Gascoyne Aboriginal Land and Sea Management Strategy

A collaborative regional approach to Aboriginal socio-economic development and environmental management

Authors: Alison Sentence and Brad Rowe
The Aboriginal Biodiversity Conservation (ABC) respectfully acknowledge the Aboriginal people of the Gascoyne Region and your inherent spiritual ‘connection to country’.
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Gascoyne Aboriginal Land and Sea Management Strategy © ABC Foundation 2016
Forward

The Gascoyne Development Commission (GDC) of Western Australia is presently in a unique position to initiate sustainable socio-economic and environmental change for Aboriginal and non-Aboriginal people who live in the Gascoyne bio-region.

The Gascoyne Aboriginal Land and Sea Management Strategy (GALMS) confirms that there is remarkable interest for collaborative support in developing a Regional Aboriginal Land and Sea Management Program to include Land and Sea business development. GALMS has recognised that there are a number of organisations and independent groups, who are seeking assistance to create long-term employment in land and sea management. This document highlights the need to combine Land and Sea management with Aboriginal Economic development, in order to deliver sustainable employment outcomes to a regional footprint.

Through specialist experience in this field, it’s recommended to implement a “socio-economic” model, forming a platform of Aboriginal impact investment in education, business and employment. A model that can generate diversified income streams to assist in the longer-term funding of a Regional Aboriginal Land and Sea Management Program. A model that in time, can be implemented on a cross-regional scale.

To achieve this, innovative direction is required. This would come from the establishment of a centralised Land and Sea management service that can implement project ideas, develop partnerships and create employment through commercial contracts working alongside existing organisations. GALMS has clearly identified the integral need for further investment in Aboriginal Environmental Education. This is seen as an important contribution to the future Aboriginal workforce of the region. A social investment for generational participation in Aboriginal Economic development.

In general, present Aboriginal Land and Sea Management Programs in WA have not become sustainable when developed in isolation to business. The majority of which, have been reliant on regular government funding from inception. Discussions with Federal and State government agencies, who have predominately assisted in the funding of Aboriginal Ranger Programs in Western Australia, made it clear that the current political climate was seeking to establish Aboriginal Ranger programs with a greater focus on economic development. This became the catalyst for this consultation in scoping project and investment opportunity across the Gascoyne region that would meet the aspirations of the Aboriginal community and provide income to sustain a broader Land and Sea management initiative.

With significant coastlines, World Heritage Areas and other conservation estate, combined with the growing need for tourism, horticulture and pastoralism. The Gascoyne region provides a broad-scale landscape, fundamental to land and sea management activity and incubation of land and sea management business.

“This is seen as an important contribution to the future Aboriginal workforce of the region. A social investment for generational participation in Aboriginal Economic development”

The region also boasts a large Aboriginal population and the support of four
Local Government Agencies (LGA’s) with commitment towards Aboriginal business development.

GALMS brings greater collaboration across a number of industries and agencies within the Gascoyne, placing community consultation and commercial opportunity at the forefront of implementation. The proposed centralised model will provide the overall development and management of these diverse projects, tailored to build place specific human capacity. The centre will lead this innovative approach through a socio-economic hub aligned with Aboriginal aspirations and current regional investment priorities.

**What is our Objective:** To provide innovative direction for implementation of Aboriginal Land and Sea Management Projects within the Gascoyne Bio-region.

**What do we aim to Achieve:** Establish a centralised service model to deliver economic development and community-led land and sea initiatives

*Figure 1: Centralised Service Model*
How will GALMS be implemented?

GALMS recommends delivering the identified project opportunities via a centralised hub (Enterprise Centre). This model considers applying business solutions to the development of a regional land and sea management program.

The Enterprise Centre will provide the organisational structure that can diversify income generation streams into developing land and sea based business, partnerships, member services and fee-for-service program delivery. The Enterprise Centre is deemed necessary for regional collaboration, in order to oversee the management and protection of the significant areas identified by local Aboriginal people.

The Enterprise Centre will provide a meeting place for sub-committees to be established for specific projects i.e. Aboriginal Tourism or Co-Management, bringing the Aboriginal people of place to the decision making table in forming the partnerships, programs and services required for implementation of GALMS.

Why will it work?

The ultimate goal is to achieve a sustainable Aboriginal Land and Sea Management Program that can support itself financially instead of reliance on grants, government funding or donations. The timing for implementation of GALMS is in line with current government policy direction and local economic development goals.

The “Enterprise Centre” will enable:

- Aboriginal business ideas to be developed and supported.
- Aboriginal businesses to become less reliant on grants by building reliable alternative revenue streams for the longer-term,
- It will help small businesses expand by formalising strong partnerships;
- It will develop and implement new land and sea projects across the region;
- Create sustainable land and sea employment for people of the Gascoyne;
- Establish a central resource centre available for information sharing, business incubation and,
- It will socially invest and deliver community programs i.e. environmental education

The emergence of revenue-generating activities will create a new operational model where business principles, market characteristics and values (competition, diversification, entrepreneurship, innovation, and a focus on the bottom line) co-exist and work with traditional public sector values like responsiveness to community and serving the public interest. Essential to the success of an effective socio-economic business model¹.

¹2009 Social Enterprise Business Models MARS

On-Country Support for Traditional Owners in Protection and Management of Land and Sea Country
Background

In March 2016, the Gascoyne Development Commission (GDC) held a two-day Aboriginal Business Development Forum called “Collaboration-One Team, One Goal”. Day one saw 80-100 attendees join eleven key note speakers including Brad Rowe (ABC) on Aboriginal Ranger Program Development. Day two saw 40-50 attendees participate in a Ranger Program development workshop facilitated by Alison Sentance and Brad Rowe of ABC.

Building on the success of this forum, GDC engaged ABC to further explore and identify investment opportunity for the delivery of a regional scale Aboriginal Land and Sea Management (GALMS) project within the Gascoyne Bio-region. GALMS is a result of 4 regional Aboriginal Ranger Development Workshops held between July 2016 – November 2016, in Carnarvon, Gascoyne Junction, Shark Bay and Coral Bay. As well as numerous stakeholder meetings and follow ups, working in partnership with GDC and various key stakeholders - inclusive of the regional Shires, local representative bodies and community.

The strategy has identified the aspirations and priority sites of protection and management through its workshops and on-going engagement with community leaders. This included a brief assessment of the current programs being delivered in the region and future opportunities in land and sea management to include training and employment, education and business development.

A requirement of this strategy was to identify future investment opportunity that will allow for the implementation of Aboriginal land and sea management projects. To do this successfully, economic development is acknowledged as the key driver to achieve greater Aboriginal participation and employment outcomes. The strategy recognised a number of programs currently being delivered in the Gascoyne and the reliance on concurrent funding to maintain sustainability. It was well understood that this type of model is presently not well supported by Government funding bodies given the recent political and economic climate.

UNITY

Recognised Aboriginal leaders and the majority of workshop participants have stated clearly how important the unification of Aboriginal people is to the implementation of GALMS, a momentum that will strengthen real outcomes on the ground. Aboriginal people have been in overwhelming support of the socio-economic model that has been presented and further developed at the GALMS workshops. It was strongly spoken throughout the consultation process that there is always too much “Talk, no Action”. There were many comments made about the Gascoyne people and region being constantly overlooked with many shelved plans sitting in Government offices. To ensure continued positive momentum, GALMS has aligned recommendations with key regional commitments highlighted throughout a number of strategic documents developed for the Gascoyne Region. These strategic documents are well referenced throughout this document, supporting a guide to implementation.

This unification is seen as the starting point for collaboration and should be a measurable outcome as part of GALMS implementation.
Consultation Process

The consultation process with the Aboriginal community has been undertaken through a series of workshops. Workshop 1 was held in Carnarvon Civic Centre in May with 35 attendees. This followed on from the initial Ranger Development Workshop held after the Aboriginal Business Development Forum in March 2016, with 43 attendees. The second workshop was held in Gascoyne Junction with 17 people in attendance and the third in Shark Bay with 17 people in attendance. With the final workshop held in Coral Bay in early November 2016. In total, there has been 80 people participate in the workshops with more the 50% being present at two workshops and 15% to all workshops.

Appendix 4 lists the agencies and organisations of which we have met with to discuss the strategy and potential investment opportunity for implementation. Collectively there has been overwhelming support for the strategy to include implementing business opportunity through fee-for-service contracts, partnerships with landowners, products and services or co-management agreements around present or proposed conservation estate. It has become more than obvious that people of the region wish GALMS not to be hailed another strategic document that just 'sits on the shelf'.

A key to meeting these wishes is to ensure that 'together' we are in a position to continue the positive momentum in establishing the broader Aboriginal land and sea management programs and services. The ABC Foundation respectfully acknowledges a number of strategies and reports, which have been referred to within this strategy. Predominantly all of which, align directly to the Gascoyne Regional Investment Blueprint. Attachment 4 highlights the areas in which GALMS aligns with the Blueprint.
Aspirations

A common theme has been highlighted by Aboriginal and non-Aboriginal participants who have attended the GALMS workshops. This being: **Collaborative Land and Sea Management** is required. Aboriginal people want to work on, and look after land and sea country. Workshop attendees who presently work in the Government and non-government sector support this fact and more so, often require assistance or inclusion of Traditional Owners in day to day management of conservation estate or other forms of tenure that exist in the region. The aspirations listed below, describe the long-term wishes of local people.

