



# Innovate Reconciliation

# Action Plan

OCTOBER 2024 – SEPTEMBER 2026





## Recognition and acknowledgement

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

In committing to actions through this plan, we acknowledge that the word ‘reconciliation’ itself can be challenging, because it implies a return to friendly relations where none may have existed. We further recognise that the ongoing colonisation of Australia, and the resultant removal of Aboriginal and Torres Strait Islander Peoples from Lands and all Waters, is intrinsically linked to the disruption of cultural and spiritual connection, and to the extreme intergenerational disadvantage, injustice and inequities experienced by Aboriginal and Torres Strait Islander Peoples.

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

## Cultural warning

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



# Content

<b>About the artist .....</b>	<b>4</b>
<b>Message from the CEO and Chair .....</b>	<b>5</b>
<b>Message from Reconciliation Australia .....</b>	<b>6</b>
<b>Message from Greening Australia's Thriving on Country Committee .....</b>	<b>7</b>
<b>Our vision for reconciliation .....</b>	<b>9</b>
<b>Our business .....</b>	<b>10</b>
Our sphere of influence	11
<b>Our Reconciliation Action Plan .....</b>	<b>12</b>
Thriving on Country Committee	13
RAP Working Group	14
Reflection on our previous RAP	14
<b>Relationships .....</b>	<b>17</b>
<b>Respect .....</b>	<b>21</b>
<b>Opportunities .....</b>	<b>25</b>
<b>Governance .....</b>	<b>28</b>





## About the artist

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

# Message from the CEO and Chair

On behalf of the staff and board of Greening Australia, we are proud to present Greening Australia's second Innovate Reconciliation Action Plan (RAP) 2024-2026.

With over 40 years' experience in delivering healthy landscapes where people and nature thrive — in partnership with communities, with First Nations Peoples and with our funding and investment partners — we remain committed to creating a meaningful contribution to reconciliation through our people, work, and our increasing sphere of influence.

As we continue our journey walking together to heal Country, we look back on the progress made through our inaugural RAP 2021-2023. With delivery against over 90% of our stated actions, this is a strong and positive start in our reconciliation journey.

Within our workforce, through strategies and tools we've developed and associated training and connection opportunities, we have focused on building trusting relationships with Aboriginal and Torres Strait Islander Peoples and increasing cultural awareness across the organisation. It was extremely heartening to hear that more than half of our staff feel their knowledge of and ability to engage with First Nations Peoples, Cultures and Protocols have increased because of the RAP.

Reflecting further, we have shared some examples within this next RAP of our deepening relationships with First Nations groups. Some relationships have grown into their next phase based on how communities have said they want to work together; others are flourishing relationships as we continue to seek engagement with new communities through our work.

We acknowledge our collective contribution to reconciliation and meaningful change over the past two years, and through this next RAP

and our Thriving on Country work we aim to continue to take a strategic and purposeful approach.

We know that it starts with listening deeply to First Nations communities to understand what is important to them, and within Greening Australia, ensuring that our 2024-2026 commitments are embedded into the everyday of our people. We believe there is more work to do in consolidating the tools and initiatives created so far and we dedicate our focus to this.

A huge thank you to the First Nations communities and members of Greening Australia's Thriving on Country Committee who through this journey have guided discussion, encouraged learning, and contributed a wealth of combined experiences to ensure this action plan is collaborative and inclusive.

And finally, thank you to the staff and board of Greening Australia, and to all our valued supporters and partners who help make what we do possible.



**Heather Campbell**  
Chief Executive Officer  
*Greening Australia*



**Stephen Dunne**  
Chair  
*Greening Australia*



## Message from Reconciliation Australia



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

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

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Greening Australia continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Greening Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Greening Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Greening Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Greening Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Greening Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

#### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



## Message from Greening Australia's Thriving on Country Committee

Greening Australia has shown us that our voices are being heard and truth telling is being embedded within the organisation.

Thinking back to 2021, to where we are now, there has been a solid journey of growth together. We have not wavered from our intent of driving substantive change and this shows through the actions taken.

Our original advisory committee has become a formally recognised committee to the Greening Australia Board, and we celebrated Birriah, Turrbal and Nywaigi man Scott Anderson's appointment as Greening Australia's first Aboriginal board director. Beyond embedding a position for our committee's Chair on the Greening Australia Board, we are focusing on the organisation's governance as a whole; for example, by bringing cultural compliance into formal review processes undertaken at the Greening Australia executive and board levels.

