

# Aboriginal Statewide Advisory Committee

## Strategy and Workplan

November 2007

This document was prepared following a workshop and discussion at the University of South Australia City West Campus on 7<sup>th</sup> August 2007 with the following individuals. Their contribution is duly acknowledged.  
Mr Dennis Mutton, Mr Charles Jackson, Ms Karina Lester, Mr Hughie Windlass, Mr Kent Martin,  
Mr George Cooley, Ms Debra Haseldine, Mr Fraser Vickery, Mr Derek Walker, Mr Tim Hartmann

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## Purpose of the Strategy and Workplan

The Aboriginal Statewide Advisory Committee (ASAC) plays an important role in advising the Natural Resources Management (NRM) Council in South Australia on strategies and actions to engage Aboriginal people in the management of natural resources in the State. This document outlines a strategy and work plan for ASAC for a 12 month period from November 2007 for consideration by NRM Council.

## Background

ASAC was established by NRM Council in 2006 to provide an independent interface between the NRM Council and Aboriginal communities. ASAC has a role in ensuring that regional NRM boards have adequate support and appropriate tools to involve Aboriginal people and communities in developing their comprehensive NRM plans. Whilst ASAC has been established to give Aboriginal people a voice in the delivery of natural resource management in South Australia, there is a strong feeling by the ASAC members and Aboriginal communities that the committee is less influential and effective than it could be.

Given the role of the NRM Council and the terms of reference of ASAC, there is an opportunity for ASAC to be much more influential. It can achieve this within its existing mandate with strong support of NRM Council. The Chair of NRM Council has made it clear to ASAC that he is prepared to lobby for resources for ASAC to effectively achieve better outcomes. Currently, ASAC is supported through a part-time Executive Officer, David Hanna, and can draw upon support from the Business Manager for NRM Council, Rachel Pfitzner.

This document was prepared following a workshop held on 7<sup>th</sup> August 2007 at the City West Campus of the University of Adelaide. The participants of the workshop were Mr Dennis Mutton, Mr Charles Jackson, Ms Karina Lester, Mr Hughie Windlass, Mr Kent Martin, Mr George Cooley, Ms Debra Haseldine, Mr Fraser Vickery, Mr Derek Walker, Mr Tim Hartmann. They were supported by Paul Dalby (facilitator), David Hanna (Executive Officer to ASAC), Rachel Pfitzner (Business Manager for NRM Council) and Heather Walraven (Executive Assistant, NRM Council).

The Strategy and Workplan includes:

- A proposed Revised Terms of Reference for ASAC
- A proposed Revised Membership of ASAC
- A description of the current strengths and weaknesses of ASAC
- A long term strategy for making ASAC more effective
- An Action Plan
- An Evaluation Strategy
- A list of points for discussion at future meetings.

## Revised Terms of Reference

It was agreed that two new terms of reference should be included for ASAC being:

- Consider performance of NRM Boards to engage with Aboriginal people in their region and report through NRM Council to the Minister.

ASAC believe that it is important that NRM Boards recognise and are accountable for their role in engaging with Aboriginal people in their region. With the demise of the Aboriginal INRM Group, NRM Boards need to take responsibility and give regular progress updates to the Minister, via NRM Council, regarding Aboriginal engagement outcomes.

- Advise on potential opportunities and blockages to the engagement of, and investment in, Aboriginal people in NRM

NRM Boards are still developing their capability and capacity to engage effectively with Aboriginal people. ASAC believes it is their role to advise NRM Boards, via NRM Council, on existing blockages and potential opportunities to engage with and invest in NRM projects on Aboriginal land.

