



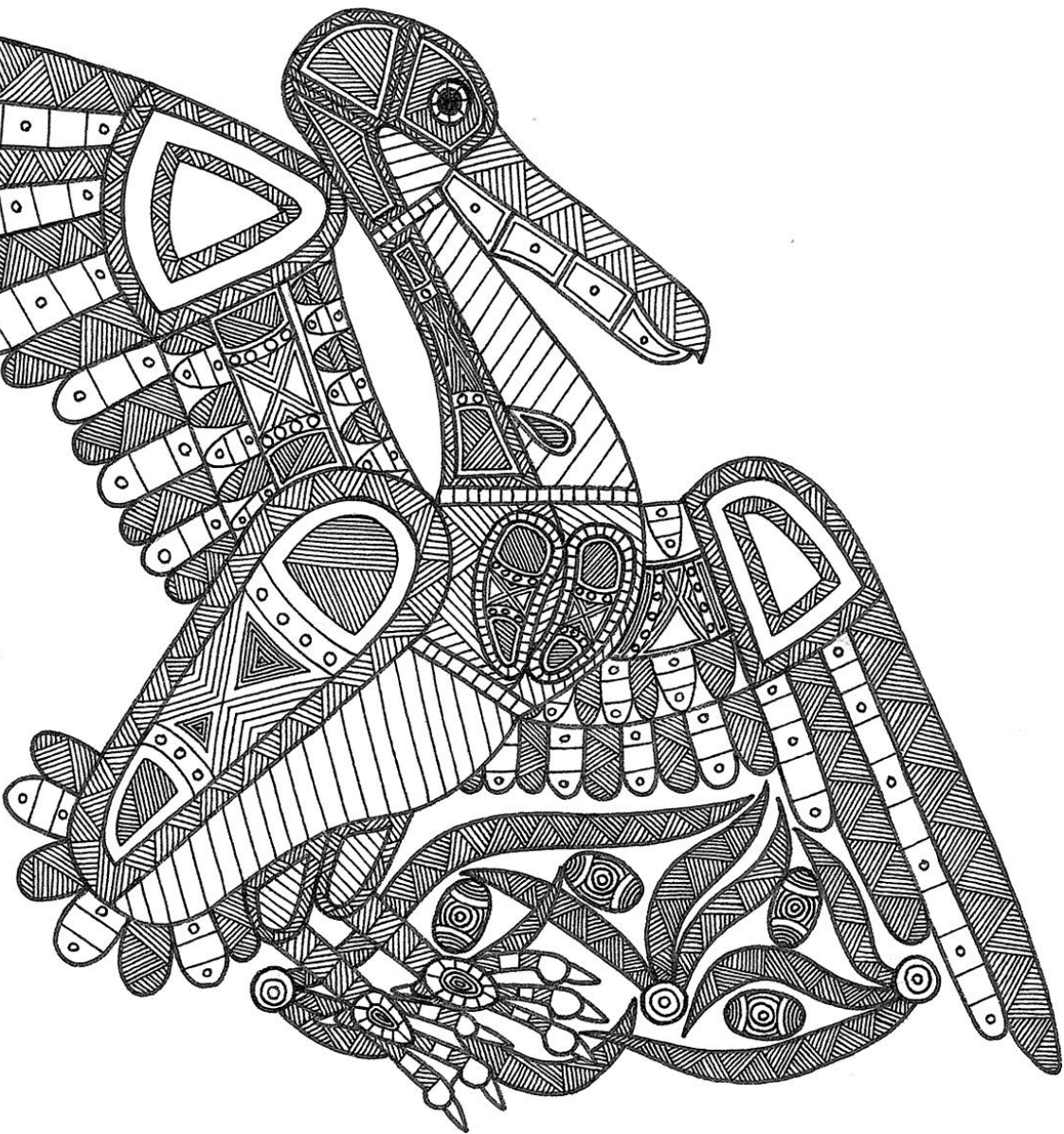
WALKING AND WORKING TOGETHER ON COUNTRY



NORTH CENTRAL
Catchment Management Authority
Connecting Rivers, Landscapes, People



August 2018 – August 2020
RECONCILIATION ACTION PLAN
INNOVATE



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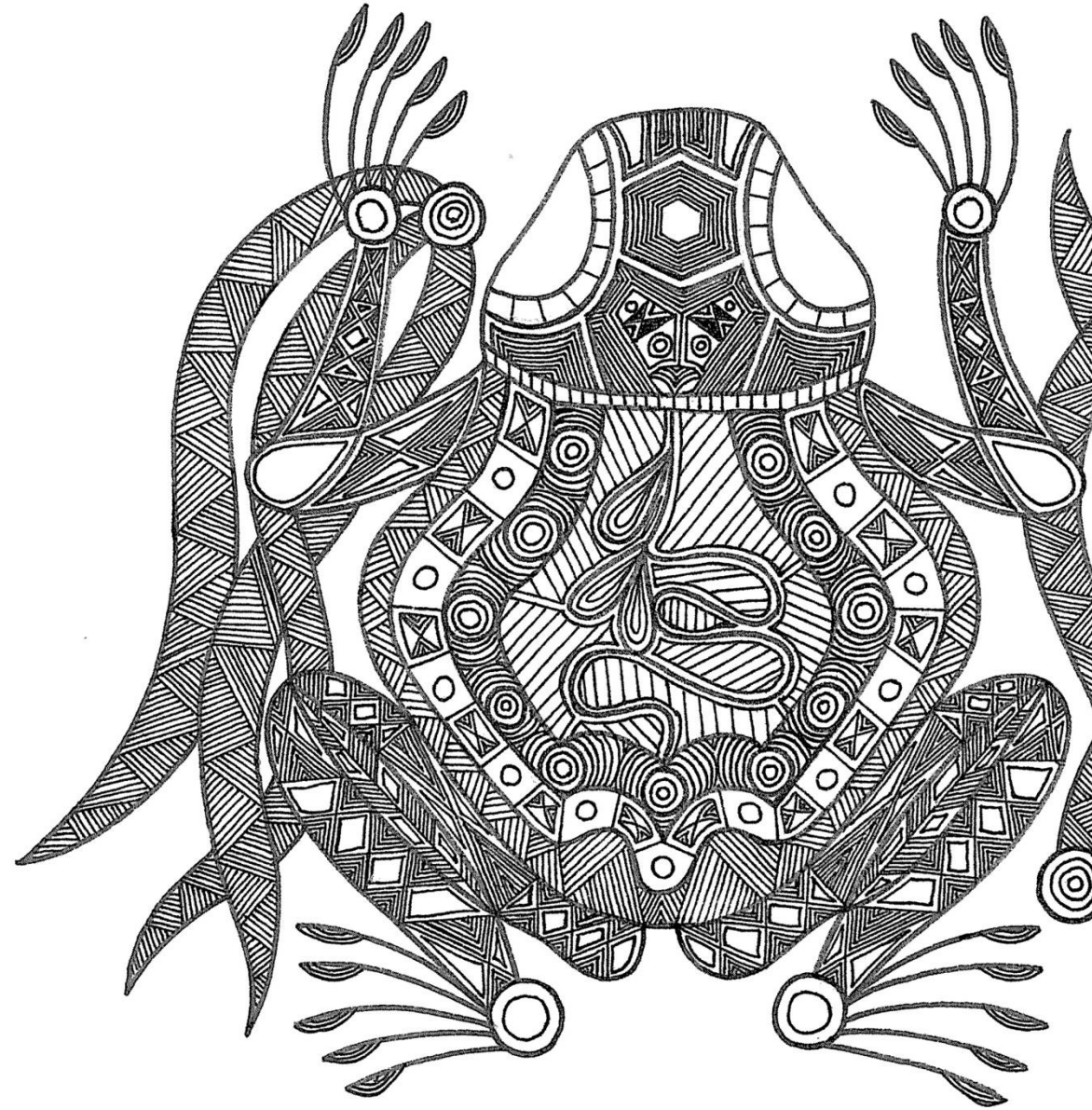