The connection our committee is building with the senior leadership team, RAP Working Group and board is not only professional; it has become a personal connection from the heart. The committee is influencing a growing understanding that Greening Australia, besides being an environmental restoration business, has the potential for improving lives and cultural and social outcomes. There is a greater understanding of the impacts of a healthy environment on a person and being conscious of building the personal into business.

We are continually building on our strong collaborative base; for example, exchanging knowledge and pooling collective wisdom to create a Thriving on Country business plan for the next three years. Committing to creating time and space to work authentically together, allowing our relationship and goals to evolve organically, is an example we hope others will follow.

Self-determination is about more than co-design: it's about co-ventures, co-delivery, co-evaluation. It's about embedding change and transferring power and resources to create healthy and productive landscapes and to truly enable Aboriginal and Torres Strait Islander Communities, Cultures and enterprise to thrive on Country.

The journey is well underway. The Greening Australia team continue to challenge themselves to grow and support their (and our) vision for reconciliation to become a reality. This new Reconciliation Action Plan is about consolidating and building on the progress made. We are taking the conversations out of offices and boardrooms and onto Country, where we do business.









## OUR VISION

## FOR RECONCILIATION

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





# OUR BUSINESS

Greening Australia is a proudly independent environmental enterprise. We are a national not-for-profit committed to restoring Australia's diverse landscapes and protecting biodiversity in ways that benefit nature, communities and economies. With projects spanning the breadth of the country — from city suburbs to remote regions — we apply a science-based, collaborative approach to deliver nature-based solutions addressing climate change and biodiversity loss.

Greening Australia was established in 1982, the International Year of the Tree, in response to the serious impacts of tree decline on agriculture and the environment across Australia. Since its inception, Greening Australia has undergone a purposeful evolution to utilise over 40 years of restoration expertise to develop practical solutions for some of the country's biggest environmental challenges at scale.

Since launching our 2030 goals in 2018, and as an early adopter of such ambitious goals, Greening Australia has continuously reviewed what the environment needs from us. This current decade, the United Nations Decade on Ecosystem Restoration (2020-2030), is critical for Australia to tackle climate change, safeguard threatened icons like the Great Barrier Reef, conserve and restore farmland productivity, save our unique animal and plant species, and protect and restore the incredible diversity of ecosystems from which we all benefit.

To rebuild nature at the quality and scale Australia and the world needs, we start with having the right tools. Over recent years Greening Australia has established a group of subsidiary companies whose combined strengths enable us to deliver end-to-end, high integrity restoration solutions. Each company in the Greening Australia Group specialises in a strategic aspect of scaling environmental restoration, to support Greening Australia in reaching its ambitious goals for people and nature. These companies — environmental credits business Canopy, native seed business Nindethana and native seed production business SeedX — are positioned as for-purpose commercial businesses where profits related to Greening Australia owned proportions are reinvested back into Greening Australia, the registered not-for-profit.

In recent years, there are increasing opportunities to work with First Nations communities, particularly in the enterprise sector. Thriving on Country is our work with First Nations Peoples that brings together Traditional and contemporary knowledges



to heal Country and support First Nations leadership, enterprise development and employment in the restoration sector. Thriving on Country remains a national strategy that underpins and is woven through our work and how we deliver landscapes where people and nature can thrive; we are guided on this journey by the Thriving on Country Committee, which since its inception in 2022 is now a formal committee of the Greening Australia Board.

Collectively with First Nations partners and stakeholders, through Greening Australia and its subsidiary companies, we remain committed to delivering positive environmental impact in ways that also benefit communities and economies.

The impact we deliver for people and nature is due to the cumulative efforts of the Greening Australia Board, the Thriving on Country Committee, our volunteers, our partners, and over 130 staff members based in locations across Australia, including Adelaide, Brisbane, Canberra, Melbourne, Perth, Sydney, and regional teams in New South Wales, Queensland, South Australia, Tasmania, Victoria and Western Australia. We are also supported by over 3,000 volunteers.

