



# Indigenous Participation Plan

Fitzroy Basin Association

2021

## Contents

Introduction .....	1
FBA’s Engagement Strategy.....	2
Purpose .....	2
Scope .....	3
Acknowledgment of Country .....	3
Naming Protocol .....	3
Vision.....	3
Guiding Principles .....	4
Why Aboriginal & Torres Strait Islander engagement is important to FBA .....	5
Working in partnership .....	6
Consultation .....	6
Aboriginal and Torres Strait Islander Land and Sea Aspirations.....	7
Key Objectives, Outcomes and Activities.....	9
Implementation of the Indigenous Participation Plan.....	9
Table I: Indigenous Participation Plan Implementation Strategy .....	10
Review and Evaluation.....	16
Table I: Evaluation of Aboriginal and Torres Strait Islander Participation Plan Implementation .....	16
References.....	18

## Introduction

Fitzroy Basin Association (FBA) is part of a national network of Natural Resource Management organisations (NRMs) who work in partnership with their communities, including diverse First Nation Peoples, to sustainably manage landscapes and their natural resources. The Fitzroy region extends over 156,000 square kilometres from Nebo in the north to Injune in the south, west to the Drummond Range. FBA's intended legacy is to inspire and empower communities who value their natural assets.

This Indigenous Participation Plan is intended to enhance engagement and participation by Aboriginal and Torres Strait Islander peoples and communities, within the Fitzroy Management Unit, in NRM planning and delivery of on-ground activities. The Board, Management and staff of FBA should use this plan as a guide to building positive relationships and partnerships with Aboriginal and Torres Strait Islander peoples and as a means for including their perspective and values into our work. The plan is FBA's organisational commitment to supporting Aboriginal and Torres Strait Islander peoples, clan family groups, and organisations to participate in the delivery of NRM.

To achieve its work FBA must engage with and encourage the participation of a diverse number of communities and land managers (as our stakeholders), through formal and informal partnerships, to bring about behaviour and practice change and improve the productivity and health of landscapes, waterways, and their related ecosystems.

FBA's commitment to engaging with Aboriginal and Torres Strait Islander peoples and communities is based on the following principles:

1. Acknowledgment that First Nations in the Fitzroy Region have unique relationships to Country expressed through their distinct identities and cultures;
2. Recognition and respect for First Nations' diverse histories and different lived experiences in the Fitzroy Region;
3. First Nations have a right to be consulted and meaningfully involved in NRM projects through respectful engagement of their endorsed representatives;
4. Traditional laws and customs and cultural values for Country (including traditional knowledge systems, cultural heritage and native title rights and interests) are recognised and protected in all NRM projects;
5. Traditional knowledge of caring for Country is considered complementary to contemporary NRM practices.

## FBA's Engagement Strategy

To achieve FBA's vision, it is essential for the organisation and its staff to utilise various means of engagement; through communication, collaboration, participation, formal partnerships, co-design, and advocacy. Each of our six organisational values; Accountability, Innovation, Teamwork, Passion, Integrity and Empowerment underpin and support a culture of engagement.

Engagement is critical to the way FBA delivers its services and to how we want our organisation to work into the future. Through engagement we deliver projects, manage our relationships, foster our partnerships, and encourage behaviour and practice change for a more sustainable future.

Community engagement is a planned process with the specific purpose of working across organisations, stakeholders, and communities to shape the decisions or actions of the members of the community, stakeholders, or organisation in relation to a problem, opportunity, or outcome (definition courtesy of International Association of Public Participation: IAP2). FBA uses the IAP2 definition as the foundation for our Engagement Strategy.

Where possible, FBA will commit to a co-designed approach with First Nation Peoples to build a shared understanding of strategies, projects, and activities, and co-discover innovative ways to achieve outcomes together. This will allow staff in their individual expertise, skills, capacities, and responsibilities to develop genuine understanding and affinity with First Nations partners, whilst fostering a shared learning space and positive partnership mindsets.

## Purpose

The staff of FBA acknowledge the First Nations Peoples of Central Queensland and the role they continue to have in purposefully shaping and caring for the area we know as the Fitzroy Region. FBA recognises the value of effective engagement and the importance of productive stakeholder relations in achieving the best possible natural resource management outcomes, as well as the complementary nature of both traditional and contemporary practices of caring for country.

This Indigenous Participation Plan outlines the approach FBA will take to develop inclusive partnerships with Aboriginal and Torres Strait Islander peoples, clan family groups, organisations, and communities to deliver natural resource management (NRM) outcomes within the region. These partnerships aim to build mutual respect and understanding, appropriately utilise and share unique knowledge and skills and provide effective and tangible support.

Development and implementation of this Plan complements FBA's Community Participation Plan, Regional Agricultural Landcare Facilitator (RALF) Work Plan, individual project plans and Communications Plan, which are requirements of the Australian Government's Regional Land Partnerships (RLP) program.

## Scope

The Indigenous Participation Plan provides direction for FBA's engagement to enhance Aboriginal and Torres Strait Islander participation in NRM. It is intended to be used as a plan for RLP Core Service and Project activities, as well as a guide for staff to establish partnerships with First Nations and deliver additional Aboriginal and Torres Strait Islander participation opportunities in the region.

\* This document uses the term 'Fitzroy Region' or 'the region' when referring to the Fitzroy Management Unit (MU).

## Acknowledgment of Country

Fitzroy Basin Association (FBA) respects and acknowledges the First Nations of our land, Aboriginal and Torres Strait Islander communities, clan family groups, and organisations. We recognise the diversity of their cultures and the deep connections they have with Country and Sea. FBA pays respects to Elders past, present and future. We acknowledge and recognise First Nations Peoples' obligations, rights, and responsibilities to use and care for their Country and Sea and recognise their important role as custodians of cultural and ecological knowledge.

## Naming Protocol

FBA acknowledges that Australia is a signatory to the UN Declaration on the Rights of Indigenous Peoples that supports First Nation Peoples' rights and interests, including the organisations and business entities through which they may participate in NRM and contracting arrangements.

