



Federation of Victorian Traditional Owner Corporations

Report of activities 2024–25





Federation of
Victorian Traditional
Owner Corporations

The Federation of Victorian Traditional Owner Corporations is grateful to work with Traditional Owner groups all across Country now known as Victoria. We pay our deep respects to Ancestors past and Elders present, and to everyone working to heal and care for Country today. This always was, and always will be, Aboriginal land.

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CHAIR'S MESSAGE

It's the year of Treaty, of new Traditional Owner Corporations, of expanded work and refreshed leadership for the Federation: FY24-25 won't be one to forget in a hurry. There's a lot to celebrate.

The financial year began with Wamba Wemba Aboriginal Corporation's formal appointment as the Registered Aboriginal Party (RAP) for Country near Swan Hill, bringing the area of what's now known as Victoria represented by formally recognised Traditional Owner groups to approximately 80 per cent. I want to congratulate the Wamba Wemba peoples on this milestone, and recognise the vital role of Traditional Owner Corporations in meeting their obligations to care for Country. This news fills me with joy and determination, for a future where all Country is returned to the custodianship of strong and supported Traditional Owner Corporations.

The Federation had a fantastic year expanding its work to provide this support. I want to congratulate

the team on securing secretariat contracts for the Traditional Owner Corporation Caucus to the Statewide Caring for Country Partnership Forum and the Cultural Fire Leadership Group (read more about this work on page X); its funded role representing Traditional Owners' rights and interests on Ngaweeyan Maar-oo (page Y); and its new funding to deliver a Workforce Development Strategy (page Z), which will support Traditional Owner-led workforces on-Country and contribute to cultural strengthening.

The Federation is growing: I want to warmly welcome Taungurung Land and Waters Council (TLaWC) to the Federation's membership, following a unanimous vote by the Federation's Board in December 2024. TLaWC is already influencing a positive new direction for

the Federation’s advocacy and policy focus, and its involvement only strengthens the Federation’s work for and with Traditional Owner Corporations.

I want to congratulate the Wamba Wemba peoples on their milestone, and recognise the vital role of Traditional Owner Corporations in meeting their obligations to care for Country.

The future feels bright for Victorian Traditional Owner groups. Statewide Treaty negotiations commenced this year, and in May, my own mob, Dja Dja Wurrung, signalled our readiness to negotiate a Traditional Owner Treaty, through our registration on the Treaty Negotiations Database.

In this new era, we see a change in leadership for the Federation: in June, I wrote to inform you of Paul Paton’s resignation from the role of Federation CEO, and the appointment of Kaley Nicholson as interim CEO, while the Board conducts a rigorous recruitment process for a permanent CEO.

On behalf of the Federation, I extend my sincere thanks to Paul for his leadership and dedication, and acknowledge his contributions to advancing the rights and voices of Traditional Owners across Victoria. Under Paul’s leadership, the Federation consistently achieved positive outcomes in a continually changing landscape, and he was a well-regarded and respected member of

the team. We wish him all the very best in his future endeavours and express our appreciation for the legacy he leaves behind.

The Federation remains committed to its work for and with Traditional Owners, and I want to thank the Board, member corporations, and staff. Your passion and dedication contributes every day to a landscape that realises Traditional Owners’ rights and interests, and it’s a privilege to work alongside you in this fight.



A handwritten signature in cursive script that reads "Cassandra Lewis".

Cassandra Lewis | Board Chair

INTERIM CEO'S MESSAGE

Wawa, I had the privilege of joining the Federation's team in June 2025, and am now in the unique position of presenting you a year of our dedicated work for Victorian Traditional Owners, while looking firmly ahead for an even stronger future.

The Federation is halfway through our Strategic Plan 2024-27, and our work this year focused tightly on giving effect to our strategic priorities around alliance-building, capacity, and advocacy for Traditional Owners. The Federation has been vocal on the national stage, through our involvement in national alliances for cultural heritage protection, renewable energy, and the Coalition of Peaks, and took the opportunity to present at the national AITSIS Summit in Darwin on a landmark piece of work prepared this year: the Victorian Traditional Owner Economic Development Roadmap.

The Roadmap represents three years of work to uncover the state of the First Nations' economic potential, including the systemic barriers Traditional

Owner groups face to realising their self-determined ambitions for their communities' futures. The Federation was proud to present an early version of this work at a two-day summit in Healesville in March, attended by Traditional Owner groups, Victorian Government representatives, and our partners in the sector. The summit was a milestone in our ongoing work for Traditional Owners' economic rights in FY24-25 – work that included significant policy inputs to VicGrid's community benefits-sharing scheme, which recognises the damage caused to Country that hosts renewable energy infrastructure, and to the early design of a similar scheme for critical minerals mining. Our ongoing efforts for sustainable funding for Traditional Owner Corporations – which this year

included a formal Victorian Government budget bid, in the Federation’s role as secretariat to the TOC Caucus – similarly recognise the authority and responsibilities of Traditional Owner Corporations, and the need for adequate and ongoing resourcing to enable their self-determined work.

The Federation is directed by our members – Traditional Owner Corporations that are Federation members are able to appoint up to two directors our Board – but can, and does, work with all Victorian Traditional Owner groups. It was a pleasure to join with Traditional Owners this year from Mildura through to Orbost, and Portland to Wodonga, through our administration of the Aboriginal Culture and Healing Flood Recovery Grant Program, Nation Building Resource Pool Program, and advocacy on cultural heritage protection and culturally significant species management. Joining the Yoorrook Justice Commission’s historic Walk for Truth and the landmark opening of Statewide Treaty negotiations were other opportunities to stand with Traditional Owner groups – and on a personal note, I’ve really enjoyed getting out to meet as many Traditional Owner Corporation CEOs and teams as possible in my first months in this role; their dedication is inspiring, and I’m proud to be supporting their work.

This work couldn’t happen without our dedicated members, Board and team. My sincere thanks to the Federation’s members; our Board and its Chair, Cassandra Lewis; for their expert guidance this year.

Thank you to the Federation’s dedicated staff, and I extend my warmest wishes to the staff who moved on this year; James, Samitha, Tanya and Paul, and a big welcome to those who started this year: Nikita, Steph, Gabby, and Ken. It’s a pleasure being part of this team, and a privilege to lead an organisation so dedicated to uplifting the rights and interests of Victorian Traditional Owner groups. This work only gets bigger and better, and I’m honoured to be here doing my part.