At the time of this Reconciliation Action Plan (RAP) being developed, our organisation has two employees on staff who identify as Aboriginal: one as a Bundjalung Yaegl woman from northern New South Wales, and the other as a descendant of the Ghungalu, Gooreng Gooreng and Wadja Peoples of central Queensland. In addition, one board director identifies as an Aboriginal person and a proud Birriah, Turrbal and Nywaigi descendant. We have continued actions in this next RAP to increase the inclusion of Aboriginal and Torres Strait Islander Peoples into our staff, contractor, supplier and procurement base.

## Our sphere of influence

Our sphere of influence encompasses internal stakeholders, including our staff and volunteers, board members, and Thriving on Country Committee. We also collaborate with a broad range of external stakeholders including community groups and members of the public, the corporate sector including both large and small businesses, philanthropy and our members, all levels of government and relevant agencies, environmental non-government organisations, and university and research partners.

Since our first RAP, our sphere of influence has continued to broaden with new investors committing to Greening Australia and its companies. Notably, we are working with new investors through our subsidiary for-purpose businesses, including a private family-impact business and a large banking organisation. Pivotal relationships that enable our work and impact to be delivered at scale continue to progress, including a commencing partnership with an impact investing firm. More recently we have also increased how we work with peer organisations within the restoration and native seed sector, reviewing where we bring strengths and capability to deliver impact for people and nature.

We work within this sphere of influence to leverage resources to have a large-scale, measurable impact.





# OUR

# RECONCILIATION

# ACTION PLAN

For over 40 years, we have been undertaking ecological restoration work across Australia to rebuild the habitat needed for our unique species. In this time we have utilised western science and we understand that First Nations Peoples' diverse ways of knowing, practices and caring for Lands and all Waters, and the inter-generational transfer of Traditional Ecological Knowledge, are essential to the success of our work.

Our work requires us to collaborate with First Nations Peoples and to combine the strength and wisdom of traditional knowledge with western science to restore and heal this Country. We understand that right-way relationships with First Nations groups are critical for delivering effective and sustainable restoration projects and are key enablers for achieving Greening Australia's goals to help people and nature thrive.

Though Greening Australia has had strong relationships with First Nations groups since its very beginnings, we recognised that we should do more to improve our own cultural competency to engage with First Nations Peoples, to promote reconciliation and to support the development of First Nations opportunities and leadership in the restoration sector. In 2021, we launched our first Innovate Reconciliation Action Plan to help us make greater strides towards those goals.

In addition to achieving the vast majority of our RAP deliverables, the RAP process has catalysed a significant scaling up of our investment in this space through our Thriving on Country initiative. Supported by philanthropic funding and working with our First Nations stakeholders, we have developed an engagement and opportunities plan of projects and initiatives where Greening Australia and First Nations partners can come together and work towards mutually beneficial goals.

From the opportunities identified, those that are the most beneficial and most viable in practice have been distilled into an active business plan commencing in 2024, upon which Greening Australia and First Nations partners commit to spending time focusing and delivering. Many of the opportunities identified are also incorporated into this document, our second Innovate RAP.



## Thriving on Country Committee

This RAP incorporates the lived experience, expertise, knowledge and views of diverse Aboriginal and Torres Strait Islander People living within this Country and who are members of Greening Australia's Thriving on Country Committee.

The Thriving on Country Committee has been established as a sub-committee of the Greening Australia Board to govern our Thriving on Country strategy and activities and to keep Greening Australia accountable for the commitments and intention of our Reconciliation Action Plan. The Committee also provides thought leadership on innovative and sustainable ways to partner with and support Healing Country enterprises and to ensure our work achieves not only environmental benefits, but also cultural, social, and economic benefits that will enable First Nations communities to thrive.

The Committee is chaired by a First Nations member of the Greening Australia Board and meets a minimum of four times per year. One meeting per year is in person and includes members of the RAP Working Group and other senior staff. Representatives of the RAP Working Group participate in all Thriving on Country Committee meetings. Committee members also provide guidance to members of the RAP Working Group outside of committee meetings as needed, to assist with the development and implementation of the RAP. The broader Greening Australia staff as well as our members are provided opportunities to learn from members of the Thriving on Country Committee as invited speakers at our Annual General Meeting, staff development days, and National Reconciliation Week events.

