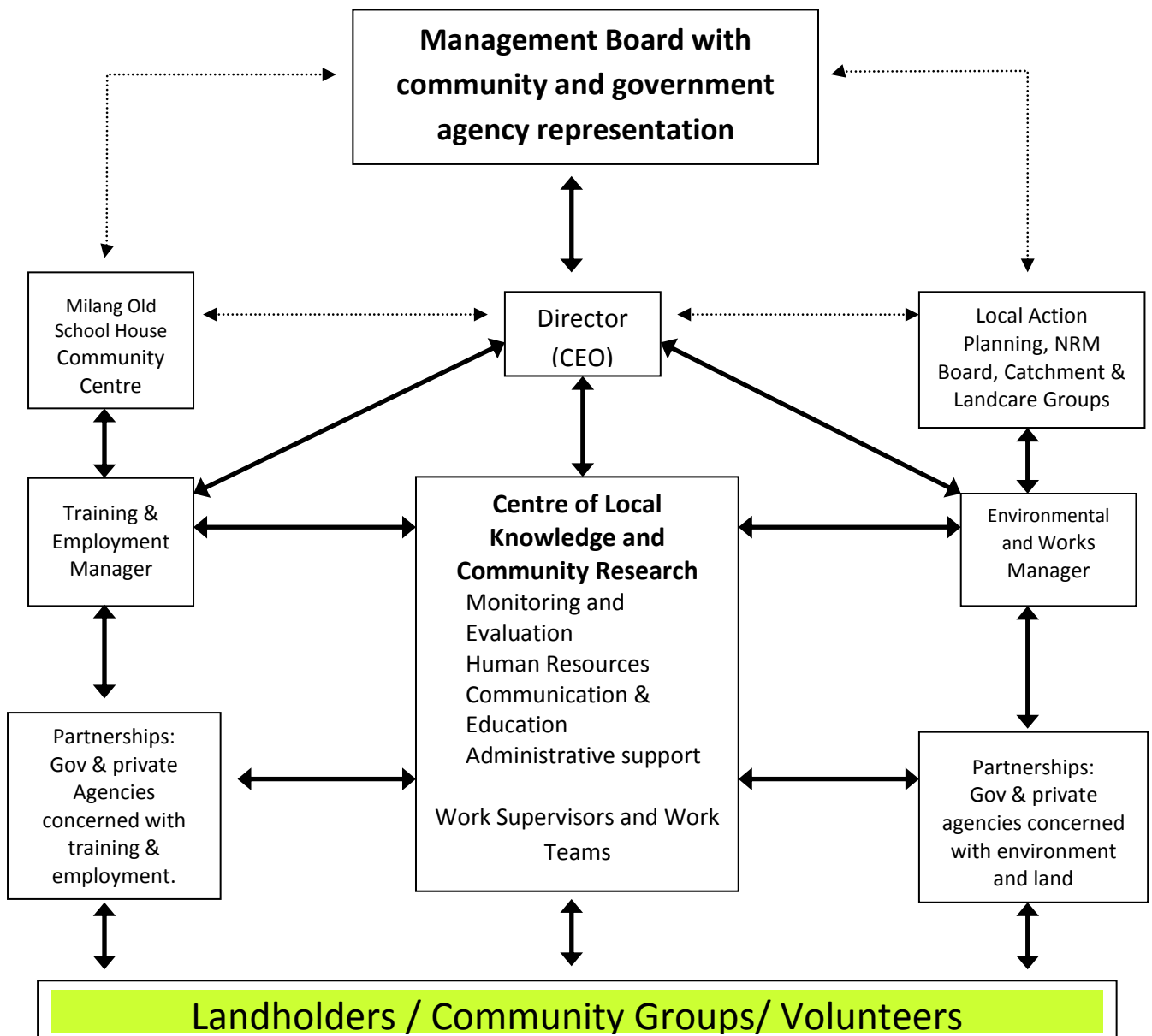
PROJECT PLAN Lower Lakes Remediation & Green Jobs

Project Tasks	2010												Mar	Apr	May	June
	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb				
Project and Centre set-up																
Set up Contact point																
J&P Specs for team members																
Appoint Project Manager/Director																
HR Support [Consultant]					as required											
Appoint Team Leaders [TL]																
TL appoint Team Members																
Community Engagement																
Set up Management Board and Reference Groups																
Reporting																
Procurement and logistics																
Project Administration																
Payroll and Accounts																
Landholders data base																
Administration Support Officers x 2																
HR Support [Consultant]																
Education and Communications																
Employment and Job Creation																
Select Staff																
Schedule Training																
Orientation & Kit out																
Report to Management Group																
Nurseries																
Appoint Team Leaders [TL]																
TL appoint Team Members																
Identify seed sources																
Identify collection method																
Train team members																
Develop schedule and document																
Identify timing requirements and budget																
Conduct collection/growing/plant out																
Develop research information gathering tool																
Document findings																
Report to Management Group																
Monitor/Recording data bases																
On Ground Works																
Appoint Team Leaders [TL]																
TL appoint Team Members																
Identify seed sources																
Identify collection method																
Train team members																
Develop schedule and document																
Identify timing requirements and budget																
Storage																
Report to Management Group																
Liason LAP																
Training Schedule																
Landholders																
Green Collar workers																
Scheduling																
Materials																
Fencing																
Centre for Local Knowledge & Community Research																
Maintain Community involvement and engagement																
Communications																
Education																
Research Data Base, Mapping etc																
Plant Reference Group																
ASS Reference Group																
Data Collection and Recording																
Training Reference Group																

Organisational and Management Structure:

In keeping with the ideology of community development and engagement and capitalisation on local knowledge, the organisational and management structure is flat and focussed on delivery of functions required to achieve the Program objectives.

Proposed Organisational Chart:



Management Board:

The purpose of the Board is to formally review actions and achievements and monitor the completion of milestones. The Board will have a membership of 11 people drawn from the following organisations:

Independent Chairperson		
To be appointed by Milang Progress Association		
Reference Group Chairpersons	x	4
SA MDB NRM Board Representative	x	1
Murray Darling Basin Authority	x	1
Local Government	x	3
Ngarrindjeri Regional Authority	x	1

Attending:
Program Director
State & Federal Government
Community and Environmental Groups

Project Reference Groups:

The purpose of the Reference Groups is to provide specialised information, knowledge and skills to specific areas.

Plant Reference Group: Chaired by local expert. This Reference Group will focus on plant identification, development of species lists, proofing of educational material and training inputs, seed storage, nursery production, seed collection. Members will be drawn from local expertise, Botanical Gardens, CSIRO etc

Acid Sulfate Soils [ASS] Reference Group: Chaired by Community/Scientist expert. This Reference Group will focus on soils treatment, identification, partnerships with land holders, proofing of educational material and training inputs, communicate outcomes and good news stories.

Data Collection Research Reference Group: Chaired by Data Base/ Research Scientist expert. This Reference Group will establish protocols for recording, storing and managing the data base of local experience and knowledge in treating ASS, native plants and community engagement, partnerships with land holders, proofing of educational material and training inputs, communications of successes and barriers.

Training and Green Job Generation Reference Groups: Chaired by Community Development/ Community Educator. This Reference Group will seek training and educational opportunities, monitor training and delivery, proof of educational material and training inputs, communicate good news stories.

Reporting timeline: up to 3 years

Funding Bodies

- 1st Review and Strategy Review July 2009
- Annual Report January 2010
- 6 monthly Progress Reports July/August each year

Reference Groups:

- Monthly
- As required by funding bodies

Internal:

- Fortnightly – Scheduling and setting work programs
- Monthly – Review with Reference Groups
Team Leaders' reports
Community, Landholder Feedback

Financial Plan:

Staffing:

- Director** **1 FTE**
- Undertakes policy development and implementation
 - Oversees Program implementation
 - Co-ordinates the organisation to achieve stated objectives
 - Reports to management Board and implements Board decision
 - Responsible for set up and start up phase
 - Facilitates development and Implementation of the Project
 - Oversees of all staff
 - Negotiates partnership development
- Environmental and Works Co-ordination Manager** **1 FTE**
- Provides link to LAP and Government environmental programs and draws knowledge from LAP and Government
 - Provides technical advice on works implementation
 - Liaises with Government on appropriate management approaches and implementation strategies
 - Provides local level knowledge as attained from work teams, community groups, landholders to government and boarder community
 - Liaises with government to attain resources as required i.e. GIS
 - Feeds information to the Centre of Local Knowledge and Community Research work teams and co-ordinates works implementation activities
- Training and Employment Manager** **1 FTE**
- Provides link to MOSHCC and Government training and employment programs.
 - Undertakes individual and employment needs analysis
 - Implements tailored training programs to work teams, individuals, and community members in conjunction with the Centre of Local Knowledge and Community Research
 - Provides local level knowledge as attained from work teams, community groups, landholders to government and community
 - Liaises with government to attain any resources as required
 - Monitors and assesses training and employment programs
- Monitoring and Evaluation Officer** **0.6 FTE**
- Co-ordinate community group, landholder, and work team monitoring and evaluation activities i.e.vegetation transects, revegetation transects, ASS monitoring, wind erosion monitoring
 - Ensure monitoring is undertaken in a uniform and strategic manner
 - Collate and report monitoring data to Government and community

Human Resources Officer/Consultant

- Ensures OH&S policy is implemented and adhered to
- Works with the Environmental and Works Co-ordination Officer and the Training and Employment Officer to ensure recommendations are being implemented within the Centre of Excellence.

