

BANBAI

WHOLE OF COUNTRY PLAN

2023 - 2033



Banbai Rangers (Lesley Patterson, Kane Patterson, Dominic Cutmore and Tremane Patterson) and Guyra Local Aboriginal Land Council (Pauline Ale) with Michelle McKemey and Malcolm Ridges



Our Vision for Banbai Country is a place that our Ancestors would recognise, where we can come together, teach our kids, and look after all of the things that are important to us.



Banbai Community Ownership

The Banbai community asserts our ownership of any of our knowledge, data, information and materials as intellectual property or Indigenous Cultural Intellectual Property, which have been shared in this plan.

Artwork – Banbai Vision

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Executive Summary

The Banbai Nation are mountain people whose Country runs along the top of the Great Dividing Range and the eastern fall Country near Guyra, northern NSW. We are a small and proud nation, who own Wattleridge, the first Indigenous Protected Area (IPA) to be declared in NSW (in June 2001) and also Tarriwa Kurrukun IPA (dedicated June 2009). We have been caring for Country on our IPAs for several decades, and we also wish to look after our cultural and natural values across all of the land that falls under the traditional territory of the Banbai Nation. To do this, we have partnered with the Natural Resources Commission and our key stakeholders here on Banbai Country. We have developed the *Banbai Whole of Country Plan*, which takes an Aboriginal-led, tenure-blind approach to planning caring for Country activities across all of Banbai Country. Our Plan is centred on Banbai Country and culture; it is ethical, inclusive, decolonising, process-based, relationship-strengthening, long-term and dynamic.

We hope to change the way plans are made between Indigenous groups and government. Our Plan expresses our aspirations as Banbai people and illustrates how government and stakeholders can work with us, both through existing programs and through identifying the gaps where important actions are not currently funded. It is our responsibility to respect and honour Country and all things in it, and to keep our culture healthy. Everything on Banbai Country is significant to us and needs to be looked after and cared for. Everything is connected on Country, we know this from our teachings, stories, bio-cultural indicators and being on Country and watching these relationships.

PART 1: The On-Country Planning Pilot and our Banbai journey

The Natural Resources Commission of NSW (NRC) supported Guyra Local Aboriginal Land Council (Guyra LALC) to develop the *Banbai Whole of Country Plan*, through the On-Country Planning Pilot. The Commission promotes Country-based planning and management to enable greater Aboriginal rights and to protect Aboriginal people's cultural and intellectual property. Though this project, the NRC aimed to support the delivery of a Country-based investment plan that identified and targeted Banbai values that can attract public and private investment. Th is plan will help Banbai people to manage our Country and cultural values and determine how we do business with investment partners. The pilot showcases how Aboriginal knowledge and practice can be used as a critical input to support decision-making for policy and improved natural resource management outcomes. It is a case study that can be used by others to inform work in other places.

The methodology for this *On-Country Planning Pilot* included:

- On-Country administration and governance was established
- Project management systems and processes were set up, including workplans, an agreement about Aboriginal intellectual property and ownership of the outputs, a communication strategy and regular project meetings
- The Pilot was implemented in line with the plan and partners, including six workshops ranging from small and intimate workshops with Banbai participants and selected facilitators, to on-Country workshops with a large group of invited stakeholders
- The *Banbai Whole of Country Plan* (Part 2) was delivered, including opportunities to invest (Part 3)
- An artwork, film and digital and hardcopy plan were delivered as part of the project.

The most critical part of the process was for Banbai to envision the future that we want for ourselves and our children, to express this vision, and to share it with our partners. This forms the essence of the *Banbai Whole of Country Plan*, which is then built upon through relationships with stakeholders, identifying opportunities that support the Banbai Vision, and developing an implementation and investment plan to guide stakeholders in ways that they can empower Banbai to realise our vision. For some government agencies, this may require a reimagining of the way that they do business, and a transition to a new way of working with Aboriginal groups.

To share this process, we asked stakeholders to engage emotionally with the Banbai vision, to 'get out of their heads and into their hearts'.

PART 2: Banbai Whole of Country Plan

The *Banbai Whole of Country Plan 2023-2033* is a ten-year, living plan that was developed by the Banbai Nation to guide future activities. It is a way to share with key stakeholders the opportunities to work together and support each other, in a culturally appropriate way. The development and implementation of the Plan was led by the Banbai Aboriginal Nation with support from specialists and government, generated 'on-Country' within the Banbai traditional lands, and from a 'whole-of-Country' (tenure-blind) perspective. The Plan aims to achieve the Banbai Vision for our People and Country, while also working together to look after the values that make Australia special.

Banbai Vision Statement: Our Vision for Banbai Country is a place that our Ancestors would recognise, where we can come together, teach our kids and look after all of the things that are important to us.

PART 3: Investment and Implementation Plan

Through a series of workshops, Banbai identified several themes that our Whole of Country Plan depends upon. For each of these themes, we have identified key stakeholders that have an important role in enabling us to achieve our Vision through these themes. In Part 3, we describe our aspirations for Relationships and Opportunities; a 10-year Investment Plan; and identify Cultural Outcomes, Actions and Indicators.

How to read this Plan

While each part of this document can be read as a standalone document, it is presented here as a three-part narrative. We suggest that you go straight to Part 3 if you are interested in how you could support Banbai over the next 10 years. If you would like to know more about who we are and why we do what we do, please read Part 2. If you are an Aboriginal community who would like to prepare your own Whole of Country Plan, you will find some useful information in Part 1.



Contents

| | |
|---|-----------|
| PART 1 – The On-Country Planning Pilot and Banbai journey | 7 |
| A. Background | 7 |
| B. Development of this Plan | 9 |
| C. Governance and Stakeholders | 11 |
| D. Methods | 13 |
| E. Developing a Vision and linking it to the Banbai Whole of Country Plan | 15 |
| PART 2 – Banbai Whole of Country Plan | 28 |
| A. Banbai Welcome to Country | 28 |
| B. Purpose of this Plan | 29 |
| C. Principles Guiding the Plan | 31 |
| D. Map | 34 |
| E. Banbai Vision Statement | 37 |
| PART 3 – Investment and Implementation Plan | 49 |
| A. Relationships and Opportunities | 49 |
| B. Investment Plan: 2024 – 2034 | 51 |
| B.1 Short-term: 2024 | 53 |
| B.2 Medium-term: 2025 – 2027 | 55 |
| B.3 Long-term: 2027 – 2033 | 58 |
| C. Identified Cultural Outcomes, Actions and Indicators | 60 |
| D. Stakeholder Relationships and Opportunities (Appendix 1) | 67 |
| Acknowledgements | 74 |
| References | 75 |

PART 1

The On-Country Planning Pilot and Banbai journey

A. Background

Increasing global recognition of the value of Indigenous land management (Australian Human Rights Commission 2024) has spurred action to empower Indigenous communities to revitalise their connections to Country. However appropriate processes to work together are still evolving (Moggridge 2020; Woodward et al. 2020; Chapple et al. 2022; McKemey et al. 2022; Campion et al. 2023; IPCA Knowledge Basket 2024). Country (a term used by Aboriginal peoples to refer to the land to which they belong and their place of Dreaming) can be used effectively as the basis of planning and management approaches for lands and waters (Natural Resources Commission 2023a). These approaches enable Aboriginal groups to express their own vision, values, strategies and actions for their Country, irrespective of the various legislation, land ownership and other constraints imposed since European arrival. It can be a powerful tool to engage with government, land holders and others to build partnerships to achieve this vision. Evidence demonstrates that the ability to own, access and undertake practices on Country is essential to sustaining and improving the wellbeing of Aboriginal peoples and delivering the benefits that cultural practices bring to the land.

This was recognised in Closing the Gap targets to increase Aboriginal and Torres Strait Islander people's legal rights or interests to their lands and waters (Department of the Prime Minister and Cabinet 2020; NSW Government 2022). However, in 2024, an Australian Government report (Productivity Commission 2024) found that governments have largely not fulfilled their commitments under the National Agreement on Closing the Gap. The report made four recommendations to government: share power; recognise and support Indigenous Data Sovereignty; fundamentally rethink mainstream government systems and culture; and implement stronger accountability. Sharing power with Aboriginal and Torres Strait Islander people to make decisions about their communities lies at the heart of what governments committed to, but the Commission found evidence of a failure to relinquish power and the persistence of 'government knows best' thinking. The report found that progress is unlikely unless government organisations fundamentally rethink their systems, culture and ways of working (Productivity Commission 2024). This collaborative *Banbai On-Country Planning Pilot* represents a novel effort to achieve a better way of working together.



'The Banbai Whole of Country Plan is about connection to culture and making a sustainable future for our kids. We have a past to look back on, when our Elders worked hard to get our Country back. We want this plan to help us to look forward so that our kids know what we want for them. We are building on our past and this helps us to guide our future' – Kane Patterson, Banbai Ranger (23/04/2024)

'The Banbai Whole of Country Plan was a way for the land council to focus more on culture and get out on our land more. It is opening up opportunities and funding, and helping us to get our name out there. By bringing all the stakeholders together it shows that they think Banbai and Guyra Land Council are worth investing in. It helps us to build up our reputation and it shows how committed we are to Country and culture'

– Pauline Ale, Guyra Local Aboriginal Land Council CEO and Banbai Elder (23/04/2024).

B. Development of this Plan

The development of this *Banbai Whole of Country Plan* was supported by the Natural Resources Commission of NSW (NRC) through their *On-Country Planning Pilot*. The NRC promotes Country-based planning and management approaches to enable greater Aboriginal rights and interests in ways that protect Aboriginal people's cultural and intellectual property.



'This project is important as part of the reconciliation process, it's part of paying respect to the depth and length of knowledge that First Nations have in Australia. There's a huge recognition happening around the world of the importance and value of traditional owners, First Nations people contributing their knowledge and helping look after Country. Some of the best parts of our natural world left globally are managed by Indigenous peoples. And there's a growing acknowledgement that that's not just important

for the territories that they manage, but for the wider landscape as well... There's a lot to learn from cultures that have been managing land, water, natural resources for thousands of years. There are now a series of global targets where the overarching goal is about people living in harmony with nature.'

– Peter Cochrane, Assistant Commissioner of the Natural Resources Commission (27/04/2023).

Our *Banbai Whole of Country Plan* aims to develop a new way to do things, and to demonstrate a process where Aboriginal People and our Country are considered first and foremost, and then the priorities of governments are linked to the needs of People and Country. This plan does not seek to be like a government plan, it aims to put Aboriginal ways of 'knowing' and 'doing' in the driver's seat. It takes a holistic view, encompassing the full cultural landscape, from our Banbai perspective. It aims to challenge the status quo, to decolonise planning and management, and to empower Banbai people. Specifically, the Guyra Local Aboriginal Land Council (Guyra LALC) was supported by the NRC to develop a 10-year Country Plan which includes:

- A vision
- Principles for on-Country planning
- Identified cultural outcomes, actions and indicators
- Roles and responsibilities
- Investment plan
- Monitoring, review and reporting.



'This is a whole of Country plan for Banbai Country, led by Aboriginal people. How do we then fit others into the on-Country plan? It is not about how Aboriginal planning fits into other plans. The NRC is trying to light a spark to encourage government agencies and others to get involved'

– Bryce Wilde, Executive Director of the New South Wales Natural Resources Commission (27/04/2023).

Through this project, the NRC aimed to support delivery of a Country-based investment plan that identified and targeted Banbai values that can attract public and private investment. This plan will help to pro-actively address Banbai people's aspirations to manage our Country and cultural values, and determine how we do business with investment partners. The pilot showcases how Aboriginal knowledge and practice can be used as a critical input to support decision making for policy and improved natural resource management outcomes. It provides an example that can be further applied or scaled-up in the region or other areas of NSW (Natural Resources Commission 2023a).

'Learning culture will help the future generations look after their country'

– Dominic Cutmore, Banbai Ranger (23/04/2024).

'This has given us the opportunity to go on Country that we have never been able to see, that has been locked up to us before'

– Lesley Patterson, Banbai Elder and Ranger (23/04/2024).

C. Governance and Stakeholders

Many agencies, organisations and individuals came together to support the development of the *Banbai Whole of Country Plan* (Table 1). The development of the project was supported by a Governance Charter for the On-Country Planning Pilot which included an Agency Coordination Group (Natural Resources Commission 2023b).

Table 1: Stakeholders and participants

| | |
|--|---|
| Guyra Local Aboriginal Land Council | Banbai Traditional Owners |
| NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) | Consultants, including Melaleuca Environmental and cultural heritage advisors |
| NSW Aboriginal Land Council (NSWALC) | Kowa Collaboration |
| National Indigenous Australians Agency (NIAA) | Country Needs People |
| Natural Resources Commission (NRC)* | Biodiversity Conservation Trust (BCT) |
| Northern Tablelands Local Land Services (LLS) | Southern New England Land Care (SNELC) |
| Local Land Services (State-wide Programs) * | Private landholders |
| National Parks and Wildlife Service (NPWS)* | Orange Compass |
| Forestry Corporation NSW* | Lumea Transgrid Group |
| Rural Fire Service (RFS) | Aboriginal Affairs NSW* |
| Private enterprise, including Verso and Porter Novelli | Transport for NSW |

* Agency Coordination Group member



‘The Natural Resources Commission is excited to work with Banbai Rangers, particularly because of the strong leadership within Banbai and their connection to Country... This whole of Country plan will be successful; it will bring in private landholders, public land managers, other investors to work with and led by Banbai, to identify and improve healthy Country, healthy community. This will then spark across the whole state for our other Aboriginal groups to come on board and develop up their own Country plans, and for that to be led by Aboriginal people and then governments and community can then follow and be a part of their Country plans rather than the other way around. This is different to a plan developed by the government because, firstly, it’s Aboriginal-led. Secondly, it’s defined and scoped and scaled by Banbai. So, it’s not by white man government’s boundaries. It’s not by our silos. It’s not a national parks plan or a state forest plan, or an NRC plan. It is a community plan. And from that, they’re the key facets, which make it very different and really demonstrate that there’s integrity for Country here. And that’s what we’re interested in supporting’

– Bryce Wilde, Executive Director of the New South Wales Natural Resources Commission (27/04/2023).