The main responsibilities of the Committee are to:

- a) Provide leadership, experience, knowledge, and perspective to the Greening Australia Board and senior leadership in matters of importance to progressing Australian reconciliation
- b) Help identify opportunities for and provide guidance on commercial relationships and partnerships with First Nations enterprises, organisations and communities
- c) Provide thought leadership on innovative ways to build and support a First Nations-led restoration economy that delivers healthy Country and healthy communities
- d) Provide governance, guidance, and advice to support Greening Australia in meeting its commitments outlined in its RAP and implementing activities in a culturally appropriate way.

We acknowledge and thank the current members of this critical committee and recognise that the members of this Committee may change over time.

### CHAIR

- Scott Anderson, Birriah, Turrbal and Nywaigi man

### COMMITTEE MEMBERS

- Dave Mangenner Gough, Trawlwoolway man
- Dr Elizabeth McEntyre, Worimi and Wonnarua woman
- Karen Jacobs, Whadjuk Noongar woman
- Kieren Gibbs, Kooma and Githabul man
- Sian Gillam, Walman-Jano woman of the Yawuru language group





## RAP Working Group

Greening Australia's RAP Working Group is made up of team members and national leadership representatives from around the country, and reports to the executive team and Chief Executive Officer (CEO).

Our CEO is RAP champion for the implementation phase of this plan, responsible for driving organisation-wide engagement with and commitment to reconciliation as a priority.

We acknowledge and thank the RAP Working Group members from across the organisation for their efforts in supporting the delivery of actions within the RAP, and in supporting the development of this next RAP. We recognise that the members of this group may change over time. Current members at the time of publishing include:

- Heather Campbell, CEO
- Paul Della Libera, Executive Director, Restoration
- Peter Young, Executive Director, Seed
- Martin Elliot, Executive Director, People and Culture
- Kate Smith, Executive Director, Engagement
- Dr. Michelle Frankel, Associate Director, Community and Social Impact
- Richard Sporne, Manager, First Nations Engagement – descendant of the Ghungalu, Gooreng Gooreng and Wadja Peoples
- Zoe Birnie, Technical Specialist, Impact
- Teri Ball, People & Culture Business Partner
- Janelle Randall-Court, Cultural Educator – Bundjalung Yaegl woman

## Reflection on our previous RAP

In reviewing our inaugural Innovate Reconciliation Action Plan 2021-23, we noted good progress against our actions and deliverables with over 90% of actions delivered.

The focus of actions under that plan were to develop key strategies for building trusting relationships, to increase cultural awareness across the organisation and review and update policies to ensure they are culturally appropriate, and to increase employment and engagement opportunities for Aboriginal and Torres Strait Islander peoples with the Greening Australia Group. This included some fundamental and significant organisational changes, including the development of the following documents:

- Cultural Learning Strategy
- First Nations Workforce Strategy and First Nations Recruitment Policy
- Guiding Principles for Engaging with First Nations Peoples
- First Nations Procurement Guidelines, which informed changes to Greening Australia's Procurement Policy
- Cultural Protocols Toolbox.





RAW Group crew planting at Greening Australia's Glandore property in South Australia. Photo credit Mark Thomas.

To understand the impact of our first Innovate RAP across the organisation through the lens of how we operate and engage with First Nations Peoples, Greening Australia invited staff to respond to a Reflection Survey which aimed to assess the awareness and usefulness of outputs, the effectiveness of communication, and opportunities to get involved in the RAP. The survey also assessed the extent to which the RAP improved cultural learning and engagement with First Nations Peoples, groups and enterprises.

We found that overwhelmingly staff felt proud to work at Greening Australia because of the work being done to progress reconciliation, and felt it has contributed positively to the culture of the organisation. More than half of our staff felt their knowledge and ability to engage respectfully with First Nations Peoples, Cultures and Protocols increased as a result of the RAP and resources developed. Staff reported they felt satisfied with how the RAP was delivered with guidance from the Thriving on Country Committee.

There were also a number of challenges and lessons learned from implementing our first RAP. One of the primary challenges was recruiting First Nations staff. While we did hire one new First Nations staff member during the implementation period of our RAP, there were other available positions for which we sought to hire a First Nations person and were unsuccessful. Some of the challenges involved the location of the position, the skill set needed and the amount of funds available for the position. For a subsequent available position, we hired a recruitment agency that specialises in recruiting First Nations people and were successful in hiring a First Nations person into the position.