A handwritten signature in black ink, appearing to read 'Kaley Nicholson', written in a cursive style.

Kaley Nicholson | Interim CEO

Photo: Taungurung Land and Waters Council

ABOUT

THE FEDERATION OF VICTORIAN TRADITIONAL OWNER CORPORATIONS IS THE VICTORIAN STATE-WIDE BODY THAT CONVENES AND ADVOCATES FOR THE RIGHTS AND INTERESTS OF TRADITIONAL OWNER GROUPS WHILE PROGRESSING WIDER SOCIAL, ECONOMIC, ENVIRONMENTAL, AND CULTURAL OBJECTIVES.

VISION

Traditional Owner Corporations strong on Country, leading the social, political, economic and cultural landscape.

PURPOSE

To provide and facilitate services and support to enable the self-determining direction of Traditional Owner Corporations to activate interests and opportunities.

OBJECTIVE

To embed recognition, empower self-determination, and enable capacity, through services that support and inform Traditional Owner Corporations and strengthen collective advocacy.

VALUES

We are guided by our four values:

Community

Working to achieve better outcomes for Victorian Traditional Owner communities.

Culture

Engaging with respect for Traditional Owners' cultural values, knowledge and practices.

Country

Recognising all Victorian Traditional Owners and respecting their primacy over Country, we come together to keep Country strong.

Collaboration

Participating in economic opportunities and decision-making processes, while sharing knowledge and experience based on trust and mutual respect.

MEMBERS

STANDING TOGETHER MAKES OUR VOICES LOUDER AND OUR POSITION STRONGER.

The Federation was founded in 2013 by Traditional Owner Corporations who recognised they could be stronger together in advancing shared interests in policy, economic opportunity, and caring for Country. Under the strategic direction of our members, who each appoint up to two members of our Board, we work with all Traditional Owner groups across Victoria.


Traditional Owner Corporations

Victoria has legally recognised Traditional Owner groups across nearly 80 per cent of the state. Traditional Owner Corporations hold these recognised collective rights – they are inclusive and representative membership structures with cultural authority to speak collectively for their community and Country.

The term ‘Traditional Owner Corporation’ in this report refers to the representative organisations of the groups that have been formally recognised as Traditional Owners of Country in Victoria under the *Native Title Act 1993 (Cth)*, *Traditional Owner Settlement Act 2010 (Vic)*, or *Aboriginal Heritage Act 2006 (Vic)*.

Members at 30 June 2025



A photograph of a garden scene. In the foreground, a large, fluffy white flower, possibly a hydrangea, is in sharp focus. The background is slightly blurred, showing various green and brown plants, including what looks like a red-flowered plant. The overall lighting is soft and natural, suggesting an outdoor setting.

SECTION 2 | STRATEGIC PRIORITIES

**OBJECTIVE 1
EMBED RECOGNITION**

WE WORK FOR THE SYSTEMIC RECOGNITION OF TRADITIONAL OWNER CORPORATIONS AND THEIR VALUES, PRIORITIES AND AUTHORITY WITH COUNTRY IN REGULATORY, FUNDING, PLANNING AND PARTNERSHIP SPACES.

In a challenging environment where 'wait for Treaty' continues to stymie progress towards joint decision-making and authority for Traditional Owner groups, the Federation was pleased this year to take up opportunities to push for redistributed power relationships in natural resource management, advance Traditional Owner groups' rights in renewable energy and social policy, and push for the practical implementation of protocols relating to Indigenous cultural and intellectual property rights.

In FY24-25, we signed contracts to serve as secretariat to partnership forums for caring for Country and cultural fire; delivered a minimum-standard Traditional Owner engagement framework for Victoria's largest reforestation project; finalised implementation of the Traditional Owner Game Management Strategy (which will now see Traditional Owner groups funded directly to deliver cultural game management on-Country); fed into the design of a scheme for what follows native timber harvesting; and continued to advocate for full implementation of Water is Life.

We amplified Traditional Owners groups' interests in the ACCO-heavy Closing the Gap space – continuing our role as the sole voice for Traditional Owners at Ngaweeyan Maar-oo – and contributed policy input and Traditional Owner groups' perspectives to the design of benefit-sharing schemes in renewable energy.

Strengthening Traditional Owner groups' rights in every forum and sector is our priority, and nothing less than genuine, respectful and guaranteed partnership at every level will be adequate.



Federation interim CEO Kaley (left) with senior policy advisors Daniel and Stephanie at a TOC Caucus meeting.

Secretariat support for the TOC Caucus

This financial year was the Federation's first as the secretariat to the Aboriginal caucus of a decision-making forum between Traditional Owner Corporations and the Victorian Government, with a clear mandate to enable greater visibility and more robust policy outputs. We were ready for the challenge.

The Statewide Caring for Country Partnership Forum was established in 2020 to provide a way for Traditional Owner Corporations to progress issues and share decision-making power with the Victorian Government's Department of Energy, Environment and Climate Action (DEECA) – which funds a dedicated secretariat role for the caucus of 12 Traditional Owner Corporations whose CEOs sit on the Partnership Forum – and hold DEECA accountable to its commitments to self-determination. Caucus members told us they wanted a vocal, visible and robust secretariat, helping it set agendas, reset relationships, and work authoritatively towards genuine partnership.

This mandate allowed us to harness our skills in community engagement and policy advice, reorient our links into Government, consolidate our relationships with Traditional Owner Corporations, and progress the objectives of our Strategic Plan, which aims to see Traditional Owners strong on Country, leading the social, political and economic landscape.

Over FY24-25, we supported eight Caucus meeting and two Partnership Forum meetings; prepared approximately 41 policy papers; and convened workshops to build consensus on topics including water rights, critical minerals mining, cultural fire and cultural landscapes funding, renewable energy infrastructure, economic development, and biocultural diversity. We were pleased to receive a second year of Caucus secretariat funding for FY25-26, and will continue working with and for the Caucus to facilitate Traditional Owner groups' agenda-setting and decision-making in caring for Country and beyond.

Centring Traditional Owners in work to Close the Gap

The Federation is the sole member of the representative Victorian body overseeing Closing the Gap implementation that focuses on Traditional Owner groups' rights and interests. Country is central to health and wellbeing, and our work with Closing the Gap in FY24-25 continued to emphasise the nature and importance of Country in every initiative to improve Aboriginal and Torres Strait Islander life outcomes.

