



Victorian Aboriginal Employment and Economic Research Projects

Project 3 – Indigenous business sector growth potential

September 2024

VERSION: COMMERCIAL IN CONFIDENCE INFORMATION REMOVED

ACKNOWLEDGEMENT OF COUNTRY

We proudly acknowledge the Wurundjeri Woiwurrung people as the Traditional Owners of the lands on which our office is based and pay our respect to their Elders past, present, and emerging.

We recognise the deep connection of Aboriginal and Torres Strait Islander people to Country and value their contribution to caring for, and managing the land, water, natural and built landscapes and their profound knowledge systems.

We are committed to pursuing genuine and lasting partnerships with First Peoples to learn about and understand their culture and connections to Country in the way we plan for, and manage, the delivery of all projects. We also extend our acknowledgement to all Aboriginal and Torres Strait Islander communities and their rich culture, and pays respect to their Elders past, present and emerging.



CONTENTS

Executive Summary

Introduction	pp. 4-8
Key Findings	pp.4-5
Discovery & Consultation Engagement Process	pp. 6-8
Study Evaluation Framework	p.9
Theming of Engagement Findings	p.10

Section 1: Identified Opportunities, Constraints & Success Measures

Identified Constraints	pp. 12-40
Identified Opportunities	pp.13-22
Identified Success Measures	pp. 23-32
	pp. 33-40

Section 2: Traditional Owner Corporation Profiles

Introduction: Traditional Owner Corporation Profiles	pp. 41-88
2023 Economic Snapshot – All Corporations	p.42
2023 Economic Snapshot - Consulted Corporations	p.43
Barengi Gadjin Land Council Profile	p.44
Bunurong Land Council Aboriginal Corporation	pp. 46-48
Dja Dja Wurrung Group	pp. 49-52
Eastern Maar Aboriginal Corporation	pp. 53-56
First People of the Millewa-Mallee Aboriginal Corporation	pp. 57-60
Gunaikurnai Land & Waters Aboriginal Corporation	pp. 61-64
Gunditj Mirring Traditional Owners Aboriginal Corporation	pp. 65-68
Taungurung Land and Water Council	pp. 69-72
Wadawurrung Traditional Owners Aboriginal Corporation	pp.73-76
Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation	pp.77-80
Yorta Yorta Nation Aboriginal Corporation	pp. 81-84
	pp. 85-88



EXECUTIVE SUMMARY

The Victorian Aboriginal Economic Empowerment Strategy (VAEES) seeks to empower Traditional Owner Corporations (Corporations) in Victoria by enhancing their economic outcomes and supporting their journey towards self-determination. These Corporations are pivotal in preserving cultural heritage, managing land and water resources, and driving economic development within their communities.

This project was initiated to work collaboratively with Corporations to identify current and future economic opportunities, constraints, and success measures. The engagement process included interviews, surveys, and a CEO Forum, providing a platform for Corporation leaders to share their insights, aspirations, and challenges. Eight of the eleven Corporations participated in the consultation process, collectively representing 91% of total employment by Corporations and 65% of total membership in 2023.

Key areas of focus for the Corporations include sectors such as Cultural Heritage Management, First Nations Tourism, and Caring for Country, which are essential to their cultural identity and community well-being. Looking ahead, significant growth potential has been identified in sectors like Aquaculture, Clean Energy, and Indigenous Consulting, which align with both traditional practices and emerging economic opportunities.

This report reflects the outcomes of these engagements and provides a desktop review of the economic profiles of all eleven Corporations, including their economic impact, strategic objectives, and services offered.



EXECUTIVE SUMMARY

This report provides an analysis of current and future economic opportunities, constraints, and success measures for Victoria's Traditional Owner Corporations (Corporations).

The insights are clustered across five emergent themes:

1. Governance & Capacity Building
2. Financial Sustainability & Economic Development
3. Regulatory & Systemic Environment
4. Workforce & Community Development
5. Innovation & Market Expansion

Eight of the eleven Corporations participated in the consultation process through interviews, surveys, and attendance at a CEO Forum. Their contributions have been instrumental in shaping this analysis, which reflects their aspirations, challenges, and strategic priorities.

Key findings from the consultation process emphasise the importance of:

- **Governance & Capacity Building:** Corporations are focusing on strengthening internal governance structures that align cultural values with business practices. This involves investing in leadership development and enhancing strategic decision-making capabilities, which are essential for managing growth and ensuring long-term sustainability.
- **Financial Sustainability & Economic Development:** Achieving financial sustainability is a critical priority for

Corporations. Diversifying revenue streams beyond government funding is essential to reduce financial vulnerability and support long-term economic growth. Corporations are exploring opportunities in emerging sectors such as renewable energy, aquaculture, and cultural tourism. These sectors offer the potential for sustainable income generation that aligns with cultural and environmental stewardship goals.

- **Regulatory & Systemic Environment:** Navigating the complex regulatory environment remains a significant challenge for Corporations. Regulatory processes often impose barriers that can delay or complicate business operations. There is a strong need for advocacy and reform to create a regulatory environment that better supports Corporations' cultural and business needs. Streamlining these processes would enable smoother market entry, expansion, and economic development.
- **Workforce & Community Development:** Building a skilled and engaged workforce is essential for sustaining and expanding Corporations' operations. Investment in workforce development programs and community engagement initiatives is seen as a key driver for long-term success. These programs are critical for empowering community members, fostering economic participation, and ensuring that the benefits of economic growth are shared within the community.
- **Innovation & Market Expansion:** Corporations are identifying high-potential sectors for innovation and market expansion, such as clean energy. Leveraging traditional knowledge and cultural practices is

recognised as a unique asset that can differentiate Corporations in competitive markets. By integrating innovation with cultural heritage, Corporations can expand into new markets while preserving and promoting their cultural identity.

Additionally, Section 2 of this report provides profiles of all Corporations constructed using publicly available data, including annual reports, strategic plans, and other published documents.

KEY FINDINGS: CONSTRAINTS MAPPED TO HORIZONS

 **HORIZON 1: CURRENT**

GOVERNANCE AND CAPACITY BUILDING

Corporations face challenges with establishing robust governance frameworks and require more capacity-building to improve leadership and decision-making.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Heavy reliance on short-term funding and high operational costs limit the Corporation's financial stability and capacity for sustainable development.

REGULATORY AND SYSTEMIC ENVIRONMENT

Complex regulatory requirements and the need to balance cultural and Western governance create significant operational burdens.

WORKFORCE AND COMMUNITY DEVELOPMENT

Corporations struggle to attract and retain skilled talent, and limited investment in workforce development hinders long-term growth.

INNOVATION AND MARKET EXPANSION

Limited market access and challenges in demonstrating value hinder Corporations' ability to compete with established businesses.

 **HORIZON 2: GROWTH**

GOVERNANCE AND CAPACITY BUILDING

As Corporations expand, governance frameworks must evolve to handle the increased complexity and scale of operations. Strengthening internal governance and enhancing leadership capacity are crucial for managing growth effectively and ensuring sustained success.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Difficulty accessing capital for expansion and overreliance on government funding hinders Corporations' ability to diversify revenue streams.

REGULATORY AND SYSTEMIC ENVIRONMENT

High accountability demands and regulatory barriers make it difficult for Corporations to innovate or enter new markets.

WORKFORCE AND COMMUNITY DEVELOPMENT

Expanding operations requires a more specialised workforce, but scaling workforce capabilities is a significant challenge.

INNOVATION AND MARKET EXPANSION

Regulatory and financial constraints stifle innovation and restrict Corporations from entering high-potential sectors.

 **HORIZON 3: TRANSFORMATION**

GOVERNANCE AND CAPACITY BUILDING

Transformative growth demands a complete overhaul of governance models and long-term strategic planning to manage large-scale initiatives.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Large-scale initiatives require substantial capital investment, but current funding models lack the flexibility needed for transformative growth.

REGULATORY AND SYSTEMIC BARRIERS

A regulatory overhaul is needed to support large-scale transformations and remove systemic barriers to self-determination.

WORKFORCE AND COMMUNITY DEVELOPMENT

Transformative growth requires a workforce that is adaptable, innovative, and capable of driving large-scale initiatives.

KEY FINDINGS: OPPORTUNITIES MAPPED TO HORIZONS


HORIZON 1: CURRENT

GOVERNANCE AND CAPACITY BUILDING

Implement best practices and governance training to strengthen decision-making and transparency, enhancing operational efficiency and cultural alignment.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Develop sustainable business models aligned with the Corporation's values and invest in securing diverse funding sources to build economic self-sufficiency.

REGULATORY AND SYSTEMIC ENVIRONMENT

Streamline compliance processes and engage with regulatory bodies to reduce administrative burdens and foster an environment conducive to Corporations' operations.

WORKFORCE AND COMMUNITY DEVELOPMENT

Invest in workforce training and community engagement to build a skilled workforce that aligns with the Corporation's goals and enhances community involvement.

INNOVATION AND MARKET EXPANSION

Adopt new technologies and business practices to enhance productivity and expand market reach, emphasising digital and sustainable innovations.


HORIZON 2: GROWTH

GOVERNANCE AND CAPACITY BUILDING

Scale governance structures to manage expanding operations and ensure strategic decision-making keeps pace with organisational growth.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Diversify revenue streams and enhance access to capital to support expansion into new commercial activities and sectors.

REGULATORY AND SYSTEMIC ENVIRONMENT

Improve regulatory engagement and adapt policies to facilitate expansion into new sectors and markets.

WORKFORCE AND COMMUNITY DEVELOPMENT

Expand workforce development programs to support growing operations and new sector engagements, emphasising community benefits.

INNOVATION AND MARKET EXPANSION

Leverage traditional knowledge and innovative practices to enter and grow in new sectors like clean energy, waste management, and housing.


HORIZON 3: TRANSFORMATION

GOVERNANCE AND CAPACITY BUILDING

Overhaul governance models to support large-scale projects and transformative growth, focusing on sustainability and long-term strategic planning.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Secure substantial capital and investment for large-scale projects to achieve transformative economic growth and self-sufficiency.

REGULATORY AND SYSTEMIC BARRIERS

Advocate for regulatory overhauls that support large-scale innovations and remove systemic barriers to Corporation growth.

WORKFORCE AND COMMUNITY DEVELOPMENT

Develop comprehensive human capital strategies that foster a transformative workforce capable of driving and sustaining large-scale initiatives.

INNOVATION AND MARKET EXPANSION

Drive substantial growth through strategic investments in transformative sectors, integrating traditional practices with modern business strategies to create unique and competitive market offerings.

KEY FINDINGS: SUCCESS MEASURES MAPPED TO HORIZONS


HORIZON 1: CURRENT
GOVERNANCE AND CAPACITY BUILDING

Align activities with the Healthy Country Plan to build a strong governance foundation that supports environmental and cultural goals.

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Begin achieving economic self-determination and secure housing for members to improve overall well-being.

REGULATORY AND SYSTEMIC ENVIRONMENT

Focus on environmental stewardship and align all activities with regulatory compliance while honouring cultural responsibilities.

WORKFORCE AND COMMUNITY DEVELOPMENT

Increase employment opportunities and build skills within the community to support initial growth and development.

INNOVATION AND MARKET EXPANSION

Ensure all innovations align with the Country Plan, setting a foundation for responsible market expansion.


HORIZON 2: GROWTH
FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Develop diversified revenue streams and invest in sectors like aquaculture to build economic resilience and equity.

INNOVATION AND MARKET EXPANSION

Successfully enter new sectors by leveraging traditional knowledge and modern practices, driving sustainable growth.


HORIZON 3: TRANSFORMATION
FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Attain long-term financial independence and secure key land assets to support sustainable economic development.

INNOVATION AND MARKET EXPANSION

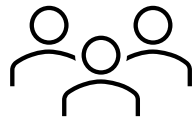
Establish Corporations as leaders in innovative sectors through bold market expansion and integration of traditional and modern strategies.



DISCOVERY AND CONSULTATION ENGAGEMENT PROCESS

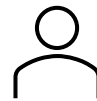
This project engaged CEOs and representatives from Victorian Traditional Owner Corporations through a comprehensive process, including a CEO Forum, individual interviews, and a survey. These methods captured diverse perspectives, enriching our understanding of the Corporations' challenges and opportunities across four discovery quadrants: Aspirations, Current State, Growth, and Transformation. Eight of the eleven Corporations participated in one or more forms of engagement during the consultation phase. The *Supplementary Section* of the Corporation Profile pages includes high-level insights from these sessions, with detailed insights as an appendix. These sections have been removed from this copy of the project report due to information being deemed as Commercial In Confidence.

The CEO Forum and Short-Form Survey questions focused on nine key areas, a subset of the 31 questions asked in the Interviews and Long-Form Survey. These questions addressed current sectors or industries, challenges and barriers to growth, growth projections, and strategies to unlock business model transformation. The Interviews and Long-Form Survey included additional questions on aspirations and business structures. All Corporations were offered the opportunity to engage through multiple consultation methods.



CEO Forum

- Bunurong Land Council Aboriginal Corporation
- Dja Dja Wurrung Clans Aboriginal Corporation
- First People of the Millewa-Malle Aboriginal Corporation
- Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation



Interviews

- Gunaikurnai Land & Waters Aboriginal Corporation
- Wadawurrung Traditional Owners Aboriginal Corporation
- Barengi Gadjin Land Council
- First People of the Millewa-Mallee Aboriginal Corporation



Long-Form Online Survey

- Taungurung Land & Waters Council

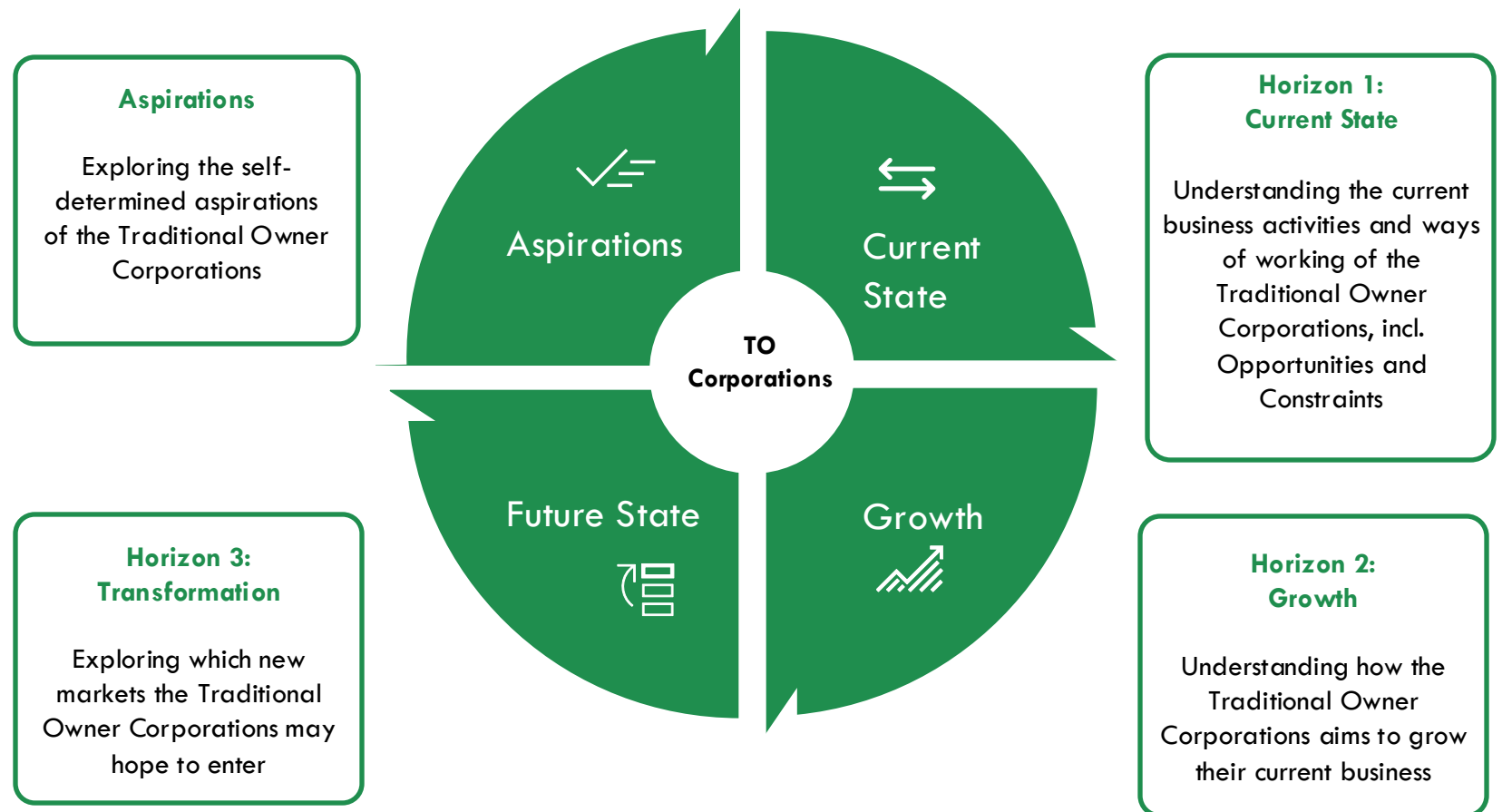


Short-Form Online Survey

- Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation

STUDY EVALUATION FRAMEWORK

The evaluation framework for this study was structured around four key quadrants that guided our enquiry into the economic strategies and aspirations of Victoria's Traditional Owner Corporations (Corporations). These quadrants provided a comprehensive lens through which to explore both the current state and future potential of each Corporation.





THEMING OF ENGAGEMENT FINDINGS

Through the engagement with Traditional Owner Corporations, **five critical themes** emerged that encapsulate the core challenges and opportunities ahead. These themes—Governance and Capacity Building, Financial Sustainability and Economic Development, Regulatory and Systemic Environment, Workforce and Community Development, and Innovation and Market Expansion—provide a framework for strategic growth and transformation, ensuring alignment with cultural values and long-term goals.

1.

Governance & Capacity Building

Focuses on the development and enhancement of governance structures within Traditional Owner Corporations (Corporations). It emphasises the importance of leadership, strategic decision-making, and internal capacity to manage growth effectively, align with cultural values, and support sustainable long-term operations.

2.

Financial Sustainability & Economic Development

Concerns the pursuit of economic self-determination and the diversification of revenue streams. This theme highlights the need for Corporations to secure capital, reduce reliance on external funding, and create profitable, sustainable business models that align with cultural and community values.