‘Aboriginal Affairs NSW has supported the partnership between Banbai and the Natural Resources Commission since 2019 – through the Black Summer Bushfires. We were there for the post-fire cultural values assessment that was undertaken through the Forest Monitoring and Improvement Program and that work taught us that Aboriginal leadership can support community leadership, economic development and cultural practice. It also offers a new way of thinking about our future, and for managing the natural and cultural assets of NSW in the face of climate change, and other challenges like biosecurity and invasive species. The Banbai Whole of Country project has taken up that challenge and takes this work in NSW to a new level. It has relied on the generosity of Banbai people during some challenging times and their work is commendable. I am grateful to the NRC and Banbai for the opportunity to work together with them for a resilient landscape where people, plants and animals can thrive for many generations to come’

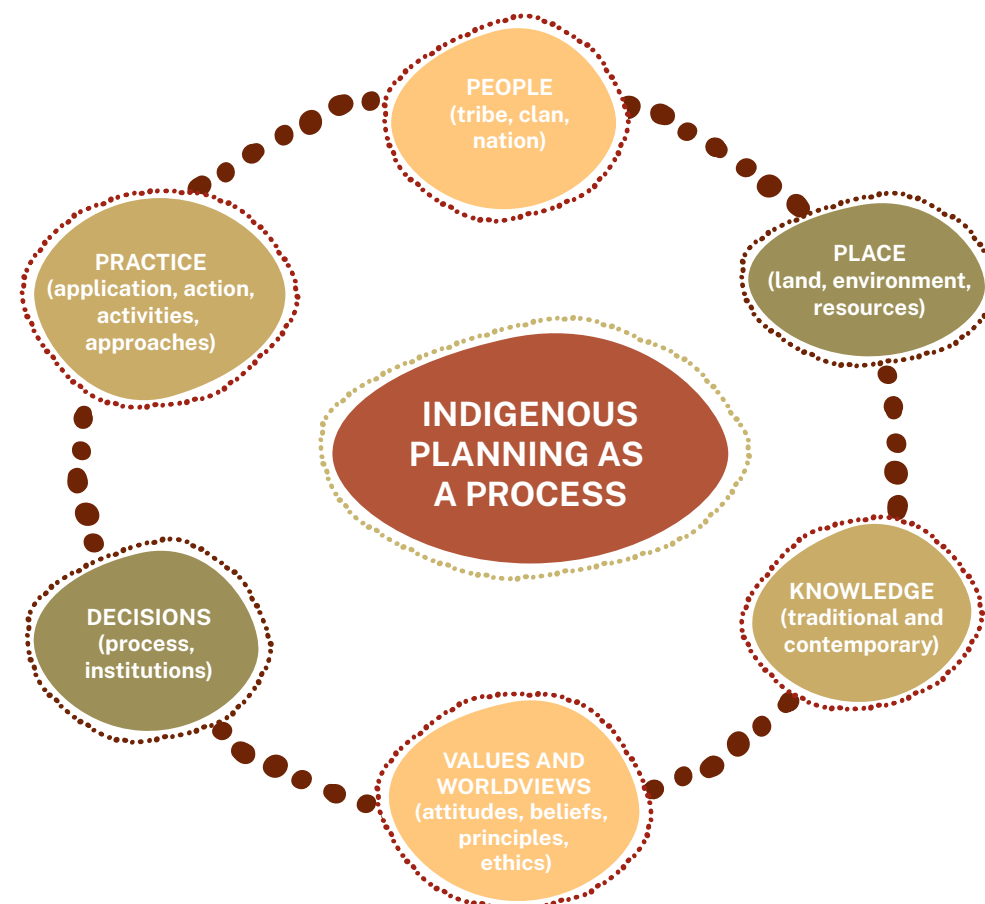
– Andrew Stanton, Manager Economic Policy, Aboriginal Affairs NSW (27/04/2023).

D. Methods

The methodology for this On-Country planning pilot included:

- On-Country administration and governance was established
- Project management systems and processes were set up, including workplans, an agreement about Aboriginal intellectual property and ownership of the outputs, a communication strategy and regular project meetings
- The Pilot was implemented in line with the plan and partners, including six workshops ranging from small and intimate workshops with Banbai participants and selected facilitators, to on-Country workshops with a large group of invited stakeholders
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- An artwork, film and digital and hardcopy plan were delivered as part of the project.

Figure 1: Indigenous planning as a process, from Matunga (2013: p. 15)



As discussed further in Part 2, the guiding principles for the *Banbai Whole of Country Plan* include being Banbai-led, on-Country, values-based, place-based and using decolonising methods. This type of planning process (Figure 1) is described by Matunga (2013: pp 14-15) as:

‘Indigenous planning is in one sense a process, approach, or indeed activity that links specific Indigenous communities to defined ancestral places, environments, and resources. While this connection provides both the biological and spatial foundation for Indigenous planning, all attendant cultural, social, economic, even political threats and opportunities arising from this connection come firmly within its purview. It uses Indigenous (and other) knowledge, both traditional and contemporary, to make decisions highly contextual to that community, located within its worldview, set of beliefs and values system, how it sees itself and its future. Clarity of logic or rationale between decisions and specific actions and activities is critical. Ultimately the test is whether the action or activity leads to an enhanced state of well-being of/for the Indigenous community concerned, or indeed undermines pursuit of that goal.’

E. Developing a Vision and linking it to the *Banbai Whole of Country Plan*

The most important part of this process was developing a Vision for our people and Country. We spent many hours envisioning the future that we want for ourselves and our children, working out how to express this vision, and sharing it with our partners. This forms the essence of the *Banbai Whole of Country Plan*, and was built upon with stakeholders when identifying opportunities that support the Banbai Vision, and developing an implementation and investment plan to guide stakeholders in ways that they can empower Banbai to realise our vision. For some government agencies, this may require a reimagining of the way that they do business, and a transition to a new way of working with Aboriginal groups. To share this process, we asked stakeholders to engage emotionally with the Banbai vision, to ‘get out of their heads and into their hearts’.



‘Management plans are totally different to Country. They are in your head but if you go out on Country, you feel the Country, you live it. On a management plan, people just look straight at the plan but if you go out on Country, you look everywhere’

- Pauline Ale, Banbai Elder and Guyra LALC CEO (15/12/2023).



Developing the Vision on Country

‘You’ve got to be on Country to feel Country, you know? If you sit down and close your eyes and listen to Country, maybe then you’ll know what I’m talking about’

- Lesley Patterson, Banbai Elder and Ranger (22/08/2023).

During on-Country workshops, Banbai people spent time with DCCEEW NSW cultural scientist Mal Ridges developing our Vision. Michelle McKemey provided support, and David Waugh filmed the process and interviewed the participants. The workshops provided an organic process for the Banbai rangers, Guyra LALC members and children to ruminate on our connection to Country, and our long-term vision for our Country and culture. Many contemporary land management plans add cultural values and outcomes in a piecemeal way to their western scientific frameworks, and this usually reflects a failure to engage effectively with First Nations people. The Banbai approach turns this around so that Banbai values are the main driver for management planning.

‘The goal of this plan is to envision the future for this Country, what does the future of culture look like for Banbai?... For culture to thrive, it needs to be awakened, and through a vision we can understand what building a future looks like’

- Mal Ridges, Department of Climate Change, Energy, the Environment and Water (DCCEEW), (27/04/2023).



'We're doing a Banbai Vision for Country. So, we'll sit down and talk about our visions and what we want to achieve, and put it down on butcher's paper to be able to live it and to see it, how we want to see Country and how we want to bring it back to life as well'

- Tremane Patterson, Banbai Ranger (22/08/2023).

Developing the Vision is about connecting with feelings. We want people to talk about things like what made them cry tears of joy and tears of sorrow. It is about engaging in heart activities - mind activities can come later.



'Cultural science is how we support Aboriginal people and culture to become more involved with land management. We've been developing this idea of preparing a vision, but not a vision as a statement, a vision as an illustration and a drawing that captures Banbai people's vision for the future.

As we start preparing a land and sea plan or a Country plan, and thinking about all of Country as a whole, how do we support Banbai to imagine that future? How do they draw it and how do they prepare something that can be for the future generations to look at?

So, there is a little bit of a science in the way that you help people have a conversation that's very organic and start to have conversations about things that are really inspiring them and really get them to start visualizing the future. You can do that and then they start to draw it, it becomes something that other people can see and then their kids can see it and the grandkids can pick up and actually do it'

- Mal Ridges (22/08/2023).

'We started by closing our eyes and imagining what is on Country. We took a while to start drawing things but the kids didn't hesitate to draw what they want to see on Country. Now the butcher's paper is full, and colourful, it represents so much for us. This Vision will continue to grow as we add to it, and keep it as a living document. This document helps us talk to our kids about what we want for their future'

- Tremane Patterson (22/08/2023).

'Wattleridge is like family: it's a family place, this Country... It's important to ask the children what they want for the future. But we hardly ever do that. Visioning and strategy are usually done in an office, by older people on behalf of children without realising it, but you are doing it here on Country with the kids involved. That's really significant'



How do you feel on Banbai Country?

During the large workshop on Country at Wattleridge IPA in September 2023, we shared our Vision with key stakeholders and asked them to express how they feel when they are on our Country. We think the workshop photos show the feelings that people expressed that day. By connecting to people's hearts, we hope to express the deep sharing and caring culture that Aboriginal people have for each other and our Country.

For the people involved in the development of the plan, asking them about their feelings was a way of getting people engaged in their feelings. At the workshop there was a lot of emotion expressed, there were people in tears. The vision has gone from just a few Banbai people to everyone who was there being a part of it, engaged in it, connected to it.

We aim to bring the mind, heart and spirit into the whole space. Not just the mind. This gets people out of their heads. A scientific plan has no feeling in it. Using the cultural way, we have to engage with our feelings, this is what is different about a cultural plan versus a management plan. A management plan is all head stuff, these types of plans tend to dominate. There are no words in the artwork because it is not about the mind. When the kids get up to speak without shame, before they get up they have to have courage. Courage is part of how they feel. This plan will only work if everyone engages, if everyone connects to it.

'My mum used to say when her uncles were troubled, they would go out into the bush. These days it is a whole different world but it is still important just to go out on Country and sit, and be calm'

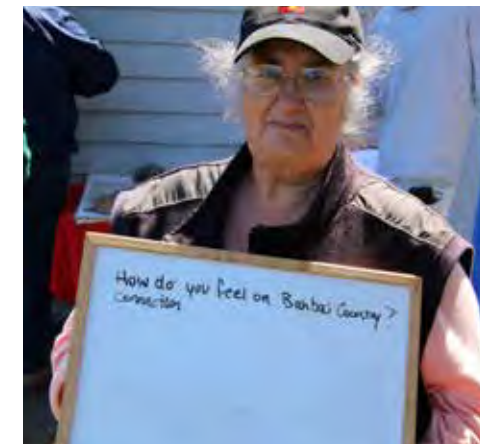
– Pauline Ale (15/12/2023).

'What you are doing for the broader community is really significant. Not all the landholders will change overnight, but by putting this stuff out there, you are helping them to change. Change doesn't happen through words, it happens through changing the way they feel'

– Mal Ridges (15/12/23).

'I'm glad that landholders are starting to work with us. Approaching one person at a time, changing their mind, help to overcome the false information that has been drummed into their head for a long time. Even if you are not Indigenous, you are still from this land. Take a bit of pride in the Indigenous history of this place. We are all here together, it is not us and them' – Dominic Cutmore, Banbai Ranger (15/12/23).





Why is the Banbai Vision important?

'It's important [for Banbai to develop a Vision] because a lot of the work we do, and we talk about Aboriginal people and culture, we tend to talk about in the past tense. And yet if we talk about living culture—living culture as a living thing— it is around tomorrow. So, living culture has to have a future and for it to have that future, how do we imagine that future? How do Banbai people imagine that future? By having these conversations and doing these activities, you help create that future.

So much of the vision we have for the landscape hasn't been really contributed to by Aboriginal people. This process is really enabling Aboriginal people to create a vision that can go with all the other visions we have for the landscape.

And it's an inspiring vision. This is a vision that has people doing culture in the landscape, so that living culture becomes part of the landscape. This is something that enriches all the other visions we have that drives all the other policy in environmental management.

It's not this separation between people and nature, it's people in nature. And that's what Aboriginal people really bring. They bring this rich vision of people and nature being together.

