



Victorian Aboriginal Employment and Economic Research Projects

Project 3 – Indigenous business sector growth potential

September 2024

FINAL REPORT

Commercial In Confidence

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.



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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.

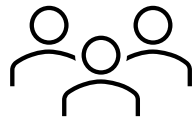
INNOVATION AND MARKET EXPANSION

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 in Appendix A.

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-Mallee 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

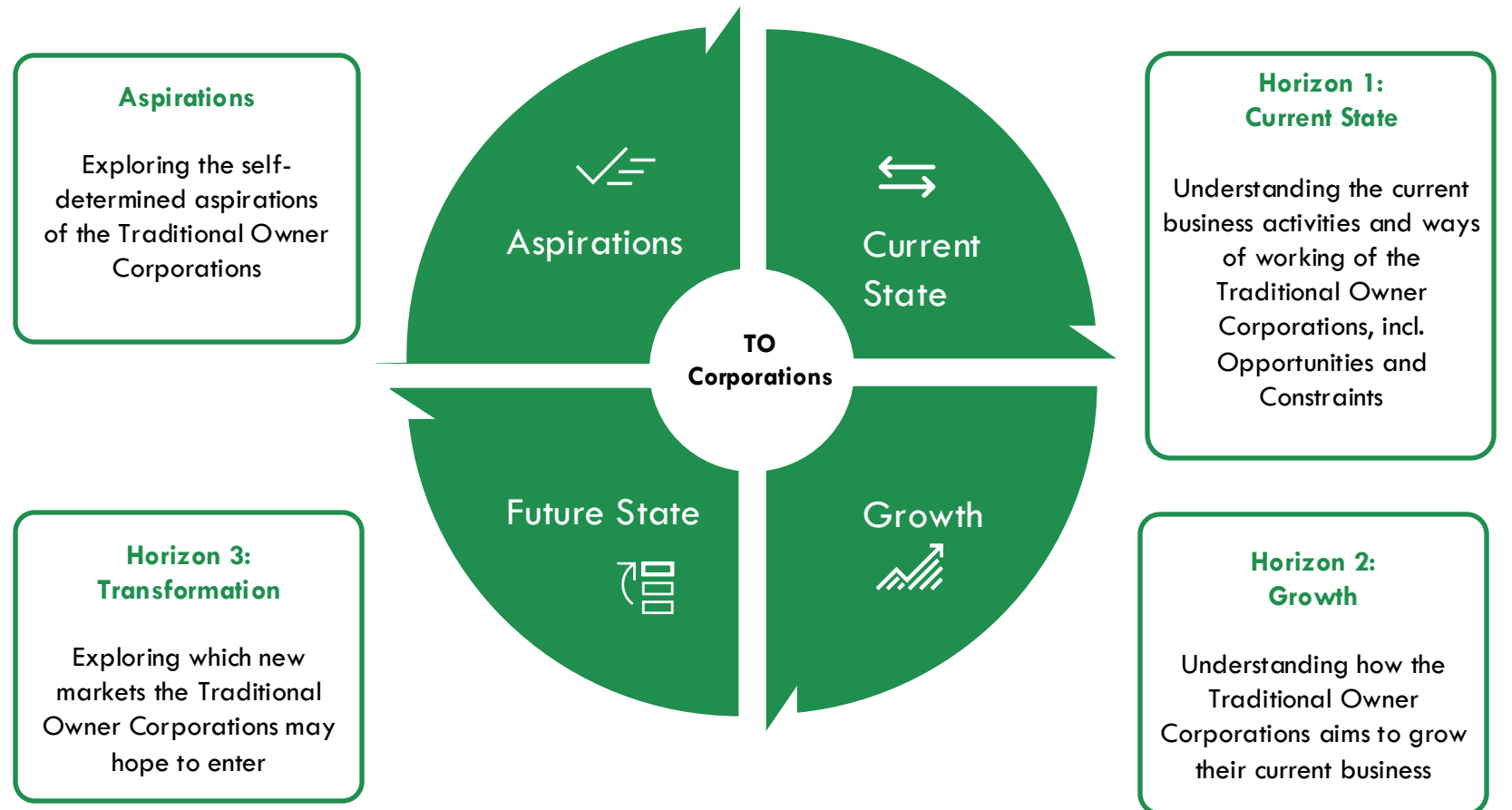


Short-Form Online Survey

- 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."

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

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

● 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.

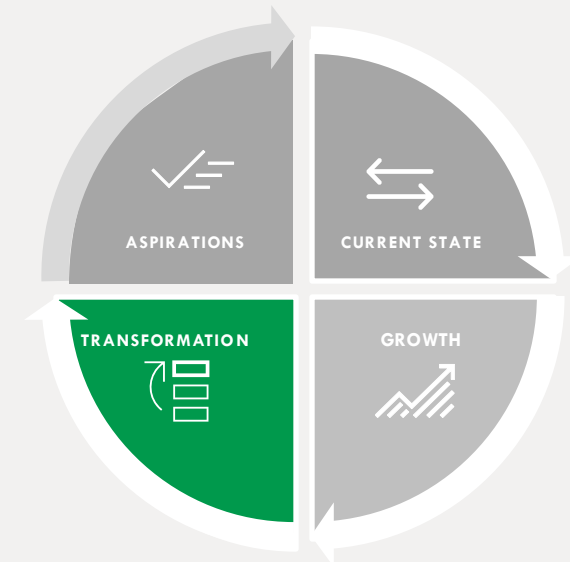


Representatives of Traditional Owners Corporation Voices

"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?

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

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

Acknowledgement of Theme by Corporations

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

● 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

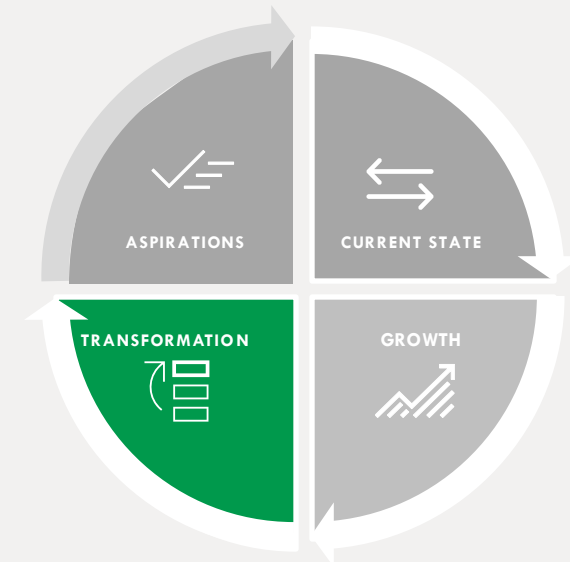
"Energy is definitely part of our plan for the future... Cultural tourism is a big part of our connecting to the mob, helping with healing, and providing economic security."

"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."

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

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.



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."

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

"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 provides 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



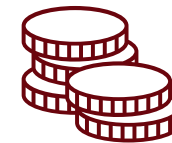
\$39.6m

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

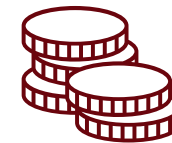
Which constitutes approximately **67%** of the total comprehensive revenue (\$39.6 million) across all Corporations



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.

OVERVIEW OF CURRENT SECTORS OF BUSINESS

DATA SOURCE: 8 OF 11 CORPORATIONS WHO ENGAGED IN THE CONSULTATION PHASE

The Corporations are actively engaged in a diverse range of sectors, reflecting their commitment to cultural preservation, environmental stewardship, and economic sustainability.

Key areas of focus include

- Cultural Heritage Management,
- First Nations Tourism, and
- Caring for Country.



OVERVIEW OF FUTURE GROWTH SECTORS OF BUSINESS

DATA SOURCE: 8 OF 11 CORPORATIONS WHO ENGAGED IN THE CONSULTATION PHASE

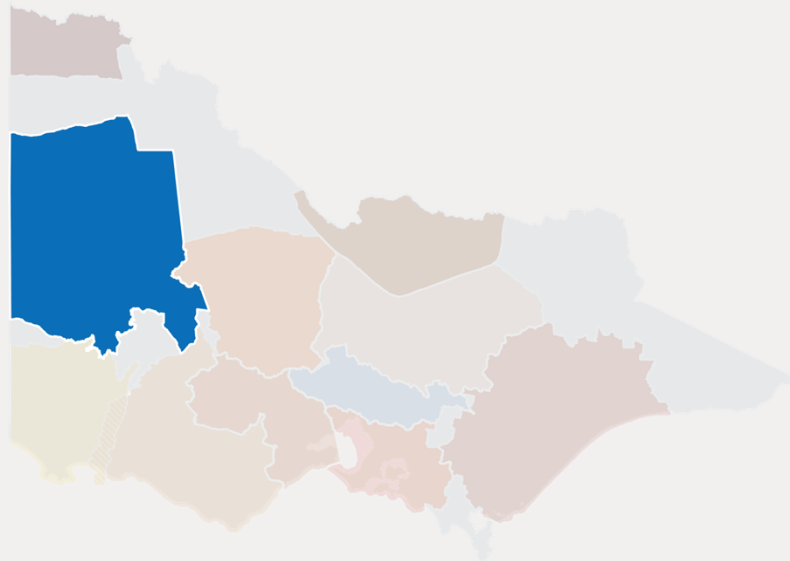
The Corporations identified significant growth potential in sectors that align with both their cultural values and economic aspirations.

Aquaculture, Clean Energy, and First Nations Tourism are seen as particularly promising, offering opportunities to expand into sustainable and culturally relevant markets. Other sectors, such as Indigenous Consulting and School Education, are poised for growth as Corporations continue to leverage traditional knowledge and expertise to meet community needs and broader societal demands.





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

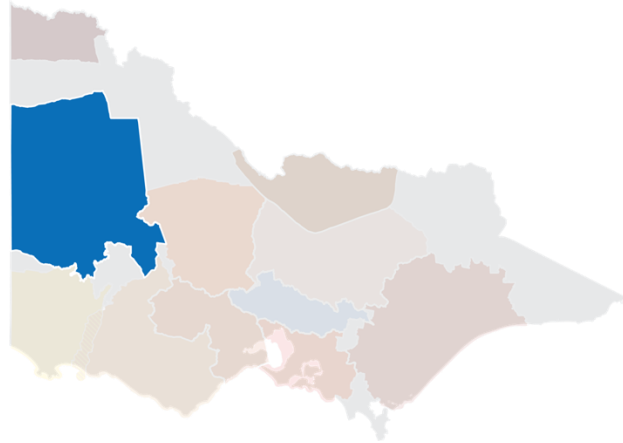
- ✓ Traditional Owner Land Management Agreement (2002)
- ✓ Native Title Determination (2005)
- ✓ Co-Operative Management Agreements (2005)
- ✓ Registered Aboriginal Party (2007)
- ✓ Recognition and Settlement Agreement (2022)

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)
- Gurrul (Lake Hindmarsh) and Ngalkapatia/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



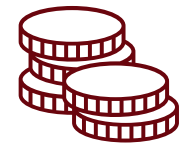
32 32
2022 2023

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>



SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

Barengi Gadjin Land Council highlighted self-sustainability and developing sustainable revenue streams as a key aspiration for the Corporation.

Barengi Gadjin Land Council identified the desire to spread broader community awareness and acceptance of First Nations people and culture through education as a key driver for the Corporation.

Barengi Gadjin Land Council identified developing sustainable economic businesses, increasing employment opportunities, community engagement, and establishing a cultural hub as key outcomes important to the Corporation.

Barengi Gadjin Land Council highlighted that economic success for the Corporation in 15 years would look like having successfully expanded and diversified the Corporation's businesses/revenue streams for economic self-sufficiency and identified milestones in achieving this goal at 5-year and 10-year timeframes.

Representatives of Corporations Voice

"We don't want to have to rely on government funding. We wanna be able to purchase, generate that revenue to start buying back some of our land."

CURRENT STATE

Barengi Gadjin Land Council identified their main current areas of business activity as Cultural Heritage Management, Cultural Burning, and Caring for Country and that these help fund the Nursery business.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

Barengi Gadjin Land Council identified challenges to the Corporation could be addressed through capital investment funding and land acquisition.

Barengi Gadjin Land Council expressed that under-resourcing is a key challenge and risk for the Corporation in improving productivity from its existing business activity.

Representatives of Corporations Voice

"Number one, we just don't have any funds... give me \$5 million [and] I'll tell you, we could do so many amazing things and they'll turn into assets and really sustainable businesses."

GROWTH

Barengi Gadjin Land Council identified ambitious growth plans both already in place and in development in the agricultural sector through plans to expand the native nursery business into bush foods and aquaculture.

Barengi Gadjin Land Council highlighted opportunities to extend its current service delivery by scaling up services including Cultural Heritage Management, Cultural Burning/fire protection, and other Caring for Country offerings.

Barengi Gadjin Land Council emphasised the need for skilled personnel to enable business growth and the importance of training and development for staff.

Barengi Gadjin Land Council highlighted that difficulties in land availability and accessing funding for administrative costs, infrastructure development as key constraints to growing business activity.

Barengi Gadjin Land Council expressed that the key criteria for identifying new commercial opportunities include return on investment, risk management, economic sustainability, and opportunities for training and employment.

Representatives of Corporations Voice

"The constraint would be land... just not having that land available to do what we wanna do."

TRANSFORMATION

Barengi Gadjin Land Council expressed that radical transformation of the Corporation's business would look like supporting a self-sufficient economic ecosystem within the community

Barengi Gadjin Land Council highlighted the importance of business planning and governance structure for a successful transformation of the Corporation's business.

Barengi Gadjin Land Council identified a case study of a business that successfully transformed their business by removing red tape through obtaining priority rights for being a First Nations business in a regulated industry.

Barengi Gadjin Land Council identified business sectors that present opportunities as aquaculture, waste management, and civil works.

Representatives of Corporations Voice

"The red tape was taken away by giving priority to an Aboriginal business or corporation... which I think the government could do very easily."



SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: INTERVIEW

CURRENT SECTORS OF FOCUS

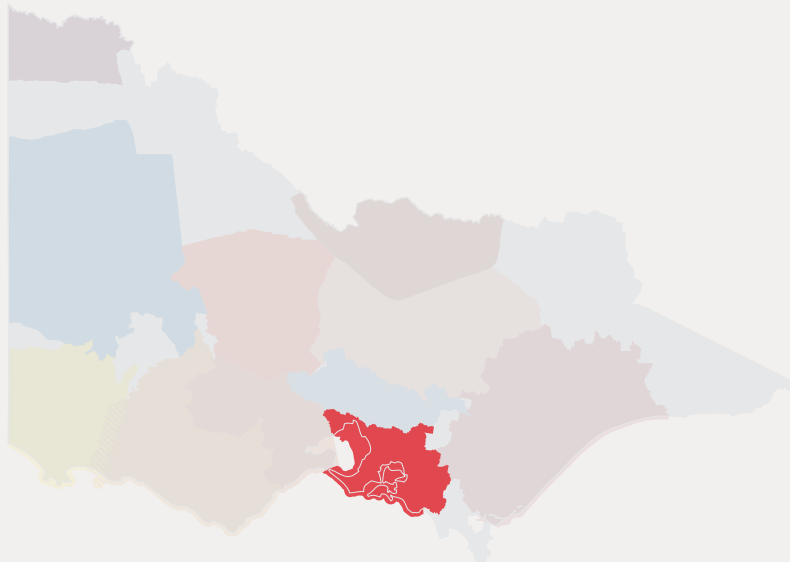
- AQUACULTURE
- MINING
- NATIVE MEDICINE & FOOD SYSTEMS
- CLEAN ENERGY
- WASTE MANAGEMENT
- CONSTRUCTION
- FASHION
- FIRST NATIONS TOURISM
- ARTS & PERFORMANCE
- MEDIA & COMMUNICATIONS
- FINANCE & INSURANCE
- INDIGENOUS CONSULTING
- CARING FOR COUNTRY
- CULTURAL EDUCATION
- PUBLIC ADMINISTRATION
- SCHOOL EDUCATION
- HEALTH & SOCIAL SERVICES
- CULTURAL HERITAGE MANAGEMENT
- OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

- AQUACULTURE
- MINING
- NATIVE MEDICINE & FOOD SYSTEMS
- CLEAN ENERGY
- WASTE MANAGEMENT
- CONSTRUCTION
- FASHION
- FIRST NATIONS TOURISM
- ARTS & PERFORMANCE
- MEDIA & COMMUNICATIONS
- FINANCE & INSURANCE
- INDIGENOUS CONSULTING
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- CULTURAL EDUCATION
- PUBLIC ADMINISTRATION
- SCHOOL EDUCATION
- HEALTH & SOCIAL SERVICES
- CULTURAL HERITAGE MANAGEMENT
- OTHER



Bunurong Land Council Aboriginal Corporation



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

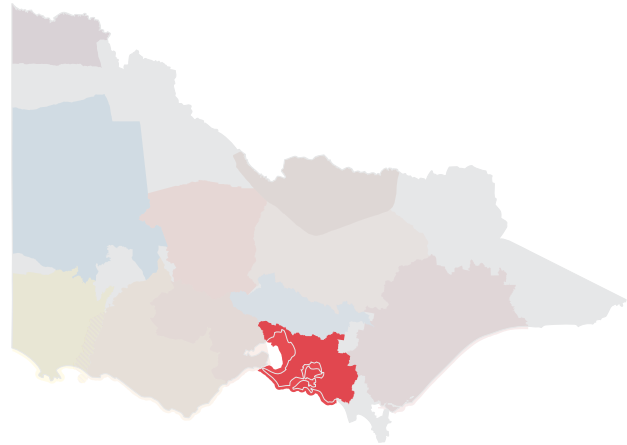
- ✓ Registered Aboriginal Party (2017)

VICTORIAN RAP BOUNDARIES

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



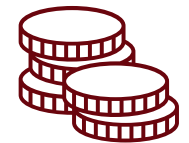
52 **79**
2022 2023

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.



SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: CEO FORUM

ASPIRATIONS

BLCAC highlighted the aspiration for a healed and united community as a key to achieving long-term success.

BLCAC is focused on achieving financial sustainability.

Representatives of Corporations Voice

“A healed and united community... that's what we need for our future.”

CURRENT STATE

BLCAC emphasised the challenge of balancing cultural governance with the operational demands of Western governance structures.

The Corporation noted the need for resourcing around expertise, especially in areas where access to specialised knowledge is limited.

Representatives of Corporations Voice

“We're trying to walk in two worlds... balancing Western governance with cultural governance is tricky to manage.”

GROWTH

BLCAC sees workforce development as a critical factor for achieving business growth.

BLCAC is exploring opportunities in clean energy, aquaculture, and native medicine as key areas for future growth.

BLCAC also highlighted the tourism sector as a promising area for growth, particularly in showcasing and educating others about Bunurong culture and heritage.

Representatives of Corporations Voice

“Workforce development is key... having the right skilled workforce to achieve business growth is critical.”

TRANSFORMATION

BLCAC identified the removal of systemic barriers as crucial for putting organisations on the path to success.

BLCAC identified the removal of systemic barriers as crucial for putting organisations on the path to success.

BLCAC sees workforce and community development as a foundation for transformation.







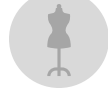












Representatives of Corporations Voice

“Success will be defined by how well we transform opportunities for generations to come. The journey is ongoing and doesn't have a set end date.”