These Aspirations have set the direction for this consultation and have initiated the recommendations for implementation of a land and sea management program for the Region:

- Collaborative Aboriginal Land and Sea Management;
- Start up a Land and Sea management Program;
- Cultural Tourism development;
- Strong unity from both Aboriginal and non-Aboriginal people;
- Strong Governance structures within community;
- JOBS for our people;
- Investment in our younger generation;
- Inclusion of Traditional Ecological Knowledge in managing land and sea country;
- Cultural Heritage Protection;
- Coastal Land Management;
- Cultural Training and Cultural awareness;
- Shared Knowledge (education); and,
- A Regional approach.
Places to ‘Manage and Protect’

During the GALMS workshops, local Aboriginal people identified a number of areas of priority for cultural, natural or marine management or protection. With ‘Collaboration’ being the focal point and preferred outcome for all who participated in the facilitated workshops. Many stakeholders have been engaged in order to research and review current programs delivered in the region. (Appendix 3)

It was clearly evident throughout the consultation process that there is a major opportunity for economic growth in land and sea management across the Gascoyne Region that could easily be linked into a cross regional collaboration; Mid-West, Murchison and Southern Rangelands. It was also evident that there are a number of active groups, corporations and businesses who wish to be involved in creating employment and commercial opportunity, though may lack the capacity or resources to do so. Maintaining positive regional collaboration with key stakeholders and community will be of the highest priority for implementation of this strategy.

Recommended Action - Establish a Federal, State and Local Government round table with the aim to consider economic development investment to create the Enterprise Centre and identify fee-for-service opportunity commitment amongst departments.
The following areas of significance have been identified and further investigated to develop on-country projects in starting a Land and Sea Management program.

<table>
<thead>
<tr>
<th>WHERE</th>
<th>WHAT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shark bay, Canarvon, Exmouth</td>
<td>Business in Wild Fruit Harvest (Gubinge Business),</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>HOW</th>
<th>WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration, Regular Site Visits &amp; monitoring of key areas</td>
<td>Now, Wild Harvest time, Regular monitoring by Aboriginal Ranger Teams, daily /weekly / fortnightly By December 2016</td>
</tr>
<tr>
<td>Specialist 4-5 workers in each team</td>
<td></td>
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<tr>
<td>Cultural Tourism guides trained</td>
<td></td>
</tr>
<tr>
<td>Interactive interpretive signage in visitor areas, Designated campsites, Co-management of conservation estate, Indigenous protected areas IPA, Visitor management, Eco-tourism management, Scientific Research, Monitoring, Respect for TOs, of Country Education and awareness World Heritage Areas. Joint Management Tourist education about country External Companies, SoC, DPaw, Pastoral, Fisheries, CVC, Rio Tinto Long term genuine employment, Youth Empowerment Programs, Youth Diversion Programs, Community inclusion and Capacity Building, Cultural Mapping, Signage, Tourist Management, Gender specific places (cultural safety) Partnerships, Aboriginal land management, World Heritage, Bush Heritage</td>
<td></td>
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</tbody>
</table>
## Project Opportunities

The following project opportunities have been raised, discussed or proposed at the workshops and then further developed through independent stakeholder dialog.

### Summary of Project Opportunities

<table>
<thead>
<tr>
<th>1. Education</th>
<th>1.1 Work with the Carnarvon Community College to deliver language and environmental education, targeted at Aboriginal children 3-12 years and families.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.2 Work with the Shire of Carnarvon Youth Centre and the Carnarvon Men's Shed to offer School Holiday and Leadership Programs for disengaged youth based on Aboriginal language and environmental education.</td>
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<tr>
<td></td>
<td>1.3 Work in partnership with the Geraldton Regional Community Education Centre (GRCEC). Welcome Me 2 Country Programme, aimed to assist Aboriginal parents and children (aged 0-3 years) through early childhood education and through delivery of on-country cultural and environmental activities.</td>
</tr>
<tr>
<td>2. Training &amp; Employment</td>
<td>2.1 Formalise a Partnership agreement with Max Employment to develop and deliver work for the dole activities across the Gascoyne as a base for training and employment in land and sea management, coordinated through the Enterprise Centre.</td>
</tr>
<tr>
<td></td>
<td>2.2 Work with the Regional Training Organisation (RTO) being the Central Regional Tafe to develop qualifications in Aboriginal Biodiversity Conservation, Cultural Tourism and Hospitality, Aboriginal Business Development.</td>
</tr>
<tr>
<td></td>
<td>2.3 Work with the Regional Local Government Authorities (LGA’s) and Department of Parks and Wildlife (DPaW) to identify, mentor and support Aboriginal Ranger traineeship positions coordinated through the Enterprise Centre.</td>
</tr>
<tr>
<td>3. Co-Management</td>
<td>3.1 Formalise partnerships with DPaW and other land managers to create fee-for-service contract work i.e. fencing, fire management, feral animal eradication and weed control creating income and employment opportunities.</td>
</tr>
<tr>
<td></td>
<td>3.2 Assist Native Title Working Group and Aboriginal organisations working with Yamatji Marlpa Aboriginal Corporation (YMAC) and DPaW to negotiate co-management arrangements that support start-up projects for Yinggarda, Baiyungu and Malgana land and sea management teams.</td>
</tr>
</tbody>
</table>
4. **Aboriginal Tourism**

4.1 Working closely with the Gascoyne Tourism Board Inc, Tourism WA, WAITOC, DPaW, landowners and local Aboriginal Tour Operators to establish a Cultural Tourism Corridor to include day and overnight Cultural tours from Shark Bay, Carnarvon, Kennedy Ranges and Mt Augustus.

4.2 Develop local Aboriginal Tourism opportunities within Carnarvon including walk trails based on the history of the Aboriginal Reserve, Bernier / Dorre Islands with guidance and advice from the working reference groups and local Aboriginal Corporations.

4.3 Develop Aboriginal Cultural tours for day/overnight visitor areas within Carnarvon i.e. Old Reserve / Gascoyne River / Bush Bay / New Beach / Blow Holes.

4.4 Work in partnership with Aboriginal tourism operators and/or aspiring operators to assist in business growth through strategic alliances i.e. RAC and WAITOC.

5. **Visitor Management**

5.1 Work with the LGA's, current lease holders, Native Title bodies and working groups to establish management agreements over key visitor areas i.e. Bush Bay / New Beach / Blow Holes creating income-generation for developing land and sea management teams.

5.2 Work with the DPaW, Baiyungu Aboriginal Corporation and other key stakeholders to seek investment from the GDC Regional Blueprint into the establishment of the Baiyungu Walk Trail (Stage One) in Coral Bay creating employment and training in land and sea management.

5.3 Develop a partnership with the Department of Water and Department of Main Roads to offer fee-for-service delivery at Gladstone Look Out and Rooky Pool to create employment and training in land and sea management.

5.4 Partner with DPaW to provide fee-for-service and training opportunities over key visitor areas within Carnarvon i.e. One Tree Point and Chinaman Pool to create employment in land and sea management.

5.5 Partner with the Fisheries Department to provide fee-for-service and training opportunities at Miaboolya Beach to create employment and training in land and sea management.

6. **Horticulture & Wild Foods**

6.1 Work with the Carnarvon Men's Group, Water for Food and the Department of Forestry to build capacity of the trial project for Gubinge, growing the economic viability to support the education programs proposed by the Mens Shed Group.

6.2 Work in partnership with local Horticulturalists providing advice and support in crop diversification to support the growing demand for Wild Foods through the Enterprise Centre.
| 7  | Sustainable Pastoralism | 7.1 | Formalise a partnership with Brickhouse Station (Minderoo Foundation) to create training and fee-for-service opportunities to create long-term land and sea management employment. |
|    |                        | 7.2 | Formalise a partnership with Bush Heritage (Hamelin Station) and Rangelands NRM to create training and on-country fee-for-service opportunity to create land and sea management employment. |
|    |                        | 7.3 | Work with all necessary stakeholders to reinvigorate Mungullah Community Aboriginal Corporation and its capacity for long-term sustainable management of Towrana Station. |
|    |                        | 7.4 | Work in partnership with Acknowledge and Department of Agriculture in relation to the Wild Dog Project creating fee-for-service opportunities in Regional feral abatement. |
|    |                        | 7.5 | Working in partnership with GDC and local Aboriginal and non-Aboriginal pastoral properties to form a collective to strengthen growing markets i.e. beef and live export and emerging markets i.e. renewable energy and feral goats. |
| 8  | Community Services     | 8.1 | Work in partnership with the regional LGA's to develop waste management and recycling initiatives, initially via work for the dole activities that lead into employment. |
|    |                        | 8.2 | Work in partnership with the regional LGA's and local contractors to develop (labour type) employment prospects within the region. |
| 3. | Co-Management          | 3.1 | Formalise a partnership with landowners and specifically DPaW to create fee-for-service contract work i.e. fencing, fire management, feral animal eradication and weed control creating income and employment opportunities. |
|    |                        | 3.2 | Assist Native Title Bodies and Aboriginal organisations working with YMAC and DPaW to negotiate co-management arrangements that support start-up projects for Yinggarda, Baiyungu and Malgana land and sea management teams. |
Education

The future of a land and sea management workforce within the Gascoyne will be based on greater Aboriginal participation in Education. In 2013, Aboriginal school attendance in WA from years 1 – 10 showed a steady decline from 80% (1) to 63% (10) rating the lowest nationally. With year twelve completion rates for Aboriginal people ranging from 25%-19% depending on distance to regional areas, 50% lower than non-Aboriginal participants². The Gascoyne school leaving and early childhood rate is lower than the national average and the learning outcomes for primary and secondary is significantly lower. Under the Regional Blueprint transformational pillar, advancing human capital and knowledge, a measure of success will be to achieve equal or above state average results in education across the board³.