3.

Regulatory & Systemic Environment

Addresses the challenges Corporations face in navigating complex regulatory landscapes. It emphasises the need for streamlining compliance processes, advocating for supportive policies, and overcoming systemic barriers that hinder growth and innovation.

4.

Workforce & Community Development

Focuses on building a skilled and capable workforce within Corporations and fostering community involvement. It stresses the importance of training, education, and employment opportunities that support both organisational growth and community well-being.

5.

Innovation & Market Expansion

Highlights the need for Corporations to embrace new technologies and enter emerging markets. This theme underscores the potential of leveraging traditional knowledge alongside modern practices to drive innovation, enhance market reach, and achieve transformative growth.

SECTION 1

IDENTIFIED OPPORTUNITIES, CONSTRAINTS & SUCCESS MEASURES



SECTION 1.1

IDENTIFIED CONSTRAINTS



IDENTIFIED CONSTRAINTS

HORIZON ONE



ENGAGEMENT QUESTIONS

Current State

- How might the Corporation improve productivity from its existing business activity?
- What are the Top 3 challenges the Corporation faces regarding its current business activity? How might these be addressed?
- Can you identify any risks to your current business activities?

HORIZON 1: CURRENT CONSTRAINTS

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

GOVERNANCE AND CAPACITY BUILDING

Lack of Robust Governance Structures: Many Corporations struggle to establish strong governance frameworks that effectively align cultural practices with Western business requirements. This misalignment often results in delays and inefficiencies in decision-making processes.

Enhancing Leadership and Decision-Making: The expansion of Corporations demands enhanced leadership capabilities to guide growth effectively. Leaders must be equipped with the skills necessary for strategic decision-making and managing the complexities associated with scaling operations.

Inadequate Capacity Building: There is an ongoing need for comprehensive capacity-building initiatives focusing on enhancing governance skills and leadership within TOCs. The lack of investment in these areas hampers the ability to make informed decisions that align with both cultural values and economic objectives.

Challenges of Managing Growth: Organic Corporation growth presents challenges in managing expanding operations.



Representatives of Traditional Owners Corporation Voices

"We have to balance Western governance with cultural governance...a pretty tricky thing to manage."

"We need better-defined governance structures to manage the growth of our business activities effectively."

"Our decision-making needs to align with both our cultural values and the economic realities we face."

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Difficulty Accessing Capital for Growth: Corporations often encounter significant challenges in securing the capital needed to support their growth plans. The lack of access to large-scale investment restricts their ability to invest in new sectors or expand existing operations, limiting their competitiveness in emerging markets.

- **Need for Multi-Year Block Funding:** Corporations emphasised the need for multi-year block funding to ensure continuity and stability in their programs and activities.

High Operational Costs: Corporations' operational costs, including overheads, are often disproportionately high compared to their revenue streams. This financial pressure exacerbates the difficulties of sustaining business operations, particularly in competitive sectors.



Representatives of Traditional Owners Corporation Voices

"The authorising environment...has high transaction costs."

"Initial funding to get our businesses up and running...we are drip fed."

"We just don't have any funds...give me \$5 million. I'll tell you we could do so many amazing things."

REGULATORY AND SYSTEMIC ENVIRONMENT

Complex Regulatory Requirements: The regulatory environment is a significant barrier for Corporations, with extensive requirements that slow down business processes and add to operational costs. Navigating these regulations requires significant resources, which many TOCs lack.

Balancing Cultural and Western Governance: Corporations face the challenge of aligning their cultural governance practices with the requirements of Western business models. This dual governance system often leads to conflicts and inefficiencies that impede business operations.



Representatives of Traditional Owners Corporation Voices

"Red tape and overregulation create significant barriers to efficient business operations."

"Synergy between Indigenous and non-Indigenous governance systems is necessary."

"We're not focused on commercialisation—it feels like a step toward assimilation... Our priority is managing Country and ensuring we have the resources to do so."

HORIZON 1: CURRENT CONSTRAINTS

● WORKFORCE AND COMMUNITY DEVELOPMENT

Talent Attraction and Retention Issues: Attracting and retaining skilled talent within Corporations is a persistent challenge. The allure of higher-paying opportunities outside the community often draws potential talent away, leaving Corporations with a workforce that may lack the necessary skills and stability.

Limited Investment in Workforce Development: Due to immediate operational demands and limited resources, Corporations often under-invest in long-term workforce development. This lack of focus on skill-building and training limits the ability of Corporations to grow and adapt to changing market conditions.



Representatives of Traditional Owners Corporation Voices

"It is difficult to attract and retain talent, especially from within the Traditional Owner communities."

"Access to resources and specialist expertise required is a challenge."

● INNOVATION AND MARKET EXPANSION

Limited Access to Markets: Corporations face significant challenges in accessing broader markets. Established businesses with greater resources and market recognition often overshadow their efforts, making it difficult for Corporations to compete effectively.

Challenges in Demonstrating Value: There is often a disconnect between the value that Corporations bring to the market and the recognition they receive from consumers. This challenge makes it difficult to price services and products competitively while ensuring that they are valued appropriately by the market.



Representatives of Traditional Owners Corporation Voices

"Traditional Owner Corporations face significant challenges in competing with established businesses and within established sectors."

"We are not charging enough...the market doesn't understand the value."

Respecting Our "knowledge and lore comes first, and that's a constraint when thinking about new commercial opportunities."

IDENTIFIED CONSTRAINTS

HORIZON TWO



ENGAGEMENT QUESTIONS

Growth

- What criteria or outcomes are critical to the Traditional Owner Corporation in terms of identifying new commercial opportunities?
- What constraints are there to growing the Corporation's current business/commercial activity?
- How might these constraints be addressed?

HORIZON 2: GROWTH CONSTRAINTS

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

● GOVERNANCE AND CAPACITY BUILDING

Scaling Governance for Growth: As Corporations expand into new sectors or scale their operations, existing governance frameworks may become inadequate. This lack of scalable governance structures leads to delays in decision-making and challenges in managing multiple business lines.

Limited Capacity to Manage New Ventures: The growth of Corporations often outpaces the development of internal governance capacities. Without the right governance structures, Corporations struggle to manage new ventures effectively, which can stymie growth and lead to missed opportunities.



Representatives of Traditional Owners Corporation Voices

"Appropriate training in economic development and business management for elders and directors is needed."

"We're really focusing on building internal capacity, so our people can lead the businesses and projects we're starting."

● FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Difficulty Accessing Capital for Growth: Securing the necessary capital to invest in new sectors or expand existing operations is a significant barrier for Corporations. This constraint limits their ability to take advantage of growth opportunities and reduces their competitiveness in emerging markets.

Overreliance on Government Funding: Even as Corporations grow, they often remain heavily dependent on government funding, which constrains their ability to explore diversified revenue streams and achieve true economic self-sufficiency.



Representatives of Traditional Owners Corporation Voices

"Accessing the capital to do this is very challenging."

"We need to develop diversified revenue streams to ensure we are not always dependent on government funding."

● REGULATORY AND SYSTEMIC ENVIRONMENT

High Accountability Demands: The regulatory environment imposes stringent accountability requirements that make it difficult for Corporations to innovate or expand into new sectors. The complexity of these requirements adds significant administrative burdens that stifle growth.

Regulatory Barriers to Market Entry: The complex and resource-intensive regulatory landscape hinders Corporations from entering new markets, such as clean energy or waste management. These barriers prevent Corporations from fully capitalising on new business opportunities.



Representatives of Traditional Owners Corporation Voices

"The amount of accountability for small funding is an imbalance."

"The regulatory hurdles we face make it difficult to move forward at the pace we'd like."

HORIZON 2: GROWTH CONSTRAINTS

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

● WORKFORCE AND COMMUNITY DEVELOPMENT

Inadequate Workforce Scaling: As Corporations grow, their workforce development efforts do not always keep pace, leading to skill gaps and operational inefficiencies. This challenge is particularly acute when expanding into new sectors that require specialised skills.

Lack of Specialised Skills: The growth of Corporations into new and more complex sectors necessitates specialised skills that are often lacking within the existing workforce. Without these skills, Corporations face significant challenges in scaling their operations effectively.



Representatives of Traditional Owners Corporation Voices

"We need resources to be able to... get organised and create that foundation... securing funding to deliver our aspirations and business growth needs resources."

"We need better-defined governance structures to manage the growth of our business activities effectively."

● INNOVATION AND MARKET EXPANSION

Innovation Stifled by Regulatory and Financial Constraints:

Both regulatory and financial challenges significantly limit corporations' ability to innovate. These challenges include regulatory hurdles, lack of capital, and insufficient market knowledge, all of which combine to restrict their growth potential. As a result, it becomes challenging for Corporations to explore new business models or enter emerging sectors where innovation could provide a competitive edge.

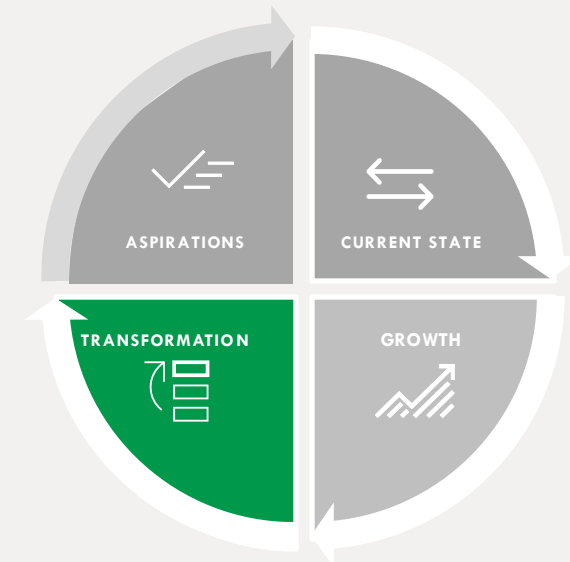


Representatives of Traditional Owners Corporation Voices

"Clean energy, waste management, and housing are areas with huge potential, but without sufficient funding, we cannot make the necessary investments to enter these markets."

IDENTIFIED CONSTRAINTS

HORIZON THREE



ENGAGEMENT QUESTIONS

Transformation

- Can the Traditional Owner Corporation identify any constraints to starting up a new line of business/commercial activity? How might these be addressed?
- What would need to be in place for the Corporation to move into new areas of commercial activity?

HORIZON 3: TRANSFORMATION CONSTRAINTS

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

● GOVERNANCE AND CAPACITY BUILDING

Governance Overhaul Required for Transformation:

Corporations may need to rethink their governance models to achieve transformational growth. Existing structures may not be equipped to handle the complexities of large-scale, innovative projects.

Inadequate Long-Term Planning: The absence of long-term strategic governance planning restricts Corporations' ability to pursue transformative opportunities. Without a clear roadmap, Corporations may struggle to align their governance with their transformational goals.



Representatives of Traditional Owners Corporation Voices

"We need to innovate our governance practices to stay relevant and sustainable."

● FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Need for Substantial Capital Investment: Transformative projects require significant upfront investment, which is difficult to secure given most Corporations' current financial constraints. Without this capital, pursuing large-scale transformative initiatives remains out of reach.

Inflexible Funding Models: Existing funding models do not provide the flexibility needed for Corporations to pursue large-scale, innovative projects. The reliance on traditional funding mechanisms limits the potential for transformative growth.



Representatives of Traditional Owners Corporation Voices

"It's getting more challenging to secure funding to deliver our aspirations... to actually get funding now, you've got to have done the planning because it's all about shovel-ready projects."

● REGULATORY AND SYSTEMIC ENVIRONMENT

Need for Regulatory Overhaul: Corporations require a more streamlined regulatory environment to support large-scale transformations. Current regulations are too rigid and do not accommodate the unique needs of Corporations aiming for transformational growth.

Systemic Barriers to Self-Determination: The existing systemic environment does not fully support Corporations' self-determination, limiting their ability to pursue independent and transformative economic activities.



Representatives of Traditional Owners Corporation Voices

"The administration that goes with those funding agreements is a massive challenge... It's getting down to the officer level interpretation of stuff from a department, and they're just not bringing the level of maturity to the conversation that we should expect."

"Navigating government regulations is a constant challenge; it's like we're jumping through hoops just to get basic things done."

HORIZON 3: TRANSFORMATION CONSTRAINTS

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

● WORKFORCE AND COMMUNITY DEVELOPMENT

Need for a Transformative Workforce: Large-scale transformation requires a workforce that is not only skilled but also adaptable and innovative. Corporations may struggle to develop such a workforce given current constraints.



Representatives of Traditional Owners Corporation Voices

"We need the right skilled workforce to achieve business growth."

SECTION 1.2

IDENTIFIED OPPORTUNITIES



IDENTIFIED OPPORTUNITIES

HORIZON ONE



ENGAGEMENT QUESTIONS

Current State

- What are the Corporation's main strengths in terms of its current business activities?
- What is working well in terms of the Corporation's current business activity?
- How might the Corporation improve productivity from its existing business activity?

HORIZON 1: CURRENT OPPORTUNITIES

● GOVERNANCE AND CAPACITY BUILDING

Enhanced Governance Practices: Implementing best practices and governance training is essential for improving the efficiency and decision-making processes within Corporations. This involves adopting clear policies, procedures, and governance structures that support transparency, accountability, and cultural alignment.

Values Aligned Governance Frameworks: Developing governance frameworks that integrate cultural values with business practices is important for sustainable growth.

Capacity Building and Training: Investing in leadership development, technical training, and continuous education programs is crucial. These initiatives help build internal capabilities, ensuring that Corporations can manage their business activities effectively and respond to emerging opportunities.

Membership Engagement and Collaboration: Strengthening engagement with members and fostering collaboration within the community can enhance Corporation cohesion and support growth. This includes developing strategies for effective communication, partnership-building, and encouraging active member participation in decision-making processes.



Representatives of Traditional Owners Corporation Voices

"Governance training and clear policies are essential for better decision-making."

"Appropriate training in economic development and business management for elders and directors is needed."

● FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Sustainable Business Models: Developing business models that align with Corporations' values and long-term goals is crucial for self-determination. By integrating sustainable practices, Corporations can ensure that their businesses are economically viable, environmentally responsible, and culturally respectful.

Access to Capital & Investment: Securing grants, loans, and partnerships is essential for growth. Access to capital enables Corporations to invest in new ventures and expand existing operations. This includes exploring opportunities in sectors like aquaculture, tourism, and clean energy, which require substantial upfront investment but promise long-term benefits.



Representatives of Traditional Owners Corporation Voices

"Sustainable business models that align with our values can enhance self-sufficiency."

"Expanding into new commercial services and joint ventures can improve financial sustainability."

● REGULATORY AND SYSTEMIC ENVIRONMENT

Streamlining Compliance and Regulatory Engagement: Engaging with policymakers and regulatory bodies to streamline compliance processes can reduce the administrative burden on Corporations. Simplifying regulations aligning with cultural and business needs can enhance operational efficiency and open up new opportunities.



Representatives of Traditional Owners Corporation Voices

"Navigating the regulatory environment requires us to balance cultural practices with business compliance."

"Streamlining government processes would be a major step."

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

HORIZON 1: CURRENT OPPORTUNITIES

● WORKFORCE AND COMMUNITY DEVELOPMENT

Building a Skilled Workforce: Investing in developing a skilled workforce through targeted training and education programs is essential for improving productivity and supporting growth. This includes training staff in emerging technologies, management practices, and specialised skills relevant to the sectors in which Corporations are involved.

Fostering Community Involvement: Encouraging community involvement in economic development initiatives ensures that growth is aligned with the community's needs and values. This approach builds trust and enhances the long-term sustainability of Corporation initiatives.



Representatives of Traditional Owners Corporation Voices

"It's about building capability or capacity within the community to work or to lead these businesses... we can come up with all the best ideas and get funding, but unless we've got the people, it takes time to develop the people into that as well."

"Community engagement is vital for achieving our goals."

● INNOVATION AND MARKET EXPANSION

Innovation and Technology Adoption: Embracing new technologies, such as drones, digital platforms, and automation, can significantly enhance productivity, operational efficiency, and market reach for Corporations. These technologies can be used in various areas, including land management, cultural heritage preservation, and resource monitoring.

Expanding Market Reach: Corporations can expand their reach beyond traditional sectors by adopting innovative business practices and exploring new markets. This involves identifying and leveraging unique selling points related to cultural heritage and sustainability, which are increasingly valued in global markets.



Representatives of Traditional Owners Corporation Voices

"Training staff in drone licenses. Recording of burial sites."

"Exploring digital platforms and automation can enhance our productivity."

"Our traditional knowledge is our unique asset; it's what sets us apart in markets like tourism and natural resource management."

IDENTIFIED OPPORTUNITIES

HORIZON TWO



ENGAGEMENT QUESTIONS

Growth

- Does the Corporation have any growth plans in place/in development?
- What opportunities are there to extend current service delivery?
- What would need to happen in order for the Corporation to make the most of these opportunities?
- What criteria or outcomes are critical to the Traditional Owner Corporation in terms of identifying new commercial opportunities?

HORIZON 2: GROWTH OPPORTUNITIES

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

● GOVERNANCE AND CAPACITY BUILDING

Scaling Governance for Expanding Operations: As Corporations grow, there is a need to scale governance frameworks to manage the complexities of expanding business activities. This includes developing more sophisticated governance structures that can support multiple ventures and ensure cohesive decision-making across all areas of operation.

Enhancing Leadership and Decision-Making: Investing in leadership development is critical to equip Corporation leaders with the skills needed to guide growth. This involves providing advanced training in economic development, business management, and strategic decision-making to ensure that Corporations can navigate the challenges of scaling their operations.



Representatives of Traditional Owners Corporation Voices

"The challenges we've faced are due to organic growth... we've done a heap of work to try and get ahead of this and create new foundational things in the systems to make the growth strategic."

"We need better-defined governance structures to manage the growth of our business activities effectively."

● FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Diversified Revenue Streams: Developing diversified income sources is crucial for reducing dependency on government funding and improving financial sustainability. This includes expanding into commercial services, joint ventures, and other business enterprises and exploring new sectors that align with cultural values and market demands.

Improving Access to Capital and Investment: Enhancing access to capital is essential for Corporations to support their growth plans. This includes securing loans, grants, and partnerships that enable Corporations to invest in new ventures and scale existing operations. Effective financial planning and management are key to ensuring that these investments lead to sustainable growth.



