



Indigenous Participation Plan

South West Catchments Council

2023 - 2028

Acknowledgments

SWCC would like to acknowledge the valuable input received from Professor Stephen van Leeuwen, and Alexis Davy in providing information and insights into the development of the Plan.

Cover image: Badgebup Aboriginal Corporation Rangers learning a grid-walk survey technique for malleefowl mound detection at Jarring Nature Reserve, as part of SWCC Threatened Species project (credit: National Malleefowl Recovery Team).

Document Control

Document Title	Version	Date	Author	Status
Regional Land Partnerships - South West Land Management Unit 38- INDIGENOUS PARTICIPATION PLAN 2023-2028	1.0	17.02.2023	L.Metz	Draft
	1.1	22.02.2023	NL, SW	Reviewed
	1.2	03.03.2023	SVL, AD, LM	Reviewed
	1.2	03.03.2023	SW	Final
Amended to reflect Government requests to: refer to our organisation as the Regional Delivery Partner, rather than as tenderer, and with references to IPP attachments referring to the title of the document and being suitable for inclusion in the Deed.	2.0	16.08.2023	LM, SW	Final

Contents

Acknowledgement of Country	4
A. Executive Summary	4
B. Review and input from Traditional Owners and Aboriginal and Torres Strait Islander Peoples	5
C. Purpose and Vision	5
D. Guiding Principles	6
D.1 Free, prior and informed consent.....	6
D.2 Cultural protocol.....	7
D.3 Building partnerships.....	7
D.4 Empowering through prosperity.....	8
E. First Nations Peoples Land and Sea Management Aspirations	9
F. Aboriginal Connection to Country	11
F.1 Heritage Sites within the South West.....	11
G. Roles and Responsibilities of the South West Noongar Language Groups	14
H. Current Activity Promoting and Working with Aboriginal Peoples	18
I. Aboriginal Capacity to Deliver NRM Outcomes	20
J. Regional Strategic Targets	21
K. Key Objectives, Outcomes and Activities in NRM Delivery	25
K.1 Key Objectives.....	25
K.2 Future activities.....	26
K.3 Remuneration for Indigenous Consultation Services.....	26
L. Implementation	27
M. Review and evaluation	28
N. References	28
Appendix 1. Cultural Safety Plan	29
Appendix 2. Indigenous Supplier List	30
Appendix 3. Project Objectives, Outcomes and Activities for Aboriginal Participation in Design and Delivery of Projects	31

Acknowledgement of Country

Ngala kaaditj Noongar moort keyen kaadak nitja boodja

We acknowledge the Noongar peoples as the Traditional Custodians
of the land that we live and work on.

We pay our respect to Elders past and present and the
continuation of cultural, spiritual and educational practices
of First Nations peoples.

Noongar (Aboriginal peoples of the South West of Western Australia) typically use the term 'Aboriginal' or 'Noongar' and South West Catchments Council (SWCC) aims to respect this in our documentation and engagement. The spelling of the word Noongar is subject to variation as the language was passed down through generations orally. It may also be spelt Nyungar, Nyungah, Nyoongar and Nyoongah. SWCC uses the spelling of Noongar, in line with the spelling advocated by the South West Aboriginal Land and Sea Council (SWALSC).

Notice to Aboriginal and Torres Strait Islander Peoples

This document contains images and names of Aboriginal and Torres Strait Islander peoples who may be deceased. This document also uses the Noongar language(s) to define language groups across the Noongar nation within the South West. The author/s have endeavoured to source spelling, meanings and referenced material from approved resources including websites, articles and books.

A. Executive Summary

South West Catchments Council (SWCC) has developed this Indigenous Participation Plan (IPP) to provide a framework and guiding principles to facilitate increased Aboriginal participation and leadership in the delivery of environmental protection, sustainable agriculture and natural resource management (NRM) services and programs, within Management Unit 38.

The five-year plan identifies SWCC's purpose and vision for engaging with Aboriginal people within the region and increasing their participation through the application of the guiding principles of free, prior and informed consent; cultural protocols; building partnerships and empowering through prosperity.

SWCC's Regional Strategic Targets reflect an organisational commitment to increasing Aboriginal and Torres Strait Islander peoples' involvement in decision-making, capacity and delivery of services in natural resource management, providing a direct economic and social benefit while enabling an ongoing connection to Country (Boodja).

SWCC is committed to building on Indigenous procurement and participation outcomes and has identified targets, within this document, greater than the minimum (4%) required by Government.

SWCC as a Regional Delivery Partner (RDP), will engage with Aboriginal peoples in the delivery of regional capacity services, project design, and co-design.

SWCC is excited to continue to work with Traditional Owners and the broader Aboriginal community for the long-term benefit of the region.

B. Review and input from Traditional Owners and Aboriginal and Torres Strait Islander Peoples

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP, 2007) provides several articles on the rights of indigenous peoples to self-determination.

Article 32: 1. Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources. 2. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources. 3. States shall provide effective mechanisms for just and fair redress for any such activities, and appropriate measures shall be taken to mitigate adverse environmental, economic, social, cultural or spiritual impact¹.

This Plan is subject to this right and as such requires input and feedback from Traditional Owners and other Noongar peoples.

SWCC has sought to engage with Aboriginal Regional Corporations, Aboriginal Corporations and Aboriginal enterprises within the region to provide input and feedback on this Plan. SWCC will continue to seek feedback from First Nations stakeholders to ensure the Plan has real value and merit for the Aboriginal and Torres Strait Islanders within the region.

C. Purpose and Vision

Purpose

The SWCC Indigenous Participation Plan 2023 - 2028 (*the Plan*) reflects the cooperative and collaborative approach between SWCC and Noongar peoples within the Commonwealth Government-defined region of the South West Land Management Unit (MU38).

¹ [United Nations \[General Assembly\], 2007, Art. 32](#)

The Plan informs and guides Indigenous peoples' participation in the delivery of SWCC's Regional NRM Strategy and the Australian Government's environmental and sustainable agriculture program, to increase Aboriginal engagement and participation in natural resource management across the region.

This Plan is a live document and may be subject to change to ensure it continues to reflect evolving cultural and engagement needs, to facilitate an ever-increasing level of Aboriginal participation across the South West region. The Plan is required to adapt to any changes relating to SWCC's understanding of culture, its role in ensuring cultural safety and decisions relating to native title within the South West.

Vision

SWCC's vision for this Plan is to guide and enable an increase in Indigenous participation and leadership in NRM which benefits all aspects of landcare and environmental management in the South West Land Management Unit (MU38). This includes two-way learning through the exchange of Traditional Ecological Knowledge (TEK) combining cultural and science-based insights to ensure ongoing learning about caring for Country in a changing climate.

