Aboriginal Engagement Plan 2016-2018

Healthy Country, Healthy People
If you look after Country, Country looks after you
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Acknowledgement of Country

North Coast Local Land Services acknowledges and recognises the traditional owners and custodians of Country in the North Coast Region, including Githabul (Upper Clarence Valley), Bundjalung (Richmond, Tweed and Northern Clarence Valleys), Yaegl (Lower Clarence Valley), Gumbaynggirr (Nambucca, Bellinger and southern Clarence Valleys), Dunghutti (Macleay Valley), and Biripi (Hastings Valley).

We acknowledge the rich diversity in Aboriginal communities including individuals and groups who share a responsibility to care for Country and culture, both now and into the future.

We pay our respects to Elders, both past and present.

Acknowledgement of Contributors

This document has been prepared with valuable input, knowledge and expertise from members of the Aboriginal communities of the North Coast.

The North Coast Local Land Services further acknowledges those who have worked collaboratively to prepare this Plan, including:

- Members of the NSW Aboriginal Land Council network
- North Coast Local Land Services Aboriginal Engagement Plan Working Group
- North Coast Local Land Services Board and staff.
Chair’s Foreword

Mr Mark Bulley
Acting Chair North Coast Local Land Services

Local Land Services is a single statewide organisation that provides service delivery in the areas of agricultural advisory services, biosecurity, emergency management and natural resource management.

This Aboriginal Engagement Plan is a pioneer document. It is the first of its kind for North Coast Local Land Services or any of its legacy organisations in this region.

This Aboriginal Engagement Plan represents the North Coast’s ongoing commitment to working in partnership with its Aboriginal customers, investors and stakeholders. It will guide North Coast Local Land Services in the identification, development and delivery of services for Aboriginal people in our region. It will be reviewed annually to ensure that it continues to meet the needs of the region’s Aboriginal community.

North Coast Local Land Services will establish and work with the Aboriginal Community Advisory Group to identify strategic priorities that will deliver environmental, social and economic outcomes. In addition, we want to work in a way that respects the rich cultural history that Aboriginal communities on the North Coast have.

It is with great pleasure that I introduce this inaugural North Coast Local Land Services Aboriginal Engagement Plan 2016-2018.

May 2016
1. Intent of the Plan

Introduction

Local Land Services was established under the Local Land Services Act 2013. The organisation provides services to land managers in the areas of agricultural advisory services, biosecurity, emergency management and natural resource management (NRM), and is built on foundations of local strategy and local service delivery. The *North Coast Local Strategic Plan 2016-2021* provides our framework for these foundations, and is aligned with and delivers the *Local Land Services State Strategic Plan 2016-2021* in the North Coast region.

Our strategic approach focuses on community engagement, setting and delivering local priorities, and determining how the priorities for Local Land Services are best achieved at local level. This Aboriginal Engagement Plan (the Plan) will guide development, implementation and delivery of Local Land Services priorities for Aboriginal communities in the North Coast region.

Local decision making and accountability is fundamental to the North Coast Local Land Services approach. Supporting our Aboriginal customers and stakeholders in their decision making is one of our strategic priorities. Our goals are best achieved when managers, on land and sea, both public and private, make decisions and implement best practices that work towards these goals.

The North Coast region (Figure 1) is unquestionably the most agriculturally and environmentally diverse in the state. North Coast Local Land Services is presented with the challenge of delivering quality services to a broad audience in an effective and efficient appropriate manner.

Our response to this challenge has been to develop an integrated and collaborative approach to service delivery with the region’s Aboriginal community.

Our strategic position

The Aboriginal community on the North Coast is a significant customer for North Coast Local Land Services. The Board and staff of North Coast Local Land Services recognise the need to engage with the Aboriginal people and communities of the North Coast in a respectful and culturally appropriate manner.

Meaningful engagement with Aboriginal communities will be underpinned by relationships that are built on mutual respect, trust and integrity. Working with Aboriginal customers towards shared goals is fundamental to this approach.

Development of the North Coast Aboriginal Engagement Plan is identified as a priority in the Local Strategic Plan. The Plan provides foundational actions and priorities that will ultimately ensure that our delivery of agricultural advisory services, biosecurity, emergency management and natural and cultural resource management is culturally relevant and appropriate.

