



# Innovate Reconciliation

# Action Plan

NOVEMBER 2021 – NOVEMBER 2023



## RECOGNITION AND ACKNOWLEDGEMENT

*We sincerely acknowledge all Aboriginal and Torres Strait Islander Peoples across this Country where we live and work, and we pay our deepest respects to their Elders and Leaders past and present, and to those emerging.*

*We recognise that the ongoing colonisation of Australia, and the resultant removal of Aboriginal and Torres Strait Islander Peoples from Lands and all Waters, is intrinsically linked to the disruption of cultural and spiritual connection, and to the extreme, intergenerational disadvantage, injustice and inequity experienced by Aboriginal and Torres Strait Islander Peoples.*

*We honour the strengths, capability and adaptability shown by Aboriginal and Torres Strait Islander Peoples, families, and communities facing ongoing racism, discrimination, and further marginalisation. We celebrate the significance of their contributions in shaping a shared sense of national unity and identity.*

## CULTURAL WARNING

This document may contain images of Aboriginal and Torres Strait Islander Peoples who have since passed away.

We wish to express our gratitude to the Stepnell Family and Norman Family Trust for their generous support of the development of Greening Australia's Innovate Reconciliation Action Plan.

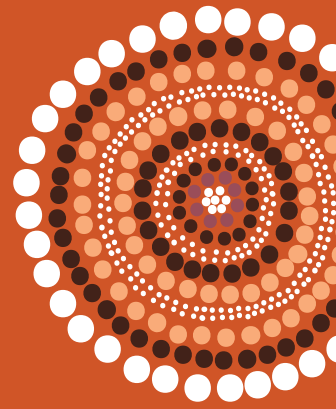
## ABOUT THE ARTIST



Bradley Kickett is a Noongar artist who was born in Northam and grew up in Perth. He is descended from the Kickett clan in York, Western Australia, and began his journey with painting in 2007. Bradley's style of art is abstract with paintings depicted from an aerial view and illustrated in a fluid style. Bradley's art pieces are influenced by experiencing Noongar country from the oceans to the rivers, seeing the wildflowers and the land from the air, and showing the flow and the shapes of the earth. These images are all interwoven with the history and the stories that are shared and passed down to him from his family and Elders.



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# MESSAGE FROM THE CEO

## AND CHAIR



*On behalf of the staff and board of Greening Australia, we are proud to present Greening Australia's Innovate Reconciliation Action Plan 2021-2023.*

This organisation has spent 40 years working towards our vision of healthy, productive landscapes where both people and nature thrive. Our work has been underpinned and driven by close relationships with community at all levels – local, regional, and national.



Importantly, our history is rich with strong and respectful relationships between First Nations Peoples and members of our staff. In our more recent history, we have sought to bring these local connections into national focus through our Thriving on Country strategy, which underpins and is interwoven through all Greening Australia's programs of work.

However, with respect and regret, we admit this recognition and belief have not consistently translated into inclusion of First Nations Peoples in the past. We agree we can do much more.

Our Reconciliation Action Plan marks an important step, a commitment to continually seek greater understanding, change our ways, and make a more meaningful contribution to reconciliation through our people, work, and influence.

In presenting this Reconciliation Action Plan, we especially wish to thank the members of Greening Australia's Aboriginal and Torres Strait Islander Advisory Committee. Throughout the process they have guided discussion, encouraged learning, and contributed a wealth of combined experiences to ensure this action plan is collaborative and inclusive.

For true reconciliation it is essential for all Australians to recognise the pivotal roles and responsibilities that First Nations Peoples had living within this Country in the past, have now in the present, and must have in the future.

Our vision and goal for our contribution to a reconciled Australia is 'healthy and productive landscapes enabling Aboriginal and Torres Strait Islander Communities, Cultures and enterprise to thrive on Country'. In striving towards this goal, we aim to instil a sense of respect for and connection to Country in all Australians, so people and nature can thrive.

**Brendan Foran**  
Chief Executive Officer  
Greening Australia

**James Atkins**  
Chair  
Greening Australia

# MESSAGE FROM

# RECONCILIATION AUSTRALIA



*Reconciliation Australia commends Greening Australia on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).*

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Greening Australia to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Greening Australia will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Greening Australia is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Greening Australia's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Greening Australia on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# MESSAGE FROM GREENING

## AUSTRALIA'S ABORIGINAL AND

## TORRES STRAIT ISLANDER

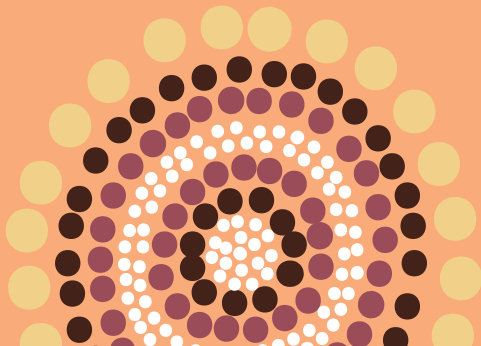
## ADVISORY COMMITTEE

*Greening Australia, a national entity with influence, realised that whilst they had undertaken significant work over the past 40 years with First Nations communities, the voices and engagement of First Nations Peoples had been largely overlooked and were needed to give real meaning to what Greening Australia does and aspires to do.*

Greening Australia understood that to expand the rights of and opportunities for First Nations Peoples, and to further progress their essential work to heal Country and heal people, they needed to gain a true understanding and knowing of Land and Sea Country from First Nations perspectives.

