



# NACC NRM

Reconciliation Action Plan

March 2022 - February 2024



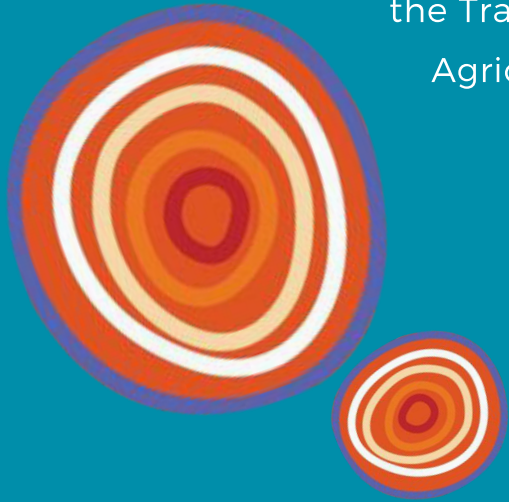
RECONCILIATION  
ACTION PLAN

INNOVATE



# ACKNOWLEDGEMENT OF COUNTRY

NACC NRM respectfully acknowledge the Yamatji and Noongar people who are the Traditional Owners and original natural resource managers of the Northern Agricultural Region and pay our respect to all of the Aboriginal Elders and leaders in the region, past, present and emerging.



## 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



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.



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.

# CEO STATEMENT

## Karen Mundine - Reconciliation Australia

Reconciliation Australia commends NACC NRM on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for NACC NRM to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, NACC NRM will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

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. NACC NRM is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals NACC NRM's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations NACC NRM on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer  
Reconciliation Australia



# CEO STATEMENT

## Katherine Allen - NACC NRM

On behalf of the entire NACC NRM team, I am excited to present NACC NRM's Innovate Reconciliation Action Plan (RAP) 2022-2024.

NACC NRM is proud to be a part of the Reconciliation Australia community.

Our vision for reconciliation to recognise the unique understanding and management skills that Aboriginal and Torres Strait Islander peoples have and to preserve, celebrate and share that understanding, is an ambitious and worthy pursuit. I look forward to guiding the NACC NRM team on this journey.

Meaningful engagement with First Nations peoples has been a core focus at NACC NRM for many years. In commencing this Innovate RAP we are proud of our sustained relationships with Aboriginal and Torres Strait Islander organisations and businesses across the Northern Agricultural Region of WA.

Through our Innovate RAP our focus has progressed to developing and strengthening those relationships to support First Nations peoples empowerment, and pilot innovative strategies for reconciliation. We recognise and are committed to our responsibility to develop a deeper understanding of our role in supporting reconciliation.

It can be challenging as a non-Aboriginal person to acknowledge and accept the atrocities of the past. Despite the discomfort non-Aboriginal people might feel, this acknowledgment is a crucial step on the path of reconciliation. It is a privilege to lead a team who are passionate about, and committed to, active and meaningful engagement with First Nations people. NACC NRM is an organisation where that contribution is highly valued. We aspire to generate change through continued support for the recognition of Aboriginal and Torres Strait Islander cultures and increased partnerships through our sphere of influence in the region.

As an organisation, NACC NRM is committed to Caring for Country. For over 60,000 years First Nations peoples have been at the forefront of natural resource management. We have much to learn.

Congratulations and thank you to the NACC NRM RAP Working Group members who have contributed to the development of this RAP. I look forward to leading and participating in the delivery of its outcomes over the coming 2 years.