Representatives of Traditional Owners Corporation Voices

"Diversified revenue streams can reduce dependency on government funding."

"We need to be able to secure funding to support our projects and initiatives."

● REGULATORY AND SYSTEMIC ENVIRONMENT

Navigating Regulatory Challenges for Growth: As Corporations expand into new sectors, they must navigate increasingly complex regulatory landscapes. Engaging proactively with regulators and policymakers to advocate for more supportive regulatory frameworks can help Corporations overcome these challenges and pursue growth opportunities more effectively.

Adapting Policies to Support Sector Expansion: Developing policies that are adaptable to the needs of Corporations as they grow is essential. This includes revising compliance requirements to better align with the unique cultural and business needs of Corporations, thereby reducing administrative burdens and enabling smoother expansion into new markets.



Representatives of Traditional Owners Corporation Voices

"The regulatory environment for TOs is highly demanding. It creates significant barriers to entering new sectors."

"Policy adaptations are needed to facilitate our entry into emerging markets."

HORIZON 2: GROWTH OPPORTUNITIES

● WORKFORCE AND COMMUNITY DEVELOPMENT

Expanding Workforce Development Programs: As Corporations grow, there is an increased need for specialised skills and a more robust workforce. Expanding workforce development programs to include advanced training and education tailored to the specific needs of new sectors can ensure that Corporations have the human capital necessary to support their growth.

Community-Focused Economic Growth: Ensuring that growth initiatives also benefit the community is crucial for Corporations' long-term success. This involves creating job opportunities, supporting local businesses, and fostering economic development within the community that aligns with Corporation growth strategies.

Leveraging Partnerships for Community Outcomes: Partnerships are a key opportunity to enhance community engagement. By fostering cooperative, non-adversarial relationships with external organisations, Corporations can successfully leverage these partnerships to deliver tangible outcomes for community members.



Representatives of Traditional Owners Corporation Voices

"We need the right skilled workforce to achieve business growth."

"Housing initiatives can provide both community benefits and revenue streams."

"One of our strengths is our focus on partnerships... we're not adversarial, we're not militant. We're getting outcomes for the community members through partnerships."

● INNOVATION AND MARKET EXPANSION

Entering High-Potential Sectors: Corporations can drive substantial growth by investing in new sectors such as clean energy, waste management, and housing. These sectors offer significant economic potential and align with broader societal trends towards sustainability and environmental stewardship.

Leveraging Traditional Knowledge for Market Expansion: Utilising traditional knowledge in innovative ways, such as in land management, cultural education, and tourism, can create valuable offerings that resonate with both local and global markets. This approach enhances market appeal and preserves and promotes cultural heritage.



Representatives of Traditional Owners Corporation Voices

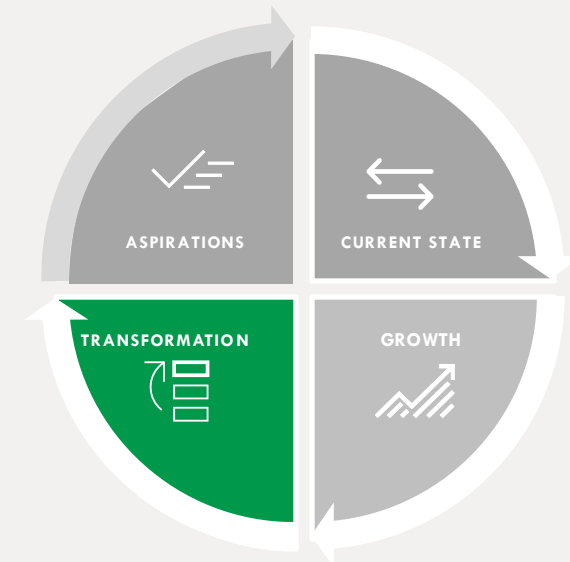
"Energy is definitely part of our plan for the future... Cultural tourism is a big part of our connecting to the mob, helping with healing, and providing economic security."

"Cultural education and tourism are perfect for leveraging our traditional knowledge."

"Fire is a big part of the landscape here... it's an important touchpoint for us, with potential to commercialise some of it in the future."

IDENTIFIED OPPORTUNITIES

HORIZON THREE



ENGAGEMENT QUESTIONS

Transformation

- Are there any business sectors or industries that the Corporation is not currently active in that present opportunities?
- What would radical transformation of the Corporation's commercial activity look like?
- Are there any areas of First Peoples knowledge and culture that present new commercial opportunities?
- What would need to be in place for the Corporation to move into new areas of commercial activity?

HORIZON 3: TRANSFORMATION OPPORTUNITIES

Acknowledgement of Theme by Corporations

- Common Theme (4+ mentions)
- Moderate Theme (2-3 mentions)

GOVERNANCE AND CAPACITY BUILDING

Overhauling Governance for Transformative Growth:

Achieving transformational growth may require a complete overhaul of existing governance models. Corporations need to develop governance structures that are scalable, flexible, and capable of managing large-scale initiatives. This includes adopting innovative governance practices and integrating traditional knowledge with modern business strategies.

Long-Term Strategic Planning: Implementing long-term strategic planning is critical for guiding Corporations through transformative growth. This planning should focus on sustainability, scalability, and alignment with both cultural values and business goals, ensuring that Corporations are well-prepared to navigate future challenges and opportunities.



Representatives of Traditional Owners Corporation Voices

"We need to innovate our governance practices to stay relevant and sustainable."

"Strategic planning that aligns with our long-term goals is essential for transformative growth."

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Securing Substantial Capital for Transformative Projects:

Transformative projects require significant capital investment, which is often beyond the reach of Corporations relying solely on traditional funding sources. Securing substantial capital, whether through partnerships, private investments, or government grants, is essential for pursuing large-scale, transformative initiatives that can drive long-term economic self-sufficiency.

Building Self-Sufficient Economic Models: Moving towards economic self-sufficiency involves developing business models that are not only profitable but also sustainable in the long term. This includes creating diversified revenue streams, reducing reliance on external funding, and reinvesting profits into future growth and development.



Representatives of Traditional Owners Corporation Voices

"An injection of capital funding would support us to be bold and make us self-sustainable within seven to ten years."

"We need to build business models that ensure long-term financial independence."

"We're planning for a future that will enable the board to draw down enough to run... so core funding, we won't stop doing short-term projects, but we won't be reliant on them."

REGULATORY AND SYSTEMIC ENVIRONMENT

Advocating for Regulatory Overhaul: Transformative growth requires a supportive regulatory environment facilitating innovation and expansion. Corporations can advocate for regulatory reforms that streamline processes, reduce barriers to entry, and support large-scale economic activities aligned with their cultural and business goals.

Removing Systemic Barriers to Growth: Addressing and removing systemic barriers that hinder Corporations' growth is crucial for achieving transformation. This involves working with policymakers to create a more equitable and supportive framework that enables Corporations to pursue ambitious growth strategies without being bogged down by overly restrictive regulations.



Representatives of Traditional Owners Corporation Voices

"Streamlining government processes would be a major step."

"We need to cut through red tape and be able to move forward."

HORIZON 3: TRANSFORMATION OPPORTUNITIES

● WORKFORCE AND COMMUNITY DEVELOPMENT

Developing a Transformative Workforce: Large-scale transformation requires a workforce that is not only skilled but also adaptable and innovative. Corporations need to invest in comprehensive workforce development strategies that focus on building a team capable of driving and sustaining transformative initiatives. This includes fostering a culture of continuous learning and innovation.

Fostering Cross-Corporation Collaboration: Encouraging collaboration between Corporations can provide mutual benefits, such as shared knowledge, resources, and best practices. Collaborative governance initiatives can enhance the overall growth trajectory by leveraging the collective strength of multiple Corporations.



Representatives of Traditional Owners Corporation Voices

"Collaborative approaches can amplify our collective growth and influence."

● INNOVATION AND MARKET EXPANSION

Investing in Transformative Sectors: Corporations can grow substantially by investing in transformative sectors such as clean energy, waste management, housing, and aquaculture. These sectors promise long-term sustainability and significant economic benefits, helping Corporations to achieve large-scale impact while aligning with broader societal trends towards sustainability.



Representatives of Traditional Owners Corporation Voices

"Clean energy and waste management are areas we can explore for sustainable".

"Clean energy, waste management, and housing are areas with huge potential, but without sufficient funding, we cannot make the necessary investments to enter these markets."

SECTION 1.3

IDENTIFIED SUCCESS MEASURES



IDENTIFIED SUCCESS MEASURES

HORIZON ONE



ENGAGEMENT QUESTIONS

Success

- Can you describe what economic success for the Traditional Owner Corporation looks like over the next 5, 10, 15 years?
- How might the success of the Traditional Owner Corporation's economic activity be measured?

HORIZON 1: SUCCESS MEASURES

Building Foundations & Initial Successes

GOVERNANCE AND CAPACITY BUILDING

Alignment with Country Plan: Achieving the goals outlined in the Country Plan, which guides economic and environmental activities.



Representative of a Traditional Owners Corporation Voice

"Measuring success is quite simple as that we're achieving everything that we want to achieve within our strategic plan, which we call our healthy country plan."

"Our key strategic drivers focus on People, Country, Politics, and Organisational Culture... It's about advancing the health and strength of our cultural identity and ensuring our voice is heard when it comes to Country."

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Economic Self-Sufficiency: Achieving initial steps towards economic self-sufficiency involves building a foundation that reduces dependence on external funding.



Representative of a Traditional Owners Corporation Voice

"It's unshackled from government in terms of the reliance."

"In 5 years, the Corporation hopes to have received support to start achieving the 15-year goal of self-sufficiency."

REGULATORY AND SYSTEMIC ENVIRONMENT

Caring for Country: Emphasising the importance of environmental stewardship and cultural responsibilities in caring for and restoring their lands.



Representative of a Traditional Owners Corporation Voice

"Most important outcomes are that they can genuinely care for their own country and make it healthy again."

HORIZON 1: SUCCESS MEASURES

Building Foundations & Initial Successes

WORKFORCE AND COMMUNITY DEVELOPMENT

Employment Opportunities: Increasing employment opportunities within the Corporation, focusing on building skills and capacity among Traditional Owners.

Strengthened Connection and Identity A key success measure is maintaining People's and Communities' health and identity by reinforcing their cultural connection and identity.

INNOVATION AND MARKET EXPANSION

Housing and Home Ownership: Providing housing and ensuring home ownership for all members is seen as a fundamental step towards addressing broader social issues such as health and education.



Representative of a Traditional Owners Corporation Voice

"Our goal is to have as many Traditional Owners employed as possible within the corporation. So ideally we want to procure funding that allows us to employ more traditional owners and build their skill sets and their capacity within roles"

Another crucial outcome is maintaining the health of Our People by strengthening their connection and identity."



Representative of a Traditional Owners Corporation Voice

"Success for the corporation would be to see all its members in their own home. That way you can address health, education, and all the other challenges that our First Nations people are faced with."

IDENTIFIED SUCCESS MEASURES

HORIZON TWO



ENGAGEMENT QUESTIONS

Success

- Can you describe what economic success for the Traditional Owner Corporation looks like over the next 5, 10, 15 years?
- How might the success of the Traditional Owner Corporation's economic activity be measured?

HORIZON 2: SUCCESS MEASURES

Scaling Operations & Expanding Impact

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Diversified Revenue Streams: Developing diverse income sources to ensure economic resilience and independence from government funding.

Economic Strength and Equity: Creating equitable economic opportunities and fostering pride within the community through successful and sustainable business ventures.



Representative of a Traditional Owners Corporation Voice

In 10 years, the Corporation aims to have achieved some level of attainment towards the 15-year goal of self-sufficiency, through self-determination. This includes developing revenue streams that allow the Corporation to be self-sufficient without heavy reliance on government funding.

“Economic development looks like an equitable space for our people with something to be proud of that creates genuine...with the finance to back it up.

INNOVATION AND MARKET EXPANSION

Aquaculture and Land Management: Investing in sectors like aquaculture and land management to create sustainable revenue streams and support self-sufficiency.



Representative of a Traditional Owners Corporation Voice

“The Corporation sees significant potential in sectors like aquaculture. Investments in these areas, including necessary infrastructure and R&D, are expected to create sustainable revenue streams and support self-sufficiency.”

IDENTIFIED SUCCESS MEASURES

HORIZON THREE



ENGAGEMENT QUESTIONS

Success

- Can you describe what economic success for the Traditional Owner Corporation looks like over the next 5, 10, 15 years?
- How might the success of the Traditional Owner Corporation's economic activity be measured?

HORIZON 3: SUCCESS MEASURES

Achieving Long-Term Vision and Sustainability

FINANCIAL SUSTAINABILITY AND ECONOMIC DEVELOPMENT

Financial Self-Sufficiency and Prosperity: Attaining long-term financial independence through diversified revenue streams and reduced reliance on external funding.

INNOVATION AND MARKET EXPANSION

Land Acquisition and Equity: Securing key land assets to ensure long-term economic development and self-sufficiency, aligning with the Corporation's strategic priorities.

Long-Term Market Leadership: Establish Corporations as leaders in innovative sectors through successful expansion into new markets and the integration of traditional knowledge with modern business strategies.



Representative of a Traditional Owners Corporation Voice

"In 15 years, the goal is to have developed our own revenue streams and diversified revenue streams that allow us to be self-sufficient as a corporation, ideally without heavy reliance on government funding."



Representative of a Traditional Owners Corporation Voice

"Land acquisition is really important to us. Having designated footprints in key areas... is a main priority."

"We need to be bold to make us self-sustainable within seven to ten years."

SECTION 2

TRADITIONAL OWNER CORPORATION PROFILES

TRADITIONAL OWNER CORPORATION PROFILES

This section of the report provides comprehensive profiles of Traditional Owners Corporations in Victoria, focusing on their economic impact, strategic objectives, and services offered. Each profile shows the Corporation's **role in managing land, preserving culture, and fostering economic growth** within its communities.

PROFILE STRUCTURE

Each profile is divided into five key sections:

- 1. ECONOMIC SNAPSHOT:** This section provides a concise overview of each Corporation's financial metrics, including data from 2022 and 2023. It covers key figures such as Total Revenue, Revenue per Employee, Employee Expenses, and Total Comprehensive Income. Additionally, it includes data on the number of employees and members, offering a clear view of the Corporation's growth and operational efficiency.
- 2. SIGNIFICANT PROPERTIES:** This section highlights key landholdings or culturally significant sites under the stewardship of each Corporation. These properties are central to the Corporations' cultural and environmental responsibilities.
- 3. CURRENT CORPORATION OBJECTIVES:** This section details each Corporation's strategic goals and aspirations, which show a shared focus on plans for cultural preservation, land management, community engagement, and economic development.
- 4. SECTORS:** The sectors represent each Corporation's broad areas of operation. This includes domains such as cultural heritage management, Natural Resource Management, cultural tourism, and more. These sectors reflect where each Corporation has established significant business activities or

areas of focus.

- 5. SERVICES:** This section breaks down the specific activities, programs, and offerings provided within each sector. It includes everything from on-ground land management projects to cultural education and awareness initiatives, demonstrating the range and depth of services each Corporation delivers to its community and stakeholders.

PROFILE DATA SOURCES

All data presented in these profiles has been sourced from published Corporation online documents, including annual reports, country plans, strategic plans, and other publicly accessible resources. This ensures that the information is reflective of each Corporation's official statements and records.

HIGH-LEVEL INSIGHTS FROM DISCOVERY & CONSULTATION ENGAGEMENT DATA SOURCES

The supplementary page for the Traditional Owner Corporation Profiles and Appendix A have been removed from this report version due to the information being deemed Commercial in Confidence. These sections provide insights into the Corporations that participated in the project's discovery and consultation phases. Engagement occurred through interviews, surveys, and attendance at a CEO Forum, where these Corporations shared their strategic priorities, challenges, and aspirations for economic development.

ICON KEY: BUSINESS & SERVICES OFFERINGS

-  **ARTS & CREATIVE INDUSTRY EXPERIENCES**
-  **AQUACULTURE**
-  **CONSULTATION SERVICES**
-  **CULTURAL AWARENESS TRAINING AND EDUCATION**
-  **CULTURAL HERITAGE MANAGEMENT**
-  **CULTURAL TOURISM**
-  **LAND MANAGEMENT**
-  **RESEARCH SERVICES**

2023 ECONOMIC SNAPSHOT – ALL 11 RAP CORPORATIONS

In 2023, the economic performance of the Traditional Owner Corporations demonstrated significant growth and sustainability across key metrics.

With a combined membership base of 4,254 individuals, the Corporations collectively generated a total revenue of \$130 million. This financial success translated into a comprehensive income of \$39 million, reflecting their ability to leverage assets and resources effectively.

Employment figures also showed robust engagement, with 880 employees contributing to the operations and growth of these Corporations. Employee benefits expenses amounted to \$60 million, underlining the Corporations' commitment to supporting their workforce.

Assumption: For cases where 2023 data for members and employees was unavailable, the 2022 data was used. This assumption was applied only to the member numbers for Taungurung Land and Waters Council and the employee numbers for Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.



4,254

TOTAL MEMBERS



\$130.2m

TOTAL REVENUE



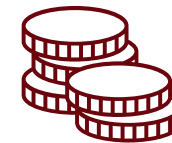
\$39.6m

TOTAL COMPREHENSIVE INCOME



880

TOTAL EMPLOYEES



\$60.5m

EMPLOYEE BENEFITS EXPENSES

2023 ECONOMIC SNAPSHOT OF 8 OUT OF 11 CONSULTED RAP CORPORATIONS

The eight Corporations that participated in this project represent a substantial portion of the sector’s overall economic impact. These engaged Corporations contributed **84% of total revenue**, **91% of total employment**, and **65% of total membership** in 2023.

Assumption: For cases where 2023 data for members and employees was unavailable, the 2022 data was used. This assumption was applied only to the member numbers for Taungurung Land and Waters Council and the employee numbers for Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.



2,756

TOTAL MEMBERS

Representing **65%** of the total membership of 4,254 members across all Corporations.



\$109.6m

TOTAL REVENUE

Accounting for approximately **84%** of the total revenue across all Corporations (130.2 million).