Greening Australia's Reconciliation Action Plan documents their transformation from simple engagement and symbolism with Aboriginal Communities to more substantive actions which are guided by the voices and lived experiences of First Nations Peoples across the Country.

Through this process of First Nations-led consultation, Greening Australia embraced and respected our cultural practices, values and sovereignty and demonstrated that our voices are being heard. Truth telling takes courage, and this is Greening Australia's first step towards their ongoing reconciliation journey.



## OUR VISION FOR RECONCILIATION

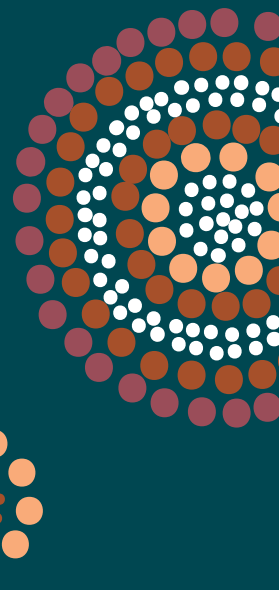
*Healthy and productive landscapes enabling Aboriginal and Torres Strait Islander Communities, Cultures, and enterprise to thrive on Country.*

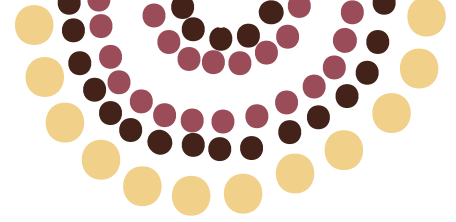
## OUR BUSINESS

Greening Australia was founded in 1982, the International Year of the Tree, to protect, restore and conserve Australia's native vegetation. Its formation was in direct response to an acknowledgement that tree decline was having serious, adverse impacts on agriculture and the environment. On World Environment Day 1982, the then Prime Minister, Malcolm Fraser, announced the establishment of the National Tree Program and Greening Australia provided the non-government arm of the program delivery.

Greening Australia is a company limited by guarantee – a not-for-profit owned by voting community members. The skills-based Board of Greening Australia is appointed by our members. We are independently funded, and while we participate in competitive, government-funded programs, we do not receive baseline funding from any level of government. Over the past ten years we have significantly increased our income from the corporate sector, and we are now attracting considerable financial support from the philanthropic, corporate trust and foundation sector.

Greening Australia is apolitical; this does not mean we do not have and use our voice. We understand that the community may expect us to have an opinion on the diverse challenges faced by the environmental sector. When we use our voice in response to any problematic issues, we endeavor to focus on workable solutions which can be shared with all sides of the political spectrum.





## EVOLUTION OVER TIME

Since its inception, Greening Australia has undergone a natural evolution – from a tree planting-centric organisation to a landscape-focused one. Today we are a national enterprise with a core focus to respect, conserve, restore and sustain the environment using a multi-pronged approach which includes scientific and community thinking, and meaningful collaboration with real-time impact.

The next 10 years for Australia are critical to tackle climate change, safeguard threatened icons like the Great Barrier Reef, conserve productive and profitable farmland, save our unique animal and plant species, and protect the natural ecosystems from which we all benefit. Greening Australia is one of a few national organisations actioning science-led, nature-based solutions to protect landscapes and restore biodiversity. Over the past few years, we have asked ourselves whether our work is having the most impact for our members and at the scale required for this country.

To focus our efforts, we have set bold Project Vision 2030 goals that align our five national programs with global restoration targets:

- **Great Southern Landscapes** - Integrating large-scale restoration into degraded agricultural systems to promote habitat restoration, carbon sequestration and increased agricultural productivity
- **Reef Aid** - Working with landholders, communities, and Traditional Custodians to rebuild eroding gullies and restore vital coastal wetlands across the catchment to improve water quality on our Great Barrier Reef
- **Tasmania Island Ark** - Working with landholders, researchers, and community to relink and restore vital habitat, using innovative research to create climate-ready ecological communities that safeguard some of Australia's most iconic flora and fauna
- **Nature in Cities** - Working with communities, businesses, and government to create a biodiverse, climate-resilient network of gardens, parks, schools and waterways for our urban areas, where communities connect with nature and engage in helping it thrive.
- **Thriving on Country** - Represents Greening Australia's contribution to a stronger, reconciled Australia. It distils values we commit to integrate across everything we do, building relationships of mutual trust, respect, and opportunity with Aboriginal and Torres Strait Islander Peoples. Thriving on Country is a national strategy that underpins and is woven through all our programs.

From our foundation, we have stood by our belief that people thrive when nature thrives, and we have been privileged to transform this shared value into practice across this nation. This work has been successful due to the cumulative efforts of the Board, and our 152 workers based in offices across Australia, including Adelaide, Brisbane, Canberra, Hobart, Melbourne, Perth, Sydney, and regional teams in New South Wales, Queensland, South Australia, Victoria and Western Australia. We are also supported by over 3,000 volunteers.

At the time of this Reconciliation Action Plan (RAP) being developed, our organisation had one employee on staff who identifies as an Aboriginal person and a descendent of the Ghungalu, Gooreng Gooreng and Wadja Peoples of central and inland eastern Queensland. We have built specific actions into this RAP to increase the inclusion of Aboriginal and Torres Strait Islander Peoples into our staff, contractor, supplier and procurement base.