ACKNOWLEDGEMENT OF COUNTRY

The North Central Catchment Management Authority (CMA) acknowledges Traditional Owners and Aboriginal and Torres Strait Islander peoples within the region, their rich cultures, spiritual connection to Country and the valuable contributions they have made to the development of this Reconciliation Action Plan. The North Central CMA also recognises and acknowledges the contributions and interests of Aboriginal peoples and organisations in land and natural resource management.

TERMINOLOGY

The term Traditional Owners acknowledges the distinct custodial rights of peoples who, over countless generations, have a unique spiritual, social, and cultural connection with certain Country, and respects the principles of 'Right people for Country'.



SYMBOL DESIGN & ARTWORK

The Bendigo District Aboriginal Cooperative (BDAC) Youth Group designed the symbols for Respect, Relationships and Opportunities.



Respect

“To me, my symbol represents opportunities branching out on the land we stand” (Annalise Varker).



Relationships

“I designed a tree as to me this symbolises a relationship between people and the land” (Zarli Stewart).

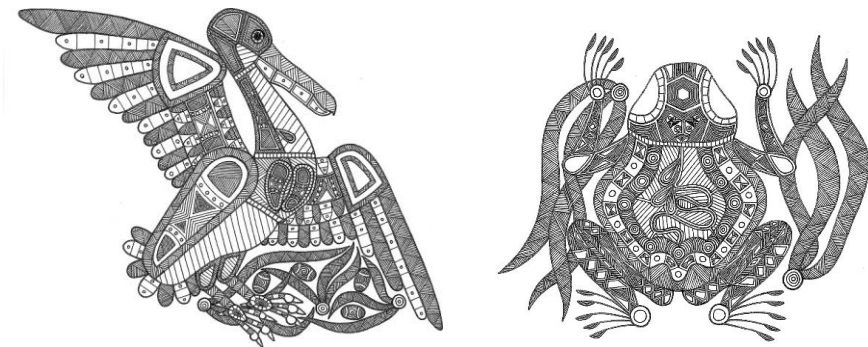


Opportunities

“My symbol is mobs coming together on our land showing unity and respect” (Charlise Morgan).

Reconciliation Action Plan artwork is by Barapa Barapa artist Johnathon Smith and is used with his permission.

“My Mum and Dad taught me when I was a little fella the pelican and frog are just some of the animals that were used as indicators of how healthy the surrounding areas were. Seeing pelicans and seeing and hearing frogs is a good sign that the rivers and other waterways are healthy and full of good food sources ...” (Johnathon Smith).



The cover art is an aspect of the Frog design.



CHAIR'S FOREWORD

It is with great pleasure that I present the North Central Catchment Management Authority's (CMA) first Reconciliation Action Plan – our commitment to creating a fairer future.

Our plan provides a clear and practical pathway towards our vision of walking alongside Aboriginal and Torres Strait Islander peoples as partners, caring for our region's catchments together.

Traditional Owners of the region have been the custodians of the land and water for thousands of generations; sustaining health through careful management informed by a deep knowledge of the flora, the fauna, and the seasons. By contrast the North Central CMA's relationship with the region's catchments is just 20 years old, and we have much to learn from Traditional Owner perspectives in caring for Country.

Our learning recognises the injustices of the past and seeks to build on the positive steps we have taken on our journey of reconciliation so far. Amongst the examples of meaningful partnership outcomes and experiences are strong community relationships guided by our Indigenous Facilitators (Darren Perry, Mark Pietzsch and Bambi Lees) and extending to many in our team; Victorian Indigenous Landcare awards won by the Barapa Barapa Drought employment crews in 2009 and the Barapa Water for Country project in 2015; a Partnership Statement with the Dja Dja Wurrung Group; the inception of a Dja Dja Wurrung on-ground works team (now operating as Djandak); and the current Wanyarram Dhelk (Bendigo Creek) project and youth pathways program.

Our Reconciliation Action Plan is strengthened by the [Aboriginal Participation Guidelines for Victorian Catchment Management Authorities](#), and commits us to actions that recognise the ongoing connection Aboriginal and Torres Strait Islander people have with

Country and tangible measures towards restorative justice. It is our aim that exceptional leadership and practice in Aboriginal and Torres Strait Islander engagement becomes a routine part of how we do business and a guide for others.

I sincerely thank each of the unique Traditional Owner and Aboriginal and Torres Strait Islander communities and organisations of the North Central region who generously offered advice and guidance to assist us develop this Reconciliation Action Plan. This will ensure actions are locally relevant, shaped by Aboriginal and Torres Strait Islander perspectives in caring for Country and importantly contribute to the lasting changes needed to bring about a fair future.

