



# Aboriginal Community Engagement and Cultural Input Moree Special Activation Precinct Final Report

Version 2  
Prepared by Murawin  
1 March 2021

## Table of Contents

Acknowledgement of Country .....	3
Acknowledgement about Aboriginal Language .....	3
Use of Capitals for Culture .....	3
Executive Summary.....	4
Findings and recommendations.....	5
Introduction .....	9
Methodology.....	12
Aboriginal Community Owned Land.....	21
Self-Determination through Planning and Placemaking.....	23
Implementation .....	26
Findings and Recommendations.....	27
Conclusion.....	31
Appendix: Posters from the final Enquiry by Design workshop .....	32

## Acknowledgement of Country

We acknowledge Country and pay respects to the Kamilaroi people as the Traditional Owners and Custodians of the land and waters on which the Moree Special Activation investigation area is situated. We acknowledge the Connection of the investigation area to the broader landscape of Kamilaroi Country. We pay our respects to Elders past, present and emerging.

We recognise their continued Connection to Country and that this connection can be seen through stories of place and Cultural practices such as art, songs, dances, storytelling and caring for the natural and Cultural landscape of the area.

We also recognise the continuing living Culture of Aboriginal people, and the significance of Moree in that Culture. We recognise the contemporary stories of displacement and the Cultural significance of Moree in the continued journey of self-determination in Australia.

We acknowledge all those who have and will contribute their stories of Moree and their connection to this place.

We recognise the importance of telling the First Story, first. All other stories of place come from and are woven into the First Story.

We recognise the importance of truth telling, a reckoning and telling of the whole story.

In line with the 2020 NAIDOC theme, we acknowledge that the land on which the Moree SAP developments stands was, is and always will be Aboriginal land.

## Acknowledgement about Aboriginal Language

We acknowledge that Aboriginal Languages are spoken languages, and that the English Language is not able to properly capture Aboriginal words. As a result, there are various spellings for many Aboriginal words, including the variants of “Kamilaroi” and “Gamilaroi” when referring to the Traditional Owners of the Country on which this project takes place. In this report we use “Kamilaroi”.

## Use of Capitals for Culture

In this report wherever possible we have spelt ‘culture’ with a capital C when referring to Aboriginal Culture and Cultural practices. This is to acknowledge that Aboriginal Culture is a specific set of practices distinct from the general meaning of the word culture, and includes the intellectual property attached to those practices and knowledge associated with those practices.

## Executive Summary

### Introduction

Special Activation Precincts are unique in NSW. The Moree SAP is the fourth SAP development area in NSW and will take advantage of the Inland Rail to develop a region of land about 5,800 hectares to the south of Moree.

The custodians of the Country are the Kamilaroi Nation, and the Moree area is rich with significance and Culture, including significant sites and Country within the SAP investigation area.

### Structure and themes

There are three themes that run through the report:

1. Planning implications within the SAP and designing with Country.
2. The Moree Local Aboriginal Land Council Land: how to best create value for the community through activation of the MLALC Land
3. Social outcomes for Aboriginal people: how to use the SAP investment to change outcomes

### Methodology

The methodology includes both formal phases and milestones – the baseline report, Aboriginal Enquiry by Design, scenario testing and this final report.

Throughout the design project there was also ongoing conversations with the Aboriginal community to give input into the design process. This has been a first for any of the SAP projects.

There was also ongoing conversations with government and other stakeholders about the implementation plan for the SAP, and a whole of government approach.

### Context

The baseline report documents the intergenerational trauma, racism, and poor outcomes for the Moree Aboriginal community, but also documents the community's resilience, strength and hope.

There are poor outcomes for Aboriginal people across domains including: employment, education, housing, water, racism, Culture, and community services. There are also plenty of opportunities presented by the SAP investment to leverage the project to change outcomes, especially with a genuine whole of government approach.

### The Moree Local Aboriginal Land Council (MLALC) Land

One clear way to help change outcomes for the Aboriginal community is to enable the capture of value from the MLALC land, which is situated in the centre of the SAP.

The current preferred scenario has the intermodal close to SAP land and rezones SAP land for heavy industrial use, both of which are good outcomes that may enable the capture of value through partnerships or joint ventures with value aligned investors.

### Self-determination through placemaking

The draft Connecting to Country framework has been released by the NSW Government Architect, and shows strategies for working on Country in infrastructure, placemaking and design projects.

There are preliminary success criteria included in the framework. This SAP project has demonstrated a commitment to working with the Aboriginal community beyond what has been done in other like projects, although of course there is room for improvement. It's important to get the next steps right, including the setting up of an Aboriginal Reference Group and designing an Aboriginal led process for ongoing discussions and co-design with community.

### Findings and recommendations

The findings and recommendations are:

#### **Moree Local Aboriginal Land Council Land:**

**Rezoning and building infrastructure to maximise benefit:** The Moree Local Aboriginal Land Council Land has a potentially valuable position within the SAP area, which may also be subject to early investment.

The potential exists for the MLALC to negotiate with potential users to secure income through leasing, partnership, or joint venture arrangements within the bounds of the *Aboriginal Land Rights Act* (NSW) 1983.

Regional Growth NSW Development Corporation can continue to discuss approaches that will enable the local Aboriginal community to benefit from the investment in the SAP, through the MLALC.

#### **Zoning and Infrastructure:**

**Low intensity area next to residential area:** It is important to have low impact zones next to residential areas. This was a strong recommendation from the whole of the community in response to all the tested scenarios. The Structure Plan notes a “low impact” precinct and an “enterprise precinct” near residential areas. This is endorsed. One of the suggested uses is solar, which can act as buffer zone between residents and the rest of the precinct.

**Suitable entry points for pedestrians:** It is recommended that there be suitable entry points into the SAP for pedestrians. This recommendation is self-explanatory and will allow for residents to enter the SAP area on foot, particularly important for Aboriginal people living near the SAP. In the Structure Plan there is repair of some of the riparian corridors, and we recommend that walking tracks be included from the entry point into the SAP to the waterways, which may be used for cultural purposes.

**Active transport: include a cycle loop:** As set out in our report, one important outcome for Aboriginal people is employment. Employment is influenced by education, and education is influenced by youth services. Miyay Birray is an Aboriginal youth service that takes on kids that have been in difficulty, including those with multiple suspensions. One activity that brings kids together and is a successful program is cycling, but currently there is nowhere that youth can cycle that does not take them across major intersections or rail, and nowhere that they can be seen and supervised from a single central point. Bike paths in the SAP could include a circular track for training and exercise purposed, available to the whole community, but that could be used by Miyay Birray.

**Take advantage of a hub space within the SAP for hands on education:** There is a hub space planned for SAP. To boost employment opportunities for Aboriginal people that hub space should have the flexibility to be used for education and training purposes, particularly hands-on training opportunities for jobs that will be created within the SAP. Conversations with both TAFE and the CSIRO point to the possible opportunities for training, which should be explored.