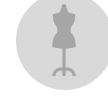












SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: CEO FORUM

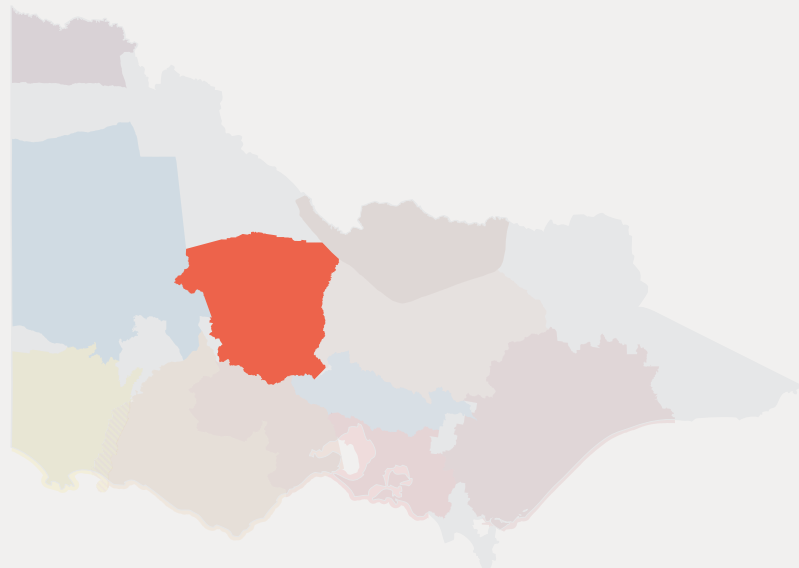
CURRENT SECTORS OF FOCUS

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
-  MEDIA & COMMUNICATIONS
-  FINANCE & INSURANCE
-  INDIGENOUS CONSULTING
-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
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-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER: Housing

Dja Dja Wurrung Group



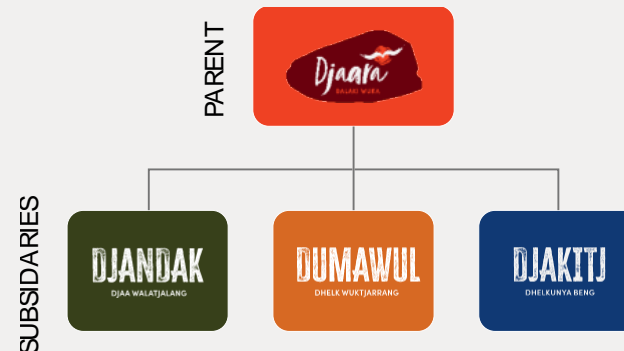
The Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) is a representative body for Dja Dja Wurrung People (Djaara). Djaara are the direct descendants of the First Peoples of Djandak. Djaara are made up of many Clan groups who descend from 18 Martinga kuli (apical ancestors).

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)

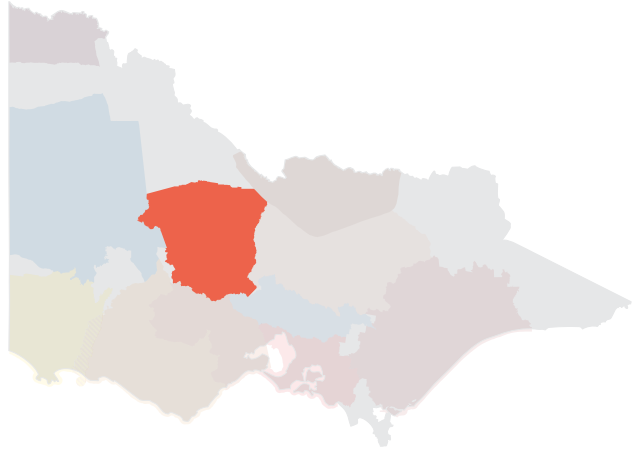
VICTORIAN RAP BOUNDARIES



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.



SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: CEO FORUM

ASPIRATIONS

DJAARA expressed a desire for equitable wealth sharing and greater control over the economic benefits derived from developments on their Country.

DJAARA envisions a future where the Corporation can pursue its priorities on its terms, driven by a healthy relationship with both Country and community.

DJAARA has a desire to achieve long-term financial sustainability as it sees financial stability as a foundation for self-determination.

Representatives of Corporations Voice

"We want to be able to undertake the work we want to undertake on our terms. At the moment, we're heavily working within others' terms."

CURRENT STATE

DJAARA is involved in multiple sectors, including cultural heritage management, clean energy, and Indigenous consulting, but faces challenges related to funding, partnership investment, and maintaining cultural governance.

The Corporation identified challenges with the authorising environment and the need to balance cultural governance with operational efficiency.

DJAARA faces significant financial challenges, including underfunding and reliance on external sources.

Representatives of Corporations Voice

"Our partners minimise us down to the minimum standards...which has high transaction costs, making it hard to run an efficient business."

GROWTH

DJAARA sees potential growth in sectors such as clean energy, First Nations tourism, and Indigenous consulting, but recognises the need for a paradigm shift in government attitudes towards sovereignty and resource allocation.

DJAARA emphasises the need for government to recognise inherent rights attached to Country and to support this through policy and resource allocation.

DJAARA emphasises the need for government funding to be aligned with the Corporation's goals for self-determination and economic growth.

DJAARA emphasises the importance of increasing employment opportunities to support the growth of specific economic sectors.

Representatives of Corporations Voice

"The funding that we currently receive is often tied to priorities that aren't always our own. For us to grow in a way that aligns with our vision of self-determination, we need more flexible funding that supports our long-term goals."

TRANSFORMATION

DJAARA is exploring mechanisms to flip the current dependency model, aiming for a system where local governments and authorities partner with Traditional Owner Corporations to submit joint bids for projects.

DJAARA identifies red tape and the rigid regulations imposed by bodies like Parks Victoria as significant barriers to transformation and efficient business operations.

Representatives of Corporations Voice

"Radical transformation would involve equitable wealth-sharing, allowing us to run enterprises on our terms."




















SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: CEO FORUM

CURRENT SECTORS OF FOCUS

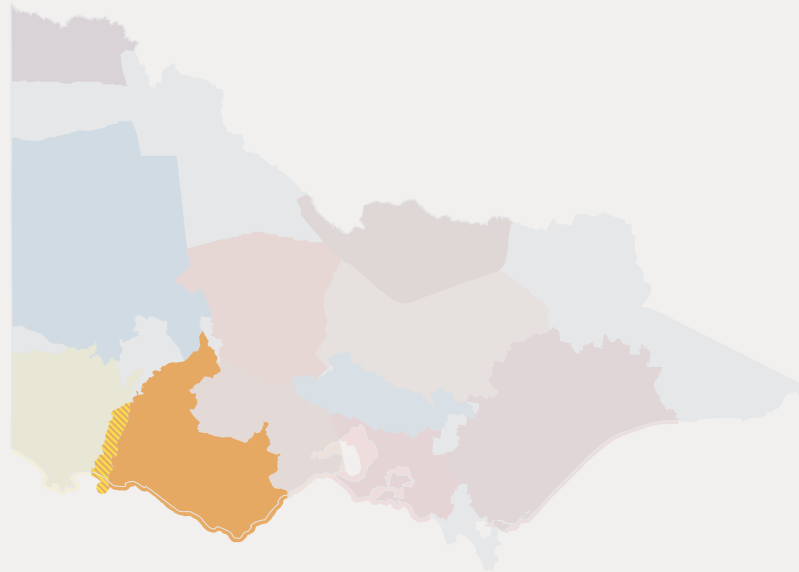
-  AQUACULTURE
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-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
-  MEDIA & COMMUNICATIONS
-  FINANCE & INSURANCE
-  INDIGENOUS CONSULTING
-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
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-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER: Housing



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

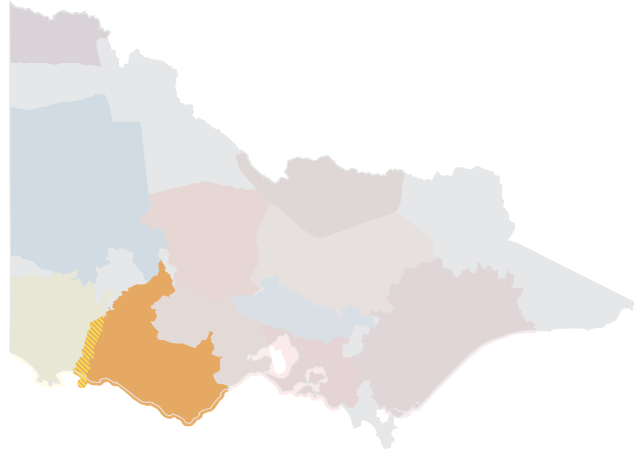
- ✓ Registered Aboriginal Party (2011)
- ✓ Achieved Registered Charity Status, Public Benevolent Institution Status, and Deductible Gift Recipient Status (2022-2023)
- ✓ Native Title Determination (2023)

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.

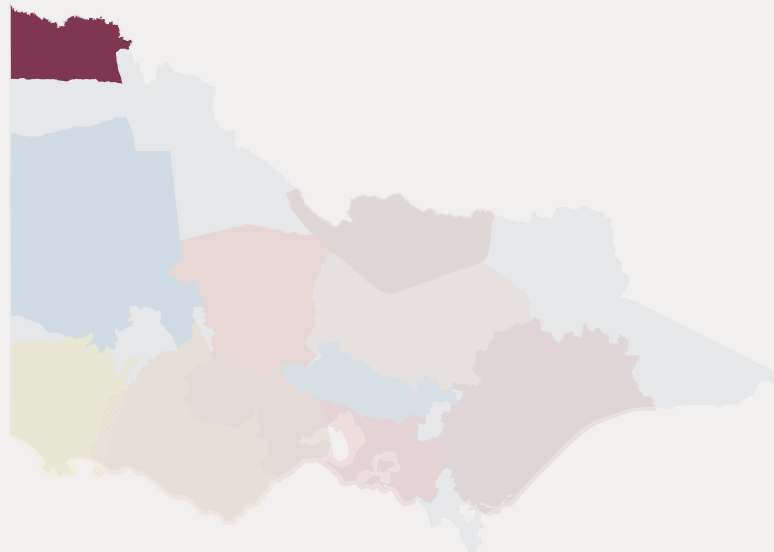
By scaling up its seed production capabilities, EMAC is opening new market opportunities, fostering sustainable land management practices, and contributing to the preservation and revitalization of native species. This venture underscores EMAC's commitment to both economic growth and environmental sustainability, 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

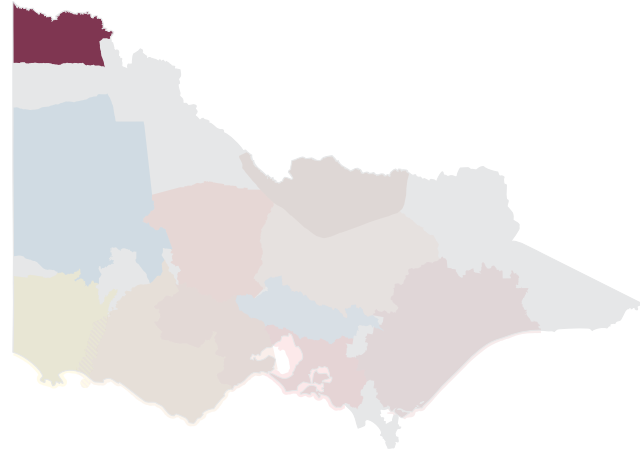
- ✓ Registered Aboriginal Party (2018)
- ✓ Deductible Gift Recipient Status in 2022-2023

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



26 2022 80 2023

TOTAL EMPLOYEES



\$6.59m 2022 \$5.79m 2023

TOTAL REVENUE



\$0.25M 2022 \$0.07m 2023

REVENUE PER EMPLOYEE



\$1.29m 2022 \$-0.14m 2023

TOTAL COMPREHENSIVE INCOME



\$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.





SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW & CEO FORUM

ASPIRATIONS

FPMMAC identified a key strategic driver of the Corporation as regaining ownership of 30,000 hectares of land at the Ned's Corner property and establishing it as an Indigenous Protection Area.

FPMMAC highlighted the Corporation's key economic priorities as building communications, capacity building and training of staff, developing revenue-generating business ventures, and working towards full Indigenous employment within the Corporation.

FPMMAC expressed that the most important outcomes for the Corporation are facilitating Connection to Country and Caring for Country, generating revenue to support community equity initiatives, and offering training and employment for First Nations people.

FPMMAC described economic success for the corporation as building up economic strength to help uplift people from poverty.

FPMMAC identified that success of the Corporation's economic activity may be measured through strength of culture, educational outcomes, and long-term employment opportunities.

Representatives of Corporations Voice

"We'll be all indigenous in 10 years time."

CURRENT STATE

FPMMAC identified that the Corporation currently works in the areas of On Country and Caring for Country services, Native nursery, Cultural Heritage Management, Cultural Fire, and river management.

FPMMAC highlighted that the main benefits of its current commercial activities are being able to facilitate Connection with Country and Healing Country for its people.

FPMMAC expressed that the Corporation has strengths in a good team of management staff and that it is successfully working to bring back broader staff numbers

FPMMAC emphasised the importance of having a Country Plan to improve its current business activity and highlighted the need for funding to achieve this.

FPMMAC highlighted that governance is the biggest risk to the Corporation currently and that clear stable governance is needed.

Representatives of Corporations Voice

"Governance is right at the top [of risks to Corporation]... And so we need to get that right."

GROWTH

FPMMAC identified that the Corporation has opportunities and plans in place to expand its businesses in bees, native nursery, and aquaculture.

FPMMAC highlighted that in order to successfully grow its business activities, the Corporation needs funding to support training for staff and longer-term employment opportunities which would improve internal efficiencies and job satisfaction.

FPMMAC expressed that the key criteria for identifying new commercial opportunities are longevity, cultural significance, and benefits for First Nations people.

FPMMAC highlighted that barriers to accessing funding present constraints to growing the Corporation's current business activity and there is need for moving towards economic self-sufficiency.

FPMMAC identified Dja Dja Wurrung Group and Barpa as examples of First Nations businesses that have successfully grown their businesses.

Representatives of Corporations Voice

"It's the government... that I guess puts the barriers up as far as funding and whatever goes. So, I don't wanna have to rely on funding"

TRANSFORMATION

FPMMAC expressed that a radical transformation of the Corporation would look like having a streamlined governance structure and having skilled educated personnel in appropriate roles within the Corporation.

FPMMAC identified there are business opportunities for the Corporation in the areas of food, cultural tourism, trailer making, and clean energy.

FPMMAC highlighted that constraints to transforming the Corporation's business include the need for greater funding and longer-term contracts.

FPMMAC expressed moving into new areas of commercial activity would require recognition of the Corporation's skills and capability, new skilled staff in certain areas, and assistance in the community development area.

FPMMAC identified GLaWAC, Taungurung, and Gunditj Mirring as examples of TOCs that have successfully transformed their business activities.

Representatives of Corporations Voice







"I would love to be able to have appropriate people in appropriate places to be able to move forward, especially at the top [to] ensure that we have/we are skilled, educated, qualified Aboriginal people making decisions for the organisation so we can [come] from an informed educated perspective."







SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: INTERVIEW & CEO FORUM

CURRENT SECTORS OF FOCUS

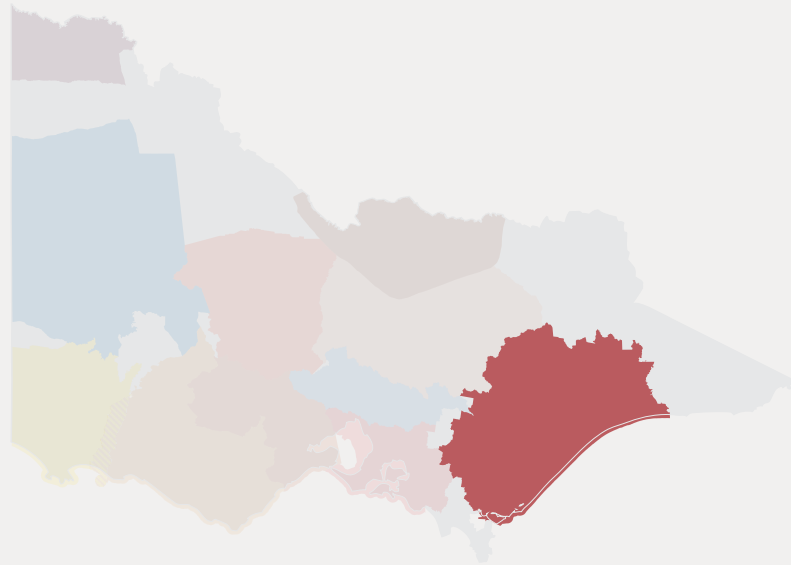
-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
-  MEDIA & COMMUNICATIONS
-  FINANCE & INSURANCE
-  INDIGENOUS CONSULTING
-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
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-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER



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.

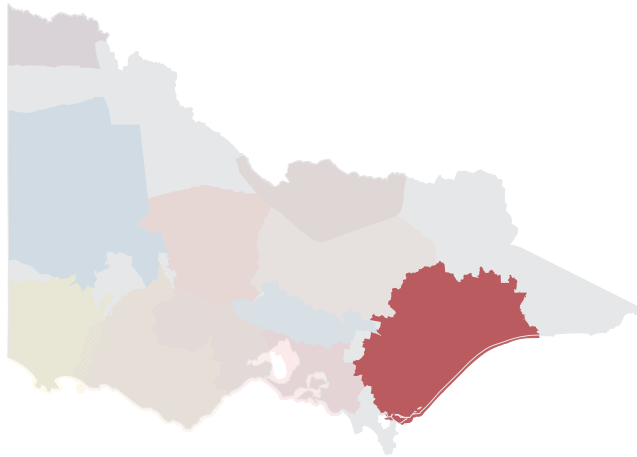
RIGHTS STATUS

- ✓ 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.



SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

GLaWAC aspires to a self-determined future with economic independence.

GLaWAC highlights the importance of strategic land acquisition as a key aspiration.

GLaWAC envisions economic success as unshackling from government dependency within 10-15 years.

GLaWAC aims for employment growth and community capacity building.

Representatives of Corporations Voice

"The five-year model is about meaningful progress... we want the executive and the board to be making those decisions now, but we want to cast those shackles off and feel that weight off our shoulders".

CURRENT STATE

GLaWAC currently operates across several sectors, with varying degrees of self-sufficiency.

Challenges in securing funding and managing compliance are significant obstacles.

GLaWAC emphasises the need for strategic internal growth to manage external pressures.

The Corporation faces challenges with community engagement and capacity building.

The Corporation emphasises partnerships as a core strength in achieving outcomes.

Representatives of Corporations Voice

"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".

GROWTH

GLaWAC identifies renewable energy and cultural tourism as key growth sectors.

Resource allocation and strategic planning are crucial for realising growth opportunities and obtaining flexible, long-term funding to support growth.

GLaWAC is focused on aligning growth with cultural values and community needs.

GLaWAC is exploring strategic partnerships to drive growth.

Representatives of Corporations Voice

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

TRANSFORMATION

GLaWAC approaches transformation with a focus on sustainability and self-determination.

GLaWAC views fire management as a potential area for commercial and cultural transformation.

GLaWAC is leveraging traditional knowledge as a cornerstone for transformation.

GLaWAC recognises the importance of resilience in the face of systemic challenges.

Innovation through community-driven initiatives is a focus for transformation.

Representatives of Corporations Voice

"Innovation has to come from the community—it's about listening to what our people want and need, and then finding ways to make that happen in a way that's sustainable and beneficial."

SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: INTERVIEW

CURRENT SECTORS OF FOCUS

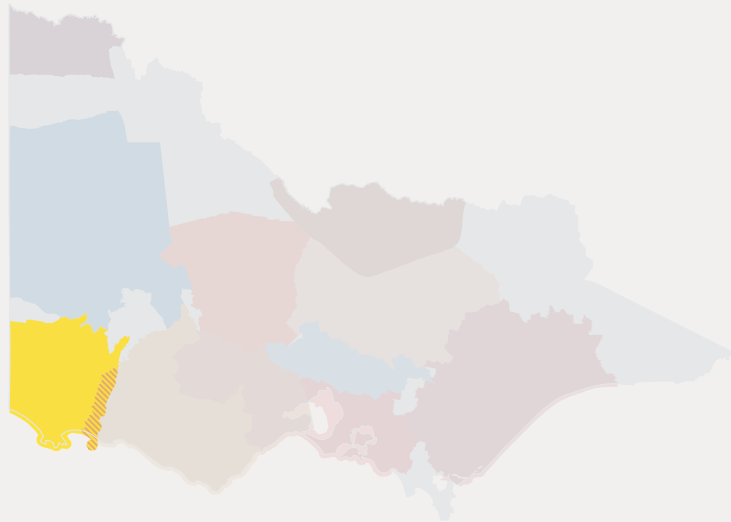
- AQUACULTURE
- MINING
- NATIVE MEDICINE & FOOD SYSTEMS
- CLEAN ENERGY
- WASTE MANAGEMENT
- CONSTRUCTION
- FASHION
- FIRST NATIONS TOURISM
- ARTS & PERFORMANCE
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- CARING FOR COUNTRY
- CULTURAL EDUCATION
- PUBLIC ADMINISTRATION
- SCHOOL EDUCATION
- HEALTH & SOCIAL SERVICES
- CULTURAL HERITAGE MANAGEMENT
- OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

- AQUACULTURE
- MINING
- NATIVE MEDICINE & FOOD SYSTEMS
- CLEAN ENERGY
- WASTE MANAGEMENT
- CONSTRUCTION
- FASHION
- FIRST NATIONS TOURISM
- ARTS & PERFORMANCE
- MEDIA & COMMUNICATIONS
- FINANCE & INSURANCE
- INDIGENOUS CONSULTING
- CARING FOR COUNTRY
- CULTURAL EDUCATION
- PUBLIC ADMINISTRATION
- SCHOOL EDUCATION
- HEALTH & SOCIAL SERVICES
- CULTURAL HERITAGE MANAGEMENT
- OTHER: Providing pathways to Housing and Aged Care



Gunditj Mirring Traditional Owners Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

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

GMITOAC 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.