Communication and Education Officer

0.6 FTE x 2

- Develops and implements Project communications and marketing strategy
- Develops and distributes promotional materials, press releases, articles etc.
- Develops educational materials and Project information
- Develops website and ICT support
- Seeks additional funding support.
- Identifies & delivers appropriate training
- Provide career development support
- Builds capacity and develop the community

Administrative Support Officers

1 FTE x 2

- Undertake bookkeeping, Payroll, procurement services
- Undertake reception and office management duties
- Provide administrative support to other officers

Team Leader – Remediation

1 FTE

- Implement works on the ground in conjunction with community groups and landholders as per recommended treatments
- Undertake monitoring and evaluation activities as designed and collected by the Monitoring and Evaluation Officer
- Provide information on changing environmental situations and observations as they unfold.
- Coordinate and manage a team of up to 10 workers
- Complete site records and monitor soils
- Develop an action plan for each site in conjunction with Reference Group and land holders
- OHS&W

Team Leader – Seed and Nursery Management

1 FTE

- Augment and assist in coordinating nursery efforts to meet demand
- Establish cataloguing systems for collected seed and planting material
- Coordinate nursery activity across 4 nurseries
- Establish further nurseries at Milang, Finniss, Wellington, Meningie and Narrung as required
- Provide support and resources to provide quantity of plant materials required
- OHS&W and Seed and plant collection protocols

Remediation Team Supervisors

FTE x 6

- Undertake identification of problem sites
- Conduct appropriate remediation measures
- Work in a team

Nursery Team Supervisors

1 FTE x 6

- Species identification
- Assist with seed collection
- Propagate planting materials
- Supervise work team

Work Team Members

6 groups of 10 = 60 FTE

- Undertake seed collection, nursery, remediation work as directed

Community Groups and Landholders (employed on contract basis)

- Undertake monitoring and evaluation activities as designed and collected by the Monitoring and Evaluation Officer
- Implement works on the ground in conjunction with the Centre of Local Knowledge and Community Research work teams as per recommended treatments
- Provide information on changing environmental situations and observations as they unfold.
- Guide the activities of the Centre of Local Knowledge and Community Research through positions on the management board

Government Agencies concerned with environment and land management

- Provide strategic implementation plan for the monitoring and works implementation of the Project at a regional scale
- Guide the activities of the Centre of Local Knowledge and Community Research through positions on the management board
- Provide details of latest research findings for incorporation into monitoring and works implementation strategies

Government Agencies concerned with training and employment.

- Provide support and assistance with training and employment components of the program
- Provide links to government employment and training initiatives

Government Funded Science/Liaison Officer

Resources: Vehicles leasing, consumables, equipment, uniforms, nursery set ups

Local Government Financial Management of Grant funds and Reporting:

- Management of incoming grant funds
- Distribution to administrative support officers
- Financial reporting to Govt.
- Auditing liaison.

Budget Forecast

BUDGET 2009 - 2012

<u>INCOME</u>		BUDGET 09/10	BUDGET 10/11	BUDGET 11/12
	Government Funding	4772000	3226000	2002000
	Government Grants	20000	40000	40000
	Contracts	10000	20000	50000
	Other	7000	7000	7000
	Office Space Rent	20020	20020	23000
	Bank Interest	143160	96780	60060
		4972180	3409800	2182060
TOTAL INCOME		4972180	3409800	2182060
 <u>EXPENSES</u>				
OPERATIONAL EXPENSES				
	Rates, Land Tax	2620	2920	3100
	Utilities	3000	3500	4000
	Insurance	12000	13000	14000
	Office/Stationery	12000	10000	8000
	Phone Expenses/Internet	10000	10000	8000
	Vehicle Expenses	20000	22000	15000
	Small Equipment Purchases	9000	4000	3000
	Annual Audit	10000	10000	10000
	Sundries	8000	2000	1100
	Administration - Alexandrina Council	50000	30000	20000
Total OPERATIONAL EXPENSES		136620	107420	86200
 EMPLOYMENT EXPENSES				
	Director	80000	80000	80000

	Environmental Works Manager	60000	60000	60000
	Training & Employment Manager	60000	60000	60000
	Monitoring & Evaluation Officer	36000	36000	36000
	HR Officer/ Consultant	36000	18000	5000
	Communication & Education Officer	54000	54000	54000
	Admin Support Officers x 2	80000	80000	65000
	Team Leaders - Seed & Nursery Mgt	50000	50000	50000
	Team Leader - Remediation	50000	50000	50000
	Remediation Team Supervisors x 6	270000	270000	135000
	Nursery Team supervisors x 6	270000	270000	135000
	Team Members x 60	1920000	1600000	960000
TOTAL WAGES	-	2966000	2628000	1690000
	Wages on costs	474560	420480	270400
EMPLOYMENT EXPENSES		3440560	3048480	1960400
Program Expenses	Fencing	600000	50000	0
	Equipment Purchases	76000	5000	2000
	Training Resources	10000	4000	2000
	Nursery requirements	20000	5000	5000
	Software	5000	900	460
	Vehicle Leasing	96000	96000	48000
	Advertising Promotion	10000	10000	5000
	Printing Ex	10000	10000	5000
	Repairs/Replacements/Maintenance	5000	10000	5000
	Landholder Incentives	48000	48000	48000
	Travel	15000	15000	15000
TOTAL PROGRAM EXPENSES		895000	253900	135460
Capital Purchases	Offices and refurbish	500000		
		500000		
TOTAL EXPENSES		4972180	3409800	2182060
OPERATING SURPLUS		0	0	0

Sources of funding:

Stimulus Package Lower Lakes Remediation and Jobs Package	\$10m
Training Support and Productivity Placements	\$200K
Sponsors	

In-kind support:

Landholders

Community Organisations

- Milang Progress Association Inc.
- Meningie & Lake Albert Irrigators Group
- Goolwa to Wellington Local Action Planning Board Inc.
- Milang Old School House Community Centre
- Local Government
- Community members
- Lower Lakes & Coorong Infrastructure Committee
- Coorong District Local Action Planning
- Mannum to Wellington Local Action Planning Committee
- Hindmarsh Island Landcare Group Inc.
- Finniss Catchment Group Inc.
- River, Lakes and Coorong Action Group Inc.
- Point Sturt Landcare
- Clayton Bay Community Association Inc. / Foreshore Committee

Training Plan

The philosophy and approach of “Empowerment Learning” will be applied to the delivery of learning and training requirements of this Project.

“Empowerment Learning” is based on the models used by Milang Old School House Community Centre [MOSHCC]. MOSHCC has been recognised by educators across Australia as a leader in community education and partnership development to deliver need driven, grass roots learning opportunities for people from 6 months old to 80 plus age groups. MOSHCC is the 2006 and 2007 South Australian Learning Community of the Year and the Australian Learning Community of the Year in 2007.

The MOSHCC focus recognises individual and community experience as a series of interconnected activities and experiences which build strength, resilience and networks. It brings together ideas and resources and the opportunity to explore and experiment with these new ideas, enterprises and take civic or community action and leadership. At times these achievements are small and can go unnoticed until they combine with others and form a ‘community of interest and action’.

Some may call this serendipity but it is not. It is a conscious construction of learning environments which are based in a belief in the people, their communities and the environment, both natural and social. It is centred on caring for the individual, fostering their ability to reflect and listen to themselves and others. The ability to accept and give a positive critique, the development of trust to share life experience, develop skills, knowledge and confidence through this experience is what empowered learning means at MOSHCC.

This philosophy is underpinned by an ethic of fairness and equity and the achievement of excellence or the highest standard possible. As a result the learner steers their own learning and this learning is embedded within all the Centre’s activities. Pathways to accredited training are provided.

The MOSHCC model of “Empowerment Learning” will be employed to provide training to all workers within the Lower Lakes Remediation Project.