\$26.7m

TOTAL COMPREHENSIVE INCOME

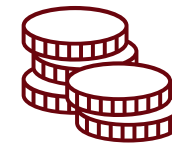
Which constitutes approximately **67%** of the total comprehensive revenue (\$39.6 million) across all Corporations



800

TOTAL EMPLOYEES

Making up **91%** of the total workforce of 880 employees across all Corporations



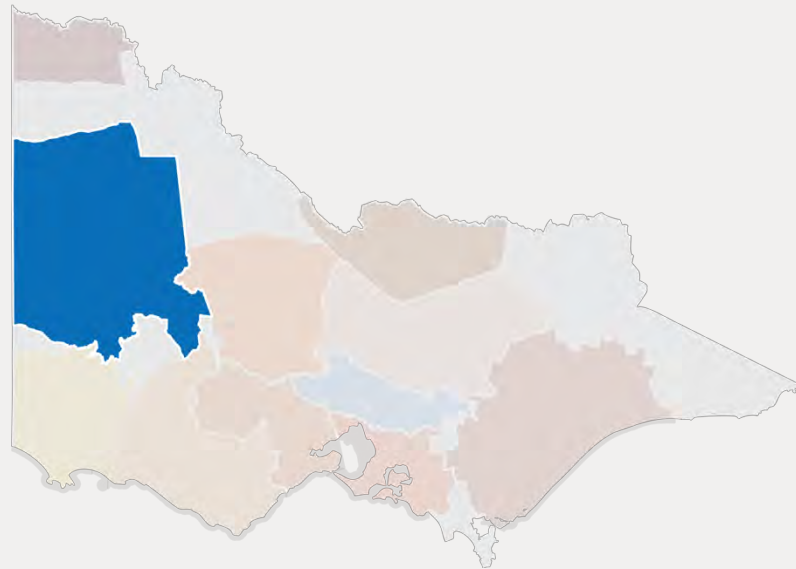
\$54.9m

EMPLOYEE BENEFITS EXPENSES

Which is approximately **91%** of the total employee benefits expenses (\$60.5 million) for all Corporations.



Barengi Gadjin Land Council



VICTORIAN RAP BOUNDARIES

The Barengi Gadjin Land Council (BGLC) represents the Traditional Owners of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia, and Jupagulk peoples. Recognised in 2005, BGLC is the Federally mandated body to speak on behalf of these communities in cultural and legal matters.

The traditional lands of the Wotjobaluk peoples extend from the Great Dividing Range in the north to the coast in the south, and from the Werribee River in the east to Aireys Inlet in the west. This covers a substantial portion of western Victoria.

The Board of Directors is elected by Wotjobaluk Traditional Owners, consisting of representatives from different family groups within the Wotjobaluk community.

RIGHTS STATUS

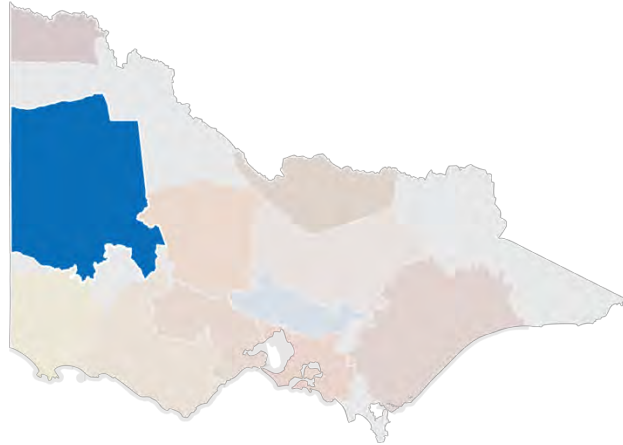
- ✓ Traditional Owner Land Management Agreement (2002)
- ✓ Native Title Determination (2005)
- ✓ Co-Operative Management Agreements (2005)
- ✓ Registered Aboriginal Party (2007)
- ✓ Recognition and Settlement Agreement (2022)

Data captured from:

- Barengi Gadjin Land Council Aboriginal Corporation, 2022-2023 Annual Report. <https://www.acnc.gov.au/charity/charities/d0276142-3aaf-e811-a963-000d3ad244fd/profile>
- THE RULE BOOK, Barengi Gadjin Land Council Aboriginal Corporation RNTBC, ICN: 4395.
- ORIC, Office of the Registrar of Indigenous Corporations, Barengi Gadjin Land Council, Aboriginal Corporation RNTBC Financial Report 30 June 2023
- ORIC, Office of the Registrar of Indigenous Corporations, General Report, 30 June 2023
- Growing What Is Good Country Plan, Voices Of The Wotjobaluk Nations, 2017. <https://www.bglc.com.au/bglc-country-plan>



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

FREEHOLD TITLES

- **Antwerp:** 8.55 hectares
- **The Ranch and Billabong:** 5 hectares
- **Goyura:** 2.02 hectares

BARRINGGI GADYIN (WIMMERA RIVER) CATCHMENT

The Wimmera River catchment area, which is of great significance to the Wotjobaluk peoples, covers around 2.4 million hectares.

AREAS OF SIGNIFICANCE TO THE WOTJOBALUK PEOPLES

- Little Desert National Park
- Wyperfeld - Big Desert (covering over 500,000 hectares combined)
- Gurru (Lake Hindmarsh) and Ngalpakatia/Ngelpagutya (Lake Albacutya)
- Gariwerd (The Grampians)



357 357
2022 2023

TOTAL MEMBERS



\$4.41m \$7.58m
2022 2023

TOTAL REVENUE



\$0.89m \$2.65m
2022 2023

TOTAL COMPREHENSIVE INCOME



32 32
2022 2023

TOTAL EMPLOYEES



\$0.14m \$0.24m
2022 2023

REVENUE PER EMPLOYEE



\$2.16m \$2.90m
2022 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

CULTURAL AND CUSTOMARY OBLIGATIONS: Implement the Recognition and Settlement Agreement (RSA) signed in October 2022.

ECOSYSTEM MANAGEMENT: Continue rehabilitation work on the Billabong at The Ranch, focusing on water quality and native species restoration.

CULTURAL HERITAGE MANAGEMENT: Expand cultural heritage services, including major surveys like the Crown River Frontages Program.

LAND MANAGEMENT: Enhance Cultural Fire team efforts in traditional land management practices.

ECONOMIC DEVELOPMENT: Focus on sustainable growth and staff development through capacity building and career progression.

STRATEGIC INITIATIVES: Organise key gatherings like the Wilkerr Cultural Gathering and Gariwerd Rock Art Management Forum.



SECTORS OF BUSINESS



CORPORATE EDUCATION AND CONSULTING: Developing and promoting cultural awareness through partnerships, dissemination of culturally appropriate information, and Welcome to Country addresses.



NATIVE NURSERY OPERATIONS: Development and economic growth through native plants and bush foods via the Dalki Garringa Native Nursery.



ON-COUNTRY OPERATIONS: Management of significant properties, including Antwerp, The Ranch and Billabong, and Gowura, focusing on cultural land practices, pest plant and animal control, revegetation projects, and habitat restoration.



TOURISM AND CULTURAL EXPERIENCES: Developing cultural tourism initiatives, particularly around significant sites, offering cultural education experiences and workshops on traditional practices.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: As the Registered Aboriginal Party (RAP), BGLC delivers comprehensive cultural heritage services, evaluating and approving Cultural Heritage Management Plans (CHMPs), conducting surveys, site monitoring, and protection activities across Wotjobaluk Country.



LAND AND WATER MANAGEMENT: Engages in various projects, including the Aboriginal Waterways Assessment and the River Yarns project, assessing river health and cultural significance.



EDUCATION AND TRAINING: Supports educational initiatives and training programs for Wotjobaluk people, including school-based apprenticeships and cultural awareness programs.



CASE STUDY

DALKI GARRINGA NATIVE NURSERY

In 2017, the Barengi Gadjin Land Council (BGLC) acquired the historic Wail Nursery, originally established in 1946 by the Victorian Forestry Commission, as part of its strategy to achieve economic sustainability and job creation for Traditional Owners and the broader community. Renamed Dalki Garringa, which means "Good Growing" in the Wergaia language, the nursery has been transformed into a thriving enterprise specialising in native plant propagation and environmental restoration.

Dalki Garringa has become a key player in regional revegetation efforts, supplying high-quality native plants for various projects across the Wimmera region and beyond. The nursery operates year-round, supported by a state-of-the-art seed bank and a team of skilled staff dedicated to preserving and restoring local ecosystems. In addition to its environmental impact, Dalki Garringa provides meaningful employment and training opportunities, reinforcing BGLC's mission of fostering economic independence and cultural preservation.

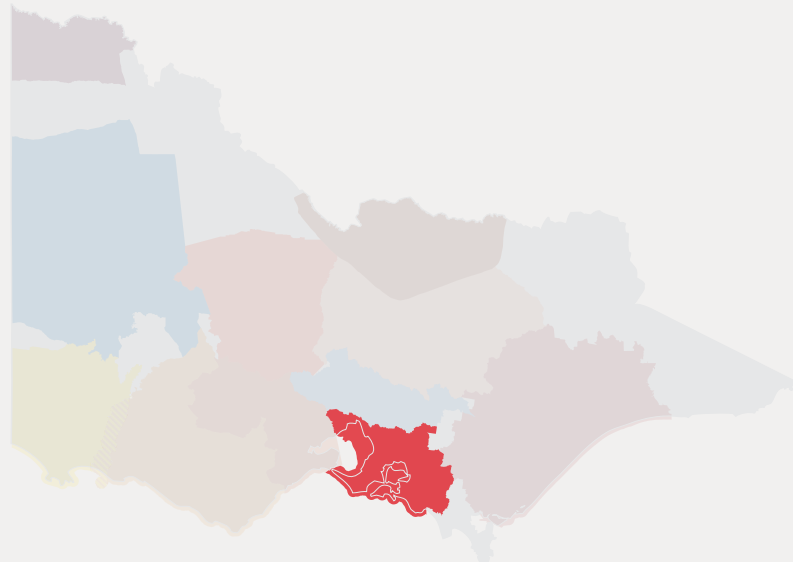
As a premier supplier of native plants, Dalki Garringa serves a diverse clientele, including government agencies, councils, NGOs, and private landholders. The nursery's commitment to excellence in plant propagation, seed collection, and project planting services ensures it meets the growing demand for native vegetation in environmental and commercial sectors, while also playing a vital role in educating the community and passing on Traditional Ecological Knowledge to future generations.



Dalki Garringa, Native Nursery. <https://www.bglc.com.au/wail-nursery>



Bunurong Land Council Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

Bunurong Land Council Aboriginal Corporation (BLCAC) is the Registered Aboriginal Party for the Mornington Peninsula, Westernport, and a portion of South-West Gippsland.

BLCAC's governance structure includes a Board of Directors, executive management, and operational teams.

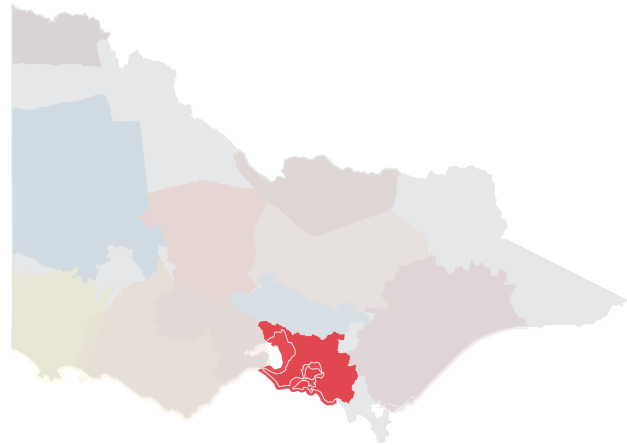
RIGHTS STATUS

- ✓ Registered Aboriginal Party (2017)

Data captured from:

- *The rule book of Bunurong Land Council (Aboriginal Corporation), ICN: 3630, 19 July 2023*
- *ORIC, Office of the Registrar of Indigenous Corporations, General Report, Bunurong Land Council, 30 June 2023*
- *Bunurong Land Council (Aboriginal Corporation) (Under special administration), ICN: 3630, Financial Statements for the year ended 30 June 2023. <https://www.bunuronglc.org/>*

ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

POINT NEPEAN

A site of immense cultural significance for the Bunurong people, known for its rich history and traditional uses.

WESTERN PORT BAY

The Bunurong people have a deep connection to the coastal areas around Western Port Bay, including significant cultural sites and traditional fishing grounds.

YIRUK (WILSON'S PROMONTORY)

Although traditionally associated with multiple Aboriginal groups, including the Bunurong, Wilson's Promontory holds significant cultural value, with numerous sacred sites and historical connections.



327 **327**
2022 2023

TOTAL MEMBERS



\$8.52m **\$11.67m**
2022 2023

TOTAL REVENUE



\$1.69m **\$0.97m**
2022 2023

TOTAL COMPREHENSIVE INCOME



52 **79**
2022 2023

TOTAL EMPLOYEES



\$0.16m **\$0.14m**
2022 2023

REVENUE PER EMPLOYEE



\$5.28m **\$7.41m**
2022 2023

EMPLOYEE BENEFITS EXPENSES

CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

CULTURAL AND CUSTOMARY OBLIGATIONS: Support Bunurong people in achieving their cultural and customary obligations and aspirations.

ECOSYSTEM MANAGEMENT: Research, rehabilitate, manage, and protect ecosystems and significant areas of spiritual, ecological, cultural, historical, and customary significance to their members and their ancestors.

CULTURAL HERITAGE MANAGEMENT: Retrieve and revive Bunurong language, culture, and ceremonial practices.

LAND MANAGEMENT: Research, reintroduce, manage, and protect flora and fauna of spiritual, ecological, cultural, and customary significance to their members and their ancestors.

ECONOMIC DEVELOPMENT GOALS: Focus on cultural heritage, native title management, land and water management, and community services.

STRATEGIC INITIATIVES: Implement programs for cultural teaching and learning, conservation, environmental rehabilitation, and employment mentoring and support.



SECTORS OF BUSINESS



STRATEGIC PLANNING ADVICE: Offering professional advice focusing on cultural values, heritage, and environmental land management.



CONSULTING SERVICES: Providing professional advice to local government authorities, state government departments, public land managers, developers, and private landholders within the Bunurong language group area.



INDIGENOUS CONSULTING: The Cultural Values and Research Unit offers a range of cultural Value Projects tailored to sponsors' needs. These projects are categorized into small, medium, and large projects with specific scopes and durations.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: As a Registered Aboriginal Party (RAP), BGLC delivers comprehensive cultural heritage services and evaluates and approves Cultural Heritage Management Plans (CHMPs). Services include:

- **Permits and Assessments:** Issuing cultural heritage permits and conducting archaeological field assessments.
- **Site Surveys and Advice:** Providing cultural heritage advice and other site surveys and investigations.
- **Cultural Guidance:** Offering guidance and support through experienced Cultural Heritage Officers with deep knowledge of indigenous traditions.



CULTURAL PRACTICES FOR EVENTS: Facilitating traditional ceremonies, Welcome to Country addresses and delivering cultural awareness training.

CASE STUDY

CULTURAL VALUES AND RESEARCH UNIT



The Bunurong Land Council Aboriginal Corporation established the Cultural Values and Research Unit (CVR Unit) to support economic sustainability and cultural heritage preservation for the Traditional Owners and the broader community. Specialising in Cultural Values Projects (CVPs), the CVR Unit provides tailored research and advisory services to local authorities, state departments, land managers, developers, and private landholders.

Project Types

Small CVPs: These projects, typically requiring up to one month of work, include workshops, artist briefs (for both Bunurong and non-Bunurong artists), short-form letters, and document reviews. These efforts enhance cultural awareness and integrate cultural values into development and conservation initiatives.

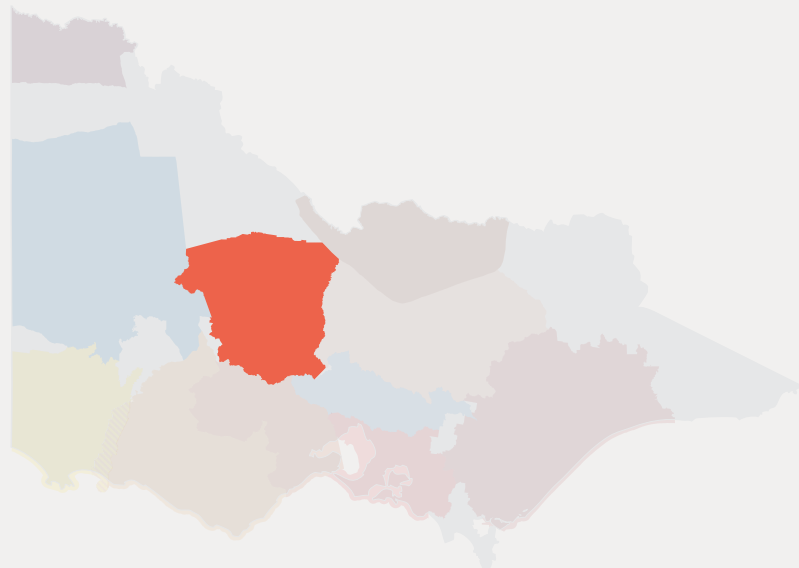
Medium CVPs: Spanning up to three months, these projects involve formal research reports focusing on three cultural values themes related to specific sites. They support informed decision-making and the integration of cultural heritage into planning processes.

Large CVPs: These comprehensive projects, extending over six months or more, cover multiple sites or expansive areas and may include interpretation components and artist briefs. These studies address complex heritage issues and provide guidance for long-term strategic planning.

The CVR Unit's work generates revenue and creates economic opportunities by employing Cultural Heritage Officers and researchers. This initiative not only fosters skills development within the community but also reinforces BLCAC's cultural and economic objectives.



Dja Dja Wurrung Group



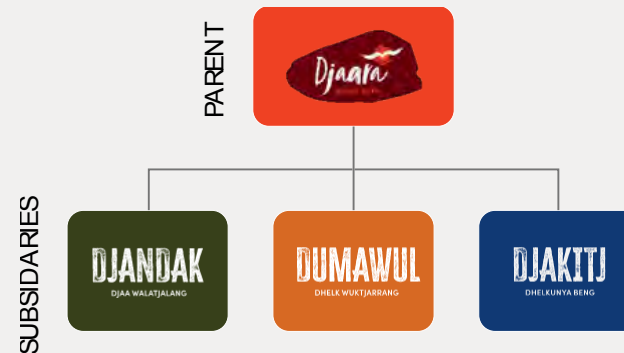
The Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) is a representative body for Dja Dja Wurrung People (Djaara). Djaara are the direct descendants of the First Peoples of Djandak. Djaara are made up of many Clan groups who descend from 18 Martinga kuli (apical ancestors).