This document uses the following terms when referring to Aboriginal and Torres Strait Islander peoples:

- First Nations
- Aboriginal and Torres Strait Islander peoples
- Indigenous
- Traditional Custodians
- Traditional Owners

FBA respects that some First Nation Peoples prefer to be acknowledged as First Nations, while others prefer Traditional Custodians or Traditional Owners. In the Fitzroy region our Traditional Custodians are primarily Aboriginal groups however we recognise the importance of all Aboriginal and Torres Strait Islander peoples who live in or beyond the boundaries of the Fitzroy region.

We support Aboriginal and Torres Strait Islander persons' preference to not be described as Indigenous as this word fails to recognise their unique cultural identities. The word Indigenous is used in the title of this Plan to align with Australian Government contracting arrangements.

## Vision

The unique knowledge, skills, capacities and understandings of the region's Aboriginal and Torres Strait Islander peoples, clan family groups, organisations and communities are integral to the management of the cultural heritage and natural resources of the region.

## Guiding Principles

The following statements act as guiding principles for facilitating Aboriginal and Torres Strait Islander peoples' participation in the management of the region's cultural and natural resources. These principles form part of the collective effort of the Queensland network of NRMs (QNRM) to encourage and support Aboriginal and Torres Strait Islander involvement in natural resource management. FBA will apply these principles in its work to realise our engagement and participation with the Fitzroy Region's Aboriginal and Torres Strait Islander peoples.

This Regional Indigenous Participation Plan abides by the commitment to:

- Act on QNRMs' commitment to partner with Traditional Owners/Custodians and Aboriginal and Torres Strait Islander peoples, communities, and organisations to manage and improve the health of land and waters, and to build community capacity for Aboriginal and Torres Strait Islander peoples' engagement and participation;
- Act on QNRMs' commitment to be transparent in supporting Traditional Custodians and Aboriginal and Torres Strait Islander peoples' community aspirations for recognition of rights, reconciliation, participation, employment, and economic development through NRM;
- Act on QNRMs' commitment to strengthen internal cultural competency;
- Build upon QNRMs' existing experiences, procedures, and work practices;
- Complement QNRMs' Community Engagement and Participation Framework;
- Act on QNRMs' commitment to co-design and community control, through a reciprocal and mutually beneficial approach to partnerships
- Value and communicate Traditional Ecological Knowledge and culturally informed land and sea management practice
- Ensure Aboriginal and Torres Strait Islander opportunities to benefit from procurement, participation, engagement, capacity building and legacy at all stages of NRM project management including planning, design, implementation, monitoring and evaluation;
- Value and communicate culture and language;
- Support adaptive management to imagine and develop innovative and reflective responses to better support Aboriginal and Torres Strait Islander engagement in NRM
- Form partnerships with multi-disciplinary Aboriginal and Torres Strait Islander agencies to support improved land, water, and sea outcomes;
- Establish a continuous improvement process for measuring, monitoring, and advising on Aboriginal and Torres Strait Islander participation, and
- Establish a Traditional Owner reference group to review draft project plans to ensure compliance with state-wide Framework and Regional Indigenous Participation Plans (*noting that the means and format of this mechanism may vary to best suit each NRM region and its Aboriginal and Torres Strait Islander peoples*).

## Why Aboriginal & Torres Strait Islander engagement is important to FBA

Aboriginal and Torres Strait Islander peoples have always seen management of the land and sea country and all its resources as an integral part of their culture. This is often described in terms of caring for Country whereby a particular group has responsibilities for 'looking after' or 'managing' areas of Country and Sea. Caring for Country forms part of the relationship individuals have with each other and with the land and sea. It is not seen as a separate activity which must be 'carried out' (Rose 1995).

There is increasing international and national recognition of the importance of Traditional Ecological Knowledge and for combining this with contemporary scientific knowledge and practice to develop a better understanding of ecosystems. There is a need to have greater respect and understanding in NRM regarding the value of Aboriginal and Torres Strait Islander knowledge and the opportunity to include this perspective in projects.

Some considerations that must be incorporated into engagement with Indigenous peoples and groups include:

- Diversity – The Fitzroy Region has a variety of Aboriginal and Torres Strait Islander voices encompassing a range of views. It is important to know that each First Nation will differ in their cultural practices and perspectives. No assumptions can apply.
- Understanding – Be familiar with local Aboriginal and Torres Strait Islander history and past and current issues of concern to communities across the region.
- Building relationships – Strong working relationships improve the effectiveness of projects developed to engage Aboriginal and Torres Strait Islander peoples in NRM activities. Good engagement takes time and support.
- Decision-making – Programs and projects designed to support Aboriginal and Torres Strait Islander peoples require early input from groups well before they are developed and finalised. This includes decision-making processes that support cultural values, traditional knowledge, language differences, open and exclusive communication channels relevant to women and men's business, the role of Elders and/or custodial rights.
- Expectations – Trust and understanding will only be fostered with Aboriginal and Torres Strait Islander peoples through clear communication of the purpose and proposed outcomes of relevant projects. Consistency of approach and process is also very important.
- Consultation fatigue – Traditional Owners/Custodians can be over-consulted, particularly where projects are disjointed, or project responsibilities are re-allocated. This may result in stress and health issues for community leaders. Consultation is an important social responsibility; good planning and decision-making processes will help address any issues that arise owing to, for example, funding milestones and time restraints or unavailability of Aboriginal and Torres Strait Islander representatives.
- Flexibility – Matters of cultural importance impact on the time and resources available to this community and can change without notice. Understand that project activities may take longer than planned and deadlines may not be met. Build contingencies into timeframes and allow sufficient time to communicate and discuss any changes.

## Working in partnership

Building relationships and partnerships is underpinned by FBA's values; empowerment, accountability, teamwork, passion, innovation, and integrity. Through engaging with our First Nations, we aim to work together to share and transfer knowledge and build long lasting, valued, and trusted relationships, which are of mutual benefit.

