



NACC NRM Innovate Reconciliation Action Plan

JULY 2024 - JUNE 2026





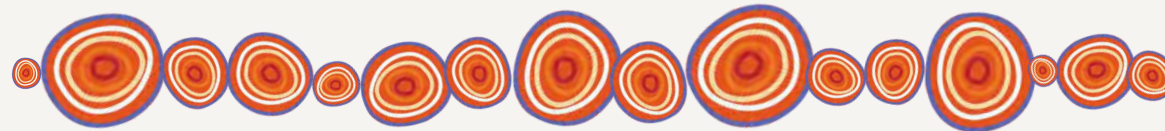
TABLE OF CONTENTS

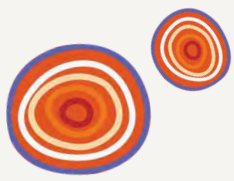
01	ACKNOWLEDGEMENT OF COUNTRY	11	OUR INNOVATE RAP & THE REGIONAL STRATEGY
02	OUR VISION FOR RECONCILIATION	13	OUR RAP WORKING GROUP
03	ABOUT THE ARTWORK	14	RELATIONSHIPS
04	CEO STATEMENT <i>Karen Mundine - Reconciliation Australia</i>	18	RESPECT
05	CEO STATEMENT <i>Katherine Allen - NACC NRM</i>	23	OPPORTUNITIES
06	OUR BUSINESS	27	GOVERNANCE
07	OUR RECONCILIATION JOURNEY		

ACKNOWLEDGEMENT OF COUNTRY

NACC NRM respectfully acknowledges and pays respect to all the Traditional Owners of the Yamatji Nation. The Amangu, Badimia, Hutt River, Mullewa Wadjari, Naaguja, Nhanda, Wadjarri, Wattandee, Widi and Wilunyu Nhanhagardi peoples; together they are the Traditional Custodians of Yamatji Nation.

We honour and pay respect to all Elders, past present and emerging, as they hold the memories, dreams, traditions and hopes of First Nations peoples.





OUR VISION FOR RECONCILIATION

The Northern Agricultural Catchment Council's (NACC NRM) vision for reconciliation is that the unique understanding and management skills of Aboriginal and Torres Strait Islander peoples in supporting the Northern Agricultural Region's (NAR's) natural resources is recognised, preserved, celebrated, and shared. We embrace the importance of Aboriginal and Torres Strait Islander cultures, heritage, and traditional knowledge systems in every aspect of natural resource management in the Northern Agricultural Region and respect all Traditional Owners and Custodians across the region.

NACC NRM recognises the intrinsic link that Aboriginal and Torres Strait Islander cultures have to Country, Language, Lore, and Dreaming and acknowledge that all of these are directly related to specific Country. Together, these elements provide a pathway for increasing self-determination for Aboriginal and Torres Strait Islander peoples in natural resource management, as well as for the respectful transfer and practice of Traditional Ecological Knowledge in the region.



ABOUT THE ARTWORK



Acacia Collard

Acacia Collard is a Badimia Yamatji – Balladong Noongar woman who hails from two large families in Western Australia, and is currently living & working in the Perth area.

Acacia specialises in contemporary Aboriginal artworks and designs including canvas painting, rock art, sand murals and more recently graphic artwork and apparel.

This piece was created with the inspiration of 'Collaboration on Country'. NACC NRM's RAP working group came to this theme after discussing the need for this artwork to convey the ideals of innovation, working together, and connection to Country.

Reconciliation Australia commends Northern Agricultural Catchments Council on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Northern Agricultural Catchments Council continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Northern Agricultural Catchments Council will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Northern Agricultural Catchments Council using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Northern Agricultural Catchments Council to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Northern Agricultural Catchments Council will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Northern Agricultural Catchments Council's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Northern Agricultural Catchments Council on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



It is with great excitement that on behalf of the Board and staff, I present NACC NRM's Innovate Reconciliation Action Plan (RAP) for 2024 - 2026. As members of the Reconciliation Australia community, NACC NRM is proudly committed to continue taking positive steps on the journey to reconciliation.

The 2024 National Reconciliation Week theme, 'Now More Than Ever', expresses the importance of acknowledging and understanding the history of First Nations Australia to unite, connect, and act. NACC NRM recognises that reconciliation is the responsibility of all Australians and is needed now more than ever.

Embracing reconciliation as an organisation means holding ourselves accountable as we strive for a better future and unlocking opportunities for innovation, growth, and shared prosperity. Our Innovate RAP outlines the framework we will utilise in active and meaningful engagement with Aboriginal and Torres Strait Islander peoples, cultures, and communities. It sets out specific goals, actions, and timelines across four key areas: relationships, respect, opportunities, and governance. Through meaningful collaboration and partnership, we aim to create positive change and drive sustainable outcomes that benefit our organisation, team, stakeholders, and our journey to reconciliation.