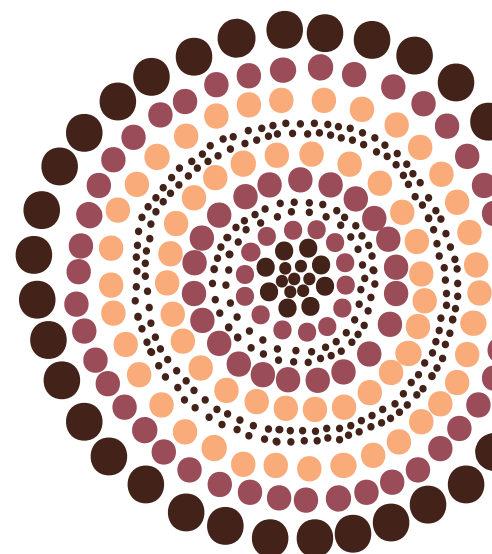
## OUR SPHERE OF INFLUENCE

*Our sphere of influence encompasses grassroots community groups, the corporate sector, philanthropists, governments, non-governmental environmental organisations and university partners. We work within this sphere of influence to leverage resources and collaborate for large-scale, measurable impact.*

As part of our Reconciliation Action Plan (RAP) development process, Greening Australia have undertaken a review of our current sphere of influence. We have identified key capabilities and capacities for influencing change. In reflecting upon our sphere of influence it has been important that we understand the differing perspectives on how this aspect can be viewed across communities.

Our own perspectives on how we view ourselves were challenged during the inaugural meeting of Greening Australia's Aboriginal and Torres Strait Islander RAP Advisory Committee. Several members who did not have history of working with Greening Australia shared that they had no previous knowledge of the organisation's national focus. Furthermore, we needed to better communicate our profile across diverse Australian communities, and to be much more inclusive.

Such challenges, and how Greening Australia responds, will be of vital importance to the success of this RAP. Through knowing that our sphere of influence largely reflects how inclusive we have been towards all members of the Australian community, we can begin to transform what we are to where we want to be. We begin this process by being truthful, and with the admission that we have not been inclusive of Aboriginal and Torres Strait Islander Peoples consistently in the past. This RAP is our commitment to change our ways and to actively contribute to a more reconciled Australia through our people and work.





## OUR COMMITMENT TO A

## RECONCILED AUSTRALIA

Greening Australia has a long history of strong partnerships with First Nations Peoples and Communities (some examples are given on pages 10-11). To date these opportunities have developed with Aboriginal Communities across mainland Australia. It is our desire to extend our impact to the Islands and corresponding communities of the Torres Straits. We will open a dialogue with Torres Strait Islander Communities to develop mutually beneficial partnerships across their Land and Sea Country. This is imperative if our Reconciliation Action Plan is to be wholly inclusive of all First Nations Peoples.

We are proud of this shared history and recognise the significant value that these partnerships have brought to our organisation.

While these endeavours have been beneficial to many First Nations Peoples and Communities at the local level, we know that there are many ways we can strengthen those existing relationships. Importantly, Greening Australia, as a national organisation, has the credibility and capability to influence more Australians across this Country to contribute to Australia's national journey of reconciliation.

To reinforce Greening Australia's vision of 'healthy and productive landscapes where people and nature thrive', we will proactively find better ways to increase employment opportunities for First Nations Peoples. As a national leader in conservation and restoration of landscapes, Greening Australia is uniquely placed to lead the development of opportunities to increase employment and enterprise prospects of First Nations Peoples in our industry and our sphere of influence.

During 2021 Greening Australia commenced negotiations with the University of Western Sydney to create a three-year supported 'Greening Australia Indigenous Scholarship' which will provide financial and on-the-job learning support for an Indigenous candidate within the science, technology, engineering and maths (STEM) study stream – a future high demand employment pathway.



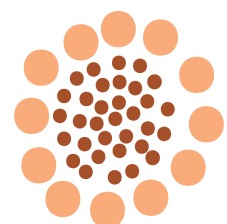
We are excited to report that the scholarship candidate identification and award process is now complete, and the inaugural recipient of the scholarship will commence studies in the 2022 tertiary year.

Over recent years there has been a growing global concern regarding unprecedented environmental pressures. In 2019, the United Nations declared 2021-2030 as the Decade of Ecosystem Restoration, calling for massive scaling-up of global restoration as a proven measure against biodiversity loss and climate change. Our response to this call to action is to extensively scale up our restoration activities across Australia. This response in turn represents the need for Greening Australia to increase our skilled restoration workforce, and First Nations Peoples must be included in this effort.

We understand that First Nations Peoples' diverse ways of knowing, practices and caring for Lands and all Waters, and the inter-generational transfer of Traditional Ecological Knowledge, are essential to the success of our work. Greening Australia does not want to continue working as we are; our future work requires us to collaborate with First Nations Peoples and to combine the strength and wisdom of sacred traditional knowledge with western science to restore and heal this Country.

In recognising that we can do better and we can make a difference, Greening Australia is excited and proud to present our first Reconciliation Action Plan. This document is our contribution to Australia's national journey of reconciliation and reflects our commitment to First Nations Peoples and Communities and to the broader space of national healing for all.

This Plan outlines direct actions aligned to the three pillars of reconciliation - Respect, Relationships and Opportunities – which we will deliver over the two-year period from November 2021 to November 2023.





Direct seeding at Yaraguia.