FBA recognises and respects Indigenous cultural and intellectual property (ICIP) rights to the sharing and use of cultural information that are based on customary laws. This includes First Nations' rights to control how cultural information is shared with FBA, how it is accessed, used, and interpreted, and control over its future uses. FBA acknowledges that sacred and secret knowledge is First Nations' business and that if used incorrectly, this could cause offence and harm to Traditional Owners/Custodians. This includes information which has community-specific restrictions (such as cultural authority, gender, age etc.) regarding access and use. Examples of protected Indigenous knowledge are provided in the OKOW Guidelines (2020:15) and can include knowledge of ecosystem conservation which may be of value for collaborative and adaptive management.

For further detail please refer to: Our Knowledge Our Way (OKOW): <https://www.csiro.au/en/research/indigenous-science/Indigenous-knowledge/Our-Knowledge-Our-Way/OKOW-resources>

To support and provide differentiated direction to FBA's working relationship with each First Nations we aim to undertake an individual consultation process with each First Nation to create a Partnership Statement. Each statement will be unique and outline the aims of the partnership, how FBA supports their organisation vision and how the Aboriginal and Torres Strait Islander organisation supports FBA's vision. It will be important to have agreed upon goals and priorities, clarity into regards to ways of working and to establish how we will measure success. FBA believes this process is a foundation for strong and productive relationships that will lead to a collaborative approach to improve NRM outcomes, including increased opportunities for participation in NRM by Aboriginal and Torres Strait Islander peoples.

The level of detail in these Partnership Statements will be determined through a Free, Prior and Informed Consent process with First Nations. This process necessitates a negotiated and written consent agreement, endorsed by both parties ensuring Indigenous knowledge is protected according to First Nations' protocols and guidelines for sharing knowledge outside of their community. This process empowers First Nations' decision-making to effectively support knowledge sharing partnerships.

FBA also acknowledges that some First Nations may need space in which to engage their own individual and/or collective customary dialogues regarding cultural natural resource management and transboundary dynamics that emerge with management planning, customary landscape scales, native biological resources and related governance and decision-making processes.

## Consultation

FBA uses multiple pathways to engage and seek feedback on plans such as this, as there is no one specific governance or advisory body with representation from key natural resource management stakeholders in the Management Unit, nor is there a representative Traditional Owner group that encompasses the First Nations of the Fitzroy Region.

Relevant stakeholders include FBA's Board, our Stakeholder Members, fellow Natural Resource Management organisations in addition to First Nations and their representative entities. I note these groups as important components of FBA's work under our organisation's constitution and our strategic goals.



FBA has, through its ongoing engagement with our Board and community stakeholders, been guided in its approach to, and continuous improvement of community engagement (community and indigenous participation). Additionally, FBA has consulted through its Community of Practices within NRMQR (Queensland NRM Network) on both community and indigenous participation plans, as well as the State-wide Principles of Practice for Indigenous Engagement.

Examples of how our consultation has informed our community participation plan to date include:

- Feedback from First Nations during our partnership activities, community events and formal meetings regarding processes that should be continued as a more effective way to continue participation of indigenous persons in natural resource management.
- Engagement with local and state government, as well as their key agencies, to contribute actively to proposed plans and working groups (many of which include First Nations representatives) to address environmental matters, to address gaps in knowledge and to encourage the creation of opportunities for First Nations to participate in or lead natural resource management activities (e.g., Local Marine Advisory Committees, Ramsar Advisory Working Group, Fig Tree Creek Masterplan Working Group).
- Continuation of our community grants for our communities to enable their participation, and opportunity to work on what matters to them. This has included support for First Nations and indigenous communities (e.g., Woorabinda School and its community).
- Feedback sought by FBA's Indigenous Engagement Coordinator and provided and shared with FBA staff in regard to preferred processes for consultation and engagement with Traditional Owners/Custodians.

In summary, our approaches and methods under this Indigenous Participation Plan are because of consulting and listening to our diverse range of First Nations peoples (in formats that suit them) to best adapt our service and support to them.

In addition, FBA's current consultation with First Nations regarding the region's Natural Resource Management (NRM) Plan; CQSS:2030 seeks to identify Traditional Owner/ Custodian aspirations for land and sea management, and to identify potential alignment with both regional NRM priorities and the 5-year outcomes of the Regional Land Partnerships program of the Australian Government. Information shared by First Nations with FBA, through a free, prior, and informed consent (FPIC) process, will inform revision of this Indigenous Participation Plan. FBA also sought a peer review of the Plan by an appropriate Indigenous consultant to provide general feedback to this Plan, with an intent to then inform implementation of this Plan and future engagement with First Nations of the Fitzroy Region moving forward.

## Aboriginal and Torres Strait Islander Land and Sea Aspirations

2016 Australia Bureau of Statistics report that Aboriginal peoples make up 7.5% of the Rockhampton population, 4.1% of Gladstone and 3.6% of Emerald populations. In Rockhampton 71 people indicated that they speak an Indigenous language as well as English at home.

Within the Fitzroy region in 2021, First Nation Peoples are represented by 11 Registered Cultural Heritage Bodies, 16 Cultural Heritage Parties, 6 Native Title Claims and 8 Native Title Prescribed Body Corporates.

In 2018, FBA undertook a consultation project to gather evidence on the level of interest and capacity for Traditional Owner groups to deliver natural resource and cultural heritage management activities across the Fitzroy Region. There are several successful native title determinations across the region and many native title holders are developing land use agreements and carrying out natural resource management work on their country. Equally there are a significant number

of native title applications that are yet to be determined. FBA is committed to building a strong and sustainable working relationship with all First Nations by establishing strong relationships and by following cultural protocols.

Through the consultation project FBA identified appropriate First Nations contacts (where possible), connected with these contacts, and began consultation processes. A key driver to this was to establish appropriate and proper communication protocols between FBA and each separate First Nation. FBA has varying levels of engagement and on-ground project delivery with First Nations in the region. FBA is working towards appropriately consulting with each First Nation in the review of the regional NRM Strategy (Central Queensland's Sustainability Strategy 2030), valuing their diversity and capacity to deliver natural resource and cultural heritage management activities.