**Repair of the riparian corridors and creating employment for working on Country:** The Structure Plan allows for the regeneration and repair of some of the riparian corridors. This is work well suited to those Aboriginal people who want to work on Country. We recommend repair of all the waterways within the SAP area. If a business case cannot be made for this presently then we also note that DPIE Water, as a part of the Gwydir Water Strategy, has put an option to the community to discuss as part of that strategy, that Aboriginal Water Rangers be employed to repair and maintain waterways.

#### **Designing with Country:**

There are opportunities for Designing with Country within the SAP area. The importance of Designing with Country forms a separate section of this report, and there is a separate Designing with Country technical report done by WSP. This must include the protection of identified Significant Sites. Other opportunities within the SAP area include the repair and maintenance of Country (particularly waterways), Welcome to Country at important entry points into the SAP area, and dual naming of places and waterways.

An agreement should be sought for the use of the Moree SAP to assist in the evaluation of the Connecting with Country Framework.

#### **Recommended Aims and Performance Criteria – Master Plan**

There are important success criteria for the delivery of the Moree SAP. Some of those will appear in the Masterplan, and some will be provisions in the delivery plan.

We recommend the following performance criteria in the Master Plan.

1. Principle: Connection to Country: The Kamilaroi people are acknowledged as the custodians of the SAP throughout planning and development. The Kamilaroi people have a Cultural responsibility to care for Country which will be respected. It is acknowledged that everyone needs to care about the country, and that this caring about country extends to enabling Kamilaroi Caring for Country.
2. That an Aboriginal Reference Group be set up to enable an ongoing dialogue with the Aboriginal community. The Aboriginal reference group comes together through an Indigenous led community process. The remit of the Aboriginal Reference Group should be:
  - a. Maintain and advance Aboriginal sites in the SAP area,
  - b. Ongoing dialogue regarding Designing with Country, that includes “letting Country speak for herself”, considering place, history and spirit, hills, plains, waterways.
3. It should be a success criterion in the Masterplan, that the delivery plan includes:
  - a. The creation of the Aboriginal Reference Group
  - b. An Aboriginal Outcomes, Culture and Country plan with targets (in consultation with the reference group)
  - c. Principles for design that reflect Kamilaroi Designing with Country
  - d. A Kamilaroi arts strategy
  - e. Commitment to activate the LALC Land through an MOU with the Moree Plains Shire Council and Regional Growth NSW Development Corporation.
4. The Moree SAP be used as a Designing with Country Case Study.
5. Murawin endorses the WSP Kamilaroi Cultural Heritage findings.

#### **Recommended Objectives and Controls – AP SEPP**

Identification and protection of places of significance.

## **Recommended Provisions – Implementation Plan**

**Develop an Aboriginal Outcomes, Culture and Country Plan:** this plan be driven by the community through the Kamilaroi Aboriginal Reference Group. The following are recommended areas of consideration for that group:

1. Engaging with Education providers including TAFE and CSIRO to discuss training possibilities (see 3(d) below).
2. Setting obligations for investors (to be included in contracts)
  - a. Create Aboriginal employment (employment quotas)
  - b. Indigenous Procurement Policy in supply chains
  - c. Provide a cultural levy for employment of Kamilaroi people to Care for Country, maintaining riparian corridors, TSAs and SAP
  - d. Undertake cultural training with the MLALC
3. Engaging a whole of Government approach that includes:
  - a. Rationalisation of service provision
  - b. Examining youth service provision with the view to looking at appropriate drop-in centres that can take Aboriginal children all night where it's unsafe for them to return home
  - c. Housing solutions
  - d. Creating opportunities for training and education and pathways to employment, and setting employment targets
  - e. Creating enterprise and innovation opportunities for Indigenous business
  - f. Creating Aboriginal led programs in accordance with Closing the Gap principles
  - g. Resolution of Native Title Claims in a timely manner.

**Develop an MOU between Moree Plains Shire Council, Regional Growth NSW Development Corporation, and the Moree Local Aboriginal Land Council:** that sets out the principles for working together that assists the LALC to capture value from the LALC Land, including introductions to investors with aligned values that can explore partnership and joint venture arrangements.

### **Murawin endorses the finding of the Social Infrastructure Report:**

Throughout the project and in this report a distinction has been made between what is achievable through the SAP process.

Murawin echoes the *Social Infrastructure Report* in confirming the intended plan of enabling a whole of government approach to social change, through:

- a dedicated resource focussed on coordination through Regional NSW, commencing in early 2021,
- an Action Plan for change developed in partnership with RNSW, MPSC, the Regional Leadership Executive and appropriate community representatives.
- a whole of government approach and long commitment to social change.

It was agreed that RNSW will undertake a process from January to June 2021 that result in the Action Plan, although we note this hasn't commenced at the time of writing on 28 February 2021.

This will likely include:

- an audit of current services and providers

- review of Treasury and NSW Audit office costing data
- review of all existing planning, work to date (e.g., South Moree Social Plan) and existing government metrics (e.g., Closing the Gap)
- consultation with the community to bring people along for journey and ensure the Action Plan is committed to walking together.
- consultation with MPSC and the RLE to determine the priorities, actions and measures to be included in the plan and to establish the whole of government approach to social change.

The aim of the Action Plan is for it to be a live document used by RNSW to guide their approach to coordination. The Action Plan will include discreet actions and measures, aligned with existing government targets where possible. The Action Plan will be a complement all social Social and Community Infrastructure and Aboriginal Outcomes reports but will not be put on public exhibition in February 2021.



## Introduction

SAPs are unique in Regional NSW. They bring together planning and investment to activate business development opportunities.

The Moree SAP is the fourth SAP development area in NSW and will take advantage of the Inland Rail to develop a region of land about 4,900 hectares to the South of Moree.

The investigation area for the SAP is on Kamilaroi Country. The Culture and heritage of the Kamilaroi spreads across a Cultural landscape that connects the Aboriginal community that resides in Moree to other key places within the LGA. These places consist of captivating waterways and incredible natural environments that contain an abundance of bushfoods and traditional bush medicines. Many of these land areas both within the Moree urban centre and surrounding areas in the LGA have sacred and Cultural significance for the Kamilaroi people.

The Moree Plains region is home to many significant Aboriginal sites, including Berrigal Creek, Boobera Lagoon, Northcote Bora Ring, Myall Creek Memorial and Terry Hie Hie Aboriginal Area, which features six significant Cultural reserves and extensive evidence of long-term use of the area including at least 240 axe-grinding grooves and the remains of a corroboree ground. A bora ring, several carved trees, scarred trees, and two Aboriginal cemeteries can also be found nearby. These areas remain significant to the Aboriginal people, who continue to visit these locations for Cultural, spiritual, recreational, and educational purposes.

Explorers and settlers first came to the Moree Plains Shire in the early 1800's and Aboriginal family groups as a result spread throughout the area. In 1895 the Government granted a 102-acre parcel of land for the creation of a reserve at Terry Hie Hie. Many people 'settled' on this reserve for the next 20-30 years before moving into Moree where they set up camps near to the Mehi River. Aboriginal people in the Moree town area mainly resided in camps located at Top Camp, Middle Camp, Bottom Camp and The Common.