The revised Terms of Reference:

- TOR1: To advise the NRM Council on current Aboriginal engagement mechanisms being undertaken by NRM regions. An initial focus will be a review of current activities.
- TOR2: To overview and advise the NRM Council on investment in Aboriginal activities related to NRM. This will include provision of advice on Aboriginal activities incorporated (or not incorporated in) regional plans and investment strategies.
- TOR3: Facilitate the development of mechanisms to encourage Aboriginal engagement, within the scope identified above, by NRM bodies. This will include encouraging the adoption of practices or processes that will assist the progression of Aboriginal engagement.
- TOR4: Advise the NRM Council on Aboriginal issues relating to state wide delivery of NRM programs.
- TOR5: Provide working comments on the State NRM plan.
- TOR6: Advise the NRM Council on possible Aboriginal policies and programs of relevance to the State NRM plan.
- TOR7: Provide regular briefings to Council on the activities of the committee.
- TOR8: To encourage Aboriginal communities to engage in NRM issues.
- TOR9: Consider performance of NRM Boards to engage with Aboriginal people in their region and report through NRM Council to the Minister
- TOR10: Advise on potential opportunities and blockages to the engagement of and investment in Aboriginal people in NRM

## Revised Membership

When ASAC was originally established, the Alinytjara Wilurara (AW) region had the responsibility of managing an interim period of funding for Aboriginal projects across all regions. For this reason, AW was disproportionately represented on ASAC. This role has come to an end, so the membership of ASAC needs to be revised. It is proposed that the membership of ASAC now include:

1. Chair (can be an independent chair or selected from the membership base as per below)
2. Alinytjara Wilurara representative (southern part of region)
3. Alinytjara Wilurara representative (northern part of region)
4. SA Arid Lands representative
5. Eyre Peninsula representative
6. Northern & Yorke representative
7. Adelaide & Mount Lofty Ranges representative
8. Kangaroo Island representative
9. SA Murray Darling Basin representative
10. South East representative
11. Aboriginal Lands Trust representative
12. NRM Council representative

Each board is invited to nominate an alternate member who can attend if they are unable to.

It was agreed that support for ASAC could be sought from PIRSA, Indigenous Land Corporation (ILC) and Premiers Aboriginal Advisory Committee (PAAC). These organisations would be invited to attend meetings in support capacity (not as a formal member).

### Selection of a Chair for ASAC

Peter Buckskin was the founding Chair of ASAC, but has recently resigned from this role due to work commitments. Fraser Vickery moved a vote of thanks to Peter Buckskin for the work he has done as Chair of ASAC. Charles Jackson seconded this motion and it was passed unanimously.

It is the task of NRM Council to select a new Chair for ASAC. ASAC members have asked the NRM Council to take into consideration the following selection criteria when selecting a new chair:

- They must have time available
- They must have skills in NRM
- They should be able to talk to senior bureaucrats and Presiding Members of NRM boards
- They must have good skills in chairing a meeting

## Strengths and Weaknesses of ASAC

The ASAC members have reviewed their strengths and weaknesses. This has helped inform the strategies which are listed on page 7.

### Strengths

- Authority: ASAC has legislative recognition, and is attached to NRM Council
- Representativeness: ASAC represents the broad interests of Aboriginal people with an interest in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC
- Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people
- Integrated: ASAC is integrated with other bodies
- Capable: ASAC members have a wide range of skills
- Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM

### Weaknesses

- Lack of awareness: People don't recognise ASAC's authority / role
- Lack of engagement: Not all regions have nominated a representative to ASAC; No representation from ALT
- Lack of communication: Linkages to regions not always effective; Need to communicate more advice to NRM Council; Need to meet in the regions
- Lack of process: ASAC have no process to deliver / review / revise; There is currently no component (not sure what you mean?) in Investment Strategies to identify Aboriginal priorities
- Lack of capacity: ASAC feel as though they have limited capacity to achieve their aspirations
- Lack of resources: The Chair of NRM Council has stated that if ASAC makes a good case for it, he will seek those resources that are required for ASAC to carry out its function.