Central to our RAP is the principle of respect. NACC NRM is fortunate to work alongside many First Nations groups, individuals and organisations. We continue to learn from listening to the valued First Nations voices around us. Building relationships on a strong foundation of mutual trust and acceptance is vital to understanding the perspectives and experiences of First Nations people, and a key step in reconciliation. We deeply value First Nations knowledge and cultural heritage.

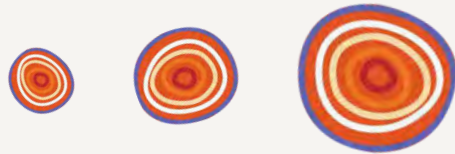
We are proud to facilitate First Nations leadership and employment within our organisation. Further, our RAP emphasises the importance of generating economic empowerment opportunities and inclusion for First Nations people. We have a strong emphasis on career development initiatives for Aboriginal and Torres Strait Islander people and where possible we invest in community development projects that address key priorities identified by First Nations communities.

As we continue on our journey of reconciliation, we understand the importance of maintaining ongoing dedication, humility, and accountability. We are committed to regularly monitoring and evaluating our progress, transparently reporting our achievements and challenges, and seeking feedback from First Nations stakeholders and community partners.

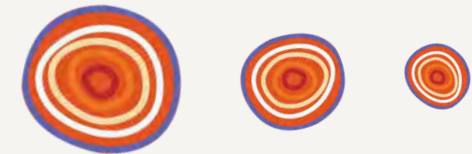
I invite all our stakeholders to join us on this important journey towards reconciliation. By working together and uniting in our efforts, we are contributing to a more inclusive, equitable, and prosperous future for all Australians.

Katherine Allen
Chief Executive Officer
NACC NRM





OUR BUSINESS



NACC NRM is one of Australia's 54 regional natural resource management (NRM) organisations working to accomplish nationwide management, restoration and protection of Australia's natural environment by addressing national environmental priorities at the regional level.

NACC NRM's Purpose is: To ensure that the Northern Agricultural Region (NAR) community values and actively protects our region's natural capital, consistent with the Aspirations and Goals of NARvis.

We Do this by: Catalysing Community Conservation through passionate delivery of collaborative on-ground projects and education.

Our Impact will be: The health of the natural resources and environment of the NAR are improved.

NACC NRM employs approximately 13 people and as of January 2024 three positions are held by Aboriginal people. It is our intention that at least 20% of our positions are filled by Aboriginal and/or Torres Strait Islander people, providing strong internal guidance on NACC NRMs project delivery and aligning with the Australian Government's remote area delivery partner targets. In addition, NACC NRM delivers the Mid West Aboriginal Ranger Program which directly employs over 20 Aboriginal and/or Torres Strait Islander people. Our office is located in Geraldton (WA), the largest town in our region. By working with the extended natural resource management community across the Northern Agricultural Region, NACC NRM's sphere of influence includes interest groups and stakeholders from the operational fields of 'Aboriginal Custodianship', 'Biodiversity Conservation', 'Coastal & Marine Conservation', and 'Sustainable Agriculture'. The Northern Agricultural Region extends along the coast from Two Rocks in the south, to Kalbarri in the north, includes the Abrolhos Islands, and extends inland to Morawa, Perenjori and Dalwallinu. The Southern Yamatji and Noongar Peoples are the Traditional Owners and original natural resource managers of the Northern Agricultural Region. Stakeholders include state and local governments, Traditional Owners, NGO's, community environmental groups, producer groups, farmers, local businesses and residents. NACC NRM seeks to engage local Aboriginal and Torres Strait Islander peoples to advise, participate in on Country activities and, where it is appropriate and supports the wishes and aims of Aboriginal and Torres Strait Islander peoples themselves, to record, preserve and learn from Traditional Ecological Knowledge.



OUR RECONCILIATION JOURNEY

NACC NRM is committed to the reconciliation journey and to meaningful engagement with the Aboriginal and Torres Strait Islander communities in the Northern Agricultural Region. NACC NRM is committed to increased Aboriginal and Torres Strait Islander custodianship in natural resource management and to applying Traditional Ecological Knowledge (TEK) to its programs wherever possible, practical and appropriate. We are also committed to raising awareness of TEK and to further empowering Aboriginal and Torres Strait Islander Custodians through, for example, training in community engagement as well as both Western and traditional natural resource management.