What this can potentially do is show that there's a method that can be worked through. The kinds of activities that Banbai are doing are activities that all Aboriginal communities can do. And it's just a process to help enrich and put flesh onto those visions.

Because all those visions will be different for different people's Country. What it is for Banbai will be different from Gamilaroi, for Wiradjuri, it'll all be different, but those visions that are each done by those different nations then become visions that integrate with all the other environmental management in different places. Because all the environmental management has to be different too. It's a method that can be picked up and followed and adapted for others'

– Mal Ridges (22/08/2023).



How does the Banbai Vision relate to the work of government and other stakeholders?

'Come join our vision, the pathway is for everyone'

– Lesley Patterson (15/9/23).

'For the Banbai's partners and stakeholders, we need to get a sense from the Banbai on what their vision for Country looks like, and then how can we help that process' – Mal Ridges (27/04/2023).

'It is both ways: we are here together in this Country and I think if we can benefit from one another and stop thinking like it is "us and them". We're all here. We're all one people. We're all trying to achieve the same thing. You know, why not band together and try to achieve that for future generations? Because at the end of the day, if we're going to divide ourselves into groups then, we'll never go anywhere, we'll never grow as a people' – Dominic Cutmore (20/11/23).

'It's good to look at relationships and how to grow them, it's not just about giving funding and that's it, there is an opportunity to be a part of something that evolves and continues. Developing an economy based on Country, kinship and reciprocity. What is the relationship and how does it grow?' – Oliver Costello (27/4/2023).

Government

'For an Aboriginal community who may have water people coming, talking to them not one day, and then the next day there's vegetation people and then the next day there's someone from Aboriginal housing and the next day after that it might be someone from Heritage. And that's confusing for Aboriginal communities.'

So, the idea of turning the problem around rather than being reactive to individual parts of government, how do they create a vision so that all the different parts of government can say how they contribute to their vision? And that's the science problem for us. That's the research problem.

The idea of creating these visions is that it creates a point of focus for all the different government departments to realize how they contribute rather than being silo-ed on their individual areas.

To have that Aboriginal-led way or what we call a cultural science way is a very organic process. And it's all around this idea of yarning. Yarning is an unstructured conversation. It's about being on Country first and foremost. And you let that Country, that day guide you.'

– Mal Ridges (22/08/2023).

'Being at Wattleridge with the Banbai, I feel a focus on connectedness, mental health and wellbeing. NPWS share the values in your vision and there are lots of opportunities to work together moving forward'

– Mick Lieberman, NPWS (14/9/2023).

'Being able to contribute and commit to this is a nice way to be involved in something positive'

– Kelvin Allen, Aboriginal Affairs NSW (14/9/2023).



Private landholders and Landcare

'For non-Indigenous people, fear and shame are big hurdles to get past'

– Mal Ridges (15/12/23).

'Aboriginal people want to access private land, to share cultural burning expertise, and to care for and manage Country. We don't want to "take" the land, or "claim it". It's important that we share knowledge with each other. The younger generations are changing – for the better. Their attitudes are changing to a more positive view around heritage. We still have a long way to go, but we have come a long way also'

– Lesley Patterson (28/4/2023).



'Being a part of this process out here on Country, it's like dropping a stone in the pond and watching the ripples expand outward, connecting everyone' –

Aggie Seilor, private landholder (14/9/2023).

'From the Landcare perspective, it is great to include all of Banbai Country, including private land. There are endless possibilities to

build on these connections, and it is great to see a living document'

– Struan Ferguson, Landcare (14/9/2023).

'A shift in culture and engagement will be a challenge, fear is a factor from a private land holder's point of view. We need to build trust and relationships, this is how we will move forward for all Australians. An "open heart and open gate" approach will give the greatest leverage. A cultural shift is needed. There are many trickle-down benefits of being on Country' – Aggie Seilor, private landholder (14/9/2023).

'We are all Australian, this is all of our history'

– Elizabeth Rosser, Landcare (15/9/2023).

'There is no way for us to right the wrongs of the past. It is time for truth telling. We need to focus on our love of the landscape. We all love our Country. Healthy communities lead to healthy landscapes. Landcare can support Banbai to connect and work together with landholders'

– Struan Ferguson, Landcare (15/9/2023).

Linking the Vision to the *Banbai Whole of Country Plan*

The *Banbai Whole of Country Plan* helps to link our Vision to what stakeholders could do and allows us Banbai mob to communicate to them ‘this is what we need from you’. We feel that it helps to build relationships with stakeholders over the long-term and guides them to tailor their programs to the needs of the Banbai Plan into the future.

For each stakeholder, we have identified themes and long-term support that the stakeholder could provide to assist us in the implementation of the *Banbai Whole of Country Plan*. Rather than focussing on short-term and limited grant or project opportunities, the Plan focusses on long-term priorities that will help Banbai to achieve our Vision.

This information was collated into a 1-page document for each stakeholder and shared with them through the September workshop. Following the workshop, we shared the draft *Banbai Whole of Country Plan* with the Agency Coordination Group, who provided feedback on the draft plan and how they saw their role in it. We then finalised the *Banbai Whole of Country Plan* and shared it with all our stakeholders and the broader community at a day of celebration at Wattleridge IPA during May 2024.

PART 2

Banbai Whole of Country Plan

A. Banbai Welcome to Country

Thainburra una burranyen ngaia nyam ngenda dunga nguralami

The members of the Banbai Nation would like to welcome you to learn about our Country. This land was walked upon, played upon & hunted upon by our ancestors. As an act of remembrance, honour and loyalty to our ancestors, we ask that you take a moment to remember them.

We welcome people to Banbai Country because the continent of Australia is made up of hundreds of Aboriginal Nations. When you come to Banbai Country, we want to protect you and look after you, we might use a smoking ceremony protect you from bad spirits. It's an act of respect, to you as a visitor to our Country, and to the spirits of our Country, to introduce you to them.





B. Purpose of this Plan

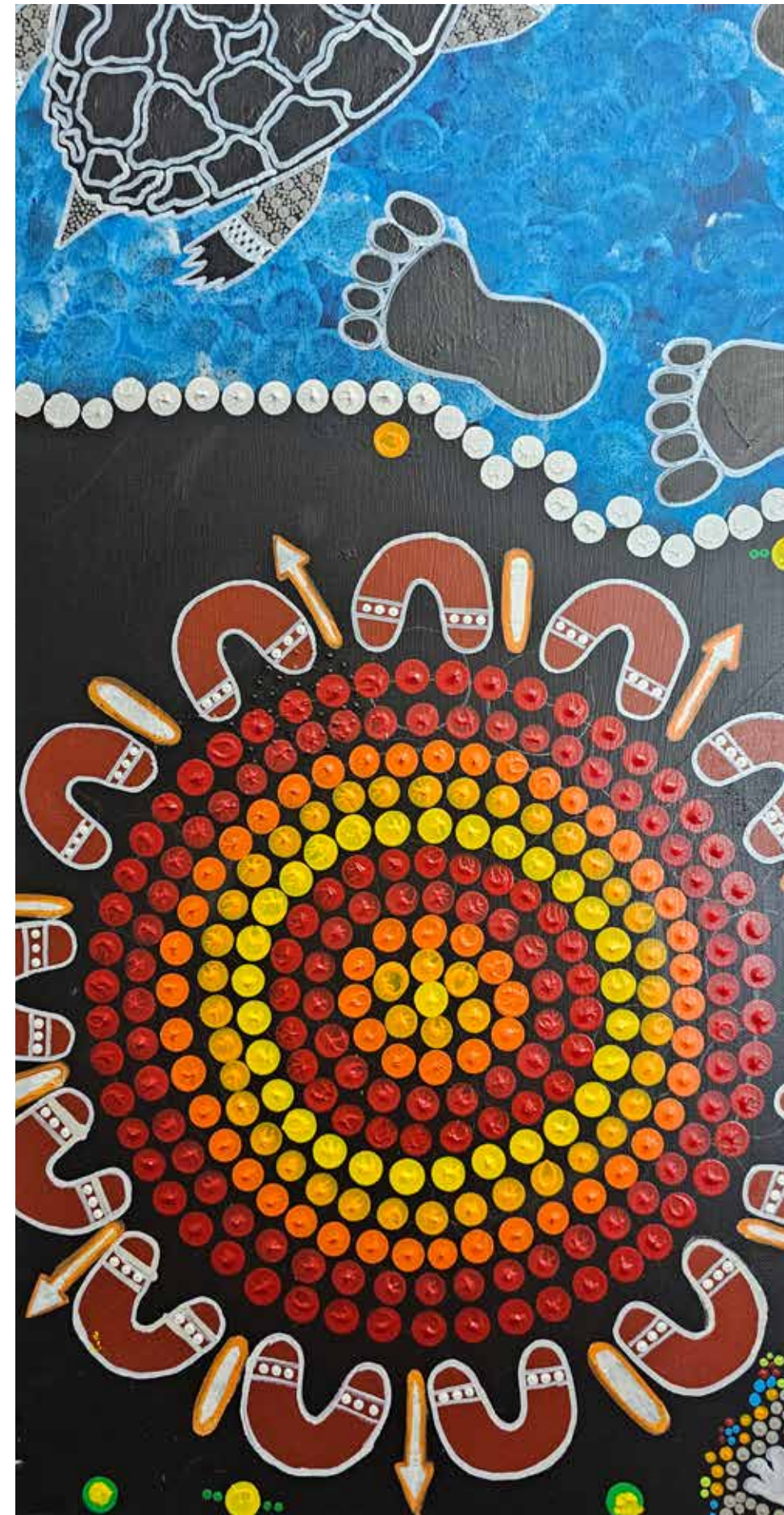
The *Banbai Whole of Country Plan 2023-2033* is a ten-year, living plan that has been developed by the Banbai Nation to guide future activities, and to share with key stakeholders the opportunities to work together and support each other, in a culturally appropriate way.

'All our partners, the day they came out here, a majority of them had a feeling, a special feeling, and understood why we need to be on Country, and why we need to protect it, because our ancestors are here, their knowledge is still on Wattleridge. And we need to keep it alive, keep it protected, and the way they can do that is to come out on Country a bit more. Sit down, close your eyes, listen to the wind, the birds, even the frogs... It hits your spirit, it makes your spirit come alive. You're looking at rare and beautiful things... Just talk to Country, listen to Country'

- Lesley Patterson, Banbai Elder and Ranger (22/08/2023).

'What we want to achieve with stakeholders is to have a 10-year working plan with them to be able to get us out there, promote us a bit more and teach about Banbai and the culture as well. We can build that relationship over a long period of time and hopefully keep that going. It's a good opportunity, it's a good way for us to be able to support and promote each other. To be able to work together and have that good relationship, which I know we will, because all the people are keen, they're interested in what we want to do. So hopefully we can build that relationship over a good, solid 10 years.'

- Tremane Patterson, Banbai Ranger (22/08/2023).



C. Principles Guiding the Plan

1. Banbai-led.
2. Whole of Country
 - Tenure blind (enabled through collaboration and cooperation with land owners and managers across Country)
 - Using decolonising methodologies.
3. Centred on Banbai Country and culture
 - Driven by looking after Country which in turn, looks after people
 - Celebrating place-based Indigenous knowledge systems
 - Workshops on Country – sharing Banbai Country and values
 - Connecting with thoughts and feelings on Country- ‘modes of care’
 - Sharing and caring culture- expressing this to stakeholders. Listening, sharing, seeing, feeling
 - Understanding the work that Banbai rangers do. Grounded on Country.
4. Values-based: respect, responsibility, reciprocity, reconciliation, integrity, trust, equity, open dialogue and long-term ethical relationships.
5. Working together
 - Strengthening partnerships to support each other
 - Revolutionising how Aboriginal groups, government agencies and everyone in between work together
 - Accountability within and across government agencies that support this plan
 - Opening dialogue: let’s have a conversation about what we can achieve together, starting from the beginning of the project.
6. Process over outcomes
 - Ensuring that good processes are used to open conversations, listen to each other and work together to navigate opportunities and challenges in a fair and equitable way
 - When there are good long-term processes, relationships and resources in place, the outcomes will follow.

7. Driven by the Banbai Vision
 - Healthy Country
 - Being on Country
 - Future generations.
8. Aligning priorities for long-term outcomes
 - Strengthening culture, keeping stories alive and knowledge strong
 - Living on Country, earning a living on Country, creating employment for Banbai people.
9. Challenges
 - Various levels of engagement with stakeholders
 - Various levels of support
 - Lack of understanding
 - Different perspectives
 - Actions not always following words
 - Dominant narrative derived from colonialism .
10. We are all Australian
 - This is all of our history
 - We all love our Country.

‘We can’t be divided here, we’re in this Country together. We need to come together, or we are going to fall apart. Together we stand, divided we fall’

– Dominic Cutmore, 20/11/23.

‘We are all Australian, this is all of our history’

– Elizabeth Rosser, 15/9/2023, Landcare.



D. Map

In this section Banbai people discuss how we think about our Country, and our relationship with others. The area which includes Banbai Country does not necessarily have clearly defined boundaries and has been interpreted in various ways. The AustLang website, which is published by The Australian Institute of Aboriginal and Torres Strait Islander Studies provides information about Aboriginal and Torres Strait Islander languages, assembled from a number of referenced sources. For language E8: Baanbay (Banbai), AustLang provided the following location information: 'Guyra, Ben Lomond, Wollomombi, and Kookarabooka (Kookabookra) (Mathews 1903)... around Wollomombi, Oban, Ben Lomond and the catchment area of the Boyd and Mitchell River systems generally (Crowley 1976) ... area embracing Ben Lomond, Glencoe, Marowan, Mt. Mitchell and Kookabookra (MacPherson 1903)' (AIATSIS 2021).

