

GUNAIKURNAI AND VICTORIAN GOVERNMENT JOINT MANAGEMENT PLAN

INTRODUCTION & STRATEGIC PLAN

Gunaikurnai Traditional Owner Land Management Board
September 2018



Aboriginal and Torres Strait Islander people are advised that this document may contain images, names, quotes and other references to deceased people.

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The Board acknowledges that there are differing views about the meaning and spelling of some Gunaikurnai words, and recognise that these may change in the future. The same applies to the telling and meaning of Gunaikurnai mythological stories. Where Gunaikurnai language or stories are used in this plan, the spelling or story contained in the Gunaikurnai Land and Waters Aboriginal Corporation *Gunaikurnai Whole-of-Country Plan* (2015) has been adopted for the purpose of consistency.

Quotations included in this plan are reproduced verbatim, including spelling, punctuation and capitalisation. These may differ from the style adopted in this plan.

Parks Victoria Act 2018

References to Parks Victoria in this plan should be read in the following context:

The *Parks Victoria Act 2018* (Vic.) will commence later in 2018. Under this Act, Parks Victoria will change from being an authority providing park management services by agreement to being an authority with park and reserve management responsibilities in its own right. It will continue to be a Committee of Management of particular reserves under the *Crown Land (Reserves) Act 1978* (Vic.).

Acknowledgements

This plan was prepared with assistance from Chris Halstead and Penny Spoelder of TRC Tourism, Simon Faivel and Jonathan Finighan of SVA Consulting, and Brian Doolan of Montane Planning, with input from GKTOLMB members and staff, and partner organisations: Gunaikurnai Land and Waters Aboriginal Corporation, Parks Victoria and Department of Environment, Land, Water and Planning.

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FOREWORD

I am extremely proud to release Victoria's first Joint Management Plan. The *Gunaikurnai and Victorian Government Joint Management Plan* represents an important step forward in the reconciliation of the Gunaikurnai peoples' aspirations for, and connections to, the land and waters that constitute their Country (*wurruk*).

This landmark document demonstrates the commitment of the Victorian Government and the Gunaikurnai people to a collaborative partnership. It establishes a solid framework for the joint management of ten parks and reserves in Gippsland over the next twenty-five years. The plan recognises the important past, present and future cultural and natural values of the parks and reserves to the Gunaikurnai people and the wider Victorian community.

The plan builds on the *Gunaikurnai Whole-of-Country Plan* (2015) by recognising and respecting the Gunaikurnai culture, use and knowledge in land management decision-making. Its implementation will help the Gunaikurnai people to build skills and capacity, and ensure the well-being of *wurruk* and their people. It will also benefit the wider Victorian community and visitors to the parks and reserves by providing enhanced opportunities for education and enjoyment within the context of Gunaikurnai culture.

The Victorian Government and the Gunaikurnai people are setting a new direction for working together to manage Country. This plan has been developed through the collective effort of many people and organisations, including the Gunaikurnai community, the Gunaikurnai Traditional Owner Land Management Board, the Gunaikurnai Land and Waters Aboriginal Corporation, the Department of Environment, Land, Water and Planning, Parks Victoria, The Knob Recreation Reserve Committee of Management and the wider community.

The passion and enthusiasm of everyone who has contributed to the development of this plan is fundamental to its strength.

I commend those who have contributed and look forward to seeing this plan being successfully implemented. This is not just a plan of action, but a force for successful joint management and realisation of Gunaikurnai aspirations.



The Hon. Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change

APPROVED JOINT MANAGEMENT PLAN

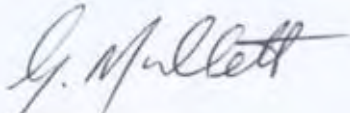
The *Gunaikurnai and Victorian Government Joint Management Plan* has been prepared in accordance with Division 5A of the *Conservation, Forests and Lands Act 1987* (Vic.). It includes a strategic plan and individual plans for the 10 jointly managed parks and reserves.

The plan is consistent with the objects and requirements of the *National Parks Act 1975* (Vic.) for the six parks in the plan that are managed under that Act, and is consistent with the purposes and requirements of the *Crown Land (Reserves) Act 1978* (Vic.) for the four reserves in the plan that are managed under that Act. This plan meets the preparation requirements of the Traditional Owner Land Management Agreement between Gunaikurnai Land and Waters Aboriginal Corporation and the Victorian Government, and is approved for implementation.

The purpose of the plan are to set and guide the strategic direction for the joint management partnership between Gunaikurnai and the Victorian Government; to enable the knowledge and culture of the Gunaikurnai people to influence, and be recognised in, the management of the ten jointly managed parks and reserves; and to enable the combined natural resource management skills and expertise of the Gunaikurnai and the Victorian Government to be applied in the management of those parks and reserves.

This plan supersedes all previously approved management plans for the ten parks and reserves.

This plan is agreed in accordance with Section 82PG of the *Conservation, Forests and Lands Act 1987*.



Grattan Mullett

Chair, Gunaikurnai Traditional Owner Land Management Board



John Bradley

Secretary to the Department of Environment, Land, Water and Planning

This plan is approved in accordance with Section 82PH of the *Conservation, Forests and Lands Act 1987*.



The Hon. Lily D'Ambrosio MP

Minister for Energy, Environment and Climate Change

A MESSAGE FROM THE PARTNERS

We enter this joint management partnership as a consequence of the 2010 Recognition and Settlement Agreement (RSA) between Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), on behalf of the Gunaikurnai People, and the State of Victoria.

The RSA recognises that Gunaikurnai People are the Traditional Owner Group for, and the custodians of, the Country within the agreement area. Further it recognises the substantial impact on Gunaikurnai society caused by the arrival and settlement of Europeans that included interference in the ability of Gunaikurnai People to practise their lore and culture, loss of access to Country and the use of its resources, and disruption to maintaining connection to their Country.

Despite these challenges, the Gunaikurnai People have maintained a strong connection to their Country across generations and have continued to practise their lore and culture, providing a unique and irreplaceable contribution to the identity and wellbeing of the Gippsland region and of the State.

Recognition of the strong Gunaikurnai connection to Country underpins joint management and its intention in seeking an equitable partnership between the Gunaikurnai People and the Victorian Government in the management of ten parks and reserves on Gunaikurnai Country. The partnership to jointly manage these parks and reserves in Gippsland represents an exciting new way to manage *wurruk* (Country) and the important past, present and future cultural and natural values.

The future management of the 10 parks and reserves that are now, or will be, under Aboriginal Title will enable Gunaikurnai people to have real influence on how *wurruk* is managed. The partnership also brings the opportunity for knowledge sharing and the development of employment, education and training. With the partnership comes the sharing of decisions, resources, skills and equal opportunity in all relationships and business. This is the basis of the partnership between the Gunaikurnai people and the Victorian Government.

It will be delivered by the joint management partner organisations working together — the Gunaikurnai Land and Waters Aboriginal Corporation, the Department of Environment, Land, Water and Planning, Parks Victoria, The Knob Recreation Reserve Management Committee Inc. and the Gunaikurnai Traditional Owner Land Management Board. Following a review by the joint management partners, there may be changes to the partnership governance arrangements that will apply during the implementation of this plan.

The broader community and visitors to these parks and reserves will recognise a positive change in the way *wurruk* is managed. Visitors will continue to enjoy access to traditional park activities while experiencing new opportunities to connect with nature and Gunaikurnai culture.

The *Gunaikurnai and Victorian Government Joint Management Plan* (JMP) will evolve and improve over time, based on knowledge gained through implementing the plan and its scheduled reviews. The plan has been finalised following lengthy engagement and consultation with members of the Gunaikurnai community and a formal, public consultation period in late 2017.

We thank the Gunaikurnai Traditional Owner Land Management Board for developing this plan, for their commitment to promoting the knowledge and culture of the Gunaikurnai people and for recognising and encouraging employment and economic development opportunities to support a diverse and prosperous Gippsland region.



Brian Stevens

Chair, Gunaikurnai Land and
Waters Aboriginal Corporation

John Bradley

Secretary to the Department of
Environment, Land, Water and Planning

GUNAIKURNAI AND VICTORIAN GOVERNMENT JOINT MANAGEMENT PLAN

INTRODUCTION





RECOGNITION OF *WURRUK* (COUNTRY)

We have one of the oldest living cultures in the world, and that culture has been passed on through many generations. Our culture is embedded in our *wurruk*, which is vital to our identity.

We are the new generation of our people. The breath of our ancestors has been passed down from generation to generation, and we are their continuation. We are still here to uphold where our ancestors have come from and fought for. Joint management will contribute to our proud and strong future, and the partnership between Gunaikurnai Traditional Owners and the State of Victoria will bring our combined knowledge and skills together for the best management of *wurruk* and these parks and reserves.

This joint management model is a new way of managing the land and an exciting opportunity for us to have real influence over the future of our *wurruk*.

— Gunaikurnai Traditional Owner Land Management Board

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Artwork by Alfie Hudson, courtesy of Jessica Shapiro



1 INTRODUCTION

1.1 ABOUT THE JOINT MANAGEMENT PLAN

The Joint Management Plan (JMP) guides the Gunaikurnai people and Victorian Government partnership in jointly managing the 10 public parks and reserves that have been, or will be, transferred to the Gunaikurnai as Aboriginal Title in accordance with the Gunaikurnai Recognition and Settlement Agreement (RSA) in 2010.¹

The primary audience of the plan is the organisations that are responsible for implementing joint management of the parks and reserves identified in the Gunaikurnai Recognition and Settlement Agreement, collectively referred to as the joint management partners throughout this plan: Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Department of Environment, Water, Land and Planning (DELWP), Parks Victoria (PV), The Knob Recreation Reserve Management Committee Inc., and the Gunaikurnai Traditional Owner Land Management Board (GKTOLMB).

The JMP has 11 components, including this Introduction. The second component is the Strategic Plan, which describes what the partners want to achieve through joint management and outlines a long-term strategy for getting there. It covers a 25-year period, with an initial focus on the things we plan to do and achieve in the first five years.

The remaining components are the management plans for the 10 parks and reserves to be jointly managed (Figure 1):

- Buchan Caves Reserve
- Corringale Foreshore Reserve
- Lake Tyers State Park
- Mitchell River National Park
- New Guinea Caves (within Snowy River National Park)
- Gippsland Lakes Reserve at Raymond Island
- Tarra–Bulga National Park
- The Knob Reserve
- The Lakes National Park and Gippsland Lakes Coastal Park (combined in one plan).

These management plans provide the joint management strategies and actions that are specific to each of the parks and reserves, and have a 10 year planning horizon. They also describe how the aspirations and strategic direction outlined in the Strategic Plan will be translated at an operational level within each jointly managed park and reserve. Each management plan has a standard structure:

- 1 Introduction
 - 2 The park/reserve under joint management
 - 3 Zoning
 - 4 Caring for Country
 - 5 People in the park/reserve
 - 6 Working together
 - 7 Goals and actions
 - 8 Plan monitoring and review
- References
Appendices
Maps

¹ Additional strategic documents that underpin joint management are listed in Appendix 4 of the Strategic Plan.



Figure 1: Location of the 10 jointly managed parks and reserves.

1.2 COMMUNITY INPUT

The preparation of this JMP commenced in 2014. Community engagement during the initial JMP preparation phase focused on members of the Gunaikurnai community through a series of workshops and consultation sessions and events. The purpose of these was to hear and document the Gunaikurnai aspirations for joint management of the 10 parks and reserves covered by this plan. A preliminary draft plan was prepared in response to the Gunaikurnai input, and the input provided by the members of the GKTOLMB and staff from Parks Victoria and DELWP.

This preliminary draft was again canvassed with interested members of the Gunaikurnai community, and briefings were provided to the broader community of park users and stakeholders.

The draft plan was formally released for public consultation from 11 October to 15 December 2017. This release was accompanied by extensive press and social media advertising, along with distribution of JMP information brochures and the conduct of community information sessions in Melbourne and at venues across the Gippsland region.

1.3 COMMENTS ON THE DRAFT PLAN

Thirty-nine written submissions on the draft plan were received (see Appendix). Twenty-three submissions were from individuals and 16 were made on behalf of organisations. Many suggestions were also received from the joint management partner organisations.

As well as commenting on the details of the draft plan, these submissions raised a number of significant issues. Table 1 lists these issues and the responses to them, including changes made to the proposal in the draft plan during the preparation of this final plan.

Table 1: Responses to issues raised in submissions.

Issue raised	Response
General	
Support for joint management and Gunaikurnai aspirations.	No change.
Support for strategic directions and proposals of the JMP.	Strategic directions maintained.
Plan language should be simpler and clearer.	Plan language revised where necessary.
Goals, strategies and actions should be more clearly aligned.	Structure and content revised to provide better alignment and clarity.
Actions for monitoring, evaluation and reporting of plan implementation for all Part 2 plans should be described in more detail.	Additional detail provided in 'plan monitoring and review' section of all Part 2 plans.
Implementation responsibilities, funding and resourcing should be described in the JMP.	No change. These matters will be detailed in the Joint Management Implementation Plan being developed in conjunction with the finalisation of the JMP.
Zoning	
The Special Protection Overlay (SPO) in the New Guinea Caves area should be reduced to the area around New Guinea Cave 2.	The extent of the SPO has been reduced to the area between Betts Creek Track and New Guinea Track. The balance of the area is designated Conservation Zone. The proposed Conservation and Recreation Zone corridor along Snowy River is now designated Conservation Zone. (The draft JMP proposed this corridor to allow recreational access outside the SPO.)
Areas of Lake Tyers State Park, especially north of Nowa Nowa township, should be given greater protection.	Core areas of the section of the park north of Nowa Nowa township, as well as areas of riparian woodland and coastal dunes scrub parallel to Gibbs Beach, are now designated Conservation Zone. Key visitor sites are retained within the Conservation and Recreation Zone.
Areas of largely intact and untracked rainforest and wet forest in Tarra-Bulga National Park should be zoned Conservation Zone.	Zoning has been amended to designate areas with these characteristics as Conservation Zone.
The Recreation Development Zone should be extended over horse-riding facilities in the northern part of The Knob Reserve	No change. The Recreation Development Zone applies to substantial structures and developments around the sports ground. Horse-riding facilities in the northern section are recognised through licensing or leasing arrangements.
Maps should be corrected to align with JMP strategies and actions.	<p>An expanded deer hunting area on Boole Poole Peninsula (Gippsland Lakes Coastal Park) is now designated Conservation and Recreation Zone instead of Conservation Zone.</p> <p>Visitor areas with moderate facilities in The Lakes National Park and Gippsland Lakes Coastal Park are now designated Conservation and Recreation Zone rather than Recreation Development Zone.</p> <p>Areas covered by Hunting (Designated Species) Overlay in the western part of Gippsland Lakes Coastal Park have been clarified and corrected.</p> <p>Zone boundaries over water have been clarified in Gippsland Lakes Coastal Park (Lake Reeve and Back Lake).</p>

Table 1 (continued)

Issue raised	Response
Cultural heritage	
JMP should make greater use of Gunaikurnai names and lore.	More Gunaikurnai language and content has been added to JMP where appropriate. Cultural mapping projects currently in progress are likely to enable further content to be added when JMP is reviewed.
Corringale Foreshore Reserve plan should recognise, as do other plans, Gunaikurnai desire to gather in the reserve for cultural purposes.	The plan has been amended accordingly.
Conservation planning and interpretation of historic heritage in Mitchell River National Park should be identified as an action.	The plan has been amended accordingly.
Raymond Island presents an opportunity to promote and interpret Gunaikurnai cultural interaction with the marine and coastal landscape.	The plan has been amended accordingly.
Land and water management	
Additions and amendments were suggested to significant species lists for several parks and reserves.	Lists have been amended where species have been verified by DELWP biodiversity data.
Climate change should be identified as a key threat.	An expanded discussion of climate change has been added to the plan. Climate change is identified as an intensifier or accelerator of threats recognised in the draft plan, including coastal erosion, invasive plants and animals, and bushfire.
Bushfire management strategies, including fuel management, should be revised.	The plan identifies the natural, cultural and recreational risks and requirements for bushfire management in the parks and reserves. Strategies for bushfire management are established by broader public land bushfire plans and processes.
The control of feral deer should be given greater priority.	The discussion of threats posed by deer has been expanded in the relevant plans, and control actions have been strengthened.
Invasive plant species should be identified for all Ecological Vegetation Classes (EVC).	Invasive plant species identified where these are recognised in published DELWP EVC 'benchmarks'. Where no invasive plant species consistently occur in an EVC, priority weed species are identified for the park or reserve as a whole.
Coordination of JMP actions and priorities with Gippsland Lakes Ramsar Site Management Plan is necessary.	JMP amended to require partners to coordinate prioritisation and implementation.
Potential for kangaroos in Gippsland Lakes Reserve at Raymond Island to become overabundant.	JMP amended to provide for the issue to be recognised and monitoring of any need for management action.
Various issues raised in relation to resolving ineffective boundaries, inliers and park/private land access in Gippsland Lakes Coastal Park, Lake Tyers State Park, Raymond Island and Mitchell River National Park.	JMP actions in the relevant plans amended to provide for these matters to be resolved as opportunities arise.

