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Solution Brokerage: A coordinated approach to addressing land & economic participation issues with Eden Local Aboriginal Land Council



November 2016





EXECUTIVE SUMMARY

Under the mandate of Solution Brokerage, Aboriginal Affairs led a coordinated process to bring together several NSW Government agencies and Eden Local Aboriginal Land Council (Eden LALC) to collaboratively design and implement a mechanism to address long standing issues impeding Eden LALC's land and economic participation aspirations. Issues related to non-delivery of commitments to Eden LALC from the Regional Forestry Agreement 1999 (RFA) (an agreement between the NSW and Commonwealth Governments)

This document details the process undertaken, and attempts to represent the collective experiences and learnings of all parties involved in the recent Solution Brokerage negotiations.

Engagement and collaboration practices are often fraught with error. Governments' limited understanding of the complex and dynamic nature of working with Aboriginal communities, coupled with the restrictive nature of bureaucracy, have hampered previous efforts.

As well as the delivery of outcomes to support economic participation and land management needs of Eden LALC, there is a need to ensure that the creation of an enduring process is recognised between the parties. The ability to adopt the approach for emerging and future efforts will ensure that the NSW Government continues to build on the experience and learnings offered through this Solution Brokerage matter. The transferable skills developed within the participating agencies have the potential to lend themselves to work in other regions and across other disciplines.

In trying to address the issues of previously unsuccessful efforts the process included steps to:

- Establish or strengthen relationships;
- Define the scope and expectations;
- Create collective visions and understanding of the issues;
- Agree on principles and practices for negotiation;
- Refine and reflect along the way.

Learnings from the process primarily relate to Governments understanding of LALC's and the adaptive approach required to overcome issues.

The deliverables and anticipated outcomes changed as the parties gained an increased understanding of Solution Brokerage and of each other's priorities, drivers and parameters.

Some of the key learnings included:

- Adaptive approach is required;
- Eden LALC needed to feel like a genuine partner;
- Accountability must be present from the outset;
- Relationships are critical to success;

- Tensions will exist, but they can be leveraged to build will to succeed;
- Governments way of doing business traditionally does not fit with the needs of LALCs. Similarly, the practices of LALC's generally do not align with the way in which Government transacts;
- Success relies on Government being flexible enough to work with the LALC, and the LALC being willing to accept the intent of government to do things differently by reciprocating the flexibility and willingness to forego some matters in favour of outcomes on others;
- Success will look different for different parties. Understanding and acknowledging this is important;
- The lack of defined scope challenged all parties and resulted in unanticipated resourcing requirements. Balance between agreed scope and adaptability needs to be established without foregoing the ability to respond to opportunities and barriers as they present.

The limited tangible outcomes to date are reflective of the complexity and diversity of issues presented as well as the lack of predefined scope. Much of the allotted time was necessarily spent sharing knowledge and creating a common sense of purpose. The agreement to create an Accord between the NSW Government, Eden LALC, Bega Valley Shire Council and the NSW Aboriginal Land Council seeks to create a platform through which the current good will and shared commitment can provide the tangible and meaningful outcomes intended for this Solution Brokerage matter.

Restrained by the *Aboriginal Land Rights Act 1983 (NSW) (ALRA)*, Eden LALCs ability to competitively enter into business ventures to realise wealth from its extensive land holdings is stringently regulated.

In addition to the unique compliance requirements for entering into dealings on land holdings, the governance structure of LALCs adds an additional layer of complexity not faced by private enterprise. This current environment in which Eden LALC operates has and will continue to pose challenges to achieving meaningful, efficient and sustainable outcomes.

The key outcomes attributed to Solution Brokerage include:

- Establishment of working relationships between Eden LALC and several NSW Government agencies;
- Agreement to develop an Accord between the NSW Government, Eden Local Aboriginal Land Council, NSW Aboriginal Land Council and the Bega Valley Shire Council detailing specific projects and deliverables that each party is committed to progressing.

The Accord will cover:

- An agreement to negotiate an Aboriginal Land Agreement (ALA) under the *Aboriginal Land Rights Act 1983 (NSW) (ALRA)*. Notably, this is a significant outcome on its own given that the commitment to negotiate the ALA was made prior to the finalisation of the ALA Framework.
- Agreed actions to progress the title transfer of an area of National Park adjacent to Davidson Whaling Station.