GMITOAC has a Board of Directors comprising 8-14 members, the majority being Gunditjmara.

RIGHTS STATUS

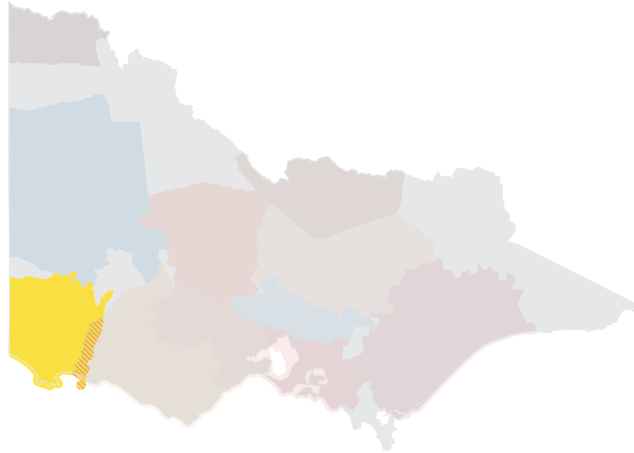
- ✓ Registered Aboriginal Party (2007)
- ✓ Co-Operative Management Agreements (2007)
- ✓ Native Title Determination (2011)

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
- Gunditjmara 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



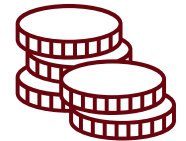
\$0.26M 2022 \$0.25m 2023

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

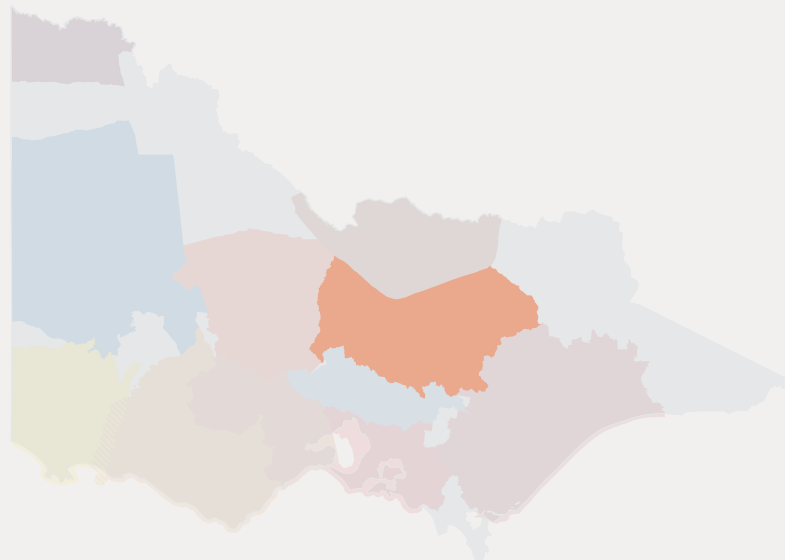
The Budj Bim Cultural Landscape, located at the heart of Gunditjmara country, represents a remarkable intersection of cultural heritage, environmental stewardship, and sustainable development. With a history dating back around 30,000 years, Budj Bim (formerly Mt Eccles) is not only Victoria's youngest 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

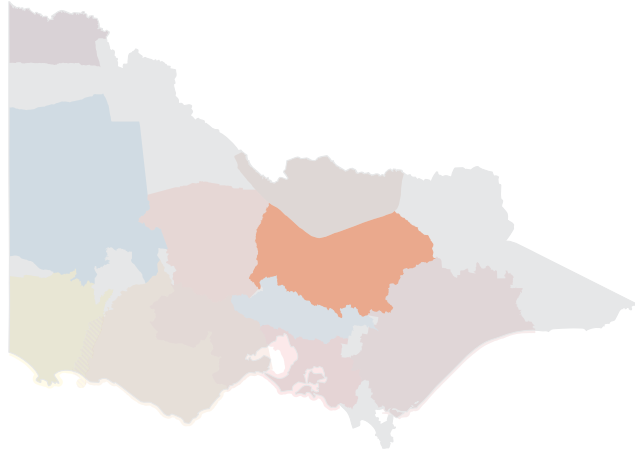
- ✓ Registered Aboriginal Party (2007)
- ✓ Recognition and Settlement Agreement (2018)
- ✓ Traditional Owner Land Management Agreement (2018)

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



65 **81**
2022 2023

TOTAL EMPLOYEES



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

TOTAL REVENUE



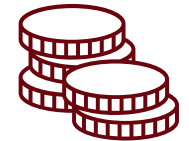
\$0.14M **\$0.13m**
2022 2023

REVENUE PER EMPLOYEE



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

TOTAL COMPREHENSIVE INCOME



\$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



SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: SURVEY

ASPIRATIONS

TLaWC identified that the organisation's key strategic drivers include advancing the health, well-being, and cultural identity of the Taungurung Community and advocating for healthy Country and strong organisational culture.

TLaWC highlighted the Corporation's key economic priorities as economic independence, organisational sustainability, and revenue stream diversification.

TLaWC expressed that critical outcomes include achieving governance and decision-making authority over Taungurung Country, ensuring the health of Taungurung people, and securing economic independence.

TLaWC described economic success over the next 5, 10, and 15 years as achieving organisational sustainability and having the resources to meet the demands of both the community and government agencies.

Representatives of Corporations Voice

"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."

CURRENT STATE

TLaWC operates a range of services across multiple sectors, including cultural heritage management, clean energy, and natural resource management, with a mix of full cost recovery and part cost recovery models.

The Corporation identified the main benefits of its current commercial activities as the diversification of revenue streams and fostering broader community support for Taungurung governance and healthy Country.

TLaWC currently has several business structures in place, including a charitable trust for property assets, registered business names for its tourism and land management businesses, and an enterprise business that is not yet operational.

The Corporation holds a variety of commercial agreements, including a Land Use Activity Agreement and MoUs with governmental bodies, although it lacks broader commercial arrangements.

Representatives of Corporations Voice

"Our activities have been less focused on commercial return and more on our duties to Taungurung Country and Community... We're working on diversifying revenue streams to achieve economic self-sufficiency."

GROWTH

TLaWC has growth plans that include new initiatives in aquaculture, native medicine, clean energy, and tourism, but these are secondary to its primary focus on influencing public policy and land management.

The Corporation sees the greatest potential for growth in sectors such as aquaculture, native medicine, and clean energy, and it is currently constructing a biocultural resource centre to support additional service delivery.

TLaWC emphasised the need for land and capital to realise these growth opportunities, with a particular focus on leveraging the value of land through rentals or compensation for stolen land.

The Corporation acknowledges that the structure of its business activities will depend on the risk profile of each venture, with flexibility required to decide whether to operate within existing structures or create new entities.

Representatives of Corporations Voice

"Our growth depends on land—realising its value through rentals or compensation for stolen land is critical."

TRANSFORMATION

TLaWC is cautious about pursuing radical commercial transformation, emphasising that its primary focus remains on governance and management of Taungurung Country rather than commercialisation.

The Corporation highlighted constraints to transformation, particularly the challenge of balancing respect for Taungurung knowledge and lore with commercial exploitation.

TLaWC identifies resourcing as the primary constraint to starting new business ventures, emphasising the need for adequate support structures before considering new areas of commercial activity.

Representatives of Corporations Voice

"A Traditional Owner nation focusing on commercialisation solely strikes me as being assimilated into the colonial project. We should however should be resourced to fulfil our responsibilities for the management of Country, and receive rental income/percentage of income for revenue generated from Country in order to support the Taungurung community."


SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: SURVEY

CURRENT SECTORS OF FOCUS

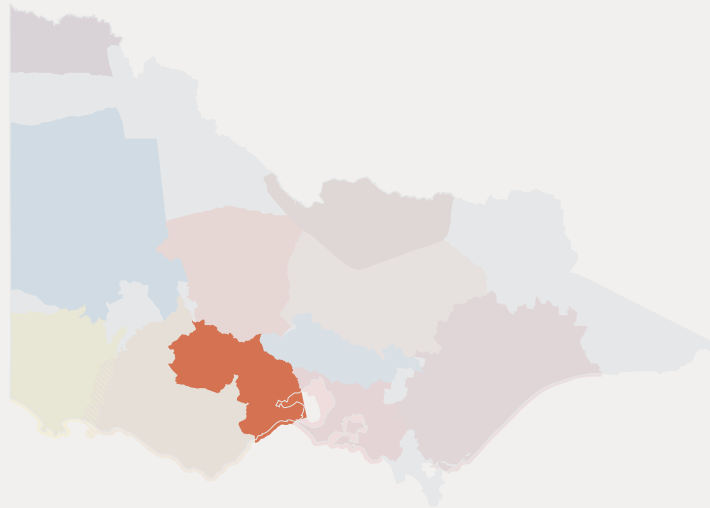
-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
-  MEDIA & COMMUNICATIONS
-  FINANCE & INSURANCE
-  INDIGENOUS CONSULTING
-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
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-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER



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

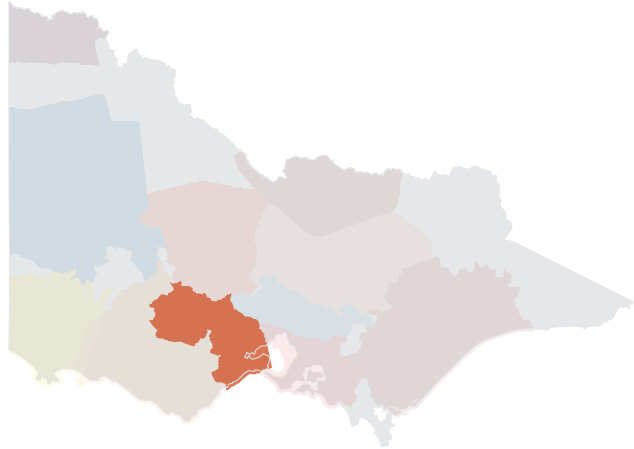
- ✓ Registered Aboriginal Party (2007)

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



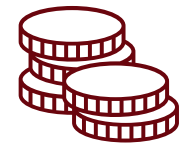
\$0.16M \$0.19m
2022 2023

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

SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

The organisation has an appetite for borrowing capital to enable it to purchase or develop infrastructure to support economic growth

The Corporation's key economic priorities as self-sustainability, land acquisition, and designated footprints in Ballarat and Geelong

A key goal for the Corporation is to employ as many Traditional Owners as possible.

Economic success for the Corporation in 15 years would look like having achieved financial self-sufficiency and identified steps to achieving this goal at 5-year and 10-year timeframes.

Success of the Corporation's economic activity is measured by alignment to Paleert Tjaara Dja, the Wadawurrung Healthy Country Plan 2020-2030

Representatives of Corporations Voice

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

CURRENT STATE

WTOAC services are delivered on a commercial fee for service basis and that WTOAC has an operating loss each year.

A main benefit from its current commercial activities is the capacity to provide Elder services.

Potential risks to the Corporation's current business activities as being left behind and the need to shift board mindset to adapt.

There are challenges to their current business activity in lack of competitive salaries, resources and long-term sustainable contracts/agreements.

The Corporation currently holds corporate agreements for education and partnerships/commitments with statutory bodies

The Corporation could improve productivity from its existing business activity through training and improving efficiency.

Representatives of Corporations Voice

“We're losing staff like that all the time because they can get paid more elsewhere.”

GROWTH

WTOAC is currently setting up a small-scale nursery at land property in Bostock.

There is an opportunity to diversify from Cultural Heritage services.

WTOAC emphasised the importance of having a Recognition Settlement Agreement in growing their current business activities, particularly in wind farming.

WTOAC suggested that the government should hold companies to account in regards to meeting procurement targets.

There are a range of constraints to growing their current business activities including barriers to entry, need for land, unable to offer competitive salaries, and need for funding for training.

Representatives of Corporations Voice

“Where do we do our aquaculture? Where do we set up a larger scale nursery? Where do we house our machines? We can't do any of that without land.”

TRANSFORMATION

WTOAC expressed that a radical transformation of their current commercial activity would require an injection of capital funding of around \$15-17 million.

WTOAC highlighted constraints to transforming their business activities such as barriers to accessing funding.



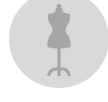



Representatives of Corporations Voice

“I just randomly ask [ILSC], I said, how many, how many different, you know, requests from the, for original corporations do you get each month thinking that it might be a handful, right? They say, oh no, we get about five requests a day. So going, geez, we really are far down the pecking order then. Right? That's how many requests they get for financial support a day. Hence why we haven't heard from them in three weeks.”







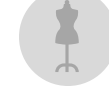












SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: INTERVIEW

CURRENT SECTORS OF FOCUS

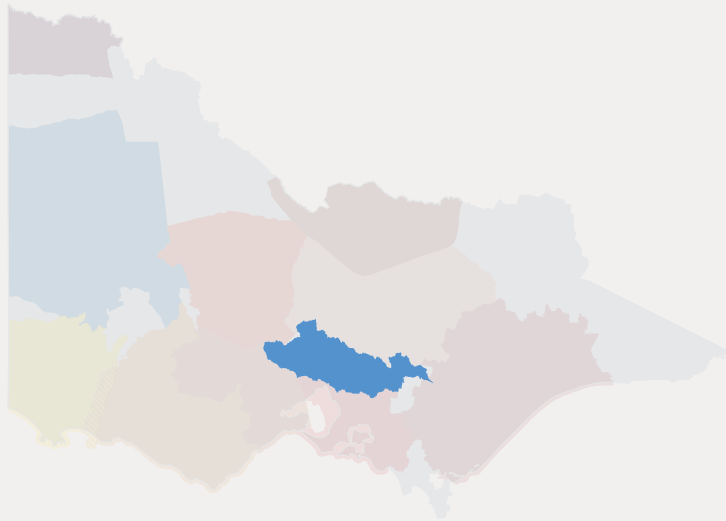
-  AQUACULTURE
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-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
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-  FINANCE & INSURANCE
-  INDIGENOUS CONSULTING
-  CARING FOR COUNTRY
-  CULTURAL EDUCATION
-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER

IDENTIFIED SECTORS OF GREATEST GROWTH

-  AQUACULTURE
-  MINING
-  NATIVE MEDICINE & FOOD SYSTEMS
-  CLEAN ENERGY
-  WASTE MANAGEMENT
-  CONSTRUCTION
-  FASHION
-  FIRST NATIONS TOURISM
-  ARTS & PERFORMANCE
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-  PUBLIC ADMINISTRATION
-  SCHOOL EDUCATION
-  HEALTH & SOCIAL SERVICES
-  CULTURAL HERITAGE MANAGEMENT
-  OTHER



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)

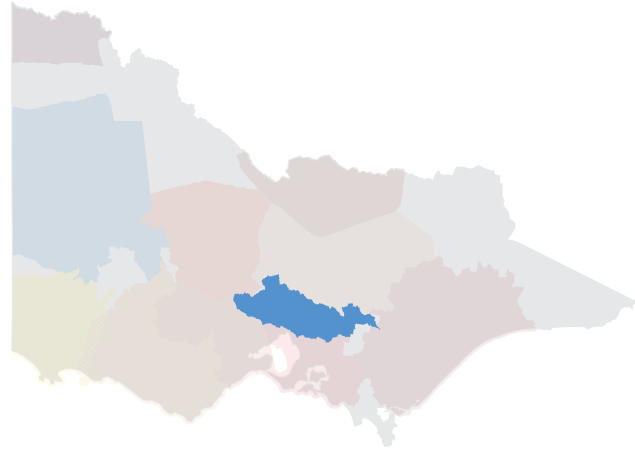
VICTORIAN RAP BOUNDARIES

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

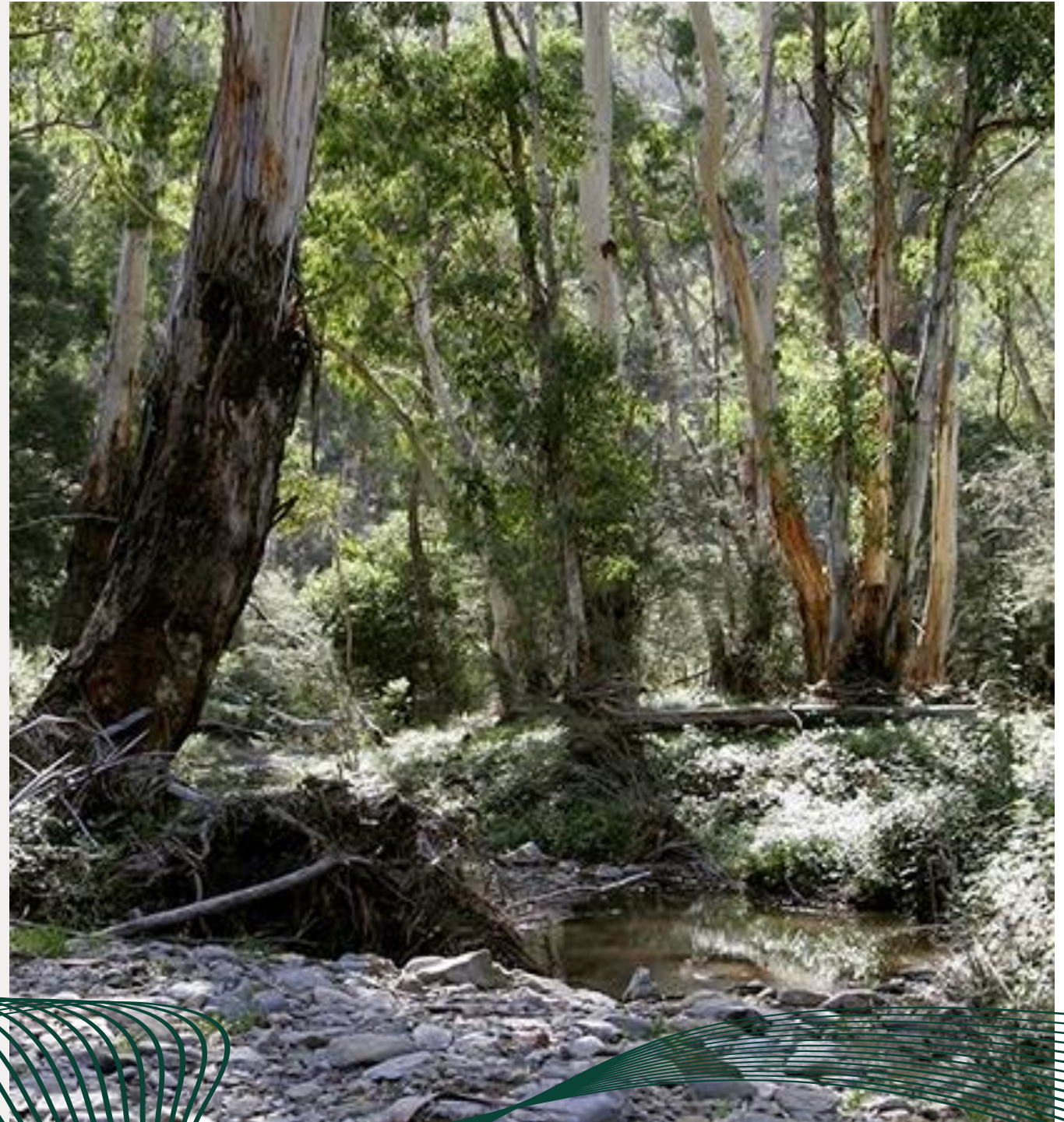


Bullen Bullen Cultural Tours, operated by the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, serves as both an economic initiative and a cultural preservation effort. These tours, set in the Yarra Ranges, offer immersive experiences that connect participants with Wurundjeri culture,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

SUPPLEMENTARY SECTION: INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: SURVEY & CEO FORUM

ASPIRATIONS

WWCHAC identified internal governance improvements and infrastructure development as critical needs to support future growth and decision-making processes.