The Plan outlines our approach to working in partnership with Aboriginal stakeholders in the region. It is being developed foremost for North Coast Local Land Services Board and staff as an internal document that guides our work and priorities, and how we will work in partnership with the region’s Aboriginal community to achieve cultural, social, economic and environmental outcomes.
Figure 1. The North Coast Local Land Services region.
Our Local Strategic Plan provides foundations

The North Coast Local Strategic Plan provides the overarching framework and context for our work. The Aboriginal Engagement Plan will focus on the implementation of the three actions identified in Strategy 7 within the Local Strategic Plan (Table 1).

Table 1. The actions within Strategy 7 of the Local Strategic Plan

<table>
<thead>
<tr>
<th>Strategy 7:</th>
<th>Deliver services that support Aboriginal people to care for Country and share traditional land management knowledge.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 7.1</td>
<td>Use Aboriginal contemporary and traditional knowledge of land management to underpin advisory and capacity building programs.</td>
</tr>
<tr>
<td>Action 7.2</td>
<td>Support networking that facilitates culturally appropriate partnerships for land management.</td>
</tr>
<tr>
<td>Action 7.3</td>
<td>Support initiatives that contribute to Aboriginal capacity building.</td>
</tr>
</tbody>
</table>
2. Our commitment

Vision

Aboriginal communities looking after Country and looking after Mob by practicing culture and sustainable Aboriginal land management.

Recognition of culture

North Coast Local Land Services recognises that the following factors are crucial to the successful implementation of this Plan:

1. Aboriginal people are the Traditional Owners of the region and maintain continuing cultural and spiritual connections to Country
2. Aboriginal people have been looking after this land for millennia
3. Respect for culture will underpin how we work together
4. There are clear cultural, social, economic and environmental benefits to Aboriginal people working on Country
5. Relationships with Aboriginal people will be based on trust and mutual respect
6. Working together in a collaborative and inclusive manner with Aboriginal people is fundamental to achieving shared goals.

Approach

North Coast Local Land Services will work to support Aboriginal ways of caring for Country.

We work with land managers and the community to improve primary production within healthy landscapes and seascapes and assist rural and regional communities to be profitable and sustainable into the future.

North Coast Local Land Services provides a range of advisory services to Aboriginal land managers and these span agricultural production, biosecurity, natural resource management and emergency management.

Goals

This Plan guides how North Coast Local Land Services will work with Aboriginal people. Three goals frame how North Coast Local Land Services will seek to improve management and development of projects, programs and other initiatives for Aboriginal people (Table 2).

Table 2. The goals of the Aboriginal Engagement Plan

| Goal 1 - Knowledge allows us to make better decisions |
| Goal 2 - Networking and partnerships provide cultural, social, economic and environmental outcomes |
| Goal 3 - Capacity in our workforce and the Aboriginal community allows us to get the job done. |
3. Aboriginal people in the North Coast region

The North Coast region is home to six Aboriginal language groups:

- Githabul (Upper Clarence Valley)
- Bundjalung (Richmond, Tweed and Northern Clarence Valleys)
- Yaegl (Lower Clarence Valley)
- Gumbaynggirr (Nambucca, Bellinger and southern Clarence Valleys)
- Dunghutti (Macleay Valley)
- Biripi (Hastings Valley)

There are approximately 21,000 Aboriginal people in the North Coast Local Land Services region. This comprises 4.5% of the region’s total population. Ten per cent of NSW’s Aboriginal population lives in the North Coast Local Land Services region (see Local Strategic Plan for a breakdown of population by area).

The importance of culture

The North Coast region is the traditional home to a number of Aboriginal nations. Throughout the landscape there are cultural sites, special places and physical evidence of land use such as rock art, culturally modified trees, grinding grooves, artefact scatters and midden sites. These form a record of occupation, cultural significance, land use and management. These are the places where traditional skills, knowledge and cultural practices are passed down from generation to generation.

Aboriginal people as land managers

Throughout the region there are a number of different types of land ownership and management by Aboriginal people. These include:

- Aboriginal private land holders
- A network of 23 Local Aboriginal Land Councils that have land holdings granted in accordance with the Aboriginal Land Rights Act 1983 (Figure 2)
- Indigenous Protected Areas, those areas that are Aboriginal owned and have biodiversity and cultural resource values (the North Coast has 4 of NSW’s 9 IPAs)
- Indigenous Land Corporation land which has been acquired to achieve cultural, social, environmental and economic benefits for Aboriginal people
- Native Title rights which is not land ownership but only an interest in land that have cultural values.