## Strategic Plan

The Strategic Plan is a description of the intentions of ASAC for the medium to long term. The table below lists strategies under each of the Terms of Reference and how they will address the strengths and weaknesses of ASAC as it currently operates. The Work Plan described later in this document identifies those parts of the Strategic Plan that ASAC will undertake in the next twelve months.

*Table 1. What ASAC needs to do more of to achieve its Terms of Reference*

Strategy	Addresses Strength/Weakness
<i>What ASAC needs to do more of</i>	
<b>TOR1: To advise the NRM Council on current Aboriginal engagement mechanisms being undertaken by NRM regions. An initial focus will be a review of current activities</b>	
S1.1 ASAC have final sign-off on Aboriginal NRM document	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
<b>TOR2: To overview and advise the NRM Council on investment in Aboriginal activities related to NRM. This will include provision of advice on Aboriginal activities incorporated (or not incorporated in) regional plans and investment strategies</b>	
S2.1 Provide advice to government; ASAC needs to influence government thinking	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
S2.2 Influence development of regional NRM plans and investment strategies	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>• Integrated: ASAC is integrated with other bodies</li> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>
<b>TOR3: Facilitate the development of mechanisms to encourage Aboriginal engagement, within the scope identified above, by NRM bodies. This will include encouraging the adoption of practices or processes that will assist the progression of Aboriginal engagement</b>	
S3.1 Improve communication lines with regional NRM boards	<ul style="list-style-type: none"> <li>• Lack of communication</li> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>

Strategy	Addresses Strength/Weakness
<i>What ASAC needs to do more of</i>	
S3.2 Put together a strategy for employment in NRM; Provide feedback on Indigenous employment in NRM regions	<ul style="list-style-type: none"> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>
S3.4 Tell success stories! (Regional liaison officers can assist ASAC)	<ul style="list-style-type: none"> <li>• Lack of awareness: People don't recognise ASAC's authority / role</li> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>
<b>TOR4: Advise the NRM Council on Aboriginal issues relating to state wide delivery of NRM programs</b>	
S4.1 Encourage and resource the development of Regional NRM Indigenous Focus Groups	<ul style="list-style-type: none"> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in</li> </ul>
S4.2 Establish guidelines for regional NRM boards.	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> <li>• Lack of process</li> </ul>
S4.3 Provide best practice models for engagement with Aboriginal people to others (e.g. SAMDB and A&MLR)	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>• Integrated: ASAC is integrated with other bodies</li> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
<b>TOR5: Provide working comments on the State NRM plan</b>	
No strategy prepared yet	
<b>TOR6: Advise the NRM Council on possible Aboriginal policies and programs of relevance to the State NRM plan</b>	
No strategy prepared yet	
<b>TOR7: Provide regular briefings to Council on the activities of the committee</b>	
S7.1 Define clear objectives based on ToR and then develop and report on work programmes	<ul style="list-style-type: none"> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
<b>TOR8: To encourage Aboriginal communities to engage in NRM issues</b>	



Strategy	Addresses Strength/Weakness
<i>What ASAC needs to do more of</i>	
S8.1 Put together a strategy for capacity building (and link with the <i>Engaging NRM Community Capacity Strategy for South Australia</i> )	<ul style="list-style-type: none"> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> <li>• Lack of capacity: ASAC feel as though they have a low capacity to deliver against their aspirations</li> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
S8.2 Encourage more Aboriginal people on regional NRM boards	<ul style="list-style-type: none"> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> <li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>• Integrated: ASAC is integrated with other bodies</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>
S8.3 Follow up with communities in regards to their connection with NRM, regional boards and ASAC	<ul style="list-style-type: none"> <li>• Lack of awareness: People don't recognise ASAC's authority / role</li> <li>• Lack of communication: Linkages to regions not always effective; Need to communicate more advice to NRM Council; Need to meet in the regions</li> </ul>
<b>TOR9: Review performance of NRM Boards and report through NRM Council to the Minister</b>	
S9.1 Review performance of NRM boards	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> <li>• Lack of awareness: People don't recognise ASAC's authority / role</li> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
<b>TOR10: Advise on potential opportunities and blockages to the engagement of and investment in Aboriginal people in NRM</b>	
S10.1 Acknowledge the qualification, expertise and knowledge that Traditional Owners have	<ul style="list-style-type: none"> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>