D. Guiding Principles

D.1 Free, prior and informed consent

SWCC recognises Noongar people as the traditional inhabitants and custodians of the region in which we live and work. Noongar people have lived and interacted with the land, sea, waters, plants and animals of the South West of Western Australia for tens of thousands of years². Caring for Country is at the heart of Noongar culture and lore, and underpins their spiritual, cultural, social and physical well-being.

As the Regional Delivery Partner for the South West Land Management Unit, SWCC is committed to providing and facilitating pathways for Noongar people to continue to uphold their traditional rights and responsibilities to care for their Country.

Any engagement with Traditional Owners will be governed by their rights to free, prior and informed consent (FPIC). It should be noted that consent can also be withdrawn at any time by Traditional Owners.

“A central element of FPIC is genuine inclusion, disclosure, and respect for Indigenous Peoples' decision-making processes. The three elements (free, prior and informed) qualify and set the conditions of consent as a decision-making process. In the native title context, consent refers to the decisions made by the Traditional Owners being reached through their customary decision-making processes.”³

² [Kaartdijin Noongar \(noongarculture.org.au\)](http://kaartdijin.noongarculture.org.au)

³ <https://aiatsis.gov.au/sites/default/files/2021-05/engagingwithtraditionalowners.pdf>

D.2 Cultural protocol

The Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) recognises that finding appropriate Traditional Owners of Country is often a multi-tier process of contacting regional or local organisations that are able to facilitate a connection.

To ensure engagement with First Nations people meets the first principle SWCC has developed an Aboriginal Cultural and Inclusion Policy and Aboriginal Engagement Guidelines and Protocols. The guidelines and protocols will help guide culturally appropriate engagement and is embedded within the policy. The guideline is supported by SWCC's organisational policies. The policy and guidelines include an acknowledgement of identifying who are appropriate cultural knowledge holders and have the authority to speak for Country.

The policy and guidelines are consistent with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) (United Nations, 2007), which details, through articles and policies, the rights of Indigenous peoples and sets standards for engagement.

The protocol is designed to identify and ensure facilitation with Registered Native Title Bodies Corporate (RNTBCs), also known as Prescribed Bodies Corporate (PBCs).⁴

It has been designed to consider Indigenous Cultural and Intellectual Property (ICIP) rights acknowledging that:

- (i) First Nations peoples have the right to control, own and maintain their ICIP, in accordance with Article 31 of the United Nations Declaration on the Rights of Indigenous Peoples; and
- (ii) ownership of any ICIP rights will remain with the ICIP Rights Holders.

Miller et al 2023 note that institutional structures should be in place to support the protection of Indigenous Cultural and Intellectual Property, which promote mutually beneficial outcomes, generate benefit-sharing opportunities and guide the thinking of research (project) development.

The policy and protocol reflect the South West Aboriginal Land and Sea Councils (SWALSC) cultural protocol detailing appropriate Acknowledgment of Country, invitation of Elders and Noongar people to participate in events and recognition of the first people of the South West region of Australia⁵. Additionally, it seeks to instill cultural safety into organisational practices. SWCC employees have undertaken cultural safety training and developed a Cultural Safety Plan (refer Appendix 1) which will help provide the working environment in which to achieve these outcomes and embed cultural diversity across the organisation.

D.3 Building partnerships

A guiding principle for SWCC is meaningful and appropriate relationships with Noongar and other Aboriginal and Torres Strait Islander peoples.

SWCC aims to facilitate recognition and incorporation of the values, perspectives, practices and contributions of Australia's First Nations peoples into the South West natural resource management and landcare community of practice, for the betterment of the natural environment and our communities.

⁴ <https://aiatsis.gov.au/sites/default/files/2021-05/engagingwithtraditionalowners.pdf>

⁵ [Noongar Protocols — South West Aboriginal Land and Sea Council](#)

A key element of achieving this principle is to develop and implement a Reconciliation Action Plan (RAP)⁶

Reconciliation Australia describes four RAP frameworks:

1. Reflect
2. Innovate
3. Stretch
4. Elevate

SWCC has commenced its RAP journey, targeting the Reflect level while striving to achieve the Innovate stage within the five-year timeframe. The RAP will enable SWCC to focus on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples. This will be achieved by engaging employees and stakeholders in reconciliation and developing strategies to empower Aboriginal and Torres Strait Islander peoples. The Reflect RAP level sets organisational targets to achieve longer-term strategies, and work towards defined measurable targets and goals.



Part of a Bloodroot (Haemodorum sp.) identified during an in-field Traditional Ecological Knowledge session with Traditional Owner.

D.4 Empowering through prosperity

First Nations peoples and communities will prosper when given opportunities to gain skills and experience that provide an economic benefit, recognising that Closing the Gap⁷ is underpinned by the belief that when Aboriginal peoples have a genuine say in the design and delivery of policies, programs and services that affect them, better life outcomes are achieved. [CSIRO Our Knowledge Our Way](#)⁸ also reflects this approach as detailed in Figure 1.

⁶ [The RAP Framework - Reconciliation Australia](#)

⁷ [Home | Closing the Gap](#)

⁸ [CSIRO Our Knowledge Our Way](#)



Empower Indigenous people to look after Country 'our way'.



Improve environmental conditions and recognise the multiple social, cultural and economic benefits that come from effective Indigenous adaptive management of Country

Figure 1: Grant Riley (top) and participants at Traditional Ecological Knowledge event at Andover property in Kojonup (bottom).

SWCC has developed a Procurement Policy that reflects this Plan's purpose and vision concerning the procurement of goods and services from Aboriginal enterprises to increase prosperity.

SWCC is committed to increasing Aboriginal participation in natural resource management. This includes seeking input from Traditional Owners in regional capacity services, project design and project service delivery for example by incorporating Traditional Ecological Knowledge (TEK) into its programs wherever possible. Feedback from Aboriginal Regional Corporations such as Karri Karrak has indicated a desire to build capacity by engaging its people in accredited training such as project management and communications.

SWCC is also committed to raising general awareness of TEK among its stakeholders, and to further empowering Aboriginal custodians through training in natural resource management, sharing knowledge and community engagement.

E. First Nations Peoples Land and Sea Management Aspirations

As a key principle, recognition of Aboriginal culture and heritage is incorporated into all SWCC activities, events and outcomes wherever appropriate and possible to do so.

The South West Regional NRM Strategy 2021 to 2030⁹ articulates its overall aspiration for working with First Nations people as:

“The Noongar community is deeply engaged with NRM, working in the industry through their own corporations and employment within other businesses, providing Traditional Knowledge (with their intellectual property respected) that educates the broader community and results in widespread adoption of practices providing for a more sustainable relationship between man and the environment.”

