

# Joint Management Forum

Tuesday, 13 and Wednesday, 14 September 2022

Presented by



Yamatji Marlpa  
ABORIGINAL CORPORATION



# OUTCOMES REPORT

Supported by



## Acknowledgements

Yamatji Marlpa Aboriginal Corporation acknowledges the Traditional Owners and custodians of Country throughout Australia, and recognises their continuing connection to land, waters and community. We pay our respects to the people, cultures, and Elders past, present and emerging.

We thank Country Needs People for its support of our 'Joint Management Forum'.

We are also grateful to all the presenters involved in this event, who were generous with their time, effort and knowledge to help make this event the great success it was.

## Contents

Acknowledgements.....	1
Executive Summary.....	3
Host Organisation .....	6
Purpose of the 'Joint Management Forum' .....	6
Facilitator and Presenters .....	7
Participants .....	7
Day One Summary Information .....	8
Overview .....	8
Discussions.....	8
Day Two Summary Information .....	11
Overview .....	11
Discussions.....	11
Outcomes.....	14
Next Steps .....	16

## Executive Summary

On Tuesday, 13 and Wednesday, 14 September 2022, Yamatji Marlpa Aboriginal Corporation (YMAC) presented its free online ‘Joint Management Forum’: an event targeted towards Western Australian Traditional Owners, Prescribed Bodies Corporate (PBCs), and other relevant Aboriginal groups/organisations involved in land and sea management activities.

Joint management provides an opportunity for Aboriginal groups to negotiate strategies to work with government to care for conservation reserves located on their Country. These agreements can also support social, cultural, and economic goals for communities, including (but not limited to) fee-for-service work for rangers and other community members, the establishment of tourism businesses, and the protection and preservation of important cultural sites. However, more understanding about Aboriginal groups’ collective aspirations and concerns in regard to joint management possibilities, e.g., to inform best practice guidelines and advice to government, is needed.

Supported by Country Needs People, the Joint Management Forum was developed in response to requests for increased information sharing and coordination in the joint management sector, particularly within Western Australia. Consequently, participation and presentations from those involved in joint management activities, both within Western Australia as well as others from across the country, were sought, so they could share their important and valuable experiences and insights.

The aim of the forum was to facilitate a peer-to-peer knowledge exchange between Traditional Owners and other joint management experts, to discuss what works, challenges, lessons learnt, and possible future opportunities and directions for the sector. This was achieved by hosting presentations from several organisations from across regional Western Australia, as well as others from Queensland, Victoria, and the Northern Territory. Broader background and overview presentations were also provided by in-house experts, the Pew Charitable Trusts, leading national joint management expert Dr Dermot Smyth, and the Western Australian Department of Biodiversity, Conservation, and Attractions (DBCA).

In addition to the presentations provided, the forum also saw some valuable audience contributions made during the “Q&A” and panel sessions throughout.

While it was apparent over the two days’ discussions that there remains a lot of ongoing and outstanding issues and concerns, it is also evident that joint management is clearly a significant and growing area of practice, particularly in Western Australia. It is a complex space, however, with adequate resourcing, flexibility and responsiveness to local needs and conditions, there seems to be great potential for joint management to complement and enhance other programs, such as Indigenous Protected Areas (IPAs), and vice versa.

Key points arising from the forum's presentations and discussions included (but were not limited to):