OUR RECONCILIATION JOURNEY TO DATE HAS INCLUDED:

- Always delivering an Acknowledgement of Country at smaller events and meetings and booking a Welcome to Country with a local Traditional Owner for larger events
- Originally developing a NACC NRM 'Reflect' Reconciliation Action Plan (2017) and progressing to our inaugural 'Innovate' Reconciliation Action Plan (2022)
- All staff participating in a Cultural Awareness Professional development course developed in consultation with Aboriginal and Torres Strait Islander staff members
- All new staff were introduced to the learning tool, Reconciliation Australia 'Share Our Pride', during induction
- Heritage planning for culturally significant sites
- Interpretive signage and trail development for the Warlgu Trail
- Development and delivery of the 'Capacity Building for Indigenous Prison Inmates' project, including on-ground conservation work and training towards Certificate II and III in Conservation and Land Management in partnership with Central Regional TAFE
- Establishing the Midwest Aboriginal Ranger Program, which has provided employment and training for over 90 Aboriginal and/or Torres Strait Islander people since 2018
- Supporting the registration of 62 Yamatji sites of cultural significance with (now) Department of Planning, Lands and Heritage under the Heritage Act
- Supporting the registration of over 20 Noongar sites registered with (now) Department of Planning, Lands and Heritage under the Heritage Act
- Supporting and participating in Return to Country events such as Marlaguwinmanha Bush Camp, Aboriginal Women's Retreat, Murchison Three-Day Camp, Bush Heritage Australia's Return to Country open days, Badimia Events, Nanda Events, native food workshops and the NAIDOC Bush Medicine workshop.
- Aboriginal Engagement bulletin Board in NACC staff room to ensure all staff are aware of achievement and opportunity to promote reconciliation across the community.
- Participation in, promotion and development of NAIDOC week activities
- Inclusion of content introducing NACC NRM staff, the Board and community members to local Aboriginal culture and protocols in our monthly newsletter (NACC Notes) through regular segments such as Yamatji Yarns and Solid Science
- Producing education resources in consultation with Traditional Owners for schools: Sharing Yamatji Knowledge and Sharing Noongar Knowledge, Yued Aboriginal Connection to Coast.
- Supporting and attending the Kwelena Mambakort Aboriginal Corporation's Annual Cultural Day at Wedge Island
- The Little Footprints, Big Future Exhibition hosted at WA Museum Geraldton, developed in partnership and consultation with local Traditional Owners, this interactive display promotes Aboriginal languages and traditional NRM principles.
- The Midwest Aboriginal Ranger program installation at the new WA Museum Boola Bardip
- Cultural training for staff is ongoing via a standing item on the monthly team meeting agenda - 'Aboriginal and Torres Strait Islander Training - An invitation to Culture' - in which Traditional Owners and key stakeholders are invited to the team meeting to introduce themselves and talk about the work that they are doing in the area, or would like to do and about their personal connection to Country.
- Commission and display of Aboriginal Artwork through NACC NRM facilities and publications, with ongoing engagement of the growing arts community.

LEARNINGS & CHALLENGES

The reconciliation journey through a Reflect RAP represents diverse initiatives and achievements across the region that NACC NRM works in. Significant partnerships and enduring relationships have been formed out of these initiatives. Learnings have included the difficulties faced in maintaining relationships through the inconsistent nature of funded project periods, and that some organisational and community desires that reflect reconciliation cannot be actioned in the restrictive timeframe of projects. Many actions have been focused on demonstrations of respect, understanding, and sharing of knowledge, including the importance of respecting cultural protocols for people and Country.

In progressing to the most recent Innovate RAP, these lessons have been important to support the reconciliation maturity of involved individuals and building a foundation of relationships for the organisation, they are supporting the organisation to develop a reconciled community. Achievements under previous RAP's have enabled positive connections with Aboriginal and Torres Strait Islander communities, businesses, and organisations in the region. This achievement has included the connection of school groups with Traditional Owners and Country, to improve the visibility of educational pathways into the natural resource management/environment sector. NACC NRM recognises this outcome as an important, long-term goal that requires focus beyond the lifecycle of a single RAP. Challenges to embed reconciliation in the NACC NRM sphere of influence has highlighted the importance of raising intentions for reconciliation through all levels of organisational strategy with clearly maintained and reinforced statements of intent.



SIGNIFICANT CHANGES

An important enabler for NACC NRM’s reconciliation journey is the Midwest Aboriginal Ranger Program (MARP). This program provides opportunities for Aboriginal and Torres Strait Islander peoples across the Mid West region to engage in NRM activities while delivering on-ground conservation with a strong emphasis on cultural safety and Caring for Country.

MARP offers employment and training placements for rangers and ranger-teams through three program delivery partners: Western Mulga, WA Department of Biodiversity Conservation and Attractions (DBCA), and Kwelena Mambakort Aboriginal Corporation (KMAC). MARP is supported through a Traditional Owner advisory group. This and other initiatives sustain a strong connection to community that supports our engaged and informed position. MARP provides a long-term initiative in partnership across NACC NRM’s sphere and supports adaptation to identified innovations in reconciliation as well as continued engagement of Traditional Owners. Through the consistency of our MARP partnerships, NACC NRM is supported to mature and innovate with internal and external processes of reconciliation.