Victoria's Implementation Plan

Over a nine-month period, three Federation team members dedicated time almost weekly to contribute feedback to the Victorian Implementation Plan: a core focus of our Closing the Gap work in FY24-25. Commencing in September 2024 and concluding in April 2025, we provided policy advice and input into the draft Plan – which sets out the Victorian Government's priority commitments under the National Agreement on Closing the Gap – and consistently refocused attention on the Traditional Owner groups, whose connection to and stewardship of Country is integral to ensuring peoples' good health and wellbeing.

A statewide plan needs a statewide perspective, was the reflection of our Closing the Gap policy team: our contributions were able to synthesise the views and priorities of Traditional Owner Corporations, drawing from our previous policy and programming in economic development, natural resource management, and Nation-building.

Ngaweeyan Maar-oo

The Federation is a proud member of Ngaweeyan Maar-oo – a representative membership forum that, in partnership with the Victorian Government, informs the design, implementation, oversight and monitoring of Victoria's progress to Close the Gap. In FY24-25, we continued our funded role as the elected representative for two sectors: land and waters, and economic development and employment – regularly contributing policy advice and insights on these topics from our experience working with and for Traditional Owner groups and the broader Aboriginal community.

We elevate Traditional Owners' rights and interests in decision-making spaces, keep a close eye on targets relating to our policy expertise, contribute to the ever-growing awareness of the complex and interconnected relationship between Country and wellbeing, and affirm the importance of economic independence in Closing the Gap outcomes. In FY24-25 we attended nine members' meetings, three partnership forum meetings, six secretariat and policy working group meetings, and 10 workshops on socioeconomic targets and priority reforms. We also, contributed to the development of Ngaweeyan Maar-oo's submission to the Victorian Parliament's Inquiry into Community Consultation Practices, and through our role on the national Coalition of Peaks – which partners with the Australian Government on the national Closing the Gap agreement – contributed a consistent framing of the role rights-based economic development plays in achieving equal life outcomes for Aboriginal and Torres Strait Islander peoples.



Ngaweeyan Maar-oo members, including former Federation CEO Paul Paton (third from right).
Photo: Ngaweeyan Maar-oo

Inland water target

The Federation is part of a group of peak bodies representing Aboriginal interests in water, working with DEECA to agree to a baseline and target for water returns in Victoria. This year, we attended 11 meetings, where we reiterated the significance of water for care and management of Country, and the need to centre Traditional Owner Corporations in realising the goal of community control over water. The proportion of water subject to Aboriginal and Torres Strait Islander peoples' control is a target in the National Agreement on Closing the Gap, and is progressed in Victoria at the state level.

In 2024, parties to the National Agreement on Closing the Gap decided the target relating to Aboriginal and Torres Strait Islander peoples' legal rights and interests in water would be best met through jurisdiction-specific targets, rather than one national figure. We're supportive of this, as variations between water management and holding systems, including strategic water reserves and large Indigenous Protected Areas in other parts of Australia could otherwise mask how little progress governments in southern Australia are making toward returns of inland waters.

"Australia's First Peoples have long described health and well-being from a holistic, relational perspective that encompasses one's physical, social, emotional, and spiritual well-being in connection with community, culture and Country..."

Research has shown that strong connections to culture and Country builds stronger individual and collective identities, a sense of self-esteem and resilience, and has demonstrated the importance of culture in realising better outcomes across other determinants of health including education, economic stability and community safety."

Federation's written feedback to the draft Victorian Closing the Gap Implementation Plan

Promoting Indigenous intellectual and cultural property rights

Four years after launching the Victorian Traditional Owner Native Food and Botanicals Strategy (TONFABS), Indigenous intellectual and cultural property rights (ICIP) are now at the forefront of commercial conversations. Our work in FY24-25 continued to keep this thinking aloft.

First Nations Knowledge and Economy

The TONFABS Cultural Protocol charts a pathway for how Traditional Owner groups in Victoria can lead the emerging native food and botanicals industry – but knowledge and application of the Protocol's principles remain limited. That's why, in November 2024, we brought together Traditional Owners and ICIP experts to understand the 'what, why and how' of the Cultural Protocol, in a three-day conference on Wadawurrung Country in Curlewis. Forty Traditional Owners and Traditional Owner Corporation staff members were joined by ICIP and industry experts for wide-ranging discussion on ICIP and the commercial opportunities

within an ethical and responsible native food and botanicals sector. We heard from experts on the legal barriers to protecting ICIP and how practices like the TONFABS Cultural Protocol can fill gaps; what access- and benefit-sharing agreements involve; best practice for industry when seeking access to Country, cultural knowledge and expression, and resources; and how activating ICIP rights preserves culture while growing First Nations' economies. The conference affirmed Traditional Owner groups' ownership of their traditional knowledge, cultural expression, and resources and the leadership role they play in Victoria's native food and botanicals industry, and was a pleasure to host.

Attendees at First Nations Knowledge and Economy, which workshopped the TONFABS Cultural Protocol over a lively three-day conference.



Where we're seeing ICIP respected

We've partnered with **Northern Australia Aboriginal Kakadu Plum Alliance** (NAAKPA) to bring two novel technologies to Victorian Traditional Owner groups, which can add value to native plant products in commercial markets, and were previously only available to groups in northern Australia.

Elemental fingerprinting technology developed by **ANSTO** and **National Measurement Institute** helps prove the exact provenance of native plant and animal products – adding transparency and affirming the premium price to be paid for authentic native Victorian products. We're excited to see **Barengi Gadjin Land Council** (BGLC) and **DJAARA** preparing to pilot fingerprinting technology with native kangaroo grass, wattleseed, salt and yabbies.

Trust Provenance runs traceability software that can help Victorian Traditional Owner groups manage the information in their native plant businesses, supporting the elemental fingerprinting. Through the partnership

with NAAKPA and the Federation, Trust Provenance has offered database control and use to Victorian Traditional Owner groups.

We took our invitation to feed into the development of the forthcoming **Victorian Wine Strategy** as an opportunity to talk about ICIP: while we were invited into consultations to talk about how to increase the number of Aboriginal winemakers, we pointed out Victorian viticulture happens on Traditional Owners' Country, using their resources, and agreement-making is the right thing for winemakers to do – not just acknowledging Country on the back of a bottle.

And we continued to work with **RMIT University** and **Agriculture Victoria** to understand the benefits and practical application of blockchain technology for TOCs (there's alignment between the collectively owned nature of blockchain and how TOCs operate), and support Victorian Traditional Owner groups' involvement in the ethical use of native plants in **medical research**.