- A collaboration project to develop a planning and assessment tool for Eden LALCs land holdings primarily focusing on the realisation of specified parcels to generate capital to support activities identified in Eden LALCs Community Land and Business Plan (CLBP).
- Agreement for collaboration on training and development opportunities for the Eden LALC workforce, particularly in relation to land management activities.
- Support to progress access to areas of National Parks for tourism and cultural activities

It is intended that the outcomes agreed to during Solution Brokerage will set a foundation for Government to continue to build and refine the relationship to support Eden LALC in developing their plans to create economic participation opportunities.

The outcomes of Solution Brokerage will attempt to bring finality to Eden LALCs longstanding issues with the RFA and allow the LALC to direct its resources and efforts towards achieving economic and cultural prosperity for Aboriginal people of the area.

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BACKGROUND

Eden Local Aboriginal Land Council (Eden LALC) is a Local Aboriginal Land Council governed by the *Aboriginal Land Rights Act 1983 (NSW)* (ALRA). Since inception, Eden LALC has worked to achieve the objects of the ALRA, and to meet the cultural, social and economic needs of the Aboriginal communities within the LALCs boundaries.

In the late 1990's Eden LALC was consulted in relation to the Eden Regional Forest Agreement (RFA), an agreement between the NSW and Commonwealth governments on the management of State Forests in the Eden Region as well as the NSW RFA, a complementary agreement between Ministers of the NSW Government. As an interested stakeholder, and in consideration of culture and heritage implications of the agreements, Eden LALCs interests were collectively represented along with the two other Local Aboriginal Land Councils (LALCs) in the region, Bega and Merrimans LALCs.

As documents detailing the technical management arrangements for the sustainable harvesting of forests, the RFAs did not fully meet the expectations of the stakeholders outside of industry or government. With questionable accountability measures for Aboriginal Cultural Heritage and Aboriginal interests, Eden LALC have continued to dispute the delivery of commitments from the RFA for their LALC and the Aboriginal community of Eden.

For many years Eden LALC has lobbied to have resolution of issues it raised as a result of the RFA consultations, including representations that were not considered in the final RFA.

In early 2015 the Head of Aboriginal Affairs sought information from agencies involved in the RFA to establish the status of matters being raised by Eden LALC. This information was collated into a response to Eden LALC. While several NSW Government agencies have worked independently with Eden LALC over many years to address some of the concerns, it was evident that on the whole, the RFA issues had not been resolved.



Given the complexity of the issues, their longstanding history and the interconnectedness between agencies, the Head of Aboriginal Affairs declared Solution Brokerage to address land and economic participation issues for Eden LALC. The declaration specified land and economic participation as the focus for Solution Brokerage given that the majority of issues Eden LALC had raised related to these key priority areas.

On 14 April 2015 the Head of Aboriginal Affairs declared Eden LALC's land and economic participation issues a Solution Brokerage matter (Appendix A). In accordance with the Premier's Memorandum M2015-02 the declaration required the cooperation of NSW Government Agencies identified as being relevant to the process.

Solution Brokerage offered a new opportunity to do business with community. Solution Brokerage meant that there were no pre-determined processes to follow, or outcomes to achieve. Eden LALC would influence and refine the process in partnership with multiple NSW Government agencies.

As well as the challenges of doing business in a new way, Solution Brokerage needed to achieve outcomes without bringing new resources into the system. The key resource anticipated to be required for the Solution Brokerage work was personnel from relevant NSW Government agencies.

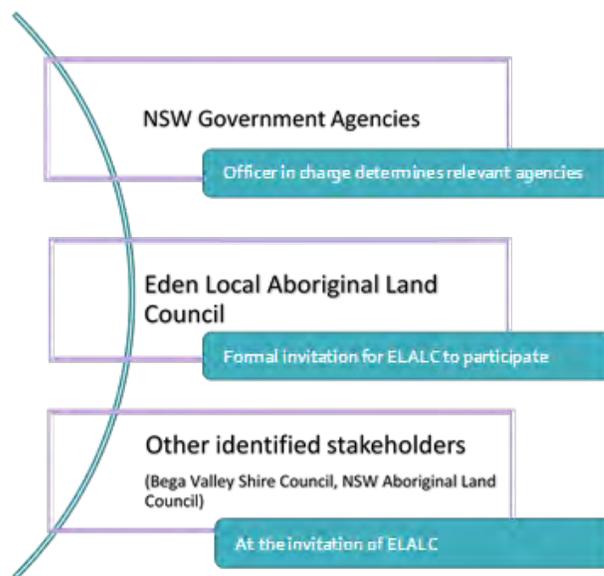
ESTABLISHING AND STRENGTHENING RELATIONSHIPS