Katherine Allen

Chief Executive Officer  
NACC NRM



# OUR BUSINESS



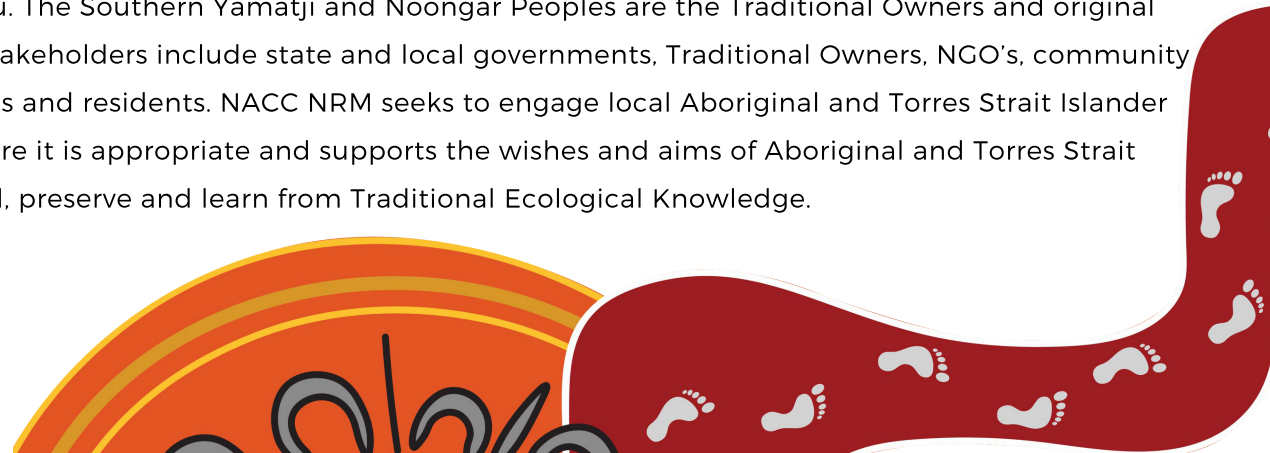
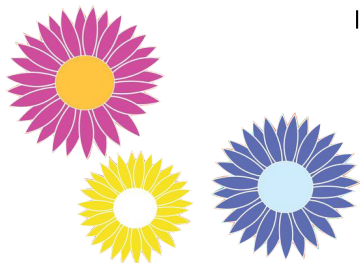
NACC NRM is one of Australia's 54 regional natural resource management (NRM) organisations working to accomplish nation-wide management, restoration and protection of Australia's natural environment by addressing national environmental priorities at the regional level.

**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, the community-led regional natural resource management strategy.

**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 15 people, as of January 2022, one position is held by an Aboriginal person. It is our intention that, as a minimum two positions in the Aboriginal Custodianship program are filled by Aboriginal and/or Torres Strait Islander peoples. In addition NACC NRM delivers the Mid West Aboriginal Ranger Program that directly employs over 20 Aboriginal and Torres Strait Islander peoples. Our offices are located in Geraldton and Perenjori (WA) representing the largest regional centre and a smaller satellite office in the east of the region respectively. 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 Working on Country 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
- Developing a NACC NRM 'Reflect' Reconciliation Action Plan and taking the decision as a team to move forward to develop an 'Innovate' Reconciliation Action Plan reflecting our commitment
- 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 cultural awareness-raising tool, Reconciliation Australia 'Share Our Pride', during induction
- Heritage planning for four 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 70 Aboriginal and 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, native food workshops and the NAIDOC Bush Medicine workshop
- Aboriginal Engagement bulletin Board in NACC staff room
- 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
- 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.

## 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. These have been important to support the reconciliation maturity of involved individuals and building a foundation of relationships for the organisation, they are limited in supporting the organisation to develop a reconciliation community. Achievements under the Reflect RAP have been constructive and enabled positive connections with Aboriginal and Torres Strait Islander communities, businesses, and organisations in the region. A challenge remains to embed reconciliation in the NACC NRM sphere of influence. This 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

Enabling the reconciliation journey is the Midwest Aboriginal Ranger Program (MARP). This program is providing 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 cultural 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, Department of Biodiversity Conservation and Attractions (DBCA), and Kwelena Mambakort Aboriginal Corporation (KMAC). MARP is supported through a Traditional Owner advisory group. This seven-year project represents a significant change from the previous RAP where MARP was only implemented as a trial. This and other initiatives sustain a connection to community that supports an engaged and informed position of understanding for NACC NRM. 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. NACC NRM is supported to mature and innovate with internal and external processes of reconciliation through the consistency in partnerships and objectives under MARP.

Through reconciliation NACC NRM seeks to continually engage Aboriginal and Torres Strait Islander peoples and recognise the unique skills that Traditional Owners hold in conservation actions. We strive for advanced co-design and empowerment of partners to develop reconciliation activities, demonstrating a change from the previous RAP actions. Under this RAP NACC NRM has also sought to refine the roles that support the responsibility and achievement against the Innovate RAP.



Nanda Conservation Officers sharing knowledge of Country with NACC NRM team - Kalbarri National Park. Image Credit Kane Watson

# OUR INNOVATE RAP AND 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 also incorporates important 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 the region contributed to the latest update to the regional strategy (completed in June 2021). The Technical Working Group overseeing the revision process was composed of 10 experts from different disciplines, including two Aboriginal representatives.