Attendees at First Nations Knowledge and Economy, which workshoped the TONFABS Cultural Protocol over a lively three-day conference.



12 attendees from Traditional Owner Corporations, DJSIR and Parks Victoria walked on Gunaikurnaj Country at the Knob Reserve in November 2024 to share insights and feedback into culturally led game management and revitalisation of damaged Country.

Future of Forests

Since the expedited end of native forest logging in January 2024, Victorian Government has been working to understand how to manage those areas of former state forests. In FY24-25, the Federation had significant input into the design of a governance structure that would enable Country-focused decision-making for Traditional Owners, which went to DEECA's Future of Forests program in July 2024.

At the urging of the co-governance group of the Cultural Landscapes Strategy, we put the Victorian Government on notice for its failure to consult Traditional Owner groups in the decision to end logging, and advocated for ongoing funding for important policy work around the economic barriers and opportunities for Traditional Owner groups in the management of former state forests.

The Federation remains concerned that Traditional Owner groups' access to natural resources is largely limited to management for non-commercial purposes, and solely in accordance with the Government's rules. We'll continue to advocate for settings that enable Traditional Owner groups to access, manage and create economic opportunities with natural resources in the ways that suit their own priorities.

Native game management

FY24-25 marked the end of our formal work on the Traditional Owner Game Management Strategy (TOGMS), which aims to enable Traditional Owners to continue the cultural practices of their Ancestors in caring for and sustainably managing animals.

We supported the four Traditional Owner groups that delivered pilot projects under TOGMS to complete their projects – which planned for Country, employed staff, assessed and protected cultural heritage, and upgraded facilities – and hosted a Knowledge Sharing Day on Gunaikurnai Country in November 2024, which brought together wildlife, game and pest management practitioners from Traditional Owner groups to share insights and shape ideas for how to use ongoing direct funding to corporations for game management.

The Federation continued to meet with the Victorian Government's Department of Jobs, Skills, Industries and Regions (DJSIR) over the financial year, to guide its thinking around an approach to game management – and we'll continue to advocate for full implementation of the TOGMS to ensure Traditional Owner groups can lead cultural knowledge and practice in animal management on-Country.

“We encourage a holistic view and innovative approaches to ensuring Victorian Traditional Owners are able to access benefits from the expansion of the renewable energy sector, based on a recognition of unceded rights... A large proportion of renewable energy generation projects in Victoria are likely to be based on freehold title land or offshore, which do not trigger requirements for negotiation of benefit sharing arrangements with Traditional Owners based the current legal context. This disparity can be addressed through policy levers... such as obligations imposed on renewable energy generation projects in return for gaining ‘access rights’ to use REZ infrastructure.”

Federation’s submission to the Victorian Transmission Investment Framework (VTIF) Preliminary Design, August 2022

Cultural Landscapes Strategy

Five years of effort culminated in the delivery this year of the Cultural Landscapes Strategy’s monitoring and evaluation framework, and the formal conclusion of the Federation’s involvement in this significant piece of work. Launched during lockdowns, the Cultural Landscapes Strategy articulates a Traditional Owner worldview of caring for Country, and provides bridging tools that translate and integrate Traditional Owner knowledge with Western modalities.

Our monitoring and evaluation framework shows Traditional Owners and the Victorian Government where the Cultural Landscapes Strategy is being supported and implemented: helping to keep the Government accountable and responsive to the strategy’s philosophy and Traditional Owner groups’ priorities. Four years on from its publication, we’re heartened to see the language and ideas of cultural landscapes approaches appearing consistently in Government documents, and we’ll continue to advocate for Traditional Owner-led management of Country over the coming years.

“This is about repositioning the ‘land management’ space.
It’s the beginning of a paradigm shift.”

Traditional Owners central in clean energy transition

Victoria's fast-moving renewable energy transition is a generational opportunity to restore Traditional Owner groups' rights to make decisions and derive benefits from the use of their Countries' resources. In FY24-25, we contributed to the policy thinking and planning aiming to do development right: helping to centre Traditional Owner groups' rights in the legislation that will govern how renewable energy proponents consult, engage and share benefits with communities affected by transmission infrastructure.

At the end of 2024, DEECA outlined a 12-month timeline to legislate a benefit-sharing scheme that would collect fees from renewable energy project proponents, to redistribute to communities affected by the development and maintenance of renewable energy infrastructure – including Traditional Owners. We welcomed this news: a Traditional Owner fund was an idea we'd contributed in a 2022 submission to the design of the transmission framework, recognising the absence of a 'trigger' to require benefit-sharing or agreement-making in renewable energy development. And we welcomed VicGrid's invitation to engage in the process, by convening Traditional Owner Corporations to build consensus on priorities for benefit-sharing.

Under tight timeframes, we brought together all 12 formally recognised Traditional Owner Corporations to contribute to the design of the Traditional Owner benefit sharing model. Two workshops, six hours, over 30 participants: between January and February, we ran workshops for Traditional Owner Corporations CEOs and their renewable energy officers; met regularly

with VicGrid; and brought together relevant sector experts, so Traditional Owner groups could plug in (ahem) to their expertise. Our role was facilitative and consultative – linking the experts, and distilling diverse views into a cohesive policy position, which in February 2025 was sent to VicGrid as it drafted the benefit-sharing legislation.

In the second half of the financial year, we turned our focus to ensuring a fair place for Traditional Owner groups in critical minerals sector development. We got involved in workshopping a similar benefit-sharing scheme that – if successful – would similarly trigger meaningful benefits and the possibility of agreement-making between Traditional Owner groups and proponents. From May, we ran workshops, facilitated discussion (including through the TOC Caucus), and connected legal and mining experts with Traditional Owner groups – who were not otherwise explicitly resourced to engage with this fast-moving process. As the financial year closed, we were awaiting correspondence from Resources Victoria on the outcome of a proposed arrangement that would make mining licences conditional on agreement-making with Traditional Owner groups.

Some significant wins in this process: where benefit-sharing was previously slated for only Crown land, it will now be derived from projects on all Country; and the consultation process has brought Traditional Owner groups in to work that affects them and which they have knowledge about, which they could have been excluded due to timing and resourcing.