⁹ [The-SW-Region-NRM-Strategy-2021-2030-FINAL-20220622-compressed.pdf \(swccnrm.org.au\)](https://www.swccnrm.org.au/files/2022/06/The-SW-Region-NRM-Strategy-2021-2030-FINAL-20220622-compressed.pdf)

There is a significant change in the natural resource management stakeholder landscape, arising from consistent feedback about strategies that have failed to reflect the importance of Noongar people and their knowledge in the region.

SWCC's approach in designing the Regional NRM Strategy enables Noongar perspectives and stakeholders to be included at the initiative level across all Priority Investment Areas. Regional aspirations identified in the strategy are:



Figure 2: (top to bottom) TEK participants at Andover property; Grant Riley; insect; Narrogin Primary School students; Vivienne Hansen.

These regional aspirations have informed the key objectives and goals of this Plan (refer to I: Regional Strategic Targets).

Case Study: Badgebup Aboriginal Corporation (BAC) Malleefowl and Carnaby's Cockatoo Survey

SWCC has worked with BAC for over 3 years, with support from Birdlife WA and the WA Malleefowl Recovery Team, to survey for nesting sites of two threatened species. BAC's Ngoolark Rangers have been trained by Birdlife WA in methods for surveying black cockatoo nesting sites, including the tap and flush method to determine the presence of birds in trees and the use of nest inspection cameras (Cocky Cam) to determine whether cockatoos are using hollows for breeding and to monitor breeding success. The Ngoolark Rangers have monitored the breeding success of Carnaby's cockatoos at four sites in the Katanning-Nyabing area and have surveyed remnant vegetation to record other breeding sites so on-ground work can be prioritised to support these areas.



Image: BAC rangers undertaking camera survey of nesting hollows.

The Ranger group was trained by experts from the WA Malleefowl Recovery group to undertake surveys and collect required data using Cyber Tracker.

A group of ten Rangers undertake a walked GRID search of the reserve where all habitat is searched and mounds, both active and inactive, are recorded. The Rangers record data on each mound, including its size and signs of recent use or degradation. The location of all mounds is recorded so they can be resurveyed in future if any breeding activity is reported. In 2022, the Rangers surveyed more than 700ha of reserves and recorded 22 malleefowl mounds.

F. Aboriginal Connection to Country

F.1 Heritage Sites within the South West

There are over two hundred Registered Aboriginal Heritage Sites in the South West as listed on the Aboriginal Heritage Inquiry System (AHIS), a web-based search tool available from the Department of Planning, Lands & Heritage.¹⁰ Registered sites are of significant cultural, educational and ethnological value to Aboriginal and Torres Strait Islander peoples and some are well-known locations for the community to visit. SWCC projects seek to enhance the value of registered or other significant sites by improving their resilience to natural threats and harnessing the goodwill of the community to further conserve these sites.

The South West Native Title Settlement ('The Settlement') formally commenced on 25th February 2021 and is the largest native title settlement in Australian history. The Settlement will affect an

¹⁰ <https://www.dplh.wa.gov.au/ahis>

estimated 30,000 Noongar people and encompasses approximately 200,000 square kilometres in the South West.¹¹

The Settlement is made up of six (6) individual Indigenous Land Use Agreements (ILUAs) – one for each of the following six areas (refer Table 1 and Figure 3). This represents a period of transition as the ILUAs extend over multiple language groups within the region.

Four Prescribed Bodies Corporate (Aboriginal Regional Corporations), Karri Karrak, Gnaala Karla Boodja, Wagul Kaip and Ballardong, have been established within the SWCC NRM regional boundary representing four ILUAs. The Aboriginal Regional Corporations (ARC) are currently (at the time of writing in February 2023) transitioning into their governance frameworks and functions. Cultural Advice Committees will form part of the roles and responsibilities of each ARC in the region.

¹¹ [About the Settlement Agreement — South West Aboriginal Land and Sea Council \(noongar.org.au\)](https://www.noongar.org.au)

Table 1: ILUA and their location in relation to SWCC's regional boundaries
(source: SWALSC).

*indicates language group within SWCC boundary

ILUA	Language group	Intersection with SWCC Region	Regional Aboriginal Corporation (Prescribed Bodies Corporate)
Yued People (Jurien, Moora, Lancelin, Gingin)	Yuat, Amangu	Outside the SWCC region	Yued Aboriginal Corporation
Whadjuk People (Perth Metropolitan area)	Whadjuk	Outside the SWCC region	Whadjuk Aboriginal Corporation
Ballardong People (York, Northam, Hyden, Kondinin)	Ballardong	Partial intersection with the SWCC region	Ballardong Aboriginal Corporation
Gnaala Karla Boodja (Mandurah, Bunbury, Donnybrook, Narrogin)	Binjareb*, Nyakinyaki, Wilman*	Partial intersection with the region	Gnaala Karla Boodja Aboriginal Corporation
South West Boorah (Busselton, Dunsborough, Margaret River, Pemberton, Nannup)	Wadandi, Bibulman/ (Pibelman)*	All within the SWCC region	Karri Karrak Aboriginal Corporation
Wagyl Kaip and Southern Noongar (Greenbushes, Boyup Brook, Katanning, Gnowangerup, Albany)	Mineng*, Goreng*, Kaniyang*, Wudjari, Njunga	Partial intersection with the region	Wagyl Kaip Aboriginal Corporation



Figure 3: Map of ILUAs within the South West region (source: National Native Title Tribunal)

G. Roles and Responsibilities of the South West Noongar Language Groups

SWALSC indicates that there are 14 language groups within the Noongar Nation¹² (Tindale 1974, Hansen et al 2019), with seven either fully or partially within the SWCC regional boundary (refer to Figure 4):

- Amangu
- Yuat
- Whadjuk
- Binjareb**
- Wadandi*
- Ballardong
- Nyakinyaki

¹² [Kaartdijin Noongar \(noongarculture.org.au\)](http://KaartdijinNoongar.noongarculture.org.au)

- Wilman**
- Ganeang (Kaniyang)*
- Bibulman (Pibelmen)*
- Mineng**
- Goreng**
- Wudjari
- Njunga