- The last 'conversation' focusing on joint management, at a national- or state-level (i.e., excepting those at a bioregion- or regional-level) was over ten years ago.
- Joint management is very different across the states and territories, with a key difference being how Aboriginal people's rights in land have been recognised and activated.
- While it is apparent there remains a lot of ongoing and outstanding issues and concerns, it is also evident that joint management is clearly a significant and growing area of practice, particularly in Western Australia.
- 'Joint management' is a complex and imperfect space, however, with adequate resourcing, flexibility and responsiveness to local needs and conditions, there seems to be great potential for it to complement and enhance other programs, such as IPAs, and vice versa.
- There is a need for the sector to better understand that joint management is not a competing or mutually exclusive model to other forms of Indigenous land management, such as IPAs and Commonwealth funded rangers. Traditional Owner groups should consider the best alignment of these options (and any others available to them) to suit their aspirations and local circumstances.
- Ideally, whole-of-Country cultural management plans, Healthy Country Plans, or similar land and sea management strategies should be developed prior to any 'joint management' negotiations, agreements and consequent implementation. These core plans are a foundational step in ensuring Traditional Owner values, concerns, and aspirations are suitably documented and addressed accordingly.
- Joint management currently only applies to the conservation estate, that is, it does not resolve the aspiration of Traditional Owners to care for all of their Country. Government must continue to find ways to extend the frame of joint management to encompass cultural land and sea management across all tenures and in marine areas. For example, the inclusion of fisheries management in marine/sea country planning and management, and support for Traditional Owners to collaboratively manage the pastoral estate and waterways using their native title rights.
- The status and future management of 'old' or historical parks and reserves (i.e. those without any joint management arrangements in place) must be changed to meet modern joint management arrangements
- The employment of non-Indigenous senior management staff in positions within government departments who are responsible for joint management and related activities should be assessed, and a capacity building plan implemented to transition this workforce to be majority, if not wholly, Indigenous employees.
- 'Joint management' is most certainly a "work in progress": it is not static, and things will continue to evolve in this space with future legislative amendments, more mixing and matching of models and their implementation, and increased innovation and creativity.
- There is a clear need and desire to continue such conversations provided for during the forum. Participants were seemingly inspired by the opportunity to connect with one another, share their understandings, experiences and knowledge, and were ultimately wanting to pursue ongoing dialogues, relationships and collaborations. Such willingness and effort will also help to further the development of an Indigenous land and sea management 'community of practice' – i.e. beyond (but inclusive of) existing collectives

such as the Kimberley Rangers Forum, the Indigenous Desert Alliance (IDA), the Pilbara Cultural Land Management Project (PCLMP) and so on – both in Western Australia as well as Australia-wide.

As a result of the forum, emergent themes, concepts and aspirations, including the above, have been identified and recorded, contributing to the development of this report. The intention of this document is to help influence improvements in the sector going forward, including best practice guidelines, policies and practical approaches (including both new negotiated outcomes and renegotiation of existing joint management arrangements).

The Joint Management Forum also provided a critical platform for strengthening established relationships and creating new ones between those involved, as well as fostering a greater sense of community amongst practitioners.

Overall, the forum was a success. Feedback received was overwhelmingly positive, with participants sharing how useful and informative they found it.

It is our hope that the forum and this short report contribute to a continued conversation and ongoing collaboration to further an Indigenous land and sea management community of practice, both in Western Australia and nationwide.



Image 1. Screenshot from the Joint Management Forum's Day One Western Australian Presenter Panel Discussion

## Host Organisation

YMAC is the Native Title Representative Body for what are described as the Pilbara and Geraldton regions of Western Australia, a representative area equivalent to approximately one-third of the state. It represents several different Traditional Owner groups, each with their own distinct Country, culture and identity. These living cultures are maintained through languages, ceremonies, beliefs, music, art, laws and creation stories.

YMAC is governed by an Aboriginal Board of Directors, and provides a range of services, including native title claim and future act representation, heritage services, community and economic development assistance, and natural resource management support.

## Purpose of the ‘Joint Management Forum’

Targeted towards Western Australian Traditional Owners, PBCs, and other relevant Aboriginal groups and organisations involved in land and sea management activities, the Joint Management Forum was developed in response to requests for increased information sharing and coordination in the joint management sector.

The aim of this event was to facilitate a peer-to-peer knowledge exchange between Traditional Owners and other joint management experts, to discuss what works, challenges, lessons learnt, and possible future opportunities and directions for the sector.

Consequently, participation and presentations from those involved in joint management activities, both within Western Australia as well as others from across the country, were sought, so they could share their important and valuable experiences and insights.

It is YMAC’s hope that this forum and resultant report contribute to continued conversations, ongoing collaboration, and the further development of an Indigenous land and sea management community of practice, both in Western Australia and nationwide.

<b>Day One: Tuesday, 13 September (9:00am - 1:30pm)</b>	9:00am	Workshop opened; networking session
	9:30am	Welcome; overview; introductions; housekeeping
	9:35am	“What is Joint Management (and what is it currently not) in WA?”
	10:00am	Dept. of Biodiversity, Conservation & Attractions presentation
	10:30am	Q&A
	11:00am	Morning tea; networking session
	11:15am	Joint management examples from across WA
	12:15pm	WA presenter panel and Q&A
	1:15pm	Wrap up; overview of Day Two; closing remarks
	1:30pm	End of Day One
	<b>Day Two: Wednesday, 14 September (9:00am - 1:00pm)</b>	9:00am
9:30am		Welcome; overview; introductions; housekeeping; Day One recap
9:45am		“How is Joint Management done elsewhere in Australia?”
10:15am		Joint management examples from outside of WA
11:15am		Morning tea; networking session
11:30am		National presenter panel and Q&A
12:30pm		“Where to from here?”
12:55pm		Wrap up and closing remarks
1:00pm		End of Day Two
*All times shown in Australian Western Standard Time (AWST)		

Image 2. Daily agendas for the two-day Joint Management Forum

## Facilitator and Presenters

The two-day forum was facilitated by Ballardong-Whadjuk Noongar maarman, Bill Bennell.