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.

These goals directly support the NACC NRM Strategy 2020-2024, and the NACC NRM Aboriginal Custodianship Program Goals that have relevant components outlined for each pillar of this RAP.



# OUR 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, Senior Conservation Planning Officer (SCPO), Communications Officer (CO), Sustainable Agriculture Coordinator (SAC), and MARP Administration Officer (AO).

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 one working group member who identifies as an Aboriginal person.

Additional staff with an important role to play in implementing the RAP include the Chief Executive Officer (CEO), Corporate Services Manager (CSM), and Aboriginal Custodianship Coordinator (ACC). 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.

## 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 Aboriginal Custodianship Strategy 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 Program Goals Aboriginal Custodianship 2020-2024:**

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
<p><b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b></p>	<ul style="list-style-type: none"> <li>• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> <li>• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> <li>• 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.</li> <li>• Include consultation 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.</li> </ul>	<p><i>March 2023</i></p> <p><i>July 2022</i></p> <p><i>March 2023</i></p> <p><i>February 2024</i></p>	<p>POM</p> <p>CEO</p> <p>POM</p> <p>POM</p>
<p><b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b></p>	<ul style="list-style-type: none"> <li>• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> <li>• RAP Working Group members to participate in an external NRW event.</li> <li>• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> <li>• Organise at least one NRW event each year.</li> <li>• Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a>.</li> </ul>	<p><i>April 2022, 2023</i></p> <p><i>May, June 2022, 2023</i></p> <p><i>May, June 2022, 2023</i></p> <p><i>May, June 2022, 2023</i></p> <p><i>April 2022, 2023</i></p>	<p>POM</p> <p>ACC</p> <p>POM</p> <p>ACC</p> <p>AO</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>3. Promote reconciliation through our sphere of influence.</b></p>	<ul style="list-style-type: none"> <li>• Implement strategies to engage our staff in reconciliation.</li> <li>• Communicate our commitment to reconciliation publicly, e.g. NACC Notes.</li> <li>• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes, e.g. encouraging our partners in Local Government to include an Acknowledgement of Country and, where appropriate, a Welcome to Country at their meetings and events.</li> <li>• Collaborate with RAP network and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	<p><i>July 2022</i></p> <p><i>April 2022</i></p> <p><i>July 2023</i></p> <p><i>September 2022</i></p>	<p>Lead: CEO Support: All staff</p> <p>CO</p> <p>Lead: SCPO Support: CO</p> <p>Lead: POM Support: All staff</p>
<p><b>4. Promote positive race relations through anti-discrimination strategies.</b></p>	<ul style="list-style-type: none"> <li>• 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 staff and partners.</li> <li>• Develop, implement and communicate an anti-discrimination policy for our organisation.</li> <li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to provide input into our anti-discrimination policy.</li> <li>• Educate senior leaders, including the senior management team and all Board members, on the effects of racism and on overcoming racism in the workplace.</li> <li>• Systemic and structural racism, discrimination and unconscious organisational bias and other barriers to Aboriginal and Torres Strait Islander self-determination will be actively identified and eliminated through engagement with external systems review process.</li> </ul>	<p><i>July 2022</i></p> <p><i>July 2022</i></p> <p><i>May 2022</i></p> <p><i>June 2022, 2023</i></p> <p><i>June 2023</i></p>	<p>CSM</p> <p>CSM</p> <p>CSM</p> <p>CEO</p> <p>CEO</p>

# 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.

Recognising, recording and sharing Aboriginal and Torres Strait Islander cultural values and creating or promoting opportunities for learning on Country is critical to the implementation of NACC NRM's Midwest Aboriginal Ranger Program. This program seeks to support Aboriginal and Torres Strait Islander leaders to pursue self-determination in Natural Resource Management (NRM), advance, inspire and sustain the local and regional Aboriginal and Torres Strait Islander community and celebrate Aboriginal and Torres Strait Islander peoples' successes. Opportunities for Aboriginal and Torres Strait Islander self-determination will be advanced and embedded throughout NACC NRM's programs through planned activities that are endorsed by and accountable to all parties.