Past investment and collaboration with Aboriginal communities

A diverse range of projects and programs that support Aboriginal communities have been delivered within and adjacent to the North Coast region since 2004. Funding has focused on natural resource management activities undertaken by Aboriginal Green Teams employed predominantly by the Local Aboriginal Land Councils. This has resulted in employment and training outcomes for local Aboriginal people, along with improvement in natural resource (primarily pest, weed and native vegetation management).
North Coast Local Land Services and our legacy organisations have also supported Aboriginal extension and capacity building projects since 2004. Aboriginal Extension Project Officers have facilitated the development and consolidation of partnerships with local Aboriginal organisations that have involved cultural mapping, raising the awareness amongst the community of the work that North Coast Local Land Services does, and increasing capacity to undertake NRM work.

**Key influences on the Aboriginal community**

A range of slow moving forces (or drivers of change) influence social, economic and environmental sustainability in the North Coast region. Aboriginal cultural values provide another layer of complexity that further influences the approach we will take in dealing with these drivers, and ultimately how we help to build the sustainability of the region. These drivers include:

- changing climate and extreme climatic events
- changing population size, age structure, growth rate, density and distribution
- farmer succession and changes in ownership away from traditional ‘family farms’
- farm aggregation brought about by the purchase of land by corporations
- land-use change, diversification and intensification
- market forces and the impact of new technologies
- resource use change and the adequate supply and security of natural resources (e.g. water)
- new and emerging invasive species
- community values and expectations
- changes in government policies
- competing priorities for resources and funding across both the public and private sectors.
Figure 2. Local Aboriginal Land Councils in the North Coast Local Land Services region.
4. Strategic direction

Overview of North Coast Local Land Services strategic direction

The outcomes, priorities, actions and measures of performance that follow are based on the best available information that has direct relevance to the North Coast Region’s Aboriginal communities, and their involvement with natural resources management, biosecurity, agricultural productivity and emergency management.

The three goals (Table 2) focus on actions that underpin the service that North Coast Local Land Services will provide to our Aboriginal customers, stakeholders and investors. Importantly the emphasis is on:

- Working with Aboriginal people to determine what their needs are
- Delivering programs that best meet these needs
- Decision making that is done in partnership with Aboriginal people.

Actions are accompanied by measures of performance that will track the progressive impacts of our interventions and investment priorities. These measures will be quantified towards the end of the 2017 fiscal year.

Linking performance measures

This Plan’s performance measures will inform those contained within the Local Strategic Plan, where there is a higher level focus on both early and longer-term indicators.

Early indicators, measured every 1-2 years, which include:

- an increase in Aboriginal customer satisfaction.

Long term indicators, measured every 2-5 years, which include:

- an increase Aboriginal capacity (which has four components – knowledge, skills, access to social networks and resources) and the adoption of best practice
- a change in resource condition on Aboriginal managed land (e.g. an increase in native vegetation condition, soil condition, livestock health, water quality; a decrease in pest extent)
- an increase in agricultural productivity on Aboriginal managed land.
Goal 1 – Knowledge allows us to make better decisions

Context
Aboriginal people have always valued knowledge. Knowledge of how landscapes and seascapes worked was essential for continued survival. Knowledge of natural and cultural resources sustained Aboriginal people for many thousands of years.

Issues
Knowledge is not captured adequately, or needs consolidating, or does not always protect intellectual property rights, so that it can be used appropriately, more effectively and efficiently in decision making.

Our approach
North Coast Local Land Services will make decisions that seek to benefit Aboriginal communities. The views of Aboriginal customers need to be brought together to ensure that decisions are made by North Coast Local Land Services taking into account all available and appropriate information. North Coast Local Land Services will work in collaboration with the Aboriginal Community Advisory Group to develop strategic and innovative approaches to working with local Aboriginal communities to care for Country.

Knowledge that is culturally appropriate will better inform decision making by North Coast Local Land Services in the areas of primary production, biosecurity, emergency management, and allow for better management of natural and cultural resources for Aboriginal customers. North Coast Local Land Services will consult with Aboriginal customers using a variety of mediums to capture culturally appropriate knowledge within an intellectual property rights framework, to be used in the development of projects that have an impact upon Aboriginal customers.