YMAC's Program Manager, Land & Sea Management, Dr José Kalpers, spoke on behalf of the organisation, and co-presented with Dr Bill Kruse from the Pew Charitable Trusts on the history of joint management in Western Australia, as well as its potential future directions.

Manager Aboriginal Engagement, Planning and Lands Branch, Luke Bentley, from DBCA gave a presentation from the State Government's perspective.

National leading joint management expert, Dr Dermot Smyth, provided information on the evolution of joint management across Australia more generally.

Other presenters/presenting organisations who also shared their joint management journeys, experiences and insights included:

- Nyangumarta Warrarn Aboriginal Corporation from the Pilbara,
- Nyamba Buru Yawuru Aboriginal Corporation from the Kimberley,
- Tarlka Matuwa Piarku Aboriginal Corporation – Mantjiljarra Yulparirra from the Western Desert,
- Esperance Tjaltjraak Native Title Aboriginal Corporation from the South Coast,
- Peter Donohoe for the Northern Territory,
- Wuthathi Aboriginal Corporation from Queensland, and
- Gunaikurnai Land and Waters Aboriginal Corporation from Victoria.

Unfortunately, due to scheduling conflicts and technical issues, the Nganhurra Thanardi Garrbu Aboriginal Corporation from the Gascoyne and the Wreck Bay Aboriginal Community Council from the Jervis Bay Territory were unable to present as planned.

## Participants

Open invitations to the forum were shared with Western Australian Traditional Owners via their Native Title Representative Bodies/Native Title Service Providers, PBCs, and several other land and sea management groups. Support staff from these organisations were also invited to attend, as were representatives from DBCA.

Excluding presenters, around 65 people/organisations registered for the event, with (approximately) 43 joining on Day One, and 33 joining on Day Two. Noting, in several cases, one "registration" involved the participation of multiple people; for example, a number of board members viewing the proceedings together from one person's login. Further, some registrations were individuals/organisations who wanted to attend the forum but could not; however, they were advised ahead of time that by registering they could access recordings of the forum and other content available via the online portal post-event.

# Day One Summary Information

## Overview

Day One (Tuesday, 13 September 2022) was targeted towards Western Australia and included presentations and panel discussions on trends and experiences across the state.

## Discussions

Following two general presentations intended to inform and provide context regarding joint management in Western Australia, four case studies from different parts of the state were presented. Each case study focused on the processes undertaken relating to joint management, highlights experienced, challenges faced, lessons learnt, and future directions and aspirations.



*Image 3. Slide excerpt from Dr José Kalpers and Dr Bill Kruse's joint presentation*

Day One also included two discussion sessions involving presenters and participants. The first covered the following points:

- Joint management and IPAs can overlap and coexist. There are several examples in the Kimberley and the Pilbara, where DBCA, Joint Management Bodies and autonomous ranger groups work collaboratively in conservation reserves. The two models are complementary in terms of resources, philosophy and planning, and can easily align with each other. The overlap also concerns funding, where sometimes Commonwealth grants can complement the funding provided by the State Government for the management of legislated conservation reserves.
- DBCA's mandate is primarily to manage the conservation reserves in the state, but the department also has the general responsibility of looking after the fauna and flora of Western Australia, particularly threatened species, as well as a role managing vast areas of the State's unallocated Crown land. This means that joint management

needs to be flexible, for instance by considering threats to conservation that are cross tenure and may be outside areas under joint management.

