



Natural  
Hazards  
Research  
Australia

# REFLECT

Reconciliation Action Plan  
July, 2022 – July, 2023

Natural Hazards Research Australia



RECONCILIATION  
ACTION PLAN

REFLECT

Natural Hazards Research Australia's staff work from Wurundjeri, Yuggera, Turrbal, Burramattagal and Dharawal Countries. We thank and acknowledge the Traditional Custodians of these lands and all the lands where we work, live and walk, and pay our respects to Elders past, present and emerging. We recognise that these lands and waters have always been places of teaching, research and learning, and that sovereignty has not been ceded.

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Australian Government





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Leanne Brook is an Aboriginal Australian artist, living and working on Murramarang Yuin Country.

We are very grateful to Leanne for creating this artwork for us, which reminds us that reconciliation is embedded in the goals and purpose of the work we do at Natural Hazards Research Australia.

**The story:** Researchers and Traditional Custodians working together to blend traditional and modern ways of caring for Country to adapt to climate change. The sea is rising but our People stand strong on the shoreline shielding the communities and protecting our way of living. Emerging from the dry cracked earth, a woman holds a gentle flame in her hands. Fire has been used for tens of thousands of years as a way to renew Country. She graciously offers it as a gift, hoping that now we will listen.

The Scarlet Honeyeater symbolises the need to adapt to change. This bird usually migrates from Queensland to the Victorian border, but recently due to warmer seasons it has been observed further down the coast.

The Bogong moth is an important insect for our People and for our environment. The three moths symbolise coming together for ceremony or for 'big talk' as well as a reminder of what we may lose if we do not act. Mobs once travelled from the coast to the mountains to feast on the moth and to take part in ceremony with other groups. But the moth could now be under threat from global warming.

A pod of Muriyira (Humpback whales) migrate up the coast. Once almost hunted to extinction, the whales represent resilience and moving forward as a group towards a more sustainable future.

# Manawaradhanjin – 'in our hands'

(mana wara tha nyin)

Leanne Brook, 2022





# Reconciliation Australia CEO Statement

Reconciliation Australia welcomes Natural Hazards Research Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Natural Hazards Research Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Natural Hazards Research Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Natural Hazards Research Australia, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

## **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# A message from Natural Hazards Research Australia

Natural Hazards Research Australia is Australia's national research centre for natural hazard resilience and disaster risk reduction.

A key part of building resilience and reducing the risk of natural hazards on our communities has to come from a trust in our First Nations' knowledge and practices. This is forged through a respectful recognition that First Nations peoples have been protecting the landscapes and communities that we all live, work, learn and conduct research on for tens of thousands of years.

At Natural Hazards Research Australia, we are in a unique position to support and make way for First Nations communities to fulfill their obligations to Country and continue to build resilience as they have always done. This approach is something that Natural Hazards Research Australia is committed to promoting.

Reconciliation is a shared responsibility that must be promoted within and between organisations, communities and people all around Australia. Our initial Reconciliation Action Plan lays the foundations for our strengthened connections and partnerships with First Nations peoples. We hope that this will motivate and drive change within the wider natural hazards research and emergency management sectors.

We believe that this Reconciliation Action Plan will lead as an example to other organisations of new ways to learn from Traditional Custodians and allow them to lead, design and conduct research that keeps our communities and landscapes safe. We also believe it will help to garner the increasing support needed to strengthen First Nations peoples' access and connection to Country and culture in a shared vision for a sustainable future.

We have a long way to go before First Nations peoples are properly supported in the research sector. However, already in the development of the Reconciliation Action Plan, we have begun to initiate new partnerships, practices and programs that will help strengthen reconciliation for years to come.

We see this plan as a secure foundation for building future engagement with First Nations communities across the country, developing the work we have done over the past 19 years, through the Bushfire and Natural Hazards Cooperative Research Centre and the Bushfire Cooperative Research Centre before that. We look forward to seeing the great impacts our REFLECT Reconciliation Action Plan will have across the country as we embark on the reconciliation journey.