Table 1 (continued)

Issue raised	Response
People in the parks/reserves	
The plan should detail the access status and management approach to all roads, tracks and trails in the parks and reserves.	The plan identifies any significant changes to existing access conditions. Normal variations to access will be managed through existing stakeholder and community engagement processes.
Licensed tour operators in the parks and reserves should be required to complete cultural awareness training.	Provisions have been added to the plan.
The plan should specify that any tourism developments be located outside the parks, as per the Victorian planning guidance note.	The plan includes strategies and actions for the conservation and use of the parks and reserves. Prescriptions in relation to tourism development siting and design are managed through policy and procedures.
Mitchell River National Park	
The extension of Mitchell River Walking Track is supported.	The extension of the track is retained in the plan.
Toilets are needed in additional locations in Mitchell River Gorge.	Managing toilets in isolated locations, including removing wastes, is not feasible.
A new track to Roaring Mag Falls should be developed.	The plan now provides for the investigation of a new track to Roaring Meg Falls.
Several vehicle track closures and new tracks were proposed.	No change to vehicle access actions.
Mitchell River NP deer hunting and control	
The Hunting (Deer) Overlay should be extended to include the area north of Hortons Track, or the whole park.	The Hunting (Deer) Overlay in Mitchell River National Park is considered appropriate and is retained at its current extent.
Deer hunting should cease or be phased out in Mitchell River National Park.	An action has been added to the plan to seek Government authorisation of hunting of a wider range of deer species in Mitchell River National Park.
Recreational hunting is not adequately controlling deer populations. The plan should recognise the need for professional and supervised deer control programs, with recreational hunting as a supporting element.	The existing prohibition on deer stalking with hounds in Mitchell River National Park is retained, in line with Victorian Government policy.
Hunters should be allowed to hunt all deer species, not just Sambar, to reduce total deer numbers.	Primary importance of supervised volunteer and professional deer control programs, and supporting role of recreational hunting recognised in JMP.
Deer hunters should be encouraged to take female deer, not just stags, to control deer populations.	The value of encouraging hunters to take female deer is recognised in the plan.
Deer stalking with hounds should be allowed in Mitchell River National park.	
Lake Tyers State Park	
Caving should be permitted in caves in Special Protection Overlay area of Lake Tyers State Park.	No change, because of the risk of disturbance to cave fauna and flora.
Opportunities to engage better with park neighbours and tourism business adjacent to Lake Tyers State Park are not adequately recognised.	The plan has been amended to recognise engagement opportunities with park neighbours and tourism operators.

Table 1 (continued)

Issue raised	Response
<i>New Guinea Caves</i> Vehicle access tracks should remain open to the public except during winter/spring seasonal closure	The proposal to make access outside the winter/spring closure period subject to permit has been removed. Previous access arrangements have been re-instated.
<i>The Knob Reserve</i> Allowable activities table suggests that horse-riding is permitted only by permit. It is not clear whether camping is allowed in the reserve.	The plan has been amended to clarify that permit requirements relate to horse-riding events, and that permits are not required for casual horse-riding. The plan has been amended to clarify that camping is not allowed except as part of events, where required for security or set-up purposes.
<i>Gippsland Lakes Coastal Park</i> Allow gun dogs for duck hunting to be brought into the park three days before the declared duck season. Expand the deer species that can be hunted on Boole Poole Peninsula to include Sambar as well as Hog Deer.	The plan has been amended to allow gundogs for duck hunting to be brought into the park 48 hours before the declared duck season (up from 24 hours), in line with state-wide regulations. No change. Sambar will be monitored and, if control is necessary, management programs will be initiated.
<i>Corringale Foreshore Reserve</i> Firearms and gundogs are no longer allowed in Corringale Foreshore Reserve.	The plan has been amended to allow transit and camping with firearms and gundogs for accessing Lake Corringale for duck hunting during a declared open season, in line with existing regulations and practice.
Working together	
Additional tourism, recreation and government stakeholders with an interest in the parks and reserves should be identified in the plan.	Additional relevant stakeholders have been identified in the plan.
A number of stakeholders sought opportunities to collaborate with Gunaikurnai and other partners in the implementation of the plan, including environmental organisations, caving groups, hunting groups and other recreation bodies.	Opportunities for increased collaboration have been added to the plan.

The draft JMP proposed some initiatives to improve future management and visitor experiences at several of the parks and reserves, including:

- preparing of a camping and access strategy for Lake Tyers State Park
- improving the camping facilities and the reintroduction of camping fees in the western section of Gippsland Lakes Coastal Park
- broadening the interpretations and presentation offering at Buchan Caves Reserve from the traditional caves tours and European history to embrace Gunaikurnai cultural themes.

These initiatives received some support during the consultation period and were therefore considered to have tacit acceptance or support. As a result they have been retained in this approved plan.

APPENDIX

Submissions on the draft plan

Thirty-nine written submissions from the public were received on the draft joint management plan from the individuals and organisations listed below. Two submitters who marked their submission as confidential are not listed.

Individuals	Organisations
Andrew Bould	Australian Deer Association Inc.
Robert Critch	BirdLife East Gippsland
Ken Free	Briagolong and District Pony Club Inc.
Gary Howard	East Gippsland Zone of Pony Clubs
Stephen Koci	Field and Game Australia (Sale Branch)
Trent Leen	Four Wheel Drive Victoria
Cath Noble	Friends of Tarra–Bulga National Park
Nancy Phillips	Friends of the Gippsland Lakes Parks and Reserves
Miles Pierce	Gippsland Environment Group
Tracey Ryan	Latrobe City Council
Ross Scott	Raymond Island Koala & Wildlife Shelter Inc.
Helen Sheil and Neil Smith	Stratford Pony Club
Jody Sutherland	The Wilderness Society Victoria
Mick Sutton	Victorian Farmers Federation
Judith Sykes	Victorian National Parks Association
Kim Van Dyk	Victorian Speleological Association
Brian Walters	
Simon Webster	
Nicholas White	
Christine Wrench	
Wendy Wright, Dr Jessica Reeves and Roland Wilson	

GUNAIKURNAI AND VICTORIAN GOVERNMENT JOINT MANAGEMENT PLAN

STRATEGIC PLAN



LISTEN AND LEARN

In the dream time of long ago,
There is much that we don't know,
Our ancestors go down in history,
as being uncivilised Aborigine.
There's no written word to be found,
to say we respected and cared
for the land.
Only that we did plunder and steal,
no mention of how we did feel.
If only we could have told
what was in our heart,
Maybe reconciliation
would have been a better start.
But no one bothered to sit down,
No talk of how to share the land,
If only we could begin and start again,
maybe there would be no
heartache and pain.
Learn from each other along the way,
and listen to what each other has to say.

— Maggie D. (© 1998)



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ABOUT THE STRATEGIC PLAN

The Gunaikurnai people are the Traditional Owners of a large area of Gippsland, in Eastern Victoria.

In 2010 the State of Victoria legally recognised the Gunaikurnai people's traditional ownership of and connection to the land and waters of this region through a Recognition and Settlement Agreement (RSA). In the spirit of furthering the RSA's reconciliation, self-determination and social justice objectives, the State of Victoria entered into an agreement with the Gunaikurnai people to jointly manage 10 parks and reserves within the Gunaikurnai agreement area through an equitable partnership.

This Joint Management Plan (JMP) describes how the Victorian Government and Gunaikurnai will do this. It consists of an overarching strategy of what we want to achieve in the long term (the Strategic Plan) and individual plans for each park or reserve describing how that is reflected in day-to-day management.

Figure 1 illustrates what we — the Gunaikurnai people and the Victorian Government — want to achieve through joint management. The Strategic Plan sets out the actions that will be undertaken in the first five years to achieve four high-level goals, one for each of the themes identified in Figure 1: People, Culture, Country, and Working Together. It also maps out a 25-year timeframe to work towards longer-term aspirations through the four themes. While this future extends beyond the 25-year timeframe of the JMP, it is expected to facilitate many intermediate changes that will lay the stepping stones towards this future.

We will achieve these goals by implementing the seven strategic initiatives outlined in Figure 2, along with associated actions in the individual plans for the 10 jointly managed parks and reserves.



Figure 1: Our long-term view of the future we want to see and the path to get there.

We will do these things in the first five years ...

To achieve four interconnected goals



Figure 2: Summary of what we will do in the first five years.

Artwork by Robbie Farnham, courtesy of Jessica Shapiro



1 INTRODUCTION

This section describes the structure of the strategic plan and its intended purpose and audience.

1.1 STRUCTURE OF THE STRATEGIC PLAN

The strategic plan is structured as follows:

Section 2: Joint management and the Gunaikurnai people provides the context for the JMP, including the history of the Gunaikurnai, the legislation and scope of joint management, details on each of the joint management parks, and a summary of the partners involved.

Section 3: The future that we want to achieve through joint management sets out where we are coming from and what we've achieved so far; the future that we are working towards through joint management; and the path to reaching that future over the next 25 years. It describes a 'theory of change' for joint management and the goals we plan to achieve in the first five years.

Section 4: What we need to do in the first five years describes what we will be doing to achieve the goals of the first five-year period of the JMP. It identifies seven strategic initiatives, each of which includes a series of activities that the partners will be responsible for implementing.

Section 5: How we will track our progress describes how the partners will monitor progress against the five-year goals, and how the data will be used for continuous improvement and reporting processes.

Section 6: JMP Implementation discusses the implementation phase for the approved JMP.

The strategic plan also contains several appendices that are referred to in each of the above sections, including a glossary of terms and abbreviations used throughout the strategic plan and the individual management plans for the parks and reserves (Appendix 1).

1.2 RECOGNITION STATEMENT

The recognition statement from the Recognition and Settlement Agreement between GLaWAC (on behalf of the Gunaikurnai People) and the State of Victoria is reproduced in full on the next page.

RECOGNITION STATEMENT

The State recognises that the Gunaikurnai People are the Traditional Owner Group for and are the custodians of the country within the RSA Area.

The State recognises that the Gunaikurnai People have made a unique and irreplaceable contribution to the identity and wellbeing of the Gippsland region, and of the State. The Gunaikurnai have enjoyed and continue to enjoy a close religious, cultural, spiritual, physical, social, historical and economic connection with the land and waters of their country.

The State recognises the Gunaikurnai People have a special relationship with their country, which is of great significance to them. They are from land, waters and air (collectively, their country), and they belong to their country. Gunaikurnai country forms the basis of Gunaikurnai People's existence and identity and is owned and managed according to traditional lore, laws and customs. The Gunaikurnai see their country and every living thing in it as one. All things that come from Gunaikurnai country are the custodial responsibility of the Gunaikurnai People, as designed by their creator. The Gunaikurnai see the whole of their country as spiritual, life-giving resources, and the basis of their cultural and religious practices. They have developed sustainable economic practices in relation to the land, waters and natural resources in their country based on knowledge that has been handed down from generation to generation.

The Gunaikurnai People expect that all people who live on, visit or use their country will respect it, will respect them and will respect their cultural heritage. The State recognises that this expectation is entirely reasonable.

The State recognises that the arrival and settlement of Europeans in Gippsland from about the 1830s had a very substantial impact on Gunaikurnai society. The policies and practices of successive governments, government agencies, other organisations and individuals substantially interfered with the ability of the Gunaikurnai People to practice their lore, law and culture, to access their country and use its resources and to maintain connection to their country.

The State also recognises that many Gunaikurnai People were massacred or became the victims of introduced diseases. Many were prevented from speaking their language and from passing on their traditional knowledge. Many were removed from their country. Settlers came to be in competition with the Gunaikurnai People for natural resources which the Gunaikurnai People regarded as belonging to them. Many important Gunaikurnai sites were destroyed or damaged.

Despite all these difficulties, the Gunaikurnai People have managed to maintain strong connection to their country across the generations, and have continued to practice their lore, law and culture. The State recognises that this is so and that the Gunaikurnai People have satisfied the connection requirements of the Native Title Act within the RSA Area.

The Native Title Act process took over 13 years from the time the Gunaikurnai claim was lodged. The State recognises that those years were difficult and stressful for Gunaikurnai People, who lost many Elders and family members during this time.

The Gunaikurnai totem animals, fauna and flora need protection and their sites of sacredness and significance need recognition and protection. Their walking trails, knowledge, stories, song lines, songs and dances need recognition and protection. The Gunaikurnai People maintain their continuing dominion over their country, and their right to protect their country according to traditional law and custom. The State understands and respects these matters.

The Parties have made this Recognition and Settlement Agreement as part of the settlement of the Gunaikurnai People's native title claims. This settlement is intended by the Parties to be a means by which Gunaikurnai culture, traditional practices and special relationship with the RSA Area can be recognised, strengthened, protected and promoted.

Recognition, strengthening, protection and promotion of Gunaikurnai culture, traditional practices and special relationship with their country will assist both Gunaikurnai People and the broader population to understand the past, to heal the wounds caused by past injustice, to bridge the gap, to promote reconciliation and to ensure that Gunaikurnai culture is respected by all people, both now and into the future.

2 JOINT MANAGEMENT AND THE GUNAIKURNAI PEOPLE

This section provides the context for the Joint Management Plan, including:

- the history of the Gunaikurnai people
- joint management legislation
- the TOLMA scope of joint management
- the values of jointly management parks
- joint management partners.

2.1 THE HISTORY OF THE GUNAIKURNAI PEOPLE

The Gunaikurnai people are recognised by the Federal Court of Australia and the State of Victoria as the Traditional Owners of a large part of Gippsland (Figure 3). This area, covering some 13 000 square km, stretches from Warragul in the west to the Snowy River in the east, and from the Great Divide in the north to the coast in the south.

There are about 3000 Gunaikurnai people, who come from five major clans: Brataualung, Brayakaulung, Tatungalung, Brabralung, and Krauatungalung. The clan areas depicted in Figure 4 are taken from a map titled 'Sketch map showing approximately the positions of the clans of the Kurnai tribe' in A.W. Howitt's *The Native Tribes of South-East Australia*, originally published in 1904.