Another lesson learned that came out of our staff survey was that some staff are finding it hard to make connections between the RAP (including opportunities to engage in RAP actions and utilise the resources that were developed as part of our RAP) and their day-to-day work. For our next RAP, we are including senior leaders from each department in our RAP Working Group so they can build specific actions into their annual business plans. Our RAP engagement strategy will also outline specific actions we can take as an organisation to engage all staff in reconciliation.

Another challenge that came up in our staff survey is that staff would like to have the opportunity for on-Country cultural learning. While the majority of staff found the Our Mob Learning online cultural training resource extremely beneficial, many of our office-based staff have never had the opportunity to experience on-Country cultural learning. To address this, we will be pairing up staff who have had no or few on-Country experiences with staff who work regularly with First Nations partners, so they can participate in an on-Country activity. We will offer this opportunity to a number of staff each year so that ultimately all staff with limited on-Country experience have the chance to engage in this type of cultural learning.

Continuing with this second Innovate RAP will help ensure we continue to build a strong foundation and embed the developed strategies and resources referenced across our organisation and sphere of influence.



## Partnership to establish the first SeedX native seed production area (SPA)

Over the past few years, significant work has been undertaken on Yuat Country at Greening Australia's Jarrega property in Western Australia to establish the first SeedX SPA to improve seed supply for restoration.

The involvement of this area's Traditional Owners, represented by the Kwelena Mambakort Wedge Island Aboriginal Corporation (KMAC), has been invaluable to this undertaking. KMAC have collaborated with our seed science and operations teams on tasks such as invasive species control, planting, soil preparation, onsite nursery management and seed collection, using the opportunity while working on Country at Jarrega to train young KMAC Aboriginal Rangers to become future custodians and caretakers of land in need of restoration.



Photo credit Jesse Collins.





# RELATIONSHIPS

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

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

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

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

We also commit to supporting First Nations Peoples to share their cultural and ecological knowledge systems for healing the essential Spirit of Country. We know that for true reconciliation it is essential for all Australians to acknowledge the pivotal roles and responsibilities that Aboriginal and Torres Strait Islander Peoples had living within Country in the past, have now in the present, and will have in the future.



## **ACTION 1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Implement Greening Australia's <i>Guiding Principles for Engaging First Nations Peoples</i> across our departments and businesses to ensure all are applying right-way engagement principles.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to expand our relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	October 2024, update plan annually	First Nations Engagement Manager
<ul style="list-style-type: none"> <li>Track our First Nations partnerships and relationships to ensure we are managing and stewarding these relationships appropriately.</li> </ul>	Ongoing, review September 2025	First Nations Engagement Manager
<ul style="list-style-type: none"> <li>Trial a co-designed partnership evaluation process with a small number of our First Nations partners to develop a methodology for measuring partnership effectiveness.</li> </ul>	June 2025	Director, Impact

## **ACTION 2 Build relationships through celebrating National Reconciliation Week (NRW).**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2025 & 2026	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May - 3 June 2025 & 2026	CEO
<ul style="list-style-type: none"> <li>Encourage and support staff, senior leaders and board members to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May - 3 June 2025 & 2026	CEO
<ul style="list-style-type: none"> <li>Organise at least one NRW event each year. Invite members of the Thriving on Country Committee to share their skills and knowledge with Greening Australia staff at this event or at another event each year.</li> </ul>	27 May - 3 June 2025 & 2026	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia's NRW website.</li> </ul>	May 2025 & 2026	Executive Director, Engagement

## **ACTION 3 Promote reconciliation through our sphere of influence.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.</li> </ul>	December 2024	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly through external communications.</li> </ul>	Ongoing, review September 2025	Executive Director, Engagement
<ul style="list-style-type: none"> <li>Continue to explore opportunities to positively influence our external stakeholders and partners to become allies and drive reconciliation outcomes.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	Ongoing, review September 2025	CEO



<ul style="list-style-type: none"> <li>• Provide guidance to subcontractors on best practices for cultural recognition and protocols by providing them with access to Greening Australia’s Cultural Protocol Toolbox Talk.</li> </ul>	September 2025	Executive Director, Restoration
<ul style="list-style-type: none"> <li>• Explore opportunities to profile our progress on reconciliation by nominating ourselves as well as our partners for recognition awards.</li> </ul>	August 2026	CEO