**Dr Richard Thornton**  
Former Chief  
Executive Officer



**Andrew Gissing**  
Chief Executive Officer



**Dr Katherine Woodthorpe AO**  
Chair



# Our business



Natural Hazards Research Australia (the Centre) is a collaborative research organisation, addressing major challenges to reduce the risks from natural hazards, including bushfires, floods, cyclones, heatwaves, storms and other hazards. We deliver applied research and knowledge that creates safer and more resilient communities.

We work in the broad emergency management and disaster resilience sector with partners in all states and territories, federal, state and local governments, key industry bodies, the private and not-for-profit sectors and other organisations with a stake in protecting Australian communities. As a national centre, we also partner with many leading emergency management and research partners across the globe. All of these partners work with us to co-design research projects, delivering high-value and meaningful outcomes for the sectors and the communities they represent.

The Centre draws on the science, expertise and networks developed over eight years of the Bushfire and Natural Hazards Cooperative Research Centre and the ten years of the Bushfire Cooperative Research Centre (CRC) before that. As such, our existing network is extensive, and we foster many collaborative relationships with key partners and stakeholders around the country and abroad.

We currently have offices located in Victoria, New South Wales and Queensland with a team of nearly 20 staff. At time of writing, we did not have any staff members who identified as First Nations.



# Our vision for reconciliation

As Australia's national centre for natural hazard risk reduction and resilience, we are committed to promoting reconciliation within our organisation, as well as throughout the natural hazards research community and our industry partners.

We are guided by the five dimensions of measuring reconciliation included in the 2021 State of Reconciliation in Australia Report<sup>1</sup>, published by Reconciliation Australia:

- 1 race relations
- 2 equality and equity
- 3 institutional integrity
- 4 historical acceptance
- 5 unity.

Our vision for reconciliation is that our organisation and sector:

- will learn to value, respect, trust and represent First Nations peoples as the Traditional Custodians and knowledge holders of the landscapes that natural hazard research in Australia seeks to protect
- will meaningfully include First Nations peoples in the development of a national natural hazards research program and priorities that are developed with genuine partnership
- will support First Nations peoples to lead, design and conduct research that benefits communities and landscapes across their Country
- will provide First Nations peoples with the collaborative support needed to strengthen their access and connection to Country and culture in ways that benefit and align with their values and vision for a sustainable and resilient future.

Our REFLECT Reconciliation Action Plan will guide the first year of reconciliation actions within our organisation and will become a foundation for strengthening future reconciliation.



# Our Reconciliation Action Plan

We believe that reconciliation between First Nations peoples and other Australians is a shared responsibility that should be promoted within and between organisations, communities and people. We are committed to strengthening reconciliation throughout the natural hazards research community and emergency management sector, as well as within the Centre itself. We believe that a Reconciliation Action Plan is an important step in this process.

The purposes of this REFLECT Reconciliation Action Plan are to:

- lay the foundations for a culturally safe research environment that centres, promotes and supports First Nations leadership and knowledge (as determined by First Nations peoples)
- inform and expand our First Nations-led processes, programs and research activities at the Centre
- strengthen our relationships with First Nations peoples and communities, especially those in the research and natural hazard management sectors
- explore and commit to new reconciliation-building activities within the organisation, including improvements to cultural safety for all staff and partners
- guide our awareness-raising activities across our sphere of influence about the invaluable contributions and leadership potential of First Nations peoples.

This is the Centre's first Reconciliation Action Plan, so we have begun at the Reflect stage. This REFLECT Reconciliation Action Plan represents our commitment to strengthening and formalising our relationships with First Nations peoples, as the Traditional Custodians of the lands on which we all live and on which the Centre will conduct its research. It ensures that we prioritise time as a Centre reflecting on our role and vision for reconciliation within our organisation and across our sphere of influence.