## YARAGUIA

*Ballardong Noongar Country - Western Australia*

Since 2008, Greening Australia has been working with Yaraguia Enterprises Incorporated, a family group of Ballardong Noongar Traditional Owners, to reverse the damage caused by a century's worth of unsustainable grazing at Yaraguia, Avondale Farm east of Perth. Together we've established over 240,000 plants on 400 hectares of land and we are continuing to collaborate on restoration, aiming to convert Avondale into a healthy habitat node for a host of species, including the endangered Carnaby's Black Cockatoo.

*"The partnership between Greening Australia and Yaraguia Enterprises has grown over many years and is based on mutual trust and respect. Integral to our relationship is our shared belief that bringing together the combined strength of our sacred traditional knowledge and western science is essential to healing our country."* - **Oral McGuire, Chair, Yaraguia Enterprises Incorporated**

## NOWANUP

*Goreng Noongar Country - Western Australia*

In 2006, the collective of organisations involved in the Gondwana Link program in Western Australia jointly nominated Greening Australia as owner of Nowanup, a property purchased through philanthropic donations. Not long afterwards, Noongar Elders were offered the opportunity to make use of the property, and initially chose to establish a meeting place there. Over the years, with the support of Gondwana Link Ltd and a range of funders and local groups, Noongar Elder Eugene Eades has managed Nowanup and coordinated various cultural education and community healing programs on the property for over 17,000 people. This evolving connection has seen Greening Australia partner with Eugene and the local Noongar community in various ways, assisting with establishing the Nowanup Rangers, collaborating on an eco-cultural project that planted giant green animal artworks into the landscape, employing planting teams to help deliver the Australian Government's 20 Million Trees program, and co-designing and co-delivering an intensive training model in seed collection with four other Noongar groups to support future healing-Country enterprises.



Giant green goanna planted in the Gondwana Link.

## ABORIGINAL LANDCARE EDUCATION PROGRAM

*Northern Territory and Western Australia*



Since 1994, our Aboriginal Landcare Education Program (ALEP) has played an integral role in empowering local communities across Northern Australia by increasing employment opportunities for First Nations People. Hundreds of First Nations People have participated over the years, both locally and in remote communities within the Pilbara and Darwin regions. The ALEP training program combines classroom-based learning and practical projects to help students develop skills and gain experience in conservation, nursery and landscaping-related industries. A series of 30 ALEP Learning Guides (and associated Assessment Guides) were developed for the training program in consultation with First Nations rangers, students, trainers and industry experts, to ensure they aligned with First Nations teaching methods. The guides continue to be used by training organisations, schools, and rural and remote communities across Australia, and were recently made freely available from our website.



Planting day with local Narungga community.  
Photo credit: Tom Roschi.

## WARALTI

*Narungga Country - South Australia*

Wardang Island, sacred to the Narungga Aboriginal people and known as Waralti, lies off the western coast of the Yorke Peninsula in South Australia. Greening Australia, the local Narungga community, key partners and researchers worked together to fence off a third of the island and revegetate 240 hectares, as a first step in supporting future planned reintroductions of regionally extinct mammal species, including the Brush-tailed Bettong and the Western Quoll. Part of the Australian Government's 20 Million Trees program, the Rewilding Wardang project from 2017-2021 built on years of collaboration on revegetation, employment and knowledge exchange between Greening Australia and Point Pearce Aboriginal Corporation, dating back to 2010.



Kevin Newchurch Jnr planting on Waralti.

## GIPPSLAND

*Gunaikurnai Country - Victoria*

Collaboration between Greening Australia and the Gunaikurnai People, the Traditional Owners of Victoria's Gippsland region, dates back to 2005. Initially requested by Local Elders to help run school holiday and NAIDOC events for First Nations youth and community, we've now run more than 50 of these events together and counting. Over time, more opportunities for collaboration have arisen, and for more than eight years now, since the formation of Gunaikurnai Land and Waters Aboriginal Corporation, NRM officers have worked with Greening Australia undertaking cultural assessments, tree planting, weed control and assisting in workshops and school events in the region. Significantly, many of these works led to the creation of a cultural land map for the Lake Wellington region.



NRM officers of Gunaikurnai Land and Waters Aboriginal Corporation.

## MUNGALLA

*Nywaigi Country - Queensland*



Mungalla Station, owned by the Nywaigi Aboriginal People, is steeped in cultural history, brimming with life, and encompasses 230 ha of coastal wetlands, key to the health of the Great Barrier Reef. The Mungalla Aboriginal Business Corporation have been involved from the very start of Greening Australia's Reef Aid program. Since 2015, we have been working together to restore priority wetland habitat, control weeds and improve grazing management. Relationships like the one with Mungalla are critical to the success of Reef Aid, with commitment from landholders to steward the land helping to ensure the health of the Reef into the future.

Traditional Owner/Director at Mungalla Aboriginal Business Corporation, Jacob Cassady and Brendan Foran, Greening Australia CEO at Mungalla. Photo credit: Annette Ruzicka.

# OUR RECONCILIATION ACTION PLAN

The growing global demand for large-scale restoration, and Greening Australia's own commitment to scaling up our restoration efforts across Australia, will require a matching growth in the national restoration and land management workforce.

Over 40 years we have amassed strong technical knowledge across the restoration field craft. But we know that this is only part of what will be required to heal our Country; this is the western science component.

In all our future work we will acknowledge and respond to the rightful position that Aboriginal and Torres Strait Islander Peoples have in caring for Land and Sea Country using sacred knowledge which has been passed through generations.