“For Aboriginal people who attain a high level of education, the employment gap vanishes”

What has become apparent in the development of other Aboriginal Ranger Programs in WA is the need to integrate the connection that Aboriginal people have to ‘country’ and the environment into the education system. Education is a significant factor when considering a holistic approach that can enable Aboriginal people to be at the forefront of managing country. A focus and investment in two-way learning in environmental education will assist short and long-term prosperity for the Gascoyne.

The United Nations state that for every year that an individual completes of schooling will raise their future earning potential by up to 10% so not only is education important in reducing poverty, it is also a key factor to wealth creation⁴. For Aboriginal people who attain a high level of education, the employment gap vanishes⁵.

A study completed by Menzies (2012) considered the need for schools to support cultural responsiveness in classrooms as Australia becomes more culturally diverse and with an on-going increase in Aboriginal students⁶. In consultation with Carnarvon Community College and Geraldton Regional Community Education Centre staff, the Gascoyne region and particularly Carnarvon, there are a number of programs on offer targeted at Aboriginal participation.

Whilst these programs exist, there is a concern that the intrinsic value that Aboriginal people place on cultural ‘connection to country’ and the environment is often overlooked during program delivery.

Recommendation Action - The Aboriginal Cultural Standards Framework should be implemented across the public schools network within the Gascoyne Region.

Recommendation Action - Greater investment in Aboriginal Language and Environmental Education programs targeting school attendance and performance needs to be considered from ages 0 – 18 years, including Early Years, Day-care, Kindergarten, Pre-school, Primary and High school.

¹️2016 Aboriginal Affairs Quick Statistic Summary
²️2015 Gascoyne Regional Investment Blueprint
³️2001 International Workshop on Education and Poverty Eradication Kampala
⁴️2016 KPMG report Igniting the Indigenous Economy
⁵️2012 Menzies Literature review Cultural Responsiveness and School Education
Early Education

The Geraldton Regional Community Education Centre (GRCEC), deliver early childhood parenting programs, developed and implemented by Aboriginal people. These programs have received funding under the Indigenous Advancement Strategy (IAS), with three core focus areas, early numeracy and literacy, parents as teachers and parents teaching other parents. These programs were being delivered in Carnarvon and in outreach areas, including a playgroup in Burringurrah.

Through our consultation process we discussed the current programs offered by ABC in the Pilbara around early education and the importance placed on linking Aboriginal language and the environment into the learning framework. This was supported by GRCEC, as it allowed parents, especially fathers to stay connected to the country and foster stronger relationships with their children. It is also a recommendation in the recent Aboriginal recreational needs study7.

An opportunity exists to work in partnership with GRCEC to deliver programs offering on-country support. (Opportunity 1.3)

Primary and Secondary Education

GRCEC delivers a Remote School Attendance Strategy in Carnarvon assisting families, parents and their children in getting to school. This is funded through the Indigenous Advancement Strategy (IAS) and supported by the Carnarvon Motel with accommodation support.

A Bush Ranger program in youth based conservation and community development is delivered in partnership between Department of Parks and Wildlife, Local Government and Carnarvon Community College. This is not an Aboriginal only program and delivery has been rather spasmodic and reliant on few.

The Carnarvon Men’s Shed Group also offers voluntary camps, which is limited due to the group’s financial capacity. Current VET / school based traineeships in Carnarvon are offered in Conservation and Land Management but is not readily taken up by both Aboriginal and non-Aboriginal people within the region. This is possibly due to present employment opportunity in this field being relatively non-existent within the region.

A Traditional Owner at the Upper Gascoyne workshop, informed us that local Aboriginal language in East Carnarvon High School was being taught under a voluntary program, but is at risk due to a limited number of Aboriginal people willing to teach and the ability to source funding.

Similarly with early childhood education, there is a strong need to link Aboriginal language, culture and environmental learning into Primary and High School Education8, Vocational Education and Training (VET) and school-based traineeships.

The ABC Foundation, Ranger 4 Life programme (R4L) is presently running in Tom Price and has received its funding from Regional Development Australia and Communities for Children. The program is designed for children between ages 3-12 years.

72016 Aboriginal Cultural and Recreational Needs Study
82016 Aboriginal Cultural and Recreational Needs Study
R4L introduces local Aboriginal Language into Environmental Education through on-country activities. This approach has produced significant improvements in Aboriginal participation and increased school attendance. The R4L programme has been designed to empower Aboriginal families by enhancing traditional values, through delivery of on-country environmental activities to children. R4L aims to improve the value Aboriginal families place on education by working with parents first, reducing the risk of children becoming disengaged.

There is an opportunity to work in partnership with Carnarvon Community College and East Carnarvon Primary School to deliver on-country activities. (Opportunity 1.1) There is also an opportunity to work in partnership with the Carnarvon Youth Centre and Carnarvon Men's Shed to work with disengaged Youth to deliver an On-Country leadership program incorporating language and environmental education. (Opportunity 1.2)

Training and Employment

A challenge that is well documented and often faced by emerging Aboriginal Ranger programs is that education; training and employment qualifications are governed by western and contemporary learning systems. This is typically driven around learning legislative and regulatory requirements for environmental management. Courses are not delivered to include traditional ecological knowledge of local Aboriginal people in land and sea management or on ground conservation. It’s believed this should be seen as an opportunity, rather than a challenge, given the enthusiasm and knowledge of ‘country’ shown by the majority of participants who attended the workshops.

Current land and sea based training courses delivered face-to-face in the Carnarvon / Gascoyne region is limited. This is surprising being a key food bowl area and with significant marine and conservation estates, including two World Heritage areas. Courses are offered in Geraldton in areas of Agribusiness, Agriculture, Agrifoods, Animal Structures, Aquaculture, Environmental Monitoring and Technology and Fishing Operations. Classroom courses are offered in Exmouth and Carnarvon in Business, Business Admin and Horticulture (Cert II in Exmouth only). With online, workplace and traineeship opportunities available in Conservation and Land Management.

“Courses are not delivered to include traditional ecological knowledge of local Aboriginal people in land and sea management or on ground conservation”

With the Durack Tafe recently changing to Central Regional Tafe in 2016, there is a greater emphasis on offering online courses and improvements in technology to reach wider audiences. This is in line with the regional Blueprint, however, it is not the ideal learning platform for Aboriginal people. Proof has shown that, on the job training and assessment is allowing a greater number of Aboriginal people to complete relevant training and certification in chosen fields.

A recent nationally accredited Indigenous Land Management course currently being trialled in the Northern Territory offers hope. Further to this is the need for education in areas which build capacity of Aboriginal people to consider establishing land and sea based businesses. A course designed by Aboriginal people, for Aboriginal people. An opportunity exists to partner Central Regional Tafe to deliver effective training to support land and sea based projects. (Opportunity 2.2)
Unemployment rates in the Carnarvon area are just lower than the national average at 5% (compared with 5.6%) however, Aboriginal unemployment rates in 2011 were 18.6%. The Gascoyne Workforce Development Plan highlights the need to develop a social and economic profile for the region. Identifying the need for greater training and workforce development across all transformational pillars with the Blueprint11.

The workforce development plan has identified that Arts and Recreational employment within the Gascoyne region is less than 1% (0.80) of the current workforce, employing 34 persons in 2012. Significantly lower than this is financial services 0.50% (employing 23 people) and professional, administrative and support services between 3.6 – 2.8%. This confirms comments made throughout the consultation process on a lack of business and support services in the region.

Unemployment services in the Gascoyne region are delivered through the federal governments Community Development Program provider Max Employment. Work for the Dole activities of 25 hours per week are offered in community clean up and land management type of work. However, feedback from the Men’s Shed Group and CDP participants is that additional work and project ideas need to be developed as participants are bored and not in a structured learning environment and projects to have very strong aspirations around working on country (Opportunity 2.1).

Implementation of GALMS, initiates the opportunity to design and develop accredited and non-accredited training and employment programs which focus on traditional land and sea management practices, cultural resource management and entrepreneurial skills (Opportunity 2.2). A framework that includes legislative/regulatory requirements, and business financial skills.

This will achieve a greater understanding of what is required to manage land, as either co-manager, landowner and/or business owner. This is currently not being offered in the Gascoyne Region.

Presently the regional LGA’s and Department of Parks and Wildlife (DPaW) offer Aboriginal traineeship and employment opportunities as Rangers with varying degrees of retention or success. There is an opportunity through the Enterprise Centre to partner with the LGA’s and DPaW to offer specialist recruitment and mentoring for both the trainees and supervisors. (Opportunity 2.3)

Recommendation Action - Investment in education and training programs with transitional support into employment in areas of traditional ecological knowledge, entrepreneurship, finance, commercialisation, IP management, human resources and business administration is required.

112015 Gascoyne Workforce Development Plan 2015-2020

On-Country Support for Traditional Owners in Protection and Management of Land and Sea Country
Traditional ecological knowledge

Above and Below: ABC Foundation Ranger for Life bush classroom

On-Country Support for Traditional Owners in Protection and Management of Land and Sea Country
Business development

Aboriginal economic development support is limited within the Gascoyne Region, which would indicate why there is only a small number of Aboriginal businesses established. The Gascoyne has a high business density (113.4:1000) compared nationally (93.8:1000). Support for Aboriginal businesses is primarily provided from outside of the region (Geraldton and Perth). A report by the Shire of Carnarvon noted that two key economic challenges for the Gascoyne region was firstly, attracting capital investment for infrastructure and business development and secondly, skill shortages for the horticultural, fishing and tourism industries to qualified trades and skilled people for small business.