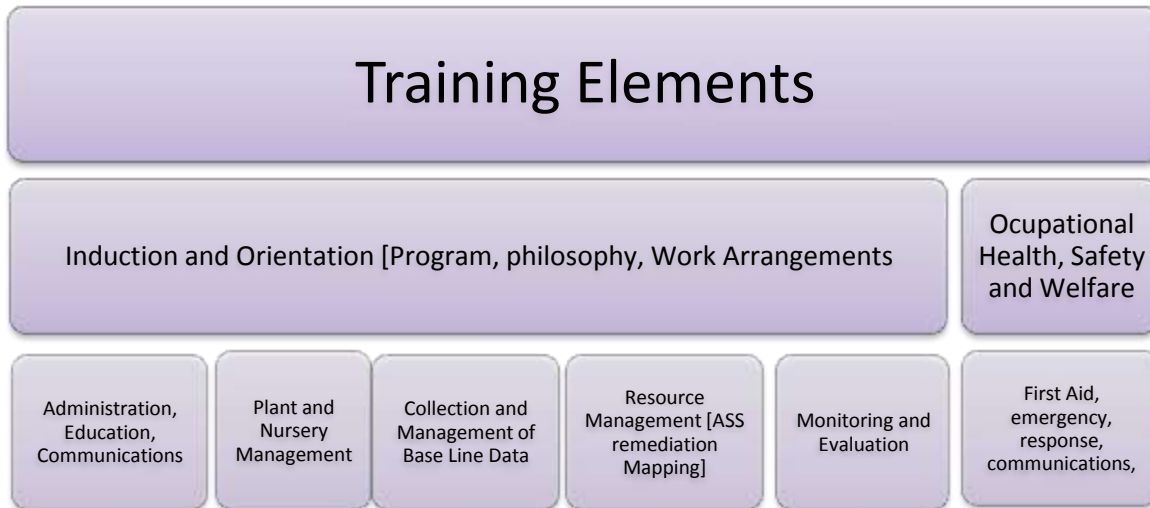
Green Workers Training Plan

A comprehensive training program will be provided and will start with an employee’s first day of work. It will begin with Induction and be followed with on the job exposure to a range of Certificate III and IV competencies from with the Conservation and Land Management, Amenity Horticulture and Rural Production Training Packages. Gap training will be provided in specific areas as required. As the project matures other training opportunities will be developed in line with emerging training needs.

Through our partnership with TAFESA assessment of competency will be through their “Assessment Only” mechanism as the Empowerment Learning process embeds learning into everyday activity. Assessment of individual competencies will be undertaken through a variety of methods starting with recognition of prior learning and experience, on the job assessments, workshop sessions and self directed individual work and experience record. All workers will be encouraged to push their learning, support others, possibly in a mentoring role, using questioning techniques and exercises linked to real situations. In-house assessments will be undertaken with TAFESA providing final accreditation.

The creation of a positive “Empowerment Learning” environment is essential to the success of this workforce achieving the challenging and difficult tasks identified. Many of these factors will be the distances of the work place from additional assistance, resources and management support.

The Training areas identified are based on tasks and core work areas of plant and nursery management, ASS and remediation practices, project administration and promotion, data collection and management, and training development with a focus on green job generation.



Units of Competency included in Training Package

These are essentially drawn from the Conservation and Land Management and Amenity Horticulture Packages plus some from Business Studies and Community Services packages.

Element	Certificate III Level – Team Members	Certificate IV Level – Team Leaders
Induction	RTC2702A Observe environmental work practices RTC2705A Work effectively in the industry RTC3701A Respond to emergencies	RTC4908A Supervise work routines and staff performance RTC3701A Respond to emergencies CHCCD4A Develop and implement community programs
OHS&W	RTC2701A Follow OHS procedures RTC2801A Participate in workplace communications	RTC4701A Implement and monitor the enterprise OHS program RTD4811A Provide information on environmental issues and policies
Administration, Education and Communications	CHCADMIN3B Undertake Administrative work RTD3816B Service Committees CHCCD2B Provide Community Education projects RTD3814A Represent group at functions	RTD4804 Develop community networks BSBFLM404A Lead work teams BSZ404A Train small groups RTD3816B Service Committees CHCCD2B Provide Community Education projects RTD3814A Represent group at functions

2009 to 2012

Plant and Nursery Management	RTC3016A Provide information on plants and their culture RTD3034A Implement Revegetation works FPIFGM006A Extract seed FPIFGM008A Conduct seed collecting RTC2026A Undertake propagation activities	RTC4024A Recommend plants and cultural practices RTD4510A Supervise natural area restoration works FPIFGM004A Manage seed collection RTC2026A Undertake propagation activities
Data Management	RTC3218A Undertake a site assessment RTE3907A Use hand held eBusiness tools BSBITU301A Create and use databases RTD3816B Service Committees CHCCD2B Provide Community Education projects	RTC3218A Undertake a site assessment BSBITU301A Create and use databases RTD3816B Service Committees CHCCD2B Provide Community Education projects RTD3814A Present proposed course of action to a meeting RTE3907A Use hand held eBusiness tools
Resource Management	RTC4512A Prepare acid sulphate soil management plans RTC4513A Supervise acid sulphate soil remediation and management projects FPIFGM147A Read and interpret maps RTC3209A Plan and construct conventional fencing	RTC4512A Prepare acid sulphate soil management plans RTC4513A Supervise acid sulphate soil remediation and management projects RTC5914A Prepare reports RTD4020A Plan the implementation of revegetation works
Monitoring and Evaluation	RTC3401A Control weeds RTC 3211A Implement a maintenance program for an aquatic environment	RTC 3211A Implement a maintenance program for an aquatic environment RTC 3805A Coordinate work site activities
Emergency Response	RTC3701A Respond to emergencies HLTFA302A Provide First Aid in a remote location Additional Training as required	RTC3701A Respond to emergencies HLTFA402B Apply advanced First Aid Additional Training as required

Employability Framework

The key employability skills are essential for ongoing employment opportunities and workplace competency. This comprehensive training program provides an integrated and holistic approach to training.

The key employability skills are detailed in the following table.

This table should be interpreted in conjunction with the detailed requirements of each unit of competency packaged in the qualifications. The outcomes described here are broad industry requirements and as we are spanning both trade [Certificate III] and technical levels [Certificate IV] the industry skills will vary depending on which tasks and their level of performance.

Employability Skill	Industry/enterprise requirements for these qualifications include:
Communication	<ul style="list-style-type: none"> • communicating with landholders, other community members and team members to determine requirements and ensure that these requirements are met • written, verbal and electronic forms • engaging in consultations with others who may be internal or external to the organisation • responding to queries and requests for information • using clear verbal and non-verbal communication • reading and interpreting a range of information relevant to job/role which may include interpreting policies • writing to suit audience needs which may include report writing • sharing knowledge and information with others which may include providing feedback and motivating others • participating in consultations with clients and stakeholders • communicating the need for support • identifying and clarifying work requirements and performance expectations with team • negotiating effectively • establishing and maintaining consultative processes
Teamwork	<ul style="list-style-type: none"> • ability to work with and independently under limited supervision • cooperate with landholders, other community members and team member • demonstrate leadership leading a team • working cohesively with others • liaising with relevant personnel • understanding the roles of team members and referring tasks to others where appropriate • ability to work with people from diverse backgrounds
Problem solving	<ul style="list-style-type: none"> • determining the possible strategies for remediation and revegetation • troubleshooting onsite and reporting • resolving work related problems • establishing contingency plans and responding to contingencies • forming and testing assumptions in an effort to resolve problems • implementing conflict resolution strategies • anticipating and responding to potential sources of conflict

2009 to 2012

Initiative and enterprise	<ul style="list-style-type: none"> • assessing and recording information from various sources • identifying and applying skills and knowledge to a wide variety of contexts • investigating and documenting possible solutions to problems Referring tasks which fall outside scope of job/role to others • being proactive • identifying sources of information and using them effectively • identifying causes of conflict • ability to adjust quickly to changing situations • identifying opportunities not obvious to others including opportunities for collaborative arrangements • developing strategies to enhance team performance • generating a range of options when advising council
Planning and organising	<ul style="list-style-type: none"> • planning for the implementation of changes by seeking technical and client information • organising the process and access resources to achieve task • planning and organising own work tasks • time management • participating in priority and goal setting • gathering and organising information in order to complete set tasks • organising schedules to ensure work is completed on time • identifying and accessing required resources • coordinating tasks and processes • analysing information and data to support work objectives • reviewing policies • monitoring, assessing and evaluating trends which impact on council • monitoring outputs against agreed performance expectations • undertaking research
Self management	<ul style="list-style-type: none"> • taking responsibility for own and others' outputs in working and learning • monitoring own work and adjusting accordingly to meet agreed standards and expectations • managing own work area • identifying the need for additional support to enhance own performance • evaluating own response to situations of conflict and managing own emotions • undertaking self-development opportunities where necessary
Learning	<ul style="list-style-type: none"> • adopting and transferring skills and knowledge to new environments • providing one-to-one instruction for new team members about the operation of the program • reviewing client feedback and identifying areas for improvement • attending relevant on and off the job training sessions • taking responsibility for own learning
Technology	<ul style="list-style-type: none"> • selecting and using technology • using technology relevant to the job/role which may include the use of computers and other relevant office technology • adapting to the use of new technology as appropriate

Finally, due to the unique nature of this project every effort will be made to ensure the skills, knowledge and experience of managing this scale of response will be documented and shared with others.