Through reconciliation, NACC NRM seeks to continually engage Aboriginal and Torres Strait Islander peoples and recognise the unique skills that Traditional Owners hold in delivering environmental conservation. We strive for advanced co-design and empowerment of partners to develop reconciliation activities. Under this RAP NACC NRM has also sought to refine the roles that support the responsibility and achievement against the Innovate RAP and advance achievements throughout the organisation, including the Board of Directors, which for the first time has Aboriginal and Torres Strait Islander representation.





OUR INNOVATE RAP & THE REGIONAL STRATEGY

NACC NRM delivers activities and programs in partnership with community groups, business and industry, non- government organisations and all levels of government to conserve and enhance natural assets and advance sustainable outcomes in the region. The foundation of NACC NRM's work is informed by the regional NRM Strategy which was originally developed in 2005 and has been updated every few years through ongoing consultation with regional stakeholders. The strategy, called NARvis, guides environmental investment in the region and importantly incorporates Aboriginal Custodianship vision and goal statements that were developed collectively with Traditional Owners and Custodians and other regional stakeholders. Thirty Aboriginal people representing 10 different groups and organisations from across the region contributed to the latest update to the regional strategy and the Technical Working Group overseeing the revision process included two Aboriginal people.

The vision statement for the Aboriginal Custodianship section of the NARvis is: “We embrace the importance of Aboriginal culture, heritage and traditional knowledge systems in every aspect of natural resource management in the Northern Agricultural Region and respect all Traditional Owners and Custodians across the region.” The importance of Aboriginal and Torres Strait Islander Custodianship of natural resources and of respectful relationships with Traditional Owners and Custodians in the region is also recognised throughout the regional strategy, in the Biodiversity Conservation, Climate Change, Coastal & Marine, Community Engagement, Invasive Species, Sustainable Agriculture and Water sections, as well as on the home page.

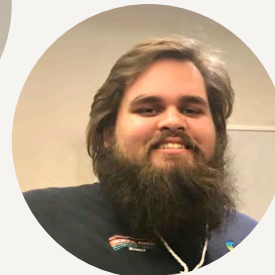
The NARvis Goals that support the reconciliation journey for NACC NRM and the stakeholders within the NACC NRM sphere of influence across the pillars of Relationships, Respect, Opportunities and Governance are:

- GOAL 1** All natural resource management projects in the region acknowledge and engage with Traditional Owners and Custodians and their representative bodies or corporations, by 2030.
- GOAL 2** At least 5 additional traditional knowledge projects, led by Traditional Owners and Custodians, designed and implemented by 2030.
- GOAL 3** 100 activities undertaken to manage and protect Aboriginal cultural and heritage sites in consultation with Traditional Owners and Custodians by 2030.
- GOAL 4** 10 Aboriginal-owned organisations and businesses supported to engage in natural resource management in the region by 2030.
- GOAL 5** 100 Aboriginal people employed in natural resource management in the region by 2030.

OUR RAP WORKING GROUP

Our RAP Champion is NACC NRM's Programs and Operations Manager (POM) Kane Watson. NACC NRM's RAP working group includes the POM, Communications Officer (CO), Sustainable Agriculture Coordinator (SAC), Aboriginal Custodianship Coordinator (ACC), Biodiversity Project Officer (BPO) and Aboriginal Custodianship Project Officer (ACPO).

The members of this working group are all encouraged to champion the implementation of the RAP. Membership on the committee is voluntary and open to all staff. Members are self-nominated with Aboriginal and Torres Strait Islander employees encouraged to contribute their concepts of reconciliation as working group members. Currently we have two working group member who identify as Aboriginal people. Additional staff with an important role to play in implementing the RAP include the Chief Executive Officer (CEO) and Business Services Manager (BSM). Important target audiences for the RAP are NACC NRM staff, the NACC NRM Board, and the community NACC NRM operates within.





RELATIONSHIPS

NACC NRM seeks to connect people from across the community to deliver natural resource management outcomes that are aligned with the values of Traditional Owners and Custodians. This includes the sharing of experiences between western science and Traditional Ecological Knowledge, increasing the level of engagement between Traditional Owners and Custodians and the NACC NRM executive, developing and delivering culturally appropriate communications and supporting Traditional Owners and Custodians to deliver natural resource management programs that they have designed and are passionate about.



RELATIONSHIPS FOCUS AREA

NACC NRM seeks to engage local Aboriginal and Torres Strait Islander peoples across and within all of our core programs (Aboriginal Custodianship, Biodiversity Conservation, Coastal & Marine, Sustainable Agriculture). NACC NRM is committed to greater recognition, understanding and integration of Traditional Ecological Knowledge and practices into the management of the natural resources of the region.

NACC NRM Strategy | Aboriginal Custodianship

AC1 Empower Traditional Custodians, Aboriginal organisations and Aboriginal-owned businesses to lead NRM activities and achieve NRM outcomes that acknowledge Traditional Ecological Knowledge.