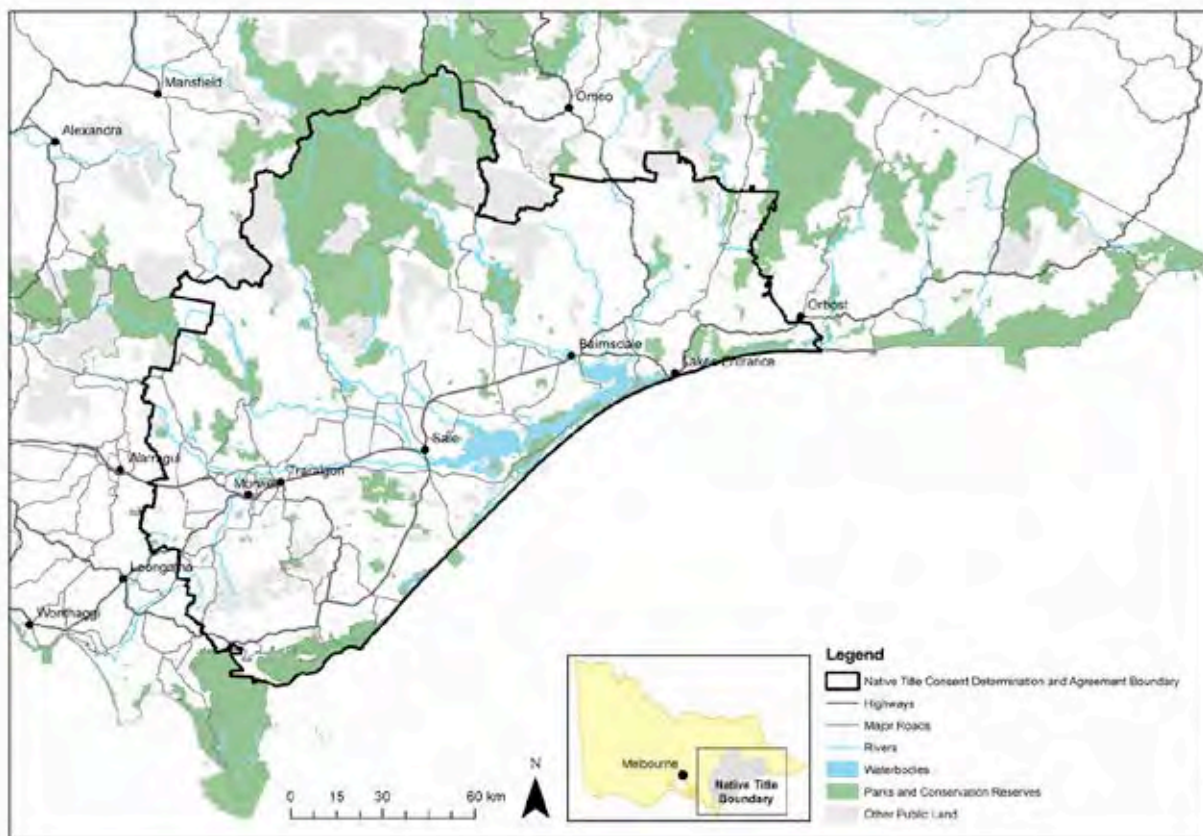


Figure 3: Gunaikurnai Native Title and Recognition and Settlement Agreement Area boundary.



Figure 4: The five Gunaikurnai clan areas.

The Gunaikurnai people have occupied the valleys, fertile plains and mountains of their country for many thousands of years. Their sensitive use and management of their land, water, plants and animals provided food and shelter for their clans and families.

Their spiritual beliefs, social structures, laws and stories were all inextricably linked to the natural environment. Their relationship with country was the source of their physical, social and spiritual wellbeing, and the ownership of their land and ability to decide how to use it provided the foundations for the Gunaikurnai people to live happily and sustainably.

Our Country was created by the spirits — the ancestors who link us to the land and bestow on us identity, rights and responsibilities. They defined our relationship with the land — how it should be used, how to move through it safely and how to care for it. In return, Country provided physical and spiritual nourishment for our people, with plentiful food, medicine, water and natural resources for survival...

...The story of our creation starts with Borun, the pelican, who traversed our Country from the mountains in the north to the place called Tarra Warackel in the south...

The creation story is about the origin of our people. It helps to explain the bonds we have to our Country and reminds us that our ancestors are still watching over the landscape today. It is important for us to be able to walk in their footsteps and follow their journeys from thousands of years ago — it is a powerful, spiritual aspect to our cultural heritage, and fundamental to our recognition and respect. We are guided by the spirits of our ancestors when we walk through this Country.

— *Gunaikurnai Whole-of-Country Plan (GLaWAC 2015)*



Artwork by Charlotte (Penny) Hood (dec.), courtesy of Bradley Hood

There was the time when the first Gunai, who was Borun the Pelican, came down from the mountains of the northwest and reached the level country. He crossed the Latrobe River near Sale and continued his journey to Port Albert: he was alone carrying a bark canoe (gri) on his head. As he was walking he heard a constant tapping sound but, look as he may, he could not find the source of it. At last he reached the deep water of the inlet and put his gri down. Much to his surprise, he saw a woman sitting in the gri.

She was Tuk the Musk Duck. He was very pleased to see her and she became his wife and the mother of Gunai.

— Adapted from Gunaikurnai–Brataualung Traditional Custodians (2014a)

When European colonists arrived in the 1830s, they brought with them a new culture that took away the Gunaikurnai people's right to use and manage their land. Land clearing and the introduction of European land management practices brought the Gunaikurnai People's ability to maintain *wurruk* (country) to an end.

The colonists forcibly replaced the Gunaikurnai's sustainable natural resource management practices, established over thousands of years, with a new culture based on development and the unsustainable exploitation of the region's natural resources.

Frontier conflict, together with the introduction of new diseases—lethal to the Gunaikurnai—soon decimated their population. Their clan and family groups were broken up, social structures fragmented, and their language and laws were nearly lost. Divorced from their ability to manage and use their land, the once healthy and resilient Gunaikurnai people struggled to survive and have their voices heard in the noisy new society.

Government policy in the 1860s resulted in Gunaikurnai people being moved to mission stations such as Ramahyuk and Lake Tyers, to be educated in European traditions and religions. Through this process of resettlement, families were broken up and traditional practices could not be continued.

Believing that Victorian Aboriginal people were dying out, the Central Board for the Protection of Aborigines took over the management of Lake Tyers in 1908. By 1917 reserves around Victoria had been closed and people from communities as far away as Coranderrk, Ebenezer and Lake Condah had been moved to Lake Tyers.

After years of petitioning from Lake Tyers residents, the mission was declared a permanent 4000 acre reserve in 1965 before finally being handed over to the newly formed Lake Tyers Aboriginal Trust in 1971. This was one of the first successful Aboriginal Land Rights claims in Australia's history.

Some Gunaikurnai people have thrived in the new society, but many have not. For those the legacy of the past has led to poor health, low education levels, poverty, welfare dependence and little access to the many opportunities for social advancement that most Australians take for granted.

The State of Victoria formally acknowledged this history and the injustice and dispossession that was brought to the Gunaikurnai people in a Recognition Statement, which was included in the State of Victoria's Recognition and Settlement Agreement with the Gunaikurnai People (see page 5).

The Recognition Statement also recognises the special relationship that the Gunaikurnai people continue to have with their country and sets out the intent for joint management to strengthen, protect and promote Gunaikurnai culture, practices and connection to country.

The story of Jiddelek

Long ago there was a big frog and his name was Jiddelek. He went to the river to have a drink. He began to drink the water from the water hole, then from the creek, then the river, 'til there was nothing left.

All the animals were thirsty. There was no water anywhere. The animals called a meeting; they decided that one of them should try to make Jiddelek laugh. Turtle and platypus played leapfrog. That did not make Jiddelek laugh. Duck and bird flew around. That didn't make Jiddelek laugh. Bataluk strutted to and fro puffing out his stomach. Jiddelek was nearly asleep.

Snake said. 'Let me try'. He started a wiggly, squiggly dance. He twisted and nearly tied himself in a knot. Then came a rumbling noise from Jiddelek and it grew louder and louder. His mouth opened and he began to laugh. A mighty gush of water came out of his mouth, all the water came back to the water holes and rivers.

— Gunaikurnai – Brataualung Traditional Custodians (2014b)

2.2 THE LEGISLATIVE SETTINGS OF JOINT MANAGEMENT

In 2010 the Federal Court of Australia recognised the Gunaikurnai's native title rights over much of Gippsland.

At the same time the Victorian Government entered into legal agreements under the *Traditional Owner Settlement Act 2010* (Vic.) acknowledging the Gunaikurnai's Traditional Owner rights. The step from this legal recognition to the joint management of 10 parks and reserves in the Gunaikurnai people's Recognition and Settlement Agreement (RSA) area is governed by two pieces of legislation in Victoria:

The *Traditional Owner Settlement Act 2010* (Vic.) allows the State of Victoria to enter into an RSA with a Traditional Owner group entity for an area of public land. The RSA between the Gunaikurnai People and the State of Victoria includes a Land Agreement which provides for the granting of reserved public land as 'Aboriginal Titles' to GLaWAC, to be jointly managed by the Gunaikurnai and the Victorian Government.

The *Conservation, Forests and Lands Act 1987* (Vic.) provides the basis for the Victorian Government to establish a Traditional Owner Land Management Board (TOLMB) which sets and guides strategic direction for the joint management of Aboriginal Title lands.

The Land Agreement in the RSA between the Gunaikurnai people and the State of Victoria grants the Gunaikurnai people Aboriginal Title over 10 parks and reserves in Gippsland. Collectively these are known as the joint management estate (Figure 5).

Table 1 provides further detail on each of the joint management parks and reserves included in the Land Agreement.

Table 1: Details of the 10 joint management parks held under Aboriginal Title by the Gunaikurnai.

Park or reserve	Area (ha)	Existing management plan that will be replaced by this JMP?	Legislation under which the park or reserve is managed
Buchan Caves Reserve	295	No existing plan	<i>Crown Land (Reserves) Act 1978</i>
Corringle Foreshore Reserve	163	No existing plan	<i>Crown Land (Reserves) Act 1978</i>
Gippsland Lakes Coastal Park	17690	Yes	<i>National Parks Act 1975</i>
Lake Tyers State Park	8687	No existing plan	<i>National Parks Act 1975</i>
Mitchell River National Park	14394	Yes	<i>National Parks Act 1975</i>
New Guinea Caves within the Snowy River National Park	1153	Yes	<i>National Parks Act 1975</i>
Raymond Island – Gippsland Lakes Reserve	216	No existing plan	<i>Crown Land (Reserves) Act 1978</i>
Tarra Bulga National Park	2023	Yes	<i>National Parks Act 1975</i>
The Knob Reserve	59	No existing plan	<i>Crown Land (Reserves) Act 1978</i>
The Lakes National Park	2390	Yes	<i>National Parks Act 1975</i>

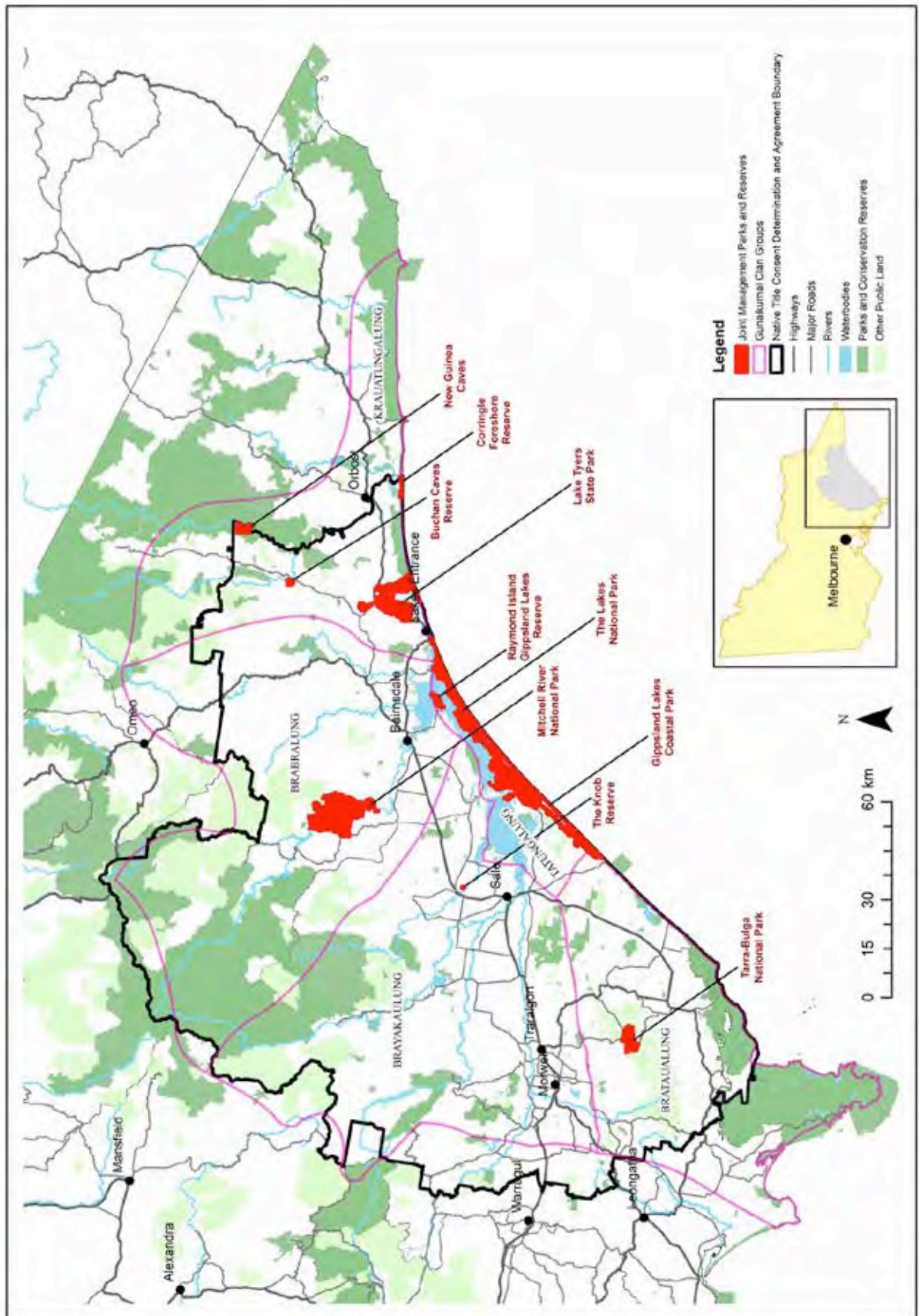


Figure 5: Locations of the 10 joint management parks and reserves.

Parks Victoria is the State's delegated land manager for all of the parks and reserves except The Knob Reserve. For that Reserve a committee of management consisting of representatives of GLaWAC, DELWP and GKTOLMB is the State's delegated land manager.

In addition to the legislation shown in Table 1, the parks and reserves and their protection, management and use are governed by regulations made under those Acts. The National Parks Regulations 2013 apply to parks managed under the National Parks Act. Areas reserved under the *Crown Land (Reserves) Act 1978* (Vic.) are subject to specific regulations that apply to individual reserves.

2.3 THE TOLMA SCOPE OF JOINT MANAGEMENT

The RSA includes a Traditional Owner Land Management Agreement (TOLMA) that provides for:

- the establishment of the Gunaikurnai Traditional Owner Land Management Board (under the *Conservation, Forests and Lands Act*)
- joint management of the Appointed Land to give effect to the RSA
- enabling the knowledge and culture of the Gunaikurnai people to be recognised in the management of the Appointed Land.

The land to which the term Appointed Land applies in the TOLMA is the same land as that to which Aboriginal Title has been granted under the Land Agreement of the RSA. The term 'joint management parks' is used in this JMP to refer to the Aboriginal Title Land or the Appointed Land.

The TOLMA is the agreement between the Victorian Government and the Gunaikurnai people to enter an equal partnership to jointly manage the joint management parks within the Gunaikurnai RSA Area.¹ It outlines the objectives and principles of joint management and defines the scope of what a JMP can include.

In the spirit of the RSA's Recognition Statement, joint management aims to further self-determination, social justice and reconciliation for the Gunaikurnai people. The objectives and principles of joint management outlined in the TOLMA are presented in the box on the next page.

The TOLMA also specifies that a JMP must provide for the sustainable management of the joint management parks identified in the agreement, and may include strategies for:

- the conservation of natural values and cultural values (including heritage protection)
- managing threatened species
- the recognition and utilisation of traditional Gunaikurnai knowledge and customs
- attracting and managing visitors
- managing authorised and adjacent use (including third party interests)
- community awareness and involvement
- managing public use and access to the land
- plan implementation
- providing operational support to the Board of Management
- promoting, encouraging and assisting Gunaikurnai persons to take advantage of employment, training and contracting opportunities relating to the land
- managing commercial activities
- managing fire consistently with the Secretary's directions
- any additional matters contained in relevant Ministerial guidelines.