***A summary of the First Nation consultation and First Nation statements are included in the Appendices (currently under negotiation with First Nations). The statements address responses, concerns, management aspirations, impacts, consultation, priorities, perspectives, and recommendations. The intersections that both FBA and First Nations Peoples are seeking to achieve collaboratively will be the basis of the individual First Nation partnership statements.***

Through this process FBA established an internal process, informed by best principles and practices, for establishing and maintaining relationships and for undertaking natural resource management and cultural heritage projects or activities.

FBA recognises that there are at least 17 different First Nations within the region that include:

- Barada Barna
- Barada Kabalbara Yetimarala
- Bidjara
- Wangan and Jagalingou (Clermont Belyando)
- Darumbal
- First Nations Bailai, Gurang, Gooreng
- Gooreng, Taribelang Bunda
- Gaangalu Nation
- Iman
- Jangga
- Kanolu
- Kionjmal
- Karingbal
- Wadja
- Western Kangoulu
- Widi
- Woppaburra
- Wulli Wulli Nation

***Refer to Appendices for a List and Map of First Nations in the Fitzroy Region.***

## Key Objectives, Outcomes and Activities

The anticipated outcomes of this Indigenous Participation Plan are:

1. First Nations have an influential role in strategic planning and delivery of NRM within the Fitzroy Region
2. Increased Aboriginal and Torres Strait Islander involvement in NRM at both the community and individual level
3. FBA is recognised by Aboriginal and Torres Strait Islander communities as a trusted and valuable partner.
4. Co-designed collective action

The objectives and activities required to achieve these outcomes are identified in Table I.

## Implementation of the Indigenous Participation Plan

Table I identifies the targets and measures of success associated with the outcomes, objectives, and activities of this Plan. While RLP funding for Core Services and current Projects within the Fitzroy Region will contribute to implementation of this Plan, substantially greater investment and longer timeframes are required to achieve long and lasting Aboriginal and Torres Strait Islander participation in the delivery of CQSS:2030 (Central Queensland Sustainability Strategy) which is the regional NRM Plan for the Fitzroy Management Unit.

An internal Implementation Plan, containing specific detail on the activities in this plan has been developed and will be updated by staff to track FBA's progress against this Indigenous Participation Plan.

**Table 1: Indigenous Participation Plan Implementation Strategy**

<b>Objectives</b>	<b>Activities</b>	<b>Targets</b>	<b>Measures of Success</b>
<b>Outcome 1: First Nations have an influential role in strategic planning and delivery of NRM within the Fitzroy Region</b>			
Ensure reviews of CQSS:2030 (NRM Plan) are undertaken inclusively	Determine and provide cultural appropriate processes for First Nations participation in NRM Plan Review (CQSS:2030)	The knowledge and aspirations of First Nations are considered in reviewing and updating CQSS:2030 by addressing the RLP activity agreement clauses 3.2(c) vi, vii & viii	First Nations feel satisfied that culturally appropriate processes for participation in the NRM Plan Review have been considered and adopted, where possible. Number of First Nations that have participated in the NRM Plan Review. First Nations feel satisfied that their knowledge and aspirations have been heard, respected, and understood by FBA.
Implement priority management actions in CQSS:2030, delivering positive outcomes for Aboriginal and Torres Strait Islander cultural heritage	Identify priority NRM actions in consultation with First Nations	Alignment of short-term and long-term priority actions with FBA priorities, resources, and funding.	Number of First Nations FBA have worked with to identify and understand priority NRM actions. Time invested by staff to identify priority NRM actions in consultation with First Nations. Number of short-term and long-term priority NRM actions identified that can be supported by FBA.
	Support the development of individual strategic implementation plans for priority NRM actions based on a shared understanding of current and anticipated future capacity and resources.	Short-term, funded priority actions implemented, and progress achieved towards longer-term actions.	Number of First Nations FBA have worked with to develop individual strategic implementation plans for priority NRM actions. Time invested by staff to develop individual strategic implementation plans in consultation with First Nations. Number of short-term priority NRM actions implemented. Number of long-term priority NRM actions progressed towards implementation.
Implement priority management actions in CQSS:2030, delivering positive outcomes for Aboriginal and Torres	Develop and implement culturally appropriate protocols with First Nations for their involvement in NRM within the Fitzroy Region, including planning, delivery, and monitoring.	Contact has been made/attempted with each First Nation within the Fitzroy Region to establish or update protocols.	Number of First Nations that have established or updated protocols with FBA. Number of occurrences where staff complete task list in Link. First Nations feel satisfied that FBA are implementing agreed protocols in a culturally appropriate way.
	Ensure free, prior, and informed consent (FPIC) of First Nations prior to undertaking projects that affect their rights to lands or waters.	Written consent agreement obtained from First Nations through a free, prior, and informed	