Aboriginal people have sustainably managed and harvested resources in the Brigalow Belt South bioregion in the vicinity of Moree for tens of thousands of years. The area began to be occupied by pastoralists shortly after Thomas Mitchell passed through the area in 1831 and Charles Coxen in 1835, each reporting good pastoral land. Around this time, Europeans began to displace Aboriginal traditional custodians with locally contingent Aboriginal responses including fierce resistance, disease epidemics, economic hardship, resilience and opportunism (NSW HO and DUAP 1996: 80–81).

The baseline report prepared by Murawin is summarised in the context section of this report, but overall, the picture painted by the community engagement was of an Aboriginal community that has experienced racism, disadvantage, social issues, and intergenerational trauma. It also shows a resilient and strong community and, moreover, a community ready to leverage the investment that will come through the SAP to create lasting outcomes. The community recognises that this will take perseverance, many conversations, as well as goodwill and work on the side of government and non-government investors to ensure the investment benefits everyone in Moree.

## Structure and Purpose of this Report

This report is structured into headings the following sections:

Section 1: Introduction

Section 2: Structure and Purpose of this Report

Section 3: Methodology

Section 4: Context – Aboriginal Needs Analysis

Section 5: Moree Local Aboriginal Land Council land

Section 6: Self determination through planning and placemaking

Section 7: Opportunities and Constraints – Designing with Country

Section 8: Findings

Section 9: Conclusion

## Major Themes

SAPs are unique in Regional NSW. They bring together planning and investment to activate business development opportunities.

There are three themes that appear throughout this report that are within the scope of Murawin's work:

- Planning Aboriginal outcomes within the SAP area and Designing with Country
- Planning for Aboriginal outcomes beyond the SAP area and investing in social outcomes for Aboriginal people.
- Planning for the Moree Local Aboriginal Land Council (MLALC) Land

### **Planning Implications within the SAP and Designing with Country**

- In relation to planning within the SAP area there are some community/social outcomes that need to be considered in the planning context, such as what land uses are desirable next to Aboriginal Housing.
- In addition, there are physical Designing with Country implications. Designing with Country puts an Indigenous design lens over the notion of designing and requires us to ask how design might put Country (Kamilaroi Country) at the centre of design. Although this work was not in scope for Murawin, the community consultations run by Murawin have contributed substantially to this piece of work. It's important not to lose this aspect of the planning, as it rightfully forms a part of the Aboriginal response. WSP worked on designing with country principles and we refer to that work throughout this report.

### **Social Outcomes for Aboriginal People**

The Moree SAP provides opportunity for investment into Moree. The focus on Moree provides an opportunity to look closely at the outcomes for Aboriginal people in the Moree area, and ask how the coming investment and focus can be used to change those outcomes. Without that specific focus it is easy to imagine that SAP planning and investment could take place with little benefit actually flowing through to Aboriginal people, with little change to social outcomes as a result of the SAP investment. While it is acknowledged that it's not the role of the SAP to directly address social outcomes, it can be used as a catalyst to drive change.

### **The Moree Local Aboriginal Land Council Land**

The Moree SAP investigation area also contains a large parcel of land owned by the Moree Local Aboriginal Land Council (MLALC), and Murawin's engagement included working with MLALC to ensure their participation in the planning process to enable ways to unlock the value of the MLALC land for the benefit of the community.

## Methodology

This Special Activation Precinct design process has been unique in commissioning this study. It shows a commitment by DPIE to look at ways to bring the Indigenous voice into planning. There has been a significant attempt through this process to engage Aboriginal people from the beginning.

This is timely given the recent release of the draft Connecting with Country Framework by the NSW Government Architect<sup>1</sup> in December 2020.

Murawin's role in this project has been to undertake a Study to Understand Moree's Indigenous Community (the Package F study). The Package F study requires a thorough analysis of the existing social, education and employment framework for the Moree LGA Indigenous population.

The Scope of Works for the project is framed by a phased investigative approach.

Phase A established a base case that identifies the existing Indigenous community, their traditional cultural knowledge, values, and practices. Several community interviews were conducted for this purpose. These interviews were both formal, in the form of an open yarning circle, and informal interviews with community members.

In addition, Murawin completed a desktop analysis and drew on other technical studies to fill out the picture of the local Aboriginal population, and documented concerns about Country, and stories of place.

Phase B focused on developing a consultative process throughout the life of the project to enable the recommendation of measures that will benefit First Nations peoples that might result from the Moree SAP Master Plan. Included in the consultation process was numerous "side conversations" with government agencies, local government, and service providers to identify potential system solutions.

### Strengths and Limitations

A core strength and value of Aboriginal Culture is centred on a unique worldview that draws on the experiences of Cultural continuity and continued Connection to Country. In embracing and valuing this worldview, greater focus needs to be placed on the uniqueness of the "Aboriginal voice", not only on its validity but also on the importance it brings to the understanding of place.

In a Colonial world view, there is less weight placed on evidence that is not written down or documented in some way. This could mean less weight being placed on the Indigenous worldview. It must be remembered that Aboriginal people were discouraged from practising Culture, telling stories, or otherwise handing on and recording their histories.

Not giving adequate weight to oral history (Culture) is a risk when working with other consultants and disciplines that work in the Colonial tradition of written research as holding truth.

The work done by Murawin and the consortium through Murawin is a step in giving the Aboriginal voice an accepted seat at the table and given as much weight as other disciplines.

It's hoped that the release of the draft Connecting with Country Framework will be another step in enabling ongoing connection to Country during planning (referenced above).

---

<sup>1</sup> <https://www.governmentarchitect.nsw.gov.au/projects/designing-with-country> accessed 23 February 2021

## Detailed Stages in the Methodology

Murawin undertook the following work and consultations through the life of this project.

Stage	Tasks	Outputs
<b>Initial consultations</b>	<ul style="list-style-type: none"> <li>- Took place during site visit.</li> <li>- Formal through a community yarning circle</li> <li>- Informal through community/family networks.</li> </ul>	Baseline report
<b>Desktop research</b>	<ul style="list-style-type: none"> <li>- Desktop research was undertaken to complete the context for the local Aboriginal population, including: <ul style="list-style-type: none"> <li>o Cultural stories</li> <li>o Housing</li> <li>o Demographics</li> <li>o Water</li> <li>o Health services</li> </ul> </li> </ul>	Baseline Report
<b>Feedback through Aboriginal Enquiry by design Workshop</b>	<ul style="list-style-type: none"> <li>- Engage the community in a workshop on the desired outcomes in the investigation areas for the SAP</li> </ul>	<p>Report to the consultant team as a part of the Enquiry by Design Process.</p> <p>Written report (together with scenario testing)</p>
<b>Murawin participation in the first Enquiry by Design workshop</b>	<ul style="list-style-type: none"> <li>- Present and represent Indigenous views in the Enquiry by Design Process</li> </ul>	Three scenarios progressed for scenario testing
<b>Scenario Testing</b>	<ul style="list-style-type: none"> <li>- Present the scenarios from the Enquiry by Design to the Aboriginal community for feedback</li> </ul>	Scenario testing report (together with report from Aboriginal Enquiry by Design).
<b>Murawin participation in the final Enquiry by Design workshop, and facilitation of Indigenous participation in the final Enquiry by Design process</b>	<ul style="list-style-type: none"> <li>- present and represent the indigenous community in the final Enquiry by design process and in various meetings.</li> <li>- presents posters capturing the Aboriginal community's' views.</li> <li>- Facilitate the MLALC to advocate for community outcomes in meetings with government.</li> <li>- input into the final structure plan</li> </ul>	This report
<b>Ongoing yarning circles, including end of Enquiry by Design information session</b>	<ul style="list-style-type: none"> <li>- Ongoing conversations (yarns) were held with community members throughout the design process</li> </ul>	Ongoing consultation input into social outcomes and SAP design