Given the diverse work of the agencies involved, strong working relationships were not already in place for all parties. Additionally there was a level of uncertainty about agencies responsibilities under Solution Brokerage. To combat this, time was taken to brief agencies and establish a collective buy in. Though some level of uncertainty remained around the catalyst for the declaration, there was a high level of commitment and a genuine willingness to try a new approach to address these longstanding issues.

Similarly to the NSW Government agencies, Eden LALC demonstrated an early commitment to participating in a process which was still to be defined, although unlike Government, they were not mandated to participate.

A formal offer was extended to Eden LALC by the Head of Aboriginal Affairs in June 2015. After several consultative meetings between Aboriginal Affairs, Department of Premier and Cabinet and Eden LALC, the offer was accepted on 25 July 2015.

The Solution Brokerage Project Team-Diagram 1



As the process evolved, additional stakeholders were identified and, upon agreement by the parties (primarily with the consent of Eden LALC), were invited to participate in the project team. Bega Valley Shire Council were well represented during the process and proactively contributed to the work of the project team to support Eden LALC in their pursuit of economic outcomes. At the invitation of Eden LALC the NSW Aboriginal Land Council (NSWALC) engaged in the process.

NSWALC came to the table with dual opportunities to support Eden LALC through the process and to gain greater insights into an approach that may offer learnings across the LALC network.

Having consideration for the evaluation of the Murdi Paaki Regional Assembly Accord process, the Department of Premier and Cabinet (DPC) played a critical role in bringing several key personnel to the table to ensure that advice was strengthened by the appropriate level of decision making authority. The evaluation highlighted the need to have the appropriate people at the table throughout the process to ensure that local or regional good faith discussions are not impeded at the decision making stage. With the good faith that existed from the onset of Solution Brokerage, the inclusion of decision making power was critical to success.

Details of attendees for all meetings is included (Appendix B).

CREATING A COLLECTIVE VISION AND UNDERSTANDING OF THE ISSUES

Eden LALC's early priorities were based on commitments and outstanding issues from the RFA. With regard for the longevity of issues and the importance of ensuring Eden LALC's voice was heard at the table, Aboriginal Affairs and DPC met with the LALC to establish agreement on six broad priority areas for the Solution Brokerage work.

The priority areas were:

1. Priority assessment of identified existing land claims.
2. Zoning and planning considerations on Eden LALC land.
3. Access to areas of National Parks for Cultural Tourism ventures, including expansion of the existing culture camp at Haycocks Point.
4. Transfer of land adjacent to the historic Davidson Whaling Station (currently National Park).
5. Training opportunities in heritage assessments and Land Care.
6. Exploration of aquaculture opportunities.

The initial response from NSW Government agencies was to scope their capacity to deliver outcomes against each of the priority areas with consideration of existing programs and current policy directions. This process delivered a set of actions that were not necessarily outside of business as usual and, on the most part, failed to meet any of the outcomes Eden LALC had considered reasonable.

To better line up the thinking of Eden LALC and the NSW Government agencies, Eden LALC delivered a presentation which aligned each of the priority areas with existing priorities identified in their Community Land and Business Plan (CLBP). In unpacking the connections between the Solution Brokerage priorities and the strategic and operational directions of the LALC, agencies were better placed to reconsider how current NSW Government priorities and agency resources could be aligned with the longer term aspirations of Eden LALC. This new framework and approach was led by Eden LALC and thus allowed agencies to recalibrate and work in better partnership from the beginning.

REFINING THE SCOPE AND EXPECTATIONS

Once an understanding of the directions and current opportunities of Eden LALC was established a rethink of the scoping process was required. By framing the same priority list around their existing CLBP, Eden LALC were able to create a sense of direction and strategic consideration that linked their priority areas more definitively with those of the Government. Subsequently the conversation shifted from “what we have to offer” to one of “what can we contribute”.