Attachments:

- | | |
|--|--|
| 1. Community Skills Audit | Selection of skills available within the community |
| 2. Relationship to other Strategic Plans | Identifies links to Ngarrindjeri Regional Partnership Agreement, Commonwealth and State Departments, Regional NRM Board and Local Government Strategic Plans. |
| 3. Publications | These resources provide background and specific information on strategies, treatments and trials. |
| 4. Nursery Development | The model and management process for expanding the capacity of existing community nurseries will be based on the successful Hindmarsh Island Landcare Nursery. |

Attachment 1: Community Skills Audit

The following are a selection of the skills available within our communities:

Anne Hartnett – Point Sturt

I am, and have been, a beef cattle producer at Point Sturt for the past 30 years, on land with lakeshore frontage.

While my time is very well committed, some of this can be flexible. My personal preference for involvement is at the hands on level, working with teams on the ground. I, along with Sandy Mulcahey, have offered to be the on-ground liaison people for Point Sturt Land Care Group when Greencorps, or other teams, come to assist on ground.

I am currently Chairman of Point Sturt and Districts Landcare Group and the River Lakes and Coorong Action Group and past chair of the Goolwa to Wellington LAP.

I am also a member of the SA Murray Darling Basin NRM Board, member of the Lower River Murray Drought Reference Group, and member of the Coorong, Lower Lakes and Murray Mouth Long Term Future Planning Group.

Point Sturt and Districts Landcare Group Inc. has offered to bioremediate at least 20 hectares of sandy lakeshore. We have endless amounts of lakeshore, some of which has pockets of acidic soil, and so with suitable labour and fencing funding much more could be done. We have also discussed the possibility of setting up trial sites. The land is there, and the interest is forthcoming.

I have many, many years of experience as a group worker, through adventure training with Outward Bound and the Duke of Edinburgh Award Scheme. I am a trained nurse and midwife. I have a Bachelor of Arts from Monash University (Social Sciences), and a Diploma of Education.

Bruce and Annette Allnutt - Finniss

Since the early 1990s we have been members of Landcare, also the Native Grasses Resource Group. I am an active member of the Clayton Country Fire Service and was a Lieutenant for a number of years.

When we purchased our property in 1992 it was almost bare of anything except grasses (mostly feral) since then we have planted many thousands of trees, shrubs and ground covers, some of these plants were propagated by ourselves with the help of Trees for Life. After completing a property management course in the early 1990s we have fenced our property into a number of paddocks with corridors of plants between for shelter belts (for stock) and corridors for native birds, animals and other creatures.

Between our boundary and the Finniss River is a Council reserve, we have tried to maintain and improve this reserve by plantings and erosion control.

Bruce Brooks - Finniss River

Until recently, Bruce Brooks was the Climate Services Senior Meteorologist at the Bureau of Meteorology. This Federal government agency is responsible for the collection of Australia's climate record. In that job, I was responsible for overseeing these records and ensuring their quality and preparing public statements. I was also the regional Bureau person who assisted and met with groups and governments agencies on Climate Change matters. I became particularly interested in evaporation rates in South Australia and developed the first of the Bureau estimates of potential evapo-transpiration, ETo, around Australia. This is used by irrigators to manage the water required by crops. Last year along with Mike South from Pt Sturt, I wrote a discussion paper on the water balance of Lake Alexandrina. I have a wealth of knowledge on the methods used by DWLBC on their

water monitoring function. Also I bring a wealth of knowledge of the value of high quality data collection and its suitable storage in data bases for easy and accurate retrieval. I have been the local manager and have dealt with many government agencies as well as the print, radio and electronic media.

I live on the Finnis River and I am one of the many community volunteers who regularly measure the salinity of the River. I am a member of the Finnis River Catchment group and the Lower River Murray Drought Reference Group.

I have an Honours Bachelor of Science degree and have undertaken a career in applied science.

I feel I would be able to physically able to assist with the treatment of the ASS and my knowledge of data bases and Geographical Information systems will be of great assistance to the Project.

I have worked closely with State Government agencies in the past and while at the Bureau of Meteorology was one of meteorologists who assisted in the generation of a high resolution rainfall image of the southern South Australia.

Carole Richardson - Clayton Bay

I have lived in Clayton Bay on both a part-time and full-time basis for 10 years. I have always had a keen interest in the environment, and the move to Clayton has increased my interest and involvement enormously.

I am Chair of the Clayton Foreshore group of which I have been a member for 6 years. Our work has included sourcing funding, grant applications, community consultation, community education, weed control, planting, fencing, trail installation and trail maintenance. We are currently establishing a sustainable nursery in the community hall grounds, and plan to produce local species for residents, the foreshore and local communities and farmers.

I have a high level of environmental, horticultural and plant knowledge. I have trained in Horticulture and Conservation and Land Management for several years, including work in Aboriginal Education for TAFE and DECS, and Special Needs programs at TAFE. I have trained English as a second language participants and disadvantaged youth and adults. This work has included developing training programs, delivering training and carrying out assessments. CLM education has involved large practical components in revegetation and erosion and sediment control.

In 2004 I commenced a Bachelor Degree in Applied Science at UniSA (part-time) primarily with the aim of increasing my understanding of the biodiversity and wetland systems of the Murray River, Lower Lakes and Coorong systems. This has served me well with my volunteer work at Clayton, and my understanding about the current state of affairs with the River and Lakes.

I thrive on outdoor work, am fit and strong, and very capable with all aspects of practical work. My career has included both domestic and commercial landscaping, commercial project management and planning.

I feel fortunate to have discovered the area around the Lower Lakes, and blessed to be living in Clayton Bay. The community and the environment here are very special and extremely important to me.

Diane Bell - Finnis

Diane Bell is Professor Emerita of Anthropology, George Washington University, USA, Writer in Residence, Flinders and Visiting Professor, School of Social Sciences, Adelaide University. She has held senior posts in Higher Education in Australia and the USA; is the award-winning author and editor of some 11 books; has published over 100 articles on human rights, feminist theory and practice, Indigenous religion, law, history and art; has served on various boards (national and international) and consulted for the Australian Government and Indigenous organisations. Diane has some 35 years experience of campaigning for social justice issues, is deeply concerned about the environment and is currently working full time towards finding a fresh water solution for the River

Murray, Lakes and Coorong. She believes the system can recover; sees bio-remediation as a critically important component; and advocates that resources flow to local communities with the will and knowledge to do the work.

Greg Lundstrom – Currency Creek

Born to a fishing family in Goolwa, Greg has a deep understanding and appreciation of the River Murray, Lower Lakes and Coorong. He has a personal interest and fascination with local flora and fauna, and since 1990 has been actively involved with on-ground coastal, river and wetland rehabilitation as a volunteer, by obtaining funding and through lobbying for the protection of local eco-systems. His efforts were acknowledged at the 2001 River Murray Catchment Water Management Board Awards, where he received a high commendation for past efforts in the category of "Improving Community Awareness".

Initially qualified in the graphic art industry, Greg established and ran his own printing business, until deciding to peruse his passion and a career in environmental management. He held a position on the local council's environmental advisory committee for 3 years, and ran the regional "Trees for Life" depot for a year in 1990s and acted as the regional co-coordinator of the lower lakes and tributaries for the Waterwatch program, in an honorary capacity, for three years. Having years of experience with aquatic invertebrate identification as part of catchment surveys, Greg designed and ran a series of practicals for Flinders University in 2006.

He holds a Diploma in Conservation and Land Management (Mt. Barker TAFE, 2003) and Graduate Diploma of Environmental Management (Flinders University, 2006). Greg has worked as a Green Corps Team leader, operated his own wetland plant propagation business and is currently with the South Australian Murray-Darling Basin Natural Resources Management Board, employed as the community monitoring project officer. His role is to support community groups and landholders with community monitoring activities through the development and delivery of nationally accredited training courses.

Henry Jones - Clayton S.A.

Henry has spent much of his life working as a volunteer.

- President of the Clayton Hall Committee that built a magnificent hall for the community. This hall was opened in 1986 debt free.
- Spent 10 years in Local Government in the District Council of Strathalbyn and was Deputy Chairman and Chairman of Works.
- Established the Country Fire Service in Clayton and was Captain for 20 years.
- Successful coach of the Milang Football team winning premierships.
- Chairman of the peak industry fishing body in South Australia the South Australian Fishing Industry Council. Was on the Board for many years until becoming President.
- Member of Government appointed Fisheries Management Committees for many years – inland waters section – marine scale section.
- Whilst President of the Southern Fishermen's Association with others developed the world's first environmental Management Plan for a whole of fishery in the Lakes and Coorong as well as received Marine Stewardship Certificate for this multi species fishery.

