A. Introduction

The Towards an Aboriginal Land Management Framework (ALMF) Project is an initiative of the NSW Government. It aims to better coordinate the delivery of programs and services to Aboriginal people throughout NSW and is based on consultation with the community about their interests in public land management and the services that the Government delivers to Aboriginal landowners across the state.

The Department of Environment, Climate Change and Water (DECCW) is the lead NSW Government agency for this initiative. Between January and March 2009, its predecessor, the Department of Environment and Climate Change (DECC), on behalf of all main NSW land management agencies, held a series of workshops with Aboriginal community groups around the state. Prior to these workshops, a discussion paper *Towards an Aboriginal Land Management Framework for NSW* was distributed to assist community members prepare for the workshops. This paper also provided the thematic structure for the conduct of the workshops.

DECC engaged ProperWay Consulting to assist the workshop process. ProperWay has prepared this report as a record of community views and issues raised in these workshops. It is important to note that the content of this report does not seek to represent in any way the position of the NSW Government on land management and associated issues. Rather, it is a summation and collation of views and statements from community members. DECC gave a commitment at the workshops that participants would receive a record of workshop outcomes and this report delivers on that promise.

The statements contained in this report – while not a verbatim record – seek to accurately represent community views and issues raised. The purpose of the consultations was not to seek consensus from participants on particular issues. The comments included in the report are in no particular order of priority and should not be taken to represent the views of any particular groups or organisations. The report includes comments made by individuals in the course of wide-ranging discussions. However, please note that this report details word-for-word some, but not all, of the comments made by participants.

ProperWay Consulting and DECCW trust that community members receive this report as an accurate record and welcome participants’ responses on any corrections or clarifications they think may be necessary.
Finally, ProperWay Consulting and DECCW would like to warmly thank all participants at the workshops for their time and their constructive contributions to the workshops. It is clear that the topic is an important one for NSW Aboriginal communities and the high quality output from the workshops can now very usefully inform government’s response to the issues.

B. Overview of the workshops

This report serves to record the outcomes from the 18 community workshops held throughout the state from January to end March 2009. A further presentation was given at the NSW Aboriginal Lands Council (ALC) annual conference. Workshops were held at Parramatta, Newcastle (2), Wollongong (2), Wagga Wagga, Ulladulla, Bourke, Broken Hill, Buronga, Griffith, Narrabri, Dubbo, Queanbeyan, Coffs Harbour, Glenn Innes, Ballina and Tweed Heads. DECC’s Culture and Heritage Division (CHD) Director Aboriginal Heritage Operations Branch, Director Policy and Knowledge Branch, and CHD Regional Managers led the workshop sessions with assistance from ProperWay Cultural Heritage Services.

Community members represented individual interests, traditional owner groups and organisations (NSW and Local Aboriginal Land Councils and Aboriginal businesses). A total of 168 community members attended with 212 people present overall. In some cases agency staff provided input on behalf of the community and this has been factored into the figures.

Agency representatives in attendance were from the Department of Premier and Cabinet, DECC, Department of Aboriginal Affairs (DAA), Department of Primary Industries (DPI), State Forests, Department of Lands, two local government organisations, regional Catchment Management Authorities (CMAs) and the Department of Planning. The Australian National University Centre for Aboriginal Economic Policy Research attended some workshops as an observer.

Outside of the Sydney basin five land user agencies provided observers and participants.

Representatives from DECC and the CMAs attended all workshops; representatives from DPI–State Forests attended two; representatives from DAA five; and representatives from three individual Local Government Authorities (Eurobodalla, Glen Innes and Port Macquarie) each attended one. Eight community organisations were represented at seven workshops. Three Aboriginal businesses attended three workshops and Native Title Services was represented at two. Thirty-one Local Aboriginal Lands Councils (LALCs) were represented at the workshops. The NSW ALC was represented at the initial Parramatta and Newcastle workshops and DECC provided an additional presentation at the NSW ALC annual conference.
The respective themes for discussion were:

- Acknowledging Aboriginal Connection to Country
- Improving Aboriginal access to public lands (including sea)
- Increasing Aboriginal participation in the management of public lands
- Developing economic opportunities from the sustainable use of land
- Learning and working for Country (including sea).

The consultation methodology was consistent with contemporary practice and according to Aboriginal protocols. The intent of the consultation process was to elicit community opinion by breaking into discussion circles after a short introduction and thematic PowerPoint presentation, thereby keeping discussions ‘on track’.