This process was the catalyst for agencies to rethink their resource capabilities and consider innovative and efficient ways they could activate existing resources to contribute to Eden LALC’s aspirations.

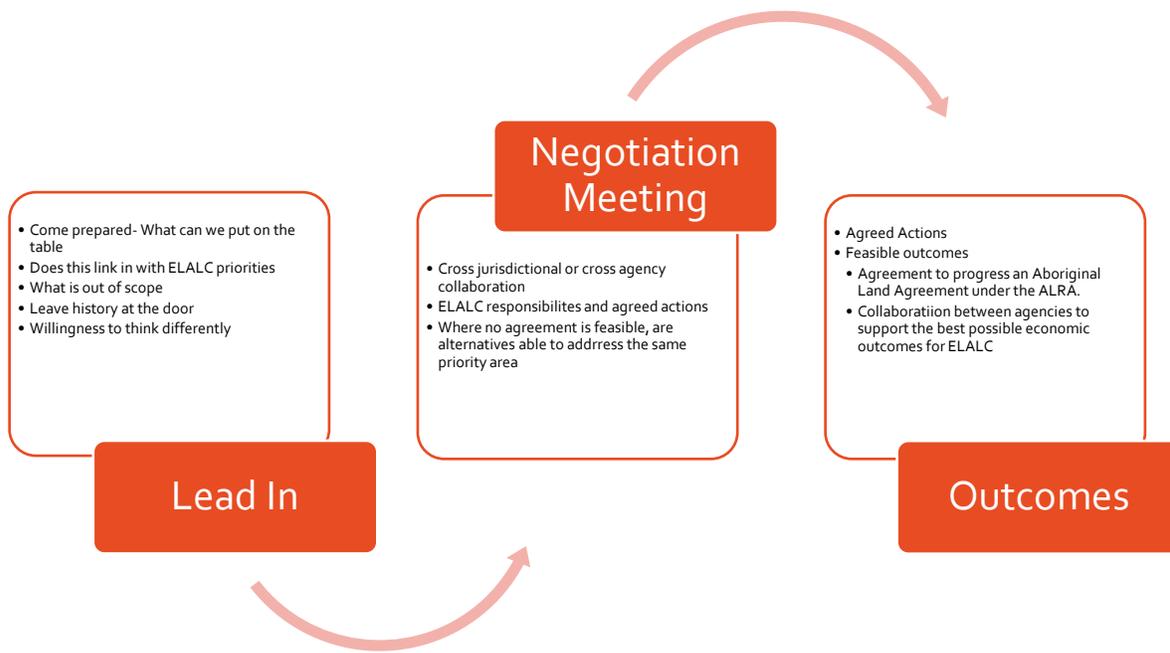
Key considerations included identifying:

- Eden LALC’s existing priorities for land and economic development;
- How these related to the priority areas determined for consideration under Solution Brokerage;
- The synergies between Eden LALC priorities and those of each agency and the NSW Government more broadly;
- Agencies resources that were easy to mobilise; and if not, the blockages that needed to be addressed; and
- Where existing good will existed, how that good will could be leveraged to enhance the potential outcomes.

PRINCIPLES AND PRACTICES FOR NEGOTIATION

Having regard for the complexity and diversity of the priorities, Eden LALC and NSW Government agreed to focus on the initial assessment of identified existing land claims, as well as zoning and planning considerations on Eden LALC land and the possible development of a new ALA.

The intent was to establish a process that could be used to achieve satisfactory agreement on the remaining priorities. The project team met to consider what each party could contribute to achieving agreement on the priority assessment of land claims.



At the conclusion of the first negotiation meeting on 23 October 2015 it was agreed that DPI Lands would work toward offering to enter into an Aboriginal Land Agreement with Eden LALC. The group agreed that the process outlined in the above diagram offered aspects that supported the intent to collaborate with community. While some challenges were discussed, there was a general consensus that at its core, the process was worth refining and implementing for the remaining priority work.

REFINING THE PROCESS

The initial priority areas, and subsequent targeted areas that were determined were not able to be fully negotiated within the initial scheduled timeframe allocated for Solution Brokerage.