Through the CRCs before us, we have a demonstrated history of research engagement and funding of First Nations researchers on land and fire management. Now, as a new national centre, it is important to us that we expand this research through meaningful partnership in order that we can continue to learn from the knowledge, contributions and perspectives of First Nations communities.

The Reconciliation Working Group is endorsed by the Centre's Board and supported by all staff across the organisation. The Reconciliation Action Plan deliverables will predominantly be actioned by a staff representative, with some deliverables being actioned by Board members from the Reconciliation Working Group.

You can read the Centre's *Strategic Plan 2021–2031*, listed in the References section<sup>2</sup>.

## Cultural safety

We acknowledge the importance of understanding cultural safety, as determined by First Nations peoples, before implementing any protocols or practices that aim to be culturally safe. To begin this process, as reflected in the deliverables in this REFLECT Reconciliation Action Plan, we are committed to first understanding what cultural safety means from a First Nations perspective and how it can be strengthened to promote and support First Nations leadership and knowledge. Only once we have this understanding will we be able to initiate and maintain cultural safety within our organisation, which will be strengthened in future Reconciliation Action Plans.

## Implementation of the Reconciliation Action Plan deliverables

In addition to this REFLECT Reconciliation Action Plan, we have developed an implementation plan that will drive the operationalisation and funding of the deliverables within this Plan. This implementation plan includes budgeting, accountabilities, implementation tracking and risk measurement of all deliverables, and will be monitored on a fortnightly basis by the Centre's internal staff to ensure that progress and setbacks are being recorded and actioned.

Progress of the Reconciliation Action Plan will be reviewed quarterly by the wider Reconciliation Working Group for any ongoing improvements, as well as to the Board in each Board paper, and to staff and senior leaders on a quarterly basis.





# Our partnerships and current activities

We have ongoing relationships with First Nations researchers and organisations, including the North Australian Indigenous Land and Sea Management Alliance and the Aboriginal Research Practitioners' Network.

Internal staff are encouraged to reflect on reconciliation through the Centre's processes and policies, although this could be significantly improved (hence this REFLECT Reconciliation Action Plan). For example, staff are encouraged to attend seminars and events that improve their respect of First Nations cultures, and are encouraged to work on 26 January and take the public holiday on an alternative date.

There is also some First Nations representation on the Board and our Board-reporting committees:

- Oliver Costello is on our Board and on the Education and Training Committee.
- Bhiemie Williamson is on the Education and Training Committee.
- Ricky Archer is on the Research and Implementation Committee.

We believe it is crucial to extend this engagement and create more meaningful collaborations with First Nations peoples and communities, hence the creation and implementation of this REFLECT Reconciliation Action Plan.

The Centre is actively scoping new projects focused on the nexus between First Nations resilience and natural hazards, including cultural land management. Recent activities completed by the Centre, operating as the Bushfire and Natural Hazards CRC, includes recognition of Country before all major events, and hosting events and panels dedicated to cultural land management and cultural burning. We also actively supported First Nations speakers to attend many events, including research advisory panels.

**Recent First Nations-centred research projects include:**

### **Connecting Indigenous peoples and the emergency management sector – effective partnerships<sup>3</sup>**

This project is currently underway in northern Australia. It aims to empower groups of Traditional Custodians and land managers to bring senior, knowledgeable and influential people from First Nations communities and emergency management agencies together for open discussion and constructive change.

### **Cultural land management research and governance in south east Australia<sup>4</sup>**

The project builds on a previous study and seeks to develop research and governance structures that are inclusive of First Nations voices and representation within the land management sector, including a framework of broad research principles, protocols and processes to guide more ethical and collaborative cultural land management research.

### **Restor(y)ing fire-adapted territories: wildfire recovery, Indigenous leadership and restoration in Secwépemcul'ecu<sup>5</sup>**

This collaborative postgraduate research project aims to understand the social and ecological responses of the Secwépemc Nation's people and territory to the 2017 Elephant Hills wildfire, documenting and informing the development of post-fire restoration and co-management initiatives.