Objectives	Activities	Targets	Measures of Success
<p>Strait Islander cultural heritage</p> <p>First Nations have culturally relevant, structured NRM</p>	<p>Deep listening to First Nations to identify their need and capacity to undertake NRM planning and delivery using an asset-based community development approach. Identify and assess FBA's need and capacity to support Indigenous NRM, to identify FBA's sphere of influence.</p> <p>Provide support with NRM planning where appropriate and possible.</p>	<p>consent (FPIC) process to identify strategies to manage any known impacts to their rights to lands and waters. Increase in staff awareness of the FPIC process.</p> <p>FBA understands each First Nations' strengths (assets) and capacity development goals to undertake NRM planning and delivery. First Nations understand FBA's capacity to contribute to Indigenous NRM and are confident in how to approach FBA with requests.</p> <p>First Nations' priority NRM actions are appropriately represented and integrated into the regional NRM plan (CQSS:2030) and/or are appropriately represented by an Indigenous Cultural and Natural Resource Management (CNRM) plan for the Fitzroy region. Increased coverage of Indigenous NRM planning in the Fitzroy region.</p>	<p>Number of written consent agreements established between FBA and First Nations. First Nations feel satisfied that FBA are honouring the written consent agreements. Time invested by staff to ensure a free, prior, and informed consent process is achieved. Level of confidence in staff to understand and implement FPIC processes.</p> <p>Number of capacity development opportunities supported by FBA directly through FBA's work or through information, advice, and referral. Time invested by staff to support capacity development in consultation with First Nations. Number and coverage of Indigenous NRM or Cultural Heritage plans in the Fitzroy Region.</p> <p>Number of individual strategic implementation plans for priority NRM actions appropriately represented and integrated into the regional NRM plan (CQSS:2030). First Nations feel their priority NRM actions are understood and supported by FBA. Time invested by staff to provide support to NRM planning.</p>
<p><b>Outcome 2: Increased Aboriginal and Torres Strait Islander involvement in NRM at both the community and individual level</b></p>			
<p>Support project development, training, employment, and other activities that enhance the capacity of Aboriginal and Torres Strait Islander individuals and organisations to participate in NRM</p>	<p>Identify gaps, barriers, and opportunities for Aboriginal and Torres Strait Islander participation in NRM and develop actions to address known gaps/barriers.</p> <p>In partnership with Indigenous community organisations, advocate externally for continuing and increased investment in programs that support Indigenous NRM, recognising that capacity development depends largely on resourcing.</p>	<p>Two-way understanding of gaps, barriers, and opportunities to participation in Indigenous NRM. Effective actions implemented to reduce gaps and barriers.</p> <p>FBA leads by example, through actions and storytelling, to advocate for increased investment in Indigenous NRM with its partners. Increase in investment in the Fitzroy Region for Indigenous Natural Resource and/or Cultural Heritage Management.</p>	<p>Level of confidence felt by both parties that gaps and barriers are understood and addressed, where possible. Number of First Nations consulted and supported. Mid-year and annual commitments to reflect on gaps, barriers, and opportunities. Number of effective actions implemented to reduce gaps and barriers.</p> <p>Number of communications with strategic intent leading to greater investment in Indigenous NRM. Time invested by staff in building connections externally. Number of partnerships established with Indigenous community organisations to increase investment. Funding won by FBA in partnership with Aboriginal and Torres Strait</p>

Objectives	Activities	Targets	Measures of Success
<p>First Nations' traditional ecological knowledge is recorded, where appropriate, in partnership with First Nations and respects their cultural protocols</p>	<p>Support Aboriginal and Torres Strait Islander communities to record and communicate their community's traditional ecological knowledge, respecting cultural protocols.</p> <p>Develop appropriate protocols and approval procedures with First Nations relating to traditional ecological knowledge that provide opportunities for incorporation of traditional ecological knowledge in NRM. Ensure agreements are achieved by a FPIC process and support groups to share what is appropriate.</p>	<p>Policy and procedure in place to manage traditional ecological knowledge (TEK) in projects and initiatives, including the Flow Centre's promotion of TEK.</p> <p>Traditional ecological knowledge is appropriately and respectfully incorporated into project design and implementation. Individual First Nation TEK protocols are recorded and followed.</p>	<p>Islander organisations. Number of opportunities identified through external partnerships that increase investment in Indigenous NRM.</p> <p>Number of traditional ecological knowledge projects supported by FBA using the policy and procedure. Time invested by staff to support TEK initiatives. Number of occurrences that Flow Centre resources on the promotion of TEK are accessed internally and externally.</p> <p>Number of projects or initiatives supported by FBA where TEK is integrated, shapes project design or implementation, and/or contributes to the desired result. Number of First Nations that have established or updated protocols with FBA. Annual review of protocols. Time invested by staff to establish, update, or follow protocols. First Nations feel satisfied that FBA are implementing agreed protocols in a culturally appropriate way.</p>
<p>Aboriginal and Torres Strait Islander communities are actively involved in NRM delivery</p>	<p>Support Aboriginal and Torres Strait Islander organisations in their establishment or maintenance of NRM positions, including Land and Sea Rangers, within their organisations.</p>	<p>FBA's services are transparently shared with First Nations through a Capability Statement. All First Nations are aware of the extent in which FBA can support their organisations, by request.</p>	<p>Development of a Capability Statement to support Indigenous NRM positions. Number and nature of requests received from First Nations. Nature of support provided to Traditional Custodian groups. Time invested by staff to provide support. Number of Aboriginal and Torres Strait Islander organisations employing specialist NRM staff because of FBA support.</p>
	<p>Support and promote Indigenous employment through FBA's work.</p>	<p>Policies and processes for recruitment that support Indigenous employment are in place. All staff and Aboriginal and Torres Strait Islander peoples recognise FBA as a genuine equal opportunity employer.</p>	<p>Number of FBA staff, board members and applicants for vacant positions that identify as Aboriginal and/or Torres Strait Islander. Staff awareness of Indigenous procurement targets increases. Number of FBA projects and initiatives that employ Aboriginal and Torres Strait Islanders as contractors/subcontractors.</p>
	<p>Utilise Indigenous enterprises as suppliers to FBA and in NRM project delivery.</p>	<p>Indigenous enterprises (sub-contractors and suppliers) comprise at least 4% of all RLP</p>	<p>Percentage of goods and services used by FBA that are delivered by Aboriginal and/or Torres</p>