AC1.1 Enable and support pathways for Aboriginal peoples to engage in NRM priority setting and project development.

NACC NRM Aboriginal Custodianship Program Goals | Relationships

Engage regional partnerships to enact site-specific protections of acknowledged heritage sites, both registered and proposed.

Enable appropriate and respectful sharing of Aboriginal Agricultural methods to the wider community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Engage with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop, refine, and update guiding principles for future engagement.	August 2024	POM
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2024	CEO
	Formalise NACC NRM’s relationships with Traditional Owners and Custodians through an Agreement, Memorandum of Understanding, protocol or similar as appropriate and as agreed to through discussion with the Traditional Owner or Custodian group.	October 2024	POM
	Design, implement, and refine project development mechanisms to ensure we consult with Traditional Owners and Custodians during the development of all project applications to ensure project appropriateness and meaningful engagement, with the ambition of co-design of projects.	February 2025, 2026	POM
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2025, 2026	POM
	RAP Working Group members to participate in an external NRW event.	May, June 2025, 2026	ACC
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, June 2025, 2026	POM
	Organise at least one NRW event each year.	May, June 2025, 2026	ACC
	Register all our NRW events on Reconciliation Australia’s NRW website .	April 2025, 2026	ACPO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Collaboratively review, refine, and implement organisational and thematic strategies and processes to engage our staff and board members in reconciliation.	October 2024	CEO
	Communicate our commitment to reconciliation publicly, e.g. NACC Notes.	September 2024	CO
	Explore and implement opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	July 2025	ACPO
	Collaborate with RAP network and other like-minded organisations to develop ways to advance reconciliation.	January 2025	POM

4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and ways in which these policies can be improved to ensure a culturally-safe workplace for Aboriginal and Torres Strait Islander, board members, staff, and partners.	July 2025	BSM
	Develop, implement and communicate an anti-discrimination policy for our organisation.	July 2025	BSM
	Engage with Aboriginal and Torres Strait Islander board members, staff and/or Aboriginal and Torres Strait Islander advisors to provide input into our anti-discrimination policy.	May 2025	BSM
	Educate senior leaders, including the senior management team and all Board members, on the effects of racism and on overcoming racism in the workplace.	June 2025, 2026	CEO
	Conduct an external review process of NACC NRM systems to identify and eliminate systemic and structural racism, discrimination and unconscious organisational bias and other barriers to Aboriginal and Torres Strait Islander self-determination.	June 2025	CEO



RESPECT

NACC NRM recognises that Traditional Owners and Custodians have ongoing traditional, cultural, spiritual and personal connections to Country. We acknowledge that Aboriginal and Torres Strait Islander peoples were dispossessed of and forced from their traditional lands following European settlement in Australia and that this fact does not diminish the rights or responsibilities of Traditional Owners and Custodians to their Country. Some Traditional Owner groups have negotiated Native Title Agreements, which provide for a unique but limited set of rights on Country. NACC NRM is committed to respecting these agreements where they are in place and/or under negotiation. NACC NRM is also committed to working in partnership with local Traditional Owners and Custodians to protect Country and its cultural and ecological heritage. It is our commitment that these relationships be founded in respect, accountability, honesty, cultural safety, equity, investment and a genuine desire to learn from the expertise of Aboriginal and Torres Strait Islander peoples and incorporate Aboriginal and Torres Strait Islander perspectives into the decision-making processes of our organisation.

Respectful relationships and partnerships with Aboriginal and Torres Strait Islander communities involve an understanding of and respect for cultural protocols. NACC NRM recognises that there are important customs and protocols that should be observed to show respect for Traditional Owners and their Country. These include Acknowledgement of Country and Welcome to Country. NACC NRM operates an Aboriginal Custodianship Program to support the organisation's learning with regards to the relevant cultural protocols in our region and ensure we follow an engagement process grounded in respect and informed by Traditional Owners.



RESPECT FOCUS AREA

NACC NRM is committed to greater recognition, understanding and integration of Traditional Ecological Knowledge and practices into natural resource management in the region. NACC NRM is also committed to working in partnership with local Traditional Owners and Custodians to protect the land and its cultural and ecological heritage and this commitment is founded on a genuine desire to learn from the expertise of Aboriginal and Torres Strait Islander peoples and incorporate Aboriginal and Torres Strait Islander perspectives in the decision-making processes of our organisation.

NACC NRM Strategy | Aboriginal Custodianship

AC1 Empower Traditional Custodians, Aboriginal organisations and Aboriginal-owned businesses to lead NRM activities and achieve NRM outcomes that acknowledge Traditional Ecological Knowledge.

AC1.2 Facilitate learning on country events to create opportunities for intergenerational knowledge sharing

AC1.3 Support NRM projects which recognise local Aboriginal language

NACC NRM Aboriginal Custodianship Strategy AC3: Incorporate and communicate (where appropriate) traditional ecological knowledge TEK across relevant NACC NRM projects.