Decision-makers for dingo

The Victorian Government's decision in September 2024 to continue – and expand – a program permitting the killing of vulnerable native dingoes, which are culturally and spiritually significant to many Traditional Owner groups, happened without Traditional Owners' decision-making and with insufficient consultation. We weren't happy. Our sustained advocacy over FY24-25 emphasised Traditional Owners' authority to make decisions for culturally significant species, put the Victorian Government on notice for its superficial and rushed consultation, and emphasised the new science that shows what Traditional Owner groups have known for thousands of years: that dingoes aren't domestic dogs run wild; they're a native animal that have evolved and peacefully co-existed with people in the cultural landscape for generations. We expressed this thinking over the year in a consultation with DEECA, in the media, in meetings with conservation organisations, and through our social media and newsletter. Full implementation of the Cultural Landscapes Strategy would have prevented dingo decision-making without Traditional Owners' meaningful involvement, and that's our expectation, to ensure poor policy-making doesn't extinguish dingo, against Traditional Owner groups' express wishes.



Federation policy advisor Gabby enjoyed our April visit to a dingo sanctuary in Melbourne's west with Bunurong Land Council Aboriginal Corporation, where we saw efforts to protect the culturally and ecologically significant animal from extinction.

"It was such a privilege to spend time with these creatures that are so important for keeping our Country healthy and the passionate people who are making sure they survive," said Gabby.

Bushbank

Victoria's largest-ever reforestation program aims to restore 20,000 hectares of private land, and wanted to partner with Traditional Owner groups throughout the process. This year, we were pleased to be engaged by Cassinia Environmental – the consultancy delivering the private land stream of the Victorian Government's BushBank program – to develop a comprehensive framework for Traditional Owner engagement.

Our first question: what are Traditional Owner groups' objectives for healing and managing Country, and how can Bushbank meet those aims? The Walking Together Framework, developed over months of consultation, provides some answers. It includes: reading Country site assessments (which were not previously considered in the Bushbank design); frank discussion of how the program's conservation covenants in fact limit Traditional Owners' decision-making and care for Country; opportunities for transferring land title to Traditional Owner groups; the importance of traditional knowledge and land management practices in land restoration; and opportunities the program presents for the sustainable scaling-up of Traditional Owner nurseries, seed production and ranger teams, to provide economic opportunities to Traditional Owner groups.

Cassinia reports back on its progress bi-annually. Since delivering the framework in April, we've kept our attention on ensuring its actions are being met, and this focus will continue.





Cultural Fire Leadership Group

We're excited to have been awarded the secretariat contract to support the Cultural Fire Leadership Group: a partnership forum that envisages Traditional Owner leadership of cultural fire in Victoria and full implementation of the Victorian Traditional Owner Cultural Fire Strategy Cultural Fire Strategy.

The group brings together representatives from the 12 formally recognised Traditional Owner groups in partnership with DEECA, meeting four times per year across Traditional Owner closed sessions and full-group meetings.

We'll commence providing administrative and policy support to those meetings in FY25-26, but started work immediately upon signing our contract in March: meeting one-on-one with members to understand how they want the group to work and how to fully harness the Federation's policy and advocacy skillset; refreshing the group's terms of reference; and increasing our understanding of the enabling environment that could see cultural fire decision-making and application returned to Traditional Owner groups' hands.

SECTION 2 | STRATEGIC PRIORITIES

OBJECTIVE 2 EMPOWER SELF-DETERMINATION

Dancers at the ceremonial opening of Statewide Treaty negotiations at Darebin Parklands, November 2024.





SELF-DETERMINING
TRADITIONAL OWNER
CORPORATIONS EXERCISE
CONTROL AND AUTHORITY
THAT GIVES EFFECT TO
THEIR GOALS FOR COUNTRY
AND COMMUNITY, AND OUR
WORK HELPS TO REDUCE
AND REMOVE THE SYSTEMIC
BARRIERS IN THEIR WAY.

It's not our job to say what it means to be self-determining, but it is our job to clear the path for Traditional Owner groups' self-determined directions. In FY24-25, we brought together Traditional Owner group CEOs in a regular discussion forum that isn't tied to government priorities or funding, continued the administration of two flexible and trust-based grant programs (which we administer on behalf of Victorian Government agencies, to avoid rigidity, improve efficiency, and see better outcomes for communities), and hosted a practitioners' Knowledge Sharing Day, where we heard the Nation Building Resource Pool is a close example of truly self-determined funding.

CEO Forums

In FY24-25 we hosted five CEO Forums, bringing together CEOs and senior staff from all 12 formally recognised Traditional Owner groups. Agendas are set based on what corporations tell us they want to hear, and we connect relevant experts when their contributions support Traditional Owners' aims. Forum topics this year included economic development, rights in fisheries, improving Aboriginal procurement, workforce development, cultural heritage reforms, First Peoples' Assembly of Victoria's inherent rights committee, and more.. CEO Forums are an important part of our work with and for Traditional Owner groups – helping to build knowledge and consensus, provide direction and help set priorities in our ongoing policy and advocacy, and provide a place for independent discussion and advice.

We're always pleased when Forum discussions solidify into further pieces of work: following a CEO Forum guest speaking spot from Fujitsu, several TOCs were able to progress discussions with Fujitsu individually around partnering in various projects; and our work to develop a Traditional Owner Workforce Development Strategy (page 45) was a direct response to issues that were regularly raised and discussed at CEO Forums.

“It’s been a real pleasure working alongside the Federation as the TOC Caucus Secretariat over the past year. Their support has not only helped bring Traditional Owner Corporations together from across the state, but has also fostered a strong and respectful space for sharing our priorities. In recent times, the TOC Caucus has achieved some significant outcomes, with the Federation playing an important role in those successes. I’ve truly valued the spirit of collaboration and the relationships that have grown from this partnership.”

Matt Burns, CEO, Taungurung Land and Waters Council

Aboriginal Culture and Healing Flood Recovery Grant Program

Our flexible and relationship-focused grant administration continued in FY24-25 with 10 projects funded under a second round of the Aboriginal Culture and Healing Flood Recovery Grant Program – adding to the six projects funded under the program's first round in 2023, which concluded this financial year.

The Federation administers the program on behalf of Emergency Recovery Victoria, which made funding available to support Aboriginal community-led recovery and healing, following the devastating impacts of the October 2022 floods.

Round one projects repaired and rebuilt native nurseries, supported workshops on-Country to strengthen young peoples' connection with their culture, trained Aboriginal workforces in waterway management, mapped damaged Country for its protection, and more. We were pleased to support round one recipients to complete their reporting this financial year, and had the privilege of visiting all six for in-person meetings and walks on Country to learn more about this important community-led work to heal Country and strengthen culture.