### **Indigenous fire and land management: impact and sustainability<sup>6</sup>**

This project stream found that integrating First Nations' fire and land management knowledge with emergency management operations and systems is not about taking the knowledge; rather, it's about building respectful and trusting relationships with First Nations peoples to deliver more effective emergency management together.

### **Hazards, culture and Indigenous communities<sup>7</sup>**

This project found that the emergency management sector needs to move beyond statements of support to develop specific policies and programs that demonstrably grow opportunities for First Nations' engagement and partnership, and provides suggestions as to what these policies may be. This project also produced the Cultural burning in southern Australia booklet and poster series, which are helping fire agencies and land management departments (including ACT Parks and Conversation) better understand cultural burning and what it means to First Nations communities.



# Reconciliation Action Plan deliverables

## Relationships

Action	Deliverable	Timeline	Responsibility
1. <b>Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations, in order to create knowledge networks to build capability.</b>	Identify and engage new First Nations stakeholders, researchers, students, research organisations and other organisations within our local area or sphere of influence, including a formal assessment of First Nations representation in our sphere, and engaging more First Nations people where needed.	June 2023	Oliver Costello (Board member)
	Meet with First Nations stakeholders, researchers, students and research groups to understand best practice in creating mutually beneficial partnerships and culturally safe spaces, including with those external to the organisation.	December 2022	CEO
2. <b>Promote reconciliation through our sphere of influence.</b>	Communicate (on dedicated webpage, social media and via email) our commitment to reconciliation to all staff, Board and committees, external partners and the public.	July 2022	RWG Chair
	Contact other like-minded organisations to collaborate with us on our reconciliation journey (for example, contacting Centre partners, CRCs or research institutes with RAPs to discuss their journeys and lessons).	December 2022	Partnership Development Director
	Acknowledge the Centre's commitment to reconciliation in networked documents, including Board papers, government reports, staff/student welcome packs, corporate documents, EOIs, comms publications etc.	July 2022	Graphic Designer
	Publicly release and promote our REFLECT RAP, including communications campaign that promotes reconciliation throughout our network.	July 4–8 (NAIDOC week)	RWG Chair
	Create and implement a list of other positive and appropriate ways to promote reconciliation within our network e.g. artwork for all offices, dedicated webpage, formal recognition on our website and within important documents of First Nations knowledge as existing science.	August 2022	Research Services Team Leader

Action	Deliverable	Timeline	Responsibility
3. <b>Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	August 2022	Executive Assistant
	Conduct a review of HR policies and procedures to identify opportunities for increased anti-discrimination.	December 2022	Executive Assistant
4. <b>Build an understanding of reconciliation by celebrating National Reconciliation Week (NRW): 27 May–3 June, 2023.</b>	Host a public event to celebrate reconciliation.	27 May–3 June, 2023 (NRW)	RWG Chair
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff and our networks.	May 2023	RWG Chair
	Encourage and support all staff to participate in at least one external event to recognise and celebrate NRW.	May 2023	RWG Chair
	Internal Centre Reconciliation Working Group members to participate in an external NRW event.	27 May–3 June, 2023	RWG Chair





Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of First Nations' cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	September 2022	CEO
	Book in a one-day cultural safety training workshop for all staff and Board members, which includes building staff and Board members' understanding of their local Traditional Custodians.	August 2022	Node Research Manager (NSW)
	Explore avenues for an on-Country (multi-day) cultural safety training workshop for all staff and Board members.	September 2022	Node Research Manager (NSW)
	Commission First Nations experts to host a workshop with non-First Nations researchers on culturally safe research practices (to be recorded and shared in welcome pack).	November 2022	Node Research Manager (Vic)
	Explore and support other external and professional development opportunities for staff and Board members that will increase cultural safety and awareness.	June 2023	Executive Assistant
	Encourage staff and Board members to support other First Nations initiatives, for example <a href="#">the Voice to Parliament</a> , <a href="#">Country Needs People</a> , <a href="#">Pay the Rent</a> , the <a href="#">Royal Commission into Aboriginal Deaths in Custody</a> , <a href="#">Opening the Doors Foundation</a> and Common Ground's <a href="#">Bedtime Stories</a> .	July 2022	RWG Chair



Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to First Nations peoples by observing cultural protocols.</b>	Increase an understanding among staff, Board and industry partners of the deep connection First Nations people have to Country and how the reciprocal notions of care demonstrate the fundamental principles of resilience and are therefore core to the Centre's aims and strategies.	June 2023	Partnership Development Director
	Increase staff and Board's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, Welcome to Country and Indigenous Cultural Intellectual Property protocols.	July 2022	Node Research Manager (NSW)
	Encourage and communicate with staff about including Country names in addresses (e.g. in letter templates).	July 2022	Graphic Designer
	Acknowledge Country at significant team meetings and external meetings, as appropriate.	July 2022	Events Officer
	Engage Traditional Custodians to facilitate a local Welcome to Country at major events, when those events would have included an opening ceremony.	December 2022	Events Officer
	Investigate integration of the RAP into the Centre's wider policies and protocols, including cultural safety protocols.	January 2023	Research Services Team Leader
	Maintain a calendar of events / cultural dates of significance that we can promote and support through the centre.	August 2022	Events Officer
<b>7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week.</b>	Introduce staff to NAIDOC Week by sharing information about the meaning of NAIDOC Week and promoting external events in our local area.	July 2022	RWG Chair
	Internal Centre Reconciliation Working Group to participate in an external NAIDOC Week event.	July 2022	RWG Chair
	Host a public event to showcase First Nations researchers, during NAIDOC Week.	3–10 July, 2023	RWG Chair





## Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8. Promote and integrate First Nations knowledge within natural hazard research.</b>	Add to all research plans (not just research relating to First Nations people) the need for discussion of research with the Traditional Custodians and First Nations stakeholders, in order that they can provide input, can benefit from the research or can be involved.	July 2022	Node Research Managers
	Examine the development of an online space (e.g. webpage) to publish industry-wide, First Nations-led academic publications that relate to natural hazards.	September 2022	RWG Chair
	Aim to showcase and support First Nations-led publications and reports – including publishing First Nations author as first author.	July 2022	Communications Officer
<b>9. Outline ways that more research can be led by First Nations partners.</b>	Ensure that research about First Nations peoples, or of importance to First Nations people, is either led or co-led with a First Nations partner.	March 2023	CSO
	Investigate future flexible contracting that breaks down barriers for First Nations researchers (e.g. self-determined research on Country).	January 2023	Research Services Team Leader
<b>10. In collaboration with (and seeking advice from) appropriate First Nations-driven partner organisations, develop a plan for supporting First Nations researchers within our organisation and across the sector.</b>	Identify and seek to address the barriers for First Nations peoples engaging with the Centre's education programs.	March 2023	Project Officer (Education)
	Explore meaningful support networks and needs, and their implementation within the Centre.	March 2023	CSO
	Outline the specifics on providing meaningful education and professional development opportunities for First Nations peoples, such as scholarships, internships, mentorships and secondments.	May 2023	CSO
	Outline the specifics of how to support First Nations students' transition to postgraduate or early career researcher positions.	May 2023	Project Officer (Education)
	Consider the <a href="#">CARE Principles of Indigenous Data Governance</a> and how these principles are ensured by the Centre's data management plan	November 2022	Research Services Team Leader