At present

- Member Murray Darling Basin Community Reference Group
- Member Murray Darling Basin Native Fish Strategy Group
- Member River Murray Advisory Board
- Member Dean Brown's Drought Relief Group

- Spokesman for the River, Lakes and Coorong Action Group and also a member of Waterkeepers Australia.

Henry has given a long term commitment to the environment as the face of the Lower Lakes Community, advocating for more environmental fresh water flows to the region.

Henry has been making speeches and fighting for justice for the plight of the River Murray since 1981 when the Murray Mouth closed for the first time.

His life spent as a commercial fisherman makes him an expert on the Lakes and Coorong environment.

Recently Henry received a “Pride of Australia Medal 2008”. These awards are honouring our unsung heroes and his award was the “true blue award” presented for a lifetime of achievement in fostering Australian values and making Australia a better place to live.

John Yelland, Secretary - River Lakes and Coorong Action Group - Point Sturt

I have a background in electronic engineering, specialising in test and measurement and electronics hardware. I have a grad dip in GIS, 2005 and experience in statistical data analysis methods, which I am currently using for electric motor efficiency testing (!). I also do some engineering computer programming and have had experience in Access and SQL. I also have considerable electronic hardware repair/construction skills with test and repair equipment either at home or at my workplace at Port Elliot.

I would be pleased to assist or mentor in the areas of mapping, GIS database, statistics, general computer database, data gathering, and presentations.

Karyn Bradford - Milang

Karyn Bradford is Manager of the Milang Old School House Community Centre which in its short five year history has become a national award winner in community learning and community use of information technology. She is a Justice of the Peace; has an Advanced Diploma of Community Services Management and qualifications in Training and Assessment; has had a diverse career including Gallery Owner, Textile Artist, Farmer, School Development Officer, School Director of Finance and Administration and Regional Expansion Officer for Wetland Care Australia. In 2003 Karyn was awarded a Land and Water Australia Community Fellowship in recognition of her personal contribution to community understanding about wiser ways of managing Australia’s unique natural resources. For four generations Karyn’s family have lived at Milang and she is a dedicated volunteer and advocate for both the community and the Lakes environment. She has a strong belief in the community’s capacity, knowledge and ability to manage change if provided with adequate resources. Karyn understands that enabling and empowering locals will be the lynch pin in finding solutions for the current ecological disaster we are facing.

Lesley Fischer “Campbell House” - Meningie

I am a wife, a mother, a grandmother. I care about our environment, and the legacy we leave our future generations. My family farm is between the shores of the Coorong and Lake Albert on the Narrung Peninsular.

With the receding waters in Lake Albert I have seen our hopes and our dreams disappear. We utilised best farming practices. Using a weather station, computerisation, we monitored every drop of water. We used the worst quality water in the MDB, the water everyone else had used, no one else wanted, yet still able to produce a quality product, with 700 dairy cows we were in the top 10% in Australia for milk quality. That is all gone now.

As the lake water recedes, vegetation is occurring naturally. I am frustrated because there seems to be no urgency from Government bodies to remedy the ASS hot spots. We understand we only have a short window of opportunity to react to nature.

First priority plant a quick crop to hold the sand. The ASS soils, I would trial, filling the cracks over the mono sulphuric areas with sand, lime and thatching with chopped lignums. In my view this needs to be done in the next 8 weeks before the rains. If we delay another 12 months, the areas at risk may be much larger.

As farmers we deal with the vagaries of nature, sand, wind, flood, and drought. I want to see this project work with nature and restore the health of the Lake and River system and the health of our communities.

Mike Linscott - Milang

My early career was as a Police Officer in Southern Rhodesia (Zimbabwe) and United Kingdom (Devon Constabulary). On immigrating to Australia I worked in the rural industry for a number of years initially in the Mid North based in Clare.

After leaving the Department of Agriculture I worked for 17 years as the CEO of the Scout Association. During this time I was also working with other youth organisations and served on several Government and non Government committees dealing with the development of youth programs.

On retiring from the Scout Association I took up a position as a Rural Counselor on Kangaroo Island based on my previous experience in the rural industry and financial counseling. This was during the collapse of the Wool Industry Floor price scheme. I was working with farmers who were affected by a down turn in the rural industry so I developed support programs for farmers on Kangaroo Island to assist them through this difficult period. During my years working in the rural industry I have come to appreciate the value of conservation, good farming practices and the need to work towards a sustainable environment.

After leaving the Island my wife and I settled in Milang. Before my retirement I worked for ten years as the Development Officer for Woodcroft College in Morphett Vale.

Over the last 20 years as well as my full time employment I have been a member of St John and the South Australian Ambulance Service. I spent 3 years as Volunteer Team Leader on Kangaroo Island. The last three years I have been the Team Leader at Strathalbyn.

I am now retired but attend to voluntary duties as the President of the Milang Progress Association, Chairman of the Milang Old School House Consultative Committee and the Secretary for the Kangaroo Island Racing Club.

Since accepting my role as President of the Milang Progress Association I have supported the community concern over the handling of the issues surrounding the future of the lakes in the Lower Murray. I fully support the initiatives being taken by the community and am willing to participate in any program which will work towards saving the Murray River lower lakes.

Mike South – Point Sturt

Beef producer & olive grower on Pt Sturt of 14 years. I have qualifications in B.Ag Sc., Grad Dip Bus Admin with former professional standing in CMC, AFAIM. Prior to my retirement in 1985 I was the Business Development Manager & Deputy to the Director at the Cooperative Research Centre for Soil & Land Management. My career has a three focus areas of research, manager and management consultant.

Currently I am a member of the following groups:

- Western Lake Alexandrina Consultative Group
- River Murray Water Allocation Planning:: joint advisory committee for lower Murray

- Lower Murray Drought Reference Group
- Coorong, Lower Lakes Murray Mouth : Reference Group

I support this Business Plan and will do what I can to assist given the time I have available. I can't see myself taking a major role. However, with over 2 kms of lake shore and having undertaken a certain amount of lakeshore revegetation trials on our own property I am certainly very interested to be involved at some level and to share this experience.

The Mannum to Wellington LAP Inc.(MWLAP)

Kathryn Rothe - Project Manager

The Mannum to Wellington LAP (MWLAP) is community based and has been in operation for over 10 years. The group has obtained confidence of the community and has made many connections with local farmers and groups to get jobs done for the area. Coordination of workshops, bus trips, field days, works on ground and more have been successfully achieved due to the great partnerships. The MWLAP has used local Bird Survey people, local farmers with their machinery, community groups for collection and cleaning of seed, planting etc. One of the most successful outcomes we have achieved is working with willows for over the past 5 years. The MWLAP has trailed poisoning and mulching willows, replanting back revegetation and letting nature take its courses by just letting the light in. We have identified that willows consume 3 times the amount of water than a gum tree, water quality due to the roots and leaf litter, encroaching into open space in the river and land and the environment suffers due the lack of habitat for our environment. In the past 18 months we have also identified that mulching willows for Acid Sulfate Soil is another great outcome. The MWLAP is able to tap into water pumps, machinery, bird surveys etc by offering the works to locals and keeping the dollars in the community keeping the awareness that we can make a difference and community really does matter.

Pat Ingleton – Point Sturt

Pat is retired from running her own small business in gardening and in particular the use of compost and mulch in home gardens in 2000. Since then she has assisted in fencing over 15kms of Point Sturt shoreline prior to revegetation. Pat is active in Trees for Life growing and planting, Point Sturt LandCare Group Committee recently.

I am interested in assisting with any bioremediation project around the Lower Lakes, particularly Point Sturt. I can do seed spreading, planting of tube stock or fencing off where necessary and will mentor people in these tasks.

Paul Davis – Point Sturt

Paul has environmental, education and training qualifications with extensive project and consultancy experience.

He has a long standing environmental interest. For thirty years he has shared his love of the Coorong, Lake Alexandrina and Albert Wetland through conducting field excursions and wilderness camping. Until recently he was the Coorong, Lakes and Murray Waterkeeper Spokesperson. He has held positions of responsibility at State and National levels as State Ace Consultant and National Senior ACVETS Project Officer.

Paul has a diverse set of skills and experience with a demonstrated capacity to present, train, negotiate, consult, coordinate and network from the local to the National.

His previous employment has included: writing Draft National Resource Management Competency Standards for Environment Australia; writing learning materials; organising conferences and

workshops; participation on Working Parties, Advisory Committees and Task Forces at National, State and local level; industry training; publishing newsletters; research; and writing research reports.

Richard Owen - Hindmarsh Island

Since 1980, I have had a beach house at the Murray Mouth (Hindmarsh Island). We watched the Murray mouth close in 1981 and then gradually fill up with sand as freshwater flows diminished over the next 20 years until the dredging commenced in October 2002.