**ACTION 4 Promote positive race relations through anti-discrimination strategies.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>• Conduct a review of human resources (HR) policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Review and communicate our anti-discrimination policy for our organisation.</li> </ul>	September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy if changes are required.</li> </ul>	Review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Educate senior leaders on the effects of racism.</li> </ul>	June 2025	Executive Director, People and Culture

**ACTION 5 Promote First Nations leadership in the native seed and restoration sectors.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>• As part of Greening Australia’s First Nations Engagement Plan, engage with First Nations groups to identify opportunities for partnership projects that align with our mission and provide capacity building and other benefits for First Nations enterprises and communities.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>• Work with other leaders in the restoration sector, such as the Australian Land Conservation Alliance, to influence government and policy makers to maximise funding and opportunities for First Nations Peoples in our sector.</li> </ul>	Ongoing, review September 2025	CEO





## Return of Nowanup to Traditional Owners

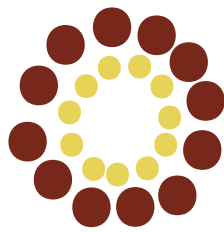
Greening Australia took a significant step in 2024 by returning the Nowanup property in South-West Western Australia to local Traditional Owners.

With support from Greening Australia, Gondwana Link Ltd and a range of funders and local groups, Noongar Elder Uncle Eugene Eades has managed Nowanup for the local community for many years, coordinating the activities of the Nowanup Rangers in the region and running cultural education and community healing programs on the property, even providing a 'bush campus' for Curtin University. Transferring ownership has been complex, the work of many months, but mutual goodwill and perseverance has led to a great outcome. Ownership of the land now sits with Nowanup Noongar Boodjar Limited, a special purpose charitable entity, for the use of their community.



Photos credit Nic Duncan.





# RESPECT

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

## **ACTION 6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	December 2024	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform a review of our cultural learning strategy.</li> </ul>	December 2024	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Implement and communicate Greening Australia's cultural learning strategy document for staff.</li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Provide opportunities for on-Country or in-person cultural learning experiences for staff and explore secondment opportunities.</li> </ul>	August 2026	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Establish a staff award category to recognise Greening Australia staff who demonstrate exemplary work with First Nations groups and help advance our goals toward reconciliation.</li> </ul>	August 2026	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Provide on-Country cultural immersion opportunities for Greening Australia board members.</li> </ul>	August 2025	CEO



## **ACTION 7 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Implement and communicate Greening Australia's cultural protocols guide, including observing, welcoming and implementing protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>• Display Acknowledgement of Country signage at all Greening Australia offices to formally recognise the Country on which the office is located.</li> </ul>	December 2025	Executive Director, People and Culture

## **ACTION 8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>• RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2025 & 2026	CEO
<ul style="list-style-type: none"> <li>• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	Review September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>• Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July 2025 & 2026	CEO

## **ACTION 9 Ensure Indigenous Cultural Intellectual Property (ICIP) is protected when engaging in partnerships with First Nations groups.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>• Utilise processes and legal instruments to ensure ICIP and data sovereignty protection is part of our First Nations partnerships and contracts.</li> </ul>	August 2026	General Counsel
<ul style="list-style-type: none"> <li>• Develop a compliance register that enables us to demonstrate our adherence to legislation that protects Indigenous rights in Australia.</li> </ul>	August 2026	General Counsel
<ul style="list-style-type: none"> <li>• Provide referrals to our First Nations partners to access and utilise cultural databases to record and protect cultural information.</li> </ul>	August 2026	First Nations Partnerships Lead



## Building capability in healing Country

QILCP (Queensland Indigenous Land Conservation Project) is an innovative five-year collaboration between Traditional Owners and First Nations Communities, Greening Australia and BHP Mitsubishi Alliance (BMA).

QILCP aims to co-design pathways to First Nations-led employment and enterprise by healing Country and improving water quality for the Great Barrier Reef. As of June 2024, QILCP has seen 29 projects delivered in partnership with five Traditional Owner groups and one Indigenous community, supporting 214 Indigenous participants, 63 employment opportunities and 70 Indigenous suppliers. Together, these projects have so far stopped 11 tonnes of sediment from reaching the Great Barrier Reef and rehabilitated 375 hectares of land through cultural burning. Greening Australia considers partnerships with First Nations groups through QILCP have significantly progressed our organisational cultural capability, while also supporting steps towards an Indigenous-led restoration sector.