WWCHAC emphasised the importance of bridging the gap between Indigenous and non-Indigenous governance systems.

WWCHAC expressed concerns about the impacts of legislative changes and Melbourne's rapid growth on the Corporation's ability to support current and future activities.

WWCHAC expressed a strong aspiration to change public perceptions and mindsets regarding Indigenous people and their roles in society.

WWCHAC's long-term vision includes securing Native Title and establishing a Treaty within the next five years, with the goal of becoming self-sustainable through generated income rather than relying solely on government funding.

WWCHAC envisions having a purpose-built facility within 10 years to house staff and host community events, supporting both cultural and economic activities.

Representatives of Corporations Voice

"Lack of internal governance processes... this is one of our biggest challenges. We need to ensure that our Board has the right tools to make informed decisions."

CURRENT STATE

WWCHAC is actively involved in a wide range of sectors, including cultural heritage management, cultural education, First Nations tourism, and more, but faces challenges related to infrastructure and the need for a permanent base.

WWCHAC is currently undergoing a radical transformation driven by significant growth in response to an increase in heritage work related to property and infrastructure development.

WWCHAC has experienced rapid growth but is facing challenges due to the Corporation's rapid expansion and associated risks.

Representatives of Corporations Voice

"We're undergoing radical transformation due to significant growth, especially in heritage work related to large property and infrastructure development."

GROWTH

WWCHAC sees early intervention health services and an Indigenous business incubator/startup as key areas for future growth.

The Corporation emphasises the importance of public perception and mindset change as critical factors in unlocking greater economic potential.

WWCHAC is cautious about overextending its current capacity and stresses the need for a thorough review before expanding further.

Representatives of Corporations Voice

"Our current activities are already accelerated, but it's crucial for us to review our capacity before taking on more."

TRANSFORMATION

WWCHAC is focused on managing the risks associated with its current rapid growth, particularly in heritage work, and ensuring that the transformation is sustainable.

The Corporation acknowledges that its business model is currently in a state of radical transformation, driven by external demand for heritage services.

WWCHAC is focused on better integrating Indigenous governance with the current regulatory framework to support transformation.

WWCHAC sees the potential for sovereignty as the ultimate goal for ensuring true access and rights to Country.












Representatives of Corporations Voice

"The ultimate right is sovereignty... Native Title gives you your Country, but with conditions. Sovereignty would allow full access without those conditions."




















SUPPLEMENTARY SECTION: SECTORS OF BUSINESS

DATA SOURCE: SURVEY & CEO FORUM

CURRENT SECTORS OF FOCUS

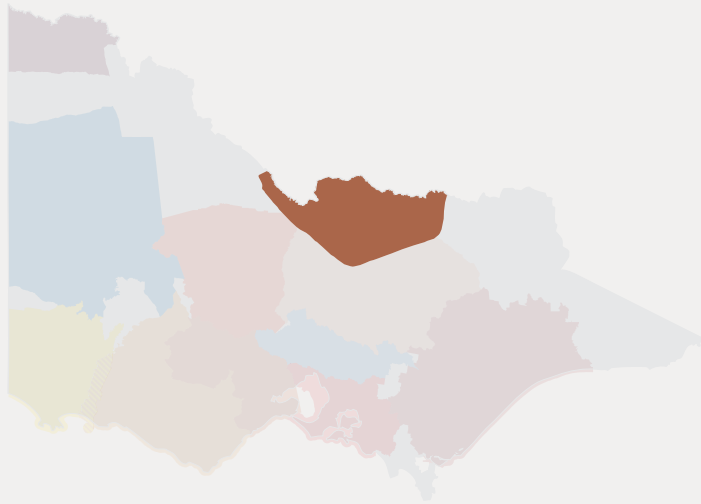
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|  AQUACULTURE |  MEDIA & COMMUNICATIONS |
|  MINING |  FINANCE & INSURANCE |
|  NATIVE MEDICINE & FOOD SYSTEMS |  INDIGENOUS CONSULTING |
|  CLEAN ENERGY |  CARING FOR COUNTRY |
|  WASTE MANAGEMENT |  CULTURAL EDUCATION |
|  CONSTRUCTION |  PUBLIC ADMINISTRATION |
|  FASHION |  SCHOOL EDUCATION |
|  FIRST NATIONS TOURISM |  HEALTH & SOCIAL SERVICES |
|  ARTS & PERFORMANCE |  CULTURAL HERITAGE MANAGEMENT |
| |  OTHER: Housing |

IDENTIFIED SECTORS OF GREATEST GROWTH

- | | |
|--|---|
|  AQUACULTURE |  MEDIA & COMMUNICATIONS |
|  MINING |  FINANCE & INSURANCE |
|  NATIVE MEDICINE & FOOD SYSTEMS |  INDIGENOUS CONSULTING |
|  CLEAN ENERGY |  CARING FOR COUNTRY |
|  WASTE MANAGEMENT – RECYCLING |  CULTURAL EDUCATION |
|  CONSTRUCTION |  PUBLIC ADMINISTRATION |
|  FASHION |  SCHOOL EDUCATION |
|  FIRST NATIONS TOURISM |  HEALTH & SOCIAL SERVICES |
|  ARTS & PERFORMANCE |  CULTURAL HERITAGE MANAGEMENT |
| |  OTHER: Early intervention health services
Indigenous Business Incubator/Start-up |



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

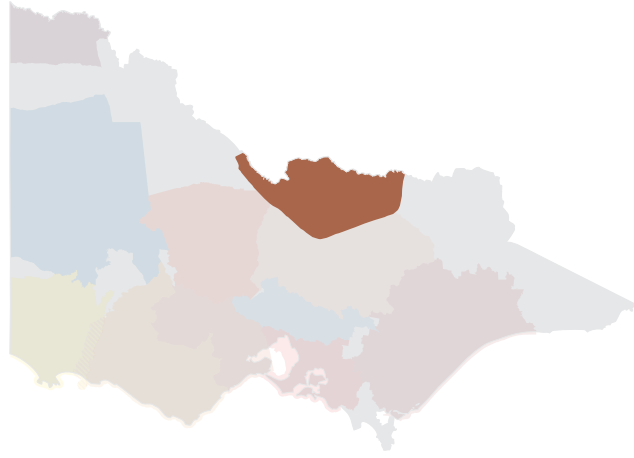
- ✓ Co-Operative Management Agreements (2004)
- ✓ Registered Aboriginal Party (2007)
- ✓ Traditional Owner Land Management Agreement (2010)

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



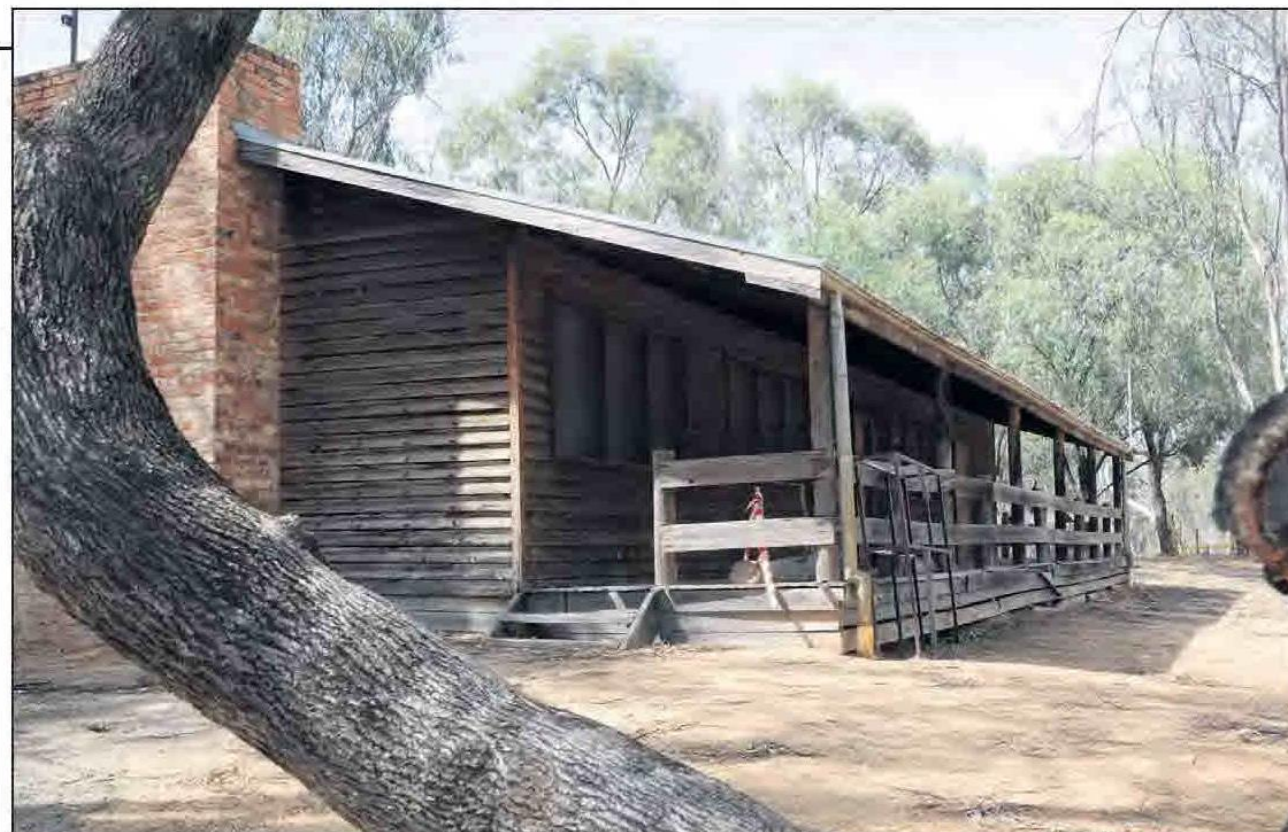
The Dharnya Centre in Barmah National Park is pivotal to Yorta Yorta Nation Aboriginal Corporation’s economic strategy. In 2021, YYNAC secured a 21-year lease with Parks Victoria and embarked on a phased redevelopment of the Centre to transform it into a hub for cultural immersion, education, and economic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

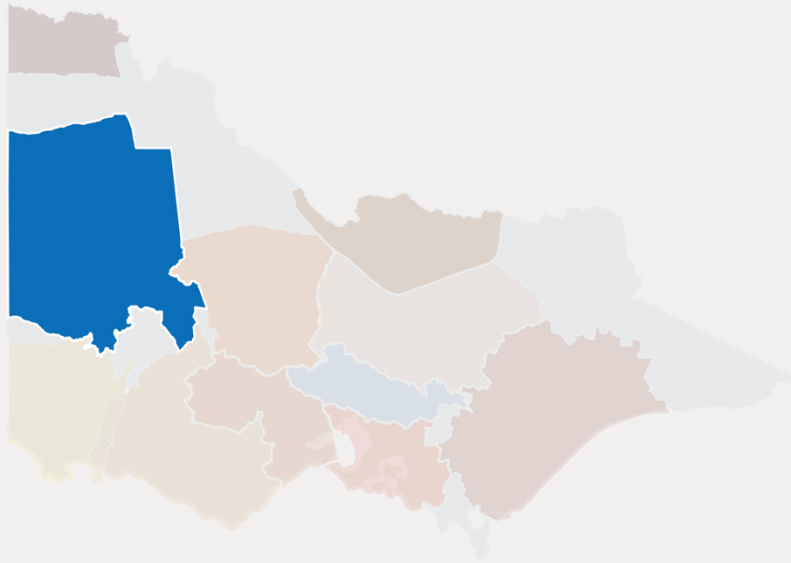
“The paper acknowledges that to date, indigenous tourism has had to take a back seat in the resourcing and promotion of Victoria’s human

Appendix A

ENGAGEMENT INSIGHTS



Barengi Gadjin Land Council



VICTORIAN RAP BOUNDARIES



INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

Barengi Gadjin Land Council highlighted self-sustainability and developing sustainable revenue streams as a key aspiration for the Corporation.

Barengi Gadjin Land Council identified the desire to spread broader community awareness and acceptance of First Nations people and culture through education as a key driver for the Corporation.

Barengi Gadjin Land Council identified developing sustainable economic businesses, increasing employment opportunities, community engagement, and establishing a cultural hub as key outcomes important to the Corporation.

Barengi Gadjin Land Council highlighted that economic success for the Corporation in 15 years would look like having successfully expanded and diversified the Corporation's businesses/revenue streams for economic self-sufficiency and identified milestones in achieving this goal at 5-year and 10-year timeframes.

Representatives of Corporations Voice

"We don't want to have to rely on government funding. We wanna be able to purchase, generate that revenue to start buying back some of our land."

CURRENT STATE

Barengi Gadjin Land Council identified their main current areas of business activity as Cultural Heritage Management, Cultural Burning, and Caring for Country and that these help fund the Nursery business.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

Barengi Gadjin Land Council identified challenges to the Corporation could be addressed through capital investment funding and land acquisition.

Barengi Gadjin Land Council expressed that under-resourcing is a key challenge and risk for the Corporation in improving productivity from its existing business activity.

Representatives of Corporations Voice

"Number one, we just don't have any funds... give me \$5 million [and] I'll tell you, we could do so many amazing things and they'll turn into assets and and really sustainable businesses."

GROWTH

Barengi Gadjin Land Council identified ambitious growth plans both already in place and in development in the agricultural sector through plans to expand the native nursery business into bush foods and aquaculture.

Barengi Gadjin Land Council highlighted opportunities to extend its current service delivery by scaling up services including Cultural Heritage Management, Cultural Burning/fire protection, and other Caring for Country offerings.

Barengi Gadjin Land Council emphasised the need for skilled personnel to enable business growth and the importance of training and development for staff.

Barengi Gadjin Land Council highlighted that difficulties in land availability and accessing funding for administrative costs, infrastructure development as key constraints to growing business activity.

Barengi Gadjin Land Council expressed that the key criteria for identifying new commercial opportunities include return on investment, risk management, economic sustainability, and opportunities for training and employment.

Representatives of Corporations Voice

"The constraint would be land... just not having that land available to do what we wanna do."

TRANSFORMATION

Barengi Gadjin Land Council expressed that radical transformation of the Corporation's business would look like supporting a self-sufficient economic ecosystem within the community

Barengi Gadjin Land Council highlighted the importance of business planning and governance structure for a successful transformation of the Corporation's business.

Barengi Gadjin Land Council identified a case study of a business that successfully transformed their business by removing red tape through obtaining priority rights for being a First Nations business in a regulated industry.

Barengi Gadjin Land Council identified business sectors that present opportunities as aquaculture, waste management, and civil works.

Representatives of Corporations Voice

"The red tape was taken away by giving priority to an Aboriginal business or corporation... which I think the government could do very easily."



DETAILED INSIGHTS: ASPIRATIONS



Barengi Gadjin Land Council highlighted self-sustainability and developing sustainable revenue streams as a key aspiration for the Corporation.

- Barengi Gadjin Land Council emphasised importance of developing sustainable revenue streams which will allow the Corporation to gain financial independence and thus achieve key outcomes for the Corporation and its community.
- Barengi Gadjin Land Council expressed how developing sustainable businesses will allow the Corporation to create more ongoing employment opportunities.
- Barengi Gadjin Land Council the importance of investing incoming RSA funds wisely to generate ongoing wealth for the Corporation and its community.
- Barengi Gadjin highlighted that the Corporation is planning to develop a Feasibility Study to help identify potential future business ventures that could be self-sustaining.

Barengi Gadjin Land Council identified the desire to spread broader community awareness and acceptance of First Nations people and culture through education as a key driver for the Corporation.

- Barengi Gadjin Land Council expressed that many First Nations people may feel too scared to go into some racist towns in the area and identified that this could be changed through broader community education including school education initiatives.
- Barengi Gadjin Land Council highlighted the role of education in Aotearoa/New Zealand for embracing Māori culture in broader society.

Barengi Gadjin Land Council identified developing sustainable economic businesses, increasing employment opportunities, community engagement, and establishing a cultural hub as key outcomes important to the Corporation.

- Barengi Gadjin Land Council highlighted the aspiration for a First Nations cultural hub for educational purposes and for creating a place for community to gather at and feel proud of.
- Barengi Gadjin Land Council identified creating employment opportunities for members as important to Corporation, whether through expanding existing business or developing new ventures, potentially including a training/development business.
- Barengi Gadjin Land Council emphasised the importance of community engagement and that outcomes such as people staying in school are key to the Corporation.

Barengi Gadjin Land Council highlighted that economic success for the Corporation in 15 years would look like having successfully expanded and diversified the Corporation's businesses/revenue streams for economic self-sufficiency and identified milestones in achieving this goal at 5-year and 10-year timeframes.

- Barengi Gadjin Land Council identified that economic success for the Corporation in 5 years would look like having acquired land to support plans for food harvesting and processing in a bush foods business venture.
- Barengi Gadjin Land Council identified that economic success for the Corporation in 10 years would involve bushfoods having the funds from business ventures to run educational initiatives.
- Barengi Gadjin Land Council identified that economic success for the Corporation in 15 years would look like not having to rely on government funding and establishing a civil works business involving asphaltting, traffic management, line marking, and other construction.

QUOTES

"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."

"Like horseshoes of very, very racist town, you know, you walk down the street, you just don't see many Blackfellas. Just too scared to come into town. They'd rather go to Dimboola. They feel a bit safer. So how do we change that? And that's about the educational piece."

"We don't want to have to rely on government funding. We wanna be able to purchase, generate that revenue to start buying back some of our land."



DETAILED INSIGHTS: CURRENT STATE



Barengi Gadjin Land Council identified their main current areas of business activity as Cultural Heritage Management, Cultural Burning, and Caring for Country and that these help fund the Nursery business.

- Barengi Gadjin Land Council identified Cultural Burning and Caring for Country services as fee-for-service activities that also receive some grant funding.
- Barengi Gadjin Land Council identified that the Native Nursery currently relies on funding generated from the Corporation's other business activities and that is not self-sufficient economically.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

- Barengi Gadjin Land Council identified that they have a commercial partnership with Mount Zero Olives.

Barengi Gadjin Land Council expressed that the Corporation has some partnerships with government agencies around Caring for Country, but that they don't have many other commercial agreements in place.

- Barengi Gadjin Land Council emphasised that the Corporation's aspirations for growth and way of thinking differently about achieving those aspirations is a unique strength.
- Barengi Gadjin Land Council highlighted that a strength of the Corporation is that their aspirations and plans for growth are centred around being On Country.
- Barengi Gadjin Land Council expressed that the Corporation has a unique selling proposition as Traditional Owners of the land in that they have the authentic knowledge and practices relevant to On Country opportunities.

Barengi Gadjin Land Council identified challenges to the Corporation could be addressed through capital investment funding and land acquisition.

- Barengi Gadjin Land Council emphasised that the Corporation doesn't have enough funding to address its challenges and that a capital investment (e.g. \$5 million) would allow the Corporation to obtain assets such as property and set up sustainable businesses.

Barengi Gadjin Land Council expressed that under-resourcing is a key challenge and risk for the Corporation in improving productivity from its existing business activity.

- Barengi Gadjin Land Council identified that there are opportunities to scale up existing business activities, but lack of enough trained staff hinders this, and highlighted that there are challenges in both training people within the organisation and attracting new staff from outside the community.
- Barengi Gadjin Land Council expressed that there is a need for change management plans to facilitate the transfer of knowledge and skills to new people.
- Barengi Gadjin Land Council highlighted that the Corporation hasn't had a CEO for three years and that internal politics and not having the organisational hierarchy established poses a large risk to the Corporation.