DJAARA’s governance structure includes a Board of Directors, executive management, and operational teams focusing on cultural heritage, land management, and community engagement.

RIGHTS STATUS

- ✓ Registered Aboriginal Party (2007)
- ✓ Recognition and Settlement Agreement (2013)
- ✓ Traditional Owner Land Management Agreement (2013)

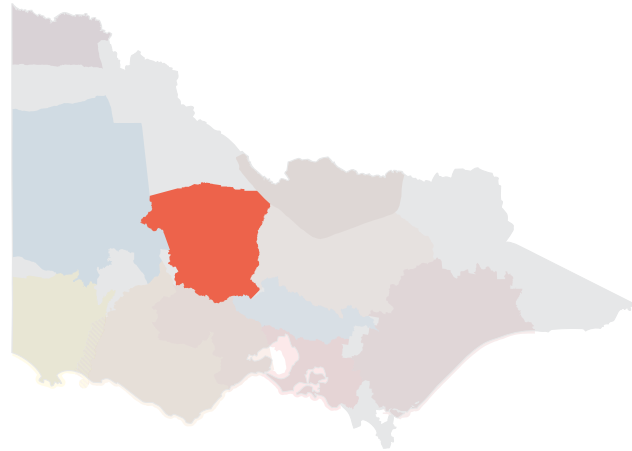
VICTORIAN RAP BOUNDARIES



Data captured from:

- Djaara Balaki Wuka, Ngaldurrong Yana, Walk Together, Annual Report 2022-2023
- Office of the Registrar of Indigenous Corporations, Dja Dja Wurrung Group, Financial Report, 30 June 2023
- The rule book of Dja Dja Wurrung Clans Aboriginal Corporation, ICN: 4421, 28 September 2020
- Recognition and Settlement Agreement - Volume 1 of 2 under the Traditional Owner Settlement Act 2010 (Vic) between Dja Dja Wurrung Clans Aboriginal Corporation and The State of Victoria, March 2013

ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

HEPBURN REGIONAL PARK

The Dja Dja Wurrung Group holds Aboriginal title over Hepburn Regional Park, which covers approximately 3,733 hectares. This park is culturally significant to the Dja Dja Wurrung People, and their role involves managing cultural heritage and land conservation activities within the park.

FRANKLINFORD

The group holds land at Franklinford, covering 0.8094 hectares. This land is recognized under the Traditional Owner Settlement Act and held in trust for the Dja Dja Wurrung People.

CARISBROOK

This property encompasses 55.4 hectares and is also held under similar conditions as Franklinford.



428 460
2022 2023

TOTAL MEMBERS



\$15.05m \$22.73m
2022 2023

TOTAL REVENUE



\$5.29m \$6.78m
2022 2023

TOTAL COMPREHENSIVE INCOME



n/a 204
2022 2023

TOTAL EMPLOYEES



n/a \$0.11m
2022 2023

REVENUE PER EMPLOYEE



\$5.94m \$9.35m
2022 2023

EMPLOYEE BENEFITS EXPENSES

CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

PROMOTING HEALTH AND WELLBEING: DJAARA is committed to enhancing the physical, mental, and social wellbeing of the Dja Dja Wurrung people.


CULTURAL PROTECTION AND PROMOTION: The corporation focuses on preserving and promoting Dja Dja Wurrung laws, customs, and cultural practices, ensuring they are respected and continue to thrive.

ECONOMIC DEVELOPMENT: DJAARA aims to establish a strong and diverse economic base that supports the community's health and strengthens their living culture.


SELF-DETERMINATION: DJAARA seeks to empower the Dja Dja Wurrung people to manage their own affairs and have an established place in society, recognized as the first people of their country.




SECTORS OF BUSINESS




CULTURAL HERITAGE MANAGEMENT: Includes site inspections, monitoring programs, issuing Cultural Heritage Permits, and conserving significant sites on Dja Dja Wurrung Country.




LAND MANAGEMENT AND CONSERVATION: Through the Djandak Land Management program, the Group engages in activities such as natural resource management, forestry, fire management, and ecological restoration.



CORPORATE AND COMMUNITY SERVICES: Operating various programs under the Community Support Fund, facilitating cultural events, and providing financial assistance for education, health, and sporting activities.



CULTURAL TOURISM: Engaging in cultural tourism, with programs like guided tours of significant sites on Dja Dja Wurrung Country.




AQUACULTURE: Developing the largest yabby farm in the Southern Hemisphere, focusing on sustainable food production.




NATIVE MEDICINE AND FOOD SYSTEMS: Through their DJAKITJ enterprise, they focus on developing projects around native Australian ingredients.




SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: Includes site inspections, monitoring programs, issuing Cultural Heritage Permits, and conserving significant sites on Dja Dja Wurrung Country.



CARING FOR COUNTRY: Programs focused on ecological restoration, weed and pest control, and cultural burning practices.



CULTURAL PRACTICES FOR EVENTS: Facilitating workshops, Welcome to Country ceremonies, and cultural tours to promote and share Dja Dja Wurrung culture.



ART AND CREATIVE INDUSTRIES: DJAARA provides didgeridoo, cultural dance, and singing performances as part of its cultural event services. DUMAWUL ran the Malamiya Mang Arts Festival, a Dja Dja Wurrung Arts Festival featuring Dja Dja Wurrung Culture, knowledge, and art over five days in April 2023.

CASE STUDY

DJAKITJ YABBY FARM

In May 2023, the Dja Dja Wurrung Clans Aboriginal Corporation (DJAARA) launched DJAKITJ, a food and fiber enterprise that signifies a bold step toward economic self-determination. Central to this venture is the establishment of what could become the largest yabby farm in the southern hemisphere, located near Bendigo. The farm will feature over 50 yabby ponds, a broodstock and hatchery facility, and dedicated research areas for aquaculture, native plants, and bush foods.

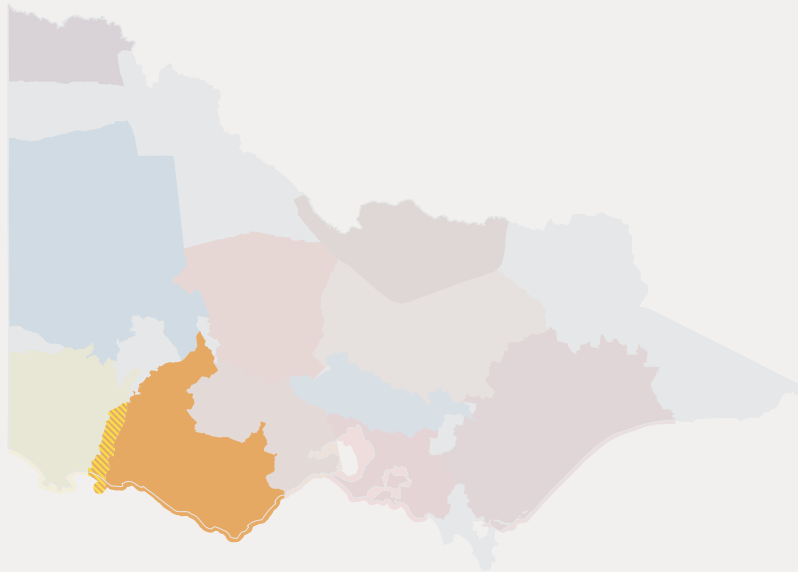
The DJAKITJ yabby farm exemplifies a blend of traditional knowledge and modern agricultural practices. This \$1.6 million investment by DJAARA, supported by \$3.5 million from the Indigenous Land and Sea Corporation, underscores a commitment to sustainable economic growth, cultural preservation, and community empowerment. The farm aims to produce 15 tonnes of crayfish annually, creating jobs and fostering business partnerships.

With its focus on sustainably farming native Australian species, DJAKITJ also plans to develop related ventures, including kangaroo grass crops and bush foods, positioning Dja Dja Wurrung as a leader in innovative and culturally significant agricultural practices. This initiative not only supports economic independence but also strengthens the cultural connection to Djandak, offering a model of how Indigenous knowledge can address contemporary challenges.





Eastern Maar Aboriginal Corporation



The Eastern Maar are Traditional Owners of south-western Victoria. Their land extends as far north as Ararat and encompasses the Warrnambool, Port Fairy and Great Ocean Road areas. It also stretches 100m out to sea from low tide and includes the iconic Twelve Apostles.

Eastern Maar Aboriginal Corporation is governed by a Board of Directors with 13 members, each representing a distinct family group.

RIGHTS STATUS

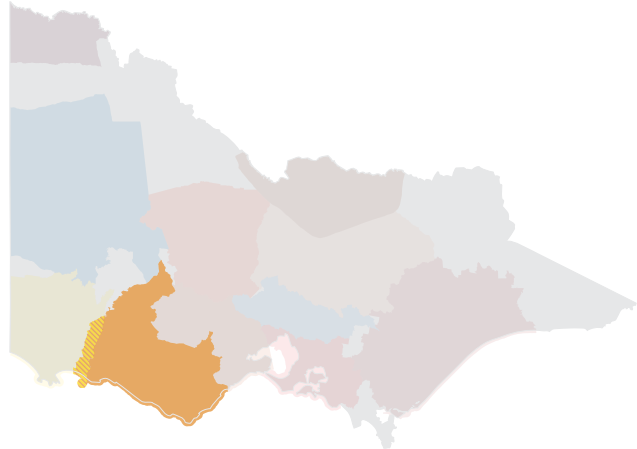
- ✓ Registered Aboriginal Party (2011)
- ✓ Achieved Registered Charity Status, Public Benevolent Institution Status, and Deductible Gift Recipient Status (2022-2023)
- ✓ Native Title Determination (2023)

VICTORIAN RAP BOUNDARIES

Data captured from:

- Constitution of Eastern Maar Aboriginal Corporation RNTBC (ICN: 7585), 2023
- ORIC, Office of the Registrar of Indigenous Corporations, Eastern Maar Aboriginal Corporation Annual Report 2022-2023
- Eastern Maar Aboriginal Corporation, Financial Report 2022-2023. <https://easternmaar.com.au/wp-content/uploads/2023/12/EMAC-Annual-Report-22-23.pdf>
- ORIC, Office of the Registrar of Indigenous Corporations, General Report, Eastern Maar Aboriginal Corporation, 30 June 2023. <https://register.oric.gov.au/Document.aspx?documentID=787449&concernID=2089654>
- The rule book of Eastern Maar Aboriginal Corporation RNTBC (ICN: 7585). Registered by a Delegate of the Registrar on 27 February 2023.

CASE STUDIES



SIGNIFICANT PROPERTIES

DREEITE NATURE CONSERVATION RESERVE

EMAC is actively involved in grassland restoration and species management at Dreeite Nature Conservation Reserve. This area is crucial for environmental protection and the promotion of biodiversity on Eastern Maar Country.

BRAMBUK CULTURAL CENTRE

EMAC is leading the reimagining of the Brambuk Cultural Centre in partnership with other Traditional Owner groups. The Centre is a cultural hub that plays a significant role in promoting Eastern Maar culture and heritage.



259 287
2022 2023

TOTAL MEMBERS



\$5.85m \$5.52m
2022 2023

TOTAL REVENUE



\$2.77m \$1.52m
2022 2023

TOTAL COMPREHENSIVE INCOME



13 27
2022 2023

TOTAL EMPLOYEES



\$0.45M \$0.20m
2022 2023

REVENUE PER EMPLOYEE



\$0.11m \$0.18m
2022 2023

EMPLOYEE BENEFITS EXPENSES

CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

LEVERAGE NATIVE TITLE DETERMINATIONS: EMAC aims to build on the second Native Title determination, which expanded its jurisdiction in March 2023, to further strengthen its legal and cultural standing.

PROGRESS SETTLEMENT NEGOTIATIONS: The corporation is focused on advancing Traditional Owner Settlement negotiations with the Victorian government, striving for better outcomes for the Eastern Maar community.

EXPAND OPERATIONAL CAPACITY: EMAC plans to grow its operational capacity, scaling from a team of 5 to 27 staff members over three years, to better support its expanding roles and responsibilities.

DEVELOP NEW BUSINESS VENTURES: Through the establishment of Mana Developments, EMAC seeks to create and capitalise on new business opportunities that align with their cultural values and community needs.

STRENGTHEN GOVERNANCE AND FINANCIAL MANAGEMENT: Establishing the Eastern Maar Gift Fund is part of EMAC's broader strategy to enhance its governance frameworks and ensure financial sustainability.

REIMAGINE THE BRAMBUK CULTURAL CENTRE: EMAC is working to revitalise the Brambuk Cultural Centre, ensuring it continues to serve as a vital cultural and educational resource for the Eastern Maar people and the broader community.



SECTORS OF BUSINESS



TOURISM DEVELOPMENT: EMAC is working on an Eastern Maar Visitor Economy Plan, actively participating in the Twelve Apostles Precinct Redevelopment project to boost tourism and cultural education.



CULTURAL AWARENESS TRAINING AND EDUCATION: The corporation provides cultural education, including introductory sessions and a comprehensive Cultural Awareness Framework, to schools, organisations, and other stakeholders.



LAND AND WATER MANAGEMENT SERVICES: EMAC offers environmental management and consultancy services, focusing on preserving and managing significant waterways and land within their traditional territories.



SEED PRODUCTION AND NATIVE FOODS: EMAC is developing a commercial wattle seed and native food production venture, contributing to food sovereignty and cultural sustainability.



CONSULTANCY SERVICES: The corporation offers expertise in cultural heritage management and environmental assessments, supporting various stakeholders with culturally informed advice and planning.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: EMAC delivers services aimed at preserving Aboriginal cultural heritage, including inspections, monitoring programs, project assessments, and issuing Cultural Heritage Permits (CHMPs). They evaluated 41 CHMPs and received 52 Notices of Intent for new CHMPs in 2022-2023.



ENVIRONMENTAL AND NATURAL RESOURCE MANAGEMENT: EMAC is involved in projects such as grassland restoration at Dreeite Nature Conservation Reserve and forest management initiatives in partnership with government agencies.



COMMUNITY ENGAGEMENT AND TRAINING: The corporation provides cultural awareness sessions and workshops, helping various organizations and departments better understand and engage with Aboriginal culture.



ON-COUNTRY OPERATIONS: EMAC manages on-ground activities related to cultural heritage fieldwork, environmental protection, and land restoration, ensuring the protection of Eastern Maar Country.



FIRE MANAGEMENT: Collaborating with Forest Fire Management Victoria, EMAC is involved in cultural burning practices and fire management, with the first reset burn at Dreeite Nature Conservation Reserve conducted in 2022-2023.

CASE STUDIES

COMMERCIAL SEED PRODUCTION INITIATIVE

The Eastern Maar Aboriginal Corporation (EMAC) is spearheading a new business venture focused on producing food-grade wattleseed and other native foods. EMAC has invested in advanced seed processing equipment to support this initiative, including a Kimseed Thresher and Kimseed Cleaner. This move allows EMAC to transition from labour-intensive, manual harvesting to a more efficient, partially mechanised process, significantly boosting harvest volumes and quality.

This initiative positions EMAC to tap into commercial food markets while also reinforcing its environmental stewardship. The enhanced processing capacity will not only facilitate the supply of high-quality native foods but also support critical environmental programs, including seed banking, revegetation, and the reintroduction of threatened flora species across suitable habitats.

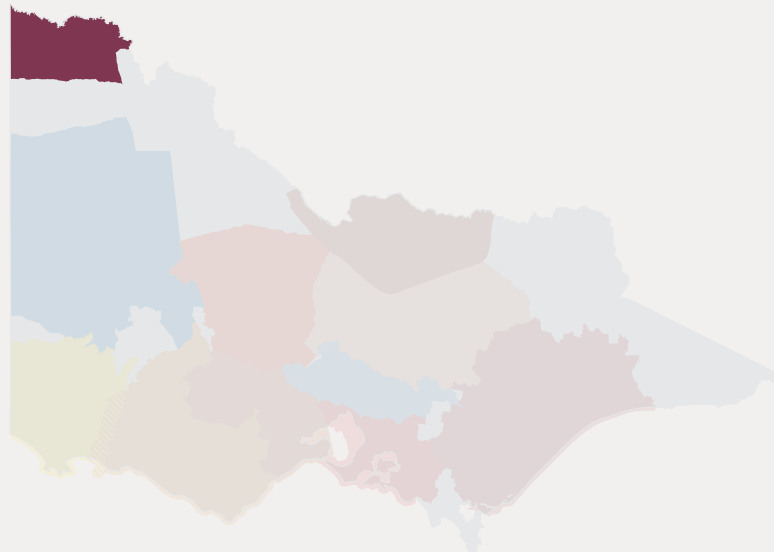
By scaling up its seed production capabilities, EMAC is opening new market opportunities, fostering sustainable land management practices, and contributing to the preservation and revitalization of native species. This venture underscores EMAC's commitment to both economic growth and environmental sustainability, leveraging traditional knowledge in a modern context to benefit the community and the broader ecosystem.



Wattleseed, the Acacia



First People of the Millewa-Mallee Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

First People of the Millewa-Mallee Aboriginal Corporation (FPMMAC) are people of the river and the scrub and desert in an area known today as the North West of Victoria. Individuals within FPMMAC identify as Latji Latji and Ngintait and the group is not formed on the basis of language group identity.

FPMMAC are in the process of seeking Native Title determination and Traditional Owner Settlement.

A Board of Directors governs FPMMAC with members from Latji Latji and Ngintait Traditional Owners and represents four Identified Family Groups.

RIGHTS STATUS

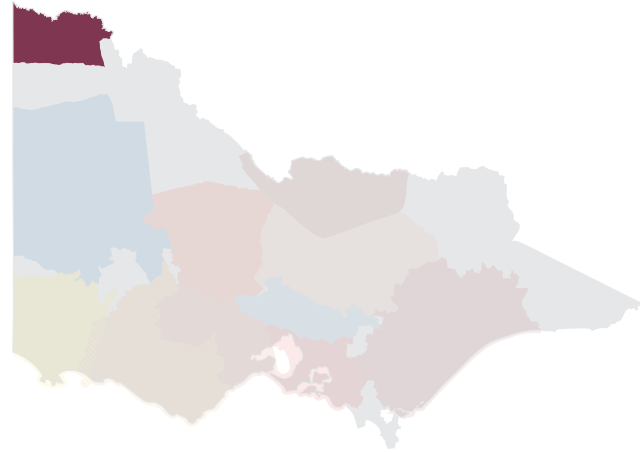
- ✓ Registered Aboriginal Party (2018)
- ✓ Deductible Gift Recipient Status in 2022-2023

Data captured from:

- <https://fpmmac.com.au/>
- First People of the Millewa-Mallee Aboriginal Corporation, Financial Report (2023)
- ORIC, Office of the Registrar of Indigenous Corporations, General Report, First People of the Millewa-Mallee Aboriginal Corporation, 30 June 2023
- Rule book of the First People of the Millewa-Mallee Aboriginal Corporation (ICN 8264)



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

MILLEWA-MALLEE LANDS

The Corporation holds lands in the Millewa-Mallee region, significant for their cultural and historical importance to the Traditional Owners. The lands cover an area that is critical for the preservation and promotion of the Aboriginal cultural heritage of the Millewa-Mallee Traditional Owners.