Additional to this is the limited support available throughout the Gascoyne in economic development. Small Business Centres are under resourced and there are minimal professional services available. During this consultation there were many participants requesting Accounting and Business Development Services. It was frequently spoken by GALMS workshop participants that there was a demand for people who were able to understand “our way of working” especially with good working knowledge and understanding of Aboriginal people.

A transformational pillar of the Blueprint is developing Aboriginal and small business economic capacity. This was the driving force behind the Aboriginal Business Development workshop initiated by the GDC in March 2016, this led to engagement of the ABC in developing this strategy.

A key to the implementation of GALMS is the development of Aboriginal business opportunities within land and sea management. Ranger programs, Aboriginal and Small to Medium Enterprises (SME’s) require business skills and expertise to ensure product development, management support, viability and sustainability. Whilst at present there may be a lack of developmental support, GALMS provides and obvious solution for workforce development and training.

The GALMS facilitated workshops have identified opportunities. They are listed below within five key areas:

- Tourism
- Community Services
- Co-Management Services
- Wild Food Horticulture
- Sustainable Pastoralism.

The partnerships and opportunities will vary in each region based on human capacity and supply/demand for services.

Recommendation Action - The creation of support services and programs that empower Aboriginal entrepreneurs to incubate and accelerate their land and sea based business ideas.

Recommendation Action - Creating a platform for seed funding and impact investment into Aboriginal business development through the private sector.

Recommendation Action - Establish an enterprise hub to build capacity of the local businesses and Aboriginal Corporations to implement land and sea management projects and develop business opportunity.
Co-Management Services

A priority area raised by Aboriginal participants at all of the GALMS workshops was the obvious desire for co-management of conservation estate areas. This will be the most important focus in delivery of Collaborative Land and Sea Management for the Gascoyne Bio-region.

Jim Sharp
Director General: Dept Parks and Wildlife

DPaW Strategic Direction 2014-2017: To succeed in our discovery, protection and management we need to set clear and achievable priorities and enhance our resources through innovation, collaboration and partnerships, together with traditional owners, to meet the expectations of our very informed, engaged and supportive public.

A constant challenge with land and sea management throughout Australia is the continued reliance on financial support from government agencies to create income and maintain jobs. Land and sea management has predominately become the responsibility of federal, state and local government agencies as landlords of both significant and vast areas of land. With management of those lands becoming locked into a regulatory care and maintenance systems, governed by budgetary restraints. Separate to this is privately owned conservation estate areas with varying agendas governed by the landowner’s aspirations.

This funding reliance is also typically considered for Aboriginal land and sea management creating challenges for both socio-economic and environmental prosperity outside of concurrent funding. This has then also led to a belief that Aboriginal Ranger programs cannot be established without Native Title (joint-management) or through Federal Government funded programs i.e. Working on Country (WoC) or Indigenous Protected Areas (IPA’s).

A 2011 review on Working on Country and IPA programs noted that mainstream funding from natural resource management groups, along with co-management agreements, was inadequate to undertake holistic planning and management of the values Aboriginal people wish to protect. GALMS has been developed in knowing this fact and from inception has always taken into account the strong values that Aboriginal people place on areas in the Gascoyne of which they “Wish to Protect”.

The majority of Aboriginal Ranger Programs and/or Land Management programs in WA have typically been established as a result of either Native Title determination or through other Federal and State Government initiatives, including Joint management, Indigenous Protected Areas (IPA’s) and Working on Country (WoC).

It is well acknowledged that most language groups have been in conversations with the Department of Parks and Wildlife (DPaW) over co-management and Indigenous Land Use Agreements (ILUA’s). However, many commented on the lengthy on-going process and/or limited opportunities as a result of waiting for Native Title determination. In saying that, it has been acknowledged by workshop participants that DPaW regional staff have made valuable contributions to the GALMS workshops and have been supportive of the recommendations and opportunities proposed to be implemented through a Gascoyne centralised hub.

Presently DPaW are the primary managers of large tracts of conservation estate within the Gascoyne Bio-region. This includes former Pastoral stations in the region acquired by the Department in 2015. This equates to 48 individual properties and part properties in the southern rangeland region (Appendix 6).

The State Government has made significant changes to legislation relating to the involvement of Aboriginal people on land and water managed by the Department of Parks and Wildlife.

16 2011 Review of Working On Country and Indigenous Protected Area Programs Through Telephone Interviews
These changes recognise Aboriginal connection to lands, and will enable Aboriginal people to become more involved in managing land and using parks and reserves for customary activities. This will help the department to build stronger relationships with Aboriginal people and provide opportunities to resolve native title. **(Opportunity 3.2)** Assist Native Title Bodies and Aboriginal organisations working with YMAC and DPaW to negotiate co-management arrangements that support start-up projects for Yinggarda, Baiyungu and Malgana land and sea management teams.

Without Native Title determination many groups are feeling restricted in the development of emerging Ranger teams or accessing sites for customary practice. There seemed to be a lack of awareness amongst workshop participants in relation to the language being used in conservation estate management. Provision of a centralised land and sea management hub would alleviate some of the potential misunderstandings that may have arisen over time. DPaW have made a lasting commitment to Aboriginal people and implementation of GALMS can be instrumental in assisting all parties to better communicate DPaW policy on Joint Management and customary activities17.

These policy changes were a result of amendments to the CALM Act made in March 2012, which:

- established legal frameworks to enable joint management of lands and waters between the department and other parties
- allowed for customary activities to occur
- introduced a new management objective to protect and conserve the value of the lands and waters to the culture and heritage of Aboriginal people.

Through the consultation process we worked with participants and agencies to consider alternative co-management services available for Aboriginal ranger teams through a fee-for-service model.

In consulting further with DPaW, the direction of the agency was to secure Native Title determination with the respective claimant groups and then work to create employment opportunities through joint management. It was agreed that in some cases, this is limiting the group’s current capacity to develop business or project opportunity outside of determination. In saying that, DPaW can provide alternative opportunity in fee-for-service delivery in a range of maintenance services i.e. fencing, feral abatement and Park visitor services. Both Rangelands NRM and Bush Heritage Australia were also of a similar view.

Conversations held with PEW Charitable Trust during this consultation provided information on its current public campaign to convert 7 million hectares of WA State purchased pastoral stations into proposed National Parks. It is recommended that these parks be jointly managed between Aboriginal groups and the State, renamed as Ranger Parks18. (Refer to Appendix 6)

Income for a developing land and sea management team can potentially come from co-management of these conservation estates presently managed by local and state government agencies. Opportunities exist for land and sea management employment in a range of areas, which includes fire management, feral animal management, fencing maintenance, Parks and visitor services, flora and fauna protection, rehabilitation programs and cultural heritage management. **(Opportunity 3.1)**

It was agreed by workshop participants that fee-for-service opportunity versus direct employment within these agencies was the preferred way forward creating sustainable and diverse employment outcomes. Co-management also offered a sense of ownership for the majority of participants.

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172015 Department of Parks and Wildlife, Policy Statement No. 86 Aboriginal Customary Activities
182016 A proposal to create a network of Indigenous Ranger Groups and new National Parks in Western Australia
Ningaloo Coast

The State Government is seeking to negotiate an Indigenous Land Use Agreement (ILUA) with the Gnuli Native Title party to enable the creation of the reserves. The reserves will be created over land that was taken out of pastoral leases in 2015.

How will the land be managed once the reserves are created?

The reserves will be managed to ensure low key camping and caravanning are retained along Ningaloo coast. The land is proposed to be managed jointly by Parks and Wildlife and the Gnuli native title party, which will give traditional owners an opportunity to be partners in making land management decisions, as well as allow for Aboriginal employment and training. The Department believe that Joint management will ensure that the area's values are protected in a culturally appropriate way.

The public reserves will:

- ensure continuity of public access to the Ningaloo coast into the future;
- help conserve the Ningaloo coast's significant natural and cultural values;
- increase opportunities for Aboriginal people to work on and continue to manage their traditional lands;
- allow the Ningaloo coast to be managed in a way that is integrated with the World Heritage-listed Ningaloo Marine Park;
- enable State Government investments in nature-based tourism that benefit and retain the low-key style of camping that attracts people to the area.

Top up funding through fee-for-service or tourism is fast becoming the alternative to continued management of key areas of conservation estate. GALMS looks at taking this approach further by not only considering conservation estate areas but also land and sea based projects and/or businesses specific to place.

There is an opportunity to work in partnership with Max Employment as the government service provider to establish land and sea management teams in Shark Bay, Carnarvon and the Upper Gascoyne. Building into the work for the dole programs on the job training and up-skilling required to take on Land and Sea management. (Opportunity 2.1)

This would support the Work for the Dole programs, on the job training/up-skilling required to take on Land and Sea Management projects.

Recommendation Action - Offer specialist advice and support in developing Co-management agreements with DPaW, including business incubation for commercial fee for service contracts (centralised service)

Recommendation Action - Establish a local Land and Sea Management Network delivering targeted training in business, land and sea management practice, finance and administration.

Recommendation Action - Work with landowners and other State agencies to formalise lease or co-management agreements of key areas which can provide income generation i.e. over areas of visitor management.
Aboriginal Tourism and Visitor Management

For many years now, it has been well documented that Aboriginal people see Cultural Tourism and Visitor Management as another form of ‘managing country’.

Tourism provides an experience to visitors that helps to understand the ‘connection to country’ that Aboriginal people possess, combined with a culturally appropriate interpretation of the natural landscape from a Traditional Owner viewpoint.