# 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 Strategies related directly to respect include:

**NACC NRM Aboriginal Custodianship Strategy 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 Program Goals Aboriginal Custodianship 2020-2024 related to Respect are:**

By 2024, record and/or support the transfer and sharing of 5 examples of traditional ecological knowledge (TEK) in a culturally-appropriate manner



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b></p>	<ul style="list-style-type: none"> <li>• Conduct a review of cultural learning needs within our organisation.</li> <li>• Consult Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> <li>• Develop, implement and communicate a cultural learning strategy for our staff.</li> <li>• Provide opportunities for RAP Working Group members, HR managers, Board members and other key leadership staff to participate in formal and structured cultural learning.</li> <li>• Provide opportunities for All Staff to participate in cultural learning and for the sharing of cultural resources with the broader community.</li> </ul>	<p><i>January 2023</i></p> <p><i>April 2023</i></p> <p><i>July 2023</i></p> <p><i>February 2024</i></p> <p><i>February 2024</i></p>	<p>CSM</p> <p>ACC</p> <p>POM</p> <p>CEO</p> <p>CEO</p>
<p><b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b></p>	<ul style="list-style-type: none"> <li>• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> <li>• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> <li>• 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.</li> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> <li>• Ensure the inclusion of the Aboriginal and Torres Strait Islander flags alongside other flags across our sites and materials.</li> <li>• 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.</li> <li>• 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.</li> </ul>	<p><i>August 2023</i></p> <p><i>August 2023</i></p> <p><i>August 2022, 2023</i></p> <p><i>August 2022, 2023</i></p> <p><i>June 2022</i></p> <p><i>June 2022</i></p> <p><i>October 2023</i></p>	<p>Lead: ACC Support: CO</p> <p>Lead: POM Support: ACC</p> <p>CEO</p> <p>Lead: CEO Support: All staff</p> <p>CSM</p> <p>CSM</p> <p>Lead: CSM Support: CO</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>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.</b></p>	<ul style="list-style-type: none"> <li>• Integrate prompts into our NRM project management systems to ensure a Heritage Places search prior to implementation of project activities</li> <li>• Through active invitation to engage with stakeholders in the NACC NRM sphere of influence support the inclusion of Traditional Owners and Custodians in decision-making processes that impact on land and natural resource management.</li> </ul>	<p><i>July 2022</i></p> <p><i>August 2022, 2023</i></p>	<p>POM</p> <p>Lead: POM Support: All Staff</p>
<p><b>8. Build a culturally safe and inclusive environment for Aboriginal and Torres Strait Islander peoples and Traditional Custodians at NACC NRM events</b></p>	<ul style="list-style-type: none"> <li>• Invite Traditional Owners and Custodians to attend NACC NRM functions and participate in NACC activities and events.</li> <li>• Consult Aboriginal and Torres Strait Islander peoples in the planning of activities and events to ensure inclusive, respectful, and responsive protocols are implemented relevant to the expressed interests of Traditional Owners and Custodians and culturally safe.</li> </ul>	<p><i>February 2023, 2024</i></p> <p><i>February 2023, 2024</i></p>	<p>Lead: POM Support: All staff</p> <p>Lead: ACC Support: All staff</p>
<p><b>9. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week and other days of significance.</b></p>	<ul style="list-style-type: none"> <li>• RAP Working Group to participate in an external NAIDOC Week event.</li> <li>• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> <li>• Observe and acknowledge National Sorry Day and other days of significance.</li> </ul>	<p><i>July 2022, 2023</i></p> <p><i>August 2022</i></p> <p><i>June 2022, 2023</i></p> <p><i>May 2022, 2023</i></p>	<p>Lead: POM Support: ACC</p> <p>CSM</p> <p>CEO</p> <p>Lead: ACC Support: CO</p>