DECC staff were always present to provide assistance and deliver a summary and final discussion about where the process might assist current and future land management by Aboriginal people.

Each workshop expressed a range of opinions on the relative value of this process and in some cases where workshop numbers were low or community members were uncomfortable with individual written expression a scribe was always present to record raw data ‘as is’ and confirm the record by both oral and visual iteration.

Each community workshop offered a range of opinions, both generic and region-specific, though the underlying attitude to the discussion paper was one of cautious support.

The discussion paper’s themes drew responses that might be considered outside the terms of reference although there were linkages across all the matters raised and in all cases the themes were seen by community participants to be both relevant and interlinked. A particular and recurrent issue expressed across several themes was that of who had primacy to speak for Country: Elders, Traditional Owners/Custodians and Knowledge Holders or Aboriginal community organisations, e.g. LALCs.

The community responses indicated that the cultural, physical, social and economic considerations of adequate ‘caring for Country’ programs continue to be of great significance for Aboriginal people and Aboriginal communities.

The issue of informed consent, including advice on legal and financial implications of the framework, was a key concern articulated by all of the workshops conducted across the state. This was expressed in part by many LALCs voicing suspicions that the ALMF might be a means of coercing them to relinquish independent management of LALC-owned lands if they subscribed to any arrangements arising from an Indigenous Land Use Agreement (ILUA), Memorandum of Understanding (MoU) or other agreements (BioBanking, Plans of Management, etc.).
The issue of timely compliance with existing regulations by agencies was also expressed in unequivocal terms.

Despite attendees’ suspicion of the short time frame set for consultation and a lack of prior community consultation in developing the discussion paper, the overarching reaction of attendees was: ‘Well it’s twenty years late and long overdue, but better late than never.’

C. Record of workshop outcomes

The following points are the consultant’s record and summation of issues raised across all workshops. They are not presented in order of importance and do not reflect how often the community raised the various issues or suggested solutions. They are structured according to the themes in the discussion paper. The points paraphrase opinions presented by community members. They do not necessarily represent the views of the agency or the consultant.

General response to ALMF concept

G1. If the whole of government (including local councils) shows commitment to the framework and principles, then Aboriginal communities are likely to support the process. However a guarantee, time frame and commitment of sufficient resources across all relevant agencies are required.

G2. Ensure that ALMF does not conflict with Native Title and the NSW Aboriginal Land Rights Act 1983. Ensure that ALMF is not used to rubber-stamp the process in favour of government interests. Use DECC to build community capacity without loss of tenure and future opportunities for economic sustainability. Reconcile the differences between black man’s and white man’s law, recognising the primacy of Aboriginal land management principles and interests.

G3. Recognise that all the themes are interlinked and streamline relevant agency policies into a single unambiguous framework. Don’t duplicate governance processes.

G4. Acknowledge there needs to be cross-agency coordination and consistency in ongoing community consultation to resolve the issues raised in the discussion paper.

G5. Acknowledge that government needs to sign off and guarantee a coordinated approach while identifying who is responsible for a whole-of-government service delivery in the medium and long term. It was agreed that government has offered a new level of commitment and will be judged on sufficient resource allocation for its success.
THEME 1: Acknowledging Aboriginal connection to Country

1.1 Welcomes to Country protocols were of concern to all communities. There is no common methodology across all agencies and those protocols set as a standard by DAA are ‘too wordy’.

1.2 Defuse the issue of the ‘who and where’ (of boundaries) by using a blanket acknowledgement of ‘traditional land owners’ instead. Where possible, deliver acknowledgement of Country in the local language.

1.3 Recognise that LALCs are the first point of contact for community consultation.

1.4 Effective and regular communication to stakeholders across relevant agencies and LALCs was seen as an effective means of gaining the trust of Aboriginal communities.

1.5 There is a need to clarify the difference between a Traditional Owner (TO) and Traditional Knowledge Holder (TKH) and sometimes these are contradictory. Currently there are people claiming TO/TKH status without community approval.

1.6 Set up a TO register (including descent lines) with each LALC for agency consultation and advisory panel requirements. Take into account the issue of multiple consultations or recognise that there is inherent conflict with single representative groups.

1.7 Several workshops expressed the opinion that acknowledgement of TOs was the overlying principle in these workshops and that DECC and agency regional boundaries should be adjusted to reflect those of Aboriginal nations of NSW.