Strategy	Addresses Strength/Weakness
<i>What ASAC needs to do more of</i>	
S10.2 Provide a leadership role developing NRM partnerships with other Indigenous groups; Develop better contact with Traditional Owners; More contact with Indigenous private landholders (e.g. freehold, pastoral leases)	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> <li>• Integrated: ASAC is integrated with other bodies</li> </ul>
S10.3 Encourage Tjilpi training of young people	<ul style="list-style-type: none"> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>
S10.4 Strengthen relations with project funders	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Opportunity: There is an outstanding opportunity to get local Aboriginal people involved in NRM</li> </ul>
<b>Improving the way ASAC goes about its business</b>	
SB.1 ASAC needs to focus its energy on achieving realistic goals and objectives	<ul style="list-style-type: none"> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
SB.2 Have belief in own power and voice	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Lack of awareness: People don't recognise ASAC's authority / role</li> <li>• Lack of communication: Linkages to regions not always effective; Need to communicate more advice to NRM Council; Need to meet in the regions</li> </ul>
SB.3 A strong level of commitment from ASAC members to see issues through using appropriate resources	<ul style="list-style-type: none"> <li>• Capable: ASAC members represent a wide range of skills</li> <li>• Lack of resources: This is perceived, the Chair of NRM Council has stated that he will seek those resources that are required for ASAC to carry out its function</li> </ul>
SB.4 ASAC needs to demonstrate leadership	<ul style="list-style-type: none"> <li>• Authority: ASAC has legislative recognition, and is attached to NRM Council</li> <li>• Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> </ul>
SB.5 Enhance ASAC's credibility to regional NRM boards and the public (suggest move meetings around regions)	<ul style="list-style-type: none"> <li>• Lack of awareness: People don't recognise ASAC's authority / role</li> <li>• Lack of engagement: Not all regions have nominated a representative to ASAC; No representation from ALT</li> <li>• Lack of communication: Linkages to regions not always effective; Need to communicate more advice to NRM Council; Need to meet in the regions</li> </ul>
SB.6 Implement a workplan (less talk, more action)	<ul style="list-style-type: none"> <li>• Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>

Table 2. What ASAC needs others to do

Strategy	Addresses Strength/Weakness
<i>What ASAC needs others to do</i>	
Aboriginal Lands Trust to engage with ASAC.	<ul style="list-style-type: none"> <li>Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> </ul>
Ask Joint Steering Committee to engage with ASAC.	<ul style="list-style-type: none"> <li>Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
NRM Council to support a stronger role for ASAC	<ul style="list-style-type: none"> <li>Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
Agencies to use ASAC for consultation, review and sign-off	<ul style="list-style-type: none"> <li>Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
Ask the Minister, via the Council to request that Boards question their performance e.g. engagement with aboriginal communities, partnerships developed.	<ul style="list-style-type: none"> <li>Lack of process: ASAC have not had a process to deliver / review / revise; There is currently no component in Investment Strategies to identify Aboriginal priorities</li> </ul>
Agencies and boards put their staff through cultural awareness training	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>
Regional NRM boards have more meetings in regions and utilise Traditional Owners to welcome them to Country	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>
Promote the need for an Indigenous person in the marketing of any Aboriginal documents that are produced by NRM bodies.	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
Encourage a cross-over of membership on Committees / advisory groups.	<ul style="list-style-type: none"> <li>Representativeness: ASAC represents the broad interests of Aboriginal people with a stake in NRM. There is direct community representation and also, all major land-holding authorities are represented on ASAC</li> </ul>
Encourage interaction between Aboriginal and non-Aboriginal people on NRM issues.	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>
Approach the ALT to facilitate Indigenous community workshops on behalf of regional NRM boards annually.	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>
SA government to promote Aboriginal engagement	<ul style="list-style-type: none"> <li>Authority: ASAC has legislative recognition, and is attached to NRM Council</li> </ul>
Aboriginal investment to be on the agenda item at PM/GM meetings. Charlie indicated he can champion the cause on behalf of ASAC. There is no stronger motivator than peer pressure.	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> <li>Integrated: ASAC is integrated with other bodies</li> </ul>
People who are employed to engage with Aboriginal	<ul style="list-style-type: none"> <li>Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li> </ul>