The anthropologist Norman Tindale, in his book *Aboriginal tribes of Australia: their terrain, environmental controls, distribution, limits, and proper names* defined Baanbay (Banbai) Country as the red area in Figure 2 (Tindale 1974). This information is often used by government agencies to define Banbai Country for us. In his description of the languages of New England Aboriginal peoples, Crowley (1976) provided the area shown as the dashed grey line in Figure 2 as the territory of the Banbai People (Figure 2). These interpretations by non-Aboriginal 'experts' have at times caused problems and difficulty for Indigenous people, including ourselves and our neighbouring groups.

For example, the administrative area of the Guyra Local Aboriginal Land Council which was generally based on local government boundaries determined by colonial governments, is shown as the blue outline in Figure 2. The Guyra LALC area does not align with Banbai Country, and Guyra LALC may also encompass Gamilaroi/Gomeroi and possibly Anaiwan Country. Based on the understanding of contemporary Banbai Traditional Owners, the western portion of Guyra LALC area is understood to be Gamilaroi/Gomeroi Country.

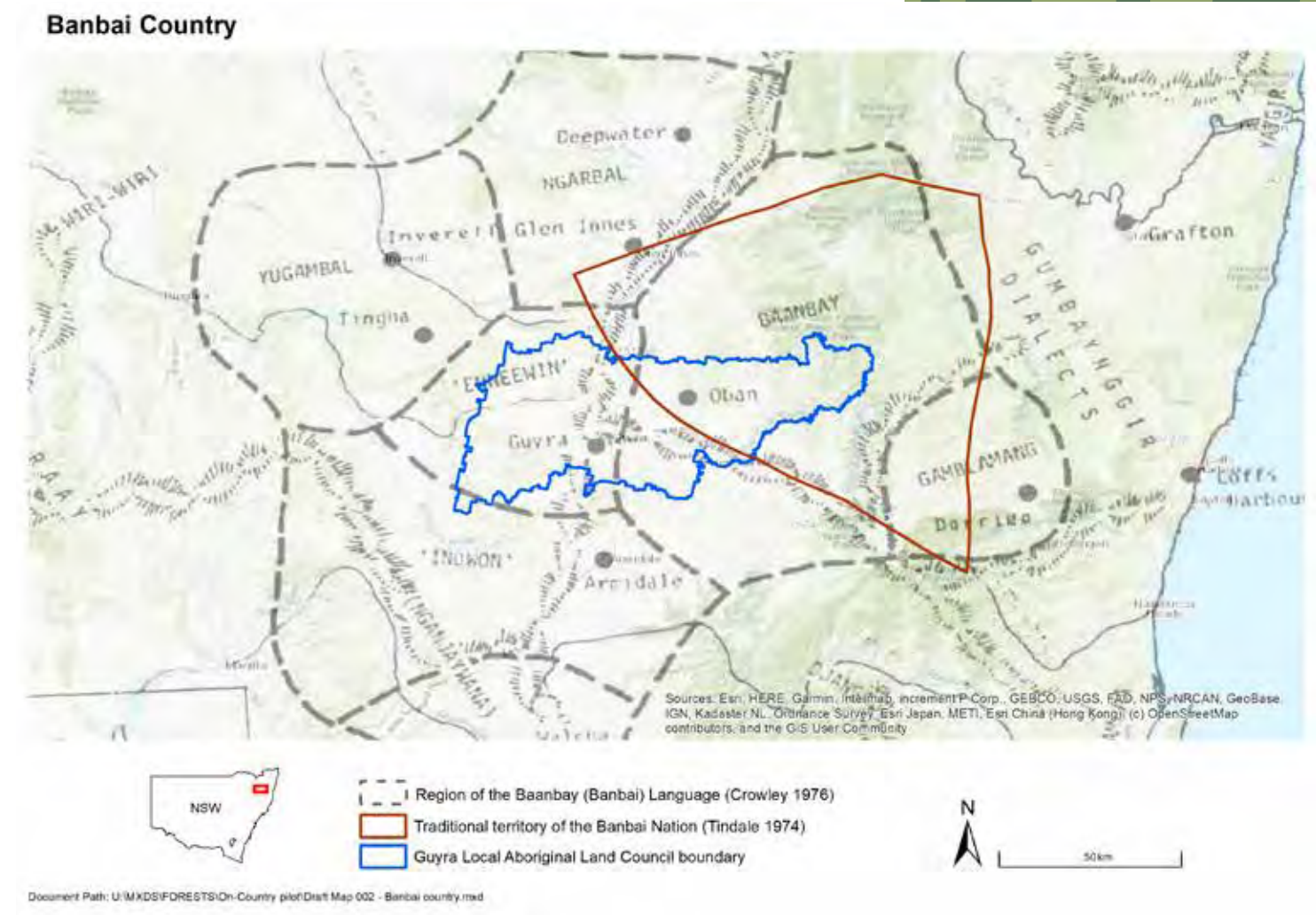


Figure 2: Various interpretations of Banbai Country (Map provided by NRC)

The old people never talked about boundaries. The uncles talked about cooking and things like that but never boundaries. With explorers and settlers coming, a lot of the boundary markers would have been destroyed or removed... Banbai Country goes all the way up to Ben Lomond at the top of the range, down through the gorge Country towards Ebor'
– Lesley Patterson (11/12/2023).





Figure 3: Various interpretations of Banbai Country showing various land tenures (Map provided by Country Needs People)

All the different boundaries on maps make it confusing. For example, Oakwood State Forest is mapped as being part of Banbai Country but is within the administrative area of Glen Innes LALC. A question follows from this: *who would or should have the first option to work with Forest Corp to manage these forests?* We do not seek to answer such questions in this document.

Understanding Banbai Country is not about putting a line on a map, it is far more complex than that. We ask that people try to understand our Country by talking to us and learning about our connections and responsibility to our Country.

Putting lines on a map can lead to complexity and controversy. It can arouse emotions and tension. Maps are sometimes linked to money, power, land claims, native title, excluding others, and can feel like colonisation all over again, it can ‘divide and conquer’. This process of developing a *Whole of Country Plan* is about resisting putting a line on a map; that is not the way we want to do it. We are more focussed on who has a connection to a place. For example, some groups can share a connection for one place. This is not defined by a line. By choosing not to draw a line on a map, it encourages people to learn more about Banbai Country and connect with us. It gives us a chance to explain to people about our Country.

‘One person can have connections to a lot of places and through all the different lines of their families’ – Dominic Cutmore (15/12/2023).

In some ways, maps reflect the disruptions to our culture and traditions, in recent history. This plan is about looking forward, we are not trying to reconstruct the past. We are looking at how to establish ourselves going forward, recognising all of the complexities in the modern world. We are not in the past, we are here now. What matters is what will happen going forward.



E. Banbai Vision Statement

Our Vision for Banbai Country is a place that our Ancestors would recognise, where we can come together, teach our kids and look after all of the things that are important to us.



Explaining the Vision

Our vision is that we all work together for Country. For too long we have all been divided, competing against each other for who gets what from Country. This isn't healthy. Healthy, to us, is when we all recognise together that we are connected with Country and are dependent on it. The health of Country directly affects our health. We need to stop seeing each other in terms of our differences and recognise that we are all here on Country together. This is what our idea of kinship is about. Each of us has different kinds of connection, and different roles and responsibilities. This gives us all a different sense of purpose. But what unites us, is the ground under our feet, the water we all drink, and the air we all breathe. You can't escape that. If we start working together, a new vision of healthy Country and our shared purpose might be realised. This is what Aboriginal culture is all about and why we want to share this plan with everyone.



To us, healthy Country is somewhere that we can collect our bush tucker and medicines, our animals can get their food, where we can sing our songs and dance, and feel our spiritual connection. It is what our Country was before colonisation, before our cultural practices were stopped. The way our Country is now, our old people would say it is sick. It hasn't been looked after for a long time. It needs people to look after it. Our Country is overgrown, it is recovering from drought, bushfires and floods. Some parts of our Country are healthy- for example, unburnt refugia, old growth vegetation and threatened ecological communities- and our Country is recovering. It is coming back, it is healing slowly.

Getting out on Country makes our people healthy. The recent stress associated with natural disasters, and disruptions to our IPA and ranger programs, affected our health, including our mental health. Our people still get bush tucker, fish and medicine but it is not as abundant as it was before the bushfires. Our Country is hurting and sad after the bushfires. It is hard to heal yourself when your Country is hurt. Cultural burning makes our people healthy- it makes us empowered and emotional (we cry and it makes us happy), it connects us with people and Country. It is a way to protect our Country. It relaxes our minds and gives us a sense of ease. Getting back on Country and reintroducing cultural winba (fire) management to our IPAs has been really beneficial for Country and people. We have learned from others, and in turn, we are teaching others.



Providing opportunities for future generations is an absolutely fundamental reason for why we do what we do. We want future generations to know our traditional cultural practices, eat our bush tucker and look after our Country.

We recognise that on our journey so far, good relationships with agencies and organisations have been crucial to our success, we wish to maintain and strengthen these partnerships.

Over the last couple of decades managing our IPAs, we have learned so much about our Country, revitalised our culture and practices, learnt from and taught others, developed our ability to read our Country (a vital skill that tells us when Country is healthy or sick), seen the impacts of threats on our values and the outcomes of good management, and been through ups and downs of funding support.



'My vision for the future is to see rangers out on Country, kids on Country, and also bringing elders out there, doing activities like winba (fire) and fishing. I want to teach kids the stories that are there, I want them to continue making new sites, like cutting a canoe out of a tree. I want the kids out there, trying bush tucker and bringing our dancing back on Country' – Kane Patterson (20/11/23).

'I grew up on a river and some of my best memories are with my family going out there and fishing and swimming. I want to take the kids out on Country to enjoy swimming and fishing and all that stuff. We took our sons out doing men's business, we taught them how to make didgeroos. I want to keep doing this' – Dominic Cutmore (20/11/23).

'People are destroying the land on a regular basis and there are all these natural disasters, someone has to stop the destruction so we can preserve this patch of our beautiful Country that we're in. Our children will benefit from that. Hopefully people from all over Australia are doing the exact same thing. Because at the end of the day, we all live here. It is our duty of care'

– Dominic Cutmore and Lesley Patterson (20/11/23).

'My vision for Banbai Country is that it's always going to be in the hands of Banbai people. That our next generation will have confidence in the government that no one will ever take our land again, or even try to take it. That our descendants remember us, going forward with future plans for them... The generations to come can talk freely on their Country. Not have the pressure on them that we have... They're on Banbai Country because they want to be there, and the government agencies are more helpful with them' – Lesley Patterson (20/11/23).



'It's good that we can now focus on cultural stuff, we are learning it and we are open to it. I want it to be practical, how does it look, how do we teach the kids? At Wattleridge the kids are getting more excited to do stuff and being more involved, that is really good. The kids are actually coming out and doing it, that is the best thing about it'

– Pauline Ale (20/11/23).

'My Vision is... To see Country how was when the old fellas were here. Preserve the Country as it is now, so future generations can really value what we have done to preserve the land for them'

– Lesley Patterson (20/11/23).



'I want the kids to get more culturally involved. Dancing out on Country, getting out there and doing stuff, continuing the program to keep it going. Seeing the kids out at Wattleridge dancing makes me proud, that's how I want my kids to feel too'

– Tasharni Jerrard (20/11/23).

Doing the vision has triggered a lot of other things: talking to our kids about their future, sparking an inspiration to get back into art, thinking about how we can make our Country a better place, building a sense of pride, improving mental health, improving our feeling of stability, making us feel good about our work. This process has helped us to enable talking, sharing, developing a vision and teaching the kids.

'It's easy for us to share our vision but what is the kids' vision? They are starting to see their own vision themselves. That's important because this plan will live on through them'

– Kane Patterson (15/12/2023).

'Doing the vision and thinking about these things has changed my life significantly. If I didn't have the artwork and the work we do on Country, which I love doing, I would still be in a bad place. I am absolutely loving what we are doing now'




– Dominic Cutmore (15/12/2023).






'Being able to look after our Country independently, running it ourselves, has lifted a huge weight off our shoulders. My daughter wants to be a zoologist and she can learn all about the scientific stuff but only we can teach her the cultural side of things. We can help her with the stories of the animals, I am so proud of her' – Dominic Cutmore (15/12/2023).


It is not just about changing governance structures it is about changing how we feel about it.