QUOTES

“We've got a unique selling proposition where you know we are the Traditional Owners of the land. So, we know that we know all the practices.”

”Number one, we just don't have any funds... give me \$5 million [and] I'll tell you, we could do so many amazing things and they'll turn into assets and and really sustainable businesses.”

“Capital investment is really important [so] that we can use that land to then generate revenue.”

”No point having a strategy if you haven't got someone leading it at the top.”



DETAILED INSIGHTS: GROWTH



Barengi Gadjin Land Council identified ambitious growth plans both already in place and in development in the agricultural sector through plans to expand the native nursery business into bush foods and aquaculture.

- Barengi Gadjin Land Council identified that the Corporation has a 5-year business growth plan in place for expanding the native nursery and bush foods venture.
- Barengi Gadjin Land Council highlighted agriculture as a main area of growth with nursery expansion plans and exploring opportunities in fish farming/aquaculture.
- Barengi Gadjin Land Council expressed that they are currently exploring a feasibility study to identify sustainable business opportunities.

Barengi Gadjin Land Council highlighted opportunities to extend its current service delivery by scaling up services including Cultural Heritage Management, Cultural Burning/fire protection, and other Caring for Country offerings.

- Barengi Gadjin Land Council expressed that there is a big opportunity to generate greater revenue from its existing fee-for-service offerings but that this is hindered by under-resourcing issues.
- Barengi Gadjin Land Council identified that the Corporation is trying to extend its Cultural Burning/fire protection services through marketing to farmers with the offering to prepare farm properties for fire season to protect it from fires.

Barengi Gadjin Land Council emphasised the need for skilled personnel to enable business growth and the importance of training and development for staff.

- Barengi Gadjin Land Council highlighted that the Corporation’s lack of skilled personnel is a constraint to growing business activity.
- Barengi Gadjin Land Council expressed that many staff members may need training and development to understand and collaborate on plans for growing the business.

Barengi Gadjin Land Council highlighted that difficulties in land availability and accessing funding for administrative costs, infrastructure development as key constraints to growing business activity.

- Barengi Gadjin Land Council expressed that funding opportunities often do not account for the cost of administration and management, and this limits the impact of funding.
- Barengi Gadjin Land Council emphasised the need for land acquisition and development of infrastructure to enable business growth and that this poses high costs.

Barengi Gadjin Land Council expressed that the key criteria for identifying new commercial opportunities include return on investment, risk management, economic sustainability, and opportunities for training and employment.

- Barengi Gadjin Land Council highlighted that return on investment and potential to generate revenue is a critical factor in evaluating potential commercial opportunities.
- Barengi Gadjin Land Council identified an internal risk matrix for evaluating opportunities and expressed that phased plans for growth that align with the BLGC human resources strategy help to minimise risk.

QUOTES

"Skilled personnel is a big one. We've got maybe 9 employees at the nursery, one is a horticulturist the rest are all just nursery hands."

"Training and development needs to happen as well [so] you can take people on that journey."

"[We] probably need about 10 million bucks. Because I...probably need to spend \$5 million on the nursery, but that's also around R&D upgrades. You know, just getting the infrastructure right?"

"They just give you enough to get by"

"The constraint would be land... just not having that land available to do what we wanna do."



DETAILED INSIGHTS: TRANSFORMATION

Barengi Gadjin Land Council expressed that radical transformation of the Corporation’s business would look like supporting a self-sufficient economic eco-system within the community

- Barengi Gadjin Land Council highlighted that with land acquisition for establishing new revenue generating business ventures, the Corporation could be economically self-sufficient.
- Barengi Gadjin Land Council expressed that economic self-sufficiency would allow the Corporation to invest money into community initiatives such as education programs, health services, and housing.

Barengi Gadjin Land Council highlighted the importance of business planning and governance structure for a successful transformation of the Corporation’s business.

- Barengi Gadjin Land Council identified both advantages and disadvantages to being a non-for-profit organisation and expressed a desire to establish a commercial enterprise for-profit arm with demarcation.
- Barengi Gadjin Land Council emphasised the importance of having the right governance structure in a for-profit enterprise arm to ensure success and focus on community outcomes.

Barengi Gadjin Land Council identified a case study of a business that successfully transformed their business by removing red tape through obtaining priority rights for being a First Nations business in a regulated industry.

- Barengi Gadjin Land Council described an example of a business in Aotearoa/New Zealand that transformed their aquaculture business into a billion-dollar business by obtaining priority fishing rights, where if they had proven capability, they had first option to bid for fishing licenses.
- Barengi Gadjin Land Council expressed that prioritising First Nations businesses and removing red tape led to the successful growth and transformation.

Barengi Gadjin Land Council identified business sectors that present opportunities as aquaculture, waste management, and civil works.

- Barengi Gadjin Land Council expressed a desire to explore potential opportunities in waste management.
- Barengi Gadjin Land Council highlighted the potential to link aquaculture ventures such as a fish farm to the native nursery business.
- Barengi Gadjin Land Council expressed that a long-term aspiration for the Corporation is to move into road works and other civil construction work.

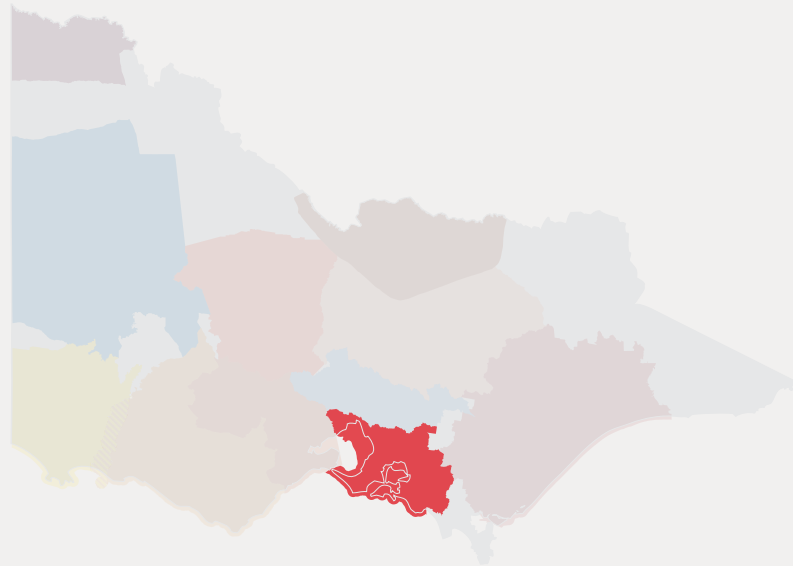
QUOTES

“Unlimited money, I'd be pretty much buying up every property I possibly could and turn that into a revenue generating asset.”

“That's why the planning process is so important. So we can mitigate previous mistakes of other organisations.”

“The red tape was taken away by giving priority to an Aboriginal business or corporation... which I think the government could do very easily.”

Bunurong Land Council Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: CEO FORUM

ASPIRATIONS

BLCAC highlighted the aspiration for a healed and united community as a key to achieving long-term success.

BLCAC is focused on achieving financial sustainability.

Representatives of Corporations Voice

“A healed and united community... that's what we need for our future.”

CURRENT STATE

BLCAC emphasised the challenge of balancing cultural governance with the operational demands of Western governance structures.

The Corporation noted the need for resourcing around expertise, especially in areas where access to specialised knowledge is limited.

Representatives of Corporations Voice

“We're trying to walk in two worlds... balancing Western governance with cultural governance is tricky to manage.”

GROWTH

BLCAC sees workforce development as a critical factor for achieving business growth.

BLCAC is exploring opportunities in clean energy, aquaculture, and native medicine as key areas for future growth.

BLCAC also highlighted the tourism sector as a promising area for growth, particularly in showcasing and educating others about Bunurong culture and heritage.

Representatives of Corporations Voice

“Workforce development is key... having the right skilled workforce to achieve business growth is critical.”

TRANSFORMATION

BLCAC identified the removal of systemic barriers as crucial for putting organisations on the path to success.

BLCAC identified the removal of systemic barriers as crucial for putting organisations on the path to success.

BLCAC sees workforce and community development as a foundation for transformation.

Representatives of Corporations Voice

“Success will be defined by how well we transform opportunities for generations to come. The journey is ongoing and doesn't have a set end date.”



DETAILED INSIGHTS: ASPIRATIONS



BLCAC highlighted the aspiration for a healed and united community as a key to achieving long-term success.

- The Corporation expressed that a significant aspiration is to foster a healed and united community, recognising that community cohesion is foundational to any other aspirations, including economic development and cultural preservation.

BLCAC is focused on achieving financial sustainability.

- BLCAC discussed the importance of financial sustainability, noting the need for robust revenue streams to support their long-term goals. Financial sustainability is crucial to their broader strategy of economic development and cultural preservation.

CEO FORUM QUOTES

"A healed and united community... that's what we need for our future."

"Our current activities are already accelerated, but it's crucial for us to review our capacity before taking on more."

DETAILED INSIGHTS: CURRENT STATE



BLCAC emphasised the challenge of balancing cultural governance with the operational demands of Western governance structures.

- BLCAC pointed out the difficulty of navigating two worlds—maintaining cultural governance while also complying with Western governance frameworks. This dual responsibility creates systemic barriers that are tricky to manage, especially when trying to walk in both worlds simultaneously.
- BLCAC emphasised improving internal systems to effectively manage these dual responsibilities.

The Corporation noted the need for resourcing around expertise, especially in areas where access to specialised knowledge is limited.

- BLCAC identified a lack of resources and access to specialist expertise as significant barriers. These limitations affect the Corporation's ability to excel in various areas, making it challenging to develop and implement effective strategies for business growth and community development.

CEO FORUM QUOTES

"We're trying to walk in two worlds... balancing Western governance with cultural governance is tricky to manage."

"There's a resourcing issue around accessing the expertise needed for some areas... that's a common challenge we share."

DETAILED INSIGHTS: GROWTH



BLCAC sees workforce development as a critical factor for achieving business growth.

- BLCAC identified workforce development as a critical factor for business growth, particularly in sectors like tourism and clean energy.
- The Corporation emphasised the importance of having a skilled workforce to drive business growth. Developing the right skills within the community is seen as essential for scaling operations and ensuring that growth is sustainable and benefits the community.

BLCAC is exploring opportunities in clean energy, aquaculture, and native medicine as key areas for future growth.

- The Corporation sees significant potential in expanding into clean energy projects, particularly those that align with their environmental and cultural values. Additionally, aquaculture and native medicine are identified as sectors where BLCAC could develop sustainable business ventures that benefit the community while respecting and preserving traditional knowledge.
- BLCAC noted the need for clear strategies to scale these innovations, ensuring that growth aligns with cultural values and market opportunities.

BLCAC also highlighted the tourism sector as a promising area for growth, particularly in showcasing and educating others about Bunurong culture and heritage.

- Tourism is viewed as an avenue to both generate revenue and promote cultural education. By creating tourism experiences that are deeply rooted in Bunurong heritage, BLCAC aims to attract interest while fostering a greater understanding of their culture.

CEO FORUM QUOTES

"Workforce development is key... having the right skilled workforce to achieve business growth is critical."

"We're looking at aquaculture and native medicine... these are sectors that respect our traditional knowledge and have the potential for sustainable growth."

"Clean energy is a big focus for us... it aligns well with our values and offers long-term benefits."

"Tourism offers us the chance to educate and share our culture... it's a growth area that we're keen to develop further."

DETAILED INSIGHTS: TRANSFORMATION



BLCAC identified the importance of a power shift and the need for courage in government to enable Traditional Owners to grow and thrive.

- BLCAC emphasised that transformation requires a significant power shift, which can only occur if the government has the courage to transfer power and resources to Traditional Owners. Without this shift, the growth and future success of Traditional Owner communities remain under threat.

BLCAC identified the removal of systemic barriers as crucial for putting organisations on the path to success.

- BLCAC stressed that removing the barriers that currently impede the progress of Traditional Owner Corporations is vital. By addressing these challenges, the Corporation believes it can more effectively capitalise on opportunities and ensure long-term success.

BLCAC sees workforce and community development as a foundation for transformation.

- BLCAC emphasised the role of workforce and community development in driving transformational change. By investing in training and capacity building, they aim to empower Traditional Owners to lead new ventures and secure long-term success.

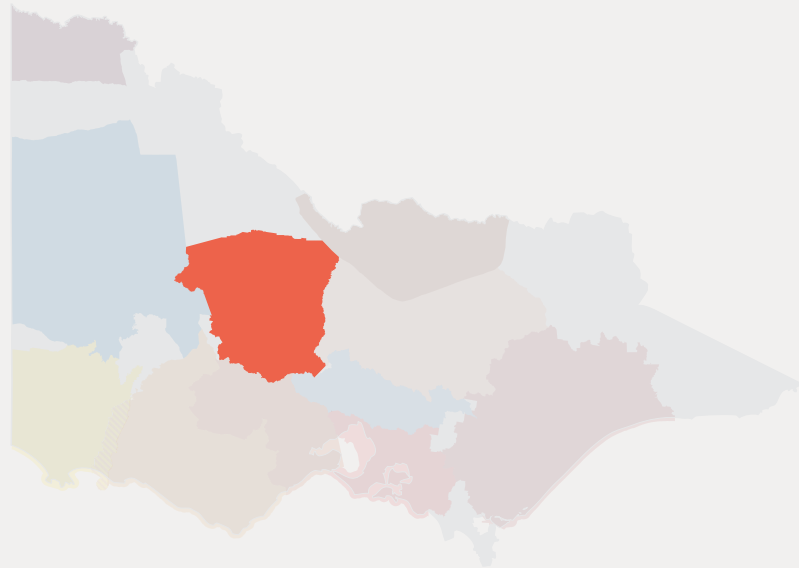
CEO FORUM QUOTES

"Transformation is going to take courage, and if governments don't have the courage to actually do power transferring, there'll be a great threat to how Traditional Owners can grow."

"Success will be defined by how well we transform opportunities for generations to come. The journey is ongoing and doesn't have a set end date."

"A healed and united community... that's what we need for our future."

Dja Dja Wurrung Group



VICTORIAN RAP BOUNDARIES

INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: CEO FORUM

ASPIRATIONS

DJAARA expressed a desire for equitable wealth sharing and greater control over the economic benefits derived from developments on their Country.

DJAARA envisions a future where the Corporation can pursue its priorities on its terms, driven by a healthy relationship with both Country and community.

DJAARA has a desire to achieve long-term financial sustainability as it sees financial stability as a foundation for self-determination.

Representatives of Corporations Voice

"We want to be able to undertake the work we want to undertake on our terms. At the moment, we're heavily working within others' terms."

CURRENT STATE

DJAARA is involved in multiple sectors, including cultural heritage management, clean energy, and Indigenous consulting, but faces challenges related to funding, partnership investment, and maintaining cultural governance.

The Corporation identified challenges with the authorising environment and the need to balance cultural governance with operational efficiency.

DJAARA faces significant financial challenges, including underfunding and reliance on external sources.

Representatives of Corporations Voice

"Our partners minimise us down to the minimum standards...which has high transaction costs, making it hard to run an efficient business."

GROWTH

DJAARA sees potential growth in sectors such as clean energy, First Nations tourism, and Indigenous consulting, but recognises the need for a paradigm shift in government attitudes towards sovereignty and resource allocation.

DJAARA emphasises the need for government to recognise inherent rights attached to Country and to support this through policy and resource allocation.

DJAARA emphasises the need for government funding to be aligned with the Corporation's goals for self-determination and economic growth.

DJAARA emphasises the importance of increasing employment opportunities to support the growth of specific economic sectors.

Representatives of Corporations Voice

"The funding that we currently receive is often tied to priorities that aren't always our own. For us to grow in a way that aligns with our vision of self-determination, we need more flexible funding that supports our long-term goals."

TRANSFORMATION

DJAARA is exploring mechanisms to flip the current dependency model, aiming for a system where local governments and authorities partner with Traditional Owner Corporations to submit joint bids for projects.

DJAARA identifies red tape and the rigid regulations imposed by bodies like Parks Victoria as significant barriers to transformation and efficient business operations.

Representatives of Corporations Voice

"Radical transformation would involve equitable wealth-sharing, allowing us to run enterprises on our terms."

DETAILED INSIGHTS: ASPIRATIONS



DJAARA expressed a desire for equitable wealth sharing and greater control over the economic benefits derived from developments on their Country.

- DJAARA emphasised that any profits from activities that impact Country should contribute to healing it. The Corporation seeks to ensure that wealth generated from such activities is shared equitably with the Traditional Owners, reinforcing the principle that those who profit from harming the land must also invest in its restoration.

DJAARA envisions a future where the Corporation can pursue its priorities on its terms, driven by a healthy relationship with both Country and community.

- The Corporation's aspirations are guided by their Country Plan, which emphasises "Healthy Country, Healthy People."
- There is a strong desire for DJAARA to have the autonomy to undertake the work they deem important, without being constrained by external priorities.

DJAARA has a desire to achieve long-term financial sustainability as it sees financial stability as a foundation for self-determination.

- DJAARA is focused on achieving long-term financial sustainability as a foundation for self-determination. The Corporation aspires to create diversified revenue streams that reduce their reliance on external funding and support their economic goals. By securing financial independence, DJAARA aims to ensure that their operations and initiatives are driven by their own priorities rather than external conditions.

CEO FORUM QUOTES

"If you profit from harming Country, you need to leave a net benefit from that and share that wealth equitably with the Traditional Owners of Country."

"We want to be able to undertake the work we want to undertake on our terms. At the moment, we're heavily working within others' terms."

"In 10 years, success will look like our members telling us we are doing a great job, and being seen as valuable contributors to the economy, not a draw on it."

DETAILED INSIGHTS: CURRENT STATE



DJAARA is involved in multiple sectors, including cultural heritage management, clean energy, and Indigenous consulting, but faces challenges related to funding, partnership investment, and maintaining cultural governance.

- DJAARA's current activities span various sectors such as aquaculture, native medicine, clean energy, and cultural heritage management. However, most of the work is small, discrete, and underfunded, making it challenging to scale up these activities into sustainable enterprises.

The Corporation identified challenges with the authorising environment and the need to balance cultural governance with operational efficiency.

- DJAARA noted that while partners often start with commitments to self-determination, they frequently minimise DJAARA's role to meet minimum standards, which imposes high transaction costs and hampers business efficiency. Additionally, opportunities that do not allow for proper cultural governance are often met with resistance from the Corporation.

DJAARA faces significant financial challenges, including underfunding and reliance on external sources.

- DJAARA noted that underfunding and a reliance on external funding sources are constraints that impact their ability to operate efficiently and sustainably. A deeper understanding of how these financial limitations affect daily operations is essential to addressing these challenges and moving toward financial stability.

CEO FORUM QUOTES

"Nearly all of our work is small discrete initiative funded stuff. It's not the sort of stuff that you build a new enterprise off."

"Our partners minimise us down to the minimum standards... which has high transaction costs, making it hard to run an efficient business."

DETAILED INSIGHTS: GROWTH



DJAARA sees potential growth in sectors such as clean energy, First Nations tourism, and Indigenous consulting, but recognises the need for a paradigm shift in government attitudes towards sovereignty and resource allocation.

- The Corporation is interested in expanding into areas like clean energy and tourism. However, a significant barrier to this growth is the existing allocation of resources like land and water, which are often fully allocated and require a power and resource shift to be accessible to DJAARA.

DJAARA emphasises the need for government to recognise inherent rights attached to Country and to support this through policy and resource allocation.

- DJAARA highlighted the need for a paradigm shift in government that recognises the inherent rights of Traditional Owners to lead and benefit from developments on their land. The Corporation stresses the importance of cultural intelligence in government to understand the significance of Country in decision-making processes.
- DJAARA is exploring innovations in clean energy and tourism as part of their growth strategy. However, they stressed the need for clear strategies to scale these innovations to drive market expansion effectively.

DJAARA emphasises the need for government funding to be aligned with the Corporation's goals for self-determination and economic growth.

- DJAARA pointed out that the funding currently available often comes with strings attached that do not necessarily align with the Corporation's priorities or long-term goals. There is a need for more flexible funding that supports DJAARA's vision of self-determination and allows for investment in growth areas like clean energy, tourism, and Indigenous consulting.