Action	Deliverable	Timeline	Responsibility
<b>11. Improve employment outcomes by increasing First Nations recruitment, retention and professional development.</b>	Build understanding of current First Nations staffing, to inform future employment, retention and professional development opportunities.	August 2022	Executive Assistant
	Develop a project funding proposal that: <ul style="list-style-type: none"> <li>→ explores the experiences First Nations peoples have as staff and volunteers within our partner organisations</li> <li>→ documents how they can be better supported in order to positively influence recruitment and retention.</li> </ul>	January 2023	Node Research Managers Partnership Development Director
<b>12. Increase First Nations supplier diversity and other initiatives to support improved economic and social outcomes.</b>	Create a preferred supplier list for procurement from First Nations-owned businesses.	August 2022	Events Officer
	Reach out to First Nations businesses for every major face-to-face event as part of the ongoing event protocol.	July 2023	Events Officer
	Assess the proportion of First Nations procurement of businesses and services (including partner contracts and sub-contracts assigned to First Nations researchers).	July 2023	Executive Assistant
	Investigate <a href="#">Supply Nation membership</a> .	July 2023	Executive Assistant





## Governance

Action	Deliverable	Timeline	Responsibility
<b>13. Establish and maintain an effective Reconciliation Working Group to drive governance of the RAP.</b>	Maintain equal First Nations representation on the Reconciliation Working Group.	July 2023	RWG Chair
	Maintain two Board members on the Reconciliation Working Group.	July 2023	Sandra Whight (Board member)
	Reconciliation Working Group to meet at least three times a year to drive and monitor RAP implementation (with Centre Working Group members to meet fortnightly).	July 2023	RWG Chair
	Review and update the Terms of Reference for the Reconciliation Working Group.	July 2023	CEO
<b>14. Provide appropriate support for effective implementation of RAP commitments.</b>	Maintain the appointment of a senior leader to champion our RAP internally.	July 2023	RWG Chair
	Maintain an implementation plan (separate to this document), including budget, resource needs and tracking of implementation that includes Board oversight of progress.	December 2022	Research Services Team Leader
	Engage Board, senior leaders and other staff in the delivery of RAP commitments, where applicable.	July 2022	CEO
	Ensure that the RAP is endorsed by the Board before launch.	July 2022	RWG Chair
<b>15. Establish a First Nations Code of Conduct to guide research engagement</b>	Develop a draft of a First Nations research code of conduct that leads the respectful engagement of all Centre researchers, including how the Centre manages and funds First Nations research and researchers	February 2023	CSO

Action	Deliverable	Timeline	Responsibility
<b>16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	1 August 2022	RWG Chair
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022	RWG Chair
	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2023	RWG Chair
	Report RAP progress to all staff and senior leaders quarterly.	July 2023	Research Services Team Leader
	Report RAP progress to Board in each Board paper.	July 2023	RWG Chair
<b>17. Continue our reconciliation journey by developing our next RAP.</b>	Promote activities and achievements regularly and publicly, through newsletter, website and social media channels.	July 2023	RWG Chair
	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	March 2023	RWG Chair
<b>18. Facilitate appropriate governance structures to promote reconciliation</b>	Ensure the Board and all committees that provide leadership to the Centre have appropriate First Nations representation.	October 2022	Oliver Costello (Board member)
	Ensure that the Board have oversight of RAP progress, including a standing agenda item at Board meetings.	December 2022	CEO



# Appendices

## APPENDIX 1 Biographies of Reconciliation Working Group members



**Tammy Small, Manager of Indigenous Advancement, University of Wollongong**

Tammy Small (family name Gordon) is a proud Wiradjuri woman who grew up in Western Sydney on Dharug country and spent a lot of time with family on Murie lands in Condobolin, NSW. Tammy is currently the Manager of Projects, Indigenous Advancement at the University of Wollongong.



**Ricky Archer, CEO, North Australian Indigenous Land and Sea Management Alliance**

Ricky Archer is a Djungan man from the Western Tablelands region of North Queensland and has demonstrated an ability to connect on-groundwork of First Nations organisations with regional, state and Commonwealth priorities. Ricky has a background in geographical information systems, First Nations knowledge management, and natural and cultural resource management.