Aboriginal and Torres Strait Islander Peoples must have leadership and co-leadership roles in the preservation and restoration of landscapes. Through our Reconciliation Action Plan (RAP) we commit to sharing our knowledge and skills to increase employment opportunities for Aboriginal and Torres Strait Islander Peoples and with leading Healing Country enterprises. More importantly we commit to supporting Aboriginal and Torres Strait Islander Peoples to share their cultural and ecological knowledge systems for healing the essential Spirit of this Country.

We aim to influence all Australians to nurture a sense of respect for and connection to Country so they can know that people thrive when nature thrives.

The Greening Australia RAP has been developed with collective input from our workforce and guidance from our Aboriginal and Torres Strait Islander Advisory Committee.

## ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE

This RAP incorporates the lived experience, expertise, knowledge, and views of diverse Aboriginal and Torres Strait Islander Peoples living within this Country and who are members of our Aboriginal and Torres Strait Islander Advisory Committee.

We acknowledge and thank the members of the critical inaugural reference group, engaged during the development of our RAP as an external advisory committee.

- Dave Mangenner Gough is a Trawlwoolway man
- Denis Rose is a Gunditjmara man
- Elizabeth McEntyre is a Worimi and Wonnarua woman
- Karen Jacobs is a Whadjuk Noongar woman
- Kevin Kropinyeri is a Ngarrindjeri man
- Kieren Gibbs is a Kooma & Githabul man
- Scott Anderson is a Birriah and Nywaigi man
- Suzanne Thompson is a Kungeri and Iningai woman.

The advisory committee is now a formally recognised committee of the Greening Australia Board and will be integral to the delivery, evaluation, improvement, reporting and governance of the RAP during our reconciliation journey. These are the continuing serving members.

- Dave Mangenner Gough
- Elizabeth McEntyre
- Karen Jacobs
- Kieren Gibbs
- Scott Anderson.

## RAP WORKING GROUP

Greening Australia's RAP Working Group is made up of team members from across the country representing our major programs and business units, as well as our national leadership. The RAP Working Group operates with the full endorsement of our national Board.

We acknowledge and thank the inaugural RAP Working Group and its members, who assisted in developing the Greening Australia RAP. One First Nations person served on this working group.

- Anne Smith: Engagement and Development Lead, RAP Lead
- Brendan Foran: Chief Executive Officer
- Kate Smith: Director of Marketing, Communications and Greening Australia Foundation
- Marnie Telfer: National Carbon Technical Manager, Biodiverse Carbon
- Nicki Taws: Program Specialist, Great Southern Landscapes Program
- Richard Sporne: Indigenous Engagement Coordinator, Reef Aid Program
- Ruby Finlen: Philanthropy Account Manager
- Samantha Craigie: Seed Business Unit Leader.

Implementation of the Greening Australia RAP is being supported by a renewed RAP Working Group. One First Nations person is serving on this working group.

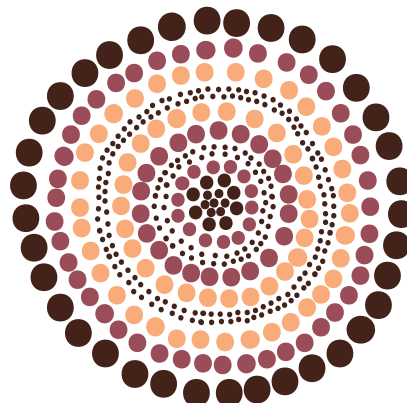
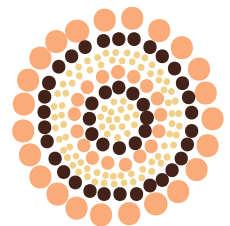
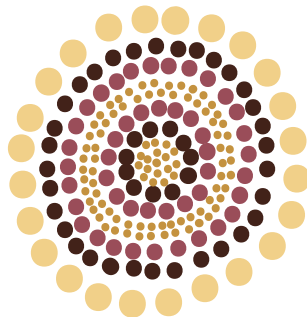
- Michelle Frankel: Community Conservation and Social Impact Manager, RAP Lead
- Carlee Andrews: Executive Assistant to Chief Operating Officer
- Dave Warren: Senior Program Officer, Seed Services
- Jasmine Gerdtz: People & Culture Advisor
- Leah Sjerp: Communications Coordinator
- Richard Sporne: Indigenous Engagement Coordinator, Reef Aid Program
- Zoe Birnie: Senior Technical Officer, Great Southern Landscapes Program.

## RAP CHAMPION

Greening Australia appointed a 'RAP Champion', whose responsibility is to drive organisation-wide engagement with and commitment to reconciliation as a priority.

We acknowledge and thank Renay Gamble, our national Director for People, Culture and Safety, who acted as RAP Champion and was a member of the RAP Working Group during the development of the Greening Australia RAP.

Our Chief Executive Officer Brendan Foran is RAP Champion for the implementation phase of the Greening Australia RAP.





## RELATIONSHIPS

Since our beginnings, we have been privileged enough to put into working practice a belief that people thrive when nature thrives. Our work has been enriched along the way with strong and respectful relationships between First Nations Peoples and members of our staff. When speaking of these relationships, our people always emphasise that mutual respect and truth telling are where all these relationships and friendships began.