Successful round two recipients were notified in August 2024. Ten diverse projects have been supporting Aboriginal community-led healing and recovery – meeting flood-affected communities' psychological and wellbeing needs, mapping and restoring damaged Country, reconnecting with Country through workshops and cultural storytelling, planning to mitigate future flood impacts, and more. The Federation's flood recovery team spent the second half of FY24-25 on the road or making plans: visiting seven of the 10 round two recipients in the financial year. Visiting the organisations delivering these projects has been a privilege; so too has deepening our relationships with the Aboriginal staff at Emergency Recovery Victoria.



Federation staff Gabby (far left), Sophie (second from right) and Jill (far right) attend Aboriginal Culture and Healing Flood Recovery Grant Program recipient Duduroa Dhargal Aboriginal Corporation's expo day on-Country at Ryan's Lagoon near Wodonga, November 2024. With the team and DDAC's Aunty Valda Murray (centre) is Suzanne Coates (second from left), from program funder Emergency Recovery Victoria.

“The value of grant recipients having the autonomy to design their projects was so evident, and from our perspective, the value of being there in-person to recognise and celebrate their work was a privilege.”

Gabriella Belfrage-Maher, Policy and Law Reform Advisor





Left: Federation staff member Jill (right) visits Framlingham Streamside Reserve, where Eastern Maar Aboriginal Corporation (EMAC) is healing Country with support from the Aboriginal Culture and Healing Flood Recovery Grant program. EMAC delivered two projects under the grant program: financially supporting 16 Eastern Maar On-Country Guardians (60 per cent more than originally planned!) to undertake TAFE training in waterway management and rehabilitation, and getting those Guardians working on-Country: building future flood resilience along the Hopkins River.

Nation Building Resource Pool

Delivering the Nation Building Resource Pool grant program was a focus for our team in FY24-25. Over the year, we supported four groups to finalise their projects, implemented our trust-based reporting and evaluation model, provided flexibility and adjustments when external barriers (including constraints on staffing) affected some projects, and in May, hosted a Knowledge Sharing Day, which brought together six recipient organisations to share stories and lessons from their Nation-building projects.

The Federation has administered the Resource Pool since its inception in 2019-20, and continues to formally support the 10 Traditional Owner Corporations that took up funding as they deliver their projects. Victorian Government departments are now paying attention to the success of the Resource Pool model – asking our advice for how to administer other funding in a similarly self-determining way.

“It’s really useful for the corporations to have significant resources allocated to rebuilding their Nations within a supporting or administrative structure that is focused on enabling each individual Nation’s priorities to be pursued – while not being overly burdensome in terms of the administrative load.”

Kurt Sutton, Senior Policy Advisor, Nation Building and Natural Resource Management

Resource Pool Knowledge Sharing Day

On 7 May 2025, staff from six of the 10 Traditional Owner Corporations that received funding under the Resource Pool program came together on Dja Dja Wurrung Country in Bendigo, to share lessons, challenges, insights and successes from projects.

Each group presented on their projects, followed by free-flowing group discussion and questions – covering topics including the importance of Traditional Owners setting the terms of partnership engagement, the need to protect rights in culture and languages, engagement with Traditional Owner Corporation members ahead of Treaty, and how Resource Pool funding promotes self-determination.

The Federation was grateful for the participation and generous contributions of all Knowledge Sharing Day attendees, and is now working this feedback into our final report to the Department of Premier and Cabinet, which will arrive next financial year.

Right: Resource Pool Knowledge Sharing Day attendees at DJAARA's corporate and community space, Larnangurrak ('our place' in Dja Dja Wurrung language), May 2025.



"The Knowledge Sharing Day presented years of Nation-building work. It was incredible to be in the room with Traditional Owner Corporations as they shared these journeys. It was inspiring and energising to hear about this visionary and valuable rebuilding of their Nations – it's incredible to see."

Kurt Sutton, Senior Policy Advisor, Nation Building and Natural Resource Management



Keeping government accountable to Water is Life

As part of our ongoing scrutiny to ensure the implementation of the Victorian Government's Water is Life strategy – which outlines pathways to increase Traditional Owner roles, responsibilities and resourcing in water management in Victoria – we hosted in February a workshop to surface issues and barriers experienced by Traditional Owner groups.

Thirty-five staff from all 12 formally recognised Traditional Owner Corporations were invited to the workshop, which featured wide-ranging discussion, surfacing specific examples of a range of different issues relating to water in care and management of Country.

Following the workshop, our policy team combed through and coded feedback, shaping it into key themes. These themes informed requires for reporting and accountability from DEECA in relation to specific Water is Life targets and commitments, and shaped our ongoing advocacy for Traditional Owner Corporations in water decision-making spaces.



Federation staff member Gabby (left) observes Aunty Valda Murray from Duduroa Dhargal Aboriginal Corporation weaving at the organisation's expo day on-Country at Ryan's Lagoon near Wodonga, November 2024.



SECTION 2 | STRATEGIC PRIORITIES

OBJECTIVE 3
ENABLE CAPACITY





WE WORK TOWARDS
SUFFICIENT AND
SUSTAINABLE RESOURCING
FOR TRADITIONAL OWNER
CORPORATIONS TO MEET
AND REPRESENT THEIR
COMMUNITIES' PRIORITIES,
LEAD WITH CULTURAL
AUTHORITY, AND PLAN
FOR THE FUTURE.

True self-determination can't happen without economic independence. The Federation's work in FY24-25 to enable Traditional Owner Corporations' capacity focused squarely on this fact: that for Traditional Owner groups to meet their obligations to Country and care for their communities, short-term and subject-limited grants and loans, tied to the priorities of governments, are inadequate.

Through the Traditional Owner Economic Development Roadmap we examined and tackled the barriers facing Victorian Traditional Owner groups' self-determined economic prosperity; we contributed policy insights to Yuma Yirramboi's plans for an Aboriginal leadership academy to instil excellence in the next generation of Aboriginal leaders; and in the final weeks of the financial year, secured Closing the Gap funding to develop a Workforce Development Strategy, which will help *staff and sustain strong Traditional Owner Corporations*.

Attendees at the two-day summit to present the Traditional Owner Economic Development Roadmap in Healesville, March 2025.