## Context – An Aboriginal Community Needs Analysis for the SAP

The baseline report set out the context for the local Aboriginal Community. This section of this report summarises the areas studies for the baseline report, together with the opportunities arising, and how those opportunities might be realised.

The baseline report found that:

### Introduction

#### The Aboriginal Community - Context

Moree is a key location within the traditional homelands of the Kamilaroi people.

Contemporary culture in Moree contains countless stories of racism, exclusion, disadvantage, and unhealed intergenerational trauma that is evident in the socio-economic and wellbeing status of many Aboriginal people living in the Moree township and the broader LGA.

The literature and our conversations with members of the Moree Aboriginal community show the determination and strength of a resilient community that despite the extensive disadvantage and racism they have experienced for generations, continues to strive for change and equality, for social justice, for healing and for an improved social and economic outcome for their people.

The community wants to use the SAP to move forward in partnership with others to create opportunities for Aboriginal people with respect to jobs, businesses, and social outcomes.

#### Moree and Aboriginal Demographics<sup>2</sup>

In the 2016 Census, 2845 of the 13,159 residents (21.6%) counted in the Moree Plains identified as Aboriginal or Torres Strait Islander, or both. Of these 98% identified as Aboriginal.

The overall population of the Moree urban centre was 7,383 people with one in four being Aboriginal (25.6%). There is a higher proportion of Aboriginal women residing in the community than Aboriginal men (53.7% compared to 46.3% respectively).

Between the periods of 2011 and 2016, the Aboriginal population rose by approximately 2% whereas the overall population of the LGA fell by 2%.

The Moree Aboriginal community is younger than the non-Aboriginal population with the median age of 25 versus 41 years.

The proportion of Aboriginal people in Moree under 18 years old was 38% compared to 22% for the non-Aboriginal population, whilst elderly Aboriginal people aged 65 and over made up about 7% of the aged population compared with 18% of the non-Aboriginal population.

Aboriginal households in the LGA had an average of three residents, which was larger than non-Aboriginal households (2.3).

---

<sup>2</sup> (Source: *Aboriginal Affairs, NSW, Community Portrait: Moree Plains LGA*)

Aboriginal people most commonly reside in rented accommodation at 69%, with 15% in mortgaged dwellings. Only 10% fully owned their homes.

In 2016 the average weekly income of Aboriginal adults (aged 15+) in Moree Plains was about \$519, which was 16% less than that of Aboriginal adults in NSW (\$621), and 45% less than the average of all adults in the LGA (\$937).

In 2016, there were 213 Aboriginal residents in the Moree Plains unemployed. Aboriginal adults working accounted for 44% of the Aboriginal population compared to 70% for non-Aboriginal adults. 25% of the Aboriginal workforce were unemployed, compared with 22% of the non-Aboriginal workforce.

Almost three in ten Aboriginal residents (814 people) were attending an educational institution. Compared with non-Aboriginal residents of the same age, there were: 20% fewer Aboriginal people aged 15–19-year-old in education; 13% fewer Aboriginal people aged 20–24-year-old in education.

35% of Aboriginal adults had some type of post-school qualification; compared with 59% of non-Aboriginal adults. Of those 2% had a degree or higher, compared with 25%.

### **Moree Community Services**

Moree is identified as one of the wealthiest agricultural shires, and yet, anecdotally in 2020, the town is serviced by 76 community services costing an estimated \$60 million. There are approximately 7383 people receiving services, with most of those services providing support to the local Aboriginal community.

### **Issues and Opportunities**

This complexity provides an opportunity for the Special Activation Precinct to drive the social and economic change that is continually being sought by the local Aboriginal community, particularly if the focus is on job creation and regional development and investment.

This table is a summary of the main issues that were identified in the desktop research and in consultation with the indigenous community. They are a mixture of statistics and qualitative feedback and comments.

ISSUE	CURRENT SITUATION	POTENTIAL ACTIONS
<b>Employment</b>	<p>In 2016, the Aboriginal unemployment rate in the Moree Plains LGA was 25%; 3% higher than the non-Aboriginal adults in the LGA.</p> <p>The Aboriginal community stay in the region at a higher rate than the non-Aboriginal community. The indigenous population is increasing, while the non-Indigenous population is falling at about the same rate (The SAP project will benefit from the employment of locals.</p>	<p>Build opportunities for vocational training and work-based learning.</p> <p>Gap analysis of future industries to current skills.</p> <p>Linking skills development to industry needs.</p> <p>Support for Aboriginal business development, not for profits and social enterprises within the SAP site.</p>

	<p>The enablers and barriers to Aboriginal people's participation in employment are multifaceted and intertwined with social, cultural, geographic, and economic factors and in order to ensure successful engagement with the local Aboriginal community, these factors need to be taken into account.</p> <p>In Moree community feedback was that barriers to employment may include having been arrested or incarcerated, intergenerational effects of past child removal policies, alcohol and other drug addiction, mental health problems, poor physical health, family violence and a lack of literacy and numeracy.</p>	<p>Identification of skills development and employment opportunities on key project initiatives</p> <p>Whole of government approach to enable an education -&gt; employment strategy.</p> <p>Build opportunities for hands on training within the SAP area by including a community hub that has hand on training facilities.</p> <p>Build a business case around creating pathways to employment for Aboriginal community.</p> <p>Continue conversations with CSIRO and TAFE, who have been involved with conversations regarding education and training -&gt; employment.</p> <p>Create employment opportunities that sit with Caring for Country and Designing with Country, including repair of the riparian corridors.</p> <p>Commence/continue discussions with delivery partners throughout master planning and delivery stages.</p> <p>Identify potential industry land uses through Aboriginal engagement, social profiling and demographic forecasting and consider through land use planning (master planning) process.</p> <p>All of government approach to activate opportunities for the development of Indigenous business, potentially on the MLALC land.</p>
<b>Education</b>	<p>In comparison with the non-Aboriginal community, Aboriginal residents tended to have lower levels of educational attainment than non-Aboriginal residents:</p> <ul style="list-style-type: none"> <li>- Aboriginal people left school in Year 9 or below at double the rate of non-Aboriginal people (22.2% compared to 11.3%)</li> <li>- Lower proportions of Aboriginal residents with a Cert III or IV or an Advanced Diploma or Diploma (13.1%</li> </ul>	<p>The Moree SAP project has the potential to explore long-term investment in educational opportunities including scholarships to boarding schools for Aboriginal students.</p> <p>Potential for on-the-job training in the SAP area.</p> <p>Potential for vocational training and work-based learning.</p> <p>Gap analysis of future industries to current skills.</p>