It was further agreed that it was unreasonable for the NSW Government agencies at the table to assert a strict timeframe to deliver agreed outcomes given the long standing history of the catalyst issues. Subsequently, the project team established the position that the agreed outcomes during the mandated time would be focused on the development of the trialed and agreed negotiation process, the principles of collaborative decision making, as well as agreement on what issues were reasonable and acceptable to progress after the completion of Solution Brokerage.

Of the remaining five priority areas, the group felt that there needed to be some refinement. Aboriginal Affairs met with Eden LALC to redefine the scope of work, and to gauge the linkages between the remaining priority areas, the agencies participating in the project team and the strategic priorities of Eden LALC. This process delivered three defined pieces of work to progress with the project team, and potentially, some additional NSW agencies and other stakeholders to be invited into the process.

The areas of work to continue beyond the end of the Solution Brokerage timeframe are:

- Negotiation, sign off and registration of an ALA with participation and support from agencies to ensure Eden LALC is best placed to make well informed decisions.
- Negotiation on a range of specific issues where the Office of Environment and Heritage, National Parks and Wildlife Service are central to negotiations. These include such matters as agreement on access to areas of National Parks for cultural tourism ventures, exploring the transfer of part of Davidson Whaling Station, support to access National Parks areas along the Bundian Way walking trail and investigating options to develop partnerships in cultural eco-tourism, amongst other matters.
- Planning and land use support. Focusing on creating supports for Eden LALC to develop a Land Management Plan for its land holdings that will ensure decision making is based on generating the most effective outcomes for Eden LALC. This includes spatial mapping, desktop studies, and support to assess ongoing management costs as well as possible land uses.

AGREED OUTCOMES AND COMMITMENTS

Throughout the course of the negotiations all parties have committed to working towards outcomes to support Eden LALC's land and economic participation aspirations. With the coalition of agencies supporting Eden LALC, agreed outcomes are focused on progressing work already identified in the LALC's CLPB.

Key outcomes agreed to date include:

- **Establishment and maintenance of relationships between NSW Government agencies and Eden LALC:** - Given the history of the Regional Forestry Agreement, a key deliverable was to re-establish and build an acceptable level of trust, understanding and respect between parties to the negotiations. This was critical, not only to the current negotiations but to the long term success of any initiatives that are progressed as a result.
- **Shifting the dynamic of relationships between project team partners (Including Eden LALC):-** A genuine willingness to participate in the process has emerged and resulted in trust and buy in from agencies and Eden LALC alike. The level of engagement and proactive participation has increased since the start of Solution Brokerage. Eden LALC have remained at the table, willing to consider varied approaches and refined scopes, while agencies have found ways to consider how to use existing expertise and resources to support the progression of work with Eden LALC.
- **An offer for Eden LALC to enter into an Aboriginal Land Agreement (ALA):-** A priority area under Solution Brokerage is the determination of existing land claims. Department of Primary Industries-Lands, were able to expedite the consultation process associated with the granting of crown lands under the Aboriginal Land Rights Act and concurrently consider the application of Section 36AA of the Aboriginal Land Rights Act 1983 (NSW). The Hon Niall Blair, Minister for Lands and Water, invited Eden LALC to negotiate an ALA

- **Agreement to negotiate remaining priorities:-** The remaining identified priorities will be addressed under the two broad areas of:
 - Office of Environment and Heritage (OEH): Success against several priority areas is linked to OEH-Parks. While on the whole relationships have improved, the work with OEH is being approached with a systemic view to address blockages. Priorities to be considered under this area include; Davidson Whaling Station; access to areas of National Park for Cultural tourism ventures; and Training in heritage and land care.
 - Planning and Zoning support: Eden LALC have identified opportunities to realise the value of some of their land holdings to assist in funding the Bundian Way and other economic ventures.

Relevant agencies and other entities will be asked to consider providing specialist advice and support to Eden LALC to ensure maximisation of opportunities.

This will include consideration of current and future NSW planning arrangements and Local Environmental Plans (LEP's), market impacts and values, infrastructure as well as pipeline opportunities that Eden LALC had previously identified.

WHERE TO FROM HERE

The momentum and enabling environment created through this Solution Brokerage declaration will be leveraged to maximise the potential for meaningful outcomes addressing priorities for Eden LALC through the realignment of existing agency resources within NSW government, local government and with other identified stakeholders.