NED'S CORNER STATION

The Corporation is involved in managing Ned's Corner Station, focusing on ecological restoration, including revegetation and water management projects, to preserve and enhance the natural landscapes and cultural sites in this significant area.



112 2022 112 2023

TOTAL MEMBERS



\$6.59m 2022 \$5.79m 2023

TOTAL REVENUE



\$1.29m 2022 \$-0.14m 2023

TOTAL COMPREHENSIVE INCOME



26 2022 80 2023

TOTAL EMPLOYEES



\$0.25M 2022 \$0.07m 2023

REVENUE PER EMPLOYEE



\$3.57m 2022 \$3.81m 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

CULTURAL PRESERVATION AND HERITAGE: To promote, protect, and manage Aboriginal Cultural Heritage within the Millewa-Mallee region, ensuring the maintenance and transmission of cultural practices and knowledge to future generations.

ECONOMIC AND SOCIAL EMPOWERMENT: To promote the health, education, housing, employment, and welfare of the Traditional Owners of the Millewa-Mallee and the broader Aboriginal Community, addressing the socio-economic challenges stemming from historical dispossession.

ADVOCACY AND REPRESENTATION: To represent and advocate for the rights, interests, and aspirations of the Traditional Owners of the Millewa-Mallee in all matters, including land and water management, cultural heritage protection, and government policy.

NATIVE TITLE AND LAND MANAGEMENT: To pursue and implement agreements under the Native Title Act 1993 and the Traditional Owner Settlement Act 2010, managing any benefits derived from these agreements to enhance the cultural and economic sustainability of the Traditional Owners.

SUSTAINABLE DEVELOPMENT: To promote and advance the economic and cultural sustainability of the Traditional Owners of the Millewa-Mallee, ensuring long-term self-determination and prosperity for the community.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: The Corporation delivers professional services in cultural heritage management, including the preparation and evaluation of Cultural Heritage Management Plans, archaeological assessments, and heritage site monitoring.



NATURAL RESOURCE MANAGEMENT: They are involved in the natural resource management sector, focusing on ecological conservation, pest control, and environmental restoration.



CULTURAL TOURISM: Operating within the cultural tourism and education sector, they develop programs and tours that promote Aboriginal cultural awareness.



NATIVE PLANT PRODUCTION: Engaged in native plant production through the operation of a nursery specialising in indigenous plants for environmental projects.



ECOLOGICAL RESTORATION AND SUSTAINABLE LAND USE: Focused on ecological restoration projects, including land and waterway rehabilitation efforts.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: Delivery of services related to the preservation and protection of Aboriginal cultural heritage, including site inspections, monitoring programs, and archaeological surveys.



CULTURAL AWARENESS TRAINING AND EDUCATION: Offering cultural awareness engagements in schools and the wider community, promoting traditional uses of plants, and providing cultural tours and experiences.



ENVIRONMENTAL MANAGEMENT SERVICES: Offering services such as pest control, revegetation projects, and fire management as part of broader natural resource management efforts.



NATIVE SEED COLLECTION AND NURSERY OPERATIONS: Providing seed collection and plant production services through the Belar Nursery for use in revegetation and restoration projects.



AQUACULTURE - FISH HATCHERY PROJECTS: Services include land restoration, developing a fish hatchery, and other initiatives aimed at improving ecosystem health.



CASE STUDIES

BELAR NURSERY



Belar Nursery, operated by the First People of the Millewa-Mallee Aboriginal Corporation, is a thriving Indigenous-owned wholesale nursery specialising in the cultivation of Australian native plants. The nursery focuses on species native to the Murray Mallee and Lowan Mallee regions, including Eucalyptus, Acacia, Saltbush, and a variety of grasses and climbers. The nursery's mission extends beyond commercial operations; it serves as a platform for meaningful employment, training, and self-determination for First Nations people.

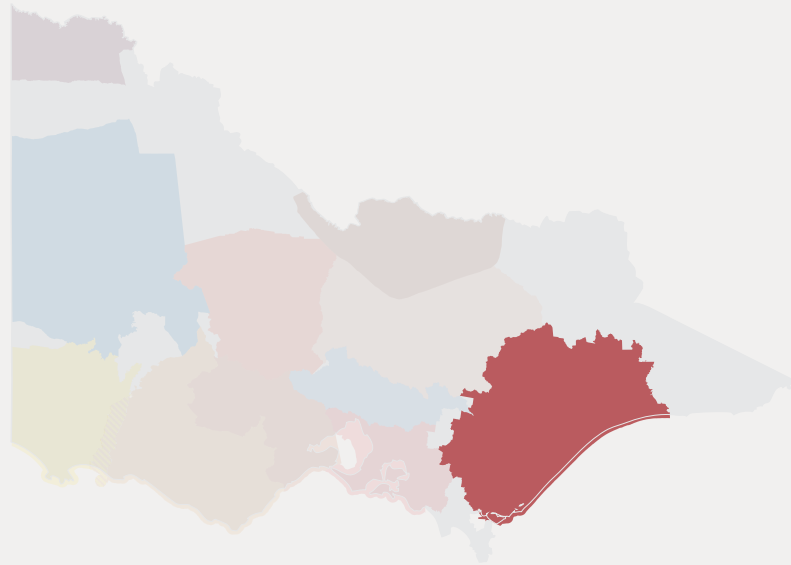
With funding from the Victorian Government's Djakitjuk Djanga Program and other initiatives, Belar Nursery has expanded significantly. The nursery now produces over 50,000 plants annually, with plans to grow tenfold by 2027. These plants are critical for revegetation projects across north-western Victoria, south-western NSW, and eastern South Australia, contributing to the restoration of significant cultural sites and natural habitats.

Belar Nursery also plays a vital role in education and cultural preservation. The staff engage in cultural awareness programs in schools, promoting traditional uses of plants as food, fiber, and botanicals. This initiative not only supports the nursery's operations but also fosters a deeper connection between the community and their ancestral lands, ensuring the preservation and transmission of Indigenous knowledge to future generations.





Gunaikurnai Land & Waters Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) represents Traditional Owners from the Brataualung, Brayakaulung, Brabralung, Krauatungalung and Tatungalung family clans, who were recognised in the Native Title Consent Determination 2010, and the new Traditional Owner Settlement Act 2010, the first such agreement under that Act.

GLaWAC is recognised as the Traditional Owners of approximately 1.33 million hectares in Gippsland, including 200 meters of offshore sea territory.

GLaWAC is governed by a Board of Directors and guided by an Elders Council.

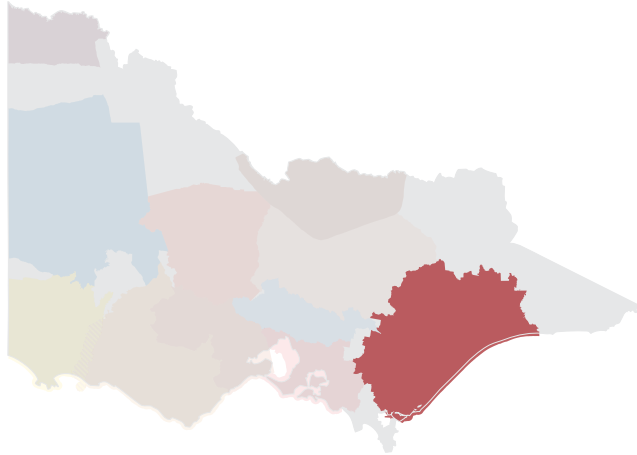
RIGHTS STATUS

- ✓ Registered Aboriginal Party (2008)
- ✓ Recognition and Settlement Agreement (2010)
- ✓ Native Title Determination (2010)
- ✓ Traditional Owner Land Management Agreement (2010)

Data captured from:

- ORIC, Office of the Registrar of Indigenous Corporations, General Report, Gunaikurnai Land & Waters Aboriginal Corporation RNTBC, 30 June 2023.
- Gunaikurnai Land and Waters Aboriginal Corporation, Audited Financial Statement, for the year ended 30 June 2023.
- Gunaikurnai Land And Waters Aboriginal Corporation (Glawac), Annual Report 2021-2022

ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

BUCHAN CAVES RESERVE

This reserve is culturally significant to the Gunaikurnai people and features limestone caves that are part of their traditional heritage. GLaWAC is involved in the joint management of the reserve, focusing on preserving its natural beauty and cultural significance.

KNOB RESERVE

Located near Stratford, this reserve holds great cultural importance for the Gunaikurnai people, being a traditional meeting place. GLaWAC's joint management efforts here focus on cultural preservation and promoting the site's heritage.

LAKE TYERS STATE PARK

This park is another vital area managed jointly by GLaWAC and Parks Victoria. It is significant for its biodiversity and cultural sites, where GLaWAC's role includes overseeing land management practices that honour the Gunaikurnai's connection to the land.



768 725
2022 2023

TOTAL MEMBERS



\$11.80m \$13.52m
2022 2023

TOTAL REVENUE



\$3.22m \$3.76m
2022 2023

TOTAL COMPREHENSIVE INCOME



73 74
2022 2023

TOTAL EMPLOYEES



\$0.18M \$0.15m
2022 2023

REVENUE PER EMPLOYEE



\$6.13m \$5.48m
2022 2023

EMPLOYEE BENEFITS EXPENSES

CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

IMPLEMENT EARLY OUTCOMES OF RECOGNITION AND SETTLEMENT AGREEMENT RE-NEGOTIATIONS: Focus on joint management of parks and reserves and securing outcomes that sustain a self-determining future.

EXPAND JOINT MANAGEMENT OF PARKS AND RESERVES: With an emphasis on cultural and environmental stewardship.

GROW BUSINESS ENTERPRISES AND ECONOMIC OPPORTUNITIES: Expanding sectors such as natural resource management, cultural tourism, and aquaculture.

STRENGTHEN CULTURAL HERITAGE PROTECTION AND MANAGEMENT: Ensuring that cultural sites and practices are preserved.

INCREASE EMPLOYMENT AND TRAINING OPPORTUNITIES FOR GUNAIKURNAI PEOPLE: Focusing on sustainable employment that aligns with cultural values and economic goals.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: Managing and preserving cultural sites, conducting cultural inductions, and evaluations under the Aboriginal Heritage Act 2006.



ENVIRONMENTAL MANAGEMENT: Includes joint management of parks, fire management, and water rights advocacy.



NATURAL RESOURCE MANAGEMENT CONTRACTING: Offering services in revegetation, weed control, and conservation management.



CULTURAL TOURISM & HOSPITALITY: Developing initiatives such as the Nanjet project, engaging in regional cultural tourism development, and operating the Bush Café, which offers bush tucker-inspired meals and caters to cultural tourism activities.



NATIVE PLANT NURSERY AND SEED BANK: Focused on bush foods, native plants, and species preservation, particularly for mine land rehabilitation.



AQUACULTURE: Conducting trials in the Gippsland Lakes to explore the potential for oyster farming.



CARBON FARMING: Investigating opportunities in carbon sequestration and related environmental markets.



SERVICES DELIVERED



CULTURAL HERITAGE SERVICES: Delivery of Cultural Heritage Management Plans (CHMPs), site monitoring, and protection activities as the Registered Aboriginal Party.



ENVIRONMENTAL MANAGEMENT SERVICES: Conducting fire management, advocating for water rights, and carrying out conservation work, including endangered species protection and on-ground conservation and land management services for threatened species.



CONSULTANCY SERVICES: Providing cultural and environmental consultancy to various stakeholders, including government and private entities.



CULTURAL AWARENESS TRAINING: Delivering training sessions on cultural awareness and history to organisations across Gippsland.



CULTURAL TOURISM SERVICES: Developing and managing tourism initiatives that highlight Gunaikurnai culture and history.



AQUACULTURE SERVICES: Managing oyster trial projects in the Gippsland Lakes, exploring sustainable aquaculture practices.



HOSPITALITY SERVICES: Running the Bush Café, providing meals that celebrate Indigenous cuisine and cultural experiences.

CASE STUDIES

OYSTER TRIALS - GIPPSLAND LAKES

The Gunaikurnai Land and Waters Aboriginal Corporation, in partnership with the Victorian Fisheries Authority, is leading a groundbreaking aquaculture initiative in the Gippsland Lakes. This three-year trial, launched in 2022, focuses on cultivating native Sydney rock and Angasi oysters—species with significant cultural and economic importance to the Gunaikurnai people.

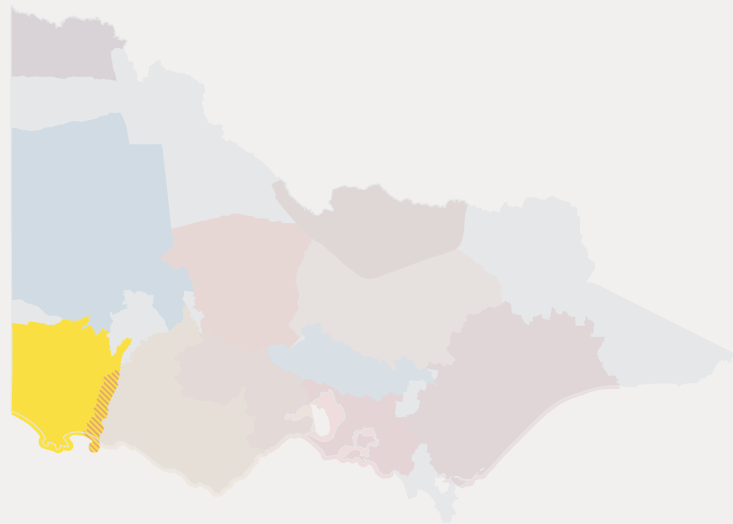
This project not only aims to assess the viability and growth potential of these oysters but also seeks to re-establish a vital traditional food source, bringing the prospect of long-term, meaningful employment on Country. With over 10,000 oysters now in place across multiple trial sites, the initiative is anticipated to foster a sustainable native oyster industry, create local jobs, and strengthen the economic resilience of East Gippsland, particularly following recent bushfires.

Experts are optimistic, drawing parallels with successful oyster industries in New South Wales, South Australia, and Tasmania. Upon successful completion of the trial, GLaWAC plans to launch a commercial aquaculture operation, positioning Gippsland oysters as a premium product in Victoria's seafood market. This initiative marks a significant step in merging traditional knowledge with modern aquaculture, benefiting both the Gunaikurnai community and the broader Victorian economy.





Gunditj Mirring Traditional Owners Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

Gunditj Mirring Traditional Owners Aboriginal Corporation (GMTOAC) has acquired and holds culturally significant properties across Gunditjmarra country on behalf of the Gunditjmarra community.

GMTOAC manages native title rights and interests over approximately 140,000 hectares in southwest Victoria. The corporation's responsibilities extend from the Glenelg River in the west to the Hopkins River in the east, including the coastal areas and out to sea.

GMTOAC has a Board of Directors comprising 8-14 members, the majority being Gunditjmarra.

RIGHTS STATUS

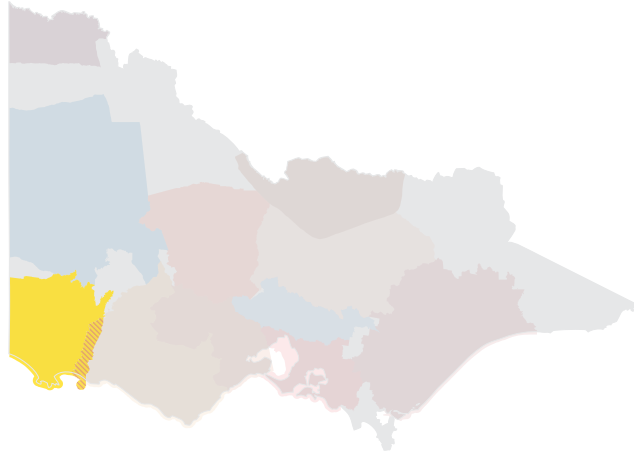
- ✓ Registered Aboriginal Party (2007)
- ✓ Co-Operative Management Agreements (2007)
- ✓ Native Title Determination (2011)

Data captured from:

- ORIC, Office Of The Registrar Of Indigenous Corporations, General Report, Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC, 30 June 2023.
- Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC, ICN 4672, ABN 30 030 646 482, Consolidated General Purpose Financial Report for the year ended 30 June 2023.
- The Rules Of Gunditj Mirring Traditional Owners Aboriginal Corporation RNTBC – INC: 4672
- Gunditjmarra Nyamat Mirring Plan, 2023-2033



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

BUDJ BIM CULTURAL LANDSCAPE

Recognised as a UNESCO World Heritage site in 2019, Budj Bim is one of the oldest aquaculture sites in the world. The area is of profound cultural significance to the Gunditjmarra people, featuring ancient stone eel traps and channels that are thousands of years old.

DEEN MAAR (LADY JULIA PERCY ISLAND)

Deen Maar holds deep spiritual significance for the Gunditjmarra people. It is part of the creation story and is recognised as a place where the spirits of ancestors rest. This island is also part of the Native Title Determination (Part B) and has significant cultural and ecological importance.

NYAMAT MIRRORING INDIGENOUS PROTECTED AREA (IPA)

Recognised in 2022, this coastal section of Native Title areas includes the sea and submerged lands to the continental shelf. The IPA will be managed collaboratively to achieve social, cultural, and economic outcomes for the Gunditjmarra.