	<p>compared to 20.3% and 3.9% compared to 7.7% respectively).</p> <ul style="list-style-type: none"> <li>- A tenth of the proportion of residents with a Bachelor degree (1.2% compared to 11.3%)</li> <li>- Less than 5.0% with either a Graduate Diploma or Graduate Certificate or a Postgraduate Degree.</li> </ul> <p>(Source: Elton, 2020)</p> <p>Stakeholders spoke of the need to have Aboriginal children and young people engaged in education, in learning in the school environment and that the trend of long-term suspensions be reviewed in relation to the impact it is having on the student, their families and the broader Moree community.</p> <p>Stakeholders also spoke of other social issues impacting on the ability of children to participate in education – children for whom home is an unsafe environment and who might spend whole nights on the streets, can't do homework at home, and who act out as a result. This impacts behaviour in the learning environment leading to suspension.</p>	<p>Linking skills development to industry needs.</p> <p>Whole of government approach to enable an education -&gt; employment strategy with a focus on youth.</p> <p>Build opportunities for hands on training within the SAP area by including a community hub that has hand on training facilities. Link this with school curricula.</p> <p>Build a business case around creating pathways to employment for Aboriginal community that shows the value of investing in education as a part delivery.</p> <p>Continue conversations with CSIRO and TAFE, who have been involved with conversations regarding education and training -&gt; employment. Look at CSIRO STEM programs that have been designed with and successful in Aboriginal communities.</p> <p>Create Cultural learning opportunities that lead to Cultural employment opportunities that sit with Caring for Country and Designing with Country, including regeneration of the riparian corridors.</p>
<b>Housing</b>	<p>There are several discrete locations spread throughout the Moree township where Aboriginal people predominantly reside.</p> <p>There is a clear distinction between the appearance of the south-western area and that of the northern end of town. The appearance of the south-western area is one of despair and disadvantage. Much of the social housing stock is burned out.</p> <p>The Land and Housing Corporation owns 116 houses in South Moree with another 72 being owned by the Aboriginal Housing Office.</p>	<p>Link to a collaborative Workforce Development initiative between housing providers to refurbish damaged housing stock with the view of utilising for potential workers within the SAP.</p> <p>Explore opportunity for new development of housing on MLALC owned land to service the SAP workforce.</p> <p>A whole of government approach to find a housing solution.</p> <p>Commence/continue discussions with delivery partners, including NSW Aboriginal Housing Office and FACS and MLALC, throughout master planning and delivery stages.</p>

<b>Water</b>	<p>The Moree SAP has access to water.</p> <p>Moree is situated within the Gwydir Water Strategy.</p> <p>Cultural water issues are just as important as land and agricultural issues for Aboriginal people.</p> <p>There is no water available from the Gwydir system except through licences already owned by Council.</p> <p>Local Aboriginal Communities are concerned about the lack of water in the waterways and the significant impact this has on their ability to practice Culture, and to keep Country alive.</p>	<p>As much recycling and water conservation within the SAP area as possible will put less demand on other sources of water</p> <p>Cultural water licences might be used by Aboriginal people for appropriate uses, currently no profit can be made from Cultural Water.</p> <p>There is opportunity to regenerate the riparian corridors within the SAP area. This repairs Country and has the added possibility of creating jobs for Aboriginal people.</p> <p>Aboriginal “reserved water rights” should include and account for separate Cultural, and economic water allocations.</p> <p>A whole of government approach: working with DPIE Water who have a planning option within the Gwydir Water Strategy that Aboriginal people be employed to maintain waterways.</p> <p>Master Plan to make recommendations for improved local water access and quality. Further discussion on opportunities for agreements / ongoing involvement in regeneration.</p> <p>Ensure protection of creek corridors in the Master Plan with appropriate planning overlays.</p> <p>Look at the possibility of using Cultural Water licences, and lobby for changes to Cultural Water licences to allow for commercial use where it’s in line with Culture – for example, growing bush tucker.</p>
<b>Racism</b>	<p>Contemporary culture in Moree contains countless stories of racism, exclusion, disadvantage, and unhealed intergenerational trauma that is evident in the socio-economic and wellbeing status of many Aboriginal people living in the Moree township and the broader LGA.</p>	<p>Convene a whole of government approach to place-based engagement with the view to revising the number of services in Moree and looking at Closing the Gap partnerships with the community.</p> <p>Develop/implement improved governance models to support self-determination and inclusive engagement.</p> <p>Build Cultural competency in government and non-government service provider staff</p>

		<p>Embrace Aboriginal heritage of Moree as a strength in building the future, attracting new investment and economic activity.</p> <p>Design Master Plan with Country at the core, giving statutory effect to land uses that support and integrate Aboriginal people into on the ground outcomes.</p> <p>Enable land uses within the Master Plan that facilitate the establishment of social, community and business enterprises</p>
<b>Country</b>	<p>The Kamilaroi people have a strong connection to Country.</p> <p>The waterways are degraded and need restoration, which is a Cultural issue.</p> <p>There are significant sites and artefacts on the SAP investigation area.</p> <p>There are no opportunities to practice Culture on Country.</p>	<p>Land use planning/environmental overlay to prioritise protection of creek corridors (Master Plan)</p> <p>Integration of Aboriginal Design Principles in the Master Plan as the baseline for all options.</p> <p>Embed Aboriginal-led process to inform the Master Plan in relation to optimising the Community outcomes from LALC land holdings.</p> <p>Partnerships with training providers to integrate training opportunities and support employment pathways for Aboriginal people to respond to Closing the Gap targets.</p> <p>Commitment to Environmental overlay to protect and regenerate indigenous flora and fauna.</p> <p>Create a policy to deal with significant sites and artefacts if found and protect all sites in situ as a priority.</p> <p>Facilitate the protection of heritage sites.</p> <p>Introduce dual language signage and Aboriginal place names into the SAP with place naming policy developed in consultation with Aboriginal Community.</p> <p>Integrate Indigenous planting into public spaces and streetscapes.</p> <p>Support improved wildlife corridors.</p> <p>Opportunities for Welcome to Country and the celebration of Kamilaroi Country</p>

<b>Community Services</b>	<p>A key contributing factor to the disproportionate burden of disease experienced by Aboriginal people is reduced access to health services. Even though there are numerous Aboriginal, community and private health services in the community, there remained a need to increase access particularly in relation to early preventative and early intervention health responses to health and wellbeing.</p> <p>More stakeholders spoke of their growing concern about the increasing rate of the number of Aboriginal people in the community with cancer-related diseases. Drug addiction, mental health and alcoholism were raised as issues of concern. Along with preventable diseases and chronic health issues and services such as dialysis was noted as areas for further discussion.</p>	<p>Master Plan to make land use / zoning recommendations as enablers to support social and community land uses.</p> <p>Commence/continue discussions with delivery partners, including NSW Health Infrastructure and FACS throughout master planning and delivery stages. Building cultural competency in staff.</p> <p>Link to social infrastructure assessment.</p> <p>Identifying opportunities for Aboriginal designed and delivered services.</p>
---------------------------	---	--

# Aboriginal Community Owned Land

The Moree Local Aboriginal Land Council owns an area of land to the SAP investigation area. The diagram below shows the MLALC land in relation to the SAP investigation area.