- Healthy Country Plans or, generally, whole-of-Country plans, have a very important role to play. Those plans are typically produced by Traditional Owners for their respective Countries and provide a real road map for the future. They capture the natural and cultural values of their Country, the threats, strategies and priorities. A Healthy Country Plan is an essential tool to let the outside world know about the Traditional Owners' aspirations, and ideally should be available before any joint management discussions take place. It is a very powerful resource to be used to guide the planning process for any particular conservation reserve located inside a determination area.
- During joint management negotiations and planning, consideration is not only given to the tangible assets of a particular conservation reserve but also to the intangible values. For example, the transfer of traditional knowledge between generations should be one of the top priorities of joint management bodies, both during the planning process and throughout implementation.
- Joint Management Bodies have a role in preparing and approving budgets for their respective conservation reserves. This role is not just for the portion dealing with the benefits to the relevant Traditional Owners but also includes all park management strategies across the duration of the agreements, otherwise known as the full operational budgets.

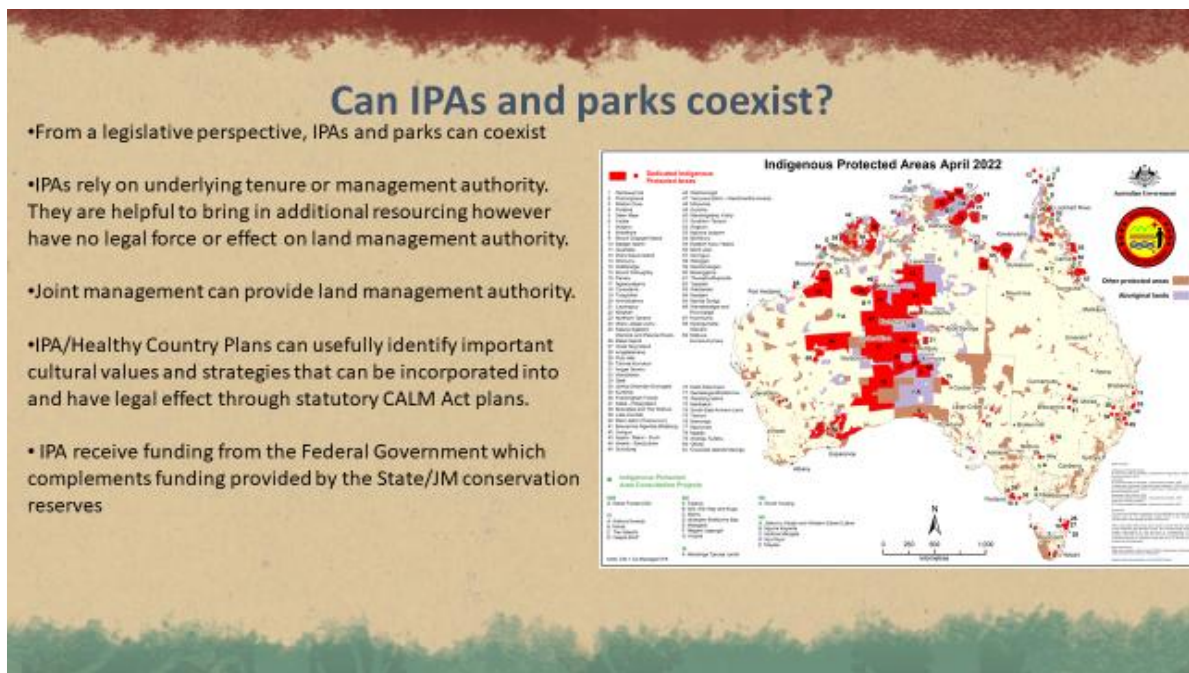


Image 4. Slide excerpt from DBCA's presentation

The second discussion took place in the form of a panel session following presentation of the four Western Australian case studies. The following key issues were addressed by the panellists:

- The number of ranger positions for a particular Joint Management Agreement is discussed individually in each negotiation leading to an Indigenous Land Use

Agreement (ILUA). It is often linked to a combination of factors, in particular the size of the conservation reserve or estate. Employment of joint management rangers can be flexible and include employment through DBCA, an Aboriginal corporation, or another contracting organisation, and be on a full-time, part-time or casual basis.