In the Gascoyne region, Tourism is the largest revenue earner of all industry sectors, attracting an average turnover of $191 million annually over the 2006-2008 years. With 1,968,900 visitor nights in 2009 within the Gascoyne Region, 65% of those were intrastate guests. According to the Gascoyne Regional Investment Blueprint the Tourism Industry is the largest economic contributor, valued at $222m in 2015, to the Gascoyne region of Western Australia in International Tourism. As identified by the Shire of Carnarvon, there are emerging opportunities in Aboriginal and nature-based tourism within the inland Gascoyne and coastal areas. The majority of employment within the Tourism industry is through Accommodation and Food (Hospitality) employing 436 in 2012 (representing 10%) within the lowest of employment being in Arts and Recreation employing 34 (0.80%).

Tourism in the region is ready to take the next step, with the establishment of the Gascoyne Tourism Board Inc (GTB Inc), as a result of the Gascoyne Regional Tourism Strategy. The GTB Inc aims to implement the key focus areas within the strategies being, Visitor Experience, Growing The Industry and Developing Products and Services. There is an opportunity to work with the GTB Inc, the Central Regional Tafe and Max Employment to build capacity within Aboriginal Tourism. An increased capacity in Aboriginal Tourism development in the Gascoyne region will make a major contribution to an international visitor experience.

The Western Australian Indigenous Tourism Operators Committee (WAITOC) recently published their Strategic Plan 2016 – 2020. The document states ‘only 20% of visitors participate in an Aboriginal cultural experience while on holiday in WA, whereas 66% would if it were readily available’. WAITOC administers the Aboriginal Tourism Development Program, an investment in Aboriginal tourism development by State government which will enable WAITOC members to develop into market and export ready experiences and subsequently contribute to the growth of this key market segment and the state tourism goal of $12 billion in visitor spend by 2020. Together ABC Foundation Ltd and the GTB Inc. recognise the potential for the Gascoyne by supporting of their efforts in this field.

During peak seasons the local town areas do not have sufficient accommodation supply to meet demand. Within the area of Carnarvon many of the visitor camping areas along the coast are managed by the Shire Carnarvon and are currently under resourced. This provided significant opportunity for Land and Sea Management Teams to manage the areas on behalf of the Shire and other landowners, i.e. Department of Lands, Department of Water and Main Roads enhancing visitor experience. (Opportunity 5.1; 5.3; 5.4; and 5.5) Visitor fees charged can provide income to cover the costs associated with employment and administration. This is in line with the regional tourism strategy.
With low employment numbers within Arts and Recreation, and with high number of tourist visiting the region annually the opportunities for Cultural Tourism and other nature-based or Eco-Tourism is significant. Through the consultation process a number of areas were identified in all local government areas with local Aboriginal people eager to take up the opportunities available. This includes opportunities to develop day/overnight tours in areas within the Upper Gascoyne, including Kennedy Ranges and Mt Augustus (Opportunity 4.1). As well as the opportunity to work in partnership within the Carnarvon area and most specifically working in partnership with Baiyungu Aboriginal Corporation and DPaw to seek investment into the Baiyungu Walk Trail in Coral Bay. (Opportunities 4.2 and 4.3) This opportunity creates not only initial work in the construction of the walk trail but also in the on-going maintenance and management of the trail through the emergence of a local land and sea management team. (Opportunity 5.2) Assisting in building the capacity and service delivery through the Enterprise Centre.

**Recommendation Action** - Diversifying income streams through establishing viable business models (i.e. Aboriginal Tourism) is required to sustain Aboriginal land and sea management programs.

**Recommendation Action** - Work with landowners and other state agencies to arrange lease or co-management or project agreements of key areas which can provide income generating opportunities i.e. over areas of visitor management.
Horticulture and Wild Food

The Horticulture industry in the Gascoyne and specifically Carnarvon has grown over the past 10 years, nearly doubling production\(^\text{23}\). Current state government investment of $40 million in a Water to Food initiative, aims to boost WA communities through the development and diversification of the agriculture and food sectors. There have been a number of horticultural enterprises developed on pastoral leases and these are producing melons, table grapes, citrus and asparagus. There is increasing interest in expanding business activities in these areas to include ecotourism and wildflower production\(^\text{24}\).

The Carnarvon Men’s Shed Group is currently working on a trial of Gubinge, a native food being produced successfully in the Kimberley’s, with current supply not meeting demand for the fruit. This provides an opportunity for partnership to assist in business development and commercialisation of the product through the enterprise centre. (Opportunity 6.1)

The Enterprise centre can also provide support to local horticulturalists on the wild food industry and how to capitalise on this growing market (Opportunity 6.2).

**Recommendation Action** - Establish a collaborative alliance between Aboriginal land owners to consider the development of joint investment opportunities in sustainable farming i.e. Sustainable Pastoralism, Horticulture/Agriculture.

**Recommendation Action** - Establish sub-committees which allow Aboriginal people to contribute to the development and implementation of socio-economic programs regionally i.e. sub-committee focused on Aboriginal Tourism and another on Aboriginal Education.

\(^{23}\)2014 Shire of Carnarvon demographic and economic profile

\(^{24}\)2014 Shire of Carnarvon demographic and economic profile
Sustainable Pastoralism

The Blueprint acknowledges the region’s pastoral sector citing a potential production value increase from $35 million to $60 million annually by identifying suitable groundwater for irrigated fodder production and intensive grazing.

There are a number of Aboriginal owned or managed cattle stations in the Gascoyne region with significant infrastructure owned by local Aboriginal corporations demonstrating mixed capacity in sustainable farming. There is a number of well-established and viable stations. Opportunity exists to develop a collective approach with horticulturists and pastoralists to create all year round food production locally. (Opportunity 6.2) There is also an opportunity to work with Mungullah Community Aboriginal Corporation to reinvigorate Towrana Station to support land and sea management projects and wild bush food production. (Opportunity 7.3)

The majority of Aboriginal cattle stations are owned by not-for-profit or social purpose organisations where by the income of the stations is being used for a number of community initiatives, typically not leaving enough income to run the station25. There is also an opportunity in particular for Aboriginal pastoral stations in the Gascoyne to form a collective, working with neighbouring stations and horticulturalists to capitalise on growing markets and expanding into new markets (Opportunity 7.5).

There are also a number of cattle stations owned by larger corporations and philanthropic organisations, which aim to create benefits for either Aboriginal people and/or generic conservation outcomes.

Bush Heritage has recently purchased Hamelin station within the Shire of Shark Bay and support an Aboriginal engagement team.

The Minderoo Foundation own and manage Brickhouse and Minilya stations. They deliver a number of Aboriginal training and employment initiatives as well as funding towards early education. An opportunity exists to work in partnership delivering training to undertake fee-for-service work. (Opportunity 7.1)

With 48 individual or part properties owned and managed by DPaW, the Department are seen as a major stakeholder in sustainable pastoralism. DPaW is responsible for management of the former pastoral properties including: neighbour liaison; closure of artificial waters; internal fencing and boundary fencing in partnership with neighbours; access control (for visitors and for management purposes); infrastructure maintenance (including homesteads); cultural heritage management; Aboriginal liaison; feral animal control; kangaroo control; weed control; condition monitoring; and research and biological survey.

Many of the former pastoral properties have resident managers based at homesteads. These property managers are either DPaW staff or are contracted by the department to carry out on-ground activities. Staff from DPaW regions and districts based in Geraldton and Carnarvon are also active in planning and management of the properties. Resources for management are provided through standard DPaW budgeting processes and are delivered through regional, district and specialist management programs, as well as from other sources, including the Commonwealth Government.

These properties have been variously affected by past land uses and are being managed with a view to restoring natural habitats, re-establishing native species and protecting important local cultural, social and economic values. This provides a number of opportunities to engage land and sea management teams through a fee for service delivery model. (Opportunity 3.1)

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252005 Pilbara Cattle Co-operative Ngarda Ngarli Yarndu Foundation Inc.
Implementation of GALMS would provide added value and support to the Department of Parks and Wildlife with ‘solution based’ co-ordinated delivery on the ground. DPaW are seen as an important stakeholder that can offer Traditional Owners with the capacity building for start-up projects and the potential to be part of broader conversations around managing proposed conservation estate and the protection of cultural heritage areas that sit within the acquired Pastoral Stations tenure.

During the consultation process we were made aware of the current Wild Dog Action Plan and its vision in creating production cells as an innovative approach to wild dog management. Led by Agknowledge, the committee has identified 6-8 pastoral properties that include 2-3 properties within the Gascoyne region.

Working towards formalizing a partnership with Gascoyne Rangelands Biosecurity Group could provide employment and training opportunities for the land and sea management teams as well as fee for service opportunity (Opportunity 7.4).

**Recommendation Action** - Establish a collaborative alliance between Aboriginal land owners, pastoralists and DPaW to consider joint investment opportunities in sustainable farming i.e. Pastoralism (Feral abatement) Horticulture/Agriculture
**Community Services**

There are a range of community services offered within the Local Government areas of the Gascoyne usually contracted or employed within the respective LGA. Potentially, service delivery of some of these community services can offer land and sea employment opportunity. Other potential opportunity discussions held with the Shire of Carnarvon include waste management, recycling, environmental health and pest management. The Shire of Shark Bay expressed interest in providing services in construction and aged care.

The Shire of Carnarvon Community 10 year Community Plan identifies a number of community service areas in which, people surveyed were not satisfied and believe needed improvement (~10% Aboriginal representation in survey). These included youth services, pest control, recycling, coastal and vegetation management and environmental and sustainability initiatives.

Expanding Ranger jobs to provide a range of community services typically delivered through local councils is an alternative income stream. Strong relationships with the LGAs provide the opportunity to develop innovative solutions in areas of waste management and recycling. *(Opportunity 8.1)* There is also opportunity to expand the working roles of land and sea management teams to include general labouring work creating additional diversified income for developing a regional Land and Sea Management program. *(Opportunity 8.2)*

All these services provide skill-based employment that in addition can further increase a regional skill set necessary for managing land and sea country.