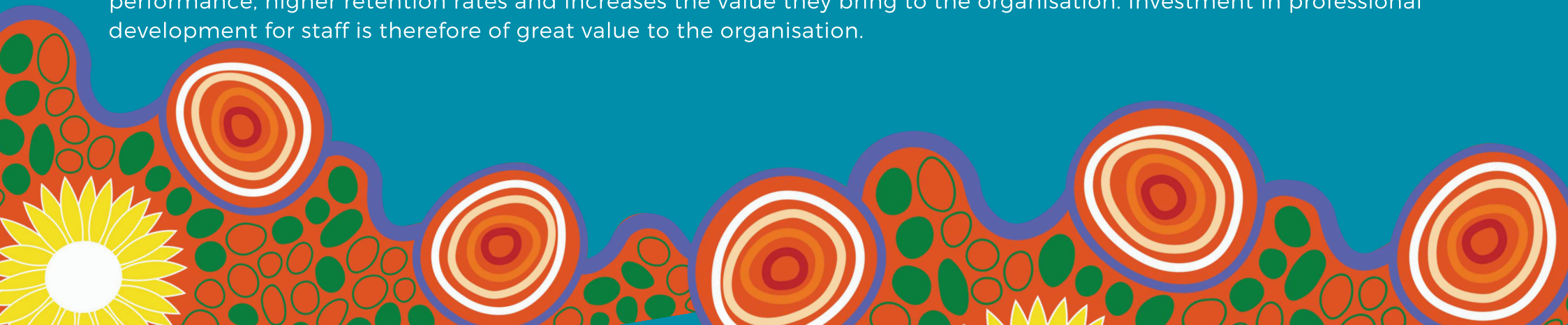
# OPPORTUNITIES



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 opportunity for NACC NRM and multiple 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 Torres Strait Islander peoples 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, higher retention rates and increases the value they bring to the organisation. Investment in professional development for staff is therefore of great value to the organisation.



# 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 the governance of NACC NRM as an organisation 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 long-term sustainability of the organisation and of the natural resources of the NAR.

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

**NACC NRM Aboriginal Custodianship Strategy AC2:** Establish partnerships with Traditional Custodians, Aboriginal organisations and Aboriginal-owned businesses.

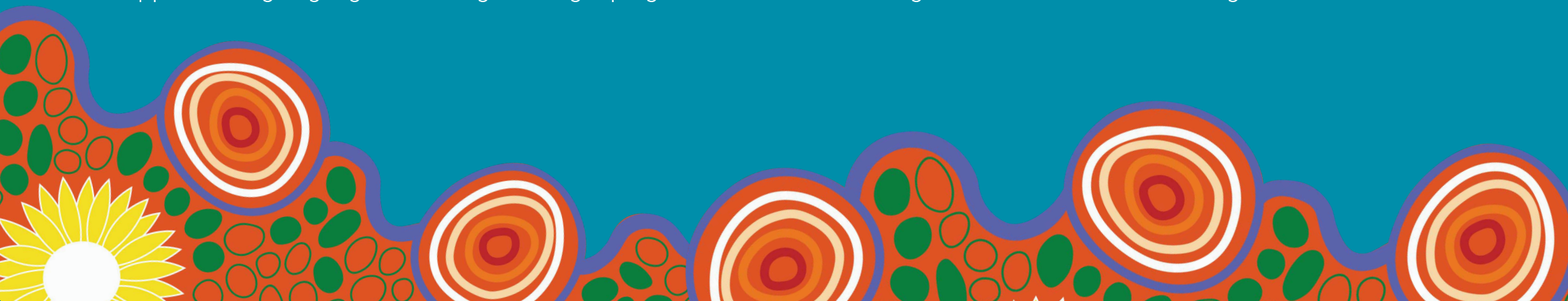
**AC2.1:** Deliver projects in partnership with Aboriginal peoples

**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 Program Goals Aboriginal Custodianship 2020-2024 related to Opportunities are:**

Support an ongoing regional Aboriginal ranger program to undertake management at 5 sites of cultural significance



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b></p>	<ul style="list-style-type: none"> <li>• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	<p><i>March 2023</i></p>	<p>POM</p>
	<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	<p><i>March 2023</i></p>	<p>POM</p>
	<ul style="list-style-type: none"> <li>• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	<p><i>July 2023</i></p>	<p>Lead: CEO Support: CSM</p>
	<ul style="list-style-type: none"> <li>• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	<p><i>July 2022, 2023</i></p>	<p>Lead: POM Support: CO</p>
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p><i>February 2023, 2024</i></p>	<p>CSM</p>
	<ul style="list-style-type: none"> <li>• Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	<p><i>February 2024</i></p>	<p>Lead: CEO Support: POM</p>
	<ul style="list-style-type: none"> <li>• Provide resourced mentoring opportunities to increase Aboriginal and Torres Strait Islander retention and advancement.</li> </ul>	<p><i>July 2022, 2023</i></p>	<p>CSM</p>
	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p><i>July 2022, 2023</i></p>	<p>Lead: CEO Support: CSM</p>
	<ul style="list-style-type: none"> <li>• Provide an opportunity for the recruitment of Aboriginal and Torres Strait Islander representation to the NACC NRM Board.</li> </ul>	<p><i>October 2022, 2023</i></p>	<p>CEO</p>
<ul style="list-style-type: none"> <li>• Provide an opportunity for the emergence of Aboriginal and Torres Strait Islander leaders and role models through recruitment, employment and training with partner organisations.</li> </ul>	<p><i>June 2022</i></p>	<p>POM</p>	