- Joint management funding arrangements are usually made for ten years, with enduring funding guaranteed but renegotiated at ten years.
- In Western Australia, so far in the past 10-12 years, there are no known instances of joint management conflict matters elevated to a Ministerial decision. Decisions at the Joint Management Body level are always made by consensus, and each agreement has dispute resolution clauses should there be any unresolved issue/s.
- There is limited opportunity to have a proper co-design approach in the ILUA negotiation process, mainly because the State needs to apply some consistency across agreements in Western Australia, but also because the budgets negotiated for specific conservation reserves are usually directed by Treasury.
- There is currently no easily accessible database of consultants with expertise in joint management, cultural mapping, planning, or IPAs. This is something that would be highly valuable in the near future.
- One of the key outcomes of joint management in Western Australia so far is that Traditional Owners now have a seat at the table, through active involvement in the governance of conservation reserves and oversight in the implementation of management plans. Joint management provides equity in the decision-making process.
- Given the progress made in the last few years, Western Australia is in a very good position to have a community of practice around joint management. The last time there was a gathering on this topic, at a state- or national-level, was in 2012 in Alice Springs. Generally, a lot of the issues discussed at the time are very similar to the ones today.
- In Western Australia, there is currently no formal capacity building plan for senior Aboriginal joint management staff within DBCA, although there are a few examples of people who have moved to higher-level roles. The department is looking at mechanisms to make sure that entry-level participants, such as rangers, have a career pathway to progress towards more senior positions.
- In some areas, there is good complementarity between staff employed by DBCA under joint management arrangements and rangers working directly for their PBCs or IPAs, delivering fee-for-service work on the conservation estate. This provides a greater level of flexibility in terms of management and employment options. For groups employing rangers directly under their corporations, the most usual approach is to have a majority of casual employees with a few full-time or part-time staff. Each group has to look at their specific situation, with factors such as demographics, cultural obligations and geographic location being considered. For this kind of ranger group, the main driver is to have as many people being able to be on Country while diversifying employment options.
- Training is still working well for groups with a high number of casual rangers. It just takes more time to complete the accredited units. Training and capacity building are also great ways to incentivise casual rangers to transition to more permanent employment. The ILUAs and Joint Management Agreements currently being negotiated are for ten years. After that period, or shortly before, DBCA will have to

seek further funding to be made available through the State Government's budget process.

- There are no definite plans in place to expand joint management into older national parks, particularly where native title has been extinguished. The official position of the Western Australian Government on this topic is not known yet; however, DBCA has indicated it is keen to explore, engage on, and progress this idea.

## Day Two Summary Information

### Overview

Day Two (Wednesday, 14 September 2022) included presentations and panel discussions focused on experiences outside of Western Australia.

### Discussions

Following a general presentation intended to provide context and recent trends regarding joint management in Australia, three case studies from outside Western Australia were presented. Each case study focused on the processes undertaken relating to joint management, highlights experienced, challenges faced, lessons learnt, and future directions and aspirations.