We acknowledge that the responsibility for making our plan a reality rests with us, and we are excited about what we can achieve with and for our Aboriginal and Torres Strait Islander partners through this important work.



Julie Miller Markoff
Chair North Central CMA



VISION FOR RECONCILIATION

The North Central CMA will walk and work together on Country with Traditional Owner custodians and Aboriginal and Torres Strait Islander communities and organisations as equals to care for Country.

To achieve this vision the North Central CMA will:

- Strive to be an organisation that has traditional knowledge, self-determination and participation at the heart of natural resource management planning, governance and delivery.
- Commit to learning Traditional Owner custodian perspectives, to develop a new shared approach to caring for Country together.
- Advocate for reconciliation across the North Central CMA region, building stronger connections to Country through employment, training, education and recognition.





PAYING OUR RESPECTS TO SEVEN NATIONS

The North Central region includes the traditional land of the Barapa Barapa, Dja Dja Wurrung, Taungurung, Wadi Wadi, Wamba Wamba, Wotjobaluk represented by the Barengi Gadjin Land Council and Yorta Yorta. More information on these groups can be found in Appendix 2.

Areas covered by Traditional Owner groups with Registered Aboriginal Party status, under the *Aboriginal Cultural Heritage Act 2006 (Vic)*, are shown on the map (left).

WADI WADI

The Wadi Wadi Nation straddles the Murray River near Swan Hill, extending west towards Ouyen and south of Robinvale. Wadi Wadi traditional Country includes the major river red gum stand in Nyah Vernifera Forest.

BARAPA BARAPA

The Murray River is not a boundary for the Barapa Barapa people whose territory stretches south to Boort, north beyond Deniliquin in NSW, and along the Murray including the tributaries of the Murrumbidgee and Loddon Rivers.

WAMBA WAMBA

The Wamba Wamba Nation straddles both sides of the Murray River and takes in Deniliquin, Moulamein and Swan Hill. As well as part of the Murray, Wamba Wamba Country also includes the major tributaries of the Edward River and Wakool River.



BARENGI GADJIN LAND COUNCIL

Barengi Gadjin Land Council Corporation (BGLC) represents Traditional Owners from the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples (collectively Wotjobaluk). The Wotjobaluk areas include Lake Hindmarsh, Lake Albacutya, Pine Plains Lake, Lake Werringrin, Lake Coorong, Warracknabeal, Beulah, Hopetoun, Dimboola, Ouyen, Yanac, Hattah Lakes and the Wimmera River.

YORTA YORTA

Yorta Yorta lands lie on both sides of the Murray River from approximately Cohuna to Albury / Wodonga, including Echuca, Shepparton, Benalla, Corowa and Wangaratta and extends north to south of Deniliquin.

DJA DJA WURRUNG

Dja Dja Wurrung Country embraces the Upper Loddon and Avoca rivers, running east, through Maldon and Bendigo to around Castlemaine and west as far as St. Arnaud. It takes in the area close to Lake Buloke. The northern reaches touch Boort and, northwest, Donald, while Creswick and Daylesford mark its southern frontier, and to the southwest, Navarre Hill and Mount Avoca, Stuart Mill, Natta Yallock and Emu and the eastern headwaters of the Wimmera River.

TAUNGURUNG

Taungurung Country encompasses the area between the upper reaches of the Goulburn River and its tributaries north of the Great Dividing Range, from the Campaspe River in the west, eastwards to the Great Dividing Range, the Ovens River in the north and south to the top of the range.



ABOUT THE NORTH CENTRAL CATCHMENT MANAGEMENT AUTHORITY (CMA)

Victoria's ten Catchment Management Authorities are responsible for the integrated planning and coordination of land, water and biodiversity management across their respective regions.

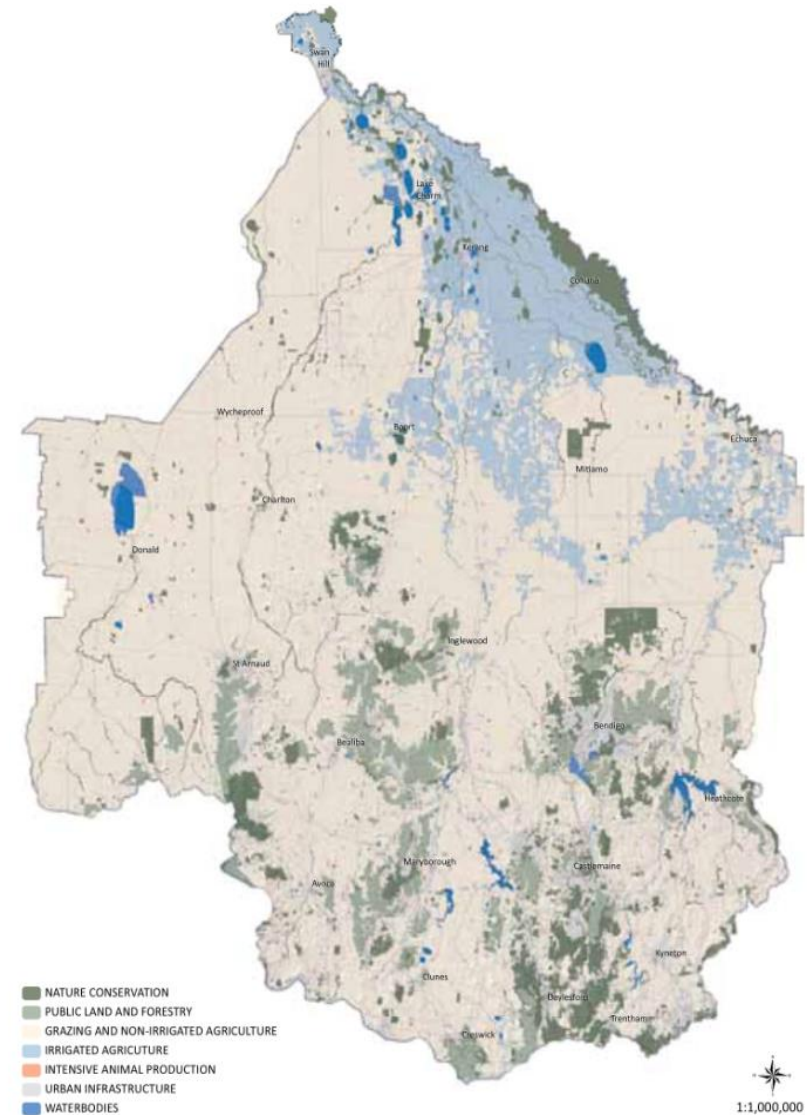
The North Central CMA was established in 1997 under the *Catchment and Land Protection Act 1994* and has powers and functions under the *Water Act 1989*.