**Recommendation Action** - Identify opportunities for employers to outsource land and sea management Jobs through fee-for-service, allowing independent groups to be established.
The Gascoyne region in the north west of Western Australia has more than 600 kilometres of Indian Ocean coastline and stretches about 500 kilometres inland. The coastal area incorporates two World Heritage Areas being Shark Bay and the Ningaloo Coast and internationally recognised features such as the Coral Bay. The hinterland includes the outstanding features of the Kennedy Range and Mt Augustus.

The Gascoyne region’s key industries are tourism and primary industry (horticulture, mining, fishing and pastoralism) these industries can directly link Aboriginal land and sea management to the region’s current economic footprint. More so, Gascoyne Aboriginal Land and Sea programs will expand the region’s economic capacity particularly in the area of Cultural Tourism, Visitor Management and Sustainable/Pastoralism.

When broadening the scope of land and sea management to incorporate education and business activity with the ‘areas we wish to protect and manage’ the identified opportunities become more than just Aboriginal Ranger programs. Implementation of GALMS will create a regional socio-economic platform to increase Aboriginal participation in looking after country and produce long-term employment outcomes. This is supported by a recent study of Aboriginal recreational needs, recommending investigating new models of Aboriginal land management in the Gascoyne.

There is often disconnect with Aboriginal people when services are delivered with limited understanding on what is deemed of value. There are a number of studies that show the importance of creating culturally responsive environments through education and work preparedness. GALMS aims to demonstrate how both culture and the environment can be linked into all frameworks. To Aboriginal people, culture and the natural environment is one and the same thing.

In this section we explore how an entity would implement GALMS with a particular focus on increasing Aboriginal employment and economic development across the region.

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27 2016 Aboriginal Cultural and Recreational Needs Study
28 2012 Menzies Literature review cultural responsiveness and school education

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On-Country Support for Traditional Owners in Protection and Management of Land and Sea Country
Guide to Implementation

A risk in undertaking consultation and strategic development of new programs is that the momentum started and strongly supported does not continue.

Strategic Actions

Action 1a: Further Collaboration and development of Partnerships

To progress this strategy through to implementation further engagement and development of community collaboration and partnerships is required.

GALMS presents a number of project opportunities that entail a broad range of stakeholders. In order to maintain this positive momentum, further investment is required in continued relationship management. The establishment of the Enterprise Centre as the hub will be the focal point for a centralised service centre responsible for driving GALMS recommendations, project opportunities and key stakeholder relationships.

Recommendation Action - Work with landowners and other state agencies to establish lease or co-management agreements of key areas, which can provide income-generating opportunity i.e. areas of visitor management.

Recommendation Action - Establish a Federal, State and Local Government round table in considering a cross-regional economic development investment to create an Enterprise Centre and identify regional fee-for-service opportunity amongst the various departments.

Action 1b: Establish the Enterprise Centre

It’s proposed a centralised hub be based initially in Carnarvon. There are a number of properties owned under various Aboriginal groups and other agencies that are currently not being used. All of which, provide excellent facilities for the establishment of an Enterprise Centre. This includes Gascoyne Asset Maintenance Building and the Carnarvon Cultural Centre to name a few. The hub would need to provide storage areas, training areas and office space.

The Enterprise Centre will offer:

- Services to its members and community to empower and incubate local entrepreneurs;
- Create a hub for stakeholders and landowners to meet, identify project opportunities and seek investment;
- A socio-economic structure will have the ability to develop unique partnerships and deliver land and sea management programs independently based on supply and demand;
- Offer training, mentoring and business management support to assist in the growth in a range of land and sea businesses i.e. Aboriginal Tourism;
- Create opportunity for Education programs to be delivered through the centre in collaboration with current agencies that offer a private sector investment;
- Work with Aboriginal corporations / businesses / working groups providing tailored support and partnerships to maximise Aboriginal employment outcomes through co-management and fee-for-service; and,
- Provide a centre for collaboration, networking and communication for residents and businesses within the Gascoyne region.
Recommendation Action - Seek funding to establish the first 12 months of the Enterprise Centre being sought through the GDC – Regional Grant Scheme.

Recommendation Action - Establish an enterprise hub to build capacity of the local businesses and Aboriginal Corporations to implement land and sea projects and develop business opportunities.

Strategic Actions

**Action 1c: Governance Structures**

The purpose of GALMS is to bring Aboriginal people of place to the decision-making table in management of conservation estate at a local, regional or national level. To do this in the Gascoyne region from inception, strong Governance structures will need to be administered to ensure appropriate action is driven from local leadership with on-going measurable outputs.

Recommendation Action - Establish sub-committees which allow Aboriginal people to contribute to the development and implementation of socio-economic programs regionally is required i.e. sub-committee focused on Aboriginal Tourism and another on Aboriginal Education.

Recommendation Action - The sub-committees should not be specific to particular language groups but open to a unified approach considering project / program topic areas as agreed by the people of country included through this consultation process.

**Action 2: Initial Land and Sea Management Projects**

Listed below are concept plans that give a brief overview of project delivery to 3 key areas of the Gascoyne over 3 years 2017 – 2020. These concept plans will be managed and implemented through the Enterprise Centre and relative sub-committees.
Shark Bay Land and Sea Management Team

**Objective:** Develop an Aboriginal Land and Sea Management Team within the Shark Bay Local Government boundary creating both employment and business opportunity aimed at protecting, promoting, managing and enhancing the natural and cultural resource.

<table>
<thead>
<tr>
<th>OUTCOMES 2017-2020:</th>
<th>STAKEHOLDERs:</th>
<th>ALIGNING PROJECT OPPORTUNITIES:</th>
<th>LAND AND SEA MANAGEMENT ACTIVITIES:</th>
</tr>
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<tbody>
<tr>
<td>• Annual Work for the Dole Program for 10-15 job seekers;</td>
<td>• Max Employment</td>
<td>• Education: 1.2</td>
<td>• Management Patrols of coastal vegetation areas and coastal Heritage Sites;</td>
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<tr>
<td>• Employment in Hospitality and Tourism for 4-5 people FTE;</td>
<td>• Bush Heritage</td>
<td>• Training and Employment: 2.1; 2.2; 2.3</td>
<td>• Cultural resource management i.e. Dugong, Turtle and Fin Fish;</td>
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<tr>
<td>• Land and Sea business contract opportunities for 4-5 people FTE;</td>
<td>• DPaW</td>
<td>• Co-Management: 3.1; 3.2</td>
<td>• Feral animal control, weed eradication,</td>
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<td>• Strong presence of Aboriginal people working on country; and,</td>
<td>• World Heritage</td>
<td>• Aboriginal Tourism: 4.4</td>
<td>• Jointly Co-ordinated regional Fire management,</td>
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<td>• School Holiday Programs delivered to Aboriginal children.</td>
<td>• Shire of Shark Bay</td>
<td>• Visitor Management: 5.1</td>
<td>• Track rationalisation and landscape rehabilitation,</td>
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<tr>
<td></td>
<td>• YMAC – Malgana working group</td>
<td>• Sustainable Pastoralism: 7.2; 7.5</td>
<td>• Designated Camp site and other recreation facility construction and maintenance,</td>
</tr>
</tbody>
</table>
| | • Yadgalah Corporation | • Community Services: 8.1; 8.2 | • Joint coordination of marine reserve management through patrol activity (Sea Grass Research and Monitoring;)

<table>
<thead>
<tr>
<th>FUNDING / INCOME:</th>
<th>IMPACT RATING:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Max Employment</td>
<td>Social</td>
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<td>• State Government Agencies</td>
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<td>• Landowners including Government</td>
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<td>• Private investment / Donations</td>
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<tr>
<td>• Tourism WA</td>
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</tbody>
</table>
Carnarvon Land and Sea Management Team

**Objective:** Develop an Aboriginal Land and Sea Management Team within the Carnarvon Local Government Boundary creating both employment and business opportunity aimed at protecting, promoting, managing and enhancing the natural and cultural resource.

### OUTCOMES 2017-2020:
- Annual Work for the Dole Program for 20-25 job seekers;
- Employment in Hospitality and Tourism for 5-10 people;
- Land and Sea business contract opportunity for 10-15 people;
- Baiyungu Walk Trail construction 2017/2018
- Commence Ranger 4 life Program and Mobile Playgroup 2018;
- Strong presence of Aboriginal people working on country;
- School Holiday Programs delivered to disadvantaged Aboriginal children;
- Develop Aboriginal Tourism products available 2018 season

### STAKEHOLDERS:
- Max Employment
- DPaW
- World Heritage Advisory Committee
- Shire of Carnarvon
- YMAC – Native Title working groups
- Baiyungu Corporation
- GTBI / WAITOC
- Regional Central Tafe
- RAC
- Rangelands NRM
- Private Landowners
- GDC
- Minderoo Foundation
- GRCEC
- Department of Fisheries
- Department of Agriculture and Food WA
- Main Roads WA
- Department of Planning and Infrastructure
- Department of Water
- Carnarvon Men’s Group Aboriginal Corporation
- Youth Outreach
- Indigenous Land Corporation.