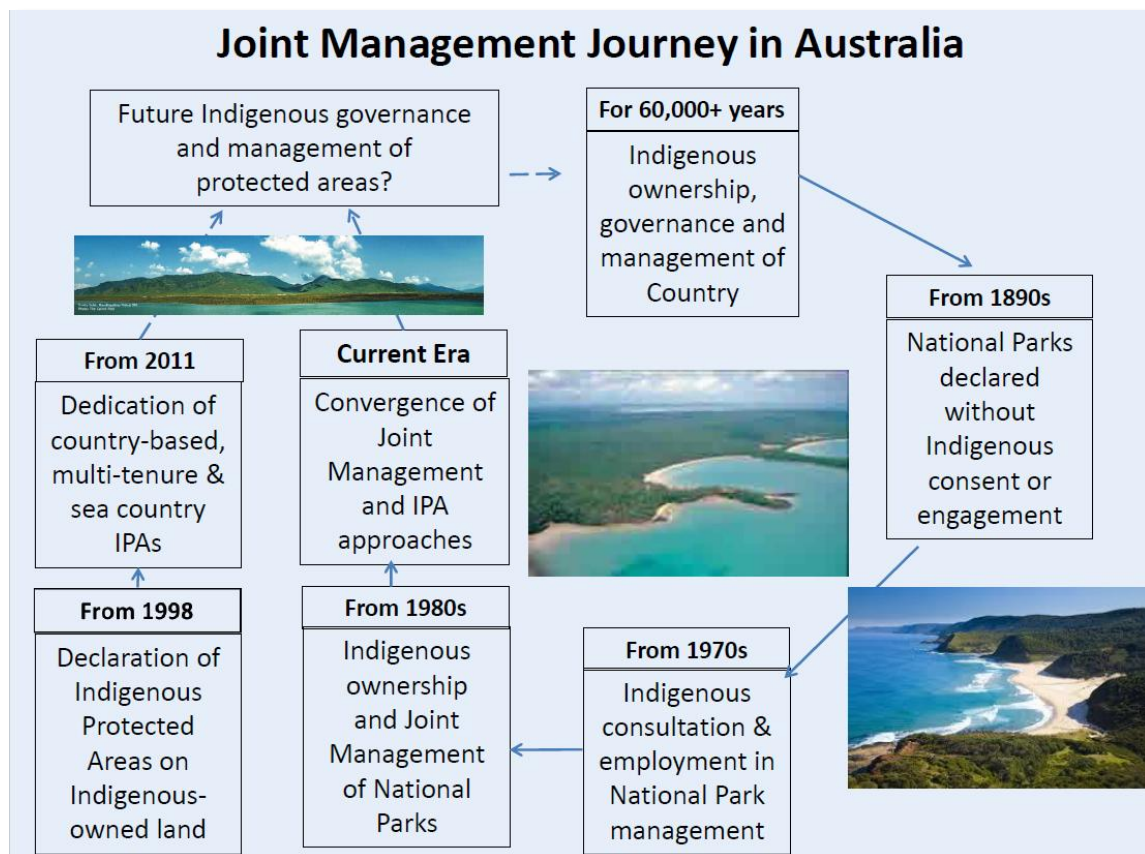


Image 5. Slide excerpt from Dr Dermot Smyth's presentation

A panel discussion with all of the day's presenters was then held where the following topics were discussed:

- One of the longest joint management experiences in Australia is at Uluru-Kata Tjuta National Park. The land was handed back to Traditional Owners, then leased back to Parks Australia. There is a board of management with a majority of Traditional Owners. Over time, there have been highs and lows, and sometimes tensions between parties. With Uluru being such a highly visited park, visitor management issues tend to dominate discussions, but might not be a priority for the Traditional Owners.
- Regarding Gunaikurnai, joint management has brought in positive employment outcomes for rangers and other Traditional Owners, as well as opportunities to grow in their structure. There has also been an increase in funding availability.
- There is a strong connection between international policy developments and the establishment of the IPA network in Australia. National targets for terrestrial or marine conservation reserves have directly influenced the emergence and expansion of the IPA approach. An interesting feature of the IPA program is that it has bipartisan support from all sides of politics.
- Having IPAs and jointly managed conservation reserves together does not complicate matters, rather it enables a high level of complementarity between the two approaches. An IPA management plan or a Healthy Country Plan provides a holistic view of Traditional Owners priorities, while management plans for legislated reserves ideally have to fit within the higher-level country-wide planning context.
- In the case of the Northern Territory, the hand back/lease back of national parks has been the result of compromises, where Traditional Owners, to have their land recognised and get benefits, have had to accept joint management arrangements.
- Whole-of-Country planning is essential because it enables the most appropriate engagement process within the community. Through consultations and discussions conducted at the community's own pace, without pressures or deadlines, plans can capture the aspirations and decisions of Traditional Owners, about their own choices and what they want to do on Country. It's also important to ensure there is proper alignment between the many different plans groups can end up with, e.g. management plan, Healthy Country Plan, strategic plan, joint management plan, etc.
- The consultation process leading to joint management can generate misconceptions at various levels. On one hand, Traditional Owners can expect that joint management is the equal sharing of decisions and responsibilities, while in fact that is not the case; usually government carries most of the risks, and often the national park was there before. On the other hand, parks and wildlife services might think joint management arrangements are about running national parks and tend to forget that a crucial responsibility is building the capacity of Traditional Owners, and that Traditional Owners have the ability to bring their own funding resources.
- Similar to terrestrial areas, marine reserves can easily coexist with marine IPAs. During the planning process of a marine IPA, Traditional Owners determine areas of sea Country where they have cultural connections and responsibilities, and where there are sacred sites. This information is useful, not just for the management of the IPA itself, but also for the legislated marine reserve when zoning and management strategies are designed. The two approaches are absolutely complementary.