Woorabinda rangers, Yuwi rangers and Barada Barna fire team participate in a collaborative cultural burning workshop led by Firesticks Alliance Indigenous Corporation, November 2023, Cape Hillsborough, Mackay. Photo credit Richard Sporne / Greening Australia.



## Engaging with cultural heritage

Greening Australia is learning how crucial it is to involve Traditional Owners in projects from the outset.

For example, over the past few years, Greening Australia and Barengi Gadjin Land Council Aboriginal Corporation (BGLC), who represent the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples, have collaborated to preserve Wotjobaluk Country, establishing trust and understanding over time. Recently, BGLC, BGLC-owned Dalki Garringa native nursery and Greening Australia worked together to restore the land of a private landholder in Western Victoria. Following the cultural heritage survey on the property, the entire planting site will be registered with the Aboriginal Cultural Heritage Register and Information System (ACHRIS). This will help protect Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk culture for future generations of Victorians to celebrate and learn from.

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**“I always learn so much from walking on Country with our BGLC partners. Not only are we fulfilling our mission to restore land, but we’re building lasting relationships that will help us all create better outcomes for Country, culture and communities in the long term.”**

*Jess Gardner, Greening Australia  
Program Specialist*

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Photo credit Jess Gardner / Greening Australia.





# OPPORTUNITIES

Greening Australia is working at the forefront of an ever-increasing need to restore and revegetate Australia's unique and diverse landscapes. The expansion of our restoration activities represents a corresponding demand for new ways of working and growing capabilities to create a broader restoration workforce. This demand to expand Australia's restoration capabilities represents the most powerful and foundational facet of our RAP.

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

In understanding and acknowledging this legacy, Greening Australia is using our RAP to create opportunities to develop pathways for reciprocal knowledge sharing, employment, and enterprise development within the restoration sector, and is focused on doing this in ways identified by First Nations communities as beneficial. Through listening to what is important to First Nations communities, we will be learning and walking together towards a future where self-reliance and financial security for all Aboriginal and Torres Strait Islander Peoples is not an aspiration but a reality.

Within our organisation, we have increased Aboriginal and Torres Strait Islander representation through employment and board membership, and we remain committed to increasing the inclusion of Aboriginal and Torres Strait Islander Peoples into our staff, contractor, supplier and procurement base.

We also know from the projects completed with our existing First Nations partners that there is a growing interest to develop independent restoration enterprises owned by Aboriginal and Torres Strait Islander Peoples. Supporting this process through a range of ways of working is at the heart of our Thriving on Country strategy.



## **ACTION 10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on the implementation of our recruitment, retention and professional development strategy.</li> </ul>	September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	September 2025	Executive Director, People and Culture
<ul style="list-style-type: none"> <li>Implement Greening Australia's Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy, particularly the following recommendations:                             <ul style="list-style-type: none"> <li>Explore employment opportunities across all Greening Australia programs, including casual positions</li> <li>Provide Greening Australia's First Nations staff with mentoring from senior First Nations mentors, as well as professional development opportunities</li> <li>Improve the cultural safety of our workplaces by including First Nations artwork in our offices</li> <li>Promote awareness of Greening Australia as a culturally safe place to work by tabling at 1-2 First Nations events per year near our hubs where possible.</li> </ul> </li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture
	September 2026	Executive Director, People and Culture
	December 2025	CEO
	September 2026	Manager, First Nations Engagement
<ul style="list-style-type: none"> <li>Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	Ongoing, review September 2025	Executive Director, People and Culture

## **ACTION 11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	Ongoing, review September 2025	Chief Financial Officer (CFO)
<ul style="list-style-type: none"> <li>Renew our Supply Nation membership.</li> </ul>	September 2025 & 2026	CFO
<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	Ongoing, review September 2025	CFO
<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	September 2025	CFO
<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	Ongoing, review September 2025	CEO

## **ACTION 12 Increase employment pathways for Aboriginal and Torres Strait Islander Peoples in the environmental sector through traineeships and internship placements.**

<b>DELIVERABLE</b>	<b>TIMELINE</b>	<b>RESPONSIBILITY</b>
<ul style="list-style-type: none"> <li>Utilise conservation sector internship programs to support Aboriginal and/or Torres Strait Islander interns within Greening Australia.</li> </ul>	September 2026	CEO
<ul style="list-style-type: none"> <li>Seek support to implement capacity building programs such as training for skills in our sector.</li> </ul>	June 2025	CEO



FCTOA representatives with CSIRO, University of Technology Sydney and Greening Australia staff at a forum in 2024. Photo credit Mad Dog Productions.