Objectives	Activities	Targets	Measures of Success
		expenditure (the total core services and subsequent relevant project work orders) by FBA.	Strait Islander enterprises. Number of new Aboriginal and/or Torres Strait Islander enterprises used as suppliers for FBA's goods and services.
<b>Outcome 3: FBA is recognised by Aboriginal and Torres Strait Islander communities as a trusted and valuable partner</b>			
Aboriginal and Torres Strait Islander community leaders are familiar with FBA's senior staff and feel welcome to approach and raise issues	FBA board members and staff engage in Aboriginal and Torres Strait Islander community events. Increase engagement opportunities between FBA senior staff and endorsed representatives of First Nations.	Commitment to two-way engagement demonstrating mutual respect and understanding of First Nations' CNRM needs and issues. Endorsed representatives of First Nations feel confident to engage with FBA senior staff.	Level of leadership confidence in FBA senior staff to engage with Aboriginal and Torres Strait Islander community leaders. Level of confidence felt by Aboriginal and Torres Strait Islander community leaders to engage with FBA senior staff. Number of opportunities to increase engagement between FBA senior staff and Aboriginal and Torres Strait Islander community leaders. Time invested by staff to engage with Aboriginal and Torres Strait Islander community leaders.
FBA contributes to reconciliation by publicly recognising and respecting First Nations in the Fitzroy Region	Implement appropriate cultural protocols at FBA events, in regional offices and in publications.	Cultural protocols are identified and updated in the cultural toolbox. Staff are confident in implementing appropriate cultural protocols at FBA events, in offices and in publications.	Level of staff awareness and confidence to comply with appropriate cultural protocols. Proportion of FBA events, offices and publications that comply with appropriate cultural protocols.
FBA staff and board members are culturally aware and competent	Arrange annual training opportunities to build confidence, cultural awareness and competency for all FBA staff and board members.	FBA staff and board members perform and behave genuinely and in a culturally sensitive manner.	Proportion of FBA staff and board members that have engaged in training opportunities over the FY to build confidence, cultural awareness, and competency. Level of participant satisfaction with training. Number of opportunities provided to FBA staff and board members to build confidence, cultural awareness, and cultural competency. Level of confidence, cultural awareness and cultural competency of FBA staff and board. Perception of FBA as a culturally competent organisation. Number of complaints/grievances raised by First Nations about FBA's cultural competency.
	Include a requirement for cultural awareness training in all position descriptions and/or other relevant code of conduct documents.	At any point in time, at least 90% of FBA staff and board members have knowledge and skills in relation to cultural competency.	Proportion of FBA staff and board members that have engaged in cultural awareness training to build confidence and competency. Level of participant satisfaction with training. Level of

Objectives	Activities	Targets	Measures of Success
FBA staff and board members are culturally aware and competent	Further develop processes, systems, standards, and tools, in line with best practice, to promote and facilitate culturally appropriate First Nation engagement	FBA's processes, systems, standards, and tools are aligned to best practice, and facilitate and promote culturally appropriate behaviour.	confidence, cultural awareness and cultural competency of FBA staff and board members. Number of complaints/grievances raised by First Nations about FBA's cultural competency.  Level of staff awareness of FBAs processes, systems, standards, and tools to facilitate Indigenous participation/engagement. Level of staff confidence in applying FBAs processes, systems, standards, and tools to facilitate Indigenous participation/engagement. Number of complaints/grievances raised by First Nations about FBA's processes, systems, standards, and tools.
FBA engagement with Aboriginal and Torres Strait Islander peoples is well coordinated and communicated	Allocate responsibility for leadership of Aboriginal and Torres Strait Islander engagement to a specific FBA staff member.	One FBA staff member is identified as a point of contact.	Level of staff confidence in the Indigenous Engagement Coordinator's knowledge and ability to effectively coordinate and communicate. FBA's engagement with Aboriginal and Torres Strait Islander peoples. The Indigenous Engagement Coordinator meets and/or exceeds KPAs and KPIs.
FBA engagement with Aboriginal and Torres Strait Islander peoples is well coordinated and communicated	Promote the Indigenous Engagement Coordinator, and other key staff (as relevant) to Aboriginal and Torres Strait Islander communities.	All Indigenous organisations within the Fitzroy Region understand that the Indigenous Engagement Coordinator is the new point of contact. Aboriginal and Torres Strait Islander peoples feel confident and comfortable engaging with the Indigenous Engagement Coordinator. A clear communication channel and feedback process is in place.	Number of Indigenous organisations within the Fitzroy Region who are aware of the Indigenous Engagement Coordinator. Traditional Custodians feel satisfied that the Indigenous Engagement Coordinator appropriately and effectively engages with Aboriginal and Torres Strait Islander peoples. Number of external communications to the Indigenous Engagement Coordinator. Number of external complaints to, or directed to, the Indigenous Engagement Coordinator.



Objectives	Activities	Targets	Measures of Success
	Develop and maintain a contacts directory, comprehensively identifying Indigenous community organisations active in the region, their interests in NRM, key people and their contacts. Establish clear internal processes and protocols to guide staff's record management of their Indigenous engagement.	Contacts directory is established in Link and maintained by all staff. All staff are aware of FBAs processes and protocols for recording Indigenous engagement in Link.	All known First Nations in the Fitzroy Region have a contact card in LINK! A comprehensive (and confidential) contacts directory is updated annually by the Indigenous Engagement Coordinator.
<b>Outcome 4: Co-designed collective Action</b>			
Coordinated action to promote collective change across Queensland's NRM sector	Integrate and implement best-practice, State-wide policy on Indigenous Procurement into FBAs operations. The IEC supports staff to identify opportunities for Indigenous procurement and supplier relationships.	FBA's procurement policy and practices updated to include Indigenous Procurement and endorsed by FBA by 1 December 2020. FBA staff briefed on Indigenous Procurement policy and practice by 30 June 2022. FBA exceeds our Indigenous procurement target.	FBA Procurement policies updated and endorsed by 1 December 2020. Number of FBA staff briefed on Indigenous policy and practice by 30 June 2022. Number of First Nation suppliers contracted. Total value of First Nation suppliers.
	FBA promotes opportunities to the broader community encouraging Indigenous procurement and supplier relationships.	Promotion of successful Indigenous procurement and supplier relationships through FBA's work and sphere of influence.	Commitment to biannual communication. Number of public communications promoting positive FBA stories of Indigenous procurement and supplier relationships.
Coordinated action to promote collective change across Queensland's NRM sector	Development of reporting templates and data collection mechanisms to capture and report this specific procurement data.	Establishment of baseline standards for Indigenous expenditure, employment, procurement, and participation in consultation with the IPCoP. Establishment of baseline measures for the organisation's Indigenous expenditure, employment, procurement, and participation by June 2022.	Collation and collection of quantitative and qualitative data in Reckon and Link: Indigenous expenditure (using Indigenous job code in Reckon); number of staff and subcontractors who identify as Aboriginal and/or Torres Strait Islander (contacts section in Link); Indigenous procurement (contracts section in Link) and participation (stakeholder communications & events in Link).
	FBA will collect and share IPP data with QNRMs for assembly into a state-wide public story.	FBA will contribute data to ensure that state-wide First Nation partnership targets can be set, met, reviewed, and reset.	State-wide RIPP data is collated, reviewed, and recalibrated on an annual basis commencing in 2021.
	Participation in and contribution to QNRM IPP Community of Practice.	Active participation in QNRM IPP Community of Practice meetings.	Number of meetings attended by FBA. Number of contributions made to joint resources, initiatives & publications.