- In Australia, there are many examples of IPAs sitting over multiple tenures, especially national parks and other legislated reserves. For instance, there is a couple of experiences in Queensland. One is the Mandingalbay Yidinji IPA, which covers a variety of forest reserves, local government reserves and marine reserves, such as the Great Barrier Reef. The IPA also straddles the Wet Tropics and Great Barrier Reef World Heritage Areas. During the IPA consultation process, Traditional Owners were able to convince several government agencies that the IPA approach was about putting first their aspirations for cultural and natural protection without threatening the authority of the various statutory bodies that have management mandates over those reserves. The IPA enables the breaking down of silos between government agencies and the building of partnerships between departments that don't usually talk to each other. Another example is the Giringun IPA, which encompasses around 40 government protected areas, some small and large terrestrial parks, as well as a large portion of the Great Barrier Reef Marine Park. These multi-tenure IPAs offer the unique opportunity for various agencies to communicate with each other: fisheries agency, marine park authority, forestry department, national park agency, etc. By taking people along gently on their journey, Traditional Owners were able to demonstrate that an IPA is a great way to work together and share or boost resources. Further, the IPA consultation phase can produce a cultural guiding framework for the overall area, just like the World Heritage status that provides a different framework that overlaps with various tenures and traditional Countries.
- There is a critical need for some sort of community of practice, at a state-level and even nationally. There are some forums or loose networks in some areas, but these are mainly opportunistic. Platforms or mechanisms for such a community of practice would not only look at joint or collaborative management but also at Indigenous land and sea management approaches in general, including ranger work and IPAs. The design for those future mechanisms will have to ensure that they are driven by Traditional Owners, who can also define the agenda.
- Implementing joint management can sometimes lead to divergent views between the two main parties at the table. Most of the time, Joint Management Boards have procedures to deal with conflict resolution, as stipulated in agreements, at their disposal. However, those procedures usually follow Western bureaucratic mediation mechanisms, and do not necessarily include more traditional approaches, such as collective collaborative problem solving or other cultural protocols. On the other hand, politicians probably would not want to exhaust all formal avenues included in Joint Management Agreements because this would be damaging to government.
- In the Kimberley, DBCA is working closely with several IPAs and ranger groups, as they overlap with State legislated reserves. The experience is very valuable because working together enables the combining of resources and the building of capacity on both sides. It also creates flexibility, for example, with DBCA providing support in threatened species conservation or on technical matters, while Traditional Owners bring their traditional ecological knowledge, a broader tenure approach, and where their aspirations for Country generate opportunities for everybody.



Image 6. Nyangumarta ranger team on-Country (shared during Dr José Kalpers and Dr Bill Kruse's joint presentation)

## Outcomes

YMAC's two-day Joint Management Forum yielded a number of highlights, reflections and takeaway messages which are summarised below.

- The forum was a great opportunity for people to exchange on the topic of joint management, both in Western Australia and nationally. Arising from the discussions there is a clear need to **continue the conversation**, to have regular events like it, and establish a proper **community of practice**. Having better and regular information exchanges is essential, particularly for Traditional Owners, who can then talk to each other and learn from each other.
- The joint management examples provided during the forum highlighted the importance of **flexibility** and **openness**. We have to set aside 'ideologies' (i.e. that 'joint management is good, or joint management is bad') and avoid being binary in our approaches. We have to embrace the **diversity of models** and **adaptiveness** in applying models; for example, in ranger employment policies or in integrating joint management with IPAs. It is a journey, so adaptation throughout the lifetime of partnerships is another critical aspect (with regular checking, monitoring, reviewing, and so on). There already exist **networks** where ranger groups are engaging with each other, e.g., the Kimberley ranger forum, IDA, PCLMP, etc. We can start by utilising these networks to talk about joint management, and also to drive the community of practice. All parties need to **transcend 'rivalries'** (or misunderstandings), e.g., between the State and the Commonwealth, between IPAs and joint management bodies, etc.
- We have also seen a continued emphasis on the **need for Indigenous led conservation**, and that joint management doesn't meet all the criteria of **self-determination**. IPAs can fill part of that gap – depending on the context.
- The various examples presented during the forum are not static, they are all works in progress. Things will continue to evolve, with more future amendments to legislation, more **mixing and matching of models**, and more **innovation and creativity**.
- Joint management isn't necessarily something that applies only to the legislated conservation estate. Many groups are talking about co-management with the mining industry, and where IPAs operate on pastoral leases/or with grazing and other tenures. It can also be considered a form of **collaborative management**.
- Ideally, whole-of-Country cultural management plans or Healthy Country Plans should be done before the joint management process. This is a foundational step. It

doesn't really matter what model of plan, or what it is called. What is important is having a **proactive plan for the management of Country**, which incorporates cultural and conservation land management, securing access, and economic development.