As of June 2018, the CMA has one office located in Huntly, and employs approximately 60 people including two staff members that identify as Aboriginal.

The North Central CMA region covers 13% of the Victorian landscape, bordered by the Murray River in the north, the Great Dividing Range to the south and Mt Camel to the east.

Developing and delivering the [2013-19 North Central Regional Catchment Strategy](#) is the core function of the North Central CMA. The CMA takes pride in its role of managing the region's natural resources – land, water and biodiversity – to sustain the region's social and economic wellbeing for future generations.

The North Central CMA delivers the Regional Catchment Strategy both directly and through partnerships with many stakeholders including the Victorian Government, Trust for Nature, local governments, the Murray-Darling Basin Commission, water corporations, educational institutions, research institutes, the private sector, and communities and organisations.



The CMA works in partnership to sustainably manage land, water and biodiversity resources that support productive and prosperous communities now and in the future.

HOW NORTH CENTRAL CMA WORKS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND ORGANISATIONS

The Regional Catchment Strategy's vision is "a community active in protecting and enhancing the integrity of its catchment". The North Central CMA recognises the connection that Traditional Owners and Aboriginal and Torres Strait Islander communities and organisations have with Country and their obligations, rights and responsibilities to use and care for it.

The North Central CMA does not currently have an external Aboriginal advisory group, but we seek feedback directly or from the relevant Aboriginal community through the Barapa Water for Country project steering committee, Regional Aboriginal Capacity Building project steering committee, and the Reconciliation Action Plan working group.

The North Central CMA engages and works with Traditional Owners and Aboriginal communities and organisations in various ways; consulting on matters of interest, meeting legislative requirements regarding Aboriginal cultural heritage, collaborating to plan and implement projects, events and building capacity in the community. There are also requirements for participation arising from the Dja Dja Wurrung Recognition and Settlement Agreement (and other groups with agreements pending).

ABOUT THE RECONCILIATION ACTION PLAN

The North Central CMA is committed to delivering a Reconciliation Action Plan that is dedicated to genuine reconciliation with the Traditional Owners and other Aboriginal and Torres Strait Islander communities and organisations of the North Central CMA region. Working towards reconciliation together offers mutual benefits and establishes better relationships, and therefore outcomes, for all Australians.

The North Central CMA acknowledges the tragic history of colonisation and damaging policies of the past. We also acknowledge the need to adopt actions to address systemic racism and bring about restorative justice. This Reconciliation Action Plan will provide an operational action plan that is respectful; one that guides the organisation and contributes to improving cultural safety and compliant behaviour.

Partnering with Traditional Owners and Aboriginal peoples in natural resource management projects is integral to the work of the North Central CMA. For too long, information sharing has been one-way; from Aboriginal peoples to agencies. The CMA will continue to improve its practice of two-way knowledge sharing that will ensure Aboriginal cultural values and perspectives are embedded in natural resource management. The CMA will also help build the capacity of Aboriginal communities and organisations to care for Country and to navigate government processes.



To develop this Reconciliation Action Plan, we have travelled across the region to listen to Aboriginal Torres Strait Islander peoples' perspectives about what reconciliation means and looks like.

The North Central CMA understands that reconciliation is the responsibility of all Australians in partnership with the Aboriginal and Torres Strait Islander community, and acknowledges the impacts of colonisation on Aboriginal and Torres Strait Islander peoples.

Reconciliation is inclusive of both expressions of respect and practical actions, and is progressed through shifting attitudes and behaviours within the organisation and networks.

Reconciliation requires the North Central CMA to engage in a process of critical and honest reflection to lead the change required to create more respectful and equal communities.

DEVELOPING THE PLAN IN PARTNERSHIP

This Reconciliation Action Plan has been developed with input from members of the North Central CMA corporate family and the region's Aboriginal communities and organisations.

Introductory letters:

Sent to 30 groups, representatives and organisations across the North Central region. Follow up phone calls to determine what the preferred consultation method is with each group or organisation.

Internal workshops:

Workshops with Board, Community Consultative Committee members and staff.

Focused consultation:

Survey (Dja Dja Wurrung Clans Aboriginal Corporation and Taungurung Clans Aboriginal Corporation),
Phone interviews (Dja Dja Wurrung Aboriginal waterways assessment participants and other individuals),
Face to face meetings (Dja Dja Wurrung focus group, Bendigo Local Aboriginal Network, Bendigo District Aboriginal Co-operative Youth Group, Barapa Barapa Nations, Wamba Wamba Nations, Nalderun, Bendigo TAFE Koorie Academy students) and/or written feedback with interested parties (Koorie Education Support Officers, Barengi Gadjin Land Council, Mallee District Aboriginal Service – Swan Hill, Swan Hill Local Aboriginal Network, Murray Lower Darling Rivers Indigenous Nations, Yarkuwa Indigenous Knowledge Centre Deniliquin).



RECONCILIATION WORKING GROUP

Internally, the North Central CMA Reconciliation Action Plan will be championed by a Reconciliation working group, led by the Executive Manager Strategy and Partnership as our RAP champion (see Appendix 3).

Representation on this group is:

- Board Member
- Community Consultative Committee representative or co-opted community member
- Regional Indigenous Facilitator
- Executive Manager Strategy and Partnerships
- Project Manager and Project Officer/ Catchment Restoration Officer
- Occupational Health and Safety officer

Board member Uncle Graham Atkinson (Dja Dja Wurrung/Yorta Yorta), former Community Consultative Committee and Reconciliation Working Group member Deborah Webster (Barapa Barapa/Dja Dja Wurrung) and employee Patrick Fagan (Wadawurung) represent the Aboriginal and Torres Strait Islander community.

The North Central CMA is grateful to Bambi Lees for her guidance and contribution (former Regional Indigenous Facilitator) in the development of the plan.