Traditional Owner Economic Development Roadmap

Three years of economic policy-development and research culminated in the drafting this year of the Traditional Owner Economic Development Roadmap: a landmark document outlining the systemic barriers locking Victorian Traditional Owner groups out of economic development opportunities, modelling the investment required to address those barriers, and anticipating a return of \$1 billion in benefits to the wider Victorian economy from a \$300 million investment in Traditional Owner Corporations over 40 years.

The Federation has long advocated for a reimagined approach to First Nations development, grounded in rights-based economic independence as a means for realising both social development outcomes and the self-determining direction of Traditional Owner groups. Without economic independence, self-determination risks becoming a government-led process – but restored land rights, access to capital and markets, and the other reforms to policy and behaviour outlined in the Roadmap could fundamentally change Traditional Owner groups' trajectories.

We first presented the Roadmap at a two-day summit on Wurundjeri Country in Healesville. 60 attendees from the Traditional Owner Corporations and a range of government, non-government and academic organisations attended sessions covering the Roadmap's context, development, methodology and future. The contributions of Victorian Traditional Owner Corporations were particularly valuable in a diverse and stimulating program that brought to life the barriers Traditional Owner groups face to self-determined economic prosperity, and what realising the Roadmap could mean for Aboriginal communities.

In the final weeks of the financial year, we were pleased to present the Roadmap at the AISTSIS Summit in Darwin – where we heard positive feedback and interest in the work from the Productivity Commission, NAB, and other community organisations developing similar frameworks. With the support of the TOCs, we hope the Roadmap can be picked up, adapted and resourced in contexts outside our own, and will commence a program of advocacy to further establish the link between self-determination and economic independence in FY25-26.



Traditional Owner Corporation panellists at the two-day summit to present the Traditional Owner Economic Development Roadmap in Healesville, March 2025.

“Money isn’t a dirty word when we’re talking about strong First Nations, because money is what enables us to set our own priorities, make our own decisions, and do what’s best for our communities. If we do this right, tomorrow could mean a new reality for First Nations communities –strong in culture, with our communities thriving, and our til-now untapped potential rising the economic tide across the board.”

Paul Paton, former Federation CEO



Workforce Development Strategy

Late in the financial year we heard the good news that we'd secured funding from Closing the Gap to develop a strategy to help Traditional Owner Corporations grow the size, skills and long-term sustainability of their workforces. We'd heard consistently from Traditional Owner groups that significant and systemic barriers exist to staffing on-Country – but if you can attract and retain a Traditional Owner workforce, it protects, promotes and strengthens culture and language. For this reason, Closing the Gap was prepared to fund our strategic work to describe these barriers and propose their solutions under the priority reform called sector strengthening, and its focus on strengthening language and culture. Desktop research and early conversations began in March, and we'll deliver the strategy in in early FY25-26.

In our early conversations with Traditional Owner groups, we're hearing: a statewide approach is important, because it offers the resourcing and leverage required for future policy change that might not otherwise have been accessible in one-on-one engagement. Pulling in our existing knowledge from other work – including the Traditional Owner Economic Development Roadmap and the Nation Building Resource Pool grant program – provides comprehensive context for a relevant, practical strategy, and our relationships with Traditional Owner corporations means the strategy will be (and already is!) informed directly by their issues and priorities.

“The consultation is really demonstrating the value of a statewide approach that facilitates the individual strength of each Traditional Owner Corporation and brings light to the overarching things everyone needs.”

Gabriella Belfrage-Maher, Policy and Law Reform Advisor

SECTION 3 | ADVOCACY



Walk for Truth participants rest and reflect off the coast of Portland at the end of the historic walk's first day, May 2025.



OUR ADVOCACY, MEDIA
ENGAGEMENT, AND
BEHIND-THE-SCENES
SHUFFLING AMPLIFIES
VICTORIAN TRADITIONAL
OWNER GROUPS' VIEWS
AND VOICES IN PUBLIC
CONVERSATIONS AND
DECISION-MAKING PLACES.

Nearly two decades on from the Aboriginal Heritage Act that spawned Victoria's first formal Traditional Owner organisations, we hear consistently and clearly: Traditional Owner Corporations no longer lack capacity. Instead, they face systemic issues that delay, impact, or completely still their ability to progress their work. Our advocacy aims to address these barriers – changing attitudes, behaviours, policies and legislation that prevent Traditional Owner groups from getting on with the business of caring for Country.



Federation staff (from left) Stephanie, Gabby, Ken, Kaley, Jill, Sophie and Daniel stand before the Gunditjmara eel trap sculpture by artist Maree Clarke outside the National Gallery of Victoria ahead of the final day of the Walk for Truth, June 2025.

Walk for Truth

Our team was honoured to join several legs of Yoorrook Justice Commission's historic Walk for Truth: a 400 kilometre walk from the place where the colonisation of Victoria began, to the steps of Parliament, where on 18 June the final Yoorrook Justice Commission report was officially handed over. The Federation believes Voice, Treaty and Truth are inextricably intertwined, and successful Treaties need truth-telling behind them.

“Joining the Walk for Truth felt like being part of history. On the foreshore at Portland, hearing from the descendants of the Gunditjmara people who survived the Henty brothers' arrival, and who continue to be so strong in their culture today, I felt awed, humbled, honoured. It was a privilege, and something I'll never forget, as we continue to work with and for Traditional Owner groups every day.”

Sophie Raynor, Senior Communications and Media Advisor

Working with First Peoples' Assembly of Victoria

We enjoyed a close and consistent working relationship with the Assembly in FY24-25, taking every opportunity to advance Traditional Owner groups' unique role and rights, and to provide policy insights where needed. After passing over responsibility for implementing the recommendations of the First Principles Review to the Assembly in December 2024, we continued to attend its First Principles Review Implementation Committee meetings as a policy observer.

When the Committee talks about compensation (in relation to the Timber Creek decision), we're there as well to make sure Traditional Owners have the best support in understanding the decision's application and impact on not only Treaty negotiations, but a range of other land use situations.

We meet regularly with Assembly leadership and key policy staff to discuss areas of alignment and collaboration, constantly exploring ways for us to best support Traditional Owners within the complex Treaty space.



The Federation was proud to contribute to the Assembly's media event ahead of 26 January, which called on the Victorian public to listen to Aboriginal community voices in not celebrating the anniversary of invasion, and holding steady in support of Welcomes to Country.

Supporting excellence in Indigenous affairs journalism

The Federation is the proud sponsor and presenter of the Melbourne Press Club's Excellence in Indigenous Affairs Reporting Quill award. On 21 March, The Age's investigations and visual stories teams took the prize, for their story revealing how 'carbon hunters' cash in on cultural fire – exploiting Traditional Owners in the process.