I have been involved in revegetation activities on the island since the 1980's and member of many groups including:

- Board member of the Conservation Council of South Australia (CCSA), 1993-2005.
- Member of the Hindmarsh Island Landcare Group Inc. since 1995.
- Conservation Council of South Australia nominee on the Coorong, and Lakes Alexandrina and Albert Ramsar Community Reference Group from 1996-2000. Community member on the Coorong, and Lakes Alexandrina and Albert Ramsar Taskforce since its inception in 2002
- Board member of the Goolwa to Wellington Local Action Planning Association since 1999, representing Hindmarsh Island.
- Project Co-ordinator of the Murray Mouth Estuary Restoration (MMER) Project since 2001/2. In 2008 this project reached more than 110,000 tubes of over 70 island plant species, planted out on over 75 sites. The project has won numerous environmental awards. As project manager I have needed to work effectively with a variety of government agencies, community groups etc.
- LAP community representative on Lower Lakes, Coorong and Murray Mouth Icon Site Community Reference Committee (CRC). This CRC reports to the SA Murray Darling Basin NRM Board.
- LAP representative on the Lower Lakes and Coorong Project Steering Committee. This group brings together government agencies and LAPs to keep information flowing about "on-ground works" in the region.

Retired early, at age 52, (because I wanted to spend time trying to help heal the landscape here) in late 1998 to restore Tarni Warra, a wetland and sand-dune property on the Goolwa Channel estuary. This property is the only covenanted property on HI and is a private sanctuary.

I am a community activist trying to influence change through NGOs and local, state and Australian government agencies. For example, I was the chairperson of the Friends of Goolwa and Kumarangk, the local community group opposing the Hindmarsh Island bridge, for over 10 years, and spent about that same length of time the subject of litigation. The Murray Mouth project was commenced because of the inaction of government. I was responsible for writing the successful case against PWCs (jet skis) in the Coorong National Park on behalf of the CCSA.

I believe that a major co-ordinated revegetation effort around the lakes and the Coorong is absolutely essential if we are to save the Ramsar site, and that this must concentrate on much more than the immediate river channel/lakes.

I also believe that community nurseries will be the basis for this, enabling local people to become better informed and more aware of what needs to be done if we are to re-create resilient, connected ecosystems throughout the region, able to cope well with the climatic changes to come. My academic training was as a geographer and matriculation geography teacher and I have been a teacher, tutor, lecturer and educational manager in both state secondary and tertiary education. During my professional working life I have been a consultant in the education field working both interstate (Tasmania and ACT) and overseas (Indonesia). I have managed national projects, organised national conferences and been an innovator in both secondary and tertiary education.

Ruth Trigg - Normanville

My professional experience in secondary and tertiary education covers teaching and learning in science and humanities disciplines. I have developed new curriculums which focus on strategies to improve student learning.

In the secondary field I developed year-long teacher in-service programs for teachers in science to develop, practice and review strategies to improve student learning. I worked as a DECS curriculum writer and editor across science and humanities curriculums which focused on learning and assessment practices and producing high quality resources for teachers.

From 1991-2002 I lectured at the University of South Australia, teaching communication courses to science and technology students. In 1993, with another lecturer, I developed and co-wrote an entirely new degree in Professional Writing and Communication. In this degree I developed new curriculum and assessment practices in writing and learning across humanities and science disciplines. The exemplary team work teaching this degree earned it the prime ministers award for excellence in university teaching in 2000.

In this project I am able to make a contribution to training and development, assessment and review, including producing support materials. My focus is also creating high-quality team work.

Sally Richards – Finnis River

I am semi-retired and live near the Finnis River. Since 2000, I have been learning how to look after some heritage bush and an area of revegetation. With the help of many people including Trees for Life, Goolwa to Wellington LAP, Native Grass Resources Group Inc, NCCSA, Heritage Agreement Grants I have begun to manage the property. This has included weed and pest management, seed collection, propagation, planting and follow-up care. I am passionate about the Rivers and Lower Lakes and will be lending my skills to the Remediation Project

Shirley Smith - Finnis River

As a farmer I grow premium quality wine grapes and Dorper sheep. The northern boundary of my property is the Finnis River.

I am active in the Finnis Catchment Group and involved in irrigation efficiency projects with the Murray Darling Basin NRM Board. Due to drought circumstances I work off farm in community education and project management. My previous roles include regional economic development and community capacity building using a range of strategies such as job creation through establishment of community enterprises.

My livelihood and well being is dependent on the health of the river systems and the environment as a living system. I see myself involved in the project set up, education and communications and the development of the Centre for Local Knowledge and Community Research.

Silver Moon – Mt Observation

I am an experienced adult educator and TAFE lecturer of many years and can offer support for training and education. I have a particular interest in local vegetation and would be glad to offer help with plant identification and seed collecting.

In my off farm work I work at the State Library of South Australia where I am involved in the preservation of archival works and the digitisation of oral histories. I would be interested in making sure this local project is recorded in a range of ways and the material kept for posterity.

Attachment 2: Relationship to other Strategy Plans

This Business Plan and its outcomes will contribute to the outcomes of the local, regional and state strategic plans. For the purposes of this document the following plans have been reviewed:

- Ngarrindjeri Regional Partnership Agreement
- Milang Old School House Community Centre [MOSHCC]
- Alexandrina Council Community Strategic Plan 2009-2013
- Draft SA Murray -Darling Basin Natural Resource Management Board Regional NRM Plan 2009 – 2019,
- South Australia’s State Strategic Plan (2007–2017).

The Lower Lakes Remediation and Green Jobs Package 2009 to 2012 will contribute to the achievement of many of the targeted outcomes from these plans. The Project Team is committed to forming mutually beneficial partnerships to assist in the achievement of these objectives. The most relevant of the project outcomes are listed below.

Ngarrindjeri Regional Partnership Agreement 2009

March

This historical agreement between the Ngarrindjeri Regional Authority, the Australian and South Australian Government seeks to build, around the two themes of Economic Development and Caring for Country, sustainable and prosperous communities to maximise opportunities for individuals and organisations to:

- create ongoing, independent, economic wealth
- gain and create employment in a number of business ventures
- seek and engage in relevant training
- achieve benefits from businesses operating in the region, possibly leading to long term engagement in mainstream employment and
- explore options to provide a formal structure through which negotiations relating to natural resource management activities on lands within the Ngarrindjeri region can be coordinated.

The key outcomes will include:

- increased business enterprises, economic development and investment
- increased employability and employment for Indigenous people
- a more culturally appropriate management regime for lands in the Ngarrindjeri region
- a strong partnership between Indigenous people, industry and government that works to generate solutions to complex issues on a local or regional basis
- a dedicated Regional Partnership Committee to progress implementation and
- a framework for working together and the promotion of best practice.

Milang Old School House Community Centre [MOSHCC] Strategic Plan 2008 - 2011

1. Respond to and support identified community needs:

1.1 Research, identify and respond to community needs

- a) New programs and services are initiated utilizing the most recent information regarding program needs and effectiveness.
- b) Opportunities in the growth and delivery of each program and service are identified.

- c) Program evaluation is ongoing to ensure that Centre programs and services respond to community needs.
 - d) The input of Centre users is regularly sought, both formally and informally, to inform policy development and implementation, program planning and evaluation.
 - e) Understand gaps in services to people most in need and find ways to make a positive difference.
 - f) Where necessary to act as an advocate on behalf of the communities identified needs to achieve a positive outcome
- 1.2 Consult and liaise with community
- a) Fully engage with our clients, valuing their input, feedback and participation.
 - b) Facilitate regular community planning workshops
 - c) Employees and volunteers maintain representation on regional and district committees and organisations
 - d) Feedback from community is sought through surveys, responses from other organisations and meetings
- 1.3 Provide leadership & support
- a) Provide inspirational leadership
 - b) Inspire and direct others in shaping and achieving their goals.
 - c) Promote and encourage the initiatives of local champions
- 4. Provide opportunities to encourage self-development, personal growth and lifelong learning**
- 4.1 Maintain a culture and ethos of learning
- a) Employees and volunteers participate in training and continuing education for self improvement and professional development
 - b) Management Committee, employees, and volunteers take personal responsibility for contributing to their own self development
- 4.2 Provide a diverse range of programs
- a) Implement a process to develop Adult Community Education and similar programs.
 - b) Implement a process to develop programs for children, teenagers and their families

Alexandrina Council Community Strategic Plan 2009-2013

Goal 3: NATURAL AND BUILT ENVIRONMENT

'Sustainable natural and built environments that meet the needs of a growing community and economy'

Outcome 3.1: A healthy environment that sustains biodiversity and is valued by the community

- Strategy 3.1.1: Support the conservation and maintenance of biodiversity corridors and preserve areas of remnant vegetation
- Strategy 3.1.2: Promote Natural Resource Management Boards' programs and projects
- Strategy 3.1.3: Support the conservation and maintenance of the region's natural resources