DJAARA emphasises the importance of increasing employment opportunities to support the growth of specific economic sectors.

- DJAARA highlighted the importance of workforce development, particularly in sectors like clean energy and tourism. They emphasised the need for a skilled workforce to drive business growth and ensure the sustainability of their economic ventures.

CEO FORUM QUOTES

"A lot of the resources we want to participate in are already established markets...It requires a power and resource shift."

"First principle for government is to recognise that any development or activity occurring in Victoria is on First Nations Country, with inherent rights attached to that."

"The funding that we currently receive is often tied to priorities that aren't always our own. For us to grow in a way that aligns with our vision of self-determination, we need more flexible funding that supports our long-term goals."

"We are focusing on economic development and growing businesses that are sustainable long-term... tourism and aquaculture are big growth areas for us, but we need the right partnerships and funding to make them a reality."

DETAILED INSIGHTS: TRANSFORMATION



DJAARA is exploring mechanisms to flip the current dependency model, aiming for a system where local governments and authorities partner with Traditional Owner Corporations to submit joint bids for projects.

- DJAARA suggested a radical transformation where, instead of relying on others to advocate on their behalf in budget processes, local governments and authorities should partner with Traditional Owners to submit joint bids, reflecting a genuine partnership and respect for Indigenous governance.

DJAARA identifies red tape and the rigid regulations imposed by bodies like Parks Victoria as significant barriers to transformation and efficient business operations.

- The Corporation struggles with regulatory bottlenecks that impede the efficiency of their business, particularly in managing land under Aboriginal title. This red tape limits DJAARA's ability to fully capitalize on the opportunities available to them.

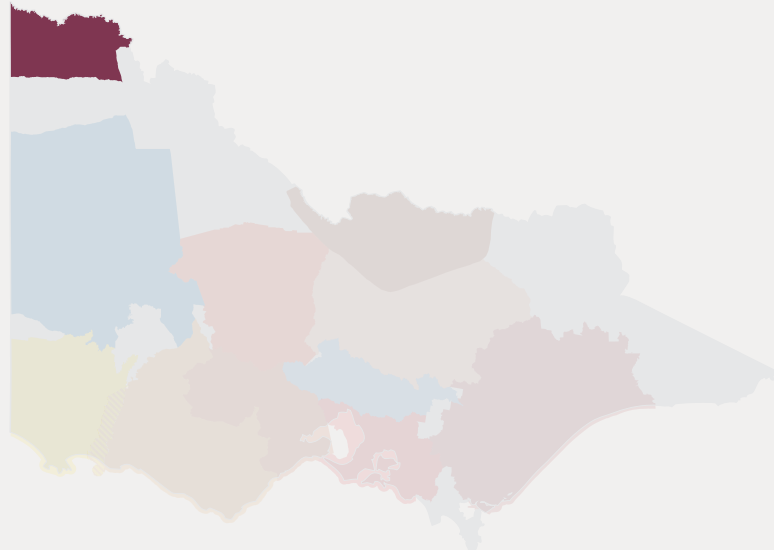
CEO FORUM QUOTES

"If local governments or catchment management authorities had to partner with Traditional Owner Corporations to submit their bids to us, what would that look like?"

"Radical transformation would involve equitable wealth-sharing, allowing us to run enterprises on our terms."

"We're still tied into the Parks Vic regulations...which really impedes the efficiency of our business."

First People of the Millewa-Mallee Aboriginal Corporation



VICTORIAN RAP BOUNDARIES



INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW & CEO FORUM

ASPIRATIONS

FPMMAC identified a key strategic driver of the Corporation as regaining ownership of 30,000 hectares of land at the Ned's Corner property and establishing it as an Indigenous Protection Area.

FPMMAC highlighted the Corporation's key economic priorities as building communications, capacity building and training of staff, developing revenue-generating business ventures, and working towards full Indigenous employment within the Corporation.

FPMMAC expressed that the most important outcomes for the Corporation are facilitating Connection to Country and Caring for Country, generating revenue to support community equity initiatives, and offering training and employment for First Nations people.

FPMMAC described economic success for the corporation as building up economic strength to help uplift people from poverty.

FPMMAC identified that success of the Corporation's economic activity may be measured through strength of culture, educational outcomes, and long-term employment opportunities.

Representatives of Corporations Voice

"We'll be all indigenous in 10 years time."

CURRENT STATE

FPMMAC identified that the Corporation currently works in the areas of On Country and Caring for Country services, Native nursery, Cultural Heritage Management, Cultural Fire, and river management.

FPMMAC highlighted that the main benefits of its current commercial activities are being able to facilitate Connection with Country and Healing Country for its people.

FPMMAC expressed that the Corporation has strengths in a good team of management staff and that it is successfully working to bring back broader staff numbers

FPMMAC emphasised the importance of having a Country Plan to improve its current business activity and highlighted the need for funding to achieve this.

FPMMAC highlighted that governance is the biggest risk to the Corporation currently and that clear stable governance is needed.

Representatives of Corporations Voice

"Governance is right at the top [of risks to Corporation]... And so we need to get that right."

GROWTH

FPMMAC identified that the Corporation has opportunities and plans in place to expand its businesses in bees, native nursery, and aquaculture.

FPMMAC highlighted that in order to successfully grow its business activities, the Corporation needs funding to support training for staff and longer-term employment opportunities which would improve internal efficiencies and job satisfaction.

FPMMAC expressed that the key criteria for identifying new commercial opportunities are longevity, cultural significance, and benefits for First Nations people.

FPMMAC highlighted that barriers to accessing funding present constraints to growing the Corporation's current business activity and there is need for moving towards economic self-sufficiency.

FPMMAC identified Dja Dja Wurrung Group and Barpa as examples of First Nations businesses that have successfully grown their businesses.

Representatives of Corporations Voice

"It's the government... that I guess puts the barriers up as far as funding and whatever goes. So, I don't wanna have to rely on funding"

TRANSFORMATION

FPMMAC expressed that a radical transformation of the Corporation would look like having a streamlined governance structure and having skilled educated personnel in appropriate roles within the Corporation.

FPMMAC identified there are business opportunities for the Corporation in the areas of food, cultural tourism, trailer making, and clean energy.

FPMMAC highlighted that constraints to transforming the Corporation's business include the need for greater funding and longer-term contracts.

FPMMAC expressed moving into new areas of commercial activity would require recognition of the Corporation's skills and capability, new skilled staff in certain areas, and assistance in the community development area.

FPMMAC identified GLaWAC, Taungurung, and Gunditj Mirring as examples of TOCs that have successfully transformed their business activities.

Representatives of Corporations Voice

"I would love to be able to have appropriate people in appropriate places to be able to move forward, especially at the top [to] ensure that we have/we are skilled, educated, qualified Aboriginal people making decisions for the organisation so we can [come] from an informed educated perspective."



DETAILED INSIGHTS: ASPIRATIONS



FPMMAC identified a key strategic driver of the Corporation as regaining ownership of 30,000 hectares of land at the Ned's Corner property and establishing it as an Indigenous Protection Area.

- FPMMAC highlighted that they are currently working with the current owners, Trust of Nature, to plan the handover.

FPMMAC highlighted the Corporation's key economic priorities as building communications, capacity building and training of staff, developing revenue-generating business ventures, and working towards full Indigenous employment within the Corporation.

- FPMMAC emphasised the importance of communications for the Corporation and the need to recruit a dedicated communications officer.
- FPMMAC expressed the Corporation needs to ensure there is capacity building and training for staff members to ensure there is capability after retirement of current senior staff and the long-term success of the Corporation.
- FPMMAC expressed a desire to undertake training staff in drone licenses for recording of burial sites as part of repatriation work.
- FPMMAC highlighted an aspiration to have 100% Indigenous employment within the Corporation (currently 36 out of 40 active full-time staff are Indigenous)

FPMMAC expressed that the most important outcomes for the Corporation are facilitating Connection to Country and Caring for Country, generating revenue to support community equity initiatives, and offering training and employment for First Nations people.

- FPMMAC highlighted a desire for the Corporation's work to facilitate First People to be on Country, Caring for Country, and making it healthy again.
- FPMMAC emphasised the importance of the generating business revenue to support equity for the community in areas such as housing, education, training and employment.

FPMMAC described economic success for the corporation as building up economic strength to help uplift people from poverty.

- FPMMAC highlighted the importance of economic success for creating an equitable space for the community and generating revenue to support transportation, education, and housing in 5-10 years.

FPMMAC identified that success of the Corporation's economic activity may be measured through strength of culture, educational outcomes, and long-term employment opportunities.

- FPMMAC highlighted that community outcomes such as strength of culture and educational initiatives are key measurements of the Corporation's success
- FPMMAC emphasised the importance of providing long-term employment opportunities and that this would be a measurement of the Corporation's success.

QUOTES

"We'll be all indigenous in 10 years time."

"We're building to keep around [staff] with a lot of experience so we can end up retiring ourselves and we help the people to get to that mark where they can run it themselves."

"[The] long term 5-10 year goal is creating an equitable space for our people"



DETAILED INSIGHTS: CURRENT STATE



FPMMAC identified that the Corporation currently works in the areas of On Country and Caring for Country services, Native nursery, Cultural Heritage Management, Cultural Fire, and caring for rivers.

- FPMMAC highlighted that they have a team of 6-8 rangers working on Country that collaborates with Trust of Nature and focuses on revegetation work, pest management, and biodiversity.
- FPMMAC highlighted the Belar Nursery which sells 25,000-28,000 plants with a team of around 5 people.
- FPMMAC identified that it also has a River Ranger team that works with Cultural Heritage Management and Cultural Fire to provide On Country and Caring for Country services.

FPMMAC highlighted that the main benefits of its current commercial activities are being able to facilitate Connection with Country and Healing Country for its people.

- FPMMAC highlighted that through their range of services including the On Country rangers and River Rangers programs, they are able to facilitate First Peoples working and connecting with Country.
- FPMMAC expressed that this Connection to Country fosters a sense of achievement in the work they have done for Healing Country.

FPMMAC expressed that the Corporation has strengths in a good team of management staff and that it is successfully working to bring back broader staff numbers.

- FPMMAC highlighted that the Corporation has established a motivated team of management staff that working well together
- FPMMAC emphasised that with good management, the opportunity to work On Country and for Healing Country has attracted new staff who are looking for interesting and fulfilling work.

FPMMAC emphasised the importance of having a Country Plan to improve its current business activity and highlighted the need for funding to achieve this.

- FPMMAC highlighted that the Corporation doesn't have a Country Plan to guide its operations and growth, and that this is needed.
- FPMMAC expressed that there are difficulties in developing a Country Plan due to funding requirements of a couple hundred thousand dollars.

FPMMAC highlighted that governance is the biggest risk to the Corporation currently and that clear stable governance is needed.

- FPMMAC expressed that stability and expertise of governance is a risk to the Corporation and that there needs to be educated governance to help guide the Corporation in improving productivity from its current state.

QUOTES

“Being able to be proud of what we've achieved on Country and healing Country”

“We [were] able to bring some stability back into the place... with good management. Now it's attractive to people. Great to start coming back to engage with us.”

“Governance is right at the top [of risks to Corporation]... And so we need to get that right.”



DETAILED INSIGHTS: GROWTH



FPMMAC identified that the Corporation has opportunities and plans in place to expand its businesses in bees, native nursery, and aquaculture.

- FPMMAC highlighted plans to grow its bee program as they currently have an apiarist on staff and are identifying sites for hives and looking for funding with the aim to generate revenue through honey sales or hiring out to almond orchards.

FPMMAC highlighted that in order to successfully grow its business activities, the Corporation needs funding to support training for staff and longer-term employment opportunities which would improve internal efficiencies and job satisfaction.

- FPMMAC expressed that in First Nations organisations, staff often must be extremely multi-skilled due to lack of funding, and that while this can offer good experience, it also affects wellbeing and leads to burn out.
- FPMMAC expressed that funding for training and development of staff is needed to have skilled personnel in appropriate positions, which would help to prevent issues of burn out and boost the productivity and growth of the Corporation.

FPMMAC expressed that the key criteria for identifying new commercial opportunities are longevity, cultural significance, and benefits for First Nations people.

- FPMMAC highlighted the importance of any commercial opportunity providing benefits to First Nations people and that this is a minimum requirement.
- FPMMAC expressed that longevity and sustainability of commercial opportunities is vital and emphasised the Corporation's aspiration to no longer need to rely on government funding in the future.

FPMMAC highlighted that barriers to accessing funding present constraints to growing the Corporation's current business activity and there is a need for moving towards economic self-sufficiency.

- FPMMAC expressed that government barriers and red tape to access small amounts of funding in the TOC sector hinders growth and development.
- FPMMAC expressed a desire to move away from needing government funding and to be economically self-sufficient in order to help grow the business.

FPMMAC identified Dja Dja Wurrung Group and Barpa as examples of First Nations businesses that have successfully grown their businesses.

- FPMMAC highlighted how Dja Dja Wurrung Group doesn't need to rely on government funding and has a number of successful enterprises that allow them to support community initiatives and their own self-determined outcomes.

QUOTES

“We have to take on so bloody much, you know, whereas you wouldn't see that in a mainstream organization... it's been a great training for me... because I have become multi-skilled and I can do all these things. But it's also taken a toll... not just on ourselves, but also [on] my staff, other people, because we do have to do everything.”

“I'm willing to have a take on any commercial enterprise as long as there's benefits, I can see benefits for our people”

“It's the government... that I guess puts the barriers up as far as funding and whatever goes. So, I don't want to have to rely on funding”

“I don't want to have to jump through too many bloody hoops because I've been doing that all my life just to make things better for my people”



DETAILED INSIGHTS: TRANSFORMATION



FPMMAC expressed that a radical transformation of the Corporation would look like having a streamlined governance structure and having skilled educated personnel in appropriate roles within the Corporation.

- FPMMAC highlighted that they currently do not have the appropriate knowledge and expertise in their governance to move into some new sectors of business, such as energy, and that there is need to educate and learn about these sectors.
- FPMMAC expressed skilled staff in appropriate roles within the organisation would be needed for transforming the Corporation's business.

FPMMAC identified there are business opportunities for the Corporation in the areas of food, cultural tourism, trailer making, and clean energy.

- FPMMAC highlighted that food businesses such as food vans have the potential to be paired with cultural tourism opportunities along the river.
- FPMMAC expressed that there is an opportunity to work with the skillset/existing business of members to develop a trailer making business.
- FPMMAC emphasised that the clean energy sector presents many opportunities but that the Corporation currently doesn't have the expertise to move into the sector.

FPMMAC highlighted that constraints to transforming the Corporation's business include the need for greater funding and longer-term contracts.

- FPMMAC expressed that there is a discrepancy in funding between urban and rural TOCs, despite FPMMAC having larger overhead costs including the cost of fuel to travel to Melbourne/Naarm for meetings.
- FPMMAC highlighted that most available funding is only short-term which creates difficulties for the Corporation retaining staff and investing in future plans, and that there is need for longer-term contracts with a minimum of four years of funding.
- FPMMAC identified that to make a smooth transition into the commercial world, the Corporation would need to double its current budget of \$10 million to \$20 million.

FPMMAC expressed moving into new areas of commercial activity would require recognition of the Corporation's skills and capability, new skilled staff in certain areas, and assistance in the community development area.

- FPMMAC highlighted that the capability and skills to transform the Corporation are there but that this isn't recognised when trying to access funding that would enable the transformation.
- FPMMAC identified a need for more staff in finance and highlighted issues with burnout in the Corporation.
- FPMMAC a need for assistance in the community development area which has issues due to lack of longer-term funding.

FPMMAC identified GLaWAC, Taungurung, and Gunditj Mirring as examples of TOCs that have successfully transformed their business activities.

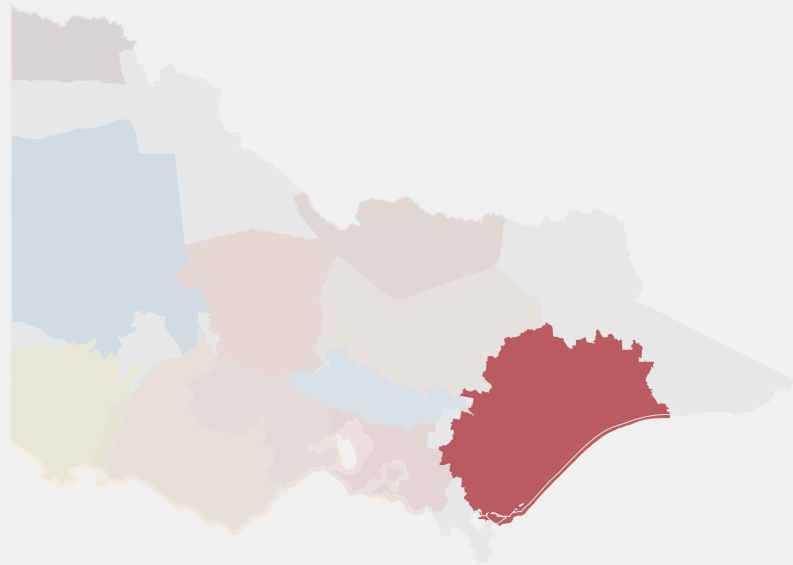
QUOTES

“I believe the sky's the limit. The commercial ventures are just there for the taking as far as I'm concerned. But we need to get it right first from our perspective.”

“I would love to be able to have appropriate people in appropriate places to be able to move forward, especially at the top [to] ensure that we have/we are skilled, educated, qualified Aboriginal people making decisions for the organisation so we can [come] from an informed educated perspective.”

“What nobody's really understanding is the concept of we are the decision makers, and we are the right people to talk to.”

Gunaikurnai Land & Waters Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

GLaWAC aspires to a self-determined future with economic independence.

GLaWAC highlights the importance of strategic land acquisition as a key aspiration.

GLaWAC envisions economic success as unshackling from government dependency within 10-15 years.

GLaWAC aims for employment growth and community capacity building.

Representatives of Corporations Voice

"The five-year model is about meaningful progress... we want the executive and the board to be making those decisions now, but we want to cast those shackles off and feel that weight off our shoulders".

CURRENT STATE

GLaWAC currently operates across several sectors, with varying degrees of self-sufficiency.

Challenges in securing funding and managing compliance are significant obstacles.

GLaWAC emphasises the need for strategic internal growth to manage external pressures.

The Corporation faces challenges with community engagement and capacity building.

The Corporation emphasises partnerships as a core strength in achieving outcomes.

Representatives of Corporations Voice

"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".

GROWTH

GLaWAC identifies renewable energy and cultural tourism as key growth sectors.

Resource allocation and strategic planning are crucial for realising growth opportunities and obtaining flexible, long-term funding to support growth.

GLaWAC is focused on aligning growth with cultural values and community needs.

GLaWAC is exploring strategic partnerships to drive growth.

Representatives of Corporations Voice

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

TRANSFORMATION

GLaWAC approaches transformation with a focus on sustainability and self-determination.

GLaWAC views fire management as a potential area for commercial and cultural transformation.

GLaWAC is leveraging traditional knowledge as a cornerstone for transformation.

GLaWAC recognises the importance of resilience in the face of systemic challenges.

Innovation through community-driven initiatives is a focus for transformation.

Representatives of Corporations Voice

"Innovation has to come from the community—it's about listening to what our people want and need, and then finding ways to make that happen in a way that's sustainable and beneficial."



DETAILED INSIGHTS: ASPIRATIONS



GLaWAC aspires to a self-determined future with economic independence.

- GLaWAC's primary aspiration is to secure a future where the Corporation and its community are not reliant on short-term project funding or government handouts. The goal is to establish a trust fund with sufficient resources to support the Corporation's operations and ambitions, allowing future leaders to activate their goals without financial constraints.

GLaWAC highlights the importance of strategic land acquisition as a key aspiration.

- The Corporation is in the early stages of developing a land acquisition strategy that aligns with their community benefit model. This strategy is seen as crucial for their long-term economic and cultural goals, including potential aged care and housing support and research initiatives.

GLaWAC envisions economic success as unshackling from government dependency within 10-15 years.

