



Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)

Corporate Plan 2017-22

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Foreword

GLaWAC was incorporated in 2007 to represent the Gunaikurnai people of Gippsland.

Much has changed in the last ten years. We have grown to an organisation of 37 staff and we are now proud to represent 644 Gunaikurnai community members out of a total population of around 3,000.

We respect and acknowledge the important work that has been done in the early years by our predecessors, while acknowledging that a great deal still remains to be done.

In late 2016, our organisation entered a period of significant change and challenge when it was placed into special administration. We have since seen the appointment of a new Board and Chief Executive Officer and the organisation has been returned to its membership.

Having heard from our members about what they expect from the organisation in the future, we are continuing to listen and change to meet their expectations.

We are forging closer ties with our Elders to deepen our cultural knowledge and responding thoughtfully to the advice and wisdom we receive with pride and respect.

We are reaching out to our youth and families to support them in learning more about their cultural identity; helping them to embrace and carry forward the proud traditions that our Elders have passed on to us.

We are also reaching out beyond our membership, to all Gunaikurnai and Aboriginal people in Gippsland. We are seeking to usher in a new chapter for our organisation which is based on the principles of respect, pride, caring for our country, securing our economic future and creating genuine opportunity for our people.

Through this plan, we are looking forward to a better future for our people, while not forgetting where we have come from. Our goal is to work hard on behalf of our community to advance our culture and heritage while preserving, protecting and celebrating our past.

We can't achieve all of this alone. To succeed, we must develop and strengthen our connections with the many Aboriginal community groups, government, commercial, and support agencies and with whom we share mutually beneficial relationships.

The next five years will be pivotal as we work to grow and develop our business on behalf of our members, while at the same time contributing to national and statewide policy debate.

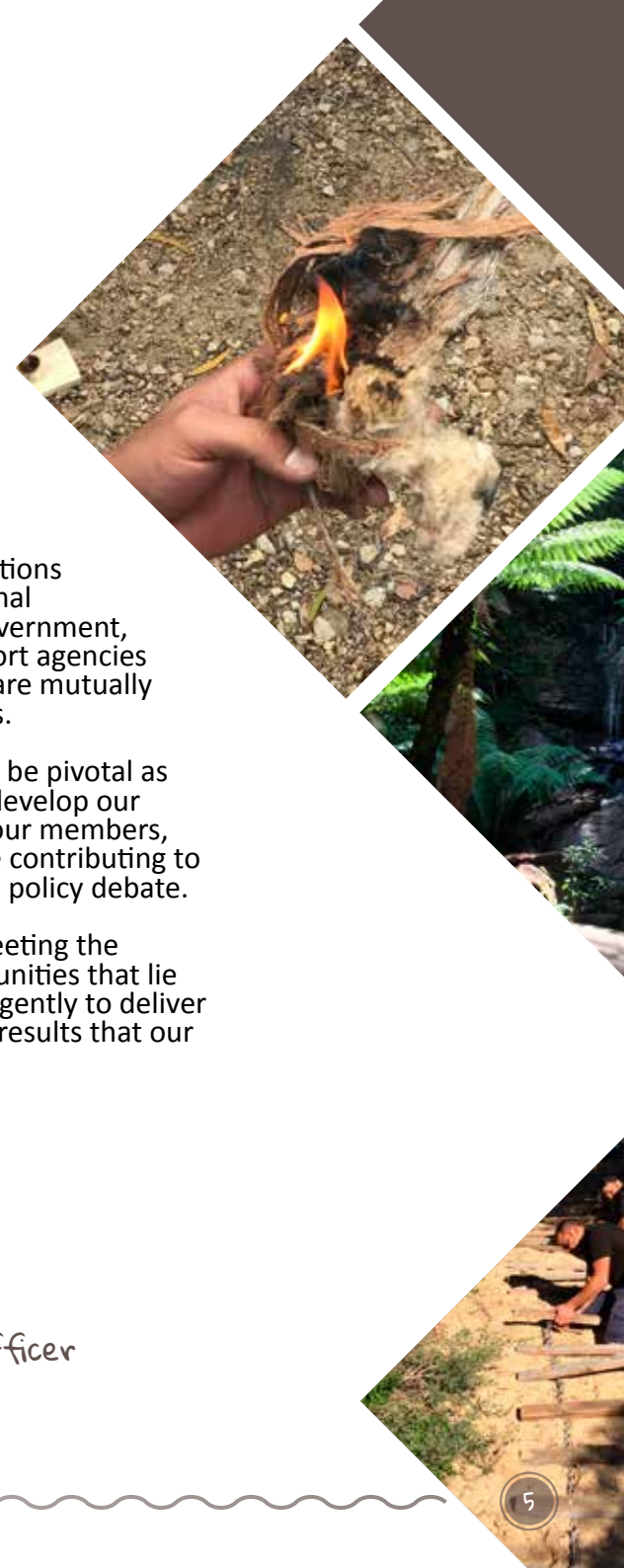
We look forward to meeting the challenges and opportunities that lie ahead and working diligently to deliver the value, change and results that our members deserve.

Brian Stevens

Chair

Roger Fenwick

Chief Executive Officer



Our vision

That the Gunaikurnai community is proud of the way that we represent and include “the mob” in achieving broad respect for our culture, for the protection and healing of our land and to gain genuine economic independence.

Our purpose

GLaWAC is the Registered Aboriginal Party that represents the Gunaikurnai people, the Traditional Owners of our country.