**Oliver Costello, independent consultant**

Oliver Costello is from Bundjalung Jagun Country on the Northern Rivers of NSW. He initiated the Firesticks initiative in 2009 and was a founding director of the Jagun Alliance Aboriginal Corporation (2016) and Firesticks Alliance Indigenous Corporation (2018). He also contributed to the 2021 State of the Environment Report as an independent consultant, and is on Natural Hazards Research Australia's Board and the Education and Training Committee. Oliver empowers communities, organisations and stakeholders to develop collaborative approaches to support First Nations leadership and recognition of cultural practices.



**Bhiemie Williamson, Research Fellow, Australian National University**

Bhiemie is a Euahlayi man from north-west NSW and south-west Qld with family ties to north-west Qld. Bhiemie's professional and academic focuses include First Nations land and water management, youth, governance and data sovereignty. He is a prominent member of the First Nations research community, currently completing a PhD at the Australian National University that investigates First Nations men and masculinity.



**Sandra Whight, Natural Hazards Research Australia Board member and Manager Research and Evaluation, National Aerial Firefighting Centre**

Sandra brings 25 years of fire and land management experience to both the Board and the Reconciliation Working Group. She is passionate about using science and contemporary research to shape policy and prepare communities to be resilient to the impacts of fire.



**Andrew Gissing, CEO, Natural Hazards Research Australia**

Andrew is the new CEO of Natural Hazards Research Australia, joining the team from his role as General Manager of Resilience at Risk Frontiers. He is a risk, resilience and emergency management expert who is passionate about improving community safety and resilience.



**Dr Kat Haynes, Node Research Manager (NSW, ACT and SA),  
Natural Hazards Research Australia**

Kat came across to the Centre from her honorary research fellowship at the University of Wollongong. She is an experienced human geographer with a strong research background in building resilience and adaptation through community and youth-centred initiatives. She lives on Tharawal Country.



**Nicklaus Mahony, Research Services Team Leader,  
Natural Hazards Research Australia**

Nicklaus leads the Research Services Team, ensuring efficient, effective and innovative delivery of the Centre's research program. He lives in Meanjin on Yuggera Country.



**Bethany Patch, Senior Communications Officer, Natural Hazards Research Australia**

Bethany is responsible for effective communication of natural hazard science at the Centre. She is also the Reconciliation Working Group Chair. She lives in Naarm on Wurundjeri Country.



**Friedo Ligthart, Graphic Designer, Natural Hazards Research Australia**

Friedo is responsible for creation of all the Centre's design products (online and physical), including its brand identity. He lives in Naarm on Wurundjeri Country.

## APPENDIX 2 Reconciliation Working Group Terms of Reference

### 1.0 Purpose

The Reconciliation Working Group ("RWG") provides the Natural Hazards Research Australia ("Centre") with advice on the overall development of the Centre's Reconciliation Action Plan ("RAP"), consistent with the Reconciliation Australia's Guidelines.

#### 1.1 Role

The role of the RWG includes, but is not limited to:

- Oversight of the RAP,
- Assistance with drafting of the RAP,
- Engagement with stakeholders both internal and external,
- Oversight of the future implementation of the RAP.

Information flow to the RWG for each of these oversight roles will be managed by the RWG Chair (Section 3.3).

#### 1.2 Reporting

The Centre-staff representatives of the RWG must report to the CEO in a timely manner on all relevant matters that are set out in these Terms of Reference.

#### 1.3 Authorisation

The CEO authorises the RWG, within the scope of its responsibilities, to:

- Seek any information it requires from management, any employee and/or external parties,
- Ensure the attendance of the Centre's personnel at meetings as appropriate. The RWG's authority is limited to providing recommendations to the CEO.