- The Corporation's vision for economic success includes reducing reliance on government funding within a 10-15 year horizon. This involves building the foundation now to achieve meaningful progress and eventually operating with complete financial independence.

GLaWAC aims for employment growth and community capacity building.

- GLaWAC highlighted the importance of building employment opportunities within the community. The Corporation recognises that for its growth aspirations to be realised, it must invest in developing the capacity and skills of its members. This focus on employment is not just about creating jobs but also about fostering leadership and self-determination within the community.

INTERVIEW QUOTES

"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".

"We haven't strategised it yet, but that's part of the next step of our strategic growth... to have a land acquisition strategy that fits under the community benefit model".

"The five-year model is about meaningful progress... we want the executive and the board to be making those decisions now, but we want to cast those shackles off and feel that weight off our shoulders".

"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".

DETAILED INSIGHTS: CURRENT STATE



GLaWAC currently operates across several sectors, with varying degrees of self-sufficiency.

- The Corporation is engaged in multiple sectors, including cultural heritage management, natural resource management (NRM), fashion, medicine and food systems, cultural tourism, arts and performance, clean energy, and construction.
- The RAP team is highlighted as the only fully self-funded business unit, while other activities, such as construction, are subsidised by the broader GLaWAC organisation.

Challenges in securing funding and managing compliance are significant obstacles.

- GLaWAC faces ongoing challenges in securing flexible, long-term funding, which is crucial for their strategic growth and business development.
- The Corporation deals with a significant administrative burden due to the compliance requirements tied to government funding. This includes the need to continuously prove their value and adhere to strict reporting standards, which can stifle innovation and strategic planning.

GLaWAC emphasises the need for strategic internal growth to manage external pressures.

- GLaWAC is aware that organic growth, while necessary, presents challenges. GLaWAC is working on creating a new structural foundation to manage this growth strategically. This involves setting clear priorities and managing the balance between fulfilling their Prescribed Body Corporate (PBC) responsibilities and pursuing broader aspirations.

The Corporation faces challenges with community engagement and capacity building.

- One of the main challenges identified is the need to build capacity within the community to support business growth. While GLaWAC has successfully secured funding for various initiatives, finding and developing the right people to lead and work in these businesses is a significant hurdle.

The Corporation emphasises partnerships as a core strength in achieving outcomes.

- GLaWAC is recognised for its focus on partnerships, particularly with government funders. These partnerships are seen as essential to achieving outcomes for the community and are a key strength of the organisation.

INTERVIEW QUOTES

"The RAP team, for example, would turn a profit based on their service offering... the construction activities would be subsidised by the greater GLaWAC".

"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".

Our challenges have come because of 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".

"It's about the people to deliver the business growth, so it's about... building capability or capacity within the Community to work or to lead these businesses."

"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".

DETAILED INSIGHTS: GROWTH



GLaWAC identifies renewable energy and cultural tourism as key growth sectors.

- The Corporation sees significant potential in renewable energy, particularly given the recent designation of Australia's first offshore wind zone off Gunaikurnai Country.
- Cultural tourism is highlighted as a major growth area, with the potential to connect the community, promote healing, and secure economic benefits.

Resource allocation and strategic planning are crucial for realizing growth opportunities and obtaining flexible, long-term funding to support growth.

- The current reliance on short-term, project-based funding is seen as a constraint, limiting their ability to plan effectively and engage the community in meaningful ways.
- GLaWAC acknowledges that securing the necessary resources, particularly funding, is a critical enabler for their growth plans. They emphasize the need for early-stage investment in planning and feasibility studies to position themselves for larger funding opportunities that can support their aspirations.

GLaWAC is focused on aligning growth with cultural values and community needs.

- The Corporation is deeply committed to ensuring that any growth aligns with Gunaikurnai cultural values and addresses the needs of the community. This includes ensuring that new business ventures or expansions are consistent with their cultural identity and contribute to the well-being of the community.
- GLaWAC has developed a "pathway to partnership" initiative aimed at streamlining how external organizations engage with them. This structured approach is designed to help other organisations understand the initial steps required to work effectively with GLaWAC, reducing unnecessary interactions and ensuring that partnerships are built on a solid foundation of mutual understanding.

GLaWAC is exploring strategic partnerships to drive growth.

- Beyond internal development, GLaWAC is actively seeking strategic partnerships that can bring in expertise, resources, and opportunities that the Corporation may not be able to generate independently. These partnerships are seen as a way to enhance their business operations and expand their influence.

INTERVIEW QUOTES

"The next step of our strategic growth is to have a land acquisition strategy, and it's all gonna fit under the community benefit model."

"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".

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

"The question is always, how does this align with our cultural values? We're not just looking for growth for the sake of it—we need to make sure it benefits the community and stays true to who we are."

"The pathway to partnership, which we're just about to launch, helps other organisations to know how to work with us."

DETAILED INSIGHTS: TRANSFORMATION



GLaWAC approaches transformation with a focus on sustainability and self-determination.

- The Corporation is cautious about radical transformation, emphasising that any changes must align with their long-term goals of sustainability and self-determination.
- GLaWAC are committed to pursuing opportunities that ensure control remains within the community and that investments are made in ways that benefit the community sustainably.

GLaWAC views fire management as a potential area for commercial and cultural transformation.

- Fire management is identified as a significant area for GLaWAC, with the potential for both cultural and commercial benefits.
- The Corporation is developing a unique approach to fire management that incorporates traditional knowledge and could be commercialised in the future.

GLaWAC is leveraging traditional knowledge as a cornerstone for transformation.

- The Corporation is intent on using traditional knowledge as the foundation for its transformational activities. This includes integrating traditional practices into modern business ventures, ensuring that their cultural heritage informs and enhances their commercial activities.

GLaWAC recognises the importance of resilience in the face of systemic challenges.

- The Corporation acknowledges that systemic challenges, such as regulatory barriers and limited funding opportunities, require a resilient approach. GLaWAC is committed to building resilience within the organisation and the community to navigate these challenges and achieve their transformational goals.

Innovation through community-driven initiatives is a focus for transformation.

- GLaWAC places significant emphasis on community-driven initiatives as a means of innovation and transformation. By engaging the community in decision-making and project development, GLaWAC ensures that transformation is not only top-down but also rooted in the needs and aspirations of the Gunaikurnai people.

INTERVIEW QUOTES

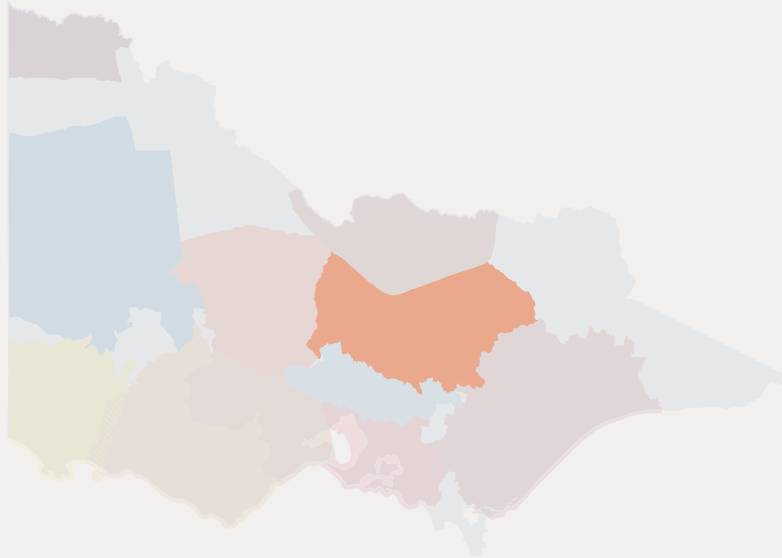
"Whatever we do and invest our time and energy in, whether it's building a business or something else, it's got to be sustainable. It's not a quick fix."

"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."

"Our traditional knowledge is a key asset—whether it's in fire management, land care, or even in how we approach business. It's what sets us apart and gives us a unique perspective on everything we do".

"Innovation has to come from the community—it's about listening to what our people want and need, and then finding ways to make that happen in a way that's sustainable and beneficial."

Taungurung Land and Waters Council



VICTORIAN RAP BOUNDARIES

INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: SURVEY

ASPIRATIONS

TLaWC identified that the organisation's key strategic drivers include advancing the health, well-being, and cultural identity of the Taungurung Community and advocating for healthy Country and strong organisational culture.

TLaWC highlighted the Corporation's key economic priorities as economic independence, organisational sustainability, and revenue stream diversification.

TLaWC expressed that critical outcomes include achieving governance and decision-making authority over Taungurung Country, ensuring the health of Taungurung people, and securing economic independence.

TLaWC described economic success over the next 5, 10, and 15 years as achieving organisational sustainability and having the resources to meet the demands of both the community and government agencies.

Representatives of Corporations Voice

"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."

CURRENT STATE

TLaWC operates a range of services across multiple sectors, including cultural heritage management, clean energy, and natural resource management, with a mix of full cost recovery and part cost recovery models.

The Corporation identified the main benefits of its current commercial activities as the diversification of revenue streams and fostering broader community support for Taungurung governance and healthy Country.

TLaWC currently has several business structures in place, including a charitable trust for property assets, registered business names for its tourism and land management businesses, and an enterprise business that is not yet operational.

The Corporation holds a variety of commercial agreements, including a Land Use Activity Agreement and MoUs with governmental bodies, although it lacks broader commercial arrangements.

Representatives of Corporations Voice

"Our activities have been less focused on commercial return and more on our duties to Taungurung Country and Community... We're working on diversifying revenue streams to achieve economic self-sufficiency."

GROWTH

TLaWC has growth plans that include new initiatives in aquaculture, native medicine, clean energy, and tourism, but these are secondary to its primary focus on influencing public policy and land management.

The Corporation sees the greatest potential for growth in sectors such as aquaculture, native medicine, and clean energy, and it is currently constructing a biocultural resource centre to support additional service delivery.

TLaWC emphasised the need for land and capital to realise these growth opportunities, with a particular focus on leveraging the value of land through rentals or compensation for stolen land.

The Corporation acknowledges that the structure of its business activities will depend on the risk profile of each venture, with flexibility required to decide whether to operate within existing structures or create new entities.

Representatives of Corporations Voice

"Our growth depends on land—realising its value through rentals or compensation for stolen land is critical."

TRANSFORMATION

TLaWC is cautious about pursuing radical commercial transformation, emphasising that its primary focus remains on governance and management of Taungurung Country rather than commercialisation.

The Corporation highlighted constraints to transformation, particularly the challenge of balancing respect for Taungurung knowledge and lore with commercial exploitation.

TLaWC identifies resourcing as the primary constraint to starting new business ventures, emphasising the need for adequate support structures before considering new areas of commercial activity.

Representatives of Corporations Voice

"A Traditional Owner nation focusing on commercialisation solely strikes me as being assimilated into the colonial project. We should however should be resourced to fulfil our responsibilities for the management of Country, and receive rental income/percentage of income for revenue generated from Country in order to support the Taungurung community."

DETAILED INSIGHTS: ASPIRATIONS



TLaWC identified that the organisation's key strategic drivers include advancing the health, well-being, and cultural identity of the Taungurung Community and advocating for healthy Country and strong organisational culture.

- The corporation prioritises "People" by focusing on the health, well-being, and cultural identity of the Taungurung Community. It also emphasises "Country" by acting as the voice of the land, ensuring a reciprocal relationship between people and Country to achieve environmental health.
- "Politics" and "Organisational Culture" are also strategic drivers, focusing on navigating government politics and fostering a resilient organisational culture that supports the leadership role of the Taungurung nation on their Country.

TLaWC highlighted the Corporation's key economic priorities as economic independence, organisational sustainability, and revenue stream diversification.

- Economic independence and self-determination are overarching goals. At a macro level, this includes achieving financial sustainability, and at a micro level, it involves broadening revenue streams through tourism, natural resource management businesses, cultural competency training, and social housing projects.
- The Corporation is actively pursuing partnerships, such as a current bid with Homes Victoria, to support social housing construction. Additionally, there is a focus on the renewable energy transition, with an emphasis on deriving appropriate benefits from these initiatives.

TLaWC expressed that critical outcomes include achieving governance and decision-making authority over Taungurung Country, ensuring the health of Taungurung people, and securing economic independence.

- Success is defined by the ability to govern and make decisions regarding Taungurung Country within a holistic framework. Another crucial outcome is maintaining the health of the Taungurung people by strengthening their connection and identity.
- Economic independence remains a key goal, with an emphasis on self-determination.

TLaWC described economic success over the next 5, 10, and 15 years as achieving organisational sustainability and having the resources to meet the demands of both the community and government agencies.

- In the next 5 years, success includes having the necessary resources to support the Corporation's operations and the broader community, addressing gaps in resources required by local schools, and investing in long-term economic objectives.
- Over the next 10 years, the focus remains on sustaining operational capacity and fostering educational programs that balance Western educational aspirations with a strong grounding in Taungurung identity and responsibilities.
- By the 15-year mark, the Corporation aims to have secured long-term economic sustainability, with reduced dependency on government funding, allowing for greater self-determination.

SURVEY STATEMENTS

"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."

"Economic independence and self-determination are our macro-level priorities, but on the ground, it's about sustainability and broadening our revenue streams through things like tourism and NRM business."

DETAILED INSIGHTS: CURRENT STATE



TLaWC operates a range of services across multiple sectors, including cultural heritage management, clean energy, and natural resource management, with a mix of full cost recovery and part cost recovery models.

- Services like tourism, NRM, and cultural education are delivered on a commercial basis, while other activities are supported through funding agreements. The Corporation emphasises the need for diversified revenue streams to support economic self-sufficiency.

The Corporation identified the main benefits of its current commercial activities as the diversification of revenue streams and fostering broader community support for Taungurung governance and healthy Country.

- Commercial activities such as tourism and cultural education not only generate income but also aim to educate the broader population, with the goal of creating advocates for Taungurung governance and environmental stewardship.

TLaWC currently has several business structures in place, including a charitable trust for property assets, registered business names for its tourism and land management businesses, and an enterprise business that is not yet operational.

- The charitable trust ensures that property assets remain under the control of the Taungurung community. Additionally, TLaWC has registered "Wawa Biik" (Hello Country) for its tourism business and "Biik Land Management" for its land management operations.

The Corporation holds a variety of commercial agreements, including a Land Use Activity Agreement and MoUs with governmental bodies, although it lacks broader commercial arrangements.

- TLaWC's current agreements include a Land Use Activity Agreement for public land use and MoUs with the Department of Transport and a local Shire council. There are no broader commercial agreements in place, though the possibility of becoming a social housing entity is under consideration.

SURVEY STATEMENTS

"Our activities have been less focused on commercial return and more on our duties to Taungurung Country and Community... We're working on diversifying revenue streams to achieve economic self-sufficiency."

"Our business structures are designed to protect Taungurung assets, like our charitable trust for property holdings... We're also exploring new ventures under Wawa Biik and Biik Land Management."

DETAILED INSIGHTS: GROWTH



TLaWC has growth plans that include new initiatives in aquaculture, native medicine, clean energy, and tourism, but these are secondary to its primary focus on influencing public policy and land management.

- While economic development is a focus, the Corporation prioritises its role in public policy advocacy and managing State Forests and public land. This creates challenges in developing a growth plan when there is uncertainty about continued funding.

The Corporation sees the greatest potential for growth in sectors such as aquaculture, native medicine, and clean energy, and it is currently constructing a biocultural resource centre to support additional service delivery.

- Investments in renewable energy and the biocultural resource centre (seed bank) are seen as significant opportunities for extending service delivery, particularly in the areas of Caring for Country and cultural heritage management.

TLaWC emphasised the need for land and capital to realise these growth opportunities, with a particular focus on leveraging the value of land through rentals or compensation for stolen land.

- The Corporation needs to balance commerciality with its focus on Country and Community. Realising the economic potential of land—either through rental income or compensation—is seen as a critical driver for growth.

The Corporation acknowledges that the structure of its business activities will depend on the risk profile of each venture, with flexibility required to decide whether to operate within existing structures or create new entities.

- The decision to establish separate entities or operate under existing structures will be driven by the nature of the activity and its associated risks.

SURVEY STATEMENTS

"We're focused on influencing public policy and land management, which makes it hard to develop a growth plan when our funding is uncertain... But we see potential in areas like aquaculture and clean energy."

"Our growth depends on land—realising its value through rentals or compensation for stolen land is critical."

DETAILED INSIGHTS: TRANSFORMATION



TLaWC is cautious about pursuing radical commercial transformation, emphasising that its primary focus remains on governance and management of Taungurung Country rather than commercialisation.

- The Corporation does not prioritise commercial activity, viewing it as a potential path toward assimilation into colonial frameworks. Instead, TLaWC advocates for adequate resourcing to fulfil its responsibilities for Country management and to receive appropriate income from land use.

The Corporation highlighted constraints to transformation, particularly the challenge of balancing respect for Taungurung knowledge and lore with commercial exploitation.

- While there are opportunities to leverage First Peoples knowledge and culture for commercial purposes, TLaWC is committed to ensuring that respect for cultural knowledge and lore takes precedence over commercial interests.

TLaWC identifies resourcing as the primary constraint to starting new business ventures, emphasising the need for adequate support structures before considering new areas of commercial activity.

- The Corporation's current focus is not on commercial expansion but on securing the resources necessary to manage its current obligations and responsibilities to Country.

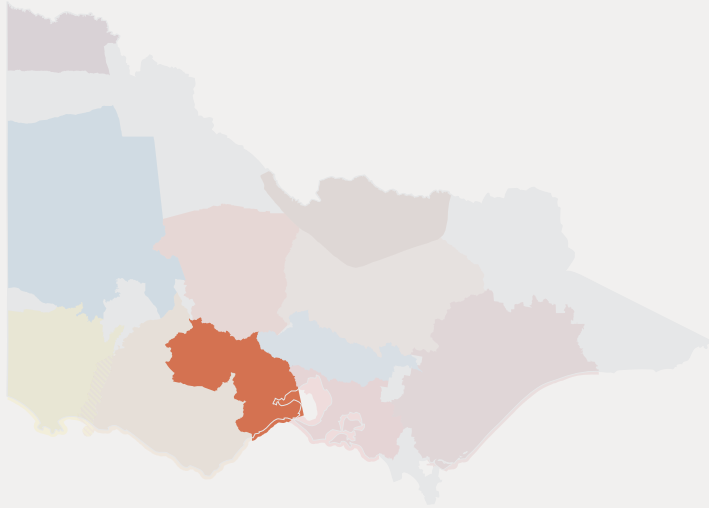
SURVEY STATEMENTS

"I'm not convinced that commercial activity has primacy within TLaWC's operation at this point in time. We are focused on taking on the Governance and Management responsibilities for forested country.

A Traditional Owner nation focusing on commercialisation solely strikes me as being assimilated into the colonial project. We should however should be resourced to fulfil our responsibilities for the management of Country, and receive rental income/percentage of income for revenue generated from Country in order to support the Taungurung community.

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

Wadawurrung Traditional Owners Aboriginal Corporation



VICTORIAN RAP BOUNDARIES



INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: INTERVIEW

ASPIRATIONS

The organisation has an appetite for borrowing capital to enable it to purchase or develop infrastructure to support economic growth

The Corporation's key economic priorities as self-sustainability, land acquisition, and designated footprints in Ballarat and Geelong

A key goal for the Corporation is to employ as many Traditional Owners as possible.

Economic success for the Corporation in 15 years would look like having achieved financial self-sufficiency and identified steps to achieving this goal at 5-year and 10-year timeframes.

Success of the Corporation's economic activity is measured by alignment to Paleert Tjaara Dja, the Wadawurrung Healthy Country Plan 2020-2030

Representatives of Corporations Voice

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

CURRENT STATE

WTOAC services are delivered on a commercial fee for service basis and that WTOAC has an operating loss each year.

A main benefit from its current commercial activities is the capacity to provide Elder services.

Potential risks to the Corporation's current business activities as being left behind and the need to shift board mindset to adapt.

There are challenges to their current business activity in lack of competitive salaries, resources and long-term sustainable contracts/agreements.

The Corporation currently holds corporate agreements for education and partnerships/commitments with statutory bodies

The Corporation could improve productivity from its existing business activity through training and improving efficiency.