Outcome 3.2: Efficient use and integrated management of water resources

- Strategy 3.2.1: Assess and implement water conservation projects
- Strategy 3.2.2: Promote appropriate water sensitive design features into development
- Strategy 3.2.3: Support the sustainable management of all water resources in the Council area

*SA Murray -Darling Basin Natural Resource Management Board Regional
NRM Plan 2009 – 2019 (Draft)*

P1 Community managing natural resources sustainably

- RCT: 80% increase in the number of people managing natural resources sustainably by 2030

P2 Increase value of cultural heritage

- RCT: Increase protection and preservation of Aboriginal culture by 80% by 2030

P3 Landscapes are planned, developed and managed sustainably

- RCT: All landscape development and management to have a neutral or beneficial impact on natural resources by 2030

B1.1 Protect and manage priority remnant native ecosystems

- MAT : Protect and manage an additional 10,000ha of existing priority remnant native ecosystems

B1.2 Increase the extent of native ecosystems

- MAT : The extent of native ecosystems is increased by 15,000ha by 2014

B1.3 Improve the condition of existing native ecosystems

- MAT : A 10% improvement in the condition of 25% of native ecosystems in the region by 2014

B1.4 Improve community appreciation of native ecosystems and species

- MAT : Increase community appreciation of native ecosystems and species by 30% by 2014

B2.1 Coordinate the protection and enhancement of priority floodplains and wetlands

- MAT : 75% of priority floodplains and wetlands actively managed as per management plans by 2014

B2.2 Protect and restore watercourses and ephemeral waterways

- MAT : Adoption of sustainable grazing practices in waterdependent ecosystems by 2014

B2.3 Improve the connectivity between and within aquatic and terrestrial ecosystems of the Lower Lakes, Coorong and marine environments

- MAT : A 20% increase in connectivity between/within aquatic and terrestrial ecosystems of the Lower Lakes, Coorong and marine environments by 2014

B3.1 Manage critical threats to threatened species

South Australian Strategic Plan 2009 to 2013

T1.6 Labour productivity: Exceed Australia's average labour productivity growth rate in trend terms by 2014.

- Ensure that SA has a sustainable competitive business environment to enable SA businesses to compete globally
- Promote the transformation of the SA economy through diversification to higher value adding industries.
- Increase the uptake and quality of skills relevant to SA's future economic needs

T1.10 Jobs: Better the Australian average employment growth rate by 2014.

- Increase the number of jobs state-wide
- Build capacity at regional and industry level
- Strengthen workforce planning and development
- Increase the size and skills of the labour force
- Develop state-wide career advice and services

- Retain workers in employment

T3.1 Lose no species – lose no known species as a result of human impacts.

- Implement No Species Loss – A Nature Conservation Strategy for South Australia 2007-2017
- Conservation of South Australia’s biodiversity (Goal 1 – No Species Loss)
- Community ownership and stewardship for biodiversity (Goal 2 – No Species Loss)
- Ecological knowledge that can influence decision making (Goal 3 – No Species Loss)
- Adjustment to the impacts of climate change (Goal 4 - No Species Loss)
- Active and integrated natural resources management partnerships (Goal 5 - No Species Loss)

T3.2 By 2010, have five well-established biodiversity corridors aimed at maximising ecological outcomes particularly in the face of climate change.

NatureLinks

- A healthy and diverse environment is crucial to South Australia’s social and economic well-being.
- Unfortunately, many plant and animal species are endangered due to the clearance or degradation of their habitat.
- Climate change is adding to the threat of species becoming extinct, by reducing the quality of suitable habitat, and exacerbating the risk of existing threats such as fire and drought.
- The restoration of large areas of habitat within the biodiversity corridors across the state will help native plants and animals withstand and adapt to these environmental changes.
- NatureLinks is a central component of the State Government’s No Species Loss strategy, the aim of which is to minimize the decline of our biodiversity.

T6.5 Economic disadvantage: Reduce the percentage of South Australians receiving government benefits (excluding age pensions) as their major income source to below the Australian average by 2014.

- Develop SA baseline and strategic directions
- Develop complementary preventive programs through capacity and asset-building initiatives
- Assistance to place economically disadvantaged people in appropriate work
- Workforce retention – keeping older workers at risk of poverty, in the workforce

T6.19 Non-school qualifications: By 2014, equal or better the national average for the proportion of the labour force with non-school qualifications.

- Increase the provision of flexible, responsive and cost effective education and training programs
- Enhance, increase and improve skill recognition process
- Improve access to education and training programs which boost workforce development opportunities
- Encourage more effective Workforce Development and career planning at the enterprise and individual level

Attachment 3: Publications

The following reports have provided input to the preparation of this document. Most are available on the Goolwa to Wellington Local Action Planning Board Inc. website at www.gwlap.org.au

Unlocking the Biodiversity potential of Revegetation -Improving Biodiversity Outcomes of habitat Restoration Workshop: Outcomes and Review

Prepared for the Native Vegetation Council of South Australia by Ivan Clarke, Donna Bartsch and Zita Stokes Senior Environmental Consultants, Rural Solutions; Rob Wallace Senior Project Officer – Habitat Restoration; Glen Gale, Principal Technical Advisor NRM, Department for Water land and Biodiversity Conservation.

October 2007-

The Workshop outcomes align with our recommended approach and best practice.

Revegetation Guidelines for the Lower Lakes - Lake Alexandrina & Lake Albert region, South Australia

‘These guidelines are designed to assist landholders around the Lower Lakes, and those working with them, to plan and implement revegetation projects which control lakeshore erosion, rehabilitate wetlands and protect and enhance the area’s internationally recognised natural values’.

The guidelines have been produced by the Goolwa to Wellington Local Action Planning Board Inc, the Coorong District Local Action Plan Committee and the Department for Environment and Heritage. ID&A was commissioned by the LAP groups to prepare the guidelines and they have been written by Janet Pedler and Nigel Mallen of ID&A.

Revegetation Kit Suitable For: SA Murray-Darling Basin Area

Provided by: Janet Kuys
Senior Environmental Design & Management Consultant
Updated: Z. Stokes, 27 July 2006

- This kit provides templates for planning and implementing local revegetation projects

Habitat Restoration Guidelines within the Coorong and Goolwa to Wellington LAP Regions - Orange-bellied Parrot

Written by Ivan Clarke, Technical input and editing by Neville Bonney in partnership with Trees for Life PIRSA 2004

This small migratory bird which breeds only in coastal South-West Tasmania, travels to coastal Victoria and South Australia to spend the winter, usually within ten kilometres of the coast. This report detail habitat requirements and provides an insight the feeding and roosting areas required in the Coorong and Lake areas.

Watercourse Restoration Guidelines for the Goolwa-Wellington LAP Region

Prepared by Catherine Miles, Rural Solutions SA, for the Goolwa-Wellington LAP group, 2008

Photo Monitoring Guidelines

‘Photo monitoring is a technique used to record and measure change in the natural environment. It usually involves taking a series of images of a fixed area or subject over time. This method of monitoring is widely used because it is simple, rapid and inexpensive. Community groups and funding agencies often consider photo monitoring to be an appropriate technique for demonstrating the success of on-ground environmental projects/activities’.

Produced by Patrick O’Connor, Annie Bond & Evan Jones at the University of Adelaide for the Goolwa to Wellington Local Action Planning Committee Inc. (2005).

A Fresh History of the Lakes: Wellington to the Murray Mouth, 1800s to 1935.

Terry Sim and Kerri Muller

River Murray Catchment Water Management Board, 2004

‘Prior to European settlement, Lakes Alexandrina and Albert at the terminus of the River Murray were predominately fresh, with river water discharging to sea and keeping the Mouth clear. Contrary to what many believe today, saltwater intrusions into the Lake environment were not common until after 1900 when significant water resource development had occurred in the River Murray system.’ Page 1

This publication provides a comprehensive description through time of the River Murray, Lakes Albert, Alexandrina and Coorong.

Learning on the Run! – incorporating trials and experimentation into the management of natural resources

Patrick O’Connor; Jem Tesoriero; Anne Morgan; Stephen Bolt. For the SA MDB LAP groups February 2006

These are active, adaptive management guidelines for management of natural resources.

Attachment 4: Nursery Development

This Project will expand and develop the existing community nurseries from Goolwa to Meningie. They will generate local jobs and hours of in kind voluntary work throughout the region. The nurseries will require some assistance to physically reorganise and develop their management processes. This support is included in the Project. The Hindmarsh Island Landcare Group [HILG], which has been operating for over 15 years, will provide a model for the development of the other sites. The following is an outline of their experience, knowledge and expertise in this area.

Hindmarsh Island Landcare Nursery – 2009

The HILG nursery has existed for over 15 years. However it has only been in the past 8 years, since the implementation of the Murray Mouth Estuary Restoration (MMER) Project that it has taken on its present prominence.