The Elders will be happy that their lives' work to achieve recognition and management of their traditional lands has been achieved.

— JMP workshop participant

¹ Traditional Owner Land Management Agreement between the Victorian Government and Gunaikurnai people, 2010.

Objectives and principles of joint management outlined in the TOLMA

- 1 A Joint Management Plan must set out a statement of objectives for achieving sustainable management of the Appointed Land in accordance with the following principles:
 - a recognising, respecting and incorporating Gunaikurnai culture, use, knowledge and decision making processes
 - b utilising the combined land, coastal, forest and marine management skills and expertise of both the State and the Gunaikurnai people
 - c providing quality educational recreational and other experiences for all park visitors, where applicable
 - d conserving, protecting and enhancing natural and cultural values
 - e recognising and addressing the need for institutional support and capacity building of the Gunaikurnai people
 - f building relationships between the Board of Management and land managers, including catchment management authorities.
- 2 The objective of joint management is to establish an equal partnership between the State and the Gunaikurnai People to ensure innovation and excellence in joint management, including the following purposes:
 - a benefiting the Gunaikurnai people by recognising, valuing, promoting and incorporating their culture, knowledge, skills and decision-making processes
 - b benefiting the community needs of all Victorians and visitors for public education and enjoyment through quality experiences, services and information
 - c conserving, protecting and enhancing natural and cultural values
 - d enjoying widespread community support
 - e ensuring the wellbeing of country and the wellbeing of people.

The TOLMA also states that a JMP may specify performance measures and targets and strategies for reviews, monitoring and evaluating performance operation and implementation of the JMP.²

Although the above principles, objectives and strategic scope from the TOLMA have helped inform the development of this JMP, they are not the specific objectives or strategies of this JMP.

The goals, visions and outcomes adopted for this JMP are presented in Section 3, and the strategic initiatives and activities to achieve the goals for the first five years are described in Section 4.

There are other legislative and policy influences on the management of the joint management parks in addition to the TOLMA. For example, the *Forests Act 1958 (Vic.)* requires the Secretary of DELWP to carry out proper and sufficient work on public land for the immediate prevention and suppression of fire, and for the planned prevention of fire. The Act requires that the Secretary must not carry out fire prevention work unless the Secretary has consulted with the body responsible for the management of the land concerned. In the case of joint management parks, such consultation would involve GLaWAC as the joint management partner, along with the State's delegated land manager for the particular joint management park.

Through joint management Gunaikurnai young people should know what it means to be a blackfella on our Country, to be part of a living culture and to feel like they belong to a community that is proud and strong.

— Uncle Lloyd Hood (2015)

² Traditional Owner Land Management Agreement between the Victorian Government and Gunaikurnai people, 2010

2.4 THE VALUES OF THE JOINT MANAGEMENT PARKS

To the Gunaikurnai people all things are connected through the creation story which is about the origin of our people. The creation story helps to explain the bonds we have to our *wurruk* and reminds us that our ancestors are still watching over the landscape today. It is important for us to be able to walk in their footsteps and follow their journeys from thousands of years ago – it is a powerful, spiritual aspect to our cultural heritage, and fundamental to our recognition and respect. We are guided by the spirits of our ancestors when we walk through this country.

— Gunaikurnai Whole-of-Country Plan (GLaWAC 2015)

During the development of the JMP, a wide range of values for the parks and reserves that make up the joint management parks were identified, which reflect what is important and what needs protection.

These values represent the Gunaikurnai peoples' feelings, their strong links to the spiritual aspect of country and their cultural knowledge and aspirations.

They also represent what the broader community values in the joint management parks, and the values embodied in legislative protections. Cultural values complement the other values that the joint management partners and the broader community attach to these places.

The important values of the joint management parks are:

- landforms, features and sites of spiritual significance, and features in the landscape that represent the creation stories fundamental to the pride and strength of the Gunaikurnai people
- the landscapes, sites and the geological features of the wild places that contribute to visitors' enjoyment, health and wellbeing and make these places special
- archaeological sites as a tangible link to ancestors' use of joint management parks in the past
- the continuity of native vegetation found within the parks that contributes to making East Gippsland one of the great reservoirs of biodiversity in Australia
- the many species of plants and animals found within the parks, some of which are absent from or rare in the rest of Victoria and Australia
- 23 fauna and flora species that are listed as rare or threatened under the Environment Protection and Biodiversity Conservation Act 1999 (Cwlth) and 52 listed under the Flora Fauna Guarantee Act 1988 (Vic.)
- the threatened Gippsland Red Gum Grassy Woodland and Associated Native Grassland ecological community, which is listed under the Environment Protection and Biodiversity Conservation Act
- populations of Gunaikurnai totemic plant and animals and other species important to Gunaikurnai culture
- habitats and species recognised in national and internationally important conventions including the *Convention on Wetlands of International Importance* (Ramsar, Iran 1971), the *China–Australia Migratory Birds Agreement* 1986 (CAMBA) and *Japan–Australia Migratory Birds Agreement* 1974 (JAMBA) and the Republic of Korea – Australia Migratory Bird Agreement 2007 (ROKAMBA)
- watercourses, waterbodies and catchments that sit within the joint management parks which have influence on the adjacent significant waterbodies that are a feature of the Gippsland area
- historic ruins, heritage places and relics of early farming, forestry, transport and tourism
- the natural settings, landscapes and experiences that provide opportunities for environmentally sustainable and economically important businesses.

Custodians

Once more we walk on our sacred land
Where our ancestors walked along the sand.
We are the custodians And must always care.
By looking after Mother Earth
And showing we will always be there,
To make sure that sacred sites Will not be walked upon.
That our culture will be respected By each and every one.
So we can pass on our culture As we were taught along the way.
And hope that someone somewhere, Has listened to what we had to say.

— Maggie D. (© 2001)

Our Country possesses a rich Aboriginal culture. Our heritage is strong across our landscape, and Aboriginal cultural sites and artefacts can be found along our songlines, and trade routes, mountain ridges and waterways. They remind us about the ways of our ancestors and show our close and continuing connection to Country. Some of these sites have been recorded, however many have not yet been found and protected. Our spiritual connection is something that cannot be seen, but nevertheless exists strongly in the places we walk and in the paths of our ancestors.

— *Gunaikurnai Whole-of-Country Plan* (GLaWAC 2015)

2.5 JOINT MANAGEMENT PARTNERS

Summary of joint management delivery partners and responsibilities

The management of the joint management parks is undertaken by organisations representing the Gunaikurnai people and the Victorian Government. These joint management delivery partner organisations and their respective roles and responsibilities are described in Table 2 on the next page.

Appendix 4 provides further details about the governance arrangements that will guide how the partners work together, and lists other organisations that may play an important role in implementing joint management.

Table 2: Summary of joint management delivery partners.

Partner	Description	Current roles and responsibilities in the joint management partnership (as of September 2017)
Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)	<p>Holds native title rights and interests on behalf of the Gunaikurnai people.</p> <p>The recognised Traditional Owner entity (Prescribed Body Corporate) representing Gunaikurnai people in the Recognition and Settlement Agreement with the State of Victoria.</p> <p>Is the Registered Aboriginal Party under the Aboriginal Heritage Act for the Gunaikurnai native title area.</p>	<p>Signatory to the Traditional Owner Land Management Agreement (TOLMA) on behalf of the Gunaikurnai people.</p> <p>Holds Aboriginal Title for the 10 joint management parks and reserves.</p> <p>Implementing successful joint management with partners across all joint management parks.</p> <p>Employing Gunaikurnai Joint Management Rangers.</p>
Department of Environment, Land, Water and Planning (DELWP)	<p>DELWP brings together Victoria's planning, local government, environment, energy, suburban development, forests, emergency management, climate change and water functions into a single department to strengthen connections between the environment, community, industry and economy.</p> <p>Land management responsibilities are delegated to the Secretary of DELWP (i.e. land managed under the National Parks Act and the Crown Land (Reserves) Act.</p>	<p>Responsible for managing the TOLMA between the Victorian Government and the Gunaikurnai people.</p> <p>DELWP's Secretary is responsible (along with the GKTOLMB) for endorsing the draft JMP for public consultation and, after consultation, endorsing the agreed JMP (final version) for the relevant Minister to approve.</p> <p>Administering Victorian Government funding approved for joint management.</p> <p>Providing governance oversight and support to the GKTOLMB and the joint management planning process.</p>
Parks Victoria (PV)	Statutory body that manages 4 million hectares of parks and reserves on behalf of the Victorian Government (DELWP).	Managing nine of the joint management parks as the State's delegated land manager.
The Knob Recreation Reserve Management Committee Inc.	Committee of Management appointed under the Crown Land (Reserves) Act.	Managing The Knob Reserve as the State's delegated land manager.
Gunaikurnai Traditional Owner Land Management Board (GKTOLMB)	Established in December 2012 in accordance with the TOLMA to enable the knowledge and culture of Gunaikurnai to be recognised in management of the joint management parks. A majority of the Board members are nominees of GLaWAC.	<p>Guiding strategic direction for joint management through preparing the JMP.</p> <p>Facilitating partnerships and building Gunaikurnai capacity to implement joint management.</p> <p>Responsible (along with the DELWP Secretary) for endorsing the draft JMP for public consultation and, after consultation, endorsing the agreed JMP (final version) for the relevant Minister to approve.</p>

3 THE FUTURE WE WANT TO ACHIEVE THROUGH JOINT MANAGEMENT

This section describes the strategic direction for joint management. It describes the future that we want to achieve, and the changes that need to happen to make this future a reality. It has three parts:

- Acknowledgement of where we are coming from and what we have achieved so far
- Our shared long-term aspirations for the future for Gunaikurnai people and country and the wider community (beyond the 25-year period of the JMP)
- A description of the path to reaching these aspirations, which we refer to as a 'theory of change'.

3.1 WHAT HAVE WE ACHIEVED SO FAR?

The Gunaikurnai people and Victorian Government have achieved many important milestones since the Recognition and Settlement Agreement in 2010. These include:

2012: Establishment of the Gunaikurnai Traditional Owner Land Management Board (GKTOLMB) with a majority of Gunaikurnai members.

2012 to present: Partnerships strengthened between GLaWAC, Parks Victoria and DELWP including organisational cultural change.

2013: Gunaikurnai joint management rangers employed by GLaWAC. The rangers started working in joint management parks with the support of Parks Victoria and DELWP staff and are building pride among Gunaikurnai community Elders.

2013 to present: Joint management implemented through Gunaikurnai rangers' work programs and partnership projects across joint management parks.

2013 to present: Gunaikurnai rangers undertaking training including attending a Native Title Conference and Joint Management study tour.

2015: Initial draft JMP prepared by the GKTOLMB following consultation with the Gunaikurnai and engagement with the wider Gippsland community.

2015: New signage recognising Gunaikurnai as traditional owners installed in all 10 joint management parks.

2016: Committee of Management appointed for The Knob Reserve with representatives from GLaWAC, DELWP and GKTOLMB.

2016 to present: GLaWAC led facilities upgrade project at Sperm Whale Head in The Lakes National Park.

2017: Geotechnical investigation of New Guinea Cave II completed.

2017: GKTOLMB released the completed draft JMP for public consultation and submissions.

2018: Minister approved the final JMP.

Through these achievements, the partners have begun to lay strong foundations for implementing the strategic initiatives and activities described in Section 4 of this plan.

3.2 WHAT DOES THE FUTURE LOOK LIKE?

The partners commit to implementing joint management with a view to achieving the following long-term aspirations:

- Gunaikurnai maintain a strong connection to country and culture, are proud, happy and healthy.
- Joint management has contributed to reconciliation, social justice and self-determination for the Gunaikurnai people.
- The wider community respects Gunaikurnai cultural heritage, connection to Country and the right to self-determination.
- Joint management parks are healthier and more resilient as a result of sustainable land management practices.
- Joint management parks are a landmark destination for outdoor recreation, nature-based tourism and cultural and environmental education in Victoria.

Additionally, in the *Gunaikurnai Whole-of-Country Plan*, Gunaikurnai people express a long-term aspiration to become the delegated land managers for all Aboriginal Title land in the Gunaikurnai Recognition and Settlement Agreement Area. The relevant section of the Whole-of-Country Plan reads in part ‘...to progress through joint management to full management of all Aboriginal Title land’ (GLaWAC 2015: page 30)

In supporting the joint management journey with Gunaikurnai, the Victorian Government recognises that sole management is a legitimate aspiration that both the Government and Gunaikurnai will work towards achieving.

The partners acknowledge that there is an opportunity during the implementation period of this JMP to explore options for an extension of joint management responsibilities. The strategies outlined in this JMP (including capacity building, economic development, partnerships and integration of Gunaikurnai knowledge and practices) will lay the stepping stones that can lead to a future beyond these 25 years where Gunaikurnai achieve greater self-determination through their involvement in the management of the Aboriginal Title land on their country. The following pages describe how these stepping stones will be built, within the current context of joint management.

A lot of people come back now — not just our people. We could learn from them and they could learn from us. Kangaroos and emus would be about and it was a good thing these people could see it, Elders from across Australia would visit and we would share our country with them.

— participant, On Country meeting, Lake Tyers State Park, 2015

3.3 WHAT IS THE PATH TO REACH THIS FUTURE?

Achieving these aspirations will take many years. This subsection provides a long-term picture of what changes will need to happen over time to make this future a reality. This picture is known as a ‘theory of change’.

The theory of change describes the most important changes that we want to achieve for Gunaikurnai people, country and the wider community by implementing joint management. It provides an important guide for all partners on where we are collectively going, and helps us to track and report on our progress to the community, Government and other partners.

The theory of change is presented over the following pages in a series of visual diagrams, and is summarised in Figure 6. It shows that in order to realise the future we want to see, we need to build on everything we have achieved so far by developing four themes of work and changes: People, Culture, Country and Working Together.



Figure 6: Our long-term view of the future we want to see and the path to get there. The items in the boxes are expanded upon in Figure 7.

While Figure 6 offers a broad-scale summary of what we want to achieve through joint management, we need to paint a clearer picture of what our future journey in each of these themes looks like. This is what a theory of change aims to do.

Figure 7 describes how to read and interpret the complete theory of change diagram, which is presented in Figure 8. The theory of change diagram describes the major changes that will happen over a 25-year period. The joint management partners have set themselves a goal to be achieved in the first five years for each theme, and identified long-term visions for later time periods.

The four themes in the theory of change, and their respective goals and visions, are deeply interconnected: achieving each goal depends on achieving all of the others.

Appendix 1 is a glossary of important terms used in the theory of change and in other parts of the JMP.

Tables 3 and 4 provide more detail on each of the five-year goals and long-term visions (Figure 8) by breaking each down into a series of outcomes. For brevity, 'GK' is used to refer to Gunaikurnai and 'JM parks' is used to refer to joint management parks and reserves in these tables. See Appendix 1 for a full glossary of terms used.

An 'outcome' is defined as an observable and measurable change that results from the activities that are implemented through joint management. Like the themes and goals, the outcomes outlined below and on the following page are deeply interconnected. The purpose of defining them is to provide greater detail on the meaning of each goal or vision, and to enable partners to measure and report their progress to different stakeholders. The numbers assigned to each outcome are for reference only – they do not denote any priority or sequencing. The process for routinely reviewing progress and measuring outcomes for the first five-year period is described further in Section 6.

Appendix 2 includes a diagram that represents all outcomes on the theory of change. It also provides further detail on definitions and potential indicators for each outcome in the first five-year period.