Strategy	Addresses Strength/Weakness
<i>What ASAC needs others to do</i>	
people should be culturally sensitive	
NRM boards should participate with cultural awareness	<ul style="list-style-type: none"><li>• Broker: ASAC can encourage and promote interaction between Aboriginal and non-Aboriginal people</li></ul>

Work Plan for November 2007 – November 2008

<b>Purpose</b>	<b>Action</b>	<b>When?</b>	<b>Who?</b>
Address Strategy SB.4 ASAC needs to demonstrate leadership	Appoint a permanent Chair for ASAC	Early 2008.	Dennis Mutton to appoint through discussion with Minister
Address Strategy S3.1 Improve communication lines with regional NRM boards and SB.5 Enhance ASAC's visibility to regional NRM boards and the public (suggest move meetings around regions)	Develop brochure to help communicate the role of ASAC.  Ensure ASAC website information is regularly updated.	To be discussed at November 2007 meeting of ASAC. Subject to budget, the brochure will be produced as soon as possible.	David and Karina to meet to discuss process for developing brochure.
Address Strategy S3.3 Influence development of regional NRM plans and investment strategies.	Engage in the development of Plans and Investment Strategies  Propose that a working group of ASAC is established to review plan and investment strategy preparation across the regions	Review A&MLR NRM Plan in December 2007.  Review KI NRM Plan in March 2008.  Review N&Y NRM Plan in April 2008.	ASAC to provide comment to NRM Council Review Team for forwarding to NRM Council.  Working Group meetings to be organised via David Hanna.  NRM C or Minister to write to each NRM board and request they engage ASAC in process.
Address Strategies S3.1 Improve communication lines with regional NRM boards; and S3.4 Tell success stories! Regional liaison officers can assist ASAC in this regard.	Organise Aboriginal NRM Forum.	Aboriginal NRM Forum suggested for November 2008 subject to budget availability.	Karina Lester and David Hanna to lead discussion about organising NRM Forum.

<b>Purpose</b>	<b>Action</b>	<b>When?</b>	<b>Who?</b>
Address Strategy S3.1 Improve communication lines with regional NRM boards	Joint meetings between ASAC and regional boards	Agreed that the first joint meeting ASAC has with a regional NRM board should be with the Northern & Yorke NRM Board – suggested for July 2008.	David Hanna / Karina Lester to discuss with Merv Leivs, Presiding Member of N&Y NRM board.
Address Strategy S9.1 Review performance of NRM boards	Ask Minister, via Council, to ask Boards to report on their engagement with Aboriginal people, particularly related to Plan and Investment Strategy development.	ASAP	Dennis Mutton to suggest to Minister.
Address Strategies S4.2 Establish guidelines for regional NRM boards; and S4.3 Provide best practice models for engagement of Aboriginal people to others (e.g. SAMDB and A&MLR); and S1.1 ASAC have final sign-off on Aboriginal Engagement in NRM document	Best practice model for NRM boards to be prepared by ASAC and, subject to timing and budget considerations, to be launched in conjunction with the Resource Manual.	David and Karina met on 23 August and spoke to ASAC members to discuss the development of a best practice document. Timing of delivery of best practice model to be discussed at November ASAC meeting.	David Hanna and Karina Lester to lead.
Address Strategy S10.2 Provide a leadership role developing NRM partnerships with other Indigenous groups; Develop better contact with Traditional Owners; More contact with Indigenous private landholders (e.g. freehold, pastoral leasees)	ALT to become a member of ASAC	As soon as possible	Dennis Mutton and Karina Lester have talked to George Tongerie and John Chester about ALT involvement in ASAC and subsequently ALT have put forward nominations to NRM Council.