AC3.1 Coordinate and deliver activities which enable NACC NRM to move ahead on our Reconciliation Action Plan journey

AC3.2 Develop opportunities for Aboriginal Womens' Conservation Team to deliver components of Sharing Yamatji knowledge and Sharing Noongar knowledge resource packages.

NACC NRM Aboriginal Custodianship Program Goals | Respect

Record and/or support the transfer and sharing of traditional ecological knowledge (TEK) in a culturally-appropriate manner.



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	December 2024	BSM
	Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	August 2024	ACC
	Develop, implement and communicate a cultural learning strategy for our staff.	March 2025	POM
	Provide opportunities for RAP Working Group members, HR managers, Board members and other key leadership staff to participate in formal and structured cultural learning.	February 2026	CEO
	Provide opportunities for All Staff to participate in cultural learning and for the sharing of cultural resources with the broader community.	February 2026	CEO
	Observe and acknowledge National Sorry Day and other days of significance.	May 2025, 2026	ACC

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	August 2025	ACC
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	August 2025	POM
Invite local Traditional Owners or Custodians to provide Welcome to Country or other appropriate cultural protocol at significant events each year with culturally appropriate respect and recognition awarded for this contribution.	August 2024, 2025	CEO
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	August 2024, 2025	CEO
Ensure the inclusion of the Aboriginal and Torres Strait Islander flags alongside other flags across our sites and materials.	December 2024	BSM
Display Acknowledgement of Country in office reception area, website and on all official documents (e.g. organisation strategy, events notices). Use Aboriginal and Torres Strait Islander language where appropriate.	December 2024	BSM
Investigate the commission/use of a local Aboriginal artist's artwork to display in our written materials to promote the respect and appreciation of Aboriginal cultural artwork with appropriate permissions.	October 2025	BSM



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Demonstrate respect of culturally significant sites to Aboriginal and Torres Strait Islander peoples by promoting and supporting heritage/environment protection internally and across our network.	Review and update prompts in our NRM project management systems to ensure a Heritage Places search prior to implementation of project activities.	July 2025	POM
	Encourage and support stakeholders to include Traditional Owners and Custodians in decision-making processes that impact on land and natural resource management.	August 2024, 2025	POM

8. Build a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander peoples and Traditional Custodians at NACC NRM events	Invite Traditional Owners and Custodians to attend NACC NRM functions and participate in NACC NRM activities and events.	February 2025, 2026	POM
	Consult Aboriginal and Torres Strait Islander peoples in the planning of culturally safe activities and events to ensure inclusive, respectful, and responsive protocols are implemented relevant to the expressed interests of Traditional Owners and Custodians.	February 2025, 2026	ACC

9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	RAP Working Group to participate in an external NAIDOC Week event.	July 2024, 2025	POM
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	December 2024	BSM
	Promote and encourage participation in external NAIDOC events to all staff.	June 2025, 2026	CEO



OPPORTUNITIES

NACC NRM seeks to enable diverse opportunities for Aboriginal and Torres Strait Islander peoples, organisations, and communities in natural resource management. MARP is a key innovative and partnership-based program supporting opportunities for NACC NRM and delivery partners including Aboriginal-owned businesses and state government departments.

The Program is an opportunity to advance Aboriginal and Torres Strait Islander autonomy and self-determination through equitable participation, shared authority and decision-making, flexibility and progressive skill-building, including in leadership and management. Aboriginal and Torres Strait Islander involvement in NRM is known to improve the biodiversity of ecosystems in the NAR and strengthen social and economic outcomes across the region. NACC NRM is committed to creating and sustaining opportunities for Aboriginal and Torres Strait Islander Custodians to engage in, design and deliver NRM in the region. The Traditional Ecological Knowledge (TEK) of Aboriginal and Torres Strait Islander peoples is incredibly valuable in enhancing the ways we care for our environment, and NACC NRM is working alongside Aboriginal and Torres Strait Islander landowners and managers to encourage the reinvigoration, communication and use of TEK to improve conservation outcomes and protect cultural heritage.

In addition to the Aboriginal and Torres Strait Islander peoples employed through MARP, NACC NRM also considers it essential to employ Aboriginal and/or Torres Strait Islander people within the core staff of the organisation. These staff, along with all other NACC NRM staff are encouraged to continue increasing their knowledge and skills and to engage in professional development. NACC NRM supports all staff to engage in professional development activities by providing up to five paid days of study leave per year and an annual budget allocation for course fees, travel and other costs of professional development for each employee. Investment in professional development for staff results in better performance and higher retention rates and increases the value they bring to the organisation.