* denotes language groups fully within the SWCC regional boundary,

** denotes language groups partly in the SWCC regional boundary.

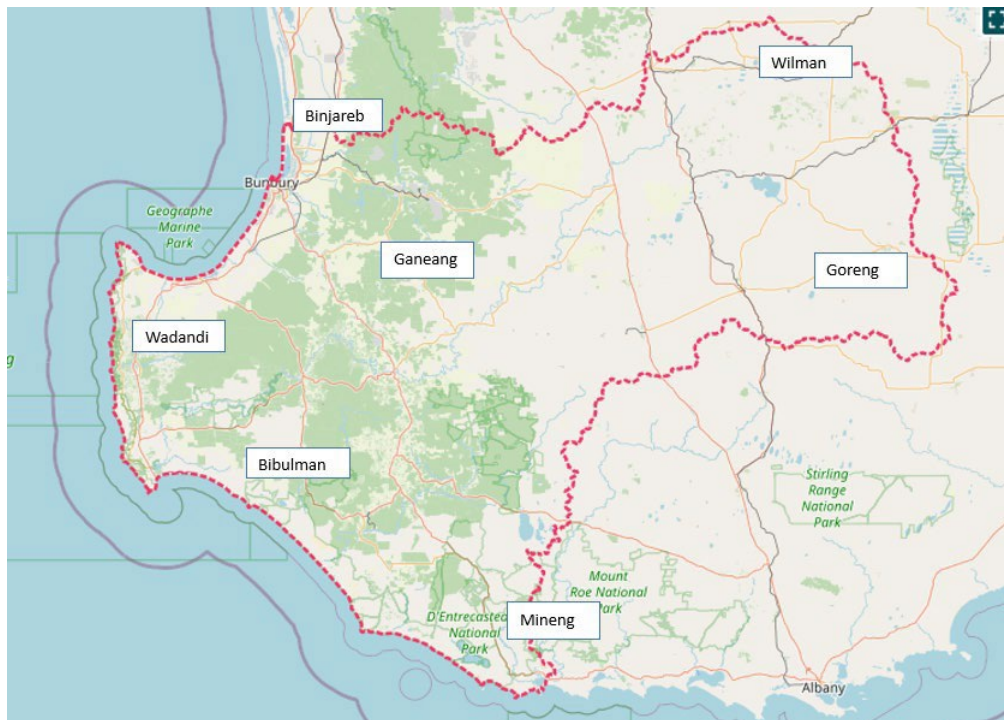


Figure 4. Map indicating SWCC NRM boundary and associated Noongar language groups.

These groups have the following shared interests and responsibilities:

- The South West Native Title Settlement and the opportunities for employment in NRM and other spheres; business development, governance training, economic development through tourism activities. Community members speak of the need for employment opportunities for their young people as their key interest.
- Some community members are keen and willing to participate in land custodianship responsibilities.
- Each group has relationships to land and water.

Many locations, species and sites are classified as significant sites - important parts of Noongar life, customs and spiritual beliefs. Therefore, any work that may impact these sites requires compliance with statutory requirements related to the Aboriginal Cultural Heritage Act 1972 (WA).

Relationships to specific areas of land and water for the language groups within the SWCC region are described in Table 2. It should be noted that language groups have an overlapping and seasonal distribution of traditional lands and that the boundaries of traditional lands are based on landmarks and linked with traditional knowledge and so do not appear as hard lines on a map.

Table 2. Noongar language groups within the South West and their relationship to Country.

Noongar Language Group*	Location	Relationships to Land	Relationships to Water
Bibulman / Piblemen	Southern-central part of the SWCC region	Traditional lands are located around the lower reaches of the Blackwood River and the hills between Blackwood and Warren Rivers, extending to Garner River and Broke Inlet, Scott River and inland to Manjimup and Bridgetown.	The lower Blackwood River, Warren River, Garner River, Broke Inlet, Scott River.
Ganeang	North-central part of the SWCC region	Traditional lands on the Upper Blackwood River east including Katanning, Kojonup, Collie, Donnybrook, Greenbushes, Bridgetown.	The Blackwood River from Moordiyarap Lake, into Frankland River and Blackwood River estuary into the Southern Ocean at Augusta.
Wadandi	South-western part of the SWCC region	Traditional lands extend south west of Bunbury, from Cape Leeuwin along the Geographe Bay coast though Busselton, down to Augusta and out to the vicinity of Nannup.	Saltwater people. The majority of these lands are coastal and contain estuarine waterways.
Binjareb/ Pinjarup	North-west part of the SWCC	Pinjarra to Harvey and Leschenault Inlet; lower reaches of Murray River	The majority of these lands are coastal and contain estuarine waterways. Important Vasse-Wonnerup estuary.
Goreng	East-central part of the SWCC region	Jeramungup, Pingrup, Nampup (= Nyabing), Badgebup, and Kibbleup near Broome Hill; south to Stirling Range; at Gnowangerup and Ongerup; west to Cranbrook and Tambellup but not originally at Kojonup or Qualeup;	From Gairdner River to Pallinup (Salt) River; at Bremer Bay

Mineng	South-east extent of the SWCC region	North to Stirling Range, Tenterden, at Mount Barker, Nornalup, Wilson Inlet, and Porongurup Range (Tindale 1974).	King George Sound, Lake Muir, Cowerup, and Shannon River. On coast from West Cliff Point to Boat Harbour; at Pallinup (Salt) River
Wilman	North- eastern part of the SWCC region	Traditional lands extend from Wagin, Narrogin and Williams rivers west to Collie, Wuraming north to Gnowing, Dattening, and Pingelly, east to Wickepin, Dudinin and Lake Grace and south to Nyaginy (Nampup), Katanning, Woodanilling and Duranilling.	The upper reaches of the Blackwood River.
*Note spelling of language names vary across datasets and sources. SWCC has used the spelling as per South West Aboriginal Land and Sea Council (SWALSC) and location information as supplied by AIATSIS Collection for the purposes of this table.			

H. Current Activity Promoting and Working with Aboriginal Peoples

SWCC currently engages with several Aboriginal Corporations in delivering regional NRM outcomes across the region, including the Undalup Association, Badgebup Aboriginal Corporation, Woolkabunning Kiaka Aboriginal Corporation and Gnowangerup Aboriginal Corporation.

SWCC works with these and other Aboriginal businesses and corporations through contracting their services to conduct on-ground works, thus providing employment and capacity building through the provision of training on activities such as fauna surveys and pest management such as Badgebup Aboriginal Corporation fauna survey training.

SWCC has previously employed Noongar people as trainees and Project Officers and commits to genuine attempts to provide future employment under this Plan.

At the strategic level, SWCC is striving to develop positive relationships with Karri Karrak, Gnaala Karla Boodja, Ballardong and Wagal Kaip Aboriginal Regional Corporations. SWCC understands the pivotal role the Regional Corporations will play within the South West and is endeavoring to build mutually beneficial relationships.

SWCC currently engages with Traditional Owners and knowledge holders in the delivery of TEK activities. Activities such as these are critical to link traditional knowledge with current land management practices to help guide integration, expansion, and future investment in collaborative natural resource management activities between cultural custodians and landowners. The immediate benefit is a cultural exchange and shared understanding about looking after Country.

SWCC is a Partner Investigator in the Curtin University [ARC Centre for Healing Country](#), an Indigenous-led research centre. SWCC will work with researchers across the three key themes of eco-health, restoration and socioeconomics. This partnership will provide a pathway to strengthen two-way learning and integration of Indigenous NRM practices and contemporary science within the region.