Components of the Vision

Table 2: How Banbai see ourselves in the future, what we will be doing and what is important to us

| Cultural value / activity | Quotes / notes |
|--|--|
| <p>Plants: hardenbergia, black lily, fringe lily, orchids (including hyacinth orchid), geebung, hovea, eucalyptus, snow gums, wattle- six species, grevilleas on rivers, wombat berry, grass tree / black boy</p>  | <p><i>'I drew plants and animals because it's what I see, and they've got a connection with Country. There're things there on our Country that you can't get anywhere else, like our black grevillea'</i> – Lesley.</p> <p><i>'That's the wattle tree, it was in bloom out there. That just stands out to me because that was my mother's favourite flowering plant. It means a lot to me'</i> – Dominic.</p> <p><i>'I'm just drawing what I've seen out there, like the different types of trees. Like the Black Boys when they are in bloom out there they are just absolutely beautiful to look at and admire'</i> – Dominic.</p> |
| <p>Animals: Black cockatoo, kukra (echidna), Bell's turtle, frogs, snake, emu tracks, birds, koala, kangaroos, tracks, fish, turtles, yabbies, pelican, platypus, Bogong moth</p>  | <p><i>'I drew the echidna tracks and different sorts of animal tracks. When we saw the echidna train out at Tarriwa, that really resonated with me. Watching all of them chase that one echidna, it was pretty special to see something like that. The echidna is our emblem and it holds a lot of value to me'</i> – Dominic.</p> <p><i>'That's the bells turtle, it's really important to look after'</i> – Dominic.</p> <p><i>'The kids drew all of these things because that's what they hear us talking about, and that's what they see, and what they want, from when they go out there on Country'</i> – Lesley.</p> |
| <p>Country: hills, rocks, rivers, water, lagoon, sun, humpies, cold, hot, wet, burnt land, reveg, landscapes</p>  | <p><i>'This painting is of the different types of landscapes around our Country. It's different types of Country, hills and all that stuff. Then the colours, it's the different types of colours between the animal life and the plant life all around. The background colour is water. Tarriwa is surrounded by a lot of water, there are two rivers going around Tarriwa. I have interpreted Little Llangothlin Lagoon into it, it's a place that Banbai would have occupied and one day I want Banbai to have a chance to look after it again'</i> – Dominic.</p> |

| | |
|---|---|
|  | <p><i>'With Tarriwa, I went with the warmer colours because it's a different sort of environment, it's a lot hotter. Wattleridge is the cooler, wetter area. The footprints of the echidna is us travelling back and forth through the Country to manage it and look after it...'</i> – Dominic.</p> <p><i>'The reason I've used these colours in these areas is because you've got the seeds on the move there, you've got fire and water here- they go together, they're connected. Fire and water. The cold area, like it's in winter here, that's my interpretation of the cold'</i> – Dominic.</p> |
| <p>Meeting place</p>  | <p><i>'I drew a meeting place because this is where we are all meeting. It is all the different stakeholders and all the different people coming together to help out with our vision and to lead us into the future with it'</i> – Dominic.</p> |
| <p>Artefacts: Scar trees, stone tools, coolamons, canoes, didgeridoos, axe grinding sites</p>  | <p><i>'There are certain types of artefacts that were used in this area, that can hold significance to Indigenous people all across Australia'</i> – Dominic,</p> <p><i>'You can just sit there and see how they made it'</i> – Lesley,</p> <p><i>'It gets you thinking as to how easy we've got it now compared to how they had it then. We are learning about our history, and the First Nations people of this Country were very smart people'</i> – Dominic.</p> |
| <p>Stars</p>  | <p><i>'That's the Southern Cross. I drew it because Banbai Country is under the Southern Cross. Everyone knows the Southern Cross all over Australia'</i> – Lesley.</p> <p>The dark emu story tells people when to go hunting.</p> |
| <p>Ranger work</p>  | <p><i>'That's me in my work shorts. That's as personal as I can get and see'</i> - Lesley</p> <p><i>'My vision for the future is to see rangers out on Country'</i> - Kane</p> |

| | |
|---|---|
| Ceremonies: Tremane and Sarah getting married | <i>'We got married out at Wattleridge. I also asked Sarah if she would like to give birth to our children out here but she is not quite ready for that yet'</i> – Tremane. |
| Cultural activities: weaving, spears, winba (cultural fire), bringing kids and Elders out on Country, making didgeridoos, bush tucker, dancing, boomerang, teaching stories, cutting canoes and coolamons, making new sites, men's and women's business, swimming, fishing, hunting, playing on the rocks, learning about plants and animals, doing rock art | <p><i>'My vision for the future is to see rangers out on Country, kids on Country, and also bringing elders out there, doing activities like fire and fishing. I want to teach kids the stories that are there, I want them to continue making new sites, like cutting a canoe out of a tree. I want the kids out there, trying bush tucker and bringing our dancing back on Country'</i> – Kane.</p> <p><i>'I want to take the kids out on Country to enjoying swimming and fishing... We took our sons out doing men's business, we taught them how to make didgeroos'</i> – Dominic.</p> |
|  | |
| Song lines, food lines | <i>'A lot of Aboriginal People had song lines, food lines. Lines that tell you where you're going, where to go if you're walking, and to know where to get water'</i> – Lesley. |



The Banbai Vision Artwork was painted by Banbai Ranger Dominic Cutmore, following many workshops discussing the Banbai Vision and where everyone contributed the drawings to the butcher's paper.

This is what the Banbai Vision artwork means to us:

'The things I painted here are important for our future. For example, creating awareness around the Bell's turtle. The animals that I painted in the picture with their paw prints, they are the things that need to be protected. The footprints are us, walking and connecting to country, and our children following in our footsteps. That's what resonates with me on that artwork, and why I did that. These are things that we will work towards looking after in the future.' – Dominic Cutmore (20/11/2023).

'To me, the painting is a way of making our plan to come to life. It's what's on our country.' – Lesley Patterson (23/4/2024).

'To me, it really does resonate and represent Banbai country. With the kukra in the middle there, it shows the heart and soul of Banbai.' – Kane Patterson (23/4/2024).





Artist's perspective- Dominic Cutmore



'I found it difficult to start, but once I had an idea on what I wanted to do, it just came together as one. Every time I added something else to it, it's something that I can be proud of. Once I finish painting each day, I get up, stand back, look at it and feel this sense of pride where, wow, I did that... I look forward to coming in to do it, it has really got me back to painting. It helps me with a lot of mental stuff, going through depression and anxiety. At the time, I didn't know what to do and, in that time, I found painting very relaxing, taking my mind off it. At first, I was completely lost but once I came up with an idea, it just flowed and it all came together.

This painting is of the different types of landscapes around our Country. Then the different types of colours are the **ANIMAL LIFE** and the **PLANT LIFE** all around. The **BACKGROUND COLOUR IS WATER**. Tarriwa is surrounded by a lot of water, there are two rivers going around **TARRIWA**. I have interpreted Little Llangothlin Lagoon into it, it's a place that Banbai would have occupied and one day I want Banbai to have a chance to look after it again.

Here, I used the **KUKRA** because it is the symbol of the Banbai Nation. I feel like the kukra is our creation story, with us coming in to manage this land, it's created a path for us to do that. Our rock art shows the kukra on it, we use that as our symbol. The **MEETING PLACE** is for each of the properties that we manage here, that we have managed for over 20 years. So, all the different colours are the colours that stand out to me, of the properties

with the flowers, the wildlife. With Tarriwa, I went with the **WARMER COLOURS** because it's a different sort of environment, it's a lot hotter. Wattleridge is the cooler, wetter area. The **FOOTPRINTS** of the **ECHIDNA** is us travelling back and forth through the Country to look after it... These are the people we take out on the Country with us, the people that gather out there to meet with us on Banbai Country.

Each different pattern and colour I've used has a meaning. This is the **WATTLE WHEN IT'S IN BLOOM** out at Wattleridge, it's everywhere and it's absolutely beautiful. These are **SCAR TREES**. The **BLACK BOYS** that we have out there too, they just stand out. All these different little coloured dots, that's my interpretation of **SEEDS ON THE MOVE**. The reason I've used these colours in these areas is because you've got the seeds on the move there, you've got fire and water here- they go together, they're connected. The **COLD AREA**, like it's in winter here, that's my interpretation of the cold. This is the **BURNT AREA**, every which way you looked in the 2019 fires, it was burnt everywhere, they're behind us now, that's why I did it in the background. They are behind us.

I wanted to put my thing down, on canvas, for the moment. Then I will bring in Aunty Lesley and Kane and others, and they can add in their vision, how they see it. Only they can put their parts of the vision in there, the way they see it is different' – Dominic Cutmore (20/11/23).



PART 3

Investment and Implementation Plan

A. Relationships and Opportunities

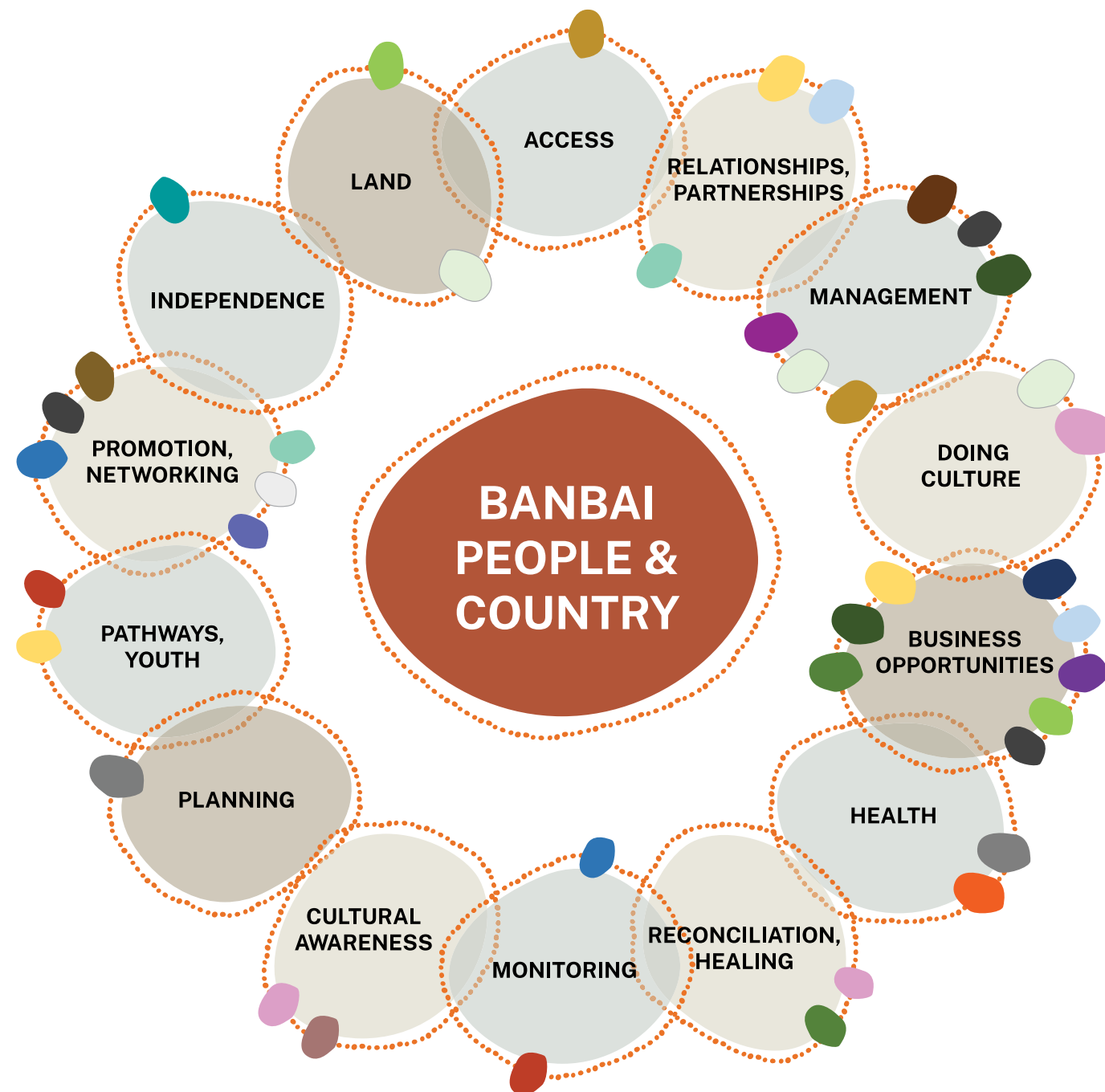


Figure 4: Our Relationships with Stakeholders and Opportunities to Work Together

Legend

| | |
|----------------|---|
| AA NSW | Aboriginal Affairs NSW |
| AO NSW | Aboriginal Outcomes NSW |
| ARC | Armidale Regional Council |
| BCT | Biodiversity Conservation Trust |
| CNP | Country Needs People |
| CST | Credit Supply Taskforce |
| Crown | Crown Lands |
| DCCEEWSW | Dept. Climate Change, Energy, the Environment and Water NSW |
| DCCEEWAUS | Dept. Climate Change, Energy, the Environment and Water AUS |
| DRNSW | Department of Regional NSW |
| Education | Educational Institutions |
| Energy | Energy Industry |
| FC | Forestry Corporation |
| Health | Department of Health |
| ILSC | Indigenous Land and Sea Corporation |
| Landholders | Private Landholders |
| Landcare | Landcare |
| LLS | Local Land Services |
| NIAA | National Indigenous Australians Agency |
| NPWS | National Parks & Wildlife Service |
| NRC | Natural Resources Commission |
| NSWALC | NSW Aboriginal Land Council |
| Private ent. | Private enterprise |
| Philanthropist | Philanthropist |
| Transport | Transport for NSW |

Through a series of workshops, Banbai identified several themes that our Whole of Country Plan depends upon. These themes include issues such as business opportunities, relationships/partnerships, promotion and networking, and reconciliation and healing (Figure 4). For each of these themes, we have identified key stakeholders that have an important role in enabling us to achieve our Vision through these themes (Legend, Figure 4). Appendix 1 (see pages 67-71) goes into more detail of our current situation and how we could be working with each of these stakeholders into the future. The Banbai Rangers and Guyra LALC are going through a stabilisation and consolidation phase, hopefully to be followed by a growth phase as we implement this *Banbai Whole of Country Plan*.