OPPORTUNITIES FOCUS AREA

NACC NRM is committed to developing enabling systems and processes that support Aboriginal and Torres Strait Islander peoples to participate meaningfully in NRM decision-making processes, including NACC NRM's governance and preferential procurement from Aboriginal and Torres Strait Islander-owned businesses. As identified in NACC NRM's organisational strategy and the NARvis regional strategy, the expansion of opportunities for Aboriginal and Torres Strait Islander peoples in NRM is essential for the success and natural resource management in the NAR and will significantly benefit NACC NRM's long-term sustainability.

NACC NRM Strategy | Aboriginal Custodianship

AC2 Establish partnerships with Traditional Custodians, Aboriginal organisations and Aboriginal-owned businesses.

AC2.1 Deliver projects in partnership with Aboriginal peoples

AC2.2 Work with Midwest Aboriginal Ranger Program service providers to promote Aboriginal leaders and role models

AC2.3 Continue to deliver Midwest Aboriginal Ranger program in partnership with service provider organisations.

NACC NRM Aboriginal Custodianship Program Goals | Opportunities

Support an ongoing regional Aboriginal ranger program to undertake management at sites of cultural significance.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2025	POM
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	August 2025	POM
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	October 2025	CEO
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	June 2025, 2026	POM
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace including review of leave entitlements and flexible working arrangements to allow for cultural load* experienced by Aboriginal and Torres Strait Islander employees.	February 2025, 2026	BSM
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	February 2026	CEO
	Provide resourced mentoring opportunities to increase Aboriginal and Torres Strait Islander retention, workplace satisfaction and career progression.	September 2024, 2025	BSM
	Increase employment and training opportunities for Aboriginal and Torres Strait Islander peoples in NACC NRM through scholarships, cadetships, traineeships, internships and allowing for development roles.	December 2024, 2025	CEO
	Provide opportunity for the recruitment of Aboriginal and Torres Strait Islander representation to the NACC NRM Board.	October 2024, 2025	CEO
	Provide an opportunity for the emergence of Aboriginal and Torres Strait Islander leaders and role models through recruitment, employment and training with partner organisations.	June 2025	POM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2025	BSM
	Investigate Supply Nation membership.	February 2025	SAC
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2025	ACPO
	Review and update procurement practices to remove barriers to and actively promote preferential procurement of goods and services from Aboriginal and Torres Strait Islander owned businesses.	July 2025	BSM
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	April 2025, 2026	POM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Build education pathways for Aboriginal and Torres Strait Islander students in the Natural Resource Management sector.	Identify and instigate partnerships with education institutions with the aim of supporting educational pathways for Aboriginal and Torres Strait Islander peoples in the environmental resources sector.	April 2025, 2026	ACC
	Identify and instigate partnerships with education institutes with the aim of supporting the use of educational materials developed by Aboriginal and Torres Strait Islander peoples.	April 2025, 2026	POM

*Cultural load is considered to include caring for family members, representing cultural interests through advisory councils or boards, attending culturally significant events, being held accountable in their community for the decisions the organisation makes, racism, intergenerational trauma and lateral violence. Inclusion of this provision in RAP deliverables recognises that Aboriginal and Torres Strait Islander peoples are more likely to have diverse responsibilities and cultural and/or community obligations outside of the workplace than non-Indigenous co-workers and that employment outcomes can be supported through consideration of these responsibilities.



GOVERNANCE

FOCUS AREA

NACC NRM recognises that the reconciliation journey requires the support of all staff, Aboriginal and Torres Strait Islander peoples and stakeholders, and the Reconciliation Australia community. Investment in reconciliation is therefore of great value to the organisation.

NACC NRM Strategies related directly to building and maintaining strong relationships with Aboriginal and Torres Strait Islander peoples in the region include:

NACC NRM Strategic Goal | Organisational Capacity

To increase organisational capability through agile, robust and resilient governance and business practices.

NACC NRM Strategy | Organisational Capacity

OC1 Increase depth of organisational expertise to capitalise on emerging trends and implement evidence-based approaches in NRM

OC1.1 Active monitoring and continuous improvement of Board performance, including active Board succession planning.

NACC NRM Aboriginal Custodianship Program Goals | Governance

To work together with Traditional Custodians to improve recognition, understanding and integration of TEK and related practices into natural resource management in the Northern Agricultural Region in line with NACC NRM's Reconciliation Action Plan.