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b></p>	<ul style="list-style-type: none"> <li>• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> <li>• Investigate Supply Nation membership.</li> <li>• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> <li>• 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.</li> <li>• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	<p><i>February 2023</i></p> <p><i>February 2023</i></p> <p><i>February 2023</i></p> <p><i>February 2023</i></p> <p><i>February 2023, 2024</i></p>	<p>CSM</p> <p>SCPO</p> <p>Lead: SCPO Support: AO</p> <p>Lead: CSM Support: AO</p> <p>Lead: CSM Support: All staff</p>
<p><b>12. Build education pathways for Aboriginal and Torres Strait Islander students in the Natural Resource Management sector.</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Identify and instigate partnerships with education institutes with the aim of supporting the use of educational materials developed Aboriginal and Torres Strait Islander peoples.</li> </ul>	<p><i>February 2023, 2024</i></p> <p><i>February 2023, 2024</i></p>	<p>Lead: ACC Support: All staff</p> <p>Lead: POM Support: All staff</p>

**\*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 Organisational Capacity Goal:** To increase organisational capability through agile, robust and resilient governance and business practices.

**NACC NRM Organisational Capacity Strategy OCI:** Increase depth of organisational expertise to capitalise on emerging trends and implement evidence-based approaches in NRM

**OCI.1:** Active monitoring and continuous improvement of Board performance, including active Board succession planning.

### **NACC NRM Program Goals Aboriginal Custodianship 2020-2024 related to Governance are:**

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
<p><b>13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b></p>	<ul style="list-style-type: none"> <li>• Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> <li>• Establish and apply a Terms of Reference for the RWG.</li> <li>• Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	<p><i>February 2024</i></p> <p><i>April 2022</i></p> <p><i>April, August, October 2022</i> <i>February, April, August, October 2023</i> <i>February 2024</i></p>	<p>POM</p> <p>POM</p> <p>Lead: POM Support: AO</p>
<p><b>14. Provide appropriate support for effective implementation of RAP commitments.</b></p>	<ul style="list-style-type: none"> <li>• Define resource needs for RAP implementation.</li> <li>• Engage our board members, senior management team and other staff in the delivery of RAP commitments.</li> <li>• Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> <li>• Maintain an internal RAP Champion from senior management.</li> </ul>	<p><i>April 2022</i></p> <p><i>April, August, October 2022</i> <i>February, April, August, October 2023</i> <i>February 2024</i></p> <p><i>July 2022 2023</i></p> <p><i>July 2022 2023</i></p>	<p>Lead: POM Support: ACC</p> <p>POM</p> <p>POM</p> <p>CEO</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p><b>15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b></p>	<ul style="list-style-type: none"> <li>• Contact Reconciliation Australia to ensure that our primary and secondary contact are up-to-date to ensure we are receiving important correspondence.</li> <li>• Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.</li> <li>• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> <li>• Report RAP progress to all staff, senior leaders and NACC NRM Board quarterly.</li> <li>• Publicly report our RAP achievements, challenges and learnings, annually.</li> <li>• Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.</li> </ul>	<p><i>June 2022, 2023 and annually</i></p> <p><i>1 August 2022, 2023 and annually</i> <i>30 September 2022, 2023 and annually</i></p> <p><i>Report to senior leaders and Board:</i> <i>April, August, October 2022</i></p> <p><i>February, April, August, October 2023</i> <i>February 2024</i></p> <p><i>30 September 2022, 2023 and annually</i></p> <p><i>July 2022 2023</i></p>	<p>Lead: POM Support: AO</p> <p>Lead: POM Support: AO</p> <p>POM</p> <p>Lead: POM Support: AO</p> <p>CO</p> <p>POM</p>
<p><b>16. Continue our reconciliation journey by developing our next RAP.</b></p>	<ul style="list-style-type: none"> <li>• Register via Reconciliation Australia’s website to begin developing our next RAP (Stretch).</li> </ul>	<p><i>September 2023</i></p>	<p>POM</p>

# NACC NRM

Reconciliation Action Plan 2022 - 2024



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