The aspiration of the MLALC, in relation to the SAP land, is to maximise benefit from the land for the purposes of advancement of the local Aboriginal community.

It is easy to imagine that the MLALC land could be rezoned as part of the planning process, and significant investment come into the SAP area, without the MLALC being able to unlock the potential for the local Aboriginal community, due to lack of finances to develop the land.

It's acknowledged that the Structure Plan and the staging of SAP investment creates potential value for the MLALC land: The MLALC Land is situated in an area that will be zoned General Enterprise Sub-Precinct and will be close to the North – East Intermodal Loop.

The MLALC land will be one of the closest parcels of general enterprise land to the early investment in the siding, which might create opportunities for enterprise in MLALC land early in the staging.

### The Final Enquiry by Design MLALC input

The MLALC Enquiry by Design workshop poster summarises the concerns around the potential to capture value for the Aboriginal community from investment in the SAP.

**Moree Local Aboriginal Land Council Land: Unlocking Value for the Local Aboriginal Community**



- Moree LALC land in the SAP
- Held for benefit of whole Indigenous community
- Unlock value of the land to benefit the community
- Rezoning alone doesn't unlock value
- Moree LALC could provide a portion of LALC land for value to unlock the rest of LALC land for community benefit development

**Success Criteria for the Moree SAP:**

That the LALC is an active partner in discussions about use of the LALC land.

That up to 50% of LALC land be used for public infrastructure or other purposes, giving the LALC the revenue and therefore opportunity to develop the remainder of their land for community purposes or commercial gain to the benefit of the community.

That success criteria for the implementation plan include an MOU between the Moree LALC, Moree Plains Shire Council and Regional NSW

**Appropriate Land Use (for 50% not LALC controlled)**

- Access Road
- Lower impact uses free from uses that create excessive smells or noise
- Community Infrastructure – built by Government to support for SAP workers - hub
- Education infrastructure built by Government or educators
- Enterprise precinct

**Complimentary Land Use for 50% LALC controlled**

- Traditional Native Horticulture
- Community Infrastructure
- Other uses determined by the LALC

**Other planning considerations:**

- Intermodal next to LALC land or partly on LALC land is a good outcome to unlock value for the community (S1)
- High impact uses not suitable to be located on or next to LALC land (S2)
- Compatible usages include horticulture and intensive agriculture precinct – (would move this precinct in S3).

Throughout the Final Enquiry by Design the MLALC had the opportunity to speak with the specialist consultants and design team, and representatives of Government, regarding aspirations for the benefit of the local Aboriginal community because of the SAP investment.

It became clear that the best outcome for Aboriginal people may be to allow the MLALC Land to be developed by others. The MLALC may now be able to have parcels of land developed either through lease agreements, partnerships, joint ventures or other arrangements. This will be dependent on

the ability to develop the land under the *Aboriginal Land Rights Act* (NSW) 1983. It's not within Murawin's remit to form an opinion in that regard.

## Self-Determination through Planning and Placemaking

Undertaking a Country-centric design approach and embracing and ensuring Aboriginal heritage and culture are a central part of planning and designing systems allows for Aboriginal perspectives and concepts to be privileged across all aspects of development, construction, and infrastructure projects.

The NSW Government Architect released the Draft Connecting with Country Framework in December 2020, just after the conclusion of the November Enquiry by Design process. The framework advocates for connection to Country to inform planning, design, and delivery of built environments.

At its core the framework's aspiration is that everyone involved with government projects will make the following commitment:

*Through our projects, we commit to helping support the health and wellbeing of Country by valuing, respecting, and being guided by Aboriginal people, who know that if we care for Country it will care for us*

The Connecting with Country Framework sets out four, equally important, pathways for working with Aboriginal people to design with Country, in a Country centric way.

It suggests pathways for connection to Country:

1. Learning from First Nation languages that tell us about the physical characteristics and purpose of Country,
2. Developing mutually beneficial relationships with Country – exploring and honouring the connection to nature. Aboriginal cultural practices honour this connection. Building long term relationships with the Aboriginal community, enabling leadership in understanding how if we look after Country, Country will look after us.
3. Reawakening memories of cultural landscapes, walking with Aboriginal knowledge-holders and Traditional Custodians.
4. Knowledge sharing and finding common ground to overcome barriers and allow for two way thinking.

It suggests new ways of project management: sensing (project formation), imagining (project design), shaping (project delivery) and Caring for Country (project maintenance). This project management framework reflects an Indigenous world view – working together with Country to allow solutions to arise, rather than jumping to solutions as is often the colonial way of problem solving.

This Connecting with Country Draft Framework is being tested through a collaborative process with NSW Government delivery agencies. The testing and piloting of this framework will also include deep engagement with Aboriginal people across NSW to inform long-term implementation and to demonstrate the commitment of the Department of Planning, Industry and Environment to nurturing strong relationships with Aboriginal communities.

In implementing Connecting with Country the framework sets out preliminary indicators of success, which are over the page.



We consider the preliminary indicators of success against the Moree SAP project outcomes to date. We suggest this project could be a case study in the ongoing evaluation, building on these initial thoughts.

**TABLE: Preliminary Indicators of Success based on the Draft Connecting with Country Framework**

<b>STRATEGIC GOALS</b>	<b>PRELIMINARY INDICATORS OF SUCCESS</b>	<b>PRELIMINARY VIEWS ON THIS PROJECT MEETING THE INDICATORS</b>
<b>Impacts of natural events such as fire, drought, and flooding, exacerbated by unsustainable land- and water-use practices, will be reduced.</b>	Increased programs to monitor the health of Country (with a view to measuring health of Country and community in the future)	Some individual disciplines will measure parts of health of the environment.  Setting up an Aboriginal Reference Group in the delivery phase will mean being able to define appropriate measurements.
<b>Aboriginal cultural knowledge will be valued and respected. Aboriginal knowledge-holders will co-lead design and development of all NSW infrastructure projects.</b>	Improved Cultural competency (across teams and individuals within agencies)	Working with Murawin has given consultants some improved Cultural competency.  Inclusion of the MLALC in some of the design process was good, although it primarily related only to the MLALC's ability to use the MLALC land for the benefit of the Aboriginal community, and not to Designing with Country generally.  No inclusion of Aboriginal knowledge holders as co-leads. Consultation with Aboriginal knowledge holders took place.  The MLALC offered a site tour in the final Enquiry by Design which was taken up by many of the consultants and Government
<b>Aboriginal people will have access to their homelands so they can continue their responsibility to care for Country and protect sensitive sites.</b>	Demonstrated commitment by client agencies to build direct relationships with relevant Aboriginal communities on Country	There was a commitment to working with some Aboriginal people throughout the process and building direct relationships on Country. The Aboriginal Reference Group will be the next stage of enabling this.
	Increased Aboriginal participation in lead consultant teams as well as in project co-design, decision making, and governance	Murawin engaged as technical consultants who consulted with community.  The Aboriginal Reference Group will be the next stage of enabling this, although many planning and design decisions have been made