### ALIGNING PROJECT OPPORTUNITIES:
- Education: 1.1; 1.2; 1.3
- Training and Employment: 2.1; 2.2; 2.3
- Co-Management: 3.1; 3.2
- Aboriginal Tourism: 4.2; 4.3
- Visitor Management: 5.1; 5.2; 5.3; 5.4; 5.5
- Horticulture & Wild foods: 6.1; 6.2
- Sustainable Pastoralism: 7.1; 7.2; 7.4; 7.5
- Community Services: 8.1; 8.2

### LAND AND SEA MANAGEMENT ACTIVITIES:
- Management Patrols of coastal vegetation and coastal Heritage Sites;
- Feral animal control, weed eradication,
- Jointly Co-ordinated regional Fire management,
- Track rationalisation and landscape rehabilitation,
- Designated campsite and Visitor Area recreation facility construction and maintenance,
- Interpretive signage and walk trails construction and management;
- Develop Aboriginal Tourism products and services; and,
- Community services; waste management and recycling

### FUNDING / INCOME:
- Max Employment
- Prime Minister & Cabinet
- State Government Agencies
- Landowners including Government
- Private investment / Donations
- Tourism WA

### IMPACT RATING:

<table>
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<tr>
<th>Social</th>
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<th>Education</th>
<th>Economic</th>
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<td>High</td>
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</table>
### Upper Gascoyne Land and Sea Management Team

**Objective:** Develop an Aboriginal Land and Sea Management Team within the Upper Gascoyne Local Government boundary creating both employment and business opportunity aimed at protecting, promoting, managing and enhancing the natural and cultural resource.

<table>
<thead>
<tr>
<th>OUTCOMES 2017-2020:</th>
<th>STAKEHOLDERS:</th>
<th>ALIGNING PROJECT OPPORTUNITIES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Annual Work for the Dole Program for 5-10 job seekers;</td>
<td>• Max Employment</td>
<td>• Education: 1.2</td>
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<tr>
<td>• Employment in Tourism for 2-5 people;</td>
<td>• DPaW</td>
<td>• Training and Employment: 2.1; 2.2;</td>
</tr>
<tr>
<td>• Land based business contract opportunity for 2-5 people;</td>
<td>• Shire of Upper Gascoyne</td>
<td>• Co-Management: 3.1; 3.2</td>
</tr>
<tr>
<td>• Strong presence of Aboriginal people working on country;</td>
<td>• YMAC – Native title working groups</td>
<td>• Aboriginal Tourism: 4.1</td>
</tr>
<tr>
<td>• School Holiday Programs delivered to Aboriginal children;</td>
<td>• Baiyungu Corporation</td>
<td>• Sustainable Pastoralism: 7.5</td>
</tr>
<tr>
<td>• Aboriginal Tourism products available 2018 season</td>
<td>• GTBI / WAITOC</td>
<td>• Community Services: 8.1; 8.2</td>
</tr>
</tbody>
</table>

### LAND AND SEA MANAGEMENT ACTIVITIES:

- Management Patrols of vegetation and Heritage Sites;
- Feral animal control, weed eradication,
- Jointly Co-ordinated regional Fire management,
- Track rationalisation and landscape rehabilitation,
- Visitor Areas and recreation facility construction and maintenance,
- Interpretive signage and walk trail construction and management;
- Aboriginal Tourism products and services; and,
- Community services; waste management and recycling.

### FUNDING / INCOME:

- Max Employment
- Prime Minister & Cabinet
- State Government Agencies
- Landowners including Government
- Private investment / Donations
- Tourism WA

### IMPACT RATING:

<table>
<thead>
<tr>
<th>Social</th>
<th>Enviro</th>
<th>Education</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>
Appendix 1: Gascoyne Aboriginal Regional Footprint

The Gascoyne has the lowest population density of any region of Western Australia, with about 14,500 people. The majority of residents are non-Aboriginal people born in Australia (74%). Just over half live in Carnarvon (8,616) where Aboriginal residents account for 14.7% of the population, compared with Western Australia’s Aboriginal population in total being 13.1% (93,778)\(^2\).

There are five (5) Aboriginal language groups represented within the Gascoyne which include:
- Yinggarda;
- Baiyungu;
- Malgana;
- Thadgari; and,
- Thalanyji

The language groups have representation across the region and predominantly live in the communities of Carnarvon, Exmouth, Coral Bay, Denham/Shark Bay, Gascoyne Junction and the Aboriginal Community of Burrungurah. Yamatji is the collective name for Aboriginal people, country, and the region of the Murchison and Gascoyne area of Western Australia. Yamatji country stretches from Carnarvon in the north to Meekatharra in the east, to Jurien in the south.

During GALMS Workshop 1, participants identified up to 14 language groups of whom presently call the Gascoyne home and who wish to be involved with land and sea management work in the future.

There are a number of Aboriginal Corporations registered in WA, which provide services within the Gascoyne region. There are 33 registered Aboriginal Corporations in Carnarvon, 15 of which have been de-registered with the Office of Registered Indigenous Corporations.

Through the consultation process we have either engaged face to face or indirectly with the contact officer or members of the following corporations:
- Baiyungu Aboriginal Corporation
- Mungallah Community Aboriginal Corporation
- Carnarvon Community Trust Aboriginal Corporation
- Gascoyne Traditional Elders Aboriginal Corporation
- Gulungoor Yammatji Aboriginal Corporation
- Piyarli Yardi Aboriginal Corporation
- Wurrkaja Aboriginal Corporation
- Yuggoo Aboriginal Corporation
- Share our Dream Aboriginal Corporation
- Carnarvon Community Mens Group Aboriginal Corporation.

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\(^{29}\) 2016 Aboriginal Cultural and Recreational Needs Study
The Gascoyne region has a number of Aboriginal Native Title claims, which are being considered by WA Government and only one area with current Native Title determination (Refer to Appendix 1). The claimant groups are represented by Yamatji Marlpa Aboriginal Corporation (YMAC) who is the Native Title Representative Body.

In addition to the above listed Aboriginal Corporations, we have engaged with members of the following Native Title working groups represented by Yamatji Marlpa Aboriginal Corporation:

- North West Cape Exmouth Aboriginal Corporation
- Yadgalah Aboriginal Corporation
- Malgana Native Title working group
- Gn ullii Native Title Working group
- Wadjari native title working group
## Appendix 2: Native Title Active Claimant Applications

<table>
<thead>
<tr>
<th>Native Title</th>
<th>Application status</th>
<th>NNTT file no</th>
<th>Federal Court file no</th>
<th>Date filed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jurruru #2</td>
<td>Active/Not registered</td>
<td>WC2012/012</td>
<td>WAD327/2012</td>
<td>22/11/2012</td>
</tr>
<tr>
<td>Wajarri Yamatji</td>
<td>Active/Registered</td>
<td>WC2004/010</td>
<td>WAD6033/1998</td>
<td>21/12/2004</td>
</tr>
<tr>
<td>Budina People</td>
<td>Active/Registered</td>
<td>WC2004/005</td>
<td>WAD131/2004</td>
<td>18/06/2004</td>
</tr>
<tr>
<td>Jurruru People</td>
<td>Active/Registered/Part A Determined. Note: Part B overlaps with Gobawarah (note 3 below which is substantively in the Pilbara region)</td>
<td>WC2000/008</td>
<td>WAD6007/2000</td>
<td>24/07/2000</td>
</tr>
<tr>
<td>The Malgana Shark Bay People’s Application</td>
<td>Active/Registered/Overlaps Jurruru People above</td>
<td>WC1998/017</td>
<td>WAD6236/1998</td>
<td>30/03/1998</td>
</tr>
</tbody>
</table>

### ACTIVE CLAIMANT APPLICATIONS WITHIN THE UPPER GASCOYNE LOCAL GOVERNMENT REGION

<table>
<thead>
<tr>
<th>Native Title</th>
<th>Application status</th>
<th>NNTT file no</th>
<th>Federal Court file no</th>
<th>Date filed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jurruru #2</td>
<td>Active/Not registered</td>
<td>WC2012/012</td>
<td>WAD327/2012</td>
<td>22/11/2012</td>
</tr>
<tr>
<td>Wajarri Yamatji</td>
<td>Active/Registered</td>
<td>WC2004/010</td>
<td>WAD6033/1998</td>
<td>21/12/2004</td>
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<tr>
<td>Budina People</td>
<td>Active/Registered</td>
<td>WC2004/005</td>
<td>WAD131/2004</td>
<td>18/06/2004</td>
</tr>
<tr>
<td>The Malgana Shark Bay People’s Application</td>
<td>Active/Registered/Overlaps Jurruru People above</td>
<td>WC1998/017</td>
<td>WAD6236/1998</td>
<td>30/03/1998</td>
</tr>
</tbody>
</table>

### NOTE:


3. Gobawarah Minduarra Yinhawanga (WAD6173/1998) this claim is substantively in the East Pilbara region, however, overlaps with the Jurruru People claim (see note above). It is Active/Registered.
### Appendix 3: Stakeholders Engaged