## Friendly host to the Fitzroy Catchment Traditional Owners Alliance (FCTOA)

There are 17 Traditional Owner groups connected with the Fitzroy Basin in Central Queensland, the largest river catchment flowing to the Great Barrier Reef.

Land use changes are impacting the health of natural resources and waterways that are of immense cultural significance and value. While each Traditional Owner group advocates for a say in how their lands and waters are managed, they saw that uniting on whole-of-catchment challenges would create a powerful voice for change. The proudly independent Fitzroy Catchment Traditional Owners Alliance (FCTOA) was formed in 2023. The FCTOA comprises two representatives from each of the 17 Traditional Owner groups coming together for two-day forums to make joint decisions, aiming for a minimum of two forums per year. Greening Australia is acting as friendly host to the FCTOA, providing key administrative and coordination support to the working group, forums and funding applications, so the FCTOA has agency on issues we also want to see solved.

Photo credit Fitzroy Basin Association.





# GOVERNANCE

## **ACTION 13 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	Review at monthly RWG meetings	CEO
<ul style="list-style-type: none"> <li>Establish and apply a Terms of Reference for the RWG.</li> </ul>	December 2024	CEO
<ul style="list-style-type: none"> <li>Meet at least four times per year to drive and monitor RAP implementation.</li> </ul>	Quarterly from October 2024 - September 2026	CEO

## **ACTION 14 Provide appropriate support for effective implementation of RAP commitments.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	March 2025 and 2026	CEO
<ul style="list-style-type: none"> <li>Engage senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	Ongoing, review September 2025	CEO

## **ACTION 15 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June annually	CEO
<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.</li> </ul>	1 August annually	CEO
<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September, annually	CEO
<ul style="list-style-type: none"> <li>Report RAP progress to all staff, senior leaders and board quarterly.</li> </ul>	August, November, February, May from 2024 - 2026	CEO
<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	October 2024, 2025 & 2026	CEO



<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	May 2026	CEO
<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	September 2026	CEO

**ACTION 16 Continue our reconciliation journey by developing our next RAP.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's website to begin developing our next RAP.</li> </ul>	February 2026	CEO

**ACTION 17 Maintain and support our Thriving on Country (ToC) Committee, which provides oversight to ensure that Greening Australia's policies and practices regarding First Nations Peoples align with the commitments outlined in our RAP.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Convene four ToC Committee meetings annually to monitor, evaluate, report, and improve our RAP implementation.</li> </ul>	August, November, February, May from 2024 - 2026	CEO
<ul style="list-style-type: none"> <li>Identify opportunities for ToC Committee members to address our staff.</li> </ul>	Ongoing, review September 2025	CEO
<ul style="list-style-type: none"> <li>Incorporate a ToC Committee statement into our Year in Review report.</li> </ul>	November 2024, 2025 and 2026	Executive Director, Engagement
<ul style="list-style-type: none"> <li>Provide an opportunity for a ToC Committee member to address our members.</li> </ul>	November 2024, 2025 and 2026	CEO
<ul style="list-style-type: none"> <li>Communicate feedback from each ToC Committee meeting as a standing item in the Greening Australia Board meeting agenda.</li> </ul>	August, November, February, May from 2024 - 2026	Chair, Thriving on Country Committee

**ACTION 18 Increase understanding and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledges and rights among the Greening Australia Board.**

DELIVERABLE	TIMELINE	RESPONSIBILITY
<ul style="list-style-type: none"> <li>Build knowledge about First Nations protocols, cultures and rights into the broader board skills matrix.</li> </ul>	June 2025	Chair of the board
<ul style="list-style-type: none"> <li>Ensure there is First Nations representation on the board.</li> </ul>	Ongoing, review September 2025	Chair of the board











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