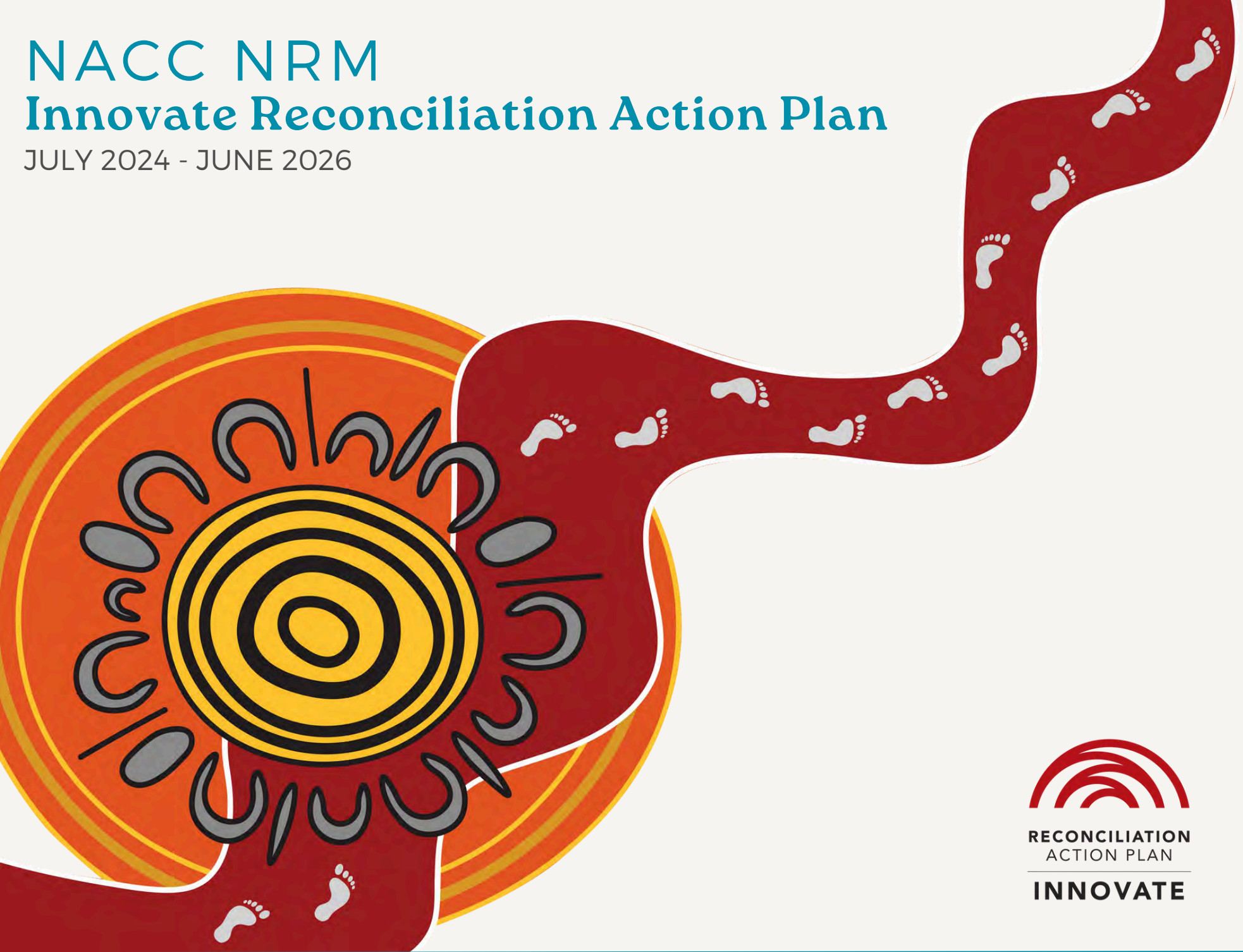
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	June 2026	POM
	Establish and apply a Terms of Reference for the RWG.	August 2024	POM
	Meet at least four times per year to drive and monitor RAP implementation.	August, October 2024 February, April, August, October 2025 February, April 2026	POM

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2024	POM
	Engage our board members, senior management team and other staff in the delivery of RAP commitments.	August, October 2024 February, April, August, October 2025 February, April 2026	POM
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024, 2025	POM
	Maintain an internal RAP Champion from senior management.	July 2024, 2025	CEO

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>Contact Reconciliation Australia to ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence.</p>	<p>June 2025, 2026 and annually</p>	<p>POM</p>
	<p>Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Survey.</p>	<p>1 August 2024, 2025 and annually</p>	<p>POM</p>
	<p>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</p>	<p>30 September 2024, 2025 and annually</p>	<p>POM</p>
	<p>Report RAP progress to all staff, senior leaders and NACC NRM Board quarterly. Report organisational and thematic strategic achievement against the RAP annually.</p>	<p>Report to senior leaders and Board: August, October 2024 February, April, August, October 2025 February, April 2026</p>	<p>POM</p>
	<p>Publicly report our RAP achievements, challenges and learnings, annually.</p>	<p>30 September 2024, 2025 and annually</p>	<p>CO</p>
	<p>Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.</p>	<p>May 2026</p>	<p>POM</p>
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>16. Continue our reconciliation journey by developing our next RAP.</p>	<p>Register via Reconciliation Australia’s website to begin developing our next RAP.</p>	<p>September 2025</p>	<p>POM</p>

NACC NRM Innovate Reconciliation Action Plan

JULY 2024 - JUNE 2026



RECONCILIATION
ACTION PLAN

INNOVATE



CONTACT DETAILS

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