This year, 2009, approximately 50 000 tubes of over 70 local species are being raised for 2 major projects on the island, both associated with the critically endangered Orange Bellied Parrot, but of course, not limited to that particular bird species.

This has necessitated the nursery doubling in size, a project which was carried out over Christmas. The expanded nursery is currently at its new capacity.

Additionally, tube-stock are being raised for numbers of other properties on the island and adjacent to the island, projects in the Coorong and on Sir Richard Peninsula and several other local environment groups as well.

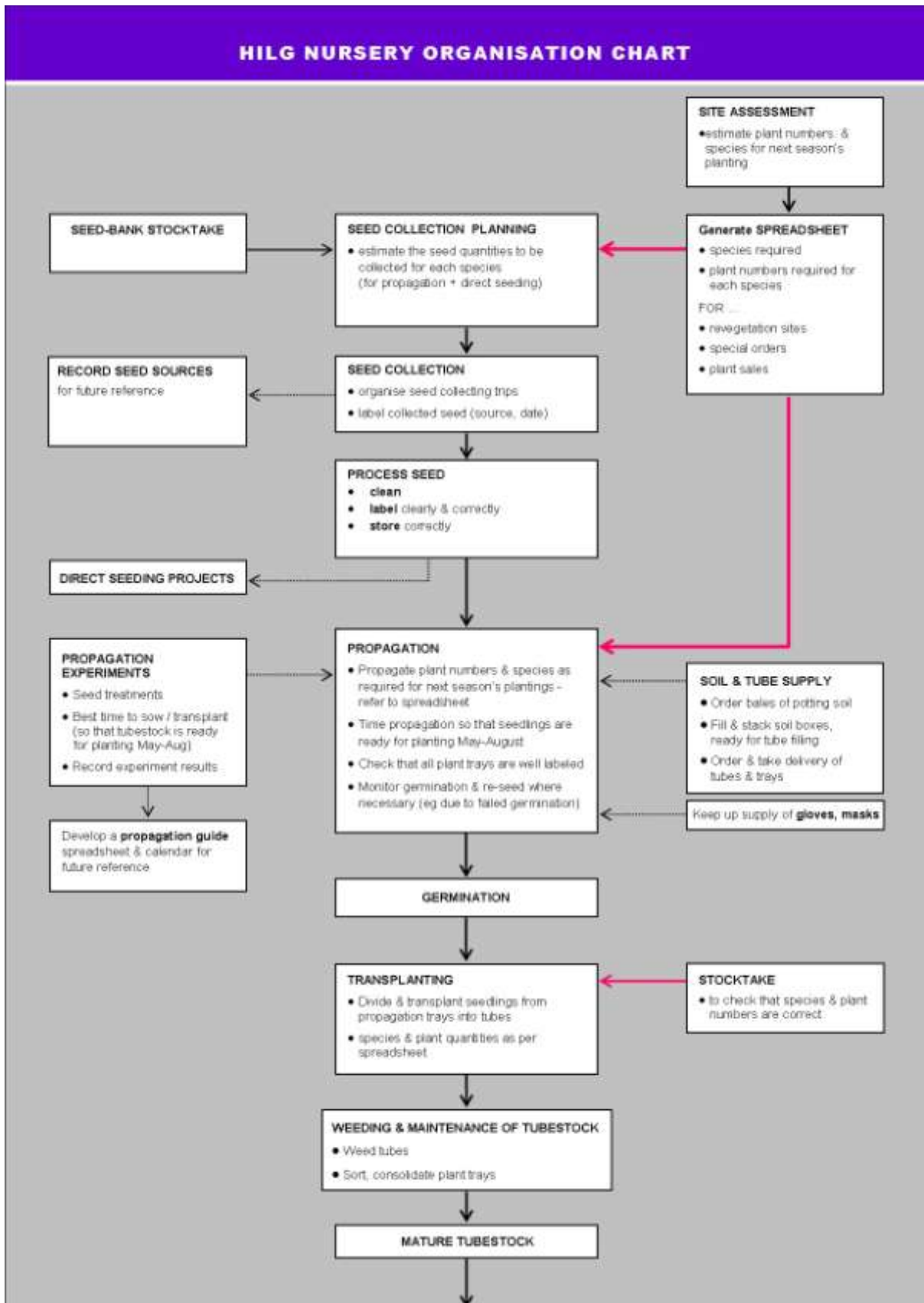
The nursery is the “powerhouse” for the restoration work HILG continues to do each year, and which since the commencement of the MMER project in 2001 has expanded in every year.

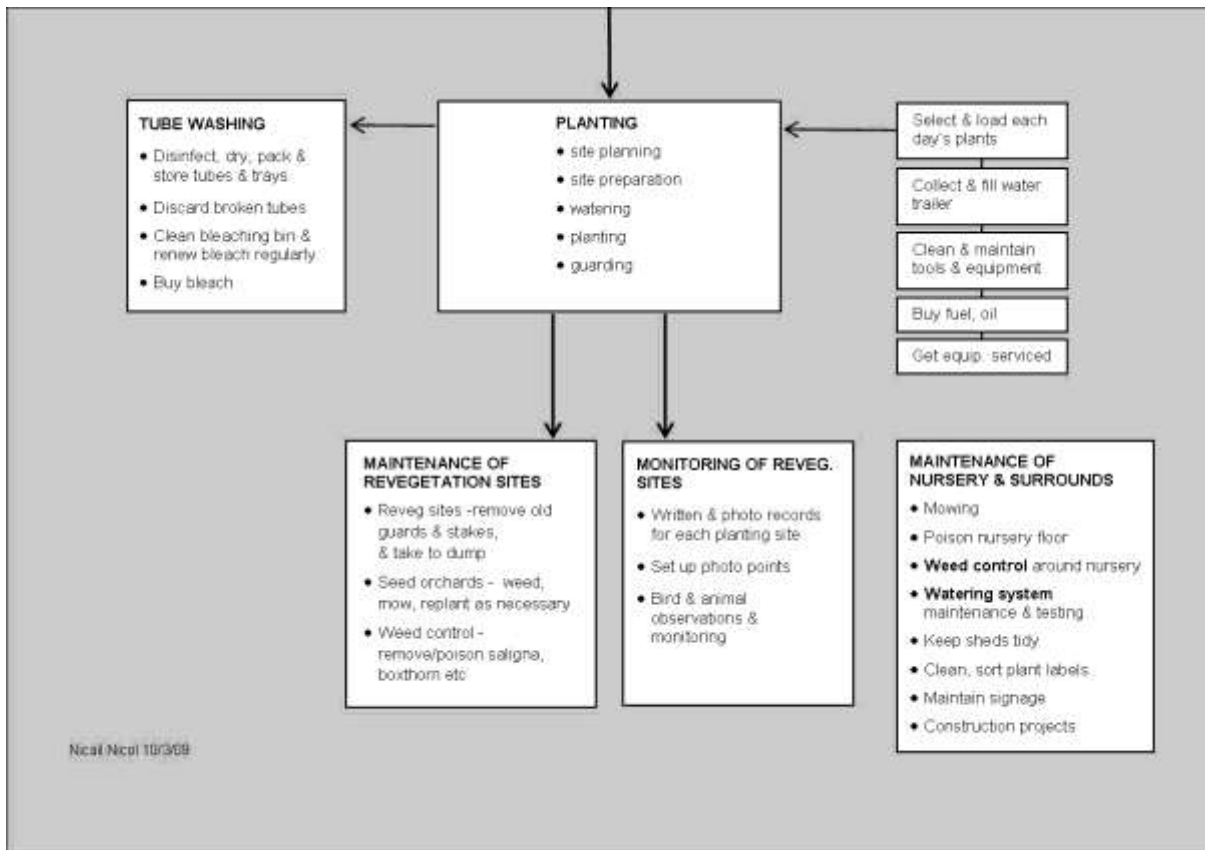
- In 2001/2 8000 tubes of swamp paperbark were raised and planted on 12 sites on Hindmarsh Island.
- In 2007/8 (last year) approximately 22 000 tubes of over 70 species of local plants were planted on over 70 island and Sir Richard Peninsula sites.
- In 2008/9 (this year) approximately 50 000 tubes of over 70 species of local plants will be planted on over 70 island sites.

The nursery activity includes an active seed collection program with an extensive seed bank. There is a program of experimentation with propagation/germination techniques to try and improve germination effectiveness.

Whilst the HILG is only a small group of individuals, they have excellent project development, management and implementation skills and inevitably work with a range of government agencies and community groups (Greencorps, CVA, schools etc.) to achieve their immediate aims and work towards their vision of a repaired/rehabilitated/reconnected island environment.

I am confident that because of the local plant knowledge and experience of the HILG, the nursery can play a really important role in many aspects of the training envisaged for the Lower Lakes Remediation and Green Jobs Project .





This report is prepared by Richard Owen, Project Co-ordinator, MMER Project (2001-2009 and the flow chart by Angela and Nic