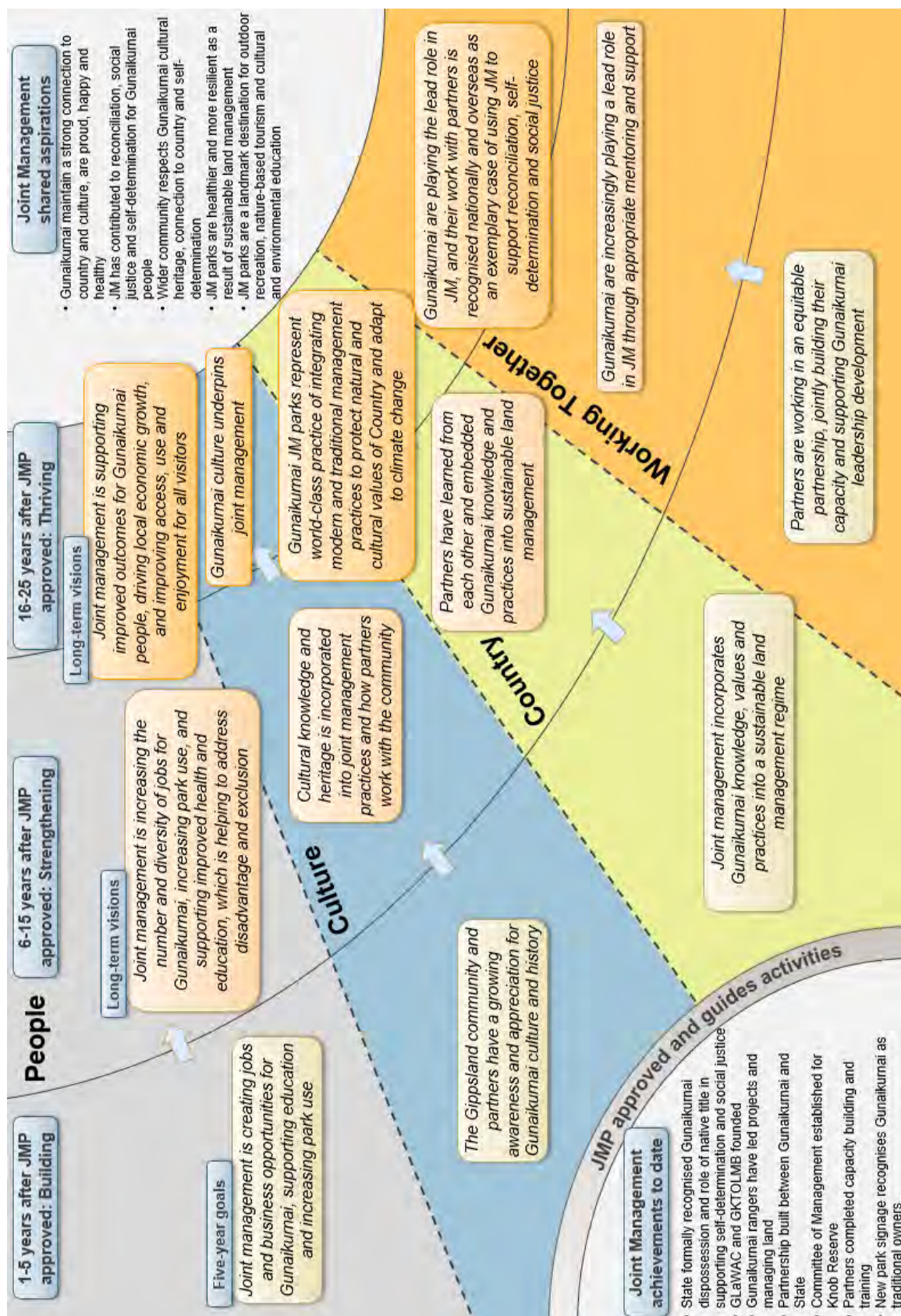


Figure 8: Fine-scale diagram of the theory of change for the joint management parks. This presents a more detailed summary of visions/goals for each theme and time period presented in Figures 6 and 7.

Table 3: Outcomes for the five-year goals and long-term visions for 'People' and 'Culture' themes (see also Figure 8).

1–5 years after JMP approved: Building	6–15 years after JMP approved: Strengthening	16–25 years after JMP approved: Thriving
PEOPLE		
Five-year goal: Joint management is creating jobs and business opportunities for Gunaikurnai, supporting education and increasing park use.	Vision: Joint management is increasing the number and diversity of jobs for Gunaikurnai, increasing park use, and supporting improved health and education which is helping to address disadvantage and exclusion.	Vision: Joint management is supporting improved outcomes for Gunaikurnai people, driving local economic growth, and improving access, use and enjoyment for all visitors.
Outcomes:	Outcomes:	Outcomes:
<ol style="list-style-type: none"> 1 Visitor numbers increase. 2 Outdoor education and cultural recreation programs for GK community implemented. 3 Partners delivering education and cultural programs with GK and non-GK youth. 4 More visitors see, engage with and learn from GK and non-GK workers in parks. 5 More GK people working as rangers, management staff and through associated services. 6 Major barriers that prevent GK from accessing JM parks have been addressed. 	<ol style="list-style-type: none"> 1 Gippsland community is supportive of GK role in JM. 2 Cultural heritage education is embedded in local education institutions. 3 JM parks are making an increasing contribution to local economic growth. 4 Greater number and diversity of GK businesses and people are earning an income from JM parks. 	<ol style="list-style-type: none"> 1 JM parks are known as a premier destination in Australia for visitor experience and cultural education. 2 JM has demonstrated contribution to improved health, education and wellbeing outcomes for GK people.
CULTURE		
Five-year goal: The Gippsland community and partners have a growing awareness and appreciation for Gunaikurnai culture and history.	Vision: Cultural knowledge and heritage is incorporated into joint management practices and how partners work with the community.	Vision: Gunaikurnai culture underpins joint management.
Outcomes:	Outcomes:	Outcomes:
<ol style="list-style-type: none"> 1 Greater GK cultural presence in JM parks 2 Protections in place for all identified cultural sites. 3 The wider community understand, respect and celebrate GK people and heritage. 4 GK cultural knowledge, management practices and values documented, mapped and interpreted. 5 GK people have greater pride in their identity and cultural heritage. 	<ol style="list-style-type: none"> 1 GK cultural knowledge and values embedded into joint management practices. 2 GK people have exclusive access to specific sites in parks to gather and conduct ceremonies. 	<ol style="list-style-type: none"> 1 The incorporation of cultural knowledge and values into JM is the norm.

Table 4: Outcomes for the five-year goals and long-term visions for 'Country' and 'Working Together' themes (see also Figure 8).

1–5 years after JMP approved: Building	6–15 years after JMP approved: Strengthening	16–25 years after JMP approved: Thriving
COUNTRY		
Five-year goal: Joint management incorporates Gunaikurnai knowledge, values and practices into a sustainable land management regime.	Vision: Partners have learned from each other and embedded Gunaikurnai knowledge and practices into sustainable land management.	Vision: Gunaikurnai JM parks represent world-class practice of integrating modern and traditional management practices to protect natural and cultural values of country and adapt to climate change.
Outcomes:	Outcomes:	Outcomes:
1 GK traditional management practices identified and incorporated into sustainable management of parks.	1 Value of integrated management practices demonstrated and recognised.	1 Country is healthier and more resilient to environmental threats and climate change.
2 Rangers and management staff have the knowledge, skills and resources to implement sustainable and integrated land management practices.	2 Country under JM has expanded.	2 GK are teaching others about integrated management practices.
3 GK cultural and ecosystem values of parks are reflected in JM.	3 GK have greater access to key environmental resources in parks.	
	4 Partners have piloted GK traditional management practices.	
WORKING TOGETHER		
Five-year goal: Partners are working in an equitable partnership, jointly building their capacity and supporting Gunaikurnai leadership development.	Vision: Gunaikurnai are increasingly playing a lead role in JM through appropriate mentoring and support.	Vision: Gunaikurnai are playing the lead role in JM, and their work with partners is recognised nationally and overseas as an exemplary case of using JM to support reconciliation, self-determination and social justice.
Outcomes:	Outcomes:	Outcomes:
1 Partners demonstrate commitment to JM model even in difficult times.	1 GK are able to enforce compliance with regulations in JM parks.	1 Work of GK and partners is recognised nationally and overseas as an exemplary case of JM.
2 Partners have established a funding model to sustain JM.	2 Alignment and coordination across whole-of-government to support JM.	2 GK are taking the lead role in all JM parks.
3 Joint management decision-making processes embedded.	3 GK are taking the lead role in most JM parks.	
4 Legislative and policy regime is supportive of JM and GK aspirations.		
5 Sharing of knowledge and skills between partners formalised and implemented.		
6 Outcome management implemented to support continuous improvement.		
7 GK community have opportunity to influence JM.		

4 WHAT WE NEED TO DO IN THE FIRST FIVE YEARS

This section describes how we are going to achieve the future that we want, and defines seven 'strategic initiatives' that we will implement to achieve the goals of the first five-year period.

The joint management partners have set four goals to be achieved by the end of the first five-year period of implementing the JMP, through the delivery of seven strategic initiatives (Figure 9).

The JMP focuses on the first five-year period because it is not realistic to specify what activities partners should be undertaking in the longer term. The JMP will be formally reviewed at the end of the first five-year period to plan future strategic initiatives. (See Section 5 for further detail on the process for formally reviewing the JMP.)

The activities to be implemented to manage the joint management parks, which are detailed in the individual park and reserve plans, play a critical role in achieving the five-year goals, particularly for strategic initiatives 1–5.

Table 5 describes each of the seven strategic initiatives. Each strategic initiative includes several activities. Further detail of the activities for the seven strategic initiatives is provided in Appendix 3.



Figure 9: Strategic initiatives for the five-year goals.

Gunaikurnai culture is embedded in our Country which is vital to our identity. The stories and song-lines that link Gunaikurnai to their ancestors who travelled across the Country practising the customs are what make the Gunaikurnai People.

Gunaikurnai aspirations are to ensure that the Joint Management Plan is true to traditional laws and customs.

Table 5: Summary of joint management strategic initiatives.

Strategic initiatives	Activities
PEOPLE: Joint management is creating jobs and business opportunities, supporting education and increasing park use.	
1 Create employment and economic sustainability	<ul style="list-style-type: none"> a Develop and implement an economic development/business strategy for Gunaikurnai commercial operations. b Build business management capability in GLaWAC. c Establish policies to prioritise Gunaikurnai suppliers and contractors in procurement and tenders. d Increase the number of Gunaikurnai rangers and management staff. e Implement ranger-led education and visitor experience activities in JM parks. f Implement an education program with Gunaikurnai and non-Gunaikurnai youth about Gunaikurnai culture and joint management.
2 Increase access to and use of JM parks	<ul style="list-style-type: none"> a Support Gunaikurnai to overcome barriers to access JM parks. b Provide facilities for Gunaikurnai people to visit and stay on JM parks.
3 Invest in tourism and visitor experience	<ul style="list-style-type: none"> a Develop and implement a tourism and marketing strategy. b Develop a tourism training and employment program in partnership with industry and tour operators. c Build partnerships with Victorian Government agencies and local tourism bodies. d Collect data on visitor numbers, feedback and local spending.
CULTURE: The Gippsland community and partners have a growing awareness and appreciation for Gunaikurnai culture and history.	
4 Protect and present Gunaikurnai culture in JM parks	<ul style="list-style-type: none"> a Capture Gunaikurnai cultural knowledge, heritage, stories, language and values in JM parks. b Develop and implement a cultural heritage interpretation strategy for JM parks. c Protect cultural sites and important cultural landscapes from damage. d Implement measures to comply with legislative requirements relating to cultural heritage.
COUNTRY: Joint management incorporates Gunaikurnai knowledge, values and practices into a sustainable land management regime.	
5 Integrate Gunaikurnai knowledge and practices into an innovative, sustainable land management approach	<ul style="list-style-type: none"> a Strengthen partnerships to manage land and water and improve resilience to climate change. b Deliver a capacity-building and knowledge exchange program for Gunaikurnai, DELWP and Parks Victoria rangers and other staff. c Support Gunaikurnai to participate in relevant land management and cultural heritage courses. d Re-establish Gunaikurnai fire management knowledge and practices in JM parks.
WORKING TOGETHER: Partners are working in an equitable partnership, jointly building their capacity and supporting Gunaikurnai leadership development.	
6 Resolve key regulatory agreements and policy matters	<ul style="list-style-type: none"> a Improve legislative and policy environment for JM and Gunaikurnai aspirations. b Identify and pursue ongoing protection declarations for significant Gunaikurnai places within JM parks. c Develop and implement a policy that protects Gunaikurnai cultural and intellectual property.
7 Improve governance, leadership and management	<ul style="list-style-type: none"> a Develop and implement a funding model to sustain joint management. b Establish formalised processes for Gunaikurnai and the Victorian Government to share knowledge and jointly build capacity. c Build Gunaikurnai leadership capacity under joint management. d Establish an online information network for joint management. e Develop and implement a culturally appropriate and inclusive model for Gunaikurnai community to provide input into joint management decision-making. f Engage with park users, neighbours and other stakeholders of JM parks. g Implement outcome management and continuous improvement process.

5 HOW WE WILL TRACK OUR PROGRESS?

This section describes the processes we will use to monitor and reflect on our progress towards achieving our five-year goals, so that we can report to important stakeholders on how we are progressing and learn how we can do better.

5.1 WHY IS TRACKING PROGRESS IMPORTANT?

We need to track our progress so that we can know if we are being successful. We need to be held accountable to our aspirations to build capacity and contribute to social justice and self-determination for Gunaikurnai people. We also need to show others our progress in order to build community and political support for joint management, secure funding and learn how we can improve the way we work together.

Tracking our progress against the JMP and partnerships will be based on the five principles outlined in Table 6.

Table 6: Principles of outcomes management.

Principle	Description
Involve stakeholders	Provides a basis for involving stakeholders in assessing the success of joint management and identifying opportunities for improvement.
Gather useful evidence	Enables the partners to build an evidence base around what is changing as a result of their work together, which can also help spread learnings with others.
Promote learning	Provides the data and information that is necessary for joint management partners to learn about what is working, what is not working, and why, so that the JMP can be improved over time. This is also known as a 'continuous improvement' process.
Accountability	Supports accountability to the community, government and other stakeholders, as well as to each other.
Transparency	Keeps the community, government and other stakeholders informed about the decisions being made on their behalf in the context of joint management, and enables an equal partnership.

Different audiences need information about our progress in implementing joint management for different reasons (Table 7). These reasons can be summarised broadly as 'proving' and 'improving'.

'Proving' is about reporting on our progress, particularly to partners, including GLaWAC, Parks Victoria, the DELWP Secretary and the Minister, and the Gunaikurnai community and the wider Victorian community, all of whose ongoing support is crucial.

'Improving' is about understanding what we're doing well, what we're not doing well, and what we can do to improve how we work together to implement joint management. This is sometimes called 'continuous improvement' or 'outcomes management'.

Table 7: Who needs to know about our progress, and why they need to know.

Who needs to know about our progress?	What will they primarily use this information for?	What are the most important questions they need answered to support these uses?
GLaWAC GKTOLMB DELWP Parks Victoria	To understand our success in achieving the goals and outcomes set out in the JMP. To draw insights and lessons about our progress that will help us to make decisions about how we work together to implement, adapt and improve joint management.	Are we achieving the goals and outcomes outlined in the JMP? Are we successfully implementing the strategic initiatives and activities we have committed to? What has worked well? What has not worked? What can we learn from this? What can we change, adapt or improve?
DELWP Secretary and Minister	To make decisions about the continued support for joint management.	Is joint management delivering on the objectives and principles outlined in the TOLMA between the Victorian Government and the Gunaikurnai people? Is it achieving the goals and outcomes outlined in the JMP?
Gunaikurnai community	To understand how joint management is contributing to Gunaikurnai aspirations.	How is joint management contributing to realising the Gunaikurnai community's aspirations as identified in this JMP?
Wider community	To understand how joint management is contributing to wider community aspirations for, and interests in, joint management parks.	How is joint management impacting the state of parks, access and usage rights, and local economic development?

5.2 HOW WILL WE TRACK OUR PROGRESS?

We will track our progress by collecting two types of data:

- data on our *activities* — what we are doing under joint management
- data on our *outcomes* — what changes are occurring as a result of what we are doing.

Table 8 provides further detail on both data types, and describes how we will collect each.

To minimise the burden of additional data collection, the methodology outlined below aims to build on existing project management processes and data wherever possible.