Our story

GLaWAC was established in 2007 in preparation for the historic settlement between our people and the State of Victoria, and was legally recognised by the Federal Court of Australia in October 2010. The Gunaikurnai native title settlement package of 2010 included:

- Recognition and Settlement Agreement (RSA)
- Funding of \$12 million
- Indigenous Land Use Agreement (ILUA)
- Set up of the Gunaikurnai Traditional Owner Land Management Board (GKTOLMB) to develop joint management plans for the State and GLaWAC





Our role



The primary role of GLaWAC is to hold and manage the Native Title rights and interests of the Gunaikurnai people. We are a prescribed body corporate incorporated with the Office of the Registrar of Aboriginal Corporations under the Corporations (*Aboriginal and Torres Strait Islander*) Act 2006 (CATSI Act) and the requirements of the *Native Title Act 1993*.

We are also registered with the Australian Charities and Not-For-Profits Commission as a charitable institution, and with the Australian Taxation Office as a public benevolent institution.

Our Rule Book sets out the main objectives of GLaWAC. To achieve our objectives, we deliver core business functions in the following areas:

- Review and evaluation of the settlement agreement with the Victorian Government.
- Support and advise community through future settlement agreement negotiations.

Cultural Heritage

- Management and protection of Gunaikurnai cultural heritage as the Registered Aboriginal Party
- Implementation of the 'Welcome to Country and Cultural Awareness Protocol'
- Employ and develop community involvement in Aboriginal Heritage Act operations

Native Title

- Implementation of the Traditional Owner rights held by the Gunaikurnai people as specified in Recognition and Settlement Agreement.

Our role



Joint Management

- Collaborative participation in the development of the Joint Management Plan with the Gunaikurnai Traditional Owner Land Management Board ('GKTOLMB')
 - Employing Gunaikurnai rangers to work on joint management land through a funding agreement with the Victorian Government
- Support community in On- country management decisions and activities

Finally, you will note through reading this document that GLaWAC will work as a partner, advocator or supporter in many areas that support our community.

It is important that all understand GLaWAC can't and won't lead work that is the accountability of other important organisations such as health, housing or education organisations or cooperatives.

Economic Development

- Establishment of and facilitative support for Gunaikurnai enterprises
- Establishment of Gunaikurnai Cultural Knowledge Centre (Hub)
- Cultural strengthening initiatives including education and cultural tourism
- Support community Micro business ideas.





Our Elders

The Elders Council comprises Elders who are members of GLaWAC and appointed by the descendants of each Identified Apical Ancestor. The Elders Council meets biannually.



Our Board

The Board of Directors meets monthly and is responsible for setting and guiding the strategic direction of the organisation.

Member Directors

Brian Stevens (Chair)
Doris Paton
Glenys Watts
Joanne Brunt
Russell Mullett
Troy McDonald

Independent Directors

David Brennan
Graeme Dear



Our organisation

Our organisation is made up of two main business streams, being Corporate Services and On Country Services. Both are led by our CEO Roger Fenwick.

Corporate Services

The Corporate Services area of the organisation is responsible for the administrative functions of the business, including business management of the Cultural Hub, Human Resources, Finance, Communications & Marketing & administration.

Sub Committees

Will be made up of GLaWAC Executive staff, board members and other community skills based appointments, which will assist the organisation with advice and recommendations around Native Title/Cultural Heritage matters, Economic Development and Audit, Risk and Finance.

On Country Services

The On-Country area of the organisation, led by the General Manager On-Country, is responsible for the work that happens out in the field. It is made up of the Joint Management and Natural Resource Management (NRM) teams, Cultural Heritage/Registered Aboriginal Party (RAP) teams, Assessment Technical Specialist and Senior Administration Officer.





Our relationships

As the prescribed body corporate representing the Gunaikurnai people and a supportive joint management partner, GLaWAC's success relies heavily on our ability to build and maintain effective stakeholder relationships.

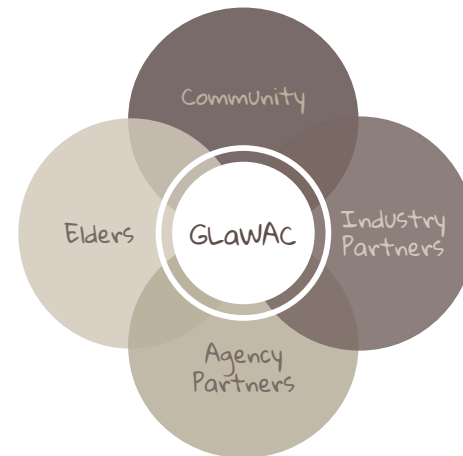
Many of the actions in this plan will require close collaboration and involvement from our partners, stakeholders and community. A key focus over the next five years will therefore be to strengthen our relationships through agreements with partners that define roles and actions going forward.

Agreements with key partners such as the Gunaikurnai Traditional Owner Land Management Board (GKTOLMB), Department of Environment, Land, Water and Planning (DELWP), Parks Victoria (PV), Gippsland Catchment Management and Water Authorities (CMAs) and the many different Gippsland Aboriginal organisations will be reviewed, reactivated or developed. We will also continue to work hard at developing trust, respect and collaboration with our membership

and other Gippsland Aboriginal people, our Elders, the broader community and our staff.

To achieve this, we will develop an Integrated Communication and Engagement Strategy which will guide the way we do business in the future and place engagement at the centre of everything we do.

The diagram below depicts the four key dimensions of our external stakeholder networks, being our community, our elders, agency partners and industry partners.



How we plan

This plan has been developed in response to the goals and aspirations of the Gunaikurnai people, as outlined in the *2015 Gunaikurnai Whole of Country Plan*.

Its purpose is to explain GLaWAC's short and medium-term responses to the community's desired outcomes, recognising our success will depend heavily on our ability to work