	Increased awareness of, and protection for, cultural values and Aboriginal knowledge (Aboriginal culture and heritage as well as intellectual property)	There is an increased awareness of cultural values and knowledge through Murawin's work.
	Demonstrated co-design of engagement processes with community on Country.	<p>Engagement with the community has been ongoing. There was a separate initial Enquiry by Design held for the Aboriginal community that resulted in significant input into the design process.</p> <p>The LALC was invited to the second Enquiry by Design process as a participant, which was very positive.</p> <p>The Aboriginal Reference Group will be the next stage of enabling co-design.</p>

## Implementation

Throughout the project and in this report a distinction has been made between what is achievable through the SAP process.

Murawin echoes the *Social Infrastructure Report* in confirming the intended plan of enabling a whole of government approach to social change, through:

- a dedicated resource focussed on coordination through Regional NSW, commencing in early 2021,
- an Action Plan for change developed in partnership with RNSW, MPSC, the Regional Leadership Executive and appropriate community representatives.
- a whole of government approach and long commitment to social change.

It was agreed that RNSW will undertake a process from January to June 2021 that result in the Action Plan, although we note this hasn't commenced at the time of writing on 28 February 2021.

This will likely include:

- an audit of current services and providers
- review of Treasury and NSW Audit office costing data
- review of all existing planning, work to date (e.g., South Moree Social Plan) and existing government metrics (e.g., Closing the Gap)
- consultation with the community to bring people along for journey and ensure the Action Plan is committed to walking together.
- consultation with MPSC and the RLE to determine the priorities, actions and measures to be included in the plan and to establish the whole of government approach to social change.

The aim of the Action Plan is for it to be a live document used by RNSW to guide their approach to coordination. The Action Plan will include discreet actions and measures, aligned with existing government targets where possible. The Action Plan will be a complement all social Social and Community Infrastructure and Aboriginal Outcomes reports but will not be put on public exhibition in February 2021.

This work will be in addition to the recommendations made in this report by Murawin.

## Findings and Recommendations

### **Moree Local Aboriginal Land Council Land:**

**Rezoning and building infrastructure to maximise benefit:** The Moree Local Aboriginal Land Council Land has a potentially valuable position within the SAP area, which may also be subject to early investment.

The potential exists for the MLALC to negotiate with potential users to secure income through leasing, partnership, or joint venture arrangements within the bounds of the *Aboriginal Land Rights Act* (NSW) 1983.

Regional Growth NSW Development Corporation can continue to discuss approaches that will enable the local Aboriginal community to benefit from the investment in the SAP, through the MLALC.

### **Zoning and Infrastructure:**

**Low intensity area next to residential area:** It is important to have low impact zones next to residential areas. This was a strong recommendation from the whole of the community in response to all the tested scenarios. The Structure Plan notes a “low impact” precinct and an “enterprise precinct” near residential areas. This is endorsed. One of the suggested uses is solar, which can act as buffer zone between residents and the rest of the precinct.

**Suitable entry points for pedestrians:** It is recommended that there be suitable entry points into the SAP for pedestrians. This recommendation is self-explanatory and will allow for residents to enter the SAP area on foot, particularly important for Aboriginal people living near the SAP. In the Structure Plan there is repair of some of the riparian corridors, and we recommend that walking tracks be included from the entry point into the SAP to the waterways, which may be used for cultural purposes.

**Active transport: include a cycle loop:** As set out in our report, one important outcome for Aboriginal people is employment. Employment is influenced by education, and education is influenced by youth services. Miyay Birray is an Aboriginal youth service that takes on kids that have been in difficulty, including those with multiple suspensions. One activity that brings kids together and is a successful program is cycling, but currently there is nowhere that youth can cycle that does not take them across major intersections or rail, and nowhere that they can be seen and supervised from a single central point. Bike paths in the SAP could include a circular track for training and exercise purposed, available to the whole community, but that could be used by Miyay Birray.

**Take advantage of a hub space within the SAP for hands on education:** There is a hub space planned for SAP. To boost employment opportunities for Aboriginal people that hub space should have the flexibility to be used for education and training purposes, particularly hands-on training opportunities for jobs that will be created within the SAP. Conversations with both TAFE and the CSIRO point to the possible opportunities for training, which should be explored.

**Repair of the riparian corridors and creating employment for working on Country:** The Structure Plan allows for the regeneration and repair of some of the riparian corridors. This is work well suited to those Aboriginal people who want to work on Country. We recommend repair of all the waterways within the SAP area. If a business case cannot be made for this presently then we also note that DPIE Water, as a part of the Gwydir Water Strategy, has put an option to the community to discuss as part of that strategy, that Aboriginal Water Rangers be employed to repair and maintain waterways.

### **Designing with Country:**

There are opportunities for Designing with Country within the SAP area. The importance of Designing with Country forms a separate section of this report, and there is a separate Designing with Country technical report done by WSP. This must include the protection of identified Significant Sites. Other opportunities within the SAP area include the repair and maintenance of Country (particularly waterways), Welcome to Country at important entry points into the SAP area, and dual naming of places and waterways.

An agreement should be sought for the use of the Moree SAP to assist in the evaluation of the Connecting with Country Framework.

### **Recommended Aims and Performance Criteria – Master Plan**

There are important success criteria for the delivery of the Moree SAP. Some of those will appear in the Masterplan, and some will be provisions in the delivery plan.

We recommend the following performance criteria in the Master Plan.

6. Principle: Connection to Country: The Kamilaroi people are acknowledged as the custodians of the SAP throughout planning and development. The Kamilaroi people have a Cultural responsibility to care for Country which will be respected. It is acknowledged that everyone needs to care about the country, and that this caring about country extends to enabling Kamilaroi Caring for Country.
7. That an Aboriginal Reference Group be set up to enable an ongoing dialogue with the Aboriginal community. The Aboriginal reference group comes together through an Indigenous led community process. The remit of the Aboriginal Reference Group should be:
  - a. Maintain and advance Aboriginal sites in the SAP area,
  - b. Ongoing dialogue regarding Designing with Country, that includes “letting Country speak for herself”, considering place, history and spirit, hills, plains, waterways.
8. It should be a success criterion in the Masterplan, that the delivery plan includes:
  - a. The creation of the Aboriginal Reference Group
  - b. An Aboriginal Outcomes, Culture and Country plan with targets (in consultation with the reference group)
  - c. Principles for design that reflect Kamilaroi Designing with Country
  - d. A Kamilaroi arts strategy
  - e. Commitment to activate the LALC Land through an MOU with the Moree Plains Shire Council and Regional Growth NSW Development Corporation.
9. The Moree SAP be used as a Designing with Country Case Study.
10. Murawin endorses the WSP Kamilaroi Cultural Heritage findings.