### 2.0 Objectives and Responsibilities

The RWG will:

- a. Ensure development of a high-quality RAP,
- b. Develop an engagement and communication plan,
- c. Monitor and evaluate the implementation of the RAP,
- d. Develop membership to represent the broad stakeholder base.

### 3.0 Organisation

#### 3.1 Membership and Attendance at Meetings:

- The RWG will comprise:
  - two representatives from the Centre's Board (one First Nations, one non-First Nations)
  - a RWG Chair (from Centre staff representatives)
  - At least two additional Centre staff representatives
  - Up to five First Nations members and other stakeholders.

#### 3.2 Meetings:

- Meetings will be held quarterly,
- Additional meetings may be called by the Chair of the RWG,
- Matters of importance and/or high risk may be dealt with via out of session papers, and
- Minutes of meetings will be kept and presented to the next meeting.

#### 3.3 Chair and Administration:

- A staff member of the Centre will act as Chair to the RWG.

### 3.4 Remuneration

Natural Hazards Research Australia acknowledges the value of the experience, time and effort contributed by external RWG members. RWG members have been supplied with an expense claim form and may claim contributions at an hourly rate agreed to with CEO. All non-Centre staff representatives should be paid the same rate.

### 4.0 Evaluation

The RWG will undertake a review of its performance and membership annually to ensure that these matters are consistent with the requirements as set out above. It will report its findings to the Board.

The RWG will review these terms of reference annually and recommend any changes to the Board for endorsement.



## APPENDIX 3 References

- 1 Reconciliation Australia (2021) 2021 *State of Reconciliation in Australia Report*, accessible at [www.reconciliation.org.au/wp-content/uploads/2021/02/State-of-Reconciliation-2021-Summary-Report\\_web.pdf](http://www.reconciliation.org.au/wp-content/uploads/2021/02/State-of-Reconciliation-2021-Summary-Report_web.pdf).
- 2 Natural Hazards Research Australia (2022) *Strategic Plan 2021–2031*, accessible at [www.naturalhazards.com.au/about-us/corporate-documents](http://www.naturalhazards.com.au/about-us/corporate-documents).
- 3 *Connecting Indigenous people and the emergency management sector – effective partnerships*, research project, accessible at [www.naturalhazards.com.au/research/research-projects/connecting-indigenous-people-and-emergency-management-sector-effective](http://www.naturalhazards.com.au/research/research-projects/connecting-indigenous-people-and-emergency-management-sector-effective).
- 4 *Cultural land management research and governance in south east Australia*, research project, accessible at [www.naturalhazards.com.au/research/research-projects/cultural-land-management-research-and-governance-south-east-australia](http://www.naturalhazards.com.au/research/research-projects/cultural-land-management-research-and-governance-south-east-australia).
- 5 *Restor(y)ing fire-adapted territories: wildfire recovery, Indigenous leadership and restoration in Secwépemcul'ecu*, research project, accessible at [www.naturalhazards.com.au/research/research-projects/restoring-fire-adapted-territories-wildfire-recovery-indigenous](http://www.naturalhazards.com.au/research/research-projects/restoring-fire-adapted-territories-wildfire-recovery-indigenous).
- 6 James G, Burton D, Campion O, Hunter B, Morrison J, Gondarra T & bayung J (2021) *Indigenous fire and land management: impact and sustainability*, final report, Bushfire and Natural Hazards CRC, accessible at [www.naturalhazards.com.au/system/files/2022-04/indigenous\\_fire\\_and\\_land\\_management\\_black\\_summer\\_final\\_report.pdf](http://www.naturalhazards.com.au/system/files/2022-04/indigenous_fire_and_land_management_black_summer_final_report.pdf).
- 7 *Hazards, culture and Indigenous communities*, research project, accessible at [www.bnhcrc.com.au/research/indigenouscommunities](http://www.bnhcrc.com.au/research/indigenouscommunities).



# Contact details

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