To achieve this, parties have agreed to remain engaged in the working groups for each priority area that they add relevance and value to. There is also a commitment to continue working on the difficult issues, without presumption of them being unresolvable.

The development of an Accord with specific commitments to progress the agreed work will provide greater clarity and agreement on deliverables, timeframes and expectations. It will also serve to create an accountability measure, an aspect that was critically absent from the Regional Forestry Agreement in relation to the community deliverables.

The Regional Leadership Group (RLG) is a NSW Government governance structure that offers direct sight to the Government through the inclusion of a Member of Parliament participating in the group. This structure is currently being explored as a mechanism to provide agreed reporting and accountability for all NSW agencies committed to the Accord.

All other parties to the Accord have existing governance structures that will serve as reporting and accountability mechanisms. Collective accountability will exist through the maintenance of the Project Team that was established to work on Solution Brokerage.

Several stakeholders have reflected on the success of the adaptive approach to negotiations. Both in the broad project team work, as well as in individual agency work with Eden LALC. There have been instances of business as usual approaches being challenged which has led to innovative considerations, with the status quo approach being questioned as it relates to ongoing business more broadly.

The project team is conscious of the need to ensure that a repeat of the shortcomings of previous agreements and negotiations does not occur. Notably, the current process requires a defined success measure, to ensure finality can be achieved. The agreed critical factors to ensuring this include:

- Accountability for all parties;
- Multi-party ownership of the outcomes;
- Realistic and agreed timeframes;
- Ongoing reflection and adaptive approach.

Additionally, the parties agree that there is a need to consider the ongoing capacity building needs of Eden LALC. Critically, government cannot simply offer a service or support without providing a

transfer of knowledge. This will support Eden LALC to build on their capacity to manage into the future.

As well as the delivery of outcomes to support the economic participation and land management efforts of Eden LALC, there is a need to ensure that the creation of an enduring process is recognised between the parties.

The ability to adopt the approach for emerging and future efforts will ensure that the NSW Government continues to build on the experience and learnings offered through this Solution Brokerage matter. The transferable skills developed within the participating agencies have the potential to lend themselves to work in other regions and across other disciplines.

APPENDIX A – SOLUTION BROKERAGE DECLARATION

APPENDIX B – MEETING SCHEDULE

Date:	Location:	Participants:
30 July 2015	NSW Office Block DPC Conference Room, Wollongong	<p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director, Regional Coordination, Aboriginal Affairs - Lana Callaghan, Senior Regional Coordinator, Illawarra & South East NSW, Aboriginal Affairs - Melissa Ellis, Acting Senior Project Officer Illawarra and South East NSW, Aboriginal Affairs - Danny Chapman, Senior Project Officer, Illawarra & South East NSW, Aboriginal Affairs - Tim Shepherd, Regional Manager Far South Coast, National Parks & Wildlife Service - Karen Fowler, Manager South Coast Area, Crown Lands - Steven Meredith, Regional Manager South, Office of Environment and Heritage - Linda Davis, Manager, Regional Growth Planning Southern Region, Planning & Environment - Ian Lyall Manager Aquaculture, Department of Fisheries (by phone) - Anthony Body, Senior Regional Coordinator Illawarra and South East NSW Department of Premier and Cabinet - Narelle Sargent, Regional Coordinator Illawarra and South East NSW Department of Premier and Cabinet
23 October 2015	National Parks and Wildlife Office, Merimbula	<p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director, Regional Coordination, Aboriginal Affairs - Melissa Ellis, Project Officer Illawarra and South East NSW, Aboriginal Affairs - Tim Shepherd, OEH Regional Manager Far South Coast, National Parks & Wildlife Service - Rob McKinnon, Acting Regional Manager, Far South Coast, National Parks & Wildlife Service - Steve Dovey, Area Manager Far South Coast, National Parks & Wildlife Service - Mark Matchett, DPI, Director Strategy and Management, Crown Lands - Paul House, Senior Team Leader, Office of Environment and Heritage