Outcomes we seek
Aboriginal knowledge is central to decision making, whereby:

- Aboriginal knowledge is accessible and has a high profile
- Aboriginal knowledge is respected
- Knowledge guides partnerships
- Knowledge transfer is reciprocated.

Our priorities
The North Coast Local Land Services will work in partnership with Aboriginal customers to:

- Develop an Aboriginal Knowledge Strategy
- Involve stakeholders in the capture and use of knowledge
- Showcase Aboriginal communities working on Country
- Develop interpretive material that can be used to highlight Aboriginal Knowledge amongst the local North Coast community and beyond
- Work with communities to facilitate learning on Country activities.
Actions and performance measures

Key actions for achieving Goal 1 and associated performance measures are presented below (Table 3).

Table 3. Goal 1 Actions and Performance measures

<table>
<thead>
<tr>
<th>Goal 1 – Knowledge allows us to make better decisions</th>
<th>Performance Measure *</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
<td><strong>Performance Measure</strong></td>
</tr>
</tbody>
</table>
| 1.1 Identify stakeholders that are the keepers of knowledge relevant to Aboriginal communities, cultures, languages and customs. | 1.1.1 Knowledge holders database established  
1.1.2 Aboriginal knowledge protocols identified and where appropriate captured |
| 1.2 Work with key stakeholders to capture knowledge that underpins decision making. | 1.2.1 Aboriginal knowledge database and cultural mapping identified and where appropriate captured |
| 1.3 Work in collaboration with the Aboriginal Community Advisory Group to determine what information is relevant and what services North Coast Local Land Services can provide to Aboriginal customers. | 1.3.1 Aboriginal Knowledge Strategy developed |
| 1.4 Share and promote information that showcases and supports networking and partnership development. | 1.4.1 Aboriginal Working on Country Forum conducted  
1.4.2 Learning on Country activities conducted  
1.4.3 Website promotional material developed  
1.4.4 Caring for Country newsletter developed and distributed |

* Relevant measures will be quantified towards the end of the 2017 fiscal year.
Goal 2 – Networking and partnerships provide cultural, social, economic and environmental outcomes

Context
Aboriginal people continue to use extensive community based networking systems. Long established family and kinship networks have existed to ensure that cultural protocols are understood and enforced. These networks provide the basis of life in Aboriginal communities and create relationships that continue to sustain and support communities. Aboriginal people of the North Coast have had a long tradition of negotiation across cultural boundaries.

Issue
Historically decisions have been made for and not always with communities. Government networking and partnership approaches need to have stronger regard for conversations and partnerships that reflect local needs.

Our approach
Partnerships will focus on reconnecting local communities to Country. North Coast Local Land Services will build on the importance of established networks within Aboriginal communities, which will ensure that we build quality and enduring relationships that support the effective management of projects. Establishing and then working with the Aboriginal Community Advisory Group will be fundamental to this approach.

Outcomes we seek
Aboriginal communities become more involved in decision making as a result of:

- Communities being better connected and informed
- Partnerships with North Coast Local Land Services achieving mutually beneficial outcomes
- Elders and young people meeting their community cultural obligations.

Our priorities
North Cost Local Land Services will work in partnership with Aboriginal customers and stakeholders to:

- Keep networks informed of current projects and partnership opportunities that involve Aboriginal people and communities
- Establish the North Coast Local Land Services Aboriginal Community Advisory Group
- Work with the Aboriginal Community Advisory Group to analyse and address current issues and identify partnership opportunities
- Participate in the Department of Aboriginal Affairs OCHRE initiative Local Decision Making Program which builds the capacity of Aboriginal people to take responsibility for their futures and develop decision making skills
- Work with landholders to protect and preserve cultural heritage
- Develop collaborative projects and funding bids that support working on Country
- Network with other Local Land Services regions to share best practice in working with Aboriginal communities.
### Actions and performance measures

Key actions for achieving Goal 2 and associated performance measures are presented below (Table 4).