SWCC is an Association of not-for-profit organisations engaged in NRM in the South West and as such has a close relationship with its member groups. SWCC supports member groups who have embarked on social enterprise opportunities with Aboriginal people through the Work-About Team. SWCC will continue to work closely with Aboriginal enterprises to build relationships and foster independent positive economic outcomes for Aboriginal people.

SWCC currently contracts its human resource management and cultural training to Aboriginal enterprises. SWCC also utilises the Noongar Chamber of Commerce and Aboriginal Business Directory to continually identify and expand its employment and engagement of Noongar registered companies.

Case study 2: Traditional Ecological Knowledge event Pickfords Farm, Woodanilling

In November 2022, Anne and Grant Riley of Wuddi Cultural Tours ran a Traditional Ecological Knowledge one-on-one with farmers Diana and John Pickford on the neighbouring Wingedyne Reserve in Woodanilling as part of the *Managing vegetation on farm targeting pollinators and farm resilience* project.

The Pickfords have farmed in Woodanilling for over 40 years, during which they have implemented an extensive revegetation program to rebalance the water table. The Pickfords are close to achieving their goal of keeping every drop of water on the farm, improving both production and environmental outcomes.

Wingedyne Reserve is one of the largest reserves in the Wheatbelt at 254ha and in very good condition. It benefits from having neighbours who are actively managing salinity and excess water on their farm, minimising weed disturbance in the reserve, and adding biodiversity to the immediate landscape by creating important habitat corridors. It was therefore valuable for the Pickfords to hear the Rileys' traditional knowledge on how to manage the biodiversity they now have on their farm. Grant conveyed that Wingedyne meant water and both he and Anne pointed out various plants that were used by Aboriginal people.



Image: Above: Grant Riley discussing the poison bush during TEK event at Pickford's farm in Woodanilling

When they came across a "poison" bush there was discussion on how the leaves on poison plants are opposite rather than alternate. This is a general rule so a good indicator. Interestingly, John Pickford said his sheep browse the poison through the fence so perhaps a small amount is medicinal or it is more poisonous at different times.

Signs of animals were also pointed out during the two-and-a-half-hour walk, such as the racehorse goanna's hole and dirt in a dead forked tree where Grant thought "bardi" or "witchetty grubs" would be located. The grubs are larvae from beetles or moths and a valuable food source for Aboriginal people. They move in when the termites create soft areas of dirt in the tree.

The Pickfords felt it was useful to understand the TEK perspective of the animals and vegetation in the reserve for managing their farm's remnants and revegetation areas.

I. Aboriginal Capacity to Deliver NRM Outcomes

Aboriginal communities within the South West of Western Australia have differing capacities to contribute to the delivery of the Australian Government's 5-year outcomes and other regional NRM priorities for SWCC. The main actions that the Noongar community will be engaged in to drive outcomes are:

- Providing Traditional Owner input, consent or approvals and advice for working within and on culturally sensitive areas and species
- Providing input on TEK and links with other Aboriginal knowledge holders
- Provide and participate in direct management actions on Country
- Provide and participate in NRM capacity-building and community engagement activities.

The above actions align strongly with the aspirations of Noongar and more broadly Aboriginal people in the region to play an active role in Caring for Country.

Native Title Settlement will see the realisation of up to 320,000 hectares of development and cultural land to be held by the Noongar Boodja Trust, cooperative and joint management of National Parks and the South West Conservation Estate.¹³ This provides a significant opportunity for growth in the capacity of the Noongar community.

The Noongar community has been focused on upskilling and has been actively engaged in several enterprises such as the [Noongar Land Enterprise and local Ranger programs within the region](#).

There is a strong desire to heal the land and reconnect to Country and, with the appointment of the Regional Aboriginal Corporations across Noongar Boodja, a new focus on improving and building opportunities for Noongar and other Aboriginal people in the South West is being realised.

Several existing and emerging Aboriginal enterprises are now operating in a contemporary business market and are well-skilled and resourced to undertake on-ground activities as well as other aspects such as community facilitation and goods.

Case Study 3: Traditional Ecological Knowledge to build understanding of on-farm resilience and pollinators.

Through the *Managing Vegetation on Farm Targeting Pollinators and Farm Resilience* project, SWCC has engaged dozens of farmers in the region to learn how Traditional Ecological Knowledge can enhance biodiversity and help farmers manage remnant vegetation and revegetation associated with the project.

In February 2021, 19 producers gathered at one of the project participant's farms to hear from Zac Webb of Undalup Association, a Wadandi-Pibelmen man with a continuous connection to Country. Zac shared his knowledge of seasonal variations in flowering and fruiting times and helped develop traditional fire management options to protect biodiversity on-farm. A walk through the remnant vegetation on the property highlighted several understory native species that were still present despite previous grazing history. The area was also previously logged and requires targeted management to regenerate. Zac discussed how small mosaic fires in the cool of the late afternoon in autumn could assist with the

¹³ [About the Settlement Agreement — South West Aboriginal Land and Sea Council \(noongar.org.au\)](#)

regeneration of native plant species and suggested undertaking trial burns as an initial step, to help determine how the bush reacts to fire and ensure that the fires remain controlled.



Image: Zac Webb conveying TEK to farmers on management biodiversity on-farm

Farmers found the workshop invaluable as increasing biodiversity on-farm provides a range of ecosystem services including increased pollination for food production.

J. Regional Strategic Targets

To ensure the Plan remains relevant to the region and progresses against its aspirational and participation targets, a range of measures have been developed to be reported, monitored, and evaluated through community consultation and feedback.

Targets linked with the Regional NRM Strategy have been developed to consider building organisational capacity and capability and increasing Indigenous participation and engagement, delivered through program activities, contracts and services (refer to Table 3).

SWCC believes a proactive and committed approach to Aboriginal and Torres Strait Islander engagement will allow SWCC to deliver greater than the minimum targets set by the Government. It has adopted a target of 5% of SWCC's Regional Delivery Partner revenue 2023-28 to be spent with Aboriginal enterprises contracted through participation in the delivery of any or all of Regional Capacity Services, Project Design or Project Services (Refer Table 3 RS2).

Badgebup Aboriginal Corporation (BAC) has a well-established business in the Badgebup area undertaking on-ground works for organisations like SWCC and Greening Australia. In consultation with organisations like BAC, SWCC will seek to co-design projects that will improve outcomes for threatened species in the SW NRM region. Participation will be achieved through surveys, monitoring for EPBC-listed species in the region and building cultural value through storytelling and associated cultural content.

Where applicable a Project Steering Committee or Project Management Group will be formed as part of projects to oversee the process, ensure transparency and maintain cultural protocols and rights.

Every SWCC project concept will include the requirement for consent from Traditional Owners and opportunities for engagement through project design and project service delivery, as described within the policy and guidelines.