MY NAME IS NICHOLAS ROY STEWART



I am a proud Wamba Wamba man who descends from the Gourrumjunyuk clan of Muymir (Lake Boga). I was lucky enough to be a part of the development of this Reconciliation Action Plan as a Traditional Owner mentee position. I have learnt a great deal in my short time in this position and am truly grateful for the opportunity I have received.

Reconciliation to me is very important as it is a small step in the healing of past wrongs committed in this country. To me, a strong Reconciliation Action Plan for the North Central CMA is vital as it will allow for the voices of all concerned stakeholders to be heard on matters relating to land and water.



THE RECONCILIATION JOURNEY

The North Central CMA has had a long journey in the development of its first Reconciliation Action Plan. The CMA has achieved and undertaken numerous activities internally and in partnership with regional Aboriginal communities, including:

- A history of employing a small number of Aboriginal and/or Torres Strait Islander people.
- A history of working with various Traditional Owner groups on projects; including the formation and development of works crews and supporting groups to meet their aspirations for on-ground natural resource management.
- Preferential procurement of Aboriginal businesses and suppliers in the delivery of projects such as Traditional Owner works crews.
- Active participation at various culturally significant events, including NAIDOC Week celebrations.
- Expressions of recognition, such as an acknowledgment of Dja Dja Wurrung as the Traditional Owners of the land the office is on and displaying both the Aboriginal and Torres Strait Island flags.
- Regular Acknowledgement of Country or Welcome to Country ceremonies at events and meetings.

RESPECT, RELATIONSHIPS AND OPPORTUNITIES

The actions in this Reconciliation Action Plan (RAP) will demonstrate the North Central CMA's commitment to reconciliation in the region and to the values set by Reconciliation Australia. The North Central CMA has chosen to develop an Innovate RAP endorsed by Reconciliation Australia and will focus on developing programs and initiatives to pilot or embed in the organisation. The plan has three pillars: Relationships, Respect and Opportunities, and requires North Central CMA to undertake actions Tracking Progress and Reporting.

Throughout this Reconciliation Action Plan, the following symbols indicate the type of action being undertaken.



Respect

North Central CMA strives to show respect for Traditional Owner and Aboriginal and Torres Strait Islander peoples and their cultures by working together to best protect cultural heritage values and restore them to better health. Respect for intellectual property and the right to self-determination enables meaningful partnerships and participation on projects and natural resource management outcomes. The North Central CMA acknowledges and respects the difference between Nation and CMA business.



Relationships

Enduring relationships are critical for the North Central CMA to build a foundation of respect and trust that facilitates broader engagement and diversity across the whole CMA region. Increased



knowledge sharing, mutual learning and capacity building with the Aboriginal and Torres Strait Islander community establishes better relationships and therefore project outcomes.



Opportunities

Creating opportunities and developing skills with Aboriginal and Torres Strait Islander peoples is imperative to creating stronger teams by increasing diversity, equality, cultural competency and knowledge. The North Central CMA recognises that opportunities must create long-term employment with flexible conditions. Diversity allows the CMA to be effective in project delivery and contributes to the goal of connecting people, rivers and landscapes. It also provides the opportunity to engage more local Aboriginal and Torres Strait Islander community members and encourages wider active management of natural resources by Traditional Owners in our catchment.

Action Areas

The Reconciliation Action Plan has actions addressing *Respect, Relationships and Opportunities* with the following five key action areas:

- Staff recruitment and culture
- Natural resource management partnerships, strategy and delivery on Country
- Community engagement
- Governance, management and leadership
- Tracking progress and reporting








Opportunities



North Central CMA is committed to the appointment, retention, development and support of Aboriginal and Torres Strait Islander peoples.

Action	Type	Deliverable	Timeline	Responsibility
1. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.		1.1 Review human resource and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	July 2019	Exec Manager Corporate Services
		1.2 Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	July 2020	
		<ul style="list-style-type: none"> • Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	July 2019	
		<ul style="list-style-type: none"> • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	July 2019	
		<ul style="list-style-type: none"> • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	July 2020	
		1.3 Provide a peer support network and mentor for Aboriginal and Torres Strait Islander employees.	July 2020	
1.4 Promote “work experience” opportunities to secondary and tertiary Aboriginal and Torres Strait Islander students	July 2020			
1.5 Provide training and mentoring opportunities to Aboriginal and Torres Strait Islander communities and Traditional Owner groups to facilitate employment on Country in funded projects.	July 2020			




Action	Type	Deliverable	Timeline	Responsibility
2. Enable and encourage Aboriginal and Torres Strait Islander peoples to have a wider role in governance and decision-making.		2.1 Encourage Aboriginal membership and participation in CMA governance and consultation groups. <ul style="list-style-type: none"> Identify opportunities for leadership with Traditional Owners informed by Traditional Owner group aspirations and strategic documents. 	July 2020 July 2020	Chief Executive Officer
		2.2 Offer one small annual grant to the regional Aboriginal and Torres Strait Islander community for cultural or natural resource management leadership development.	July 2019	
		2.3 Establish an external Aboriginal and Torres Strait Islander Reference Group to provide cultural engagement advice and guidance. (see Appendix 3)	July 2020	Chief Executive Officer
	2.4 Provide governance and leadership training for Aboriginal and Torres Strait Islander staff and project staff.	July 2020		
3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.		3.1 Review and update procurement policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	July 2020	Executive Manager Corporate Services
		3.2 Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	July 2019	
		3.3 Investigate Supply Nation membership.	July 2019	
		3.4 Continue to work with and support at least four Aboriginal and Torres Strait Islander owned businesses. <ul style="list-style-type: none"> Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy. 	July 2020 July 2020	



Action	Type	Deliverable	Timeline	Responsibility
4. Advocate for cultural resources to support Aboriginal communities and Traditional Owners to Care for Country.		4.1 Advocate to state and federal government for resources and rights for Aboriginal and Torres Strait Islander peoples to support Caring for Country and cultural practices.	July 2020	Executive Manager Strategy and Partnerships
5. Incorporate Aboriginal and Torres Strait Islander perspectives into natural resource management strategies and plans.		5.1 Include early and informed engagement with Traditional Owners and/or Aboriginal and Torres Strait Islander peoples during the project development life cycle.	July 2020	Chief Executive Officer
		5.2 Require staff to be familiar with Aboriginal peoples' Country Plans, where they exist, and joint management plans and to consider these plans during program and strategy development.	July 2019	
		5.3 Survey all programs to identify where Aboriginal and Torres Strait Islander perspectives are not currently considered and report findings to Board.	July 2020	
		5.4 Develop a strategy and recommendations to embed Aboriginal and Torres Strait Islander perspectives across all programs and strategies.	July 2020	
		5.5 Involve Traditional Owners and Aboriginal and Torres Strait Islander peoples in strategy development, reviews and implementation to enable caring for Country.	July 2020	
		5.6 Employs more than one Aboriginal person to work direct with the seven Traditional Owner groups and other organisations in the North Central region.	July 2020	
		5.7 Continue to use clear intellectual property processes such as Appendix 1. with Aboriginal and Torres Strait	July 2019	