This monitoring regime for the joint management parks will be complemented by state-wide monitoring programs conducted across the broader park and reserve estate, including programs that collect data for reports such as the *State of the Parks* and *State of the Forests*.

Table 8: Data used to track progress in implementing the Joint Management Plan.

Data type	Description	Data source and method
Activities	<p>Activities are the things we are doing under joint management.</p> <p>Tracking activities is important for understanding whether we are successfully implementing the projects and activities that we planned. They include:</p> <p>the activities of each of the strategic initiatives documented in Table 5 in Section 4 of this document</p> <p>the actions described in the ten individual park and reserve management plans.</p>	<p>The activities outlined in the JMP will be tracked, based on the project management tools that the partners will use to guide implementation (e.g. Gantt charts or timelines).</p> <p>Existing project management tools should provide sufficient evidence and information on how implementation is progressing, what has been completed, any bottlenecks or issues to be addressed, and the staff responsible.</p>
Outcomes	<p>Outcomes are the changes that occur as a result of what we are doing.</p> <p>Tracking outcomes is important for understanding whether we are achieving the changes that we have set out to make, and therefore whether we are achieving our goals for the first five-year period. Outcomes are documented in Table 3 and Table 4.</p>	<p>Some outcomes identified for the five-year goals can be tracked using existing project management tools, while others will require additional data collection.</p> <p>Appendix 2 specifies potential indicators and timings for outcomes.</p>

Outcomes framework overview

Table 9 provides an example of the data that we will collect on the outcomes of joint management. It is an excerpt from the complete outcomes framework in Appendix 2.

The suggested frequency for data collection for all outcomes is annual (once a year), but this could vary in the future according to each partners' priorities and the availability of data sources.

The initial round of data collected on the outcomes identified in Appendix 2 will be used as the baseline for measuring future changes. This will enable the partners to demonstrate the success and impact of joint management and track progress towards achieving partners' aspirations.

The partners will play an important role in producing this data and making it available, for indicators where the data will be drawn from project management tools, details about the content and structure of programs, or reflections written by program staff.

Table 9: Excerpt of outcomes framework.

Example of outcome <i>The changes we want to see</i>	Description <i>Further detail</i>	Indicators and frequency <i>How will we know the changes have happened?</i>
PEOPLE		
More visitors see, engage with, and learn from GK and non-GK staff in parks.	Gunaikurnai and non-Gunaikurnai rangers and other management staff will be more visible in parks, engaging with visitors and educating them about park values and Gunaikurnai heritage.	<p>Number of rangers and other staff working in roles such as guides and educators.</p> <p>Detail on programs implemented to build capacity of rangers and staff as guides and educators (e.g. number of participants).</p> <p>Annual</p>
CULTURE		
Protections in place for all identified cultural sites.	Measures will be put in place to protect all culturally important sites from erosion, park use and other threats.	<p>Percentage of identified cultural sites that have protections in place.</p> <p>Annual</p>
COUNTRY		
Rangers and management staff have the knowledge, skills and resources to implement sustainable, integrated land management practices.	Partners aim to continue capacity building and training programs for rangers and other management staff in sustainable land management practices that integrate Gunaikurnai traditional practices with modern conventional practices.	<p>Details on program (e.g. content, forms of capacity building implemented, number of rangers completing capacity building initiatives).</p> <p>Annual</p>
WORKING TOGETHER		
Decision-making processes embedded.	The joint management plan specifies the decision-making processes in the governance structure. Partners will embed these processes by demonstrating they have put them into practice and are using them to make decisions.	<p>Reflection on how decision-making processes and governance arrangements have been followed and complied with in the previous 12-month period, and lessons for the future.</p> <p>Annual</p>

5.3 HOW WILL INFORMATION ABOUT PROGRESS BE USED?

We will use the information about our progress to support the uses and decisions identified in Table 7, by implementing an annual process of evaluation and reflection (Figure 10).

Engaging the support of an independent entity (or entities) to implement this process will be important for ensuring accountability and objectivity. At the end of the five-year period, the partners will formally review the JMP and revise it as required.

Annual evaluation and reflection process

Each year an independent entity will collate and analyse data on our progress and produce an internal report. This will feed into an annual reflection workshop for all partners, which will be hosted by GKTOLMB but facilitated by an independent party. The workshop will be used to review evaluation findings and inform two outputs:

- reports on our progress in achieving outcomes and goals for stakeholders, including the community and the Victorian Government
- insights and lessons for the partners, capturing the changes we need to make in implementing joint management; the insights and lessons that emerge from the annual reflections will contribute to adaptive management and continuous improvement in implementing the JMP.

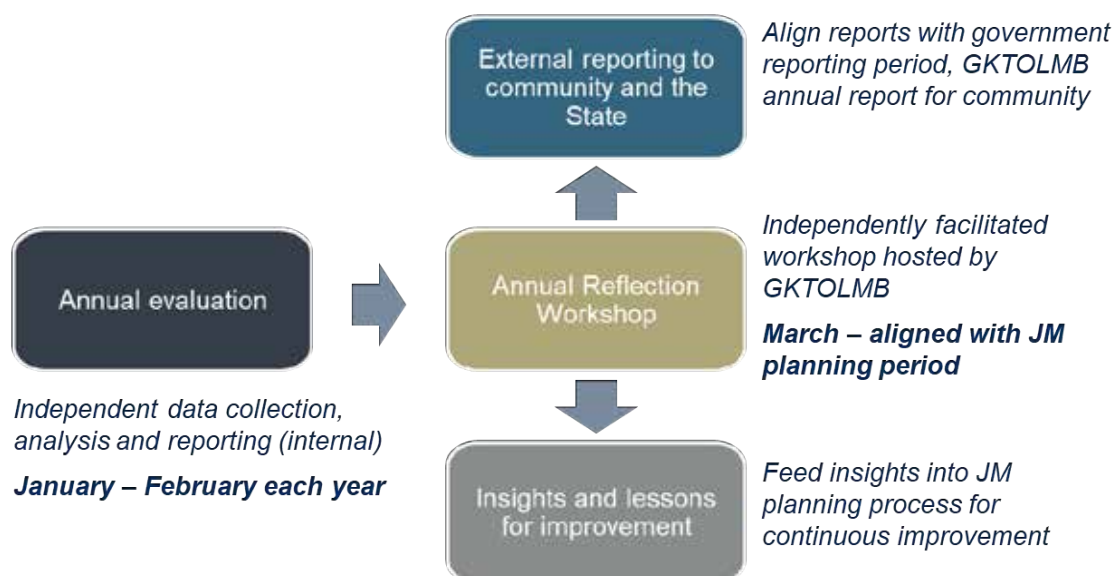


Figure 10: Annual evaluation and reflection process.

In addition to this ongoing process, we may need to review and update the JMP in light of other changes that could affect joint management activities. For example, the completion of a Natural Resource Agreement or Indigenous Land Use Agreement between Gunaikurnai People and the Victorian Government may influence the strategic direction and implementation of the JMP.

The annual reflection workshops will also provide opportunities for us to take a step back and reflect on what we have achieved in the previous 12 months, the challenges we have faced, and what we can learn to take forward as we plan for the next 12 months.

The annual reflection workshops will be a key mechanism for enabling continuous improvement. The workshops should be guided by a simple and flexible process that will create the space for open discussion and inquiry, while focusing partners' attention on what is most important.

The annual review should focus on the priorities rather than attempting a comprehensive overview of everything in the JMP. The following four questions provide a simple frame for reflective and action-oriented discussion around the previous 12 months:

- What has worked well?
- What hasn't worked well?
- What can we learn for the next 12 months?
- What might we change or adapt in the JMP?

These four questions could be used to guide the workshop from different aspects of the JMP, depending on what the partners feel is most appropriate. For example, they may be asked to focus or reflect on each of the four themes (People, Culture, Country and Working Together), each of the seven strategic initiatives, and/or each of the ten joint management parks.

Culture will fade, native title means nothing unless traditional owners can see and experience Country. It is difficult for people to link to the land if they don't know their Country and family connections.

— Uncle Lloyd Hood (2015).

Five-year update of the Strategic Plan

The GKTOLMB will lead partners in formally reviewing the entire JMP at the end of the first five years and revise the Strategic Plan as required for the next five-year period.

The revision of the Strategic Plan will consider reconfirming or amending goals, strategic initiatives, activities and outcomes for the five years ahead.

The individual park and reserve management plans in the JMP will be formally reviewed after 10 years, although they will be reviewed and updated as necessary after the initial five years. Alignment with the revised version of the Strategic Plan will be important at this point.

Artwork by Alice Pepper, courtesy of Jessica Shapiro



6 JMP IMPLEMENTATION

This section discusses the plan implementation phase now the JMP is approved.

To guide putting the JMP into effect, the partners are developing an implementation plan for joint management, which will include implementation details such as allocation of responsibilities, timing, budget allocation, risk management and funding requirements. It will also guide the adoption of effective and efficient arrangements for the coordination and governance of JM implementation.

As well as prioritising and scheduling the advancement of the activities and actions of both the Strategic Plan and individual park and reserve management plans, the implementation plan will include application of the outcomes monitoring regime described in section 5.2 and Appendix 2.

The JMP implementation plan will support endeavours to ensure there is adequate funding to implement the JMP, and become a tool to assist progress reporting.

During the development of this JMP, a number of implementation activities have already been undertaken by the joint management partners. For example, the GLaWAC Joint Management Rangers have been implementing an annual works program of activities and projects in the 10 joint management parks and reserves, assisted and complemented by Parks Victoria, the Committee of Management for The Knob Reserve , DELWP and the GKTOLMB.

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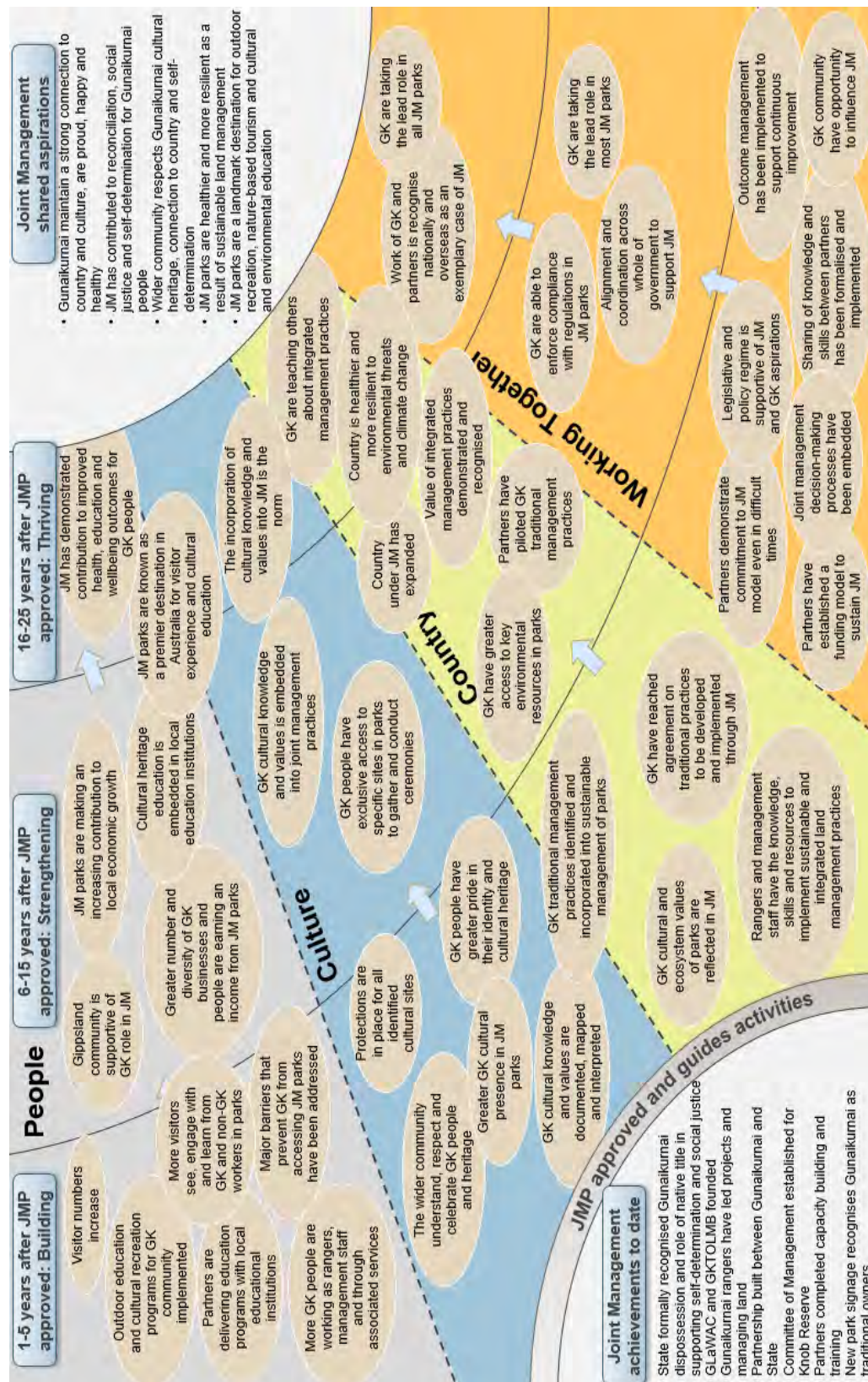
Gunaikurnai – Brataualung Traditional Custodians (2014b). Jiddelek. **In** Victorian Aboriginal Corporation for Languages, *Nyernila: Listen Continuously*. Arts Victoria: Melbourne.

APPENDIX 1: GLOSSARY

Term	Definition
Activities	The activities of the JMP, including those that make up the strategic initiatives defined this Strategic Plan, and also the actions defined for the on-the-ground management of joint management parks that are set out in the individual park or reserve plans.
Aspirations	A shared statement of what the Gunaikurnai and Victorian Government ultimately want to achieve through joint management. This includes the aspirations of the partners, and of the broader Gunaikurnai and Victorian community.
Country	One of the four themes. Country includes land management practices and environmental outcomes.
Culture	One of the four themes. Culture includes heritage, identity, values, education, cultural practices and relationship with broader community.
Delegated land manager	The entity appointed to manage land on behalf of the Minister for Energy, Environment and Climate Change or the Secretary of the Department of Environment, Land, Water and Planning (DELWP).
GK	An abbreviation of 'Gunaikurnai' used in some figures and tables in the document.
Goals	Goals are set for the first five-year period of the JMP. These goals define what the partners want to achieve by the end of this period.
Inputs	The investment required to do to the activities, which should result in the outcomes.
Issue	A problem that the JMP seeks to solve. Issues will be resolved through the activities of the JMP (everyday activities of managing the land, and the strategic initiatives).
JM	An abbreviation of joint management used in some figures in the document.
Joint Management Parks	A shorthand term referring to the ten Aboriginal Title parks and reserves identified in the Land Agreement for joint management, equates to the appointed land referred to in the TOLMA.
MVO	Management Vehicles Only; refers to roads or tracks that are closed to public vehicle access.
Outcome	A specific, tangible and measurable change or consequence that results from joint management activities.
Partners	Organisations that are responsible for delivering joint management in the Gunaikurnai Recognition and Settlement Agreement Area: Gunaikurnai Traditional Owner Land Management Board (GKTOLMB), Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), Department of Environment, Water, Land and Planning (DELWP), Parks Victoria (PV) and The Knob Recreation Reserve Committee of Management.
People	One of the four themes. People includes skills, training, employment, health, wellbeing education and reconciliation for Gunaikurnai and non-Gunaikurnai people.
Strategic initiative	Key initiatives that will be undertaken to support the achievement of the goals of the first five-year time period.
Theory of change	A description of the material changes that the Gunaikurnai and Victorian Government want to see through undertaking joint management. These will ultimately lead to the realisation of the shared aspirations of joint management.
Theme	The theory of change is structured around four interconnected themes of activities and outcomes. The themes are (in no particular order): People, Country, Culture and Working Together. These four themes are defined in this table.
Time period	The theory of change describes changes over 25 years following the approval of the JMP by Government. This is broken down into three periods: 1–5 years, 6–15 years and 16–25 years. A vision is defined for each time period and across each theme, resulting in 12 vision statements in total. Outcomes occur across all time periods and themes.
Vision	A summary statement for the desired changes in each of the four themes in the theory of change, beyond the initial five-year period.
Working Together	One of the four themes. Working Together includes the governance structure, legislation and equitable partnership underpinning joint management.