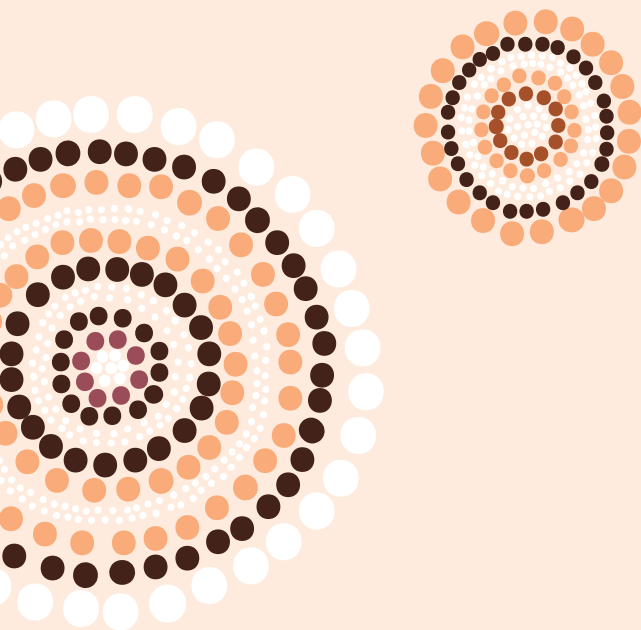
Over 40 years we have amassed strong technical knowledge in restoration field craft. We know this is only part of what is required; to heal our Country, Traditional Custodians must have leadership roles in the restoration sector. It is critical that their 65,000-plus years of connection to and caring for Land and Waters be forefront in our work. We know the combined strength of this sacred knowledge and western science is essential to healing our Country.

The growing global demand for large-scale restoration, and Greening Australia's own commitment to scaling up our restoration efforts for impact, will offer expansive opportunities for First Nations Peoples in the national restoration and land management sector.

Through our Reconciliation Action Plan (RAP), we commit to continuing to develop strong, mutually respectful relationships with First Nations Peoples, to build our two-way knowledge exchange, and to work with communities to increase employment opportunities and support the growth of leading Healing Country enterprises that are owned, led, and operated by First Nations Peoples.

We also commit to supporting First Nations Peoples to share their cultural and ecological knowledge systems for healing the essential Spirit of this Country.

We know that for true reconciliation it is essential for all Australians to acknowledge the pivotal roles and responsibilities that Aboriginal and Torres Strait Islander Peoples had living within this Country in the past, have now in the present, and will have in the future.







ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.</li> </ul>	July 2022	<i>Chief Operating Officer (COO) &amp; RAP Lead</i> <i>Support: RAP Working Group (RAP WG)</i>
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	July 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Guided by the Aboriginal and Torres Strait Islander Advisory Committee and partners, actively identify new opportunities across all of Greening Australia's operational programs to support creation of new, mutually beneficial relationships with Aboriginal and Torres Strait Islander Communities.</li> </ul>	Ongoing, review September 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Maintain existing relationships through regular, ongoing communications between staff and Aboriginal Community representatives to identify and co-design new work as opportunities emerge.</li> </ul>	Ongoing, review September 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	27 May - 3 June 2022 & 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2022 & 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2022 & 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May - 3 June 2022 & 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	April 2022 & 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; Marketing and Communications</i>



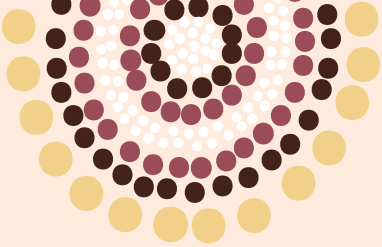
ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>3. Promote reconciliation through our sphere of influence.</b>	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation.</li> </ul>	November 2021 and ongoing, review September 2022	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	November 2021 and ongoing	<i>COO &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	April 2022	<i>COO &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Collaborate with RAP Network and other like-minded organisations to develop ways to advance reconciliation.</li> </ul>	February 2022	<i>COO &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Host a lunch and learn session to educate staff on the aims of the Uluru Statement from the Heart.</li> </ul>	June 2022	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Include an overview of the RAP as part of staff induction processes.</li> </ul>	November 2021, review September 2022	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	February 2022	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	February 2023	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.</li> </ul>	February 2023	<i>COO &amp; RAP Lead Support: RAP WG &amp; People and Culture</i>
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	April 2023	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>5. Maintain and nurture our relationship with our Aboriginal and Torres Strait Islander Advisory Committee.</b>	<ul style="list-style-type: none"> <li>• Convene two annual (minimum) Advisory Committee meetings to monitor, evaluate, report, and improve our RAP implementation phase.</li> </ul>	November 2021 April 2022 October 2022 April 2023 October 2023	<i>COO, People and Culture &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>• Ensure Advisory Committee leadership, experience, knowledge, and perspectives are available to educate Greening Australia’s Board and senior leadership in matters of importance to progressing Australian reconciliation.</li> </ul>	Ongoing, review September 2022	<i>COO, People and Culture &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>• Establish regular Advisory Committee communication opportunities across our organisation, from Greening Australia’s Board and leadership through to our national workforce:</li> </ul>	November 2021 June, August and November 2022 June and August 2023	<i>COO, People and Culture &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>- Incorporate a Committee statement into our Year in Review report.</li> </ul>	August 2022 & 2023	<i>COO, Marketing and Communications &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>- Committee members to address our national workforce through our “yarning circle” series.</li> </ul>	June 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; Communications &amp; Media</i>
	<ul style="list-style-type: none"> <li>- Incorporate an agenda item for a Committee member to address our AGM.</li> </ul>	November 2021 & 2022	<i>COO, People and Culture &amp; RAP Lead</i> <i>Support: RAP WG</i>