Action	Type	Deliverable	Timeline	Responsibility
		<p>communities to protect their intellectual property. This will ensure the CMA;</p> <ul style="list-style-type: none"> • Does not share information unless permission is granted • Supports Aboriginal communities to understand. intellectual property rules and regulations' (two-way learning) • Helps educate partner agencies on intellectual property rights. 	<p>July 2019</p> <p>July 2020</p> <p>July 2020</p>	
6. Support two-way learning and involvement of Traditional Owners and Aboriginal Peoples during implementation of natural resource management.		<p>6.1 Engage Aboriginal and Torres Strait Islander organisations to implement natural resource management projects. (in line with the opportunities identified in Action 5)</p> <p>6.2 Ensure two-way learning during the implementation of natural resource management projects by exchanging Traditional Owner ecological knowledge and scientific knowledge in a culturally appropriate manner that adheres to Appendix 1 intellectual property commitment.</p>	<p>July 2019</p> <p>July 2020</p>	Executive Manager Strategy and Partnerships






Relationships

Enduring relationships are critical for the North Central CMA to build a foundation of respect and trust that facilitates broader engagement and diversity across the whole CMA region.

Action	Type	Deliverable	Timeline	Responsibility
7. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.		7.1 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. <ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander organisations to build on state wide CMA Aboriginal Participation Guidelines and ensure protocols for future engagement meet their expectations. Continue to incorporate cultural components and principles into community education activities, in collaboration with Koori Engagement Support Officers. Advertise a designated CMA contact person, so communities know who to contact about opportunities, programs and other issues on Country. Communicate CMA projects to community via Regional roundtables, social media, Aboriginal Reference Group. 	August 2019	Executive Manager Strategy and Partnerships
			July 2020	
			July 2020	
			July 2019	
8. Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.		8.1 Organise at least one internal event for National Reconciliation Week each year. <ul style="list-style-type: none"> Register our National Reconciliation Week event via Reconciliation Australia’s National Reconciliation Week website. Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories. 	27 May – 3 June, annually	Executive Manager Strategy and Partnerships
			27 May – 3 June, annually	
			27 May – 3 June, annually	



		<ul style="list-style-type: none"> Download Reconciliation Australia's National Reconciliation Week resources and circulate to staff. 	27 May – 3 June, annually	Executive Manager Strategy and Partnerships
		<p>8.2 Support an external National Reconciliation Week event.</p> <ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in National Reconciliation Week. 	27 May– 3 June annually June 2019	
		<p>8.3 Ensure our Reconciliation Working Group participates in an external event to recognise and celebrate National Reconciliation Week.</p> <ul style="list-style-type: none"> Encourage staff to participate in external events to recognise and celebrate National Reconciliation Week. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during National Reconciliation Week and other significant events. 	27 May – 3 June annually 27 May – 3 June annually 27 May – 3 June annually	
9. Show strong support for our Reconciliation Action Plan internally and externally to promote reconciliation across our business, region and sector.		<p>9.1 Develop, implement and review a strategy to communicate our Reconciliation Action Plan to all internal and external stakeholders.</p> <p>9.2 Promote reconciliation through ongoing active engagement with all stakeholders.</p> <p>9.3 Provide opportunities for new staff members to meet the Traditional Owner Groups in the region that they work in to build closer relationships through shared events and training.</p> <p>9.4 Hold an annual meeting with CMA Board members and Traditional Owner representatives to discuss reconciliation and shared goals on Country.</p>	August 2020 July 2020 July 2020 July 2020	Executive Manager Strategy and Partnerships







Respect

North Central CMA strives to show respect for Traditional Owners, Aboriginal and Torres Strait Islander peoples and their cultures by working together to best protect cultural heritage values and restore them to better health.

Action	Type	Deliverable	Timeline	Responsibility
10 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.		10.1 Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	August 2019	Executive Manager Strategy and Partnerships
		10.2 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	July 2020	
		10.3 Provide opportunities for Reconciliation Working Group members, Reconciliation Action Plan champions, HR managers and other key leadership staff to participate in cultural training.	July 2019	
		10.4 Identify cultural learning requirements for our staff, including training that recognises local history.	July 2020	
		10.5 Conduct a cultural event/training for North Central CMA staff with a focus on practicing cultures on Country.	July 2020	
		10.6 Investigate secondment or exchange opportunities for CMA staff.	July 2020	
11. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.		11.1 Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	July 2019	Executive Manager Strategy and Partnerships
		11.2 Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	July 2019	
		11.3 Set and monitor protocols to include Acknowledgement of Country at the	July 2019	



		<p>commencement of important external and internal meetings and on CMA promotional material.</p> <p>11.4 Invite a Traditional Owner to provide a Welcome to Country at least two significant events.</p> <p>11.5 Support a Reconciliation Week Welcome to Country and Smoking Ceremony</p> <p>11.6 Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</p> <p>11.7 Organise and display a map of the region in our offices and on our website, that acknowledges Country for all Traditional Owner nations in the North Central Region.</p> <p>11.8 Display the Aboriginal and Torres Strait Islander flags and recognise Traditional Owners at the North Central CMA office and events.</p>	<p>July annually</p> <p>27 May - 3 June annually</p> <p>July 2020</p> <p>July 2020</p> <p>July 2020</p>	<p>Executive Manager Strategy and Partnerships</p>
<p>12. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week and other significant events.</p>		<p>12.1 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week and other significant events.</p> <p>12.2 Provide cultural leave in contracts.</p> <p>12.3 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</p>	<p>8-15 July annually</p> <p>July 2019</p> <p>July 2019</p>	<p>Chief Executive Officer</p>
<p>13. Recognise Aboriginal and Torres Strait Islander communities and Traditional Owners in our written material.</p>		<p>13.1 Ensure all documents, signage and online content prepared by the North Central CMA recognise Traditional Owners.</p> <p>13.2 Include opportunities for Aboriginal language and perspectives in material generated by the North Central CMA.</p>	<p>July 2020</p> <p>July 2020</p>	<p>Executive Manager Corporate Services</p>



Tracking progress and reporting

Through implementing the Reconciliation Action Plan, the North Central CMA will track progress, report and celebrate achievements, challenges and learnings. The CMA will review and refresh the Reconciliation Action Plan with Aboriginal and Torres Strait Islander peoples to ensure it is a living document that guides the decisions and actions of the organisation.