#### Table 4. Goal 2 Actions and Performance measures

<table>
<thead>
<tr>
<th>Action</th>
<th>Performance Measure *</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Establish the North Coast Local Land Services Aboriginal Community Advisory Group</td>
<td>2.1.1 Group established and inaugural meeting held</td>
</tr>
</tbody>
</table>
| 2.2 Undertake culturally appropriate engagement and participate in local Aboriginal inter-agency and non-government organisation networks to share and promote information and understand partnership opportunities. | 2.2.1 Stakeholders engaged  
2.2.1 Participation in local networks  
2.2.2 Regional based land management forums held |
| 2.3 Provide advice on funding opportunities and application processes. | 2.3.1 Grants calendar established  
2.3.2 Funding opportunities supported |
| 2.4 Work with the Aboriginal Community Advisory Group to maintain and improve new and existing networking opportunities | 2.4.1 Engagement Plan and supporting framework developed |
| 2.5 Work with the Aboriginal Community Advisory Group to identify key strategic partnerships, projects and programs relevant to Aboriginal customers. | 2.5.1 New opportunities identified and pursued  
2.5.2 Review of past investment outcomes completed |
| 2.6 Work with key Aboriginal stakeholders to broker and implement partnerships. | 2.6.1 New partnerships developed  
2.6.2 Existing partnerships consolidated |
| 2.7 Work with the Local Land Services Aboriginal Strategic Advisory Team to share best practice and innovation and learn from other Local Land Services regions. | 2.7.1 Participate in the Aboriginal Strategic Advisory Team for Local Land Services  
2.7.2 Network with other Local Land Service regions to develop best practice for each region |

* Relevant measures will be quantified towards the end of the 2017 fiscal year.
Goal 3 – Increased capacity in our workforce and the Aboriginal community allows us to get the job done

Context

Building the capacity of communities to be involved in land management activities is complex, and this is more so in Aboriginal communities. Having the knowledge, skills, networking opportunities and access to resources, while maintaining cultural values, is critical to Aboriginal communities being self-sustainable.

Issue

Aboriginal communities experience social and economic disadvantage which affects their wellbeing. This impacts their capacity to be involved in land management activities that deliver social, economic and environmental outcomes. While government and land management agencies have good intent, there is a need to offer real capacity building programs that are identified by local communities, have regard for culture, and meet local needs.

Our approach

To offer capacity building programs that are identified by local communities, have regard for cultural values, and meet local needs. Additionally to identify and prioritise projects based on the ability of the Aboriginal community to meet both North Coast Local Land Services needs whilst providing Aboriginal employment and training outcomes. Integral to this will be the enhancement of the North Coast Local Land Services staff capacity to provide culturally appropriate advice to Aboriginal customers.

Outcomes we seek

Aboriginal communities are better connected and more self-reliant, with an increased capacity to:

- Be better informed about NRM, biosecurity and agricultural productivity
- Participate in NRM, biosecurity and emergency management activities, while maintaining cultural connections
- Where appropriate, use TSRs to deliver cost effective cultural heritage, conservation and agricultural production outcomes
- Manage innovative, productive, profitable and sustainable agribusiness, while maintaining cultural connections
- Deliver projects and programs that are sustainable and, have positive Aboriginal cultural heritage, employment and training outcomes, aimed at reducing Aboriginal disadvantage.

Our priorities

North Cost Local Land Services will work in partnership with Aboriginal customers to:

- Review past investment in Aboriginal programs and projects to identify priorities and inform future investment programs
- Deliver programs to address local capacity building needs
- Facilitate Aboriginal people having access to Country through knowledge
- Identify key industry drivers of productivity and capacity building needs
- Support Local Aboriginal Land Councils in the development of property management plans
- Develop protocols around culture and the appropriate use of practice (e.g. for farming).
Actions and performance measures

Key actions for achieving Goal 3 and associated performance measures are presented below (Table 5).

Table 5. Goal 3 Actions and Performance measures

<table>
<thead>
<tr>
<th>Action</th>
<th>Performance Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Identify and consult with Aboriginal and wider networks that can support culturally appropriate capacity building.</td>
<td>3.1.1 Networks identified and consulted</td>
</tr>
</tbody>
</table>
| 3.2 Work with the Aboriginal Community Advisory Group to identify capacity building needs and develop programs to support these needs. | 3.2.1 Capacity building priorities identified  
                                                                 | 3.2.2 Capacity baselines established     |
| 3.3 Tailor capacity building events to meet locally relevant needs. | 3.3.1 Priority capacity building events run |
| 3.4 Maintain and improve the capacity of the North Coast Local Land Services staff and Board to work in an inclusive and culturally appropriate manner with Aboriginal people. | 3.4.1 Workshops undertaken by North Coast Local Land Services Board members and staff to increase cultural knowledge and cultural competence. |
| 3.5 Review the North Coast LLS Aboriginal Engagement Plan | 3.5.1 Plan reviewed annually |

* Relevant measures will be quantified towards the end of the 2017 fiscal year.
5. Implementation

Our approaches to successful Aboriginal engagement

North Coast Local Land Services will work with Aboriginal people using a number of fundamental approaches which will guide our success.