# RESPECT



At Greening Australia, we understand and respect the traditional, spiritual and cultural connection that Aboriginal and Torres Strait Islander Peoples have for Lands and all Waters. We believe for our Reconciliation Action Plan (RAP) to be meaningful and successful in delivering real, positive advancement of reconciliation across Australia, it is imperative we acknowledge and accept the truth of our shared history. Our reconciliation journey will be stronger and more successful through expanding an understanding and respect for the inherent strength and adaptability of Aboriginal and Torres Strait Islander Peoples’ sacred cultures and knowledge.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	May 2022	<i>Chief Operating Officer (COO), People and Culture &amp; RAP Lead Support: RAP Working Group (RAP WG)</i>
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.</li> </ul>	June 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy for our staff.</li> </ul>	June 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG &amp; Marketing and Communications</i>
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	August 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Investigate and co-design a policy for cultural recognition requirements for sub-contractors working across Greening Australia’s programs</li> </ul>	August 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Incorporate a national, interactive yarning circle into the existing Greening Australia staff seminar series, inviting a minimum of four Aboriginal and/or Torres Strait Islander guest presenters per year to share their stories, knowledge, and perspectives.</li> </ul>	March 2022 & 2023 June 2022 & 2023 September 2022 & 2023 November 2022	<i>People and Culture &amp; RAP Lead Support: RAP WG</i>



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.</b>	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	December 2022	COO, People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>In consultation with the Aboriginal and Torres Strait Islander Advisory Committee and local partners, develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	December 2022	COO, People and Culture & RAP Lead Support: RAP WG & Marketing and Communications
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	Ongoing, review September 2022	People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Ongoing, review September 2022	People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>Initiate a policy for Acknowledgement of Country signage at all Greening Australia offices to formally recognise the Country on which the office is located.</li> </ul>	June 2022	People and Culture & RAP Lead Support: RAP WG
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week July 2022 & 2023	COO, People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	First week July 2022 & 2023	COO, People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	February 2022	COO, People and Culture & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>- Incorporate dates and events into our existing web-based events calendar and social media platforms.</li> </ul>	June 2022 & 2023	RAP Lead & Marketing and Communications Support: RAP WG
	<ul style="list-style-type: none"> <li>- Create and promote opportunities for staff involvement in key cultural events.</li> </ul>	June 2022 & 2023	COO, People and Culture & RAP Lead Support: RAP WG



## OPPORTUNITIES

Greening Australia is working at the forefront of an ever-increasing need to restore and revegetate Australia's unique and diverse landscapes. The expansion of our restoration activities represents a corresponding demand for a massive increase in a national skilled restoration workforce.

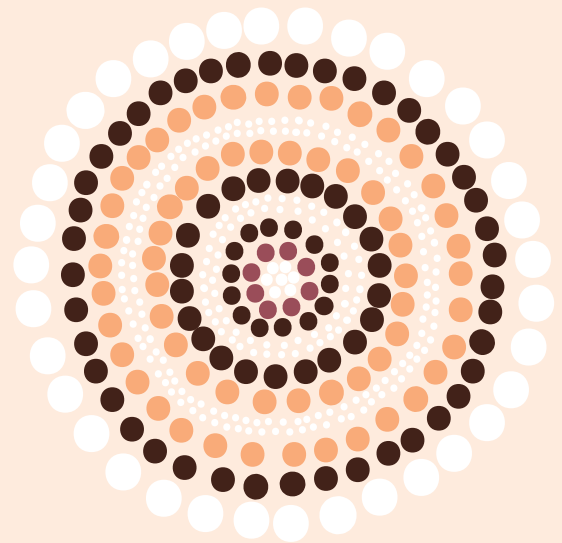
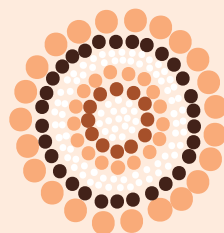
This demand to expand Australia's restoration workforce represents the most powerful and foundational facet of our Reconciliation Action Plan (RAP).

For over 65,000-plus years, Aboriginal and Torres Strait Islander Peoples have been the Custodians of Country with a deep understanding of time, place, and culture. This knowledge of Country and its resources (plants, animals, water, landscape, sky) have allowed Aboriginal and Torres Strait Islander Peoples to meet their needs for food, shelter, clothing, and medicines, contributing to their legacy as being the oldest continuous cultures on Earth.

In understanding and acknowledging this legacy, we know that it is incumbent on Greening Australia to use our RAP to create opportunities to develop pathways for reciprocal knowledge sharing, employment, and enterprise development within the restoration sector. We know from the projects completed with our existing Aboriginal partners that there is a growing interest to develop independent Aboriginal and Torres Strait Islander Peoples owned restoration enterprises, and supporting this process is at the heart of our Thriving on Country Strategy.

Through the creation of these pathways, we will be learning and walking together towards a future where self-reliance and financial security for all Aboriginal and Torres Strait Islander Peoples is not merely an aspiration but is a reality.