Action	Type	Deliverable	Timeline	Responsibility
14. Reconciliation Working Group actively monitors Reconciliation Action Plan development and implementation of actions, tracking progress and reporting.	14.1	Reconciliation Working Group oversees the development, endorsement and launch of the Reconciliation Action Plan. (see Appendix 3)	November 2018	Executive Manager Strategy and Partnerships
	14.2	Ensure Aboriginal and Torres Strait Islander peoples are represented on the Reconciliation Working Group.	August 2018	
	14.3	Establish Terms of Reference for the Reconciliation Working Group.	September 2018	
	14.4	Meet at least twice per year to monitor and report on Reconciliation Action Plan implementation.	November and May annually	
	14.5	Seek Aboriginal and Torres Strait Islander youth input in capturing and reporting on Reconciliation Action Plan outcomes by assisting in the completion of a staff survey.	August 2019/2020	
15. Report Reconciliation Action Plan achievements, challenges and learnings to Reconciliation Australia.	15.1	Complete and submit the Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia annually.	September annually 2019	Executive Manager Strategy and Partnerships
	15.2	Investigate participating in the RAP Barometer.	May 2020	
16 Report RAP achievements, challenges and learnings internally and externally.	16.1	Publicly report our Reconciliation Action Plan achievements, challenges and learnings	August 2019/2020	Executive Manager Strategy and Partnerships
		<ul style="list-style-type: none"> • Include progress on our Reconciliation Action Plan implementation in our annual and other reports. • Add a link to our Reconciliation Action Plan on our website. • Report RAP achievements, challenges and learnings for corporate family through a workshop and paper for absentees. 	August 2019/2020 July 2019 August, 2019/2020	



Action	Type	Deliverable	Timeline	Responsibility
17 Review, refresh and update Reconciliation Action Plan.		17.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	March 2020	Executive Manager Strategy and Partnerships
		17.2 Send draft Reconciliation Action Plan to Reconciliation Australia for formal feedback and endorsement.	March 2020	



APPENDIX 1. INTELLECTUAL PROPERTY COMMITMENT

Aboriginal and Torres Strait Islander peoples' intellectual property (IP) consists of tangible and intangible expressions of cultural heritage, knowledge and customs that are inherently linked to cultural identity.

There have been instances where Aboriginal and Torres Strait Islander peoples' intellectual property has been misappropriated, misused or used without authority. There are also opportunities for Aboriginal and Torres Strait Islander peoples to benefit from partnerships where the sharing of intellectual property will achieve mutual outcomes i.e. to conserve cultural heritage. In these circumstances free, informed prior consent* must be given and the nature, extent and use must be agreed to, and culturally appropriate.

The North Central CMA respects Aboriginal and Torres Strait Islander people's ownership and rights over their intellectual property such as the right to:

- Full and proper acknowledgement
- Control the use and/or recording of cultural expression such as stories and language
- Manage the transfer of knowledge to the next generation
- Manage and protect knowledge and sensitive cultural material
- Benefit from its use
- Prevent its use

This commitment covers the potential sharing of any intellectual property during engagement with Aboriginal and Torres Strait Islander peoples and communities in the development of the North Central CMA's Reconciliation Action Plan.

Permission will be sought for the use of any photos, language, stories or knowledge willingly shared during workshops or conversations for the following purposes:

- Feedback on the development of the Reconciliation Action Plan to North Central CMA staff, Board and Community Consultative committee members
- Inclusion in the final North Central CMA Reconciliation Action Plan (which will be available for viewing in the public domain)
- Photos and/or quotes used in the North Central CMA corporate documents relating to Reconciliation Action Plan development such as the Annual report (which will be available for viewing in the public domain)



- Photos and/or quotes used on the North Central CMA's website and social media, to promote Reconciliation Action Plan development

Express permission will be sought for any other purpose

If quotes are recorded, the individual will be acknowledged unless they do not want to be, and given the opportunity to review and approve wording prior to a final edit.

Where permission is not given, intellectual property will not be recorded or shared.

Any quotes, photos, contact details or other information will not be passed onto other parties without consent.

A draft of the Reconciliation Action Plan will be provided to the Traditional Owner groups of the North Central CMA region for feedback and comment.

Signed

A handwritten signature in black ink, appearing to read 'Brad Drust', is written over a horizontal line.

Brad Drust
North Central CMA
Chief Executive Officer
North Central CMA

*Free, informed prior consent means that people have adequate knowledge and understanding of the consequences and outcomes which may result from their contribution or permission



APPENDIX 2. SEVEN NATIONS CONNECTED TO THE NORTH CENTRAL CMA REGION

Please note the information provided is contextual and is not necessarily endorsed by the Nations group

Barapa Barapa People

Barapa Barapa Country covers areas that are now the states of New South Wales and Victoria. Barapa Barapa people are river custodians, one of many Nations who are the Traditional Owners of Murray River Country. The Murray River is not a boundary for the Barapa Barapa people whose Country stretches south to Boort, north beyond Deniliquin in NSW, and along the Murray including the tributaries of the Murrumbidgee and Loddon Rivers.

[Barapa Barapa Cultural watering framework and landscape pamphlet](#)

Source: https://en.wikipedia.org/wiki/Barapa_Barapa

Dja Dja Wurrung People

Dja Dja Wurrung Country extends from Mount Franklin and the towns of Creswick and Daylesford in the southeast to Castlemaine, Maldon and Bendigo in the east, Boort in the north, Donald in the northwest, to Navarre Hill and Mount Avoca marking the southwest boundary. Their Country encompasses the Bendigo and Clunes goldfields and the Loddon and Avoca rivers' watersheds. Dja Dja Wurrung Country is host to some of the most profoundly altered landscapes in Victoria.