Representatives of Corporations Voice

“We're losing staff like that all the time because they can get paid more elsewhere.”

GROWTH

WTOAC is currently setting up a small-scale nursery at land property in Bostock.

There is an opportunity to diversify from Cultural Heritage services.

WTOAC emphasised the importance of having a Recognition Settlement Agreement in growing their current business activities, particularly in wind farming.

WTOAC suggested that the government should hold companies to account in regards to meeting procurement targets.

There are a range of constraints to growing their current business activities including barriers to entry, need for land, unable to offer competitive salaries, and need for funding for training.

Representatives of Corporations Voice

“Where do we do our aquaculture? Where do we set up a larger scale nursery? Where do we house our machines? We can't do any of that without land.”

TRANSFORMATION

WTOAC expressed that a radical transformation of their current commercial activity would require an injection of capital funding of around \$15-17 million.

WTOAC highlighted constraints to transforming their business activities such as barriers to accessing funding.

Representatives of Corporations Voice

“I just randomly ask [ILSC], I said, how many, how many different, you know, requests from the, for original corporations do you get each month thinking that it might be a handful, right? They say, oh no, we get about five requests a day. So going, geez, we really are far down the pecking order then. Right? That's how many requests they get for financial support a day. Hence why we haven't heard from them in three weeks.”

DETAILED INSIGHTS: ASPIRATIONS



WTOAC identified the organisation has an appetite for borrowing capital to enable it to purchase or infrastructure to support economic growth

- It was noted that WTOAC is situated in one of the fastest growing areas in Australia, yet suffers from lack of infrastructure to enable it to capitalise on this growth.
- WTOAC explained that there was an an appetite for loans to enable infrastructure.

WTOAC highlighted the Corporation's key economic priorities as self-sustainability, land acquisition, and designated footprints in Ballarat and Geelong.

- WTOAC expressed the importance of self-sustainability and prosperity for the security of membership for perpetuity.
- WTOAC emphasised the importance of land acquisition to enable the Corporation to achieve its aspirations for new income streams (potentially wind farms and/or aquaculture ventures) and the need for seed funding, like through the Traditional Owner Settlement Act.
- WTOAC expressed that there is the aspiration to establish a footprint in both Geelong and Ballarat.

WTOAC expressed that a key goal for the Corporation is to employ as many Traditional Owners as possible.

- WTOAC highlighted the aspiration to obtain more funding to allow the Corporation to employ more Traditional Owners, and build their skill sets and their capacity within roles.

WTOAC highlighted that success of the Corporation's economic activity is measured by alignment to Paleert Tjaara Dja, the Wadawurrung Healthy Country Plan 2020-2030.

- WTOAC expressed that resourcing is based on what is needed to achieve the goals and objectives outlined in the Healthy Country Plan.

WTOAC highlighted that economic success for the Corporation in 15 years would look like having achieved financial self-sufficiency and identified steps to achieving this goal at 5-year and 10-year timeframes.

- WTOAC expressed that in 15 years, the Corporation hopes to have achieved financial self-sufficiency and no longer need to rely on compensation from the Traditional Owner Settlement Act, having diversified and developed their own revenue streams.
- WTOAC expressed that in 10 years, the Corporation aims to have achieved some level of attainment towards the 15-year goal of self-sufficiency, through self-determination.
- WTOAC expressed that in 5 years, the Corporation hopes to have received support to start achieving the 15-year goal of self-sufficiency

QUOTES

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

“[Our 15 year goal is] that we developed our own, revenue streams and diversified revenue streams that allow us to be self-sufficient as a corporation where ideally we don't have to always heavily on government funding for particular resourcing needs in the corporation that aligned to our strategic plan.”

DETAILED INSIGHTS: CURRENT STATE



WTOAC highlighted that their services delivered on a commercial fee for service basis and that WTOAC has an operating loss each year.

WTOAC expressed that a main benefit from its current commercial activities is the capacity to provide Elder services.

- WTOAC expressed that they provide Elder services which includes support for social outings, getting to appointments, etc.

WTOAC emphasised that Cultural Heritage Management Plan services are a main strength of the Corporation's current business activities.

- WTOAC highlighted that CHMP services generate over 60% of operating revenue.
- WTOAC expressed that the corporation's other main area of business activity, Natural Resource Management, does not break even currently.

WTOAC highlighted potential risks to the Corporation's current business activities as being left behind and the need to shift board mindset to adapt.

- WTOAC expressed that there is a risk that they are being left behind as they are currently approving development on Wadawurrung Country that is been worked on by large companies or other Traditional Owner businesses rather than WTOAC.
- WTOAC suggested that there is a need to shift board mindset to acknowledge that the Corporation might need to move further than just Wadawurrung Traditional Owners, and that they might need to engage resources from other First Nations groups.

WTOAC highlighted that there are challenges to their current business activity in lack of competitive salaries, resources and long-term sustainable contracts/agreements.

- WTOAC expressed that a challenge to their current business activities is that they are unable to match competitive salaries that private sector businesses can offer.
- WTOAC highlighted the challenge in the lack of long term sustainable and profitable contracts and agreements with stakeholders which creates uncertainty about pipeline and projects.
- WTOAC suggested that this challenge could be addressed with genuine intent in particular partners to support WTOAC on their journey.

WTOAC expressed that the Corporation currently holds corporate agreements for education and partnerships/commitments with statutory bodies.

- WTOAC highlighted that currently they hold corporate agreements to deliver education.
- WTOAC expressed that there are currently partnerships and commitments with statutory bodies, like water boards, for land management.

WTOAC suggested that the Corporation could improve productivity from its existing business activity through training and improving efficiency.

QUOTES

“We are approving development on Wadawurrung country, right? And then we watch John Holland, Delaware group, another Traditional Owner business operating machines, or doing the construction or doing the landscaping. Or when we have another aboriginal consultancy coming to engage with us on culturally appropriate matters that have been engaged by another party, that's a risk that we are not the ones being engaged.”

“We're trying to build the capacity some of our Traditional Owners in those roles”

“We're losing staff like that all the time because they can get paid more elsewhere.”

“Well, what we need is a genuine intent, in particular partners to support us on our journey. And realizing that the product we deliver at the moment isn't the optimal product and coming at a commercially viable sort of price point as well. And realizing that they're supporting us to do that.”

DETAILED INSIGHTS: GROWTH



WTOAC expressed that they currently setting up a small-scale nursery at land property in Bostock

- WTOAC expressed that the nursery will be a small operation but will inform Caring for Country and has commercial aspect in selling propagated plants of native species and indigenous native species for re-vegetation on Wadawurrung country

WTOAC highlighted the opportunity to diversify from Cultural Heritage services.

- WTOAC expressed that they seek to diversify from Cultural Heritage services, as well as build fee base from Cultural Heritage consultancy from 30 percent to 100 percent
- WTOAC suggested that they are seeking funding, or via partnerships, to purchase civil works machinery to build capacity in the civil works/construction sector. Procurement targeting development in Wadawurrung Country – should be the 1st, 2nd, or 3rd choice on any project

WTOAC emphasised the importance of having a Recognition Settlement Agreement in growing their current business activities, particularly in wind farming.

- WTOAC highlighted Gunaikurnai Land and Waters Aboriginal Corporation's business ventures and the role of Native Title in growing this.
- WTOAC suggested that WTOAC would have more leverage with wind farms if they had Native Title.
- WTOAC highlighted that there is approximately 670 wind farms on Wadawurrung Country with no community engagement or any proceeds to WTOAC outside of statutory CHMP requirements.

WTOAC suggested that the government should hold companies to account in regards to meeting procurement targets.

- WTOAC highlighted that there is no incentive for private companies to meet their procurement targets and the government should hold companies to account.

WTOAC highlighted a range of constraints to growing their current business activities including barriers to entry, need for land, unable to offer competitive salaries, and need for funding for training.

- WTOAC expressed that there are barriers to entry in some highly specialised sectors (e.g. construction, waste management) that require significant training and investment in equipment/facilities.
- WTOAC emphasised the importance of land acquisition in order to set up new business ventures and grow their commercial activity.
- WTOAC expressed that there are difficulties in offering competitive salaries compared to roles in commercial/corporate sector which creates challenges in recruitment and growth
- WTOAC highlighted that there is a need for funding for training to build capacity for new business ventures.

QUOTES

"We want to be the heritage advisors on site"

"Give us what they've got, give us what the other corporations have received."

"What happens if they don't meet their targets? Know for a fact that John Holland aren't going to get fined if they don't meet their procurement targets."

"And the challenge is if everyone's going working for these other companies, you know, other industries at high salaries, that's cannibalizing your people from working with you."

"Where do we do our aquaculture? Where do we set up a larger scale nursery? Where do we house our machines? We can't do any of that without land."



DETAILED INSIGHTS: TRANSFORMATION



WTOAC expressed that a radical transformation of their current commercial activity would require an injection of capital funding of around \$15-17 million.

- WTOAC highlighted that this funding would support the corporation to be bold and allow the Corporation to develop a footprint in Geelong and Ballarat, invest in research and development for aquaculture, and purchase machinery for civil works/construction.
- WTOAC suggested that this injection of capital funding would make the Corporation self-sustaining within 7-10 years.

WTOAC highlighted constraints to transforming their business activities such as barriers to accessing funding.

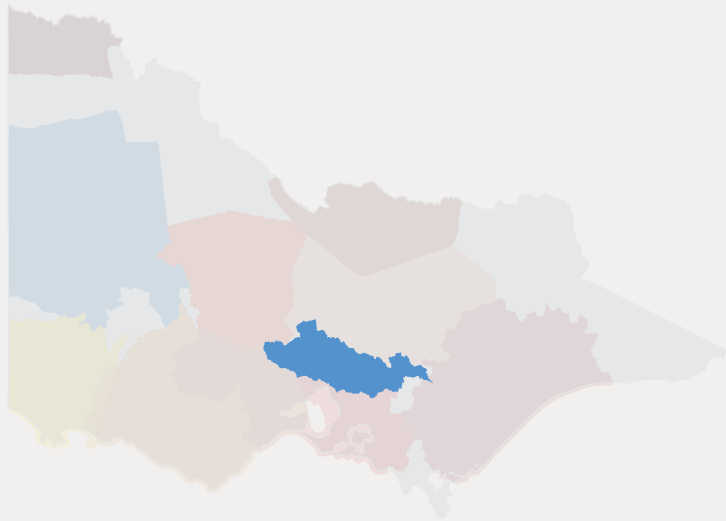
- WTOAC expressed difficulties in accessing funding for aquaculture through the Indigenous Land and Sea Council due to large number of requests.

QUOTES

“I just randomly ask [ILSC], I said, how many, how many different, you know, requests from the, for original corporations do you get each month thinking that it might be a handful, right? They say, oh no, we get about five requests a day. So going, geez, we really are far down the pecking order then. Right? That's how many requests they get for financial support a day. Hence why we haven't heard from them in three weeks.”

”Like what I said before when I said this is what we think an RSA is worth to us. Why don't you just give us that now when we need it? It's like the analogy [of inheritance]. Your parents pass when you're 50, 60 years old. Majority of people don't need that support at that point You need it when you're 20. That's what we need. We need that support now rather than after the fact. I don't, I can't see the government being that bold.”

Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation



VICTORIAN RAP BOUNDARIES

INSIGHTS FROM DISCOVERY & CONSULTATION

DATA SOURCE: SURVEY & CEO FORUM

ASPIRATIONS

WWCHAC identified internal governance improvements and infrastructure development as critical needs to support future growth and decision-making processes.

WWCHAC emphasised the importance of bridging the gap between Indigenous and non-Indigenous governance systems.

WWCHAC expressed concerns about the impacts of legislative changes and Melbourne's rapid growth on the Corporation's ability to support current and future activities.

WWCHAC expressed a strong aspiration to change public perceptions and mindsets regarding Indigenous people and their roles in society.

WWCHAC's long-term vision includes securing Native Title and establishing a Treaty within the next five years, with the goal of becoming self-sustainable through generated income rather than relying solely on government funding.

WWCHAC envisions having a purpose-built facility within 10 years to house staff and host community events, supporting both cultural and economic activities.

Representatives of Corporations Voice

"Lack of internal governance processes... this is one of our biggest challenges. We need to ensure that our Board has the right tools to make informed decisions."

CURRENT STATE

WWCHAC is actively involved in a wide range of sectors, including cultural heritage management, cultural education, First Nations tourism, and more, but faces challenges related to infrastructure and the need for a permanent base.

WWCHAC is currently undergoing a radical transformation driven by significant growth in response to an increase in heritage work related to property and infrastructure development.

WWCHAC has experienced rapid growth but is facing challenges due to the Corporation's rapid expansion and associated risks.

Representatives of Corporations Voice

"We're undergoing radical transformation due to significant growth, especially in heritage work related to large property and infrastructure development."

GROWTH

WWCHAC sees early intervention health services and an Indigenous business incubator/startup as key areas for future growth.

The Corporation emphasises the importance of public perception and mindset change as critical factors in unlocking greater economic potential.

WWCHAC is cautious about overextending its current capacity and stresses the need for a thorough review before expanding further.

Representatives of Corporations Voice

"Our current activities are already accelerated, but it's crucial for us to review our capacity before taking on more."

TRANSFORMATION

WWCHAC is focused on managing the risks associated with its current rapid growth, particularly in heritage work, and ensuring that the transformation is sustainable.

The Corporation acknowledges that its business model is currently in a state of radical transformation, driven by external demand for heritage services.

WWCHAC is focused on better integrating Indigenous governance with the current regulatory framework to support transformation.

WWCHAC sees the potential for sovereignty as the ultimate goal for ensuring true access and rights to Country.

Representatives of Corporations Voice

"The ultimate right is sovereignty... Native Title gives you your Country, but with conditions. Sovereignty would allow full access without those conditions."



DETAILED INSIGHTS: ASPIRATIONS



WWCHAC identified internal governance improvements and infrastructure development as critical needs to support future growth and decision-making processes.

- The Corporation highlighted the lack of internal governance processes and management instruments, which currently hinder the Board of Directors' ability to make informed decisions. Improving these processes is seen as essential for supporting both current and future activities.

WWCHAC emphasised the importance of bridging the gap between Indigenous and non-Indigenous governance systems.

- The need for the Corporation to balance traditional Indigenous decision-making processes with the regulatory requirements imposed by the government was highlighted. This includes the aspiration to conduct meetings on Country in the traditional way, rather than being constrained by Western governance frameworks.

WWCHAC expressed concerns about the impacts of legislative changes and Melbourne's rapid growth on the Corporation's ability to support current and future activities.

- The Corporation is particularly focused on how changes in State and Federal government legislation could impact its operations, especially in areas related to the RAP. Additionally, Melbourne's rapid growth presents challenges in maintaining and expanding their services.

WWCHAC expressed a strong aspiration to change public perceptions and mindsets regarding Indigenous people and their roles in society.

- A key aspiration involves addressing unconscious biases and changing the often negative public perceptions of Indigenous success and visibility in various sectors, such as sports and business.

WWCHAC's long-term vision includes securing Native Title and establishing a Treaty within the next five years, with the goal of becoming self-sustainable through generated income rather than relying solely on government funding.

- The Corporation aims to achieve Native Title by 2025/26 and pursue a Treaty, both at the State level and within the Traditional Owner context. Success in these areas is crucial for securing the Corporation's future.

WWCHAC envisions having a purpose-built facility within 10 years to house staff and host community events, supporting both cultural and economic activities.

- A long-term aspiration is to establish a facility that permanently houses the Corporation's staff and includes multipurpose rooms for Elders, large public gatherings, and various cultural events. This facility would support both the Corporation's operations and the broader Wurundjeri community.

CEO FORUM QUOTES & SURVEY STATEMENTS

"Lack of internal governance processes... this is one of our biggest challenges. We need to ensure that our Board has the right tools to make informed decisions."

"We should be having meetings on Country the way they used to have meetings for hundreds and thousands of years... the regulators won't accept that because we've got to do the financial reports and other key reports to be compliant."

"It's not just about prosperity; we should also look towards changing people's mindsets... on our social media pages, we get a lot of negative comments from people who see Aboriginal people doing well and say, 'Why are they succeeding?'"

"In 10 years, we want a fit-for-purpose facility that can house our staff permanently, and be a hub for cultural events, meetings, and community gatherings."

DETAILED INSIGHTS: CURRENT STATE



WWCHAC is actively involved in a wide range of sectors, including cultural heritage management, cultural education, First Nations tourism, and more, but faces challenges related to infrastructure and the need for a permanent base.

- The Corporation operates across diverse sectors such as native medicine, fashion, arts, media, and health services. However, it currently lacks a permanent office and is working towards securing a more stable infrastructure to support these activities.
- Renting an office space is seen as a temporary solution, and there is a strong need for a permanent facility to provide stability and support long-term planning.

WWCHAC is currently undergoing a radical transformation driven by significant growth in response to an increase in heritage work related to property and infrastructure development.

- The Corporation is experiencing rapid growth, particularly in heritage work, which has led to a transformation in how it operates. However, this growth also introduces potential risks that need to be managed effectively through ongoing analysis and planning.

WWCHAC has experienced rapid growth but is facing challenges due to the Corporation's rapid expansion and associated risks.

- The Corporation is experiencing rapid expansion and has moved to a larger office space to accommodate the expanding staff. However, this rapid expansion brings risks that need careful management, including ensuring that governance systems are robust enough to handle the increased scale.

CEO FORUM QUOTES & SURVEY STATEMENTS

"We are currently renting an office and working towards a more permanent base... infrastructure is a critical issue for us."

"We're undergoing radical transformation due to significant growth, especially in heritage work related to large property and infrastructure development."

"We are currently going through radical transformation... we've moved to a new office, and I need to recruit another hundred staff. So we're going through significant growth, but with that comes associated risks."



DETAILED INSIGHTS: GROWTH



WWCHAC sees early intervention health services and an Indigenous business incubator/startup as key areas for future growth.

- The Corporation identifies early intervention health services and establishing an Indigenous business incubator as sectors with significant growth potential. These initiatives align with the Corporation's broader goals of supporting the Wurundjeri community and fostering economic independence.

The Corporation emphasises the importance of public perception and mindset change as critical factors in unlocking greater economic potential.

- Changing public perceptions and mindsets about the role of Indigenous organizations, particularly in areas like heritage work, is seen as crucial for unlocking the Corporation's economic potential. There is a need for the broader community to better understand and appreciate the processes involved in the Corporation's work.

WWCHAC is cautious about overextending its current capacity and stresses the need for a thorough review before expanding further.

- While the Corporation is experiencing growth, there is an emphasis on the importance of reviewing its current capacity to ensure it can manage additional activities without compromising existing operations.

CEO FORUM QUOTES & SURVEY STATEMENTS

"Economic potential shouldn't just be about prosperity; it's also about changing mindsets... if the public better understood our processes, it would change their perspective."

"Our current activities are already accelerated, but it's crucial for us to review our capacity before taking on more."



DETAILED INSIGHTS: TRANSFORMATION



WWCHAC is focused on managing the risks associated with its current rapid growth, particularly in heritage work, and ensuring that the transformation is sustainable.

- The Corporation is undergoing significant growth, which necessitates a careful analysis of potential risks and the implementation of controls to manage this transformation effectively.

The Corporation acknowledges that its business model is currently in a state of radical transformation, driven by external demand for heritage services.

- The increase in heritage work due to large property and infrastructure developments is a key driver of the Corporation's transformation. This shift requires the Corporation to adapt quickly to meet the growing demand.

WWCHAC is focused on better integrating Indigenous governance with the current regulatory framework to support transformation.

- The Corporation is focused on how it can better align traditional Indigenous governance methods with the requirements imposed by regulatory bodies like ORIC, particularly in the context of managing growth and transformation.

WWCHAC sees the potential for sovereignty as the ultimate goal for ensuring true access and rights to Country.

- Beyond Native Title, true transformation would involve achieving sovereignty, which would grant full access and rights to Country without the limitations currently imposed by legislation.

CEO FORUM QUOTES & SURVEY STATEMENTS

"We're going through radical transformation due to significant growth in heritage work... we need to ensure this growth is managed sustainably."

"The ultimate right is sovereignty... Native Title gives you your Country, but with conditions. Sovereignty would allow full access without those conditions."

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