1.8 Several workshops recommended that DAA support to resolve who is able to speak for Country, thus determining stakeholder groups and legitimate cultural interests. As part of this process access for culture camps on Country requires the support of those nominated parties (TOs).

1.9 Government should address the difference in governance structures across Native Title claimants, Elders groups and Traditional Custodian groups.

1.10 These groups need to be administratively supported by LALCs and DAA.

1.11 Regional advisory groups need a peak cross-agency representative body to effectively represent community interests, including those of TOs.
1.12 Community representatives insisted that their interests be represented in all land management decisions and that the historical dislocation of Aboriginal people and their attachment to ‘cousin’s Country’ is acknowledged in land management processes. (See Theme 2.)

1.13 Strengthen the role and powers of all relevant advisory committees.

1.14 As part of this process there needs to be an effective media campaign (using Indigenous media) advising of opportunities for representation on all relevant advisory boards and committees.

1.15 Recognise that each agency’s Aboriginal workers are a valued resource and an effective conduit between government and communities.

1.16 Resolve the issue of law (regulatory) vs. Lore in all land management matters.

1.17 Remind all agencies of their obligations and that a document and sufficient publicity material is sent out to agencies and Aboriginal communities. This would assist the process of effective Aboriginal participation in land management.

1.18 Central to the effective role of community representatives was the suggestion that a single advisory body per region would serve to advise all agencies on land management.

1.19 Community members should only be able to nominate for a single representative position across land management agencies.

1.20 Set up a register of TOs/TKHs and community organisations as a resource.

1.21 Acknowledge that effective communication with communities on Aboriginal cultural heritage values is a core business principle.

1.22 Recommend that nomination for state and federal listings is made at the community level and not the current ‘top down’ process.

1.23 Recommend more interpretive signage and dual naming acknowledging traditional land custodians after due consultation with local Aboriginal communities.

1.24 Use dual language in interpretive signage on all public lands including Council-controlled lands.

1.25 Recommend DAA do more for Aboriginal communities that have traditional cultural connections.
1.26 Recommend that education in Aboriginal history and culture becomes compulsory in schools.

1.27 Recommend that DAA and all relevant agencies conduct an extensive media campaign to resolve anti-Native Title propaganda vs access to private lands for Aboriginal cultural resource purposes.

1.28 Recommend a review of literature and policy (biodiversity and BioBanking, etc.) and its modification to comply with Aboriginal cultural heritage values.

1.29 Recommend funding of each LALC to allow them to consult within their community as each had specific needs and solutions on land management issues. Following this, each community would set out the terms of reference in MoU form to relevant agencies.

1.30 The need for agencies to provide prior consultation and feedback before informed consent is able to be granted by Aboriginal communities was a consistent outcome of the workshops across the state.

THEME 2: Improving Aboriginal access to public lands (including sea)

2.1 Local government was seen as needing significant improvement in its consultation with communities over access and land use decisions.

2.2 Workshop members expressed the opinion that local government planning decisions were often at the expense of LALC-owned lands and rezoned as ‘urban open space’, thus denying them the economic opportunities of development.

2.3 The Department of Lands was seen as needing significant improvement in services to and involvement of communities in relation to land management.

2.4 Claims at many regional workshops that there was a consistent evasion in providing information on land tenure and granting permission to access controlled lands held on their database, namely Travelling Stock Routes (TSRs) and Stock Reserves.

2.5 Several community members expressed opinions that agency staff were acting on behalf of adjacent TSR landholders’ interests and to the advantage of Rural Land Protection Board members by providing relevant land disposal information prior to a formal Notice of Disposal.

2.6 DECC through NPWS regional managers was considered to put Plans of Management above the rights of Aboriginal people to access areas where threatened or endangered species were known or believed to exist.
2.7 DECC had frustrated the conservation management plan for the Commonwealth-listed Brewarrina fisheries by denying conservation works that conflicted with its Plan of Management for native vegetation.

2.8 Community members stated after the Broken Hill workshop that Western Region NPWS staff were believed to have relocated a boundary fence incorrectly without regulatory compliance, thus excluding a known Aboriginal site.

2.9 DPI–State Forests staff members across several regions were said to be inconsistent in granting access and that relevant staff were difficult to reach in sufficient time to process a request for access. However members said compared to DECC there is a more ‘user friendly’ approach to active resource use, i.e. hunting and fishing.

2.10 DPI–Fisheries staff were said to have canvassed communities for where fish were most prevalent and then placed blanket bans on access and delayed the issue of section 37 permits (for cultural resource use).