APPENDIX 2: JOINT MANAGEMENT OUTCOMES FRAMEWORK

This appendix provides further detail on the outcomes framework for the JMP. The figure below represents all outcomes that are identified in Table 3 and Table 4 within the theory of change diagram. The outcomes framework itself is presented in the tables on the following pages.



Outcomes framework

The following tables present the outcomes framework for the JMP. The outcomes framework includes further detail on the meaning of each outcome; potential indicators for collecting data on all outcomes; and suggested timing and frequency for data collection. The suggested frequency for data collection for all outcomes is annual (once a year), however this could vary in the future as depending on partners' priorities and the availability of data sources. The outcomes framework focuses on the outcomes of the first five-year period only. Outcomes in later periods will not be monitored during this period because they are not expected to occur in the first five years.

Theme: People

Five-year goal: Joint management is creating jobs and business opportunities for Gunaikurnai, supporting education and increasing park use.

Outcomes <i>The changes we want to see</i>	Description <i>Further detail</i>	Indicators and frequency <i>How will we know the changes have happened?</i>
Visitor numbers increase.	The number of visitors to JM parks is expected to increase as a result of investments in cultural interpretation, business development and a tourism strategy. This includes Gunaikurnai people, non-Gunaikurnai people from the Gippsland community, and tourists from across Victoria and beyond.	Number of park visitors broken down by location of residence and whether they are Gunaikurnai or non-Gunaikurnai <i>Annual</i>
Outdoor education and cultural recreation programs for GK community implemented.	Partners aim to implement programs in the JM parks for the Gunaikurnai community to get outdoors and connect with culture on country.	Detail on programs implemented: e.g. how many programs, number of participants, content, participant feedback <i>Annual</i>
Partners are delivering education and cultural programs with GK and non-GK youth.	Partners aim to work with schools to educate children about Gunaikurnai culture, country and the JM parks.	Detail on programs implemented: e.g. how many programs, number of participants/schools, content, school and student feedback <i>Annual</i>
More visitors see, engage with and learn from GK and non-GK staff in parks.	Gunaikurnai and non-Gunaikurnai rangers and other management staff will be more visible in parks, engaging with visitors and educating them about park values and Gunaikurnai heritage.	Number of rangers and other staff working in roles as guides and educators Detail on programs implemented to build capacity of rangers and staff as guides and educators: e.g. number of participants <i>Annual</i>
More GK people working as rangers, management staff and through associated services.	New jobs will be created for Gunaikurnai through ranger and management staff roles, and through procurement policies that favour Gunaikurnai contractors and businesses – for example, NRM services and tourism.	Number of GK people working as rangers and management staff Number and percentage of GK people/businesses contracted by JM parks Percentage of total contract value with GK people/businesses <i>Annual</i>
Major barriers that prevent GK from accessing JM parks addressed.	Some Gunaikurnai people face barriers in accessing JM parks, such as lack of transport. This may particularly effect people who live far away from Gunaikurnai country or older people.	Details on programs implemented (e.g. type of barriers addressed, number of GK people visiting parks with support of access programs) <i>Annual</i>

Theme: Culture

Five-year goal: The Gippsland community and partners have a growing awareness and appreciation for Gunaikurnai culture and history.

Outcomes <i>The changes we want to see</i>	Description <i>Further detail</i>	Indicators and frequency <i>How will we know the changes have happened?</i>
Greater GK cultural presence in JM parks	Gunaikurnai language, knowledge, heritage and values will be increasingly visible and reflected in park and reserve signs, flyers, guides, interpretative installations and other media.	Number of JM parks with GK language, knowledge, heritage and values reflected in all communications and media <i>Annual</i>
Protections are in place for all identified cultural sites.	Measures will be put in place to protect all culturally important sites from erosion, harm from visitor impacts and other threats.	Percentage of identified cultural sites that have protections in place <i>Annual</i>
The wider community understand, respect and celebrate GK people and heritage.	Education, visible presence and stakeholder engagement programs will lead to the wider, non-Gunaikurnai community coming to understand, respect and celebrate Gunaikurnai people and cultural heritage.	Awareness and perceptions in non-Gunaikurnai community about Gunaikurnai people and cultural heritage <i>Annual</i>
GK cultural knowledge and values are documented, mapped and interpreted.	Joint management will involve measures to capture Gunaikurnai cultural knowledge and values, conduct archaeological works, identify important cultural sites and songlines, and incorporate this into interpretation.	Detail on programs implemented: e.g. knowledge and values covered, programs completed, percentage of park/reserve area covered, use in interpretative products and installations <i>Annual</i>
GK people have greater pride in their identity and cultural heritage.	Gunaikurnai will feel more proud of their identity and heritage as a result of joint management activities.	Perceptions of Gunaikurnai people <i>Annual</i>

Theme: Country

Five-year goal: Joint management incorporates Gunaikurnai knowledge, values and practices into a sustainable land management regime

Outcomes <i>The changes we want to see</i>	Description <i>Further detail</i>	Indicators and frequency <i>How will we know the changes have happened?</i>
GK traditional management practices identified and incorporated into sustainable management of parks.	Joint management will involve identifying Gunaikurnai traditional management practices and incorporating them into current sustainable management regimes.	Manuals for GK traditional management practices have been produced and are being used for park management. <i>Annual</i>
Rangers and management staff have the knowledge, skills and resources to implement sustainable and integrated land management practices.	Partners aim to continue capacity building and training programs for rangers and other management staff in sustainable land management practices that integrate Gunaikurnai traditional practices with modern conventional practices.	Details on programs: e.g. content, forms of capacity building implemented, number of rangers completing capacity building initiatives. <i>Annual</i>
GK cultural and ecosystem values of parks are reflected in JM.	Park management practice reflects protection or enhancement of Gunaikurnai cultural and ecosystem values of those parks.	The extent to which the activities identified in individual park and reserve plans are successfully put into practice to protect and enhance Gunaikurnai cultural and ecosystem values in JM parks. <i>Annual</i>

Theme: Working Together

Five-year goal: Partners are working in an equitable partnership, jointly building their capacity and supporting Gunaikurnai leadership development

Outcomes <i>The changes we want to see</i>	Description <i>Further detail</i>	Indicators, timing and frequency <i>How will we know the changes have happened?</i>
Partners demonstrate commitment to JM model, even in difficult times.	Partners will have shown their sustained support for the joint management model throughout the five-year period.	Reflection on how effectively the partners have worked together in the previous 12-month period in commitment to the intentions of joint management and strategic direction laid out in the JMP <i>Annual</i>
Partners have established a funding model to sustain JM.	Partners aim to build a model to raise funding from government and other sources to support JM into the future.	Partners have successfully secured funding to implement the JMP <i>Annual</i>
Joint management decision-making processes have been embedded.	The joint management plan specifies the decision-making processes in the governance structure – partners will ‘embed’ these by demonstrating that they have put them into practice and are using them to make decisions.	Reflection on how decision-making processes and governance arrangements have been followed and complied with in the previous 12-month period, and lessons for the future <i>Annual</i>
Legislative and policy regime is supportive of JM and GK aspirations.	Partners will work together to address emergent legal and policy issues that pose challenges to joint management and the aspirations of Gunaikurnai.	Reflections on legal and policy risks to the success of the JMP and partners’ efforts to address these in the previous 12-month period <i>Annual</i>
Sharing of knowledge and skills between partners has been formalised and implemented.	Partners will develop and implement processes to share knowledge and skills between them.	Details on formal processes established by partners to share knowledge and skills: e.g. type of processes, content, partners involved, reflection on success <i>Annual</i>
Outcome management has been implemented to support continuous improvement .	Partners will implement the outcome management processes outlined in this JMP.	Reflections on success, challenges and lessons learned in the previous 12-month period in implementing outcome management and continuous improvement <i>Annual</i>
GK community have opportunity to influence JM.	Partners will develop and implement processes to seek appropriate input from the Gunaikurnai community in the decision-making around the JM parks.	Details on processes implemented to enable Gunaikurnai community to influence joint management: e.g. type of processes, topics where community input sought, number of people involved <i>Annual</i>

APPENDIX 3: STRATEGIC INITIATIVES

This appendix provides detail on each of the seven strategic initiatives summarised in Table 5, including an indication of the relevant partners and other organisations who would be involved in some capacity in implementing each activity within the five-year period. GKTOLMB would be involved in implementing and/or monitoring all activities across the strategic initiatives. GKTOLMB will lead a collective exercise with all partners to develop an implementation plan and business plan that will build on the details in this appendix to assign roles and responsibilities and define timeframes and budgets for each activity.

Strategic initiative 1: Create employment and economic sustainability

Activities	Description	Relevant partners and organisations
a Develop and implement an economic development/business strategy for Gunaikurnai commercial operations.	The economic development/business strategy should: Include a plan for developing Gunaikurnai land management and tourism services across JM parks. Enable revenue earned through commercial operations in joint management parks to be returned to Gunaikurnai by implementing new business initiatives and reviewing existing policy.	GLaWAC
b Build business management capability in GLaWAC.	The business manager would support: The development of commercial business Mentoring and training for entrepreneurs Assist with business identification, planning and establishment on joint management parks.	GLaWAC Regional Development Victoria (RDV)
c Establish policies to prioritise Gunaikurnai suppliers and contractors in procurement and tenders.	Implement any required changes in procurement policy and practice. Develop an information pack/e-hub for Gunaikurnai startup enterprises to support development of service supply/delivery. Mentor and support new and existing businesses. Draft clauses prepared for inclusion in DELWP and Parks Victoria tenders. Weighting of contracts and tenders includes Gunaikurnai benefit.	Parks Victoria (PV) DELWP GLaWAC DoJR DTF
d Increase the number of Gunaikurnai rangers and management staff.	Increase Gunaikurnai full time positions in partner departments, agencies and related organisations to support joint management. Identify opportunities to increase the number of full-time Gunaikurnai ranger positions in GLaWAC, above the current eight funded positions.	GLaWAC DELWP PV
e Implement ranger-led education and visitor experience activities in JM parks.	Implement Gunaikurnai knowledge sharing and understanding of culture through Elders and Gunaikurnai ranger-led activities in JM parks.	GLaWAC PV The Knob Reserve Management Committee Inc. (KRRMC)
f Implement an education program with Gunaikurnai and non-Gunaikurnai youth about Gunaikurnai culture and joint management.	Develop pilot program with DET, DELWP and Parks Victoria, and with Gunaikurnai Elders and rangers. Pilot program could involve educational activities in joint management parks, or technological platforms.	GLaWAC PV Department of Education and Training (DET)

Strategic initiative 2: Increase access to and use of JM parks for Gunaikurnai and others

Activities	Description	Relevant partners and organisations
a Support Gunaikurnai to overcome barriers to access JM parks.	Develop an annual program of activities and events with a focus on families and youth within the joint management parks.	GLaWAC PV DELWP KRRMC
b Provide facilities for Gunaikurnai people to visit and stay on JM parks.	Develop day and overnight accommodation for Gunaikurnai people to visit and stay on joint management parks. Consult with Gunaikurnai community regarding needs Establish environmental planning and funding including maintenance approvals. Align with development of economic development/business strategy (Strategic initiative 1) and the development of the funding model (Strategic initiative 7).	GLaWAC PV

Strategic initiative 3: Invest in tourism and visitor experience

Activities	Description	Relevant partners and organisations
a Develop and implement a tourism and marketing strategy.	<p>A tourism and marketing strategy should include:</p> <p>alignment of marketing with the Cultural Heritage Interpretation Strategy (Strategic initiative 5)</p> <p>consideration of new visitor experiences and nature-based tourism investment proposals on a case-by-case basis to ensure they are compatible with park values</p> <p>provisions to ensure all future and renegotiated tourism operations are discussed and jointly assessed to determine if the activity is acceptable and of benefit to Gunaikurnai</p> <p>identification of key tourism operators and industry/statutory bodies</p> <p>identification of opportunities to invest in increasing the level of service and quality of management in joint management parks in order to improve visitor experience and tourism opportunities.</p>	<p>GLaWAC</p> <p>PV</p>
b Develop a tourism training and employment program in partnership with industry and tour operators.	<p>Develop an industry training and employment program.</p> <p>Seek out existing and new tour operators who wish to partner with Gunaikurnai to develop skills and future employment opportunities.</p> <p>Provide cultural awareness information, advice, training or accreditation for tour operators working on joint management parks.</p>	<p>GLaWAC</p> <p>PV</p> <p>Destination Gippsland</p>
c Build partnerships with Victorian Government agencies and local tourism bodies.	<p>Work with the Victorian Government and regional tourism organisations to coordinate tourism initiatives, advance Gunaikurnai cultural tourism aspirations and complement broader tourism opportunities in Gippsland.</p>	<p>GLaWAC</p> <p>PV</p> <p>Destination Gippsland</p>
d Collect data on visitor numbers, feedback and local spending.	<p>Develop a joint approach to visitor monitoring and feedback collection.</p>	<p>PV</p> <p>GLaWAC</p> <p>KRRMC</p>

Strategic initiative 4: Protect and present Gunaikurnai culture in JM parks

Activities	Description	Relevant partners and organisations
a Capture Gunaikurnai cultural knowledge, heritage, stories, language and values in JM parks.	<p>This would involve two separate activities to feed into the Cultural Heritage Interpretation Strategy:</p> <p>an oral history project with the Gunaikurnai community and Elders to capture the song lines, lived experience and contemporary stories related to JM parks</p> <p>an archaeological site survey in JM parks.</p>	<p>GLaWAC</p> <p>AV</p>
b Develop and implement a cultural heritage interpretation strategy for JM parks.	<p>The strategy should provide general principles to guide cultural heritage interpretation activities at the individual park level, including:</p> <p>cultural image and support guidelines that reflect Gunaikurnai connection to the JM parks</p> <p>changing the names of JM parks</p> <p>signage and exhibits within parks</p> <p>publications, imagery and logos</p> <p>an online presence for parks</p> <p>ranger-led activities within JM parks.</p>	<p>GLaWAC</p> <p>PV</p> <p>Office of Geographic Names</p> <p>KRRMC</p>
c Protect cultural sites and important cultural landscapes from damage.	<p>Document and record sites across JM parks that are at risk of damage from visitor activities, land erosion, development or other disturbances.</p> <p>Provide appropriate resources to undertake site protection works.</p>	<p>GLaWAC</p> <p>DELWP</p> <p>PV</p> <p>AV</p> <p>KRRMC</p>
d Implement measures to comply with legislative requirements relating to cultural heritage.	<p>Make sure that capturing cultural knowledge and heritage, cultural interpretation and the protection of important sites complies with legislative requirements.</p>	<p>DELWP</p> <p>PV</p> <p>GLaWAC</p> <p>AV</p> <p>KRRMC</p>

Strategic initiative 5: Integrate Gunaikurnai knowledge and practices into an innovative, sustainable land management approach