B. Investment Plan: 2024 – 2034

The Investment Plan is broken into three time frames:

- Short term (2024) (Figure 5)
- Medium term (next four years: 2025 – 2027) (Figure 6)
- Long term (next ten years: to the end of 2033) (Figure 7)

The Investment Plan is also broken into three types of priority investment:

1. Important and urgent: programs that have been workshopped as part of this Whole of Country Planning process, that are high priority for implementation and need immediate action
2. Important, not urgent: programs that have been workshopped as part of this Whole of Country Planning process, that are high priority for implementation but do not necessarily need immediate action
3. Important, not funded: programs that Banbai have identified as part of this Whole of Country Planning process, that are critical to the success of the implementation of the Whole of Country Plan, but **can't be funded through current programs**. These programs require a paradigm shift for key stakeholders to realign their business priorities in order to support the Banbai to implement our Plan.

The first and second types of priorities ('Important and urgent', 'Important, not urgent') represent the low hanging fruit of aligning existing priorities with stakeholders. The third type of investment priority ('Important, not funded') reflects the need for a different kind of investment. This is the type of investment that government currently doesn't fund. In this type of investment, Banbai are saying 'we need you to do things differently, in order for us to realise our Vision.' In the matrix diagram, these priorities may not align directly with a stakeholder, as this is yet to be determined.

Some examples of 'important, not funded' priorities include:

- Outreach to broader community: resources to go out and talk to landholders
- Sharing our Banbai Vision with Traditional Owners and the broader Aboriginal community: resources to go out bush with other mobs
- Art programs: Funding to procure materials and equipment for kids and families to make art
- Cultural knowledge programs as part of science education at schools: funding and transport resources to engage with kids
- Transitioning Guyra LALC into different types of work. For example, lining up Caring for Country work with the core business of the LALC. What programs does the LALC need to support how stakeholders work with Banbai rangers? This process is changing the business of the land council
- Funding to support an outreach team: Banbai representatives to go to every field day and networking day. To say to the participants, 'here is our Vision', share the Vision and help people to understand it, engage in it. This is sharing and growing the vision of the Banbai mob. For example, make it someone's job to go to meetings such as the Bushfire Management Committee meeting.
- Kukra near me: lead echidna management in the region.



B.1 Short-term: 2024 (next 12 months)

2024 *Figure 5: Short-term investment priorities*

| Important, not urgent | Important, and urgent |
|--|--|
| <ul style="list-style-type: none"> Strong Culture Healthy Country program Cultural heritage plan and management of TSRs Fee-for-service Building trust and relationships with private landholders Kids on Country, Youth Pathways Capacity building for Service Provider work Doing culture on park | <ul style="list-style-type: none"> IPA Program Indigenous Ranger Program Support and advocacy: IPAs & Indigenous Rangers Communication Strategy and promotion Banbai WoC Plan Core operations of Guyra LALC Organisational sustainability and governance |
| | Not currently funded, important <ul style="list-style-type: none"> Leaders of echidna management Monitoring impacts |

Important and urgent

PROJECT: Indigenous Protected Area and Indigenous Ranger Programs

Key support agency: NIAA

Other support: DCCEEW AUS, Country Needs People

In 2024, Banbai will focus on establishing a solid basis for the IPA Program that Guyra LALC started to manage in 2023. The IPA Program provides funding for the management of land declared as IPA (Wattleridge and Tarriwa Kurrukun IPAs) and 2.5 FTE rangers.

Guyra LALC aim to secure an Indigenous Ranger Program during 2024.

This seeks to employ an additional 5 rangers to run this program on Banbai Country and surrounds (where this is culturally appropriate).

For these core programs, Banbai will rely on support from NIAA and DCCEEW through communication, planning and reporting, in order to be successful. The support of an NGO like Country Needs People is also crucial to assisting Banbai to develop our programs, apply for funding and for effective advocacy and networking.

PROJECT: Communication Strategy and promotion Banbai WoC Plan

Key support agency: NRC, DCCEEW NSW, Porter Novelli PR Company (pro bono contribution from private enterprise)

Other support: initially Aboriginal Affairs provided support, some field-based support may be ongoing

Following the completion of the Banbai WoC Plan, Banbai will need support from NRC and Porter Novelli to promote the Plan and deliver our Communication Strategy.

PROJECT: Core operations of Guyra LALC

Key support agency: NSWALC

The Guyra LALC relies on the ongoing support of the NSWALC to undertake the core operations of the LALC and comply with the requirements of a LALC.

PROJECT: Organisational sustainability and governance

Support agencies: Fair Trading, ATO, ORIC, ILSC

Guyra LALC and the Banbai Rangers must ensure that we meet all of our regulatory requirements to ensure good governance of our various organisations.

Important, not urgent

PROJECT: Strong Culture Healthy Country program; Cultural heritage plan and management of TSRs; Fee-for-service

Key support agency: Northern Tableland Local Land Services

During 2024, Banbai would like to develop partnerships with Northern Tablelands LLS to participate in their Strong Culture Healthy Country program that runs from 2024 -2029. Furthermore, a Cultural Heritage Plan should be developed for TSRs to protect the culturally sensitive sites located on TSRs and to allow Banbai greater participation in the management of TSRs. Banbai also seek to provide fee-for-service work to LLS.

PROJECT: Doing culture on park; capacity building for service provider work

Key support agency: NPWS

Focussing on short-term opportunities, Banbai would like to access National Parks to undertake cultural activities, such as a women's camp. NPWS may offer capacity building opportunities that increase Banbai's ability to secure work as Service Providers.

PROJECT: Kids on Country; Youth Pathways

Key support agency: Department of Education

Other support: Aboriginal Affairs NSW

As part of our Indigenous Ranger Program, Banbai seek to develop pathways for youth to become trainee Rangers. Furthermore, kids on Country activities (focussing on primary and secondary age children) will help to increase intergenerational transfer of knowledge and improve general cultural awareness. With a Banbai person currently employed at Guyra Central School, it is hoped that this will catalyse the process and open doors to develop kids on Country and youth traineeships.

Important, not funded

PROJECT: *Monitoring impact*

Key support agency: ● NRC

Other supporting agency: ● Aboriginal Affairs NSW

Banbai seek support to set up a monitoring program to monitor the cultural and broader outcomes of this WoC Plan and our work. As part of this plan, an annual on-Country review of progress with relevant parties should be established.

Other projects that could be supported in the short term:

- Kukra near me: lead echidna management in the region.

B.2. Medium-term: 2025 – 2027 (next 4 years)

| 2025-2027 | |
|--|--|
| Figure 6: Medium-term investment priorities | |
| Important, not urgent | Important, and urgent |
| <ul style="list-style-type: none">● Strong Culture Healthy Country program● Fee-for-service and management of TSRs● Access to and management of priority areas of Banbai Country● Banbai vision -> LLS 5 year strategic plan and annual business plan● Business opportunities● Doing culture on park● Joint management● Business opportunities● Networking, engaging in a Ranger community of practice● Cultural fire management | <ul style="list-style-type: none">● IPA Program● Indigenous Ranger Program● Core operations of Guyra LALC● Organisational sustainability and governance |
| | Not currently funded, important |
| | <ul style="list-style-type: none">● Banbai On Country Centre at Wattleridge IPA● Community health (inc. mental health)● Monitoring impacts● Cultural awareness, following protocols |

Important and urgent

PROJECT: *Indigenous Protected Area and Indigenous Ranger Programs*

Key support agency: ● NIAA

If successful in the Indigenous Ranger application, from 2024 - 28, Guyra LALC will manage an IPA and Indigenous Ranger program. For these core programs, Banbai will rely on support from NIAA and DCCEW through communication, planning and reporting, in order to be successful.

PROJECT: *Core operations of Guyra LALC*

Key support agency: ● NSWALC

The Guyra LALC relies on the ongoing support of the NSWALC to undertake the core operations of the LALC and comply with the requirements of a LALC

PROJECT: *Organisational sustainability and governance*

Support agencies: ● Fair Trading, ● ATO, ● ORIC, ● ILSC

Guyra LALC and the Banbai Rangers must ensure that we meet all of our regulatory requirements to ensure good governance of our various organisations.

Important, not urgent

PROJECT: *Strong Culture Healthy Country program; Fee-for-service and management of TSRs; Access to and management of priority areas of Banbai Country; integration of Banbai Vision into the LLS 5-year strategic plan and annual business plan*

Key support agency: ● Northern Tableland Local Land Services

Banbai need LLS support to facilitate access to all types of Country (rivers, floodplains, wetlands, forests), build relationships with various landowners, increase our ability to undertake meaningful work on land managed by the LLS and for the LLS to incorporate the Banbai Vision into their business.

PROJECT: *Business opportunities; doing culture on park; joint management*

Key support agency: ● NPWS, ● Forestry Corporation

Development of commercial opportunities: tourism, camping, tours, fishing, bird watching, cultural experiences, cultural awareness training. Developing joint-management opportunities for protected areas such as Little Llangothlin Nature Reserve, Warra National Park, Cathedral Rock National Park. People on Country, looking after Country in the national parks.

PROJECT: *Business opportunities*

Key support agency: ● Energy Industry

Other support: ● Regional NSW, ● DCCEEW NSW

Business opportunities could include fee-for-service, design work, capacity building, payments to host infrastructure on low conservation value land, biodiversity offsets, carbon markets. Given the New England area is a designated renewable energy hub, there may be many business opportunities that arise over the next ten years. Banbai may need support to know what/who are the right access points? What opportunities are there for other major infrastructure providers? Is there a support agency to help Banbai navigate the industry?

PROJECT: *Networking, engaging in a Ranger community of practice*

Key support agency: ● Aboriginal Outcomes NSW, ● NIAA, ● DCCEEW (AUS), ● DCCEEW (NSW)

Peer support: networking and building capacity with other rangers and traditional owners. Ranger groups across NSW seek opportunities to share knowledge, mentor each other and participate in peer support opportunities, preferably on-Country. Banbai could host and engage in these opportunities.

PROJECT: *Cultural winba (fire) management*

Key support agency: ● Cultural Fire Management Unit - Aboriginal Outcomes NSW

Other support: ● NIAA, NGOs

The Banbai Rangers are considered to be leaders and mentors in cultural winba management in northern NSW. We would like to continue to expand our cultural winba management program beyond our IPAs and onto lands where we are invited to do cultural burning, e.g. private land managed for agriculture or conservation, Travelling Stock Routes, National Parks, and state forests. We need assistance, expertise, resources and training to develop and implement a cultural winba plan on Banbai Country. We also need support to set up our fee-for-service contracting business to work as cultural burning practitioners and mentors. Our success as cultural winba managers also assists us (a hook) to garner attention, support and funding.

Important, not funded

PROJECT: *Banbai On Country Centre at Wattleridge IPA*

Key support agency: ● Department of Regional NSW, ● NIAA, ● philanthropist, other government grants, ● Aboriginal Affairs NSW
Renovate existing facilities, build new facilities, improve access, ensure WH&S and insurance to enable visitors to return the Wattleridge IPA for educational and cultural events: a place where school camps go, education occurs, a meeting and yarning space, a place to have on-Country wedding receptions, and so on. This is a capital investment project that could attract funding under a range of grant programs including those administered by DRNSW. AANSW could provide some advice about these opportunities and make referrals to DRNSW team in Tamworth.

PROJECT: *Community health*

Key support agency: ● Department of Health, ● Department of Regional NSW, ● Department of Education, ● Aboriginal Medical and Health services

Support of the community for the Banbai ranger program and vice versa: Community days, Cultural days on Country, bush tucker garden, providing space to share issues, teaching and mentoring younger people (e.g. new mums and dads). This is a cultural family and community health proposed initiative run by Banbai that has emerged from the WoC plan project workshops. There may be linkage with Kids on Country project. DRNSW, Department of Health, and Aboriginal Medical and Health services, primary health providers and even Department of Education may be the best agencies to partner with.

PROJECT: *Monitoring impact*

Key support agency: ● NRC

Ongoing annual on-Country review of progress with relevant parties.

PROJECT: *Cultural awareness, following protocols*

Key support agency: ● Armidale Regional Council

Other support: ● Transport for NSW

Banbai seek increase awareness of the presence of our people and Country through increasing our visibility, e.g. road signs welcoming people to Banbai Country.

B.3. Long-term: 2027 – 2033 (next 10 years)

| 2027-2033 Figure 7: Long-term investment priorities | |
|---|---|
| Important, not urgent | Important, and urgent |
| <ul style="list-style-type: none"> Banbai Vision incorporated into LLS business Relationships – no boundaries, everyone is involved Trust and good relationships with land holders Access to all types of Country (rivers, floodplains, wetlands, forests) – LLS has facilitated access to this country Banbai managing Country, e.g. cultural heritage, cultural fire Doing culture on park Joint management Independence (organisationally & financially) Land acquisition | <ul style="list-style-type: none"> IPA Program Indigenous Ranger Program Core operations of Guyra LALC Organisational sustainability and governance |
| | Not currently funded, important |
| | <ul style="list-style-type: none"> 'Beacons of light': people come to Banbai to learn- to listen and understand Monitoring impacts |

Important and urgent

PROJECT: Indigenous Protected Area and Indigenous Ranger Programs

Key support agency: NIAA

After 2028, Guyra LALC need to re-secure funding for the IPA and Indigenous Ranger program. For these core programs, Banbai will rely on support from NIAA and DCCEEW through communication, planning and reporting, in order to be successful.