2.11 DPI–Fisheries staff were said to have targeted Aboriginal people for bag limit compliance thus ignoring the cultural protocol of providing food for aged or infirm community members.

2.12 DPI–Fisheries staff had neglected the interests of Aboriginal people in proposing works that would have an impact on a site of national significance (Brewarrina fisheries) and that it was only through federal intervention (Department of the Environment, Water, Heritage and the Arts) and NSW Heritage Council intervention that this proposal lapsed.

2.13 LALC representatives expressed the opinion that a Memorandum of Understanding (for access) is not a binding legal document and that a stronger document (Memorandum of Agreement) is needed as a minimum safeguard against denial or subversion of access rights.

2.14 All workshops agreed that a single regional point of contact for coordination of permits and all relevant land use issues was necessary. Workshop members suggested that either a single multi-agency Annual Access Permit was both desirable and time efficient or that an Access Permit be granted in perpetuity.

2.15 Participants recommended agencies conduct a land audit and make land use databases accessible to relevant Aboriginal and organisational users via regional-specific user passwords and provide relevant training.

2.16 Recommend that communities determine what areas are culturally appropriate for non-Aboriginal access and that Aboriginal cultural priorities are given priority.
2.17 Recognise that consultation with TOs and information access is a dynamic means of protecting Country.

2.18 Recommend that Aboriginal interests have priority in access and decision-making and that these are not diminished by competing multi-user interest groups.

2.19 Appoint a traditional owner to chair each regional land management committee.

2.20 Grant Aboriginal people the inalienable right of free access to all public lands in perpetuity.

2.21 Make agencies accountable for improving relationships with Aboriginal stakeholders in land use planning.

2.22 Change DPI–Fisheries regulations and access in perpetuity to permit use of spears, nets and traps as part of section 37 regulations.

2.23 Consider aquaculture a part of appropriate cultural resource use.

2.24 Compel all public land management agencies to attend ALMF briefings at regional management levels.

2.25 Community participants recommended that the poor record of attendance by several agencies at those workshops held outside of Sydney be brought to the attention of relevant agencies.

2.26 Many participants insisted that LALCs be the primary point of contact for land use matters affecting Aboriginal communities. However they also insisted that there be greater accountability for relevant decision-making by LALCs.

2.27 LALC participants noted that NPWS had assisted access arrangements to ‘locked gate’ lands. Therefore as a sign of commitment to this proposal, access keys to all other agency-controlled lands (including catchments and wilderness) should be given to each LALC as a sign of trust.

**THEME 3: Increasing Aboriginal participation in the management of public lands**

3.1 Recommend that DECC defines what lands are the subject of this discussion paper: all government-controlled lands or only ‘those that suit the government’s purposes’.

3.2 Resolve the issue of perceived institutional bias against Aboriginal people’s access to public lands.
3.3 Recommend that agencies communicate more effectively with each other on land management issues otherwise Aboriginal people will believe that government is not committed to the process. DAA can assist in brokering negotiations between agencies and communities in partnership agreements.

3.4 Develop and put in place individual Plans of Management for each project proposal that affects Aboriginal cultural heritage values.

3.5 Provide sufficient training in agency processes and policies for potential Boards of Management representatives.

3.6 Recognise current skill sets that communities can offer agencies. Recommend that NPWS use Aboriginal people as a first priority in delivering cultural heritage tourism.

3.7 Resolve the issue of Plans of Management overriding right of access under Cultural Resource User Frameworks (CRUFs) and similar.

3.8 Recognise that water rights are a component of land rights that should be accessible through all leasehold lands, particularly those in the Western Division.

3.9 All agencies should conduct an audit of agency-controlled lands and make it easily available to Aboriginal land users.

3.10 Set up a consolidated database of land ownerships and make it easily accessible to Aboriginal people. Clarify tenure and access rights within this database.

3.11 Make transfers of public lands between agencies or to leasehold or freehold status conditional on access in perpetuity for Aboriginal people.

3.12 Remove Schedule 14 of the NPWS Act and replace it with a cooperative agreement (MoA) or an ILUA equivalent.

3.13 Implement the rule that all land management agencies are accountable for compliance with regulations and that greater high level collaboration between them is mandatory.

3.14 No development or implementation of Plans of Management without consultation and approval by relevant Aboriginal communities and TOs/TKHs.