## Operational Plan for November 2007 to January 2008

Action	When?	Who?	Evaluation Criteria
Membership of ASAC	NRM Council considered and endorsed ASAC membership nominations at their November meeting.	Completed	Letter sent by next meeting of ASAC. Achieved.
Write to Peter Buckskin to thank him for the work he has done as Chair of ASAC.	To be provided to Mr Buckskin following receipt of his resignation letter.	Dennis Mutton indicated he would write to Mr Buckskin to thank him.	Permanent Chair appointed
Seek copies of relevant regional reports on Aboriginal engagement through ASAC members.	November meeting of ASAC.	ASAC members.	Information provided to ASAC and reviewed for usefulness for other regions.
Submit Strategy and Workplan to NRM Council	<p>NRM Council considered and endorsed this work plan at its November 2007 meeting.</p> <p>Timely completion of actions subject to budget.</p>	Completed.	<p>Set up performance indicators and measure against outcomes and ToR</p> <p>Do what you say you are going to do in the time you said you would (i.e. All milestones are met)</p> <p>All the issues identified have been achieved and implemented</p> <p>Revisit and revise work plan in a timely manner. Timing of review to be discussed at next ASAC meeting.</p>

## Points for further discussion at future ASAC meetings

- Agreed that there was a need to reemphasise the role ASAC should have in reviewing the role of the regional NRM boards in regard to Aboriginal engagement in NRM.
- Dennis Mutton encouraged ASAC members to talk to their General Managers about processes in their regions. Dennis encouraged dialogue at this level rather than wielding the stick and asking the Minister to write to regional NRM boards about perceived issues.
- Dennis Mutton indicated that perhaps it's necessary to reemphasise, in correspondence with the regional NRM boards, that Aboriginal engagement is very important in development of their investment strategies and their comprehensive NRM plan.
- It is very disappointing that one region has not appointed a member. It was noted that there are challenges surrounding 'who speaks for Country'. NRM Council is happy to get ASAC's advice on this matter.
- Karina Lester noted that we do have Indigenous focus groups in most regions and the members on boards need to encourage and facilitate information flow to ASAC.
- Agreed that SA needs appropriate Indigenous engagement protocols when NRM documents are sent on the road for consultation. Traditional people still practice in parts of SA and their role must be taken into consideration.
- Hughie Windlass noted that we need training for NRM. Tjiilpes are the leaders in their community. There are two governments that operate in Aboriginal communities – white government and aboriginal government. Aboriginal people are losing their culture. Aboriginal people obey their *lore* - from dreamtime to the sky. Hughie indicated that his community has no money to start working on land.
- Noted that in many remote Aboriginal communities English is the second or third language.
- Charlie Jackson indicated there is often a conflict between sustainable agriculture and Indigenous caring for country.
- How are you going to measure engagement of communities? May be useful to collect a baseline level of awareness and then collect the same information again in 12 months time to see if the level of awareness has increased. There are some very simple ways of collecting baseline data - the Resource Manual for example has a feedback sheet- perhaps ASAC could use this information collected from this?
- It was agreed that ASAC could provide best practice engagement model's and that could be launched at the same time as the Resource Manual for Indigenous Engagement in the NRM Sector. There might be some other best engagement models that ASAC should look at such as in CALM (WA government) and DEH (Australian Government)
- There should be a process that identifies how Aboriginal interests can access funds for NRM work
- ASAC could give support and advise Boards on how to appoint members to their boards
- Should the NRM Act identify the need for the Boards to engage with Aboriginal people?
- Level of Executive Officer support could be increased?