Projects occur across multiple language groups and as such extensive consultation will be required. Consultation processes take time and will be informed by SWCC's Aboriginal Cultural Inclusion Policy and Protocol.

SWCC as an RDP, will endeavour to exceed the minimum targets set by the Government through a combination of employment of employees and engagement of suppliers. SWCC currently has supply contracts with eleven Indigenous suppliers (Refer Appendix 2) and will be seeking to expand that number through the delivery of its project concepts.

Table 3. Regional Strategic Targets framework

	Regional Strategic Target	Outcome	Measure	Goal	Timeframe	Report
RS1	Training provision.	Increased capacity and skills of Aboriginal people in NRM achieved via the provision of two-way learning opportunities.	<p>Number of accredited training opportunities provided to Aboriginal and Torres Strait Islander peoples.</p> <p>Number of training opportunities provided by Noongar enterprises to SWCC.</p>	<p>Deliver or support one accredited training opportunity for a First Nations person as professional development linked to the delivery of any or all: Regional Capacity Services, Project Design or Project Services.</p> <p>Deliver or support one training event by Aboriginal businesses, groups, organisations or individuals.</p>	At the end of the Initial Deed Period (2023-28)	<p>a) SWCC Working with Aboriginal Communities Report to Board annually.</p> <p>b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year</p> <p>c) Annual Regional Capacity Services Report as per Schedule 10.</p>
RS2	Demonstrated increase in Aboriginal enterprises contracted to deliver goods and services across the life of the contract.	Increased prosperity of Aboriginal peoples through their engagement with SWCC.	Percentage (%) of SWCC's Australian Government Regional Deliver Partner revenue spent with Aboriginal enterprises.	Minimum 5% value of SWCC's Regional Delivery Partner revenue spent with Aboriginal enterprises contracted through participation in the delivery of any or all: Regional Capacity Services, Project Design or Project Services at the end of the Initial Deed period.	At the end of the Initial Deed Period (2023-28)	<p>a) SWCC Working with Aboriginal Communities Report to Board annually.</p> <p>b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year</p> <p>c) Annual Regional Capacity Services</p>

						Report
RS3	Increase First Nations representation within the SWCC workforce.	Increased Aboriginal employment.	Number of First Nations full-time equivalent (FTE) employees as a percentage of SWCC's total FTE delivering the RLP program.	Minimum 4% of SWCC's FTE Australian-based workforce deployed on the services under the Deed of Standing Offer will be Aboriginal people over the Initial Deed Period.	At the end of the Initial Deed Period (2023-28)	<ul style="list-style-type: none"> a) SWCC Working with Aboriginal Communities Report to Board annually. b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year c) Annual Regional Capacity Services Report

RS4	Providing a culturally safe and aware workplace.	A culturally empowered and welcoming workplace, with employees trained and competent in aspects of cultural awareness and safety.	SWCC employees, Board and Association Members to be culturally aware and understand cultural protocols and safety	All SWCC employees, Board and Association Member Nominated Representatives to have completed cultural awareness and competency training by end of the Initial Deed period. Cultural safety training completed as part of new employee induction within 6 months of commencement.	At the end of the Initial Deed Period (2023-28)At	<ul style="list-style-type: none"> a) SWCC Working with Aboriginal Communities Report to Board annually. b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year c) Annual Regional Capacity Services Report
RS5	Increased collaboration and engagement of relevant stakeholders via appropriate consultation pathways.	Improved opportunity for Aboriginal collaboration and engagement on SWCC programs through regular contact between SWCC and recognised Regional Aboriginal Corporations as well as other Aboriginal Corporations within MU38	Number of engagement events with Aboriginal involvement, such as attending meetings and hosting workshops, related to delivery of services to Australian Government.	Seek to engage in four consultations between SWCC and Aboriginal Corporations or Community representatives per annum, discussing (or leading to) increased collaboration and Aboriginal engagement.	At the end of the Initial Deed Period (2023-28)	<ul style="list-style-type: none"> a) SWCC Working with Aboriginal Communities Report to Board annually b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year c) Annual Regional Capacity Services Report
RS6	Integration of TEK into broad-based community education and engagement programs (consistent with Cultural Inclusion Protocol)	Increased community awareness about TEK and how it correlates to natural resource management broadly.	Number of TEK events across all RLP programs.	Minimum two events per year raising awareness and understanding of TEK amongst the region's community (with events aligned to the delivery of any or all: Regional Capacity Services, Project Design or Project Services.	At the end of the Initial Deed Period (2023-28)	<ul style="list-style-type: none"> a) SWCC Working with Aboriginal Communities Report to Board annually b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause

						38.1(e) of the Deed for the preceding year c) Annual Regional Capacity Services Report
RS7	Completion of SWCCs Reconciliation Action Plan (RAP).	A RAP actively used by SWCC employees, contributing to meaningful progress across the core pillars of relationships, respect and opportunities.	Progress towards attaining Reflect RAP target.	Annual progress against Reflect target.	At the end of the Initial Deed Period (2023-28)Annually	a) SWCC Working with Aboriginal Communities Report to Board annually b) On each anniversary of the Deed Commencement Date, quarterly reports submitted via the IPPRS under clause 38.1(e) of the Deed for the preceding year c) Annual Regional Capacity Services Report

K. Key Objectives, Outcomes and Activities in NRM Delivery

SWCC seeks to involve Noongar people in the design and delivery of its NRM project activities. Table 4 in Section K.1 and Section K.2 below indicate the relationship between the objectives, outcomes and activities that will achieve the strategic targets as detailed in Section I.

K.1 Key Objectives

Table 4. SWCC objectives, outcomes and activities on projects and alignment to Regional Strategic Targets

Objective	Outcome	Activities	How will this be achieved?	Alignment with Regional Strategic Targets
1. To engage Noongar people in NRM planning and decision making, with SWCC having an awareness of key individuals as decision makers of the Noongar communities to aid meaningful participation and collaboration.	Improved consultation, participation and engagement with the local Noongar community contributing to decision-making when prioritising NRM issues and actions for the region.	Engage with Traditional Owners in project identification, design and delivery. Indigenous-led projects through engagement with RACs and Aboriginal Corporations Establishment of Project Management Groups or Project Advisory Committees. Improve sharing and application of TEK.	Regional Capacity Services, Project Design Services and Project Services	RS1 RS5 RS6
2. To drive positive economic outcomes for local Noongar communities through increasing procurement from Noongar businesses.	Increased local Noongar business opportunities.	Provision of contracting and sub-contracting opportunities through the supply chain.	Regional Capacity Services, Project Design Services and	RS12 RS2 RS6