- There are clear benefits of a **cross-tenure, Country-wide conservation model**, i.e. an IPA. However, note that it only works well where the underlying tenure is helpful, so groups have access and tenure is consistent with conservation. It is potentially a significant problem in Western Australia, where mining is allowed on just about all tenures, and where pastoralists still lock the gate and won't necessarily agree to an IPA. Depending on the State, Territory, and Commonwealth Governments, the specific history of joint management in each case, and the timeframe over which parks are established, there can be very different attitudes towards IPAs versus jointly managed parks.
- **Complex models** are possible, provided desired outcomes are achieved (see Yawuru and Nyangumarta in Western Australia). **Solutions must be customised** and it's essential to **avoid blueprints**. This is potentially a challenge for government agencies, which usually operate within rigid frameworks with limited room to adjust.
- Generally, there are **challenges having two separate regimes**, for instance, joint management of conservation reserves and IPAs. The issue is sometimes when PBC or IPA rangers work alongside government-employed rangers. There needs to be proper alignment and complementary work plans, logistics, reporting, etc.
- Joint management of coastal areas requires direct **involvement of the fisheries sector** by extending joint management arrangements. To stimulate proper engagement between it and Traditional Owners, DBCA and Parks Australia might have a role to play.
- Sector development is needed across the entire Indigenous land management space, in particular to ensure that there is a proper **capacity-building plan for joint management senior staff in government**.
- Despite the progress observed in Western Australia and in other jurisdictions, there is still room for **advocacy**, to push the boundaries of joint management and to provide equity to all First Nations groups who have older parks and reserves on their Country without being offered joint management opportunities. Furthermore, **more resources** will have to be mobilised to progress existing joint management agreements and to negotiate future ones.

By hosting this forum, YMAC has created an enduring online resource, as all the presentations and discussions were recorded and are available online publicly. Doing so, as well as publishing this report, is in hopes to continue these important conversations, be involved in ongoing collaborations, and to further the development of an Indigenous land and sea management community of practice, both in Western Australia and Australia-wide.

## The next 6-8 years in WA

- Expansion of conservation estate: Plan for Our Parks
- WA Aboriginal Ranger Program: \$50m to 2025
- Commonwealth ranger program:
  - \$750m to 2028 for existing projects
  - \$700m to 2028 for new projects
- Commonwealth IPA program: Good prospects for continuation beyond 2023
- '30x30': Global Biodiversity Framework
- Other funding sources likely to grow
- Diversification of joint management models

ymac.org.au

*Image 7. Slide excerpt from Dr José Kalpers and Dr Bill Kruse's joint presentation*

## Next Steps

The Joint Management Forum should be considered one further gain along what is a long and enduring journey. Moving forward, some possible next steps include:

- This outcomes report will be made public and shared more broadly, including with government, in an effort to influence and inform best practice guidelines, policies and practical approaches, as well as used to advocate for the creation of ongoing opportunities for further meaningful discussions and knowledge exchanges.
- Additional related events should be organised in the near future, as there is a critical need to build the momentum for a community of practice. Some suggestions include:
  - On-Country meetings on joint management in Western Australia.
  - Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Summits to include a special stream on Indigenous Land and Sea Management (including joint management).
  - Set up and advance international ranger exchanges.
  - Federal agencies, e.g., Parks Australia, Department of Environment or National Indigenous Australian Agency, to organise regular forums.
  - Advocacy groups (e.g., Country Needs People, Pew Charitable Trusts) to continue to assist Traditional Owners and their representative organisations to progress matters across the sector.

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**YAMATJI MARLPA  
ABORIGINAL CORPORATION**

**Freecall: 1800 270 709  
enquiries@ymac.org.au**

**Perth  
Level 8, 12 The Esplanade  
Perth WA 6000  
PO Box 3072  
249 Hay Street  
East Perth WA 6892  
T 08 9268 7000**

**Geraldton  
171 Marine Terrace  
Geraldton WA 6530  
PO Box 2119  
Geraldton WA 6531  
T 08 9965 6222**

**Hedland  
8 Manganese Street  
Wedgefield WA 6721  
PO Box 2252  
South Hedland WA 6722  
T 08 9160 3800**

**Broome  
Shop 2/24  
Clementson St  
Broome WA 6725  
PO Box 2059  
Broome WA 6725**

**Carnarvon  
4 Francis Street  
Carnarvon WA 6701  
PO Box 1424  
Carnarvon WA 6701  
T 08 9965 6222**

**ymac.org.au**

**ICN 2001**