1. **Aboriginal perspectives** - Successful Aboriginal engagement happens when the perspectives of Aboriginal people are considered.

2. **Community conscious engagement** - Engagement needs to be open and honest. Communities need to be aware from the outset of the aims and objectives of any engagement that is to occur.

3. **Strategy and vision** - A long term strategic approach is required to achieve long term success.

4. **Two way capacity building** - Capacity needs to be increased across the Aboriginal community in concert with that of North Coast Local Land Services staff to ensure outcomes that best meet the needs of both parties.

5. **Cultural respect** - Service delivery needs to be given in a manner that is respectful of Aboriginal cultural beliefs.

6. **Clarity of purpose** - Making sure that the Aboriginal community is clear about the purpose, intent and what the proposed outcomes are in proposed consultation

7. **Taking time** - Decision making in Aboriginal communities may take longer in some cases. Aboriginal community leaders may need to consult with Elders and other community members not present to ensure their views and needs are represented.

8. **Appropriate measurement tools** - Measurement must be culturally appropriate using the right metrics.

A staged approach

The North Coast Aboriginal Engagement Plan provides priorities, actions, and performance measures that are linked to those of our North Coast Local Strategic Plan. Benchmarking of our regional measures of performance (e.g. Aboriginal customer satisfaction) will be a priority, and will be integral to our Local Strategic Plan benchmarking processes where possible.

The North Coast Aboriginal Engagement Plan will be implemented using existing resources and a staged approach. Partnerships will be fundamental to this approach.

Not all priorities need to be addressed straight away and refinement of priorities and deciding what will be done will occur in consultation with Board, Program Managers, staff and the Aboriginal Community Advisory Group.

Allocation of activities will occur through annual business planning and programming processes.

Aboriginal engagement is relevant at all levels of our organisation, including our business systems, customer service, governance, planning, monitoring, evaluation, reporting and improvement (MERI) and program delivery.
Activities will be funded from existing budgets, with emphasis on effectiveness and efficiency, and will value add to existing programs and projects. We will actively source funds that support the implementation of this Plan.

Responsibilities

The North Coast Local Land Services Board has overall responsibility for ensuring that appropriate communication, consultation and engagement processes are in place with the Aboriginal community. The Aboriginal Engagement Plan outlines the actions that will deliver on these responsibilities.

North Coast Local Land Services staff have responsibility for ensuring effective implementation of this Plan. This responsibility extends to:

- Ensuring alignment of the goals and objectives of the North Coast Aboriginal Engagement Plan and the Local Strategic Plan
- Setting directions and linking our goals to those of others
- Engaging with the Aboriginal community, including the Aboriginal Community Advisory Group
- Monitoring our performance and reporting outcomes
- Managing risk and working with transparency and accountability
- Delivering value through collaboration and partnerships
- Providing customers, stakeholders and investors with quality assurance and
- Continuous improvement.

Aboriginal Community Advisory Group

Tailoring our services to meet Aboriginal customer, stakeholder and investor needs will underpin collaboration and the development of enduring partnerships.

Establishing the North Coast Local Land Services Aboriginal Community Advisory Group is a key step in the successful implementation of this Plan.

The North Coast Local Land Services will work closely with the Aboriginal Community Advisory Group to establish communication, consultation and engagement processes that assist North Coast Local Land Services in its delivery of functions and services to Aboriginal communities of the North Coast.

The Group will provide a conduit back to the sectors of the Aboriginal community they represent, and will assist with the identification of actions and services that best address local priorities, how best to devolve decision making, performance measure benchmarking, and annual review of the Plan.

Legislation and guiding influences

The North Local Land Services Strategic Plan exists as part of an overall framework that seeks to link a range of NSW, Australian and Local Government plans and initiatives through all levels of its operations.

Local Land Services is responsible for contributing to the NSW Premier’s and State Priorities as well as other state plans such as the Agricultural Industry Action Plan, the NSW Emergency Management plans and the NSW Government’s Aboriginal Affairs Plan (known as OCHRE: Opportunity, Choice Healing, Responsibility and Empowerment).
Local Land Services also contributes to the strategic objectives and outcomes of the National Landcare Programme, and the Office for Environment and Heritage’s Catchment Action NSW Program.