541 2022 597 2023

TOTAL MEMBERS



39 2022 36 2023

TOTAL EMPLOYEES



\$9.71m 2022 \$9.93m 2023

TOTAL REVENUE



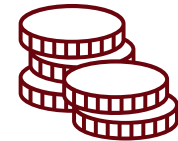
\$0.26M 2022 \$0.25m 2023

REVENUE PER EMPLOYEE



\$9.11m 2022 \$4.20m 2023

TOTAL COMPREHENSIVE INCOME



\$3.61m 2022 \$2.48m 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

IMPLEMENT THE NYAMAT MIRRORING PLAN 2023-2033: The corporation aims to carry out its responsibilities to care for Nyamat Mirring, ensuring the health and prosperity of their land and people.

DEVELOP AND EXPAND THE SEA COUNTRY RANGER PROGRAM:

Increase Gunditjmarra's role in managing their Country, particularly focusing on natural and cultural resource management.

STRENGTHEN PARTNERSHIPS FOR NATURAL AND CULTURAL RESOURCE MANAGEMENT:

Collaborate with various stakeholders to protect and manage Gunditjmarra Country effectively.

CREATE EMPLOYMENT AND ECONOMIC OPPORTUNITIES IN SECTORS RELATED TO NYAMAT MIRRORING:

This includes sectors like tourism, aquaculture, and natural resource management.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: As a Registered Aboriginal Party under the Aboriginal Heritage Act 2006, GMTOAC provides comprehensive cultural heritage services. This includes evaluating Cultural Heritage Management Plans (CHMPs), conducting cultural heritage surveys, and overseeing site monitoring and protection activities.



NATURAL RESOURCE MANAGEMENT: GMTOAC manages the Nyamat Mirring Indigenous Protected Area, focusing on habitat restoration, pest control, and the monitoring of cultural and ecological values.



CULTURAL TOURISM: GMTOAC is developing tourism infrastructure and experiences, particularly around the Budj Bim Cultural Landscape, which includes guided tours, a visitor centre, and partnerships with local tourism operators.



AQUACULTURE: GMTOAC is involved in contemporary eel harvesting and management and is exploring opportunities to develop commercial eel harvesting operations.



SERVICES DELIVERED



CULTURAL HERITAGE SERVICES: GMTOAC provides site assessments, archaeological surveys, and cultural values mapping. They are also involved in extensive cultural heritage studies, including underwater surveys in Portland Bay.



RESEARCH AND MONITORING: The corporation engages in research partnerships, focusing on marine ecology and cultural heritage. Notable projects include marine habitat mapping and eel migration studies.



FIRE MANAGEMENT: Through the Weeyn Yarkeen program, GMTOAC provides cultural burning services, working with agencies to implement traditional fire management practices across Gunditjmarra Country.



CULTURAL TOURISM: Development of tourism infrastructure and experiences around the Budj Bim Cultural Landscape, including guided tours and visitor centres.



AQUACULTURE: GMTOAC is actively involved in the sustainable harvesting of eels, reflecting the long history of aquaculture in the region.



CASE STUDY

Sustainable Development of the Budj Bim Cultural Landscape

The Budj Bim Cultural Landscape, located at the heart of Gunditjmara country, represents a remarkable intersection of cultural heritage, environmental stewardship, and sustainable development. With a history dating back around 30,000 years, Budj Bim (formerly Mt Eccles) is not only Victoria's youngest volcano but also the site of an ancestral creation being for the Gunditjmara people. The resulting lava flows were ingeniously harnessed by Gunditjmara ancestors to create one of the world's oldest freshwater aquaculture systems, designed to farm and harvest Kooyang (short-finned eels) and other fish. Alongside these aquaculture systems, Gunditjmara clans established villages, building clusters of stone houses that have stood the test of time.

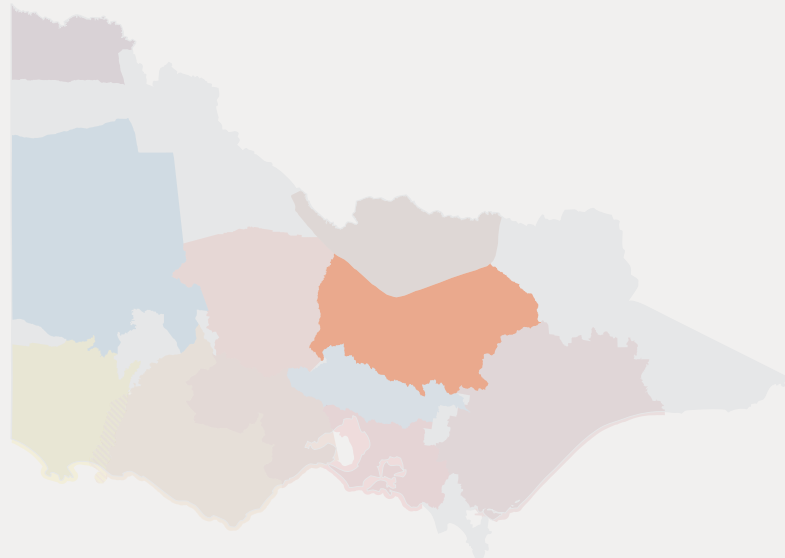
In 2002, the Gunditjmara people and the Winda-Mara Aboriginal Corporation launched the Lake Condah Sustainable Development Project, which later evolved into the Budj Bim Sustainable Development Partnership in 2012. These initiatives were driven by the principles of sustainable development, focusing on environmental, social, cultural, and economic outcomes. Key achievements include the restoration of Lake Condah in 2010 and the declaration of the Budj Bim Cultural Landscape onto Australia's National Heritage List in 2004.

Building on these successes, the Budj Bim Sustainable Development Partnership set out to achieve World Heritage Nomination for the Budj Bim Cultural Landscape and develop it as an iconic visitor destination. Through ongoing collaboration with government agencies, universities, regional industries, and community groups, the partnership continues to highlight the significance of Gunditjmara's ancestral knowledge in contemporary sustainable development practices, ensuring the preservation and celebration of this unique cultural landscape for generations to come.





Taungurung Land and Waters Council



The Taungurung Land and Waters Council (TLaWC) is the corporate representative of the Taungurung people. The organisation was established in 2003 to advocate for Taungurung recognition and land management rights concerning their traditional Country.

TLaWC has a Board of Directors comprising eight members and an executive team of four Taungurung people.

RIGHTS STATUS

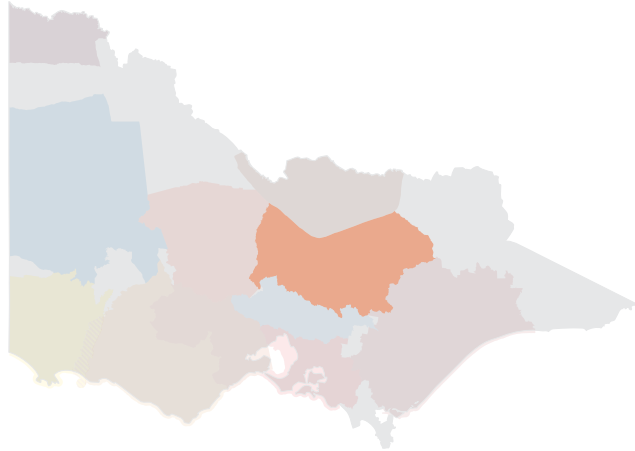
- ✓ Registered Aboriginal Party (2007)
- ✓ Recognition and Settlement Agreement (2018)
- ✓ Traditional Owner Land Management Agreement (2018)

VICTORIAN RAP BOUNDARIES

Data captured from:

- Taungurung Land and Waters Council Annual Report, 2022-2023
- TAUNGURUNG CULTURAL LAND MANAGEMENT STRATEGY, March 2023
- Taungurung Land and Waters Council, Strategic Plan. 2021-2025
- Taungurung buk dabbage, Taungurung Country Plan. (n/a)
- Taungurung Land and Waters Council (Aboriginal Corporation) Consolidated Financial Report, For the Year Ended 30 June 2023

ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

MOUNT BUFFALO

This is an important cultural site for the Taungurung, known for its significance in traditional stories and history.

CAMP JUNGAI

A site of cultural and historical significance, where the Taungurung People hope to secure freehold title for cultural and educational purposes as part of their negotiations with the State of Victoria.

CATHEDRAL RANGE

The traditional name for this area is 'Nanadhong,' an important cultural landscape for the Taungurung community.



357 **n/a**
2021 2022-'23

TOTAL MEMBERS



\$9.28m **\$10.65m**
2022 2023

TOTAL REVENUE



\$1.61m **\$0.58m**
2022 2023

TOTAL COMPREHENSIVE INCOME



65 **81**
2022 2023

TOTAL EMPLOYEES



\$0.14M **\$0.13m**
2022 2023

REVENUE PER EMPLOYEE



\$5.18m **\$6.36m**
2022 2023

EMPLOYEE BENEFITS EXPENSES

CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

IMPLEMENT THE CULTURAL LAND MANAGEMENT STRATEGIC PLAN:

Focus on expanding Taungurung access to and management of Country.

EXPAND THE BIIK CULTURAL LAND MANAGEMENT (BIIK CLM) ENTERPRISE:

Grow their cultural experiences business and natural resource management activities.

STRENGTHEN TAUNGURUNG LANGUAGE REVITALISATION:

Efforts are focused on increasing the use and teaching of the Taungurung language within the community and broader educational contexts.

INCREASE EMPLOYMENT AND TRAINING OPPORTUNITIES:

Build capacity among the Taungurung People in land and cultural heritage management.

SECURE CULTURAL HERITAGE PROTECTION:

Manage and protect Aboriginal cultural heritage as a Registered Aboriginal Party (RAP).



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: Conducting archaeological surveys, Cultural Heritage Management Plans (CHMPs), and site protection activities.



CULTURAL TOURISM: Operating wawa biik, a cultural experiences business that offers unique tours and cultural activities.



NATURAL RESOURCE MANAGEMENT: Through BiiK CLM, delivering natural resource management services, including revegetation, fauna surveys, and invasive species management.



EDUCATION AND TRAINING: Providing cultural awareness programs, language education, and supporting youth in training initiatives.



GEOSPATIAL SERVICES: Utilising drones and other technologies for land management and cultural heritage documentation.



SERVICES DELIVERED



CULTURAL HERITAGE SERVICES: Offering a range of services as a RAP, including CHMPs, archaeological surveys, and compliance activities.



CULTURAL AWARENESS AND EDUCATION: Providing programs that educate stakeholders about Taungurung culture and heritage.



NATURAL RESOURCE MANAGEMENT CONTRACTING: Managing contracts for environmental services such as revegetation and fauna management.



CULTURAL TOURISM: Running the wawa biik cultural experiences, which offer tours and cultural education.



LANGUAGE REVITALISATION: Engaging in efforts to revive and teach the Taungurung language.



GEOSPATIAL SERVICES: Providing drone-based data collection for land and cultural management.

CASE STUDY

wawa biik CULTURAL EXPERIENCES



The launch of wawa biik cultural experiences business in February 2023 represents a significant economic initiative for TLaWC. wawa biik offers immersive cultural experiences led by Taungurung Elders and youth at significant locations across Taungurung Country.

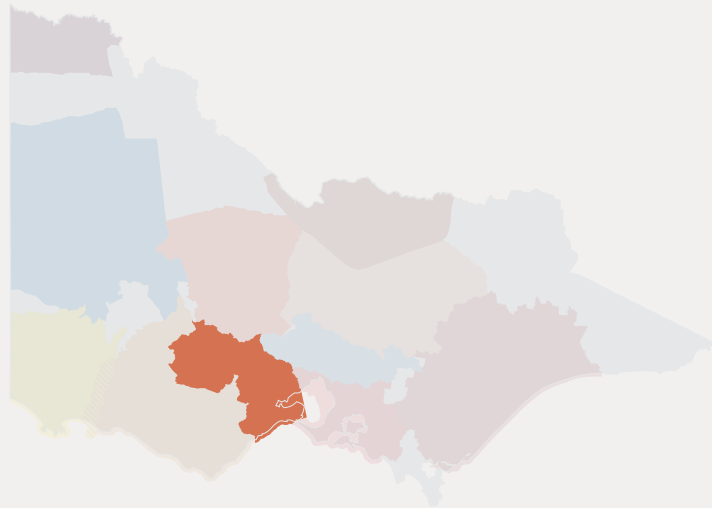
The business aims to educate visitors about Taungurung culture while creating employment opportunities for Taungurung people. Within months of launching, wawa biik was featured in Tourism Australia's 'hot list' of experiences and has operated 32 tours with 413 guests, demonstrating its potential for growth and economic impact.

wawa biik's purpose is to build strong relationships with all who live, work, and visit Taungurung Country and to inspire deeper appreciation and support of Taungurung aspirations. wawa biik offers four experiences, each with a Welcome and Smoking Ceremony and guided cultural walk: wawa Euroa, wawa Euroa Wayilak, wawa Nagambie, and wawa tabilk-tabilk





Wadawurrung Traditional Owners Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

The Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC) is the Registered Aboriginal Party for Wadawurrung Country, which encompasses over 10,000 square kilometres from the Great Dividing Range of Ballarat to the coast from the Werribee River to Airey's Inlet.

WTOAC represents approximately 600 Wadawurrung people across seven family groups.

WTOAC has a Board of Directors, a Council of Elders, and a Cultural Governance Advisory Committee called Ngäl Ngäl La.

RIGHTS STATUS

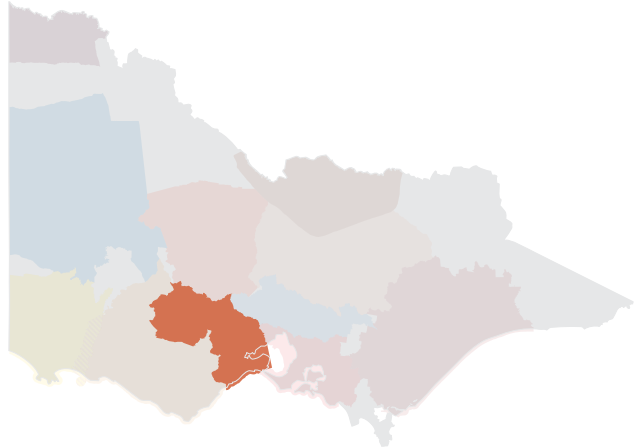
- ✓ Registered Aboriginal Party (2007)

Data captured from:

- Wadawurrung Traditional Owners Aboriginal Corporation, Wadawurrung Country Plan, Let's make Country good together (2020 – 2030).2022-23 Annual Report.
https://www.wadawurrung.org.au/files/ugd/d96c4e_ec3d0b5e73d74fd7a6913c7db2d9eb12.pdf.
- Wadawurrung Traditional Owners Aboriginal Corporation, Consolidated Annual Report - 30 June 2023.
<https://register.oric.gov.au/Document.aspx?documentID=894793&concernID=103330>
- ORIC, Office of the Registrar of Indigenous Corporations, General Report, Wadawurrung Traditional Owners Aboriginal Corporation, 30 June 2023.



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTY

BOSTOCK RESERVOIR

The Corporation manages 54 hectares at Bostock Reservoir, focusing on significant environmental projects. This includes the expansion of their native plant nursery, which aims to increase production from 10,000 to over 100,000 plants annually, using Wadawurrung provenance seeds. This initiative is part of a broader effort to restore and manage Wadawurrung lands and reduce carbon emissions through reforestation.



357 289
2022 2023

TOTAL MEMBERS



87 85
2022 2023

TOTAL EMPLOYEES



\$9.62m \$16.93m
2022 2023

TOTAL REVENUE



\$0.16M \$0.19m
2022 2023

REVENUE PER EMPLOYEE



\$1.61m \$0.58m
2022 2023

TOTAL COMPREHENSIVE INCOME



\$4.07m \$7.14m
2022 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

STRENGTHEN FINANCES AND GOVERNANCE SYSTEMS: Enhance the Corporation’s financial stability and governance structures to support a sustainable and self-determined future for the Wadawurrung people.

DEVELOP A SUSTAINABLE FUTURE: Focus on long-term sustainability initiatives that ensure the preservation and growth of Wadawurrung cultural and natural resources.

INCREASE CULTURAL ACTIVITIES AND EVENTS: Promote and facilitate a range of cultural activities and events for the Wadawurrung community, enhancing cultural practices and knowledge transmission.

ENHANCE PARTICIPATION IN TREATY NEGOTIATIONS: Actively engage in treaty negotiations to secure and protect Wadawurrung rights and interests.

EXPAND CARING FOR COUNTRY PROGRAMS: Grow the capacity and reach of the Caring for Country team to manage and protect Wadawurrung lands and waters effectively.

GROW PARTNERSHIPS WITH KEY STAKEHOLDERS: Establish and strengthen partnerships with government bodies, community organisations, and other stakeholders to support Wadawurrung goals and initiatives.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: As the Registered Aboriginal Party, WTOAC manages cultural heritage across their lands.



NATURAL RESOURCE MANAGEMENT: The Corporation conducts Natural Resource Management activities, including cultural burns, environmental monitoring, land restoration projects and spraying Phytophthora in culturally significant locations like the Ottways.



LAND AND WATER MANAGEMENT: The Corporation manage significant areas like Bostock Reservoir and is involved in efforts to co-manage more land, particularly along the Barwon and Moorabool Rivers.



NATIVE PLANT NURSERY OPERATIONS: The Corporation operates a native plant nursery at Bostock, producing plants predominantly from Wadawurrung provenance seeds.



CULTURAL EDUCATION AND TRAINING: WTOAC provides cultural awareness programs, language education, and on-Country experiences for schools, government bodies, and other organisations.



ART AND CREATIVE INDUSTRIES: WTOAC supports Wadawurrung artists and cultural expressions. They organise exhibitions, such as the Wadawurrung Traditional Owners Art Exhibition, and facilitate the inclusion of Wadawurrung art in public spaces.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: As the Registered Aboriginal Party, WTOAC is responsible for managing cultural heritage across their lands. This includes the approval of Cultural Heritage Management Plans (CHMPs), conducting evaluations, and safeguarding cultural sites.



CULTURAL EDUCATION PROGRAMS: WTOAC delivers comprehensive cultural education programs tailored to schools and the broader public, focusing on Wadawurrung culture, history, and language. This includes the development of a Wadawurrung language app and dictionary to support language learning.



CULTURAL PRACTICES FOR EVENTS: The Corporation coordinates and conducts cultural events such as Welcome to Country ceremonies, Smoking Ceremonies, and traditional celebrations.



CONSULTANCY SERVICES: WTOAC offers consultancy services in Cultural Values Assessments, urban planning, and environmental management. These services are provided to a range of clients, including government agencies and private organisations, to ensure that Wadawurrung cultural perspectives are respected and integrated into various projects.