PROJECT: Core operations of Guyra LALC

Key support agency: NSWALC

The Guyra LALC relies on the ongoing support of the NSWALC to undertake the core operations of the LALC and comply with the requirements of a LALC

PROJECT: Organisational sustainability and governance

Support agencies: Fair Trading, ATO, ORIC, ILSC

Guyra LALC and the Banbai Rangers must ensure that we meet all of our regulatory requirements to ensure good governance of our various organisations.

PROJECT: Monitoring impact

Key support agency: NRC

Ongoing annual on-Country review of progress with relevant parties.

Important, not urgent

PROJECT: Banbai Vision incorporated into LLS business; Relationships – no boundaries, everyone is involved; Trust and good relationships with land holders; Access to all types of Country (rivers, floodplains, wetlands, forests) – LLS has facilitated access to this Country

Key support agency: Northern Tableland Local Land Services

In the long term, it is anticipated that LLS will support Banbai to access all types of Country (rivers, floodplains, wetlands, forests), build relationships with various landowners, increase our ability to undertake meaningful work on land owned by the LLS, and incorporate our Banbai Vision into the business of the LLS.

PROJECT: Banbai managing Country, e.g. cultural heritage, cultural winba (fire); doing culture on park; business opportunities; joint management

Key support agency: NPWS, Forestry Corporation

The long- term goal is for Banbai to manage Country, have agreements for the co-management of National Parks, and to potentially receive the deed of land for National Parks in Banbai Country.

PROJECT: Independence (organisationally & financially); Land acquisition

Key support agency: NSWALC / ILSC Crown Land

Other support: Philanthropist, pro bono legal counsel or financial advisor

In the long term, Banbai wish to acquire more land to care for. For the parcels we already manage, Banbai look to have complete ownership of land. Banbai need to set up an Aboriginal organisation that can do this. Banbai intend to become our own long-term, stable, independent organisation that is financially self-sufficient. Partnerships with independent, non-government, philanthropic organisations could facilitate this (e.g. Bush Heritage).

Important, not funded

Other projects that could be supported in the medium term:

'Beacons of light': people come to Banbai to learn- to listen and understand.

C. Identified Cultural Outcomes, Actions and Indicators

A big picture way to monitor whether things are getting better or worse is to look at the process of doing business and working together. Our cultural perspective is focussed on the relationship, first and foremost, followed by achieving good outcomes together. We would like to share with government stakeholders and help them to see how they are the kin of Banbai. Each follows their own Lore (according to their business). The Vision is the Dreaming, while the plan is to build strong and lasting relationships in that context. This Whole of Country Plan has a variety of short- medium- and long-term project outcomes, but it is the relationships that really matter - that is the basis of culture. On this premise, we might therefore look at indicators like these to know whether things are getting better or worse:

- Are relationships improving (in general)?
- Are we being listened to?
- Is our relationship with government getting better or worse?
- How do we feel when we engage in these interactions?
- Are our messages getting 'upstream'- to high level government - and are they having an impact?

At the project level, each specific cultural indicator helps us to measure whether our actions are helping us to achieve our Vision. Some ways to record progress towards cultural outcomes might include:

- At the beginning of every toolbox or Board meeting, each person describes one cultural outcome that they have experienced
- Cultural assessment: how did you feel today? Share with others
- Document the growth in connection and build understanding
- Succession- providing pathways for others to follow
- This is both head and heart stuff
- Talking about unusual moments – this is cultural safety
- Documenting all of this is really important.



The tables in this section describe the potential actions, cultural outcomes and partners for each theme, and the qualitative and quantitative cultural indicators that will help to measure whether progress is being made towards achieving the Banbai Vision.

Table 3: Monitoring methods to assess progress against each priority theme

| Priority theme | Access |
|--------------------|--|
| Potential actions | <ul style="list-style-type: none"> • Access to all different types of Country: forests, grasslands, wetlands, farms |
| Cultural Outcome | <ul style="list-style-type: none"> • Variety of cultural experiences • Banbai can look after our Country |
| Cultural Indicator | <ul style="list-style-type: none"> • Spatial distribution of land that Banbai can access • Number of different / variety of land systems and tenures accessed • Number of private properties accessed |
| Potential partners | LLS, NWS, landholders |
| Priority theme | Business Opportunities |
| Potential actions | <ul style="list-style-type: none"> • Fee-for-service work • Cultural tourism • Hosting infrastructure • Stewardship payments / natural capital offsets |
| Cultural Outcome | <ul style="list-style-type: none"> • Aligning work contracts with the Banbai Vision and values • More Banbai in culturally-focussed jobs (leads to benefits: mental health, strong identity) • Improved relationships with stakeholders • More cultural aspects built into our work (e.g. Cultural Protocols focussed on health of Country, looking after heritage, process for managing cultural heritage written into work contracts) |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of new business contracts • Total funding for employment • Number of sources of income (diversity of income leads to business resilience) • Development of Training Plan (linked to strategic training opportunities that meet cultural business needs) • Number of strategic training courses completed • Spatial coverage of work undertaken in Banbai Country • Number of private properties that Banbai can access through our work • Number of work projects that do and do not link to Banbai Vision |
| Potential partners | NIAA, BCT / CST, Energy industry, philanthropists, Landcare, NPWS, Education organisations, landholders, LLS |

| Priority theme | Community health (inc mental and physical health) |
|--------------------|--|
| Potential actions | <ul style="list-style-type: none"> • Community days • Cultural days on Country • Bush tucker garden • Giving space to share issues • Teaching and mentoring younger people: e.g. new mums and dads |
| Cultural Outcome | <ul style="list-style-type: none"> • Healthy community • Healthy culture • Improved mental health • Improved physical health |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of community days • Number of cultural days on Country • Establish and operate bush tucker garden |
| Potential partners | NT LLS, Department of Education / Regional NSW / Health |
| Priority theme | Relationships |
| Potential actions | <ul style="list-style-type: none"> • Build relationships through key partner organisations • Landholder 'champion' to connect to landholders • Promote work of Banbai through media and networks • Correcting misinformation and breaking down the myths- e.g. land claims • Meetings with landholders and Banbai community to break down barriers • Building relationships through cultural burning • Sharing cultural way of reading Country: e.g. advising landholders on cultural burning |
| Cultural Outcome | <ul style="list-style-type: none"> • Improved relationships with private landholders, government, stakeholders • More access to Banbai Country • Culture is not hidden: can talk to landholders about your culture • Breakdown of fear • Shared outcomes: win-win scenarios for partners |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of meetings • Outcomes that eventuate after meetings • Improving relationships • Number of cultural burns undertaken and relationships strengthened • Improvement/decline in health of Country, e.g. as a result of cultural burning |
| Potential partners | LLS, private landholders, BCT, Landcare |

| Priority theme | Monitoring, information management, artefact management |
|--------------------|--|
| Potential actions | <ul style="list-style-type: none"> • Undertake monitoring of cultural indicators • Sharing cultural outcomes regularly (e.g. at monthly meetings) • Set up information management system online and in office • Looking after cultural heritage items: e.g. artefacts • Catalogue artefacts • Develop register of cultural assets across Banbai Country and capture this information through various methods, e.g. orally, on video, documentation |
| Cultural Outcome | <ul style="list-style-type: none"> • Banbai information is looked after for future generations • Culturally appropriate management of information • Protection of Intellectual and Cultural Property • Physical items are protected and looked after • Taking the time to look and observe (looking at Country, community, etc.) |
| Cultural Indicator | <ul style="list-style-type: none"> • We are able to access our information when we need it • Future generations can view videos, photos, stories that we recorded for them • Seeing change toward the Banbai Vision • We are able to look after our important cultural artefacts • We have a register of cultural assets |
| Potential partners | Heritage NSW (DEECCW), archaeologists, UNE, film makers, NT LLS |
| Priority theme | Reconciliation, healing |
| Potential actions | <ul style="list-style-type: none"> • Support partners to develop local Reconciliation Action Plans • Building relationships • Working together • Time together with stakeholders / broader community |
| Cultural Outcome | <ul style="list-style-type: none"> • Winning over hearts and minds -> reconciliation • For the broader community, hearts and minds are changing • Healing • Truth telling • Getting over fear and shame of the past • Looking forward, not backwards (but sometimes you have to look backwards to move forward) • Don't make the same mistakes again |
| Cultural Indicator | <ul style="list-style-type: none"> • Documenting positive change in stakeholders • Reduction in racist interactions • Surveys with stakeholders about their feelings about reconciliation (e.g. at final workshop for WoC Plan) |
| Potential partners | Broader community, government agencies |

| Priority theme | Land acquisition and ownership |
|--------------------|---|
| Potential actions | <ul style="list-style-type: none"> • Buy more land • Seek partners to donate land to Banbai • Land claims: TSRs and Crown land can be claimed under Aboriginal Land Rights Act NSW • Hand back of land: e.g. Crown land • Work out how to manage land that is given back, e.g. access, budgets to manage, illegal dumping, weeds, • Pursue co-management of National Parks, potentially receive deed of land for NPs • Develop an independent organisation to represent Banbai |
| Cultural Outcome | <ul style="list-style-type: none"> • Independence for cultural activities (not having to ask permission) • Employment opportunities • Restoring cultural landscapes • Becoming self-sufficient and independent |
| Cultural Indicator | <ul style="list-style-type: none"> • Area of land acquired • Increasing ownership rights (e.g. deed of land) • Spatial analysis of variety of landscapes that Banbai has control over |
| Potential partners | Crown Land, LLS, philanthropists, local government |
| Priority theme | Cultural awareness, protocols |
| Potential actions | <ul style="list-style-type: none"> • Work with Armidale Regional Council to increase awareness of Banbai Country: signs, Welcome/ Acknowledgement to Country • Work with other government agencies to increase awareness of Banbai Country, e.g. Department of Transport • Correct information when it is shared incorrectly • Approach stakeholders who are located on Banbai Country to encourage them to acknowledge Banbai Country • Develop a Cultural Safety Plan for working with others |
| Cultural Outcome | <ul style="list-style-type: none"> • Respect • Banbai feel safe culturally • Increased awareness of where Banbai Country is and who Banbai people are |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of signs erected that acknowledge that this is Banbai Country • Compliance with cultural protocols • Number of written information where Banbai Country and People are acknowledged in the right way • Acknowledgement and acceptance of Welcome to Country and other cultural protocols in the broader community: e.g. number of Welcomes to Country performed • A Cultural Safety Plan has been developed • Stakeholders are aware of the Cultural Safety Plan and adhere to it |
| Potential partners | Armidale Regional Council, NPWS, Dept Education, LLS, Dept Transport |

| Priority theme | Management |
|--------------------|--|
| Potential actions | <ul style="list-style-type: none"> • Managing TSRs • Being involved in management of National Parks and State Forests • Being involved in managing cultural heritage on private property |
| Cultural Outcome | <ul style="list-style-type: none"> • Execution of cultural responsibility to Country • Increasing capacity to live the relationship with Country (e.g. cultural winba (fire) management, reading Country, listening to Country) |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of contracts to undertake work on various land tenures • Reading Country: being on Country and being able to know what is going on on-Country |
| Potential partners | NPWS, LLS, private landholders, BCT, Landcare, Forestry Corporation |
| Priority theme | Pathways, Youth |
| Potential actions | <ul style="list-style-type: none"> • Get kids and youth on Country: education program, camp outs, for all kids, cultural understanding- long term change • Customised training • Cultural training on Country • Succession pathways • Rangers Do-er -> teacher • Help identify roles for people coming up • Support adults and Elders to revitalise our cultural knowledge and connection to Country in order to share with younger generations |
| Cultural Outcome | <ul style="list-style-type: none"> • Youth disengaging from screens • Breaking intergenerational cycle of disadvantage / breaking the chain |
| Cultural Indicator | <ul style="list-style-type: none"> • Number of kids on Country • Number of events on Country • Share and document stories • Talk to people working with kids: capture stories of changing behaviour in youth through cultural activities / Working with schools- use the indicators that schools use- e.g. improved grades, behaviour • Number of traineeships: attendance and completion rates (have a person to encourage trainees to participate; have a good reason for trainee to participate; show this is how this training links to cultural outcomes) • Number of training opportunities for youth • Measure where Banbai are able to have input into training / where have we changed training to bring culture into it? How are Banbai working to bring culture into training? • Cultural camps (this is training in a different way) • Supporting each other to teach culture • Ask participants: what did you learn culturally? |
| Potential partners | Department of Education, AECG, Aboriginal organisations |