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Approach</th>
<th>Focus</th>
<th>GALMS Impact Investment</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baiyungu Aboriginal Corporation</td>
<td>Face-to-Face</td>
<td>Visitor Management Blow Holes / Baiyungu Walk Trail / Cardabia Station</td>
<td>Social Environmental, Educational, Economic</td>
<td>Carnarvon, Coral Bay</td>
</tr>
<tr>
<td>Bush Heritage</td>
<td>Phone / Email</td>
<td>Hamelin Station Partnership</td>
<td>Environmental, Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Blow Hole Care Takers</td>
<td>Face-to-Face</td>
<td>Visitor Management</td>
<td>Economic</td>
<td>Blow Holes</td>
</tr>
<tr>
<td>Carnarvon Community College</td>
<td>Face-to-Face</td>
<td>Education</td>
<td>Education</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Department of Agriculture</td>
<td>Face-to-Face</td>
<td>Feral Animals</td>
<td>Environmental, Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Department of Water</td>
<td>Phone / Email</td>
<td>Rocky Pool</td>
<td>Environmental, Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Department of Main Roads</td>
<td>Phone / Email</td>
<td>Gladstone Lookout</td>
<td>Environmental, Economic</td>
<td>Gladstone</td>
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<tr>
<td>Department of Lands</td>
<td>Phone / Email</td>
<td>Blow Holes</td>
<td>Environmental, Economic</td>
<td>Perth</td>
</tr>
<tr>
<td>Department of Parks &amp; Wildlife</td>
<td>Face-to-Face</td>
<td>Fee-for-service, Co-Management</td>
<td>Environmental, Economic, Social, Education</td>
<td>Carnarvon, Shark Bay, Ningaloo, Kennedy Ranges, Mt Augustus</td>
</tr>
<tr>
<td>Durak Tafe (Central Regional Tafe)</td>
<td>Face-to-Face</td>
<td>Training</td>
<td>Education</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>GDC Board</td>
<td>Face-to-Face</td>
<td>GALMS</td>
<td>Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Gascoyne Tourism Board Inc</td>
<td>Phone / Email</td>
<td>Tourism Development GALMS</td>
<td>Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Indigenous Land Corporation</td>
<td>Phone / Email</td>
<td>GALMS</td>
<td>Economic</td>
<td>Perth</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Approach</td>
<td>Focus</td>
<td>GALMS Impact Investment</td>
<td>Location</td>
</tr>
<tr>
<td>--------------</td>
<td>----------</td>
<td>-------------------------------</td>
<td>----------------------------------</td>
<td>--------------</td>
</tr>
<tr>
<td>Joblink</td>
<td>Face-to-Face Phone</td>
<td>Pre-Employment</td>
<td>Social Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Max Employment</td>
<td>Face-to-Face</td>
<td>Work for the Dole</td>
<td>Social Economic Environmental Education</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Mens Shed Group</td>
<td>Face-to-Face</td>
<td>Bush Camps Gubinge Trial</td>
<td>Social Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Mungullah Community Aboriginal Corporation</td>
<td>Phone / Email</td>
<td>Towrana Station</td>
<td>Economic Social Environmental Education</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Minderoo Foundation</td>
<td>Phone / Email</td>
<td>Brick House Station Minilya Station</td>
<td>Economic Environmental</td>
<td>Carnarvon</td>
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<tr>
<td>Murrugul</td>
<td>Phone /Email</td>
<td>Business Development</td>
<td>Economic</td>
<td>Kimberley</td>
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<tr>
<td>North West Cape Exmouth Aboriginal Corporation</td>
<td>Phone / Email</td>
<td>Towrana Station</td>
<td>Economic Social Environmental Education</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>PEW Charitable Trust Australia</td>
<td>Face-to-Face Phone / Email</td>
<td>Ranger Parks</td>
<td>Social Environmental</td>
<td>Karratha</td>
</tr>
<tr>
<td>Prime Minister &amp; Cabinet</td>
<td>Face-to-Face Phone / Email</td>
<td>Employment Strategy</td>
<td>Social</td>
<td>Carnarvon Perth Geraldton</td>
</tr>
<tr>
<td>Shire of Upper Gascoyne</td>
<td>Face-to-Face Phone / Email</td>
<td>Visitor Management</td>
<td>Social Economic</td>
<td>Gascoyne Junction</td>
</tr>
<tr>
<td>Shire of Carnarvon</td>
<td>Face-to-Face Phone / Email Council Meeting</td>
<td>Visitor Management Waste Management Environmental Health</td>
<td>Social Environmental Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td>Stakeholders</td>
<td>Approach</td>
<td>Focus</td>
<td>GALMS Impact Investment</td>
<td>Location</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>------------------</td>
<td>--------------------------------</td>
<td>--------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Shire of Exmouth</td>
<td>Face-to-Face</td>
<td>Fee-for-Service</td>
<td>Economic Social</td>
<td>Carnarvon</td>
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<tr>
<td></td>
<td>Phone / Email</td>
<td></td>
<td>Environmental</td>
<td></td>
</tr>
<tr>
<td>Shire of Shark Bay</td>
<td>Face-to-Face</td>
<td>Fee-for-Service</td>
<td>Social Economic</td>
<td>Denham</td>
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<td></td>
<td>Phone / Email</td>
<td>GALMS</td>
<td>Environmental</td>
<td></td>
</tr>
<tr>
<td>Rangelands</td>
<td>Face-to-Face</td>
<td>Fee-for-Service</td>
<td>Environmental</td>
<td>Carnarvon</td>
</tr>
<tr>
<td></td>
<td>Phone / Email</td>
<td>Land Management</td>
<td>Economic</td>
<td></td>
</tr>
<tr>
<td>RSM – Small Business Centre</td>
<td>Face-to-Face</td>
<td>Share the Dream</td>
<td>Economic</td>
<td>Carnarvon</td>
</tr>
<tr>
<td></td>
<td>Phone / Email</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yamatji Marlpa Aboriginal Corporation</td>
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<td>GALMS Knowledge Partnerships</td>
<td>Social Economic</td>
<td>Carnarvon Tom Price</td>
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<td></td>
<td>Phone / Email</td>
<td></td>
<td></td>
<td>Geraldton</td>
</tr>
<tr>
<td>WAITOC</td>
<td>Face-to-Face</td>
<td>Tourism Growth Enterprise centre</td>
<td>Economic</td>
<td>Coral Bay</td>
</tr>
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<td>RAC</td>
<td>Phone / Email</td>
<td>Hospitality &amp; Tourism</td>
<td>Social Economic</td>
<td>Shark Bay Coral Bay</td>
</tr>
</tbody>
</table>
Appendix 4: Summary Gascoyne Regional Investment Blueprint

Through the consultation phase a number of common themes were emerging which aligned with the Gascoyne Regional Investment Blueprint and other state based and Federal Government initiatives. These development themes including tourism, business development, increasing Aboriginal opportunities, renewable energy, park and visitor management, native food production, education, training and employment and knowledge exchange.

The table below summaries the Blueprint key drivers, highlighting the linking themes with GALMS:

Figure 4: Overview of the Gascoyne Regional Investment Blueprint
## Appendix 5: SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The area of land over which the traditional owners will always retain an interest in the Gascoyne;</td>
<td>• A limit on funding available to ensure all groups were consulted with i.e. Burringurrah</td>
</tr>
<tr>
<td>• The size of population living within the boundaries of the area of land over which the traditional owners maintain an interest;</td>
<td>• Limited economic development services within Gascoyne to build capacity</td>
</tr>
<tr>
<td>• The level of demand and support for GALMS at a community, Local, State and Federal Government level;</td>
<td>• Limited training courses available in Gascoyne in Aboriginal land and sea management</td>
</tr>
<tr>
<td>• The available access to land with significant natural and cultural resource management issues combined with the associated business opportunity;</td>
<td>• Limited understanding of resources / funding available for community groups</td>
</tr>
<tr>
<td>• The capacity of a regional collaborative approach in order to access fee-for-service/enterprise opportunity; and,</td>
<td>• Limited capacity to diversify current land and biodiversity asset into fee for service contracts</td>
</tr>
<tr>
<td>• Ability to diversify revenue streams to sustain a regional land and sea management program.</td>
<td>• Limited communication and understanding between Government and Aboriginal group aspirations to manage country</td>
</tr>
<tr>
<td>• Aboriginal groups wanting a unified approach</td>
<td>• Not all Aboriginal leaders are well represented in regional decision making</td>
</tr>
<tr>
<td>• Strong Aboriginal and non-Aboriginal support for a regional approach</td>
<td></td>
</tr>
<tr>
<td>• This project will attract skilled people to the region</td>
<td></td>
</tr>
<tr>
<td>• Aboriginal people consulted, place high value on looking after country</td>
<td></td>
</tr>
<tr>
<td>• Aboriginal people have volunteered their time to participate</td>
<td></td>
</tr>
<tr>
<td>• ABC Foundation partnerships and structures allow projects of this type to be implemented</td>
<td></td>
</tr>
<tr>
<td>• ABC program design will be developed to empower Aboriginal people of the region in looking after land and sea country</td>
<td></td>
</tr>
</tbody>
</table>
## Opportunities

- Two World Heritage Areas – Ningaloo Coast and Shark Bay.
- Significant areas under existing Conservation Estate
- Aboriginal Owned Pastoral Stations
- Large areas of conservation estate in the Gascoyne are presently under resourced, therefore under-managed.
- Strong support from local Shires and state agencies for a collaborative approach
- Ability to partner with key stakeholders to offer economic development / employment i.e. YMAC, Max Employment, Shires, DPaW, Industry
- Co-Management of Conservation estate with responsible Agency eg DPaW
- Visitor Management Agreements as income
- Diversifying Pastoralism to create new markets i.e. goats, wild bush foods and carbon farming
- Enhancing education programs to improve school attendance and performance
- Designing work ready programs linked directly to land and sea management jobs
- Current DPaW legislation around joint management supports co-management with Aboriginal people

## Threats

- Federal funding for Ranger Programs has not continued i.e. IPA’s, WoC
- Limited resource capacity of current state departments in Aboriginal community engagement.
- Tenure ownership over areas Aboriginal people wish to protect and manage
- Native Title Determination and derived politic
- Limited influence on legislation that supports Government funding commitments around land and sea management
- Lack of collaboration around Aboriginal land and sea management in the region.
- Fracking (Mining) Coral Bleaching, Climate change
Appendix 6: DPaW Properties and Conservation Areas in WA

Overview of Pastoral leases and DPaW properties in Western Australia

Map 1: Western Australia Main

Map 2: Kimberley region