3.15 Recommend separate areas within Conservation Areas for culturally significant Aboriginal sites and places and that unrestricted access is guaranteed under a Plan of Management.
3.16 Acknowledge LALCs' role as the principal point of contact between Aboriginal people and land management agencies.

3.17 LALCs need to ‘lift their game’ in land management issues.

3.18 Acknowledge each agency’s Aboriginal workers as a resource and recommend that agencies have regional Aboriginal representative councils for ‘mutual respect and real collaboration, not consultation.’

THEME 4: Developing economic opportunities from sustainable use of land

4.1 Recommend that certified TAFE training is a mandatory requirement in caring for Country and that this is funded by government.

4.2 Recognise trainers both by DECC and the Aboriginal community. (See Theme 5.)

4.3 Resolve the conflict between section 40D of the NSW Aboriginal Land Rights Act (to declare land culturally insignificant conflicts) and section 36 (that allows LALCs to claim vacant Crown land and not culturally significant land).

4.4 Recognise that contemporary Aboriginal agricultural usage (seed gathering, grazing and apiculture/bee-keeping) is a ‘low impact’ activity on public lands and to be encouraged.

4.5 Support a web-based Aboriginal land managers’ forum and annual conferences. (See the NAILSMA model.)

4.6 Recognise that, in considering land grants for indigenous business enterprises within the Western Division, the land required for a sustainable enterprise is a minimum 500 hectares with a 10-year lease.

4.7 Recognise that sea is also ‘Country’. Modify the existing abalone quota to include a quarter of this allocated to LALCs for distribution to sea Country communities. This would assist community members’ mutual obligations and provide a kickstart for community business enterprises.

4.8 Make Aboriginal approval mandatory for the issue of commercial fishing licences and Aboriginal employment a mandatory condition.

4.9 Recommend that the NSW ALC becomes the peak body for Aboriginal land management issues with relevant agencies required to undertake ongoing collaboration with it.

4.10 Recommend that DAA and NSW ALC resolve the issue of residual anti-Land Rights propaganda through a comprehensive media campaign and also that DECC and CMA broker partnerships between private land owners and Aboriginal communities on land use and land rehabilitation issues.

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4.11 Fund LALCs and community groups to undertake land assessments that identify cultural values, biodiversity values and development values of both Aboriginal-owned and public lands. This would enable communities to make objective comparative assessments if considering development as an option.

4.12 Quarantine seven per cent of mining revenue for Aboriginal economic development and use Aboriginal contractors as preferred tenderers for rehabilitation of mining lands.

4.13 Set aside a percentage of NPWS entry fees for employment of Aboriginal contractors and businesses.

4.14 Prioritise small business grants for projects that offer most benefits to Aboriginal people and communities.

4.15 Begin with small projects as part of the skills transfer process but don’t ‘fund to fail’.

4.16 Set realistic selection criteria and time frames for grant acquittal against community organisational capacity and resources.

4.17 Fund small business enterprise training and liaise with both the Indigenous Chamber of Commerce and Department of Fair Trading.

4.18 Implement an Aboriginal employment strategy and preferential tendering processes for Aboriginal contractors for works on public lands.

4.19 Recommend that DECC liaises with the Indigenous Land Corporation (ILC) to purchase or lease properties in the Western Division with cultural significance to Aboriginal people for economic development and cultural heritage tourism. (Examples quoted were Pooncarie and Menindee stations.)

4.20 Recommend that DECC complete outstanding works on Mandalay station as a priority.

4.21 That DAA, NSW ALC and Department of Fair Trading improve community capacity to manage commercial information, business plans and finances, and record cultural information (oral histories, sites and places) with database access on site information tailored to the ‘need to know’ principle.

4.22 Ensure that site and other relevant information provided by communities is paid for at fair commercial rates.

4.23 The NSW ALC should audit LALCs for relevant skills and the capacity to undertake and contract for land rehabilitation projects.
4.24 Provide that sufficient information on Traditional Owners is included in all tourism material, ‘not just a token sentence or paragraph’.

4.25 Recommend that cultural protocols are recorded and used in all land management issues.

4.26 That communities nominate who is able to speak for Country.

4.27 Re-evaluate interpretation of Country and customary sharing of culture to fit with best practice principles.

**THEME 5: Learning and working for Country**

5.1 Recognise that all Native Title claims under the Aboriginal Land Rights Act require urgent processing as a prime commitment to Aboriginal people before further negotiations on land management can make any progress.