## Review and Evaluation

This Aboriginal and Torres Strait Islander Participation Plan will be made publicly available on FBA’s website and will be annually evaluated and updated unless: 1) limited by significant changes to FBA’s operating environment, e.g., major changes in revenue require re-focusing of business strategies, or 2) an interim evaluation indicates that more immediate change is necessary.

Implementation of this Plan will be evaluated through reporting on the Indicators of Success identified in Table 1. Evaluation outcomes will be reported to FBA’s Directors (Board) and Aboriginal and Torres Strait Islander community representatives and successes will be included in FBA’s Annual Report.

The following table identifies key evaluation questions for review of the Indigenous Participation Plan.

**Table 1: Evaluation of Aboriginal and Torres Strait Islander Participation Plan Implementation**

Key Evaluation Questions	Indicator	Collection
<b>Appropriateness</b>		
Has implementation of the Plan resulted in appropriate engagement with Aboriginal and Torres Strait Islander stakeholders?	Number of Traditional Owners engaged	Engagement Tracker
	Overall experience of Traditional Owners engaged	Traditional Owner interviews
	Assessment of Traditional Owner engagement	Staff interview; Stakeholder feedback
<b>Impact</b>		
Has implementation of the Plan developed or strengthened partnerships with key Aboriginal and Torres Strait Islander stakeholders?	Number of Traditional Owner partnerships formed or maintained	Agreements / contracts
	Traditional Owner experience of regional partnership arrangement	Traditional Owner interviews
Has the Plan increased the capacity, skills, and knowledge of Aboriginal and Torres Strait Islander peoples?	Description of projected capacity, skills, and knowledge transfer	Staff interviews
	Description of enhanced capacity, skills and knowledge developed by Traditional Owners attributable to FBA engagement	Traditional Owner interviews
Has the plan enabled Aboriginal and Torres Strait Islander peoples to work on country?	Number of Traditional Owners employed or otherwise financially supported to work on country	Agreements/contracts
Has the Plan enabled Aboriginal and Torres Strait Islander peoples to engage in NRM decision-making and planning?	Number of Traditional Owners engaged in NRM decision making	Engagement Tracker
	Number of Traditional Owners engaged in NRM planning	Engagement Tracker
Has the Plan enabled Aboriginal and Torres Strait Islander peoples to deliver NRM activities?	Number of Traditional Owners involved in delivering RLP activities	Agreements/contracts/ Number of projects fostered in the region
Has the Plan supported greater awareness of the value of cultural knowledge, memory,	Number of TEK (Traditional Ecological Knowledge) collection events	Engagement Tracker

and Aboriginal and Torres Strait Islander culture?	Number of communications products incorporating TEK	Product Tracker
	Number of communications products incorporating Aboriginal and Torres Strait Islander culture and memory	Product Tracker
Has the Indigenous Procurement Policy generated any social, economic, or environmental outcomes?	Number of contracts attributable to Policy	Agreements/contracts/expenditure
	Number or value of external projects fostered through collaboration	
Does FBA have systems in place for capturing and reporting Aboriginal and Torres Strait Islander partnership data?	Description of data capture and reporting systems	Evaluation report
Has FBA's data contributed to a state-wide story?	Amount and type of data shared with NRMQR (State NRM organisation)	RIPP (Regional Indigenous Participation Plan) Evaluation Report
Are all NRM groups collectively evaluating the data and planning ahead?	Annual review and planning meeting	Attendance records and minutes
<b>Value</b>		
Has the Plan added value to NRM in the region?	Assessment of the value added to regional NRM through Traditional Owner engagement	Staff interviews
Has the plan added value to Aboriginal and Torres Strait Islander lives in the region?	Assessment of the value which RLP has added to Traditional Owners' lives	Traditional Owner interviews
<b>Effectiveness</b>		
Has implementation of the Plan enabled incorporation of the unique and significant knowledge, skills and understandings of Aboriginal and Torres Strait Islander peoples and communities into regional NRM?	Assessment of the incorporation of unique and significant knowledge, skills and understandings of Aboriginal and Torres Strait Islander peoples and communities into RLP	Staff interviews; Product Tracker
<b>Efficiency</b>		
Has the Plan resulted in efficient use of available resources?	Reflection on the efficiency of Traditional Owner engagement processes	Staff interviews; budget review

## References

### ***Closing the Gap***

In developing and implementing this Plan, FBA endeavours to align with the high-level policy objectives established under the national draft Closing the Gap framework and to support achievement of three outcomes in the framework:

- Land and Water: Aboriginal and Torres Strait Islander peoples' land, water and cultural rights are realised.
- Economic development: Aboriginal and Torres Strait Islander youth are engaged in employment or education.
- Economic development: Strong Aboriginal and Torres Strait Islander workforce participation is achieved through development of skills, employment, and business development in relation to the natural resources of the Fitzroy Region.

Implementation of this Plan and CQSS:2030 (NRM Plan) also contribute to four of the seven 'building blocks' established by the Council of Australian Governments (COAG) in the 2008 National Indigenous Reform Agreement "Closing the Gap", namely:

- Economic Participation – through development of skills, employment, and business development in relation to the natural resources of the Fitzroy Region.
- Governance and Leadership – through partnerships in NRM planning and delivery and support for increased capacity in Indigenous organisations.
- Schooling – support for NRM projects in schools, including those focused on the needs of Indigenous children.
- Health – active engagement of Indigenous communities in 'caring for country' in culturally appropriate ways delivering positive outcomes for the participants' health.

### ***National Landcare Program – Regional Land Partnerships***

The Australian Government National Landcare Program Regional Land Partnerships (NLP RLP) funds a substantial proportion of the work undertaken by FBA. NLP RLP requires FBA to develop and implement an Indigenous Participation Plan to involve Indigenous peoples in both the planning and delivery of all NLP RLP investment; this Plan is that document.