A Recognition and Settlement Agreement binds the State of Victoria and the Dja Dja Wurrung People to a meaningful partnership founded on mutual respect.

The people belonging to the country of the Recognition and Settlement Agreement area, through bloodline and kinship, are known as the "Djaara" (people of the area). Over time, many Djaara have come to identify as "Dja Dja Wurrung" (Yes Yes tongue/speak), which relates to the collective language group.

Djaara speak the Dja Dja Wurrung language. For the purpose of the Recognition and Settlement Agreement, the people have resolved to be known as the "Dja Dja Wurrung".

The Dja Dja Wurrung ancestors are recorded as having had sixteen or more clans with similar dialects and are traditionally part of the Kulin (Nation) alliance of tribes.

Source: <http://www.djadjawurrung.com.au/home/recognition-statement/>



Taungurung People

Taungurung Country encompasses the area between the upper reaches of the Goulburn River and its tributaries north of the Dividing Range. From the Campaspe River in the west, eastwards to the Great Dividing Range, the Ovens River in the north and south to the top of the Great Dividing Range.

Taungurung Clans Aboriginal Corporation (TCAC) represents the interests of the 15 different clan groups of Taungurung; Budhera-Bulok, Leuk-Yilam, Mum-Mum-Yilam, Naterrak-Bulok, Nira-Bulok, Waring-Yilam-Bulok, Yaran-Yilam-Bulok, Yiran-Yilam-Bulok, Yawang-Yilam-Bulok, Benbendore-Balluk, Gunung-Yellam, Ngurai-Ilaam-Balluk, Tenbringnellams, Walledridders, and Warrinillum and aims to promote cultural awareness and recognition of the continuity of the traditional people on Taungurung lands.

TCAC is the Registered Aboriginal Party that represents the Taungurung people of central Victoria, registered on 16 July 2009. Our relationships include 12 Local Government Authorities and 3 catchment management authorities as our Registered Aboriginal Party area of 14,511 km² covers 6.11% of Victoria.

Source: Taungurung Clans Aboriginal Corporation 2017 <http://taungurung.com.au/>

Wadi Wadi People

The Wadi Wadi Nation is located just west of Swan Hill Victoria, extending westward towards Ouyen and south of Robinvale, straddling the Murray River. Wadi Wadi traditional Country includes the major river red gum stand in Nyah Vinifera Forest.

Source: <http://www.mldrin.org.au/membership/wadi-wadi-nation/>

Wamba Wamba People

Wamba Wamba Country straddles both sides of the Murray River and takes in Deniliquin, Moulamein and Swan Hill. As well as part of the Murray, Wamba Wamba Country also includes major tributaries of the Edward River and Wakool River.

<http://www.mldrin.org.au/membership/wamba-wamba-nation/>

Wamba Wamba Country is the area around the Loddon River, reaching northwards from Kerang, Victoria to Swan Hill, and including the area of the Avoca River, southwards towards Quambatook. In a north-easterly direction, their territory runs over the New South Wales-Victorian border to Boorrroban and Moulamein. Lake Boga and Boora in Victoria is also within their domain.

Source: <https://en.wikipedia.org/wiki/Wemba-Wemba>



Yorta Yorta People

Traditional Yorta Yorta Country lies on both sides of the Murray River. It includes towns such as Echuca, Shepparton, Benalla, Corowa and Wangaratta and extends northwards to just south of Deniliquin.

The Yorta Yorta Language is spoken by all the Yorta Yorta clans, including the Kaitheban, Wollithiga, Moira, Ulupna, Bangerang, Kwat Kwat, Yalaba Yalaba and Ngurai-illiam-wurrung clans.

The Yorta Yorta Nation Aboriginal Corporation (YYNAC) is comprised of peoples with undeniable bloodlines to the original ancestors of the Land of the Yorta Yorta Nation. These bloodlines link Yorta Yorta peoples' past, present and future to one another, with traditional laws, customs, beliefs and sovereignty intact.

The corporation was established, among other objectives, to represent the members of the family groups who are descendants of the original ancestors of the Yorta Yorta peoples; to make decisions and act on any matters of significance to the Yorta Yorta peoples; and to enter into agreements with any person, government agency or authority in relation to the protection of Yorta Yorta Country.

Source: <http://www.yynac.com.au/>

Barengi Gadjin Land Council Corporation

Barengi Gadjin Land Council Corporation (BGLC) represents Traditional Owners from the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples (collectively Wotjobaluk), who were recognised in a 2005 Native Title Consent Determination, the first in south-eastern Australia

The corporation is the federally recognised authority to speak on behalf of the Wotjobaluk peoples and with the legislative authority to make legal decisions regarding cultural heritage.

Sourced from <https://www.bglc.com.au/>



APPENDIX 3. ABORIGINAL REFERENCE GROUP AND RECONCILIATION WORKING GROUP PRINCIPLES

The North Central CMA plans to have two groups as a result of this Reconciliation Action Plan: An external Aboriginal Reference Group and an internal Reconciliation Working Group. The groups have different purposes, as described below.

Aboriginal Reference Group

Type	External advisory group
Purpose	<p>This group will be formed to give a way for Aboriginal peoples to provide general cultural engagement advice and guidance to the North Central CMA. This group will provide advice and feedback on:</p> <ul style="list-style-type: none"> Natural resource management project planning, design, implementation, monitoring and evaluation North Central CMA policy and procedures <p>As the North Central CMA respects the difference between CMA and Nations' business and the principle of 'Right people for Country', this group will not discuss issues that are Nations business or Traditional Owner specific.</p>
Terms of reference	To be determined in consultation with representatives.
Composition	While the precise composition of this group is yet to be determined, the intention is to include Traditional Owners from all seven nations, non-Traditional Owner community representatives and youth representatives
Frequency	To be determined in consultation with representatives

Reconciliation Working Group

Type	Internal action group
Purpose	An internal North Central CMA group that champions the actions in the Reconciliation Action Plan
Terms of reference	Implementation of the North Central CMA Reconciliation Action Plan
Composition	<p>Representation on this group is:</p> <ul style="list-style-type: none"> Board Member Community Consultative Committee representative or co-opted community member Regional Indigenous Facilitator Executive Manager Strategy and Partnerships Project staff Occupational Health and Safety officer
Frequency	Working group will meet at least quarterly



Further information

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