5.2 Clarify the long-term responsibilities of all parties to any land use agreement.

5.3 Acknowledge that LALCs are the principal organisational partner in cultural heritage management and a conduit between the Aboriginal community and land management agencies.

5.4 Recognise that Aboriginal people are the principal contributors to continuing environmental sustainability.

5.5 Legislate that Aboriginal people have control, access and use of all public lands for sustainable economic use and protection of Country.

5.6 Refer all public lands works on Country to relevant communities for approval.

5.7 Establish a generic user agreement after community consultation and evaluation.

5.8 Recommend that DECC addresses the equity of funding between Nandewar and Brigalow Belt projects.

5.9 Recommend that DECC and DAA conduct regional workshops on career opportunities for Aboriginal land management.

5.10 NSWALC and DAA should provide sufficient support services for the management of Aboriginal-owned lands and future claims under the Aboriginal Land Rights Act.

5.11 Identify appropriate people who can speak for Country. Use Aboriginal people as guides in all NPWS Discovery Ranger services.
5.12 Make it mandatory that only Aboriginal people can present Aboriginal culture.

5.13 Set aside three per cent (excluding wages) of DECC’s annual budget for caring for Country projects.

5.14 Use the services of the NSW Registrar of Aboriginal Land Claims to monitor claims over public lands.

5.15 Set aside the right of the Government to restrict activities permitted under ILUAs.

5.16 Organise and fund an annual land and sea management conference on a state level. Aboriginal people should be at the initial conference and thereafter State Government representatives may attend.

5.17 Create a DVD/CD for each region (in dual languages) to carry themes of managing Country and resource management as a community resource.

5.18 Target training toward Aboriginal land management in biodiversity and research, not only work teams doing basic land care work.

5.19 Implement on-the-job training through school transition programs and then through TAFE and Registered Training Organisations up to Certificate IV in Aboriginal Land Management and Conservation.

5.20 Establish a pathway/scholarships fund for further tertiary studies (at university undergraduate level).

5.21 Establish a resource register of people with the appropriate skills to work with communities as mentors. (See Theme 4.)

5.22 Acknowledge that Aboriginal people are the principal knowledge holders and amend processes to require that Traditional Owners provide above-ground cultural heritage surveys (without site disturbance) for contract archaeological Aboriginal cultural heritage management surveys.

5.23 Make cultural heritage assessment and mapping the preferred (low impact) option and ensure that remuneration is to relevant scales and standards.

5.24 Recommend that DECC as a key priority conducts cultural heritage surveys on all its lands and that all agencies use Aboriginal communities as the core for all of their cultural heritage management processes.

5.25 Recognise that patience and persistence are the key factors in engaging communities in land management.
5.26 Recognise that ‘training wages’ are insufficient for families and supplement wages to suit the circumstances.

5.27 Recognise that land management agencies should share Aboriginal staff resources by cross training and fixed-term postings for career development.

5.28 Provide site training for all relevant staff, LALCs and IBEs at no cost.

5.29 Recommend that DECC reports to regional LALCs against relevant key performance indicators in the annual State of the Parks report and that those indicators reflect direct, ongoing, productive contact and consultation with LALCs and Aboriginal communities.

5.30 Provide sufficient funding to support Aboriginal community cultural and economic development.

5.31 Include community development as part of education, health and Aboriginal business development.

5.32 Use generic education of all visitors to public lands so they understand the dynamic Aboriginal principles of protecting Country.

5.33 Review the NSW Environment Trust and identify areas that require improvement. Identify successful project types and use these as a template for future allocations of funds.

5.34 Recognise that Aboriginal cultural resource uses are a key principle of contemporary conservation and land management principles.

5.35 Put together a plain English user guide to land management programs and government services (including grants).

5.36 Make agencies’ scientific land management resources available at nil cost to LALCs, communities and Aboriginal land management enterprises.

5.37 Make regional officers/staff and services the single entry point to coordinate all land use matters including grant applications and pooling of funds for joint projects (economies of scale).

5.38 Identify where state and federal programs might complement each other: more ‘bang for the buck’ – one-stop shops can help with project coordination, funding applications and pooling of grant funds.

5.39 Set incremental grant funding for projects that have a time of more than one year and set interim reporting requirements.

5.40 Set common assessment and grant acquittal criteria.
5.41 Recommend that agencies need to underwrite the risks associated with management of Aboriginal-owned lands under common use agreements, i.e. BioBanking and other natural resource management agreements.