		<ul style="list-style-type: none"> - Linda Davis, General Manager (Acting), Regional Growth Planning Southern Region, Planning & Environment (by phone) - Anthony Body, Senior Regional Coordinator Illawarra and South East, NSW Department of Premier and Cabinet - Allison Duffy, Senior Regional Coordination Officer – Illawarra and South East, NSW Department of Premier and Cabinet
23 October 2015	Blue Dolphin Motel, 2 Arthur Kaine Drive, Merimbula NSW	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Les Kosez, Land and Sea Country Coordinator - Penny Stewart, Chief Executive Officer <p>NSW Aboriginal Land Council (NSWALC)</p> <ul style="list-style-type: none"> - Yuseph Dean, Southern Zone - Natalie Lowe, Legal Unit <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Project Officer, Aboriginal Affairs - Anthony Body, Senior Regional Coordinator, Illawarra and South East, Department of Premier and Cabinet - Alison Duffy, Senior Regional Coordination Officer, Illawarra and South East, Department of Premier and Cabinet - Mark Matchett, Director Strategy and Management, Department of Primary Industry, Crown Lands - Paul House, Senior Team Leader, Office of Environment and Heritage - Linda Davis, Acting General Manager Southern, Department of Planning and Environment (by phone) - Tim Shepherd, Office of Environment and Heritage - National Parks and Wildlife Service
19 November 2015	Teleconference	<p>DPC</p> <ul style="list-style-type: none"> - Anthony Body, Senior Regional Coordinator, Illawarra South East, Department of Premier and Cabinet

		<ul style="list-style-type: none"> - Alison Duffy, Senior Regional Coordination Officer, South East NSW, Department of Premier and Cabinet - Heidi Stratford, Regional Coordinator South East NSW, Department of Premier and Cabinet <p>Aboriginal Affairs</p> <ul style="list-style-type: none"> - Lana Callaghan, Senior Regional Coordinator, Aboriginal Affairs - Jennie Wearing, Regional Support Officer, Aboriginal Affairs
25 November 2015	Teleconference	<p>DPI – Lands</p> <ul style="list-style-type: none"> - Mark Matchett, Director Strategy and Management, Department of Primary Industry, Crown Lands <p>Aboriginal Affairs</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs - Jennie Wearing, Regional Support Officer, Aboriginal Affairs
11 December 2015	Community Room, BAYLINK, 3 Flora Cres Batemans Bay NSW	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Project Officer, Aboriginal Affairs - Alison Duffy, Senior Regional Coordination Officer, South East NSW, Department of Premier and Cabinet - Mark Matchett, Director Strategy and Management, Department of Primary Industry, Crown Lands - Paul House, Senior Team Leader, Office of Environment and Heritage - Linda Davis, Acting General Manager Southern, Department of Planning and Environment - Rob McKinnon, Office of Environment and Heritage - National Parks and Wildlife Service - Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service <p>Local Government</p> <ul style="list-style-type: none"> - Sophie Thomson, Bega Valley Shire Council

		<ul style="list-style-type: none"> - Mark Fowler, Bega Valley Shire Council
21 January 2016	Community Room, BAYLINK, 3 Flora Cres Batemans Bay NSW	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Penny Stewart, CEO - Les Kosez, Land and Sea Country Coordinator <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs - Lana Callaghan, Senior Regional Coordinator, Aboriginal Affairs - Anthony Body, Senior Regional Coordinator, Illawarra South East, Department of Premier and Cabinet - Alison Duffy, Senior Regional Coordination Officer, South East NSW, Department of Premier and Cabinet - Heidi Stratford, Regional Coordinator South East NSW, Department of Premier and Cabinet - Mark Matchett, Director Strategy and Management, Department of Primary Industry - Crown Lands - David Clarke, Group Director Governance & Strategy, NSW Department of Primary Industries - Lands - Paul House, Senior Team Leader, Office of Environment and Heritage - Graham Towers, Acting General Manager Southern, Department of Planning and Environment - Rob McKinnon, Office of Environment and Heritage - National Parks and Wildlife Service - Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service <p>Local Government</p> <ul style="list-style-type: none"> - Sophie Thomson, Bega Valley Shire Council - Rob Quick, Bega Valley Shire Council <p>NSWALC</p> <ul style="list-style-type: none"> - Danny Chapman, South Coast Councillor, NSW Aboriginal Land Council