### **Recommended Objectives and Controls – AP SEPP**

Identification and protection of places of significance.

### **Recommended Provisions – Implementation Plan**

**Develop an Aboriginal Outcomes, Culture and Country Plan:** this plan be driven by the community through the Kamilaroi Aboriginal Reference Group. The following are recommended areas of consideration for that group:

4. Engaging with Education providers including TAFE and CSIRO to discuss training possibilities (see 3(d) below).

5. Setting obligations for investors (to be included in contracts)
  - a. Create Aboriginal employment (employment quotas)
  - b. Indigenous Procurement Policy in supply chains
  - c. Provide a cultural levy for employment of Kamilaroi people to Care for Country, maintaining riparian corridors, TSAs and SAP
  - d. Undertake cultural training with the MLALC
6. Engaging a whole of Government approach that includes:
  - a. Rationalisation of service provision
  - b. Examining youth service provision with the view to looking at appropriate drop-in centres that can take Aboriginal children all night where it's unsafe for them to return home
  - c. Housing solutions
  - d. Creating opportunities for training and education and pathways to employment, and setting employment targets
  - e. Creating enterprise and innovation opportunities for Indigenous business
  - f. Creating Aboriginal led programs in accordance with Closing the Gap principles
  - g. Resolution of Native Title Claims in a timely manner.

**Develop an MOU between Moree Plains Shire Council, Regional Growth NSW Development Corporation, and the Moree Local Aboriginal Land Council:** that sets out the principles for working together that assists the LALC to capture value from the LALC Land, including introductions to investors with aligned values that can explore partnership and joint venture arrangements.

**Murawin endorses the finding of the Social Infrastructure Report:**

Throughout the project and in this report a distinction has been made between what is achievable through the SAP process.

Murawin echoes the *Social Infrastructure Report* in confirming the intended plan of enabling a whole of government approach to social change, through:

- a dedicated resource focussed on coordination through Regional NSW, commencing in early 2021,
- an Action Plan for change developed in partnership with RNSW, MPSC, the Regional Leadership Executive and appropriate community representatives.
- a whole of government approach and long commitment to social change.

It was agreed that RNSW will undertake a process from January to June 2021 that result in the Action Plan, although we note this hasn't commenced at the time of writing on 28 February 2021.

This will likely include:

- an audit of current services and providers
- review of Treasury and NSW Audit office costing data
- review of all existing planning, work to date (e.g., South Moree Social Plan) and existing government metrics (e.g., Closing the Gap)
- consultation with the community to bring people along for journey and ensure the Action Plan is committed to walking together.

- consultation with MPSC and the RLE to determine the priorities, actions and measures to be included in the plan and to establish the whole of government approach to social change.

The aim of the Action Plan is for it to be a live document used by RNSW to guide their approach to coordination. The Action Plan will include discreet actions and measures, aligned with existing government targets where possible. The Action Plan will be a complement all social Social and Community Infrastructure and Aboriginal Outcomes reports but will not be put on public exhibition in February 2021.

## Conclusion

Moree is a place of trauma, racism, and poor social outcomes for many in the Aboriginal community – in the data and backed up by the engagement process.

The Kamilaroi Nation is resilient and sees the investment in SAP as an opportunity to change social outcomes.

To change outcomes for the Aboriginal population will take more than design elements within the SAP area, although those are important, particularly the notion of caring and designing for and with Country. Indeed, there is a great opportunity here to be a part of the ongoing testing of the Caring for Country Framework by Moree SAP becoming a case study.

Other design elements include entry onto the SAP, Welcome to Country, safety of sites and artefacts, rehabilitation of the riparian corridors, a hub space that can be used for education purposes.

The Moree Local Aboriginal Land Council will also benefit on behalf of the community from design and rezoning outcomes, including the placement of the intermodal, if the value of land can be captured through agreements with investors for leasing, partnership, or joint venture opportunities.

However, to really change outcomes for the Aboriginal population, and to enable people to take advantage of the jobs that might be created through the SAP process, requires a whole of government approach and an implementation plan across government, which must be the next part of this work, together with the bringing together of the Aboriginal community to form an Aboriginal Reference Group.

## Appendix: Posters from the final Enquiry by Design workshop

### Empowerment of the Moree local Aboriginal Community in the Structure Plan

#### Across all SAP scenarios:

- No high impact uses next to Stanley Village
- Land Council land leased (see Moree LALC poster)
- No high impact uses next to LALC land to maximise development opportunities
- Social infrastructure zones created for future appropriate social uses
- Education zone harnessing TAFE, CSIRO, AES to provide employment pathways to SAP jobs
- Enterprise and Innovation precinct to encourage Aboriginal businesses and community facilities
- Native Horticulture
- Safe crossings into the SAP for pedestrians

- Active Transport Networks: include a cycling track for recreational purposes for SAP users that can also be used by community groups (Miyay Birray for cycle training with youth)
- Extension of solar farm to support Moree township
- Designing with Country, including rehabilitation of TSR and riparian corridors (which can create jobs as part of sustainability and Caring for Country) – see WSP Aboriginal Design Principles, including:
  - Protection of Sites
  - Use of Kamilaroi art and artists
  - Regeneration of TSRs
  - Caring for Country Plans
  - Regeneration of riparian corridors
  - Welcome to Country
  - Signage/wayfinding art



### Empowerment of the Moree local Aboriginal community by leveraging the SAP for a whole of Government approach of investing in social outcomes:



#### Requires success criteria in implementation:

- **Aboriginal led with an Aboriginal reference committee (ARC)** established with an MOU between Council, DC, DPIE and Regional Development to ensure implementation done in partnership with the local Aboriginal community.
- Implementation occur using the **Designing with Country principles and the OCHRE Plan**.
- A **business case** be prepared highlighting the value added for potential investors and workers by appropriate **investment in social outcomes**. Include:
  - **Employment pathways** for local Aboriginal people to work in roles created by the SAP
  - Supporting **Indigenous business opportunities**
  - **Investment in infrastructure** for use by Miyay Birray, ShAE Academy, TAFE, CSIRO, AES to provide hands on training for SAP related jobs
  - **Contractual obligations for investors to:**
    - Create Aboriginal **employment** (employment quotas)
    - Indigenous **Procurement Policy** in supply chains
    - Provide a **cultural levy** for employment of Kamilaroi people to Care for Country, maintaining riparian corridors, TSAs and SAP Kamilaroi Country
    - Provide **cultural training**
- A **business case** be prepared that leverages the SAP as the **catalyst for a whole of Government approach** to solving social outcomes, including:
  - A focus on **Closing the Gap** outcomes
  - **Rationalisation of service provision** to the Aboriginal community by creating **Aboriginal led interventions** in accordance with CtG principles
  - **Training and employment opportunities**
  - **Resolution of Native Title Claims** in a timely manner