			Project Services	
3. To provide employment opportunities for Aboriginal and Torres Strait Islander people within SWCC and continue to grow a welcoming diverse culture; To enshrine cultural respect, safety and protocols through all aspects of the organisation.	SWCC provides a culturally safe and diverse workplace and Reconciliation Action Plan developed.	Engage Aboriginal and Torres Strait Islander people directly as employees and/or trainees	Regional Capacity Services, Project Design Services and Project Delivery Services	RS3 RS4 RS7
4. To align SWCC's Regional Strategic Aspirations and targets with Aboriginal land, heritage, cultural rights and community development and economic participation.	To build genuine trusting relationships between SWCC (the organisation and its employees) and the Noongar communities of the region.	Engagement in the SWCC Cultural and Inclusion Policy and Aboriginal Engagement Guidelines. Development of SWCC RAP Development of NRM projects and programs that reflect Noongar aspirations for the region.	Regional Capacity Services, Project Design Services and Project Delivery Services	RS1 RS4 RS5 RS6 RS7

K.2 Future activities

In developing activities and programs that meet its strategic vision and purpose, SWCC seeks to fully engage with Noongar peoples on Noongar boodja.

Appendix 3 identifies opportunities for Noongar and Aboriginal peoples' participation in the design and delivery of projects and other priority natural resource management activities and strategies within the region. In providing Regional Capacity Services, Facilitated Co-design, Project Design Services and Project Delivery Services, opportunities exist for engagement at the decision-making level.

K.3 Remuneration for Indigenous Consultation Services

Reciprocity is a key principle identified in SWCC's Cultural Safety Plan. Reciprocity is a mutually beneficial exchange between parties. Part of this process is ensuring appropriate and adequate remuneration for services provided.

The Noongar Standard Heritage Agreement (NSHA) provides a framework for those wishing to engage with Noongar Traditional Owners, knowledge holders and those required to conduct

Aboriginal Heritage Surveys.¹⁴ Current rates (at February 2023 SWALSC pers comm.) under the Noongar Standard Heritage Agreement were established in relation to heritage surveys is \$589.29 per day per person and adjusts each year in accordance with CPI. This fee may not be applicable to every situation or type of consultation.

It should be noted that Aboriginal Regional Corporations may set their own schedule of fees for project co-design and consultation.

L. Implementation

The Plan will be implemented through multiple approaches guided by SWCC's policies and procedures and Regional Strategic Targets. SWCC seeks to embed Aboriginal participation into all relevant areas of the organisation so it becomes a business-as-usual approach.

SWCC, as an RDP, seeks to promote decision-making and leadership of Noongar peoples within NRM through consultation and engagement. Aboriginal Regional Corporations have been invited to join the SWCC Association or as part of a Project Steering Committee allowing a greater role in leadership and decision-making.

SWCC's Aboriginal Cultural and Inclusion Policy and guidelines reflect the organisational approach to engagement with First Nations peoples. This includes appropriate engagement with Traditional Owners, recognising cultural authority and the role that different Aboriginal groups occupy as knowledge holders or part of the broader Aboriginal community. It also enshrines the right to free, informed and prior consent model that is to be applied to all aspects of engagement and participation.

SWCC's Procurement Policy promotes the engagement of Aboriginal enterprises and facilitates this approach.

Cultural safety training has been undertaken within the organisation including SWCC Board Directors. Ensuring Board and Association Members receive cultural awareness and safety training ensures a whole-of-organisation understanding regarding cultural awareness and competency. SWCC is committed through its employment policies to provide a supportive and flexible working environment that reflects a culturally safe and diverse workforce.

In addition, SWCC is constantly developing and seeking to improve links with the Aboriginal communities across the region. SWCC has several Noongar language groups within its regional boundary and is required to ensure it is managing relationships in a culturally appropriate way. Respect for Aboriginal peoples' culture, knowledge and obligations to Country must be evidenced through our work.

SWCC's targets for participation and engagement allow clear oversight of performance and the opportunity to adapt.

¹⁴ [Noongar Standard Heritage Agreements — South West Aboriginal Land and Sea Council](#)




M. Review and evaluation

Annual review, evaluation and reporting of the organisational targets will allow clear insight into Aboriginal participation, engagement and representation across the organisation.

The review and evaluation of the Plan must also receive input from appropriate Noongar peoples. This will be achieved through ongoing consultation with Aboriginal Regional Corporations, Aboriginal Corporations and Aboriginal communities and reflection via the RAP journey. This will ensure that targets remain relevant and implementable.

Targets within the Plan are required to be reported to both the SWCC Board and to Government as part of the Standing Deed. This will be achieved through a report card describing each target as ‘on track’, ‘in motion’ (% achieved) or ‘needs attention’ (refer Table 5). This provides a method of reporting organisational progress against targets clearly and transparently.

Table 5. Report card indicators for use in reporting progress against regional strategic targets.

Indicator	Description
	On Track - on track for target to be fully achieved within the timeframe
	In motion – has commenced but requires continued effort to achieve target. Percentage (%) completed reported.
	Needs attention - not commenced and at risk of not achieving target

Where a target is identified as ‘needs attention’ an immediate review and investigation will occur to determine why it has been attributed that rating and what action will be undertaken to improve performance. SWCC acknowledges that while it may use its best endeavours to achieve targets, sensitivities may arise that affect its achievement. If this situation arises it must be reported to the SWCC Board and other stakeholders, including the Australian Government.

N. References

Hansen, V and Horsfall, J Noongar Bush tucker: Bush food plants and fungi of the southwest of Western Australia, 2019, UWA Publishing

Miller-Sabbionia, C., Goerke, V., Downing, M. & van Leeuwena, S. (2023). The Foundations for Effective Indigenous Inclusion. CRC TiME Limited South West Catchments Council The SW Region NRM Strategy 2021 – 2030.

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) (United Nations, 2007).