2 February 2016	Eden LALC, Jigamy Farm, Eden	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Penny Stewart, CEO - Les Kosez, Land and Sea Country Coordinator <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Project Officer, Aboriginal Affairs - Alison Duffy, Senior Regional Coordination Officer, South East NSW, Department of Premier and Cabinet - Heidi Stratford, Regional Coordinator South East NSW, Department of Premier and Cabinet - Jennie Wearing, Regional Support Officer: Illawarra South East Region, Aboriginal Affairs
		<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Penny Stewart, CEO - Les Kosez, Land and Sea Country Coordinator <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs - Lana Callaghan, Senior Regional Coordinator, Aboriginal Affairs - Anthony Body, Senior Regional Coordinator, Illawarra South East, Department of Premier and Cabinet - Alison Duffy, Senior Regional Coordination Officer, South East NSW, Department of Premier and Cabinet - Heidi Stratford, Regional Coordinator South East NSW, Department of Premier and Cabinet - Mark Matchett, Director Strategy and Management, Department of Primary Industry - Crown Lands - David Clarke, Group Director Governance & Strategy, NSW Department of Primary Industries - Lands - Paul House, Senior Team Leader, Office of Environment and Heritage - Graham Towers, Acting General Manager Southern, Department of Planning and Environment

		<ul style="list-style-type: none"> - Rob McKinnon, Office of Environment and Heritage - National Parks and Wildlife Service - Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service <p>Local Government</p> <ul style="list-style-type: none"> - Sophie Thomson, Bega Valley Shire Council - Rob Quick, Bega Valley Shire Council <p>NSWALC</p> <ul style="list-style-type: none"> - Danny Chapman, South Coast Councillor, NSW Aboriginal Land Council
6 July 2016	Merimbula Golf Club, Arthur Kaine Drive Merimbula	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Les Kosez, Land and Sea Country Coordinator - Noel Whittam, Bundian Way Project Manager - <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs - Jennie Wearing, Project Officer (Acting), Aboriginal Affairs - Tim Shepherd, A/Director Coastal, National Parks and Wildlife Service, Office of Environment and Heritage - Rob McKinnon, Office of Environment and Heritage - National Parks and Wildlife Service - Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service

29 August 2016	Merimbula Golf Club, Arthur Kaine Drive Merimbula	Eden Local Aboriginal Land Council (Eden LALC) <ul style="list-style-type: none">- Ben Cruse, Chairperson- Penny Stewart, CEO- Les Kosez, Land and Sea Country Coordinator- Noel Whitem, Bundian Way Project Manager NSW Government <ul style="list-style-type: none">- Steven Gal, Director: Regional Coordination, Aboriginal Affairs- Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs- Tim Shepherd, A/Director Coastal, National Parks and Wildlife Service, Office of Environment and Heritage- Rob McKinnon, Office of Environment and Heritage - National Parks and Wildlife Service- Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service NSWALC <ul style="list-style-type: none">- Yuseph Deen, Zone Director, Southern, NSW Aboriginal Land Council
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3 November 2016	Batemans Bay Soldiers Club, Batemans Bay	<p>Eden Local Aboriginal Land Council (Eden LALC)</p> <ul style="list-style-type: none"> - Ben Cruse, Chairperson - Penny Stewart, CEO - Les Kosez, Land and Sea Country Coordinator <p>NSW Government</p> <ul style="list-style-type: none"> - Steven Gal, Director: Regional Coordination, Aboriginal Affairs - Lana Callaghan, Senior Regional Coordinator, Aboriginal Affairs - Melissa Ellis, Senior Project Officer (Acting), Aboriginal Affairs - Alison Duffy, Department of Premier and Cabinet - Heidi Stratford, , Department of Premier and Cabinet - Mark Matchett, Department of Industry, Crown Lands - Andrew Abbey, Department of Industry, Crown Lands - Tim Shepherd, Office of Environment and Heritage - National Parks and Wildlife Service - Stephen Dovey, Office of Environment and Heritage - National Parks and Wildlife Service - Graham Towers, Department of Planning and Environment <p>Local Government</p> <ul style="list-style-type: none"> - Derek Van Bracht, Bega Valley Shire Council - Mark Fowler, Bega Valley Shire Council <p>NSWALC</p> <ul style="list-style-type: none"> - Yuseph Deen, Zone Director, Southern, NSW Aboriginal Land Council - Danny Chapman, Counsellor South Coast Region
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