



Federation of  
Victorian Traditional  
Owner Corporations

FEDERATION OF VICTORIAN TRADITIONAL OWNER CORPORATIONS

# Strategic Plan

## 2024-27

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The Federation of Victorian Traditional Owner Corporations is the State-wide body that convenes and advocates for the rights and interests of Traditional Owner groups and their communities.

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## ABOUT US

As an Aboriginal controlled organisation, with a board derived from Traditional Owner Corporations, our success is determined by and grounded in the strategies and aspirations of Traditional Owners.

Victorian Traditional Owner Corporations share many similar projects and aspirations while experiencing the same systemic barriers. Membership of the Federation raises our voices over shared concerns and celebrates our communities and achievements. As all Corporations are different, it is appropriate that membership and participation is flexible to accommodate the changing needs and expectations and that the Federation is enabled to work in different ways with the sector.

Together, the Federation works to enable and amplify our voices over shared concerns and in celebration of our communities and achievements.

*Coming together to share resources, call for change and set policy direction strengthens our commitment.*

*Working together begins to roll back some of the imposition of colonisation as we share our Nation ambitions.*

*Standing together makes our voices louder and our position stronger.*

### Our structure

The Federation was registered on 2 August 2013 as a public company limited by guarantee under the *Corporations Act 2001* (Cth) and this shapes our corporate governance and financial reporting practices. The Federation is registered with the Australian Charities and Not-for-Profit Commission (ACNC) and we are a public benevolent institution. The Federation's organisational objects and governance structure are set out in the constitution of the company, which is publicly available on the ACNC website.

The Federation is the sole member/owner of Federation Enterprises, a for-profit company holding interests in and providing oversight of joint ventures, including a joint venture construction company, Barpa.

## ABOUT THIS STRATEGY

In developing this strategy the Board recognised that much has changed over the last 10 years since the Federation was first established, and significantly that Traditional Owners continue to lift their sights and aspirations for the future.

While the strategy continues to encapsulate the original intent and build on the decades of work of Traditional Owners, it now seeks to set a pathway to a future where the vision can be achieved over the coming decade. However, it also provides a focus on the next three years, as the next steps on our long walk together.

### The long term – setting our direction

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#### VISION

TOCs strong on Country leading social, political, economic and cultural landscape

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#### OBJECTIVE

To embed recognition, empower self-determination, enable capacity through services that support and inform TOCs and strengthen collective advocacy

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#### PURPOSE

To provide and facilitate services and support to enable the self-determining direction of TOCs to activate interests and opportunities

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## OBJECTIVES

## Success can be identified when

### EMBED RECOGNITION

- TOCs are recognised within relevant regulatory environments as having specific roles, control and authority over Country (eg by incorporating values, strategies, statements)
- TOCs are (across government) recognised systemically and consistently within frameworks and institutions for planning, decision-making and funding
- Implementation accountabilities and commitments give effect to partnership principles, bi-cultural pathways and free, prior and informed consent

### EMPOWER SELF-DETERMINATION

- TOCs are enabled to set out and implement their values, strategies and statements impacting Country and Community
- TOCs exercise authority and control, whether solely or jointly giving effect to cultural expertise and value (in processes to plan, prioritise, define, design/co-design, deliver, monitor)
- Decision-making is agreed and clear and barriers are reduced or removed (including having appropriate resources, funding and information, mandate for decision-making)

### ENABLE CAPACITY

- TOCs have adequate resources (including staff, information and expertise, infrastructure and community engagement) to lead, respond to and manage community aspirations and representative functions (eg to government and other stakeholders)
- TOCs have the financial independence and certainty to plan, activate and implement strategies and opportunities
- Governance and management processes along with leadership and representation functions are fulfilled and incorporate community and cultural authority



# THE NEXT THREE YEARS

Our areas of focus for 2024-2027

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Strategic intent  
**SUSTAINABILITY**

Strategic focus on  
**SERVICES**

- Direct services to TOCs
    - Capacity support
    - Project design, funding search, planning and facilitation, report writing
    - Advisory and advocacy support
  - Collective services
    - Specific projects or research
    - Government funded programs
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Strategic intent  
**ADDING AND SHOWING VALUE**

Strategic focus on  
**COMMUNICATIONS AND ENGAGEMENT**

- Sharing and promoting success stories to demonstrate outcomes and value (including social media presence)
  - Strengthen publication and dissemination of research, submissions, reports etc demonstrating expertise, and leveraging collective views and wisdom
  - Direct engagement
    - Support and develop knowledge sharing
  - Collective engagement
    - Convene and facilitate workshops, yarning circles etc to develop and leverage
    - Brokerage and enable 2-way engagement with stakeholders and government through forums
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Strategic intent  
**POSITIONING TO STRENGTHEN ALLIANCES AND CONNECTIONS**

Strategic focus on  
**LINKING TO NATIONAL AGENDA AND TREATY**

- Strengthen Victorian TOCs role and voice in national issues and leveraging opportunities to influence including state policy
    - Focus on selected topics leveraging NNTC, NIAA, ILSC, departments etc and political influences
  - Link to Treaty readiness, preparations and negotiations
    - Developing information and research
    - Supporting collective and direct TOC
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