In addition, a range of NSW and Australian Government legislation, policies and plans have influenced the development of the North Coast Local Strategic Plan (see Plan) and so are relevant to the North Coast Aboriginal Engagement Plan.

Other key legislation and policies relevant to the implementation of the North Coast Aboriginal Engagement Plan other than those listed in the North Coast Local Strategic Plan include:

**Legislation**
- Aboriginal Land Rights Act 1983 (NSW)
- National Parks and Wildlife Act 1974 (NSW)
- Native Title Act 1993 (Commonwealth)
- Native Title Act 1994 (NSW)
- Aboriginal and Torres Strait Islander Act 2005 (Commonwealth)
- Aboriginal and Torres Strait Islander Heritage Protection Act 1984 (Commonwealth)

**Policies and planning documents**
- Local Decision Making Program coordinated by Aboriginal Affairs NSW.

**Measuring success**

This is the first Aboriginal Engagement Plan for this organisation. Being sensitive to the appropriateness and effectiveness of our engagement and the outcomes we achieve will be critical to the success of this Plan.

A focus on continuous learning and how we can improve how we work with the Aboriginal community in the capture and transfer of knowledge, networking and partnership building, and the building of capacity will be imperative to ensuring that we meet the ongoing needs of the Aboriginal community.

Benchmarking our regional measures of performance (e.g. Aboriginal customer satisfaction) will be fundamental to this continuous learning focus, and will provide the platform for the annual review and evaluation of this Plan.

The Plan will be reviewed annually to ensure that it continues to meet the needs of the region’s Aboriginal community.

Monitoring, evaluation, reporting and improvement processes that have regard for cultural approaches, perspectives and values will be developed in consultation with the Aboriginal Community Advisory Group. This will ensure that we measure success from perspectives that satisfy the expectations of both the Aboriginal community and North Coast Local Land Services.
6. Glossary

**Agribusiness**: The business of agriculture

**Agriculture**: The science or practice of farming, including cultivation of the soil for the growing of crops and the rearing of animals to provide food, fibre and other products.

**Agricultural productivity advice**: The provision of independent and unbiased advice to primary producers that is underpinned by current science and emerging research and development.

**Biosecurity**: Means the protection of the economy, environment and community from the negative impact of pests, diseases and weeds.

**Collaboration**: Working together to develop an understanding of all issues and interests to work out alternatives and identify preferred solutions for joint decision making.

**Country**: A term used by Aboriginal people to refer to the land to which they have a traditional attachment to.

**Customer service**: Local Land Services exists to create value for its stakeholders and customers. A key component of our strategy is an increased focus on customer services and preparedness to measure performance and customer satisfaction.

**Drivers of Change**: Unpredictable, slow moving forces, some of which come from outside the Region.

**Emergency management**: Management related to preparedness, response and recovery for actual or imminent animal pest and disease and plant pest and disease emergencies, natural disasters and other emergencies impacting on primary production or animal health and safety.

**Investor**: Organisations and individuals that invest in Local land Services and leverage outcomes from this investment.

**Landscape**: Represents the overlay of the variety and arrangement of physical landforms (e.g. rivers, escarpment, rocky reefs), communities of people (e.g. Aboriginal, rural) and land uses (e.g. urban, conservation, agricultural). Landscapes provide cultural, social, economic and environmental values and services and encompass both terrestrial landscapes and marine seascapes.

**Natural resource management**: Management of our natural resources which include soils, biodiversity, rivers, estuaries, wetlands and coastal and marine environments to improve environmental, social and economic outcomes for present and future generations.

**Resilient**: The ability to cope with changes and shocks while retaining essentially the same economic, social and environmental structure and functions (Walker and Salt 2012).

**Stakeholder**: Organisations that collaborate and partner with Local Land Services directly to support customer service delivery.

**TSR - Travelling stock reserve**:  
- any route or camping place reserved for travelling stock route or camping place under the Crown Lands Act 1989  
- any reserve for travelling stock, water reserve, reserve for access or crossing (where the reserve is for the purpose of providing travelling stock with access to or a crossing of water, whether expressly notified for that purpose or not), or  
- any stock watering place.

**Triple bottom line**: refers to the economic, social (including cultural) and environmental impact and outcomes of government policies and programs (Net Balance Management Group 2013).