Activities	Description	Relevant partners and organisations
a Strengthen partnerships to manage land and water and improve resilience to climate change.	<p>Strengthen partnerships with the agencies responsible for landscape natural resource management, where this concerns JM parks, including:</p> <p>catchment management planning</p> <p>climate change mitigation (including mitigating carbon emissions from management activities) and adaptation, in accordance with adopted climate change strategies</p> <p>building resilience to the intensifying effects of climate change.</p>	<p>DELWP</p> <p>GLaWAC</p> <p>EGCMA</p> <p>WGCMA</p> <p>KRRMC</p> <p>PV</p>
b Deliver a capacity-building and knowledge exchange program for Gunaikurnai, DELWP and Parks Victoria rangers and other staff.	<p>Capacity building and knowledge exchange should include:</p> <p>incorporation of Gunaikurnai traditional knowledge and practices into mainstream practices</p> <p>competencies for animal and plant control and habitat restoration</p> <p>cultural interpretation and presentation to support visitor experience and education.</p>	<p>GLaWAC</p> <p>DELWP</p> <p>PV</p>
c Support Gunaikurnai to participate in relevant land management and cultural heritage courses.	<p>Provide financial and/or in-kind support for Gunaikurnai rangers to participate in courses, including Aboriginal Victoria's Cultural Heritage Management Course, other park management courses, conferences and other educational opportunities relevant to fulfilling joint management.</p>	<p>GKTOLMB</p> <p>GLaWAC</p> <p>DELWP</p>
d Re-establish Gunaikurnai fire management knowledge and practices in JM parks.	<p>Within JM parks, this could include:</p> <ul style="list-style-type: none"> engaging in planning, research partnerships, knowledge sharing and practical application and monitoring of trial burning developing a Gunaikurnai fire team and building its capability exploring opportunities for GLaWAC to establish a fire suppression and fuel management capability to secure fire management contracts. 	<p>DELWP</p> <p>PV</p> <p>GLaWAC</p> <p>KRRMC</p> <p>Country Fire Authority (CFA)</p> <p>Federation University</p> <p>AV</p>

Strategic initiative 6: Resolve key regulatory agreements and policy matters

Activities	Description	Relevant partners and organisations
a Improve legislative and policy environment for JM and Gunaikurnai aspirations.	<p>Remaining legislative and policy issues include:</p> <p>clarifying ownership of infrastructure on JM parks under Aboriginal Title</p> <p>exploring avenues to enable joint management rangers to have the legal authority required to enforce compliance with regulations which govern park access and use</p> <p>ensuring that regulations for managing and protecting JM parks and reserves are in place and kept current, and that regulatory provisions are harmonised where practical across the JM areas, recognising differences in land status.</p> <p>ensuring that the JMP is revised as required in light of an NRA and/or ILUA being finalised</p> <p>resolving issues related to the ability of Gunaikurnai to retain revenue earned through JM parks, and procurement policies that give preference to Gunaikurnai businesses</p> <p>exploring options for introducing evolving models of management for all Aboriginal Title land that reflect self-determination aspirations.</p>	<p>DELWP</p> <p>GLaWAC</p> <p>PV</p> <p>GKTOLMB</p> <p>KRRMC</p>
b Identify and pursue ongoing protection declarations for significant Gunaikurnai places within JM parks.	<p>Identify and pursue ongoing protection declarations under the Aboriginal Heritage Act 2006 for significant Gunaikurnai places within JM parks.</p> <p>Work in partnership with AV.</p> <p>Identify potential areas for declaration (e.g. New Guinea Cave).</p>	<p>GLaWAC</p> <p>PV</p> <p>KRRMC</p> <p>AV</p>
c Develop and implement a policy that protects Gunaikurnai cultural and intellectual property.	<p>Review legislation and examples from other jurisdictions to define scope of project.</p> <p>Develop a policy and embed this in relevant processes.</p>	<p>GLaWAC</p> <p>AV</p>

Strategic initiative 7: Improve governance, leadership and management

Activities	Description	Relevant partners and organisations
a Develop and implement a funding model to sustain joint management.	Develop an implementation plan that includes resource requirements, associated costs and revenue, and develop a business case. Negotiate funding requirements. Secure funding for implementation.	GLaWAC DELWP PV GKTOLMB
b Establish formalised processes for Gunaikurnai and the Victorian Government to share knowledge and jointly build capacity.	Establish suitable projects with Parks Victoria, GK Elders and rangers/NRM team. Develop a project funding and management model.	PV GLaWAC KRRMC
c Build Gunaikurnai leadership capacity under joint management.	Capacity building should include: identifying priority areas for capacity building for Gunaikurnai to take on management roles in all levels developing a plan to meet these needs that includes resource and funding requirements, partnerships, and capacity building models (e.g. placements, traineeships or mentoring) formalising agreements with partner agencies to mentor Gunaikurnai.	GKTOLMB GLaWAC DELWP PV
d Establish an online information network for joint management.	Establish a website and databases for information storage and retrieval to support learning, information exchange and capacity-building for joint management.	GKTOLMB GLaWAC DELWP PV KRRMC
e Develop and implement a culturally appropriate and inclusive model for Gunaikurnai community to provide input into joint management decision-making.	These processes could include: including Gunaikurnai clan representatives in decision-making ensuring Gunaikurnai are included in assessment, participation and approval of research applications in JM parks (as per the Aboriginal Heritage Act 2006) establishing a process for Gunaikurnai input into the negotiation and approvals for licences, leases and permit applications in JM parks.	GLaWAC DELWP PV KRRMC
f Engage with park users, neighbours and other stakeholders of JM parks.	Continue to liaise with neighbours and local groups to involve them in relevant aspects of joint management.	PV DELWP GLaWAC KRRMC
g Implement outcome management and continuous improvement processes.	Implement the data collection and annual reflection process outlined in Section 5 of this Strategic Plan.	GKTOLMB GLaWAC PV KRRMC DELWP

APPENDIX 4: GOVERNANCE, STAKEHOLDERS, LEGISLATION AND DOCUMENTS

This appendix provides further details on:

Joint management governance arrangements: a description of decision making processes and other governance arrangements that will inform the joint management partnership between Gunaikurnai and the Victorian Government

Other important stakeholders: a list of other agencies that may play a role in implementing the JMP

Relevant strategic documents: a list of policy documents, strategies and legislation relevant to the JMP.

Joint management governance arrangements

Under the *Traditional Owner Settlement Act 2010* (Vic.), the State of Victoria entered into a Recognition and Settlement Agreement (RSA) with the Gunaikurnai people in 2010. The RSA formally recognises the Gunaikurnai people as the Traditional Owners of the agreement area (see Figure 3 in section 2.1 of this plan). The RSA includes a Land Agreement that provides for the granting of Aboriginal Title to the Gunaikurnai people over 10 parks and reserves that are to be jointly managed by the Gunaikurnai and the Victorian Government.

The governance arrangements to apply to joint management by the Gunaikurnai and the Victorian Government take into account:

- that the Victorian Government recognises Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) as the Traditional Owner Group Entity that represents the Gunaikurnai people in relation to the RSA (and hence joint management)
- that the TOLMA (section 3.4 (b)) states the objective of joint management is to establish an equitable partnership between the Victorian Government and the Gunaikurnai People to ensure innovation and excellence in joint management
- that there are provisions in the Traditional Owner Settlement Act that prescribe the land management legislation that applies to Aboriginal Title land following its granting and the rights to occupy, use, control and manage the land. These provisions are discussed in the following paragraph.

Section 20 of the Traditional Owner Settlement Act provides that granting of Aboriginal Title is made subject to an agreement by the Traditional Owner entity to transfer to the State a right to occupy, use, control and manage the land. This Act further provides that, upon the transfer of this right to the State, the land is taken to be managed under the (land management) Act, and for the same purposes, as applied to the land immediately prior to the grant of Aboriginal Title. So notwithstanding the granting of Aboriginal Title, the right to control or manage the land is transferred (back) to the State.

The Victorian Government exercises its responsibilities for this land through a number of statutory entities. The (land management) Act under which each of the 10 joint management parks and reserves is managed is indicated in Table 1 in Section 2.2 of this plan. Because the 10 joint management parks and reserves are managed under either the National Parks Act or the Crown Land (Reserves) Act, the ultimate responsibility for managing these areas on behalf of the Victorian Government rests with the Minister responsible for these Acts, being the Minister for Energy, Environment and Climate Change, and in turn the relevant Department, the Department of Environment, Land, Water and Planning (DELWP). For each of the 10 joint management parks, the relevant Minister, or the Secretary of DELWP, has entered into delegated land management arrangements, whereby a Committee of Management has been appointed for The Knob Reserve and Parks Victoria is the State's designated land manager for the other nine joint management parks under a management agreement with the Secretary.

The Gunaikurnai Traditional Owner Land Management Board (GKTOLMB) has been appointed by the Minister:

- to set and guide strategic direction for the joint management of (the 10 parks and reserves that comprise) the Appointed Land of the Board;
- to collaborate with the State and relevant State land managers in the management of the Appointed Land and enable the knowledge and culture of the Gunaikurnai People to be recognised in the management of the Appointed Land; and
- to foster employment and economic development opportunities for Gunaikurnai People in relation to management of Appointed Land.

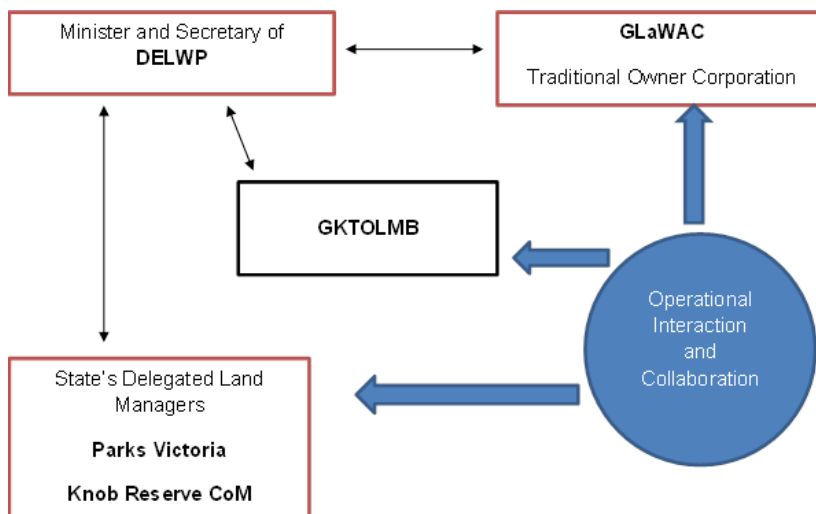
Based on the Recognition and Settlement Agreement, the Department of Treasury and Finance allocates annual funding to DELWP to distribute to support joint management and achieve the outcomes agreed to within the RSA. DELWP currently funds Parks Victoria, GLaWAC and the GKTOLMB for various aspects of joint management.

Thus, in its partnership with the Victorian Government regarding joint management of the Aboriginal Title lands (the Appointed Land of the GKTOLMB), GLaWAC needs to variously engage with DELWP, Parks Victoria, The Knob Reserve Management Committee Inc., and the GKTOLMB (collectively referred to as the joint management partners). Depending on the issue at hand, it may be that more than one of the Victorian Government statutory entities needs to engage simultaneously with GLaWAC.

The following governance and decision-making principles will apply to joint management dealings between GLaWAC, the Victorian Government or its delegate(s):

- 1 Joint management is a new way of managing the multiple values in Aboriginal Title land, and all partners need to be open to new approaches to managing this land.
- 2 Joint management is a partnership and all parties will be respectful of one another's values, perspectives, roles, and culture.
- 3 Communication and negotiation will be conducted in a manner that recognises and furthers the objectives of joint management.
- 4 Via GLaWAC, Gunaikurnai will be involved at all levels of joint management, including planning, priority setting, resource allocation and implementation, as equal decision makers.
- 5 Building the capacity of Gunaikurnai to equitably participate in decision making is an essential part of joint management.
- 6 Partners will ensure the appropriate joint management participants are involved in discussion and decision making taking into account the issue at hand and the respective roles of the partner entities;
- 7 Channels of communication between partners will be initiated and conducted between representatives with appropriate delegations and in accordance with preferred protocols adopted by each partner.
- 8 Where decisions are agreed to between partners, they will be formalised through verbal or written agreement by the respective partner's representative with the delegation to do so on behalf of the partner organisation.
- 9 In instances where agreement on decisions cannot be reached between partners following initial engagement and negotiation, each partner may elect to refer the matter up their respective chain of command until agreement is reached following further negotiation if required.
- 10 The dispute resolution provisions of the TOLMA (sections 3.8 and 5) will be followed in applicable circumstances.
- 12 In other instances, the Minister for Energy, Environment and Climate Change is the final arbiter where agreement regarding decisions cannot be reached between GLaWAC and the Victorian Government or its delegate.
- 13 In keeping with the Appointment Determination of the GKTOLMB, the Minister may seek the advice of the GKTOLMB on matters affecting or concerning the use or management of the Appointed Land.

Current relationship diagram



Other important stakeholders

Other organisations that may play a role in support of joint management include:

- Department of Justice and Regulation, Victoria
- Aboriginal Victoria (AV)
- Victorian Aboriginal Heritage Council (VAHC)
- Office of Geographic Names
- tertiary institutions and Gippsland universities on Country
- Regional Development Victoria (RDV)
- Destination Gippsland
- East Gippsland Catchment Management Authority
- West Gippsland Catchment Management Authority
- Department of Treasury and Finance
- Department of Education and Training
- Country Fire Authority
- Game Management Authority
- local government authorities
- Victorian National Parks Association
- Lake Tyers Aboriginal Trust
- Heritage Victoria
- licensed tour operators
- community-based heritage and conservation groups
- recreational peak bodies in the caving, bushwalking, four-wheel driving, fishing, hunting, mountain biking and other outdoor activity sectors.

Relevant strategic documents

The following are important legislation, policies and strategies relevant to implementing the JMP.

Gunaikurnai Land and Waters Aboriginal Corporation plans

The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) Corporate Plan 2017–22 outlines the priorities and activities that GLaWAC will focus on during the next five years, in response to the Gunaikurnai community's aspirations outlined in the *Whole-of-Country Plan*.

Gunaikurnai Whole-of-Country Plan (GLaWAC 2015) communicates the aspirations of the Gunaikurnai People for their country. The 10 joint management parks sit within the country and the Whole of Country Plan provides a whole of landscape approach to Gunaikurnai aspirations and views regarding culture and land management.

Gunaikurnai Land and Waters Aboriginal Corporation Economic Development Strategy 2017–22 provides a short to medium term focus for GLaWAC's economic and business development program.

Victorian legislation

Aboriginal Heritage Act 2006 and regulations
Catchment and Land Protection Act 1994
Conservation, Forests and Lands Act 1987 and regulations
Crown Land (Reserves) Act 1978 and regulations
Emergency Management Act 1986
Firearms Act 1996
Fisheries Act 1995 and regulations
Flora and Fauna Guarantee Act 1988
Forests Act 1958 and regulations
Heritage Act 2017 and regulations
Land Act 1958 and regulations
Land Conservation (Vehicle Control) Act 1972 and regulations
National Parks Act 1975 and regulations
*Parks Victoria Act 1998*³
Planning and Environment Act 1987
Road Management Act 2004
Traditional Owner Settlement Act 2010
Water Act 1989
Water Industry Act 1994 and regulations
Wildlife Act 1975 and regulations.

Plans, strategies, policies and guidelines

East Gippsland Regional Catchment Strategy 2013–2019
West Gippsland Regional Catchment Strategy 2013–2019
Our Catchments, Our Communities: Integrated Catchment Management in Victoria 2016–19
Code of Practice for Fire Management on Public Land
Gippsland Strategic Bushfire Management Plan
Emergency Management Manual Victoria 2008
Land Conservation Council, Environmental Assessment Council and Victorian Environmental Assessment Council recommendations accepted by Government
Policy for Sustainable Recreation and Tourism on Victoria's Public Land 2002
Protecting Victoria's Environment — Biodiversity 2037
Victoria's Nature Based Tourism Strategy 2008–2012
Victorian River Health Strategy
*Shaping Our Future*⁴ presents Parks Victoria's active approach to working with the community and partners, and explains how to consider, plan and implement Parks Victoria's vision for the future.

Commonwealth legislation

Aboriginal and Torres Strait Islander Heritage Protection Act 1984
Environment Protection and Biodiversity Conservation Act 1999
Native Title Act 1993

International agreements

Convention on Wetlands of International Importance (Ramsar Convention, 1971)
China–Australia Migratory Birds Agreement (CAMBA, 1986)
Japan–Australia Migratory Birds Agreement (JAMBA, 1974)
Republic of Korea – Australia Migratory Birds Agreement (ROKAMBA, 1974)

³ To be superseded by the *Parks Victoria Act 2018*.

⁴ <http://parkweb.vic.gov.au/about-us/who-we-are/vision,-purpose,-values>