NLP RLP also requires FBAs to use their best endeavours to meet minimum standards for Indigenous employment, subcontracting and procurement (identified in in clause 40 of each Service Agreement).

## ***Australian Government's State of the Environment Report (2016)***

FBA recognises the outcomes of the Australian Government's State of the Environment Report (2016) that:

- Biodiversity is a key part of the nation's national identity, and is integral to subsistence and cultural activities for Indigenous Australians
- Environmental services support First Nations' health and well-being, and are economically important for accessing a wide range of growth and development opportunities
- The critical importance of Indigenous land management to the ongoing maintenance of biodiversity is increasing and becoming better understood

## ***Queensland Land and Sea Rangers***

The Queensland Government is a partner in the Closing the Gap initiative and makes an important contribution to Indigenous NRM through funding for the Indigenous Land and Sea Ranger program. FBA will continue to seek opportunities to build partnerships with Land and Sea Rangers active in the Fitzroy Region.

## ***Indigenous Protected Areas***

Indigenous Protected Areas (IPA) are areas of land and sea country owned or managed by Indigenous groups and voluntarily managed as a protected area for biodiversity conservation through an agreement with the Australian Government.

The Australian Government provides financial support for the development of IPAs through the Indigenous Advancement Strategy administered by the Department of Prime Minister and Cabinet. FBA will continue to seek opportunities to build partnerships with IPA managers in the Fitzroy Region.

## ***CQSS:2030***

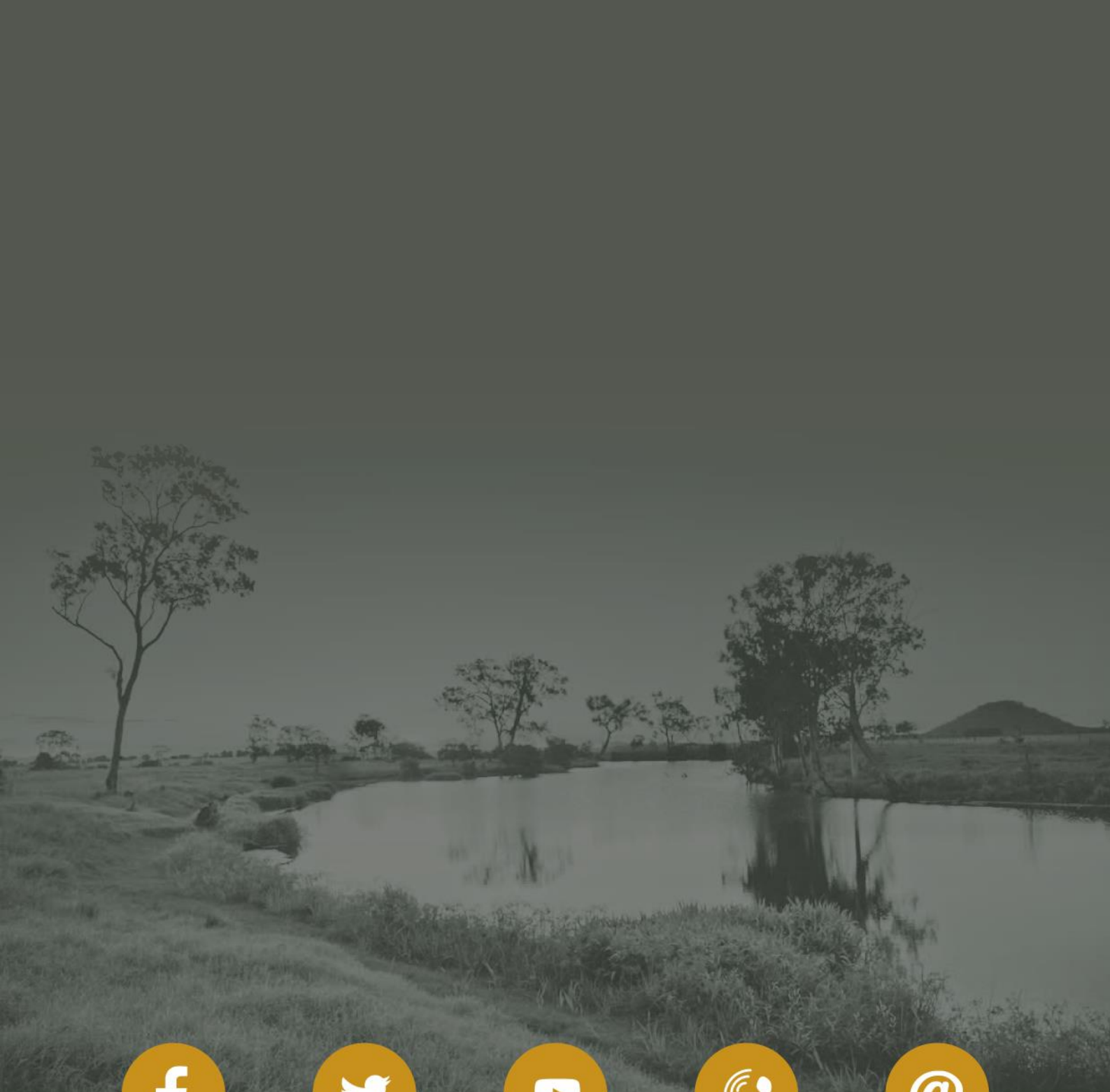
Central Queensland Sustainability Strategy 2030 (CQSS:2030) is FBA's NRM Plan and describes the natural resource management priorities for the region as identified through consultation with the broader community, including industry, Landcare, Indigenous and community groups, research organisations, and government. The methods and targets outlined in CQSS:2030 are based on currently available best practice.

## ***FBA Engagement Strategy***

The FBA Engagement Strategy provides the framework for documenting, measuring, and evaluating efforts to engage with stakeholders and to report on the outcomes and value of this engagement.

## ***FBA Community Participation Plan***

The Community Participation Plan provides direction for FBA's engagement to enhance community participation in NRM. It is a plan for RLP Core Service and Project activities, as well as a guide for the organisation on additional community participation activities delivered by FBA.



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07 4999 2800



[admin@fba.org.au](mailto:admin@fba.org.au)



[fba.org.au](https://fba.org.au)