This reporting shone a light on the challenges Traditional Owners are forced to contend with, and presented the issues with respect, nuance and rigour. Congratulations to The Age; to highly commended Aboriginal journalist Uncle Charles Pakana for Victorian Aboriginal News' coverage of Victoria's dingo 'unprotection' decision; and to finalist Australian Financial Review.



"Presenting the award for excellence in Indigenous Affairs reporting is a great way to recognise those who present our issues in a way that reflects our priorities and values."

Paul Paton, former CEO, Federation

Former Federation CEO Paul Paton (left) presented the Excellence in Indigenous Affairs Reporting Quill award to the Age newspaper's investigations and visual stories teams, March 2025.

KEY DOCUMENTS AND MEETINGS

PUBLICATIONS AND REPORTS

- Traditional Owner Economic Development Roadmap
- Closing the Gap Partnership Forum Sector Representative Final Reports – Land and Waters and Economic Development and Employment
- BushBank Private Land Stream Walking Together Framework

SUBMISSIONS

- Submission to the Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs' Truth and Justice Commission Bill 2024
- Submission to the Australian Law Reform Commission's Review of the Future Acts Regime
- Submission and attendance at consultation session: Wildlife (Game) Regulations (Victorian Government Department of Jobs, Skills, Industries and Regions)
- Advice to VicGrid regarding the drafting of legislation for the Renewable Energy Zone Community Benefits Plan and Victorian Access Regime
- Cultural Fire Budget Bid
- Cultural Landscapes Budget Bid

MEMBERSHIPS, MEETINGS, AND EVENTS

- Statewide Caring for Country Partnership Forum
- Traditional Owner Corporation Caucus to the Statewide Caring for Country Partnership Forum
- Ngaweeyan Maar-oo
- First Nations Cultural Heritage Alliance
- First Nations Clean Energy Network
- Coalition of Peaks
- Coalition of Peaks' working group to set up economic development partnership
- First Principles Review Implementation Committee
- Yuma Yirramboi Council
- Aboriginal Culture and Healing Flood Recover Grant Program project visits
- Aboriginal Culture and Healing Flood Recover Grant Program project meetings
- Nation Building Resource Pool Knowledge Sharing Day
- Workforce Development Strategy Traditional Owner Corporation interviews (meetings with seven TOCs in FY2024-25 and consultation continuing in the second half of 2025)
- Workforce Development Strategy other stakeholder meetings (including VACL, VACCHO, DJSIR, DEECA, Greenshoot Consulting)

- Cultural Landscapes Strategy Knowledge Forum
- Cultural Landscapes Strategy Traditional Owner Corporation interviews
- Inter-organisational seminars with Environmental Justice Australia and First Nations Legal and Research Services
- Traditional Owner Game Management Strategy Day on Country
- Victorian ACCO sector delegation to Canberra
- Walk for Truth
- Victorian Policy Roundtable on Aboriginal Disaster Resilience, organised by National Indigenous Disaster Resilience and Fire to Flourish
- First Nations Clean Energy Network
- Conservation Regulator Stakeholder Reference Group
- Ecological Knowledge System for the Nature Repair Market Indigenous Working Group
- Meetings with environmental organisations, including: Defend the Wild, Friends of the Earth, Trust for Nature, Victorian National Parks Association, Victorian Farmers Federation

APPEARANCES AND PRESENTATIONS

- Testimony to the Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs' Truth and Justice Commission Bill 2024 inquiry, 15 October 2024
- AIATSIS Summit presentation, 4 June 2025

POLICY POSITIONS AND BRIEFING PAPERS

- Policy paper on Traditional Owners' position on TO Renewable Energy Community Benefits Program
- Traditional Owner Critical Minerals Position Paper
- Ngaweeyan Maar-oo submissions and policy contributions
- Briefing papers for CEO Forums

SECTION 4 | STAFF AND SUPPORTERS

Management

Kaley Nicholson	Interim CEO From June 2025
Paul Paton	CEO Until June 2025
James Hackel	Executive Officer, Strategic Partnerships Until August 2024
Ben Gordon	Operations Manager
Jill Webb	Manager, Nation Building

Staff

Tanya Vernes	Principal Advisor, Natural Resource Management
Reece O'Brien	Principal Advisor, Economic Development In-house Legal Counsel
Daniel McIntyre	Senior Advisor, Aboriginal Economic Development
Stephanie Smith	Senior Advisor, Natural Resource Management From November 2024
Kurt Sutton	Senior Policy Advisor, Nation Building and Natural Resource Management
Samitha Rao	Policy and Legal Officer, Nation Building Until August 2024
Gabriella Belfrage-Maher	Policy and Law Reform Advisor From November 2024
Ken Kennedy	Administration Coordinator From April 2025
Nikita Charles	Partnerships and Engagement Officer From August 2024
Sophie Raynor	Senior Communications and Media Advisor





BOARD

Cassandra Lewis (Chair),
DJAARA

Shane Clarke,
Bunurong Land Council Aboriginal Corporation

Rodney Carter,
DJAARA

Marcus Clarke,
Eastern Maar Aboriginal Corporation

Daniel Miller,
Gunaikurnai Land and Waters Aboriginal
Corporation

Lois Whelan,
Gunaikurnai Land and Waters Aboriginal
Corporation

Perry Wandin,
Wurundjeri Woi-wurrung Cultural Heritage
Council

Uncle Norm (Tinawin) Wilson,
First Peoples of the Millewa Mallee
Aboriginal Corporation

The Federation would like to thank all the organisations and individuals we worked with for their collaboration, partnership and commitment this year, including the following:

- Victorian Government Department of Energy, Environment and Climate Action
- Victorian Government Department of Premier and Cabinet – First Peoples – State Relations
- Victorian Government Department of Jobs, Skills, Industries and Regions
- Ngaweeyan Maar-oo
- First Peoples' Assembly of Victoria
- Emergency Recovery Victoria – Aboriginal Culture and Healing team
- Northern Australia Aboriginal Kakadu Plum Alliance (NAAKPA)
- ANSTOW
- Trust Provenance
- Ke. Creative
- SGS Economics and Planning
- Deloitte Access Economics
- Cassinia Environmental
- First Nations Clean Energy Network
- Comhar Group
- First Nations Legal and Research Services
- Environmental Justice Australia