Appendix 1. Cultural Safety Plan

South West Catchments Council | Cultural Safety Plan

<h3 style="margin: 0;">Power</h3> <p style="font-size: small; color: white;">We ensure transparency and awareness of our power structures</p>	<h3 style="margin: 0;">Cultural Identity</h3> <p style="font-size: small; color: white;">We build our self-awareness by being inquisitive about and respectful of our own and others' cultural identities</p>
<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> We seek broad representation that reflects the make-up of our community across all of our governance structures Identify and remove bias from our procurement process We use diverse communication methods to build accessibility We set clear expectations, define boundaries and do what we say we will do We elevate diverse voices We maintain awareness of the legacies we work within, and drive a more diverse vision We use our influence with government to represent our stakeholders needs <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> Community participation and input to SWCC drives meaningful outcomes SWCC's stakeholders feel valued and included, and trust us in return SWCC forges strong partnerships SWCC elevates voice and opportunity for diverse groups The community has a better understanding of SWCC SWCC are an employer of choice 	<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> We recognise our privilege and our biases through reflection and curiosity about our own reactions We ask for feedback We seek further training and education, both formal and informal We are open to diverse experiences and other points of view We are conscious of the impact of how we say things We are aware of our own values and boundaries <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> The SWCC team are accepting, and comfortable to talk and listen SWCC has reciprocal relationships with diverse stakeholders SWCC experiences opportunities to share culture, food and celebrations Everyone benefits from SWCC's activities The SWCC team are harmonious and respectful We are confident to stand up for others SWCC are dynamic, adaptive and enriched by others SWCC breaks down individual and collective barriers to create a bigger impact
<h3 style="margin: 0;">Reciprocity</h3> <p style="font-size: small; color: white;">We build culturally safe, mutually beneficial relationships</p>	<h3 style="margin: 0;">Cultural Load</h3> <p style="font-size: small; color: white;">SWCC is aware of and mitigates cultural load by checking in and taking responsibility</p>
<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> Define our terminology for consistency Define our cultural safety measures, and set targets Develop a process for appropriate fees, payments, and procurement <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> People are happy to work with SWCC SWCC teams know the architecture of our communities SWCC are transparent about our activities Everyone feels safe engaging with SWCC Our processes are fair, equitable and mutually beneficial SWCC and our stakeholders build capabilities together SWCC has culturally safe finance processes SWCC continuously improves 	<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> We do our own research before engaging We engage with a wide stakeholder base Cultural activities are approached with a sense of shared responsibility We check that remuneration is appropriate <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> SWCC team members are aware of potential cultural load We ensure potential First Nations team members are valued and presented with diverse opportunities
<h3 style="margin: 0;">Cultural Protocols</h3> <p style="font-size: small; color: white;">SWCC respects and observes cultural protocols, with an emphasis on seeking free, prior and informed consent</p>	<h3 style="margin: 0;">Cultural Protocols</h3> <p style="font-size: small; color: white;">SWCC respects and observes cultural protocols, with an emphasis on seeking free, prior and informed consent</p>
<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> We ask questions about how to proceed respectfully with engagements Develop a list of protocols Recognize and respect cultural, men's, and women's business Observe cultural protocols in our communications such as appropriate images and language Review our Acknowledgement of Country, and develop principles to deliver acknowledgements from the heart Seek further training in cultural protocols Review our policies and processes to embed cultural safety and cultural protocols Develop a list of Elders and Knowledge Holders in our areas Understand the place and the colours of the six seasons, and be mindful about how we use these in our communications <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> Our cultures are working together SWCC are respected by First Nations peoples The SWCC team have confidence when engaging on country SWCC have a well thought out, culturally safe approach to engagement and relationship building SWCC are doing more engagement SWCC have healthy, vibrant relationships with local First Nations communities People feel welcome at SWCC 	<h4 style="margin: 0;">Actions</h4> <ul style="list-style-type: none"> We do our own research before engaging We engage with a wide stakeholder base Cultural activities are approached with a sense of shared responsibility We check that remuneration is appropriate <h4 style="margin: 10px 0 0 0;">Outcomes</h4> <ul style="list-style-type: none"> SWCC team members are aware of potential cultural load We ensure potential First Nations team members are valued and presented with diverse opportunities

A culturally safe South West Catchments Council is a place where our team and our stakeholders feel welcomed, valued, safe, included, and respected. People can practice and talk openly about culture and know that all our engagements are genuine and mutually beneficial.

Appendix 2. Indigenous Supplier List

Supplier name	Service
Woolkabunning Kiaka Aboriginal Corporation	Planting, fencing
Undalup Association Inc.	Cultural training, TEK
Gnowangerup Aboriginal Corporation (GAC)	Fencing, surveys
Barbara Bynder	Consulting
Badgebup Aboriginal Corporation (BAC)	Fencing, surveys, revegetation
Kooyar Wongi	Consulting
IPS Management	Consulting, training cultural safety, cultural competency
HR Management Solutions	HR services
Wuddi Aboriginal Cultural Tours	TEK
Deadly Unna	TEK
Lillian May Penny	TEK

Appendix 3. Project Objectives, Outcomes and Activities for Aboriginal Participation in Design and Delivery of Projects

Objective	Deliverable Project A	Deliverable Project B	Deliverable Project C	Deliverable Project D	Deliverable Project E
1. Describe Indigenous leadership / involvement in decision-making (examples)	Engagement and approval to work on Country from Traditional Owners. This includes Aboriginal Regional Corporations (ARC), other Aboriginal Corporations and other knowledge holders.	Projects to be Aboriginal led. Engagement and approval to work on Country from Aboriginal Regional Corporation	Engagement and approval from Aboriginal Regional Corporation to work on Country. Engagement with local Aboriginal Corporation and other knowledge holders.	Engagement and approval to work on Country from Aboriginal Regional Corporation. Identify cultural significance.	Engagement and approval to work on Country from Traditional Owners. This includes four ARC (Gnaala Karla Booja, Karri Karrak, Ballardong and Wagul Kaip), Aboriginal Corporations, Local Ranger group plus other knowledge holders.
2. Will Indigenous employment (either SWCC or other) occur?	Y	Y	Y	Y	Y
Activity (examples)	Engagement with Aboriginal Ranger groups in the area.	Project management, survey and on-ground delivery.	Aboriginal Ranger involvement, Indigenous project officer or trainee involvement.	Indigenous employee, potential involvement of Rangers.	Indigenous Officer or trainee involvement, Aboriginal Rangers.
3. Will Indigenous businesses be contracted for delivery?	Y	Y	Y	Y	Y
Activity description (examples)	Project input, community engagement, contract planting, weed control, TEK, pest animal control.	Indigenous led by appropriate Aboriginal Corporation.	TEK events, on-ground works and surveys using novel approaches.	TEK events, on-ground works and surveys.	Contract planting, weed control, community engagement, TEK, pest animal control.
4. SWCC's aspirations and objectives align with Noongar land, heritage, cultural rights and community development and economic participation (examples)	Increase in engagement and input at decision-making level through early engagement with Traditional Owners. Project has direct impacts on cultural and heritage values. Has direct economic benefit to Aboriginal communities in the region.	Significant engagement with Traditional Owners and other Aboriginal knowledge holders. Direct capacity building and employment benefits. Significant opportunity to enhance cultural awareness and values of site and issues.	Increase in engagement and input at decision-making level through early engagement with Traditional Owners. Project impacts on cultural values. Has direct economic benefit to Aboriginal communities in the region.	Increase in engagement and input at decision-making level through early engagement with Traditional Owners. Project impacts on heritage and cultural values. Has direct economic benefit to Aboriginal communities in the region.	Increase in engagement and input at decision-making level through early engagement with Traditional Owners. Project impacts on heritage and cultural values. Has some direct economic benefit to Aboriginal communities in the region.