D. Stakeholder Relationships and Opportunities (Appendix 1)

| Stakeholder | Current situation & what we could be doing | How Banbai wants to work together: THEME and activities | | |
|--|---|---|---|---|
| Local Land Services (LLS) | <ul style="list-style-type: none"> Manages Travelling Stock Routes Potential for TSR work Weed spraying Training and skills development- e.g. governance training ARAG Cultural burning work No firewood allowed to be collected on TSRs Camping and cultural activities - could be undertaken on TSRs Restrictions vs rights vs accessing Country Locked up Cattle grazing Jones Swamp burial site- special area that needs to be protected Protecting cultural assets and heritage | ACCESS – NEEDS TO BE TO ALL COUNTRY <ul style="list-style-type: none"> Access to Country Connection to Country Access to all types of Country (rivers, floodplains, wetlands, forests) – LLS to provide link to access this Country | MANAGEMENT <i>(this can't be achieved under status quo)</i> <ul style="list-style-type: none"> Management plans for individual TSRs, based on Banbai Vision Training to realise this management plan When is the next review of LLS business plan? Banbai need to influence this | RELATIONSHIPS – no boundaries, everyone needs to be involved <ul style="list-style-type: none"> Farmers – build relationships with land holders LLS incorporate Banbai Vision into their business |
| National Parks and Wildlife Service (NPWS) | <ul style="list-style-type: none"> Holds tenure over 117,000 hectares of land in the area around Guyra. This land includes Warra National Park (2031ha), Little Llangothlin Nature Reserve (258 ha), Guy Fawkes River National Park (84,000ha), Single National Park (2559 ha) and Mother of Ducks Nature Reserve (195 ha) and is managed primarily for conservation purposes. Relationship-based Focus on conservation of 'wilderness' Joint management opportunities, partnerships in management Hand-back of parks? Bureaucracy and red tape. NPWS manage a lot of land on Banbai Country- working with NPWS is an important part of achieving Banbai's Vision. | BUSINESS COMMERCIAL OPPORTUNITIES: Tourism, camping, tours, fishing, bird watching, cultural experiences and awareness. Engage with people, teach them to connect | MANAGEMENT JOINT MANAGEMENT Have to ask for it: we want joint management Long- term goal: Banbai managing Country Demonstrate ability to manage IPAs Cultural heritage, burning etc. | DOING CULTURE ON PARK – Country is healthier with culture in it. Culture is part of the landscape People on Country, looking after Country People practicing culture Spirit of Country All the activities in the Vision should be able to be done on park- fishing, making coolamons, getting married NPWS, we need you to come to the table and work with us |
| Crown Lands | <ul style="list-style-type: none"> Holds tenure over 2,900 hectares of land (Travelling Stock Routes) in the area around Guyra Potential to work with Guyra LALC to acquire land | ACCESS – NEEDS TO BE TO ALL COUNTRY Access to Country Connection to Country | LAND ACQUISITION Potential to acquire selected land parcels through Crown Lands | |

| Stakeholder | Current situation & what we could be doing | How Banbai wants to work together: THEME and activities | | |
|---|--|---|---|---|
| Forestry Corporation | <ul style="list-style-type: none"> Holds tenure over 2,106 hectares of land in the area around Guyra. This land includes Warra State Forest (885 ha), Paddy's Land State Forest (905 ha) and New Valley State Forest (316 ha) which are managed for a variety of purposes, including renewable timber production and conservation purposes. | BUSINESS COMMERCIAL OPPORTUNITIES <ul style="list-style-type: none"> Potential for cultural tourism (funding opportunities, in-kind, grant based etc.). | MANAGEMENT Option to develop a MoU between Banbai rangers and Forestry Corporation to manage New Valley State Forest like an extension of Tarriwa Kurrukun IPA. This would require the agreement of the lessee and also Anaiwan LALC. Some priority management activities could include cultural burning, pest & weed control, management for the threatened Bell's Turtle, habitat augmentation, ecological and cultural surveys and monitoring. | DOING CULTURE ON STATE FORESTS <ul style="list-style-type: none"> A cultural survey needs to be undertaken for New Valley State Forest, and there is potential for involvement in State Forest cultural heritage management plans. Aboriginal partnership opportunities across state forests, for example: cultural camps, sites surveys, yarning circle, signage. |
| Aboriginal Affairs (AA NSW) | <ul style="list-style-type: none"> Unclear on what they do Have trigger to coordinate government departments to do things Youth: Banbai Vision can heal youth. School visits Approach DAA with your program and ask them to support it DAA work is linked to Closing the Gap (CTG) Banbai Vision = CTG Ochre = program to use community projects to CTG | YOUTH <ul style="list-style-type: none"> Get kids and youth on Country: education program, camp outs, for all kids, cultural understanding- long term change | COMMUNITY HEALTH <ul style="list-style-type: none"> How does Banbai Vision enable health in the community? E.g. healthy eating, mental health, preventative health Indigenous food sovereignty Cultural Health Strategy: how do we turn our Vision into long-term Strategy and Program? Support of the community for the ranger program and vice versa | MONITORING IMPACTS <ul style="list-style-type: none"> Monitor changes Demonstrate improvements for youth, men, women. E.g.: number of people accessing health services, crime |
| Local Government: Armidale Regional Council (ARC) | <ul style="list-style-type: none"> Bringing the Banbai Vision into town Cultural awareness and acknowledgement: e.g. signs, flying flag, Banbai language names, ceremonies Cultural tourism- e.g. Mother of Ducks Lagoon Having a say- being consulted No policy regarding how to work with Traditional Owners | CULTURAL AWARENESS, FOLLOWING PROTOCOLS <ul style="list-style-type: none"> Ask for support Have a voice Festival (Banbai) in town Share Banbai culture | PLANNING DEVELOPMENT ASSESSMENT: Banbai influence on future developments | |
| | | | | |

| Stakeholder | Current situation & what we could be doing | How Banbai wants to work together: THEME and activities | | |
|---|---|--|---|---|
| Landcare | <ul style="list-style-type: none"> • Support for grant applications • Participation in projects (e.g. koalas, regent honeyeaters) • Access to similar benefits as Landcare members • Potential to identify Banbai Country as a priority for Landcare projects and funding | BUSINESS <ul style="list-style-type: none"> • Links to potential fee-for-service opportunities • Paid Aboriginal Local Coordinator positions | RECONCILIATION, HEALING <ul style="list-style-type: none"> • Link to landholders and community groups to facilitate reconciliation and healing • Opportunities for Landcare groups to come on Country and volunteer to assist with land management under the guidance of Banbai | PATHWAYS <ul style="list-style-type: none"> • Education and capacity building |
| Department of Education/ Schools/ Universities/ TAFE | <ul style="list-style-type: none"> • Training • ACG meetings • Ceremonies and events • School excursions • Research | BUSINESS Fee-for-service educational activities | PATHWAYS <ul style="list-style-type: none"> • Customised training • Cultural training on Country • Succession pathways • Rangers Do-er -> teacher • Help identify roles for people coming up | PARTNERSHIPS <ul style="list-style-type: none"> • Indigenous ways of learning – insert into 'curriculum' • Learning outdoors, learning by doing • Develop research agenda together- right-way science |
| Philanthropists | <ul style="list-style-type: none"> • Aboriginal people, cultural land management and connection to Country can help to provide meaning for wealthy people who are looking for fulfilment | LAND ACQUISITION <ul style="list-style-type: none"> • Philanthropists may wish to gift land- have opportunities ready • Have organisation ready | MANAGEMENT <ul style="list-style-type: none"> • Philanthropists may get behind improved management of Country - e.g. cultural burns - like the Mulloon Institute, Minderoo Foundation etc | |
| Private enterprise | <ul style="list-style-type: none"> • There may be opportunities for privately owned businesses to partner with Banbai- e.g. on a pro bono basis | PROMOTION <ul style="list-style-type: none"> • Public relations company to provide pro bono promotion of Banbai | ADVICE <ul style="list-style-type: none"> • Potential for pro bono financial / legal / business management advice | GOVERNANCE <ul style="list-style-type: none"> • Independent specialists could sit on the LALC or IPA Board |
| NSW Aboriginal Land Council (NSWALC) and Indigenous Land and Sea Corporation (ILSC) | <ul style="list-style-type: none"> • Land Council and ILSC- hold deeds to land • Banbai do not completely own the land of the IPAs • Support- e.g. economic opportunities | LAND ACQUISITION AND OWNERSHIP <ul style="list-style-type: none"> • Future land acquisitions | INDEPENDENCE (organisationally & financially) <ul style="list-style-type: none"> • Look to have complete ownership of land- start this conversation • Set up Aboriginal organisation that can do this • Partnerships- e.g. Bush Heritage (independent, non-government, philanthropic) • Become our own long-term, stable, independent organisation • Become financially self-sufficient | |

| Stakeholder | Current situation & what we could be doing | How Banbai wants to work together: THEME and activities | | |
|---|---|---|---|---|
| Private Landholders | <ul style="list-style-type: none"> • Interest in cultural burning • Returning/ sharing artefacts and heritage • Locked out of private property- but improving • Connected to the land • Attitudes changing with time / generations | BUSINESS <ul style="list-style-type: none"> • Fee-for-service work • Site conservation works (through third party funding) | RECONCILIATION, HEALING <ul style="list-style-type: none"> • A lot of potential for change - might take a while • Networked-in • Winning over hearts and minds -> reconciliation | DOING CULTURE <ul style="list-style-type: none"> • Looking after cultural sites |
| Biodiversity Conservation Trust (BCT), Credit Supply Taskforce (CST) | <ul style="list-style-type: none"> • Banbai are not currently working with BCT or CST | BUSINESS <ul style="list-style-type: none"> • Potential stewardship payments • Fee-for-service opportunities, e.g. cultural burning | RELATIONSHIPS <ul style="list-style-type: none"> • Link to landholders to facilitate reconciliation and healing • Cultural burning policy | |
| Energy Industry | <ul style="list-style-type: none"> • Banbai are not currently working with the Energy Industry | BUSINESS <ul style="list-style-type: none"> • Potential fee-for-service, design work • Capacity building • Payments to host infrastructure on low conservation value land • Biodiversity offsets | <ul style="list-style-type: none"> • Explore opportunities through RAP actions | |
| National Indigenous Australians Agency (NIAA) and Department of Climate Change, Energy, the Environment and Water, Australia (DCCEEW AUS) | <ul style="list-style-type: none"> • Funding body for IPAs and Indigenous Ranger Program • Forums and networking • Maintaining relationships | BUSINESS / OPPORTUNITY (inc. \$\$\$) <ul style="list-style-type: none"> • How do we build and maintain relationships over time and through changes, across the Federal government? • Identify new opportunities • Funding | PROMOTION, NETWORKING <ul style="list-style-type: none"> • Networking • Promote your work • Reporting • Closing the Gap, Social Return on Investment | RELATIONSHIPS <ul style="list-style-type: none"> • How do we build and maintain relationships over time and through changes, across Federal Government? |
| Fair Trading, ATO, ORIC, ILSC | <ul style="list-style-type: none"> • Reporting to support governance and compliance | ORGANISATIONAL SUSTAINABILITY <ul style="list-style-type: none"> • Reporting, compliance and governance to support the sustainability of Banbai's supporting organisations and land holding bodies | | |

| Stakeholder | Current situation & what we could be doing | How Banbai wants to work together: THEME and activities | | |
|---|--|---|---|---|
| Natural Resources Commission | <ul style="list-style-type: none"> Supported Banbai and Guyra LALC through the <i>Banbai Whole of Country Plan</i> and the On-Country planning pilot. Supported Banbai through the Aboriginal cultural values and renewal assessment in NSW forests post-wildfires - Banbai Case Study | MONITORING <ul style="list-style-type: none"> NRC could provide oversight of monitoring, evaluation and research – to be developed into Healthy Country monitoring. | PROMOTION / NETWORKING <ul style="list-style-type: none"> Communication Strategy and promotion of Banbai WoC Plan going forward | |
| Aboriginal Outcomes – Healthy Country and Cultural Fire Management Unit, NSW Government | <ul style="list-style-type: none"> No relationship at present | ACCESS and MANAGEMENT <ul style="list-style-type: none"> Access to Country through government policies and strategies NSW Aboriginal Ranger Program in development Dedicated support for Aboriginal rangers within NSW government | PROMOTION / NETWORKING <ul style="list-style-type: none"> Ranger community of practice for peer-to-peer mentoring Support for cultural fire management | RELATIONSHIPS <ul style="list-style-type: none"> Building relationships within government to support whole of Country planning and management |
| Dept. Climate Change, Energy, the Environment and Water NSW | <ul style="list-style-type: none"> Support from cultural science experts | | PROMOTION / NETWORKING <ul style="list-style-type: none"> Support with promotion and implementation of Banbai WoC Plan over 10-year period | |
| Transport NSW | <ul style="list-style-type: none"> Has set targets for % of expenditure to be on/by Aboriginal programs / projects | ACCESS and MANAGEMENT <ul style="list-style-type: none"> Program development – road corridor management, potential to access targeted expenditure | PROMOTION / NETWORKING <ul style="list-style-type: none"> Regional RAP, Banbai specific RAP? Road signage, artwork | |
| Department of Regional NSW | <ul style="list-style-type: none"> No current relationship | BUSINESS/ OPPORTUNITIES <ul style="list-style-type: none"> Potential to apply for grants to fund capital development on IPAs or LALC owned land | | |
| Department of Health, Aboriginal Medical and Health services | <ul style="list-style-type: none"> No current relationship | HEALTH <ul style="list-style-type: none"> Develop community health program | | |

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