- Should the Chair be paid outside of meetings for his/her time?
- ASAC could have a sub-committee meeting before or after the official meeting to help drive the business.
- Charles Jackson reflected on Dennis' opening remarks and noted that the Aboriginal Lands Trust was the Aboriginal body that has historically represented and facilitated Aboriginal work around South Australia. ALT played a service delivery role under old model and now under the new model they are a service provider. NRM boards have the power to choose which service provider they want to deliver. Dennis reflected that we haven't done as well as we could have in the delivery of programs in Aboriginal communities. Derek Walker noted that it's a shame that ALT has not been able to find a foot hold in the new NRM structure. There are a number of other service delivery providers out there such as Rural Solutions The regions now make the decision about how they engage ALT. If you don't sit around the table when the investment strategy is being developed it is very hard. Derek suggested that there is a need a proforma or a template that can help regions engage and focus their funding.
- Youth representation on ASAC.

## Evaluation Strategy

### *Evaluation Against Terms of Reference*

<b>Terms of Reference</b>	<b>Evaluation Criteria</b>
TOR1: To advise the NRM Council on current Aboriginal engagement mechanisms being undertaken by NRM regions. An initial focus will be a review of current activities.	EC1.1 ASAC have written to NRM Council before the next ASAC meeting asking the Chair to write to the Minister seeking a review of Aboriginal investment in and engagement of Aboriginal people and communities
TOR2: To overview and advise the NRM Council on investment in Aboriginal activities related to NRM. This will include provision of advice on Aboriginal activities incorporated (or not incorporated in) regional plans and investment strategies.	EC2.1 Aboriginal programs / projects included in Investment Strategies EC2.2 Priority programs highlighted by Aboriginal community are funded and implemented. EC2.3 Increased Investment in Aboriginal issues in Investment Strategies.
TOR3: Facilitate the development of mechanisms to encourage Aboriginal engagement, within the scope identified above, by NRM bodies. This will include encouraging the adoption of practices or processes that will assist the progression of Aboriginal engagement.	EC3.1 Complete brochure and website by Dec 2007 EC3.2 More Aboriginal people employed by regions to carry out NRM works EC3.3 Surveys show >80% of people within Aboriginal communities knows who and what ASAC does EC3.4 Each NRM board having at least one Aboriginal member EC3.5 Full regional Aboriginal representation on ASAC EC3.6 Indigenous groups involved in and supported by Regional boards with reference to plans and investment and board membership.
TOR4: Advise the NRM Council on Aboriginal issues relating to state wide delivery of NRM programs.	EC4.1 Lobby for the establishment or review of Regional NRM Focus Groups in each region. EC4.2 NRM outcomes in Indigenous communities (this needs further clarification)
TOR5: Provide working comments on the State NRM plan	EC5.1A Strategy to achieve this TOR is still being developed
TOR6: Advise the NRM Council on possible Aboriginal policies and programs of relevance to the State NRM plan.	EC6.1 Adoption by NRM Council of policies and programs developed by ASAC
TOR7: Provide regular briefings to Council on the activities of the committee.	EC7.1 A briefing is provided to NRM Council after every ASAC meeting
TOR8: To encourage Aboriginal communities to engage in NRM issues.	EC8.1 Representation of Aboriginal people on all regional NRM boards
TOR9: Consider performance of NRM Boards and report through NRM Council to the Minister.	EC9.1 A review of the performance of the Boards is completed by June 2008
TOR10: Advise on potential opportunities and blockages to the engagement of and investment in Aboriginal people in NRM	EC10.1. Tjilpi are training young people and others EC10.2 Meet with at least two potential funding agencies to explain the role of ASAC and the needs of Aboriginal people by June 2008