CASE STUDY

BOSTOCK NURSERY

In 2022-23, the Wadawurrung Traditional Owners Aboriginal Corporation launched a significant expansion of its Bostock Nursery, funded by Bushbank—a state initiative aimed at reducing carbon emissions. This project marks a substantial growth in the nursery's capacity, increasing production from 10,000 to over 100,000 native plants annually, primarily using Wadawurrung provenance seeds.

The expanded nursery supports the Andrews Labor Government's "More Trees for a Cooler, Greener West" initiative, a \$5 million investment in urban greening across Melbourne's west. WTOAC's involvement includes growing 5,000 native tube stock for this program, which aims to improve air quality, enhance green spaces, and contribute to Victoria's ambitious climate targets.

Economically, the expansion bolsters WTOAC's nursery business, creating jobs and supporting horticultural expertise within the community. The nursery caretaker plays a crucial role in managing this growth, enhancing the team's plant knowledge and ensuring the initiative's success.

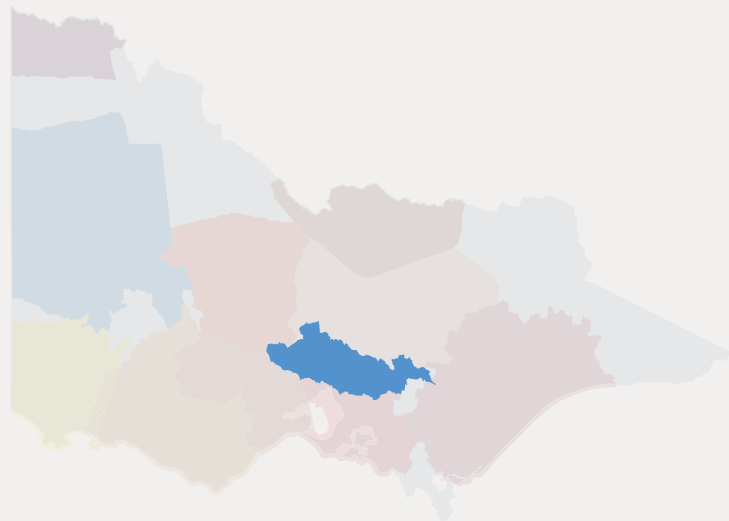
This expansion not only aligns with WTOAC's Country Plan, "Paleert Tjaara Dja" (Let's Make Country Good Together), but also strengthens their role in caring for Country and contributing to Victoria's environmental goals.



Themeda triandra, kangaroo grass grains on Wadawurrung



Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation



The Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation (WWCHAC) was established in 1985 as a representative body by bloodline descendants of the Wurundjeri people.

RIGHTS STATUS

- ✓ Registered Aboriginal Party (2007)

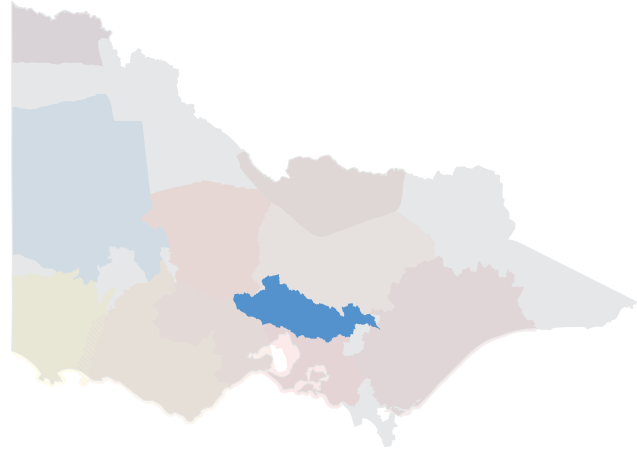
VICTORIAN RAP BOUNDARIES

Data captured from:

- Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Financial Statements, For the Year Ended 30 June 2023
- Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Directors' Report



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

CORANDERRK CEMETERY

Returned to the Wurundjeri Woi Wurrung people in 1998, this site holds immense cultural and historical significance as part of the Coranderrk Aboriginal Station.

WIL-IM-EE MOOR-RING (MOUNT WILLIAM) AND SUNBURY RINGS COMPLEX

These culturally significant sites were handed back to the Wurundjeri people in 2012. Mount William is particularly important for its historical use as a greenstone quarry,

GARRAMBI BAAN (LAUGHING WATERS)

The site of a ceremonial ground launched in 2015, where the Wurundjeri Council commemorated the event with the scarring of three trees to recognise family groups within the community.



129
2022 n/a
2023

TOTAL MEMBERS



\$14.43m \$20.66m
2022 2023

TOTAL REVENUE



\$8.59m \$6.86m
2022 2023

TOTAL COMPREHENSIVE INCOME



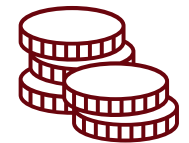
165
2022 n/a
2023

TOTAL EMPLOYEES



\$0.13M n/a
2022 2023

REVENUE PER EMPLOYEE



\$8.32m \$11.74
2022 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

PROTECT AND MANAGE ABORIGINAL CULTURAL HERITAGE:

Safeguard the cultural heritage within the Wurundjeri RAP boundary, ensuring its preservation for future generations.

PROVIDE HOLISTIC NATURAL RESOURCE MANAGEMENT:

Offer comprehensive management of natural resources on traditional Country, integrating cultural practices with environmental stewardship.

EXPAND CULTURAL SERVICES AND EDUCATION:

Enhance the delivery of cultural services and educational programs to the wider community, promoting awareness and respect for Wurundjeri culture.

FACILITATE STAKEHOLDER ENGAGEMENT:

Strengthen relationships between stakeholders and Wurundjeri Elders to ensure that cultural perspectives are integrated into decision-making processes.

PRESERVE AND PROMOTE WOI WURRUNG LANGUAGE :

Actively support the use and revitalisation of the Woi wurrung language through various cultural and educational initiatives.

CONDUCT AND FACILITATE CULTURAL RESEARCH:

Lead research on Wurundjeri Woi Wurrung history and culture, ensuring that both traditional and contemporary knowledge is documented and preserved.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: As the Registered Aboriginal Party, WWCHAC is responsible for managing cultural heritage across their lands.



NATURAL RESOURCE MANAGEMENT: Managed by the Narrap Team, this sector involves activities like maintaining firebreaks, managing Wurundjeri-owned properties, and partnering on projects to document Traditional Ecological Knowledge.



CULTURAL SERVICES AND TRAINING: Delivers cultural awareness sessions, professional development programs, and cultural walks, engaging both local and wider communities.



RESEARCH SERVICES: Focuses on projects that include cultural values recordings, genealogical research, and anthropological studies to support the ongoing preservation and documentation of Wurundjeri cultural knowledge.



SERVICES DELIVERED



CULTURAL HERITAGE MANAGEMENT: Includes the evaluation of Cultural Heritage Management Plans (CHMPs), cultural heritage awareness, and the management of heritage places. WWCHAC also provides advice on cultural declarations and conducts salvage and excavation operations.



CULTURAL PRACTICES FOR EVENTS: WWCHAC organises and supports cultural events such as Welcome to Country ceremonies, Smoking Ceremonies, and traditional dance performances. These events play a crucial role in maintaining cultural practices and community engagement.



CULTURAL CONSULTATIONS: Facilitates consultations between stakeholders and Wurundjeri Elders on developments, land management, and initiatives on Wurundjeri lands to ensure that cultural perspectives are respected and integrated.



CULTURAL CONSULTATIONS: LANGUAGE AND NAMING SERVICES: Offers consultation services for the use of Woi wurrung language in naming places, facilities, events, and products, contributing to the revitalization and recognition of the language.



EDUCATION AND TRAINING: Provides tailored cultural awareness and professional development sessions for various sectors, ranging from primary schools to government bodies, ensuring a broad understanding of Wurundjeri culture.



CASE STUDY

BULLEN BULLEN CULTURAL TOURS



Bullen Bullen Cultural Tours, operated by the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, serves as both an economic initiative and a cultural preservation effort. These tours, set in the Yarra Ranges, offer immersive experiences that connect participants with Wurundjeri culture, history, and the natural environment.

The tours originally aimed at tourists, have now shifted their focus to educating local school groups about the Indigenous history of their region. These tours have become popular with educational institutions as they offer customised experiences including traditional practices, cultural ceremonies, and guided walks.

Economically, the tours generate revenue while providing culturally relevant employment opportunities for Wurundjeri people. Traineeships and employment on Country are key components, ensuring that the benefits of the initiative extend beyond financial gain to include cultural education and workforce development.

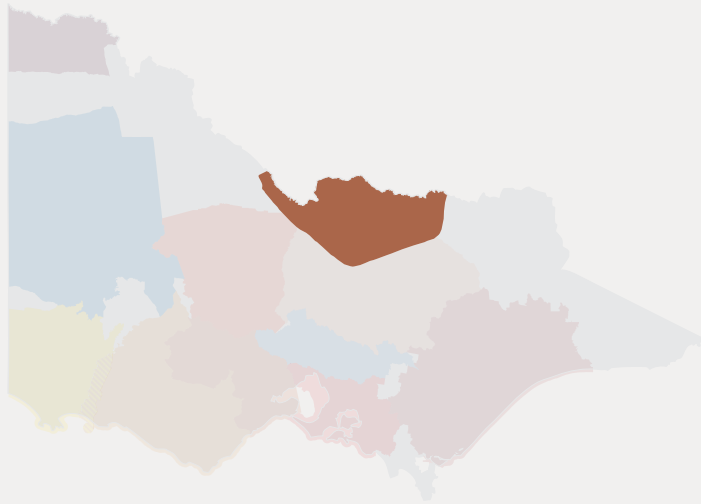
By supporting Bullen Bullen Cultural Tours, participants contribute to the preservation and sharing of Wurundjeri culture, while helping to sustain an economic model that benefits the Wurundjeri community both financially and culturally.



Bullen Bullen Cultural Tours, Grants Picnic Ground, Kallista



Yorta Yorta Nation Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

Yorta Yorta Nation Aboriginal Corporation (YYNAC) is the representative body for the Yorta Yorta people, whose traditional lands encompass over 10,000 square kilometres in northern Victoria and southern New South Wales, centred on the Murray River (Dhungalla).

Established in 1998, YYNAC is recognised as the Traditional Owner Group Entity for the Yorta Yorta Nation and is a Registered Aboriginal Party under Victorian legislation. YYNAC represents approximately 600 Yorta Yorta People across 16 family groups.

YYNAC is governed by a Board of Directors and supported by an Elders Council.

RIGHTS STATUS

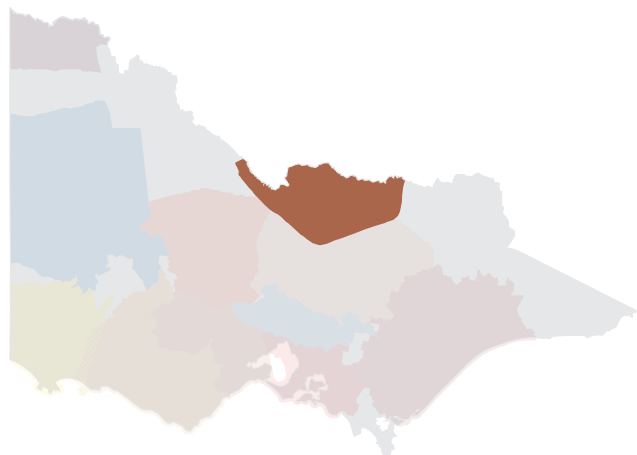
- ✓ Co-Operative Management Agreements (2004)
- ✓ Registered Aboriginal Party (2007)
- ✓ Traditional Owner Land Management Agreement (2010)

Data captured from:

- Yorta Yorta, Whole-of-country Plan 2021 – 2030, Yorta Yorta Nation Aboriginal Corporation, 2021
- Yorta Yorta Nation Aboriginal Corporation, Directors Report, Special Administrators' Report, 30 June 2023.
- Yorta Yorta Nation Aboriginal Corporation, Financial Report, 30 June 2023.
- Oric, Office Of The Registrar Of Indigenous Corporations, General Report, Yorta Yorta Nation Aboriginal Corporation, 30 June 2023.



ECONOMIC SNAPSHOT



SIGNIFICANT PROPERTIES

BARMAH NATIONAL PARK

YYNAC is involved in the joint management of Barmah National Park, located on the Murray River, covering 28,500 hectares. This park includes the largest River Red Gum forest in the world and is culturally and environmentally significant to the Yorta Yorta people. The YYNAC's role includes overseeing cultural heritage management, conservation efforts, and other land management activities within the park.

DHARNYA CENTRE

The Dharnya Centre is located within the Barmah National Park, the Centre is being redeveloped to serve as a hub for cultural education, tourism, and economic development. This property holds substantial cultural importance for the Yorta Yorta community and is envisioned to play a key role in promoting Yorta Yorta cultural heritage and providing a unique cultural experience for visitors.



614 2022 614 2023

TOTAL MEMBERS



20 2022 17 2023

TOTAL EMPLOYEES



\$5.36m 2022 \$5.44m 2023

TOTAL REVENUE



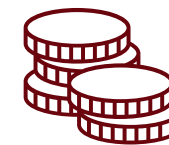
\$0.26m 2022 \$0.36m 2023

REVENUE PER EMPLOYEE



\$3.47m 2022 \$2.34m 2023

TOTAL COMPREHENSIVE INCOME



\$1.95m 2022 \$1.82m 2023

EMPLOYEE BENEFITS EXPENSES



CURRENT CORPORATION OBJECTIVES, SECTORS AND SERVICES



CORPORATION OBJECTIVES

ASSERT YORTA YORTA SOVEREIGNTY: Strengthen Yorta Yorta sovereignty and cultural authority over their Country.

EXPAND LAND AND WATER MANAGEMENT RIGHTS: Grow formal rights and responsibilities for managing land and water.

STRENGTHEN CULTURAL PRACTICES: Enhance Yorta Yorta cultural practices and knowledge transmission.

GROW ECONOMIC OPPORTUNITIES: Develop economic opportunities through land and water management.

BUILD ORGANISATIONAL CAPACITY: Increase organisational capacity and establish strong partnerships.



SECTORS OF BUSINESS



CULTURAL HERITAGE MANAGEMENT: Managing cultural heritage through evaluation, repatriation, and protection of culturally significant areas.



NATURAL RESOURCE MANAGEMENT AND CONSERVATION: Providing NRM services, including cultural burns, invasive species control, and environmental monitoring.



EDUCATION AND TRAINING: Operating the Yenbena Training Centre and delivering accredited courses and cultural awareness programs.



TOURISM EXPERIENCES: Expanding tourism services with the redevelopment of the Dharnya Centre, including tours, cultural events, and knowledge seminars.



LAND AND WATER MANAGEMENT CONSULTANCY: Offering consultancy on land and water management, including environmental water planning and landscape restoration.



CARBON FARMING AND OFFSETS: Exploring carbon farming and offset projects on Yorta Yorta controlled lands.



SERVICES DELIVERED



NATURAL RESOURCE MANAGEMENT: Delivery of services such as invasive species control, revegetation projects, and cultural burns on public and private land.



WATER MANAGEMENT: Engaging in environmental water planning and advocacy, collaborating with agencies like the Murray-Darling Basin Authority.



NATIVE PLANT NURSERY AND SEED COLLECTION: Operating a native plant nursery that grows indigenous species for revegetation and seed collection, supporting genetic preservation and providing income.



CASE STUDY

DHARNYA CENTRE



The Dharnya Centre in Barmah National Park is pivotal to Yorta Yorta Nation Aboriginal Corporation’s economic strategy. In 2021, YYNAC secured a 21-year lease with Parks Victoria and embarked on a phased redevelopment of the Centre to transform it into a hub for cultural immersion, education, and economic growth.

The first stage focuses on restoring the Cultural and Information Centre, a gateway to the complex that will enhance visitor experiences. Subsequent stages involve modernising facilities, including learning and research spaces, accommodation, and cultural programs.

The revitalised Dharnya Centre aims to drive economic benefits through tourism and education, creating jobs and generating income for the Yorta Yorta community. It will also serve as a base for delivering technical and tertiary education, further strengthening YYNAC’s role in cultural heritage management and sustainable land use.

By restoring the Dharnya Centre, YYNAC is not only preserving its cultural legacy but also positioning it as a key economic asset, attracting national and international visitors and supporting the economic empowerment of the Yorta Yorta people.

As of August 2024, renovations of the Dharnya Centre had been temporarily suspended as a structural assessment of the centre was being undertaken.



Missed opportunity: The Dharnya Centre at Barmah has been closed to the public since 2007.

Call for Dharnya Centre to be restored to former glory

From page 1

Parks Victoria River Red Gum project manager Chris McCormack said Parks Victoria was committed to supporting Yorta Yorta’s hopes for the long-term use of the Dharnya Centre and was working with the corporation to gain feedback from the community.

arguments were still relevant in relation to the neglect of the Dharnya Centre.

“Given the neglect that has taken place, it would seem that the onus is on the current government to provide the resources required to get Dharnya back up and running,” he said.

lesser interest than more recent colonial heritage, in the way that resources were allocated, was an example of inequality in resource distribution.

“The paper acknowledges that to date, indigenous tourism has had to take a back seat in the resourcing and promotion of Victoria’s human

© COPYRIGHT NOTICE

All material published herein is the intellectual property of either Greenshoot Consulting, our content providers or the originating Australian Indigenous and Torres Strait Islander community, their organisations or businesses, and is protected by international copyright law. All intellectual property rights in all aspects of this document, including (without limitation) design, logos, text, graphics, applications, software, engagement methodology, Traditional Cultural Expression and Traditional Knowledge belong to Greenshoot Consulting and/or our content providers and/or the originating Australian Indigenous and Torres Strait Islander community, their organisations or businesses (including but not limited to photographers, designers, associates, Traditional Owners, Australian Indigenous and Torres trait Islander Communities, model-makers, architects, and visualisers).

No part of this document, or its content may be reproduced or transmitted in any form or by any means (electronic, mechanical, photocopying, recording or otherwise) without the express prior permission of Greenshoot Consulting as, or on behalf of, the copyright owner. Unauthorised use of this document or its content may give rise to a claim for damages and/or be a criminal offence.

For rights or reproduction clearance, please contact Greenshoot Consulting.

Level 2, 90 Queen Street
Melbourne, VIC 3000
hello@greenshootconsulting.com



greenshoot
CONSULTING