Finally, we recognise that our current employment of Aboriginal and Torres Strait Islander Peoples does not reflect their representational proportion of the Australian population. We commit to rectifying this situation and will target increasing our internal employment of Aboriginal and Torres Strait Islander Peoples over the life of this RAP and beyond





ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	February 2022	<i>Chief Operating Officer (COO), People and Culture &amp; RAP Lead Support: RAP Working Group (RAP WG)</i>
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.</li> </ul>	February 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.</li> </ul>	February 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	Ongoing, review September 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	February 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Increase the number of Aboriginal and Torres Strait Islander staff employed in our workforce by four new employees.</li> </ul>	August 2023	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>- Identify new employment opportunities across all national programs, with particular focus on the Thriving on Country strategy.</li> </ul>	Ongoing, review September 2022	<i>COO, People and Culture &amp; RAP Lead Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>In preparation for board renewal, proactively seek suitable candidates for a Board Directorship role from the Aboriginal and Torres Strait Islander Communities.</li> </ul>	Ongoing, Review September 2022	<i>Chief Executive Officer, COO &amp; RAP Lead Support: Board Chair</i>

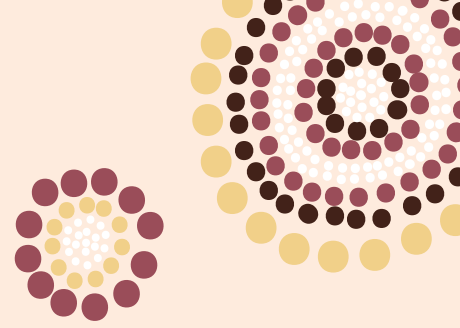


ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	February 2022	COO & RAP Lead Support: Administration
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	February 2022	COO & RAP Lead
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	June 2022 and then ongoing	COO & RAP Lead Support: Marketing and Communications
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	June 2022	COO & RAP Lead Support: Administration
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	December 2022	COO & RAP Lead Support: Administration
<b>11. Increase employment pathways for Aboriginal and Torres Strait Islander Peoples in the environmental sector through supporting scholarships and internship placements.</b>	<ul style="list-style-type: none"> <li>Maintain financial support to ensure the success of the Greening Australia Indigenous Scholarship in partnership with Western Sydney University.</li> </ul>	February 2023	COO & RAP Lead
	<ul style="list-style-type: none"> <li>Investigate opportunities to expand the Greening Australia Indigenous Scholarship and develop similar initiatives across Australia.</li> </ul>	February 2023	COO & RAP Lead Support: RAP WG
	<ul style="list-style-type: none"> <li>Design a culturally appropriate internship program for Aboriginal and/or Torres Strait Islander students within Greening Australia to create opportunities for work experience in our sector.</li> </ul>	September 2022	COO & RAP Lead Support: RAP WG & People and Culture
	<ul style="list-style-type: none"> <li>Consult with Aboriginal and Torres Strait Islander stakeholders/advisory committee on internship program design.</li> </ul>	September 2022	COO & RAP Lead Support: RAP WG





# GOVERNANCE

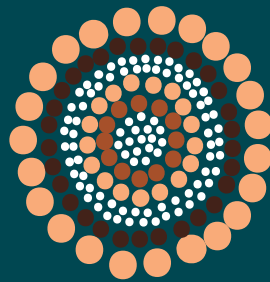
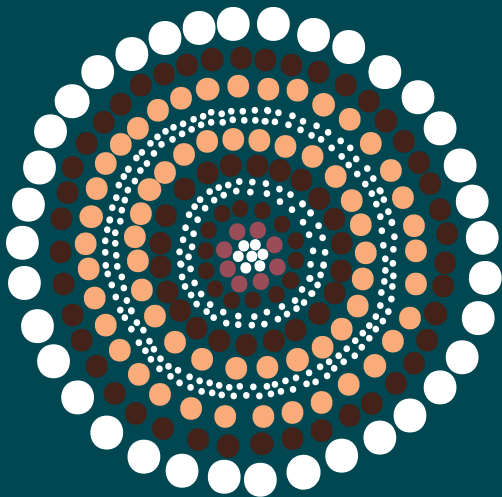


ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>12. Establish and maintain an effective RAP Working Group to drive governance of the Reconciliation Action Plan (RAP).</b>	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.</li> </ul>	Ongoing, review September 2022	<i>Chief Operating Officer (COO) &amp; RAP Lead</i> <i>Support: RAP Working Group (RAP WG)</i>
	<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RAP Working Group.</li> </ul>	February 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	December 2021 February, July, October, December 2022 February, July, October 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
<b>13. Provide appropriate support for effective implementation of RAP commitments.</b>	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	Ongoing, Review September 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	December 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Maintain an internal RAP Champion from senior management.</li> </ul>	Ongoing, Review September 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Review terms of reference for the Aboriginal and Torres Strait Islander Advisory Committee to ensure fit for purpose across RAP implementation, reporting and governance and future RAP development.</li> </ul>	August 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>RAP to be included as part of annual strategic planning and incorporated into the annual budget.</li> </ul>	June 2022, June 2023 & annually	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG &amp; Senior Business Leads</i>



ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
<b>14. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	Due 30 September 2022 & annually	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly.</li> </ul>	January, April, August, October 2022 January, April, August, October 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually in our Year in Review and published on our website</li> </ul>	November 2022 & annually	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2022	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>
	<ul style="list-style-type: none"> <li>Report on our RAP achievements to Greening Australia's Board annually.</li> </ul>	November 2021 November 2022 & annually	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG, Communications Team</i>
<b>15. Continue our reconciliation journey by developing our next RAP.</b>	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	March 2023	<i>COO &amp; RAP Lead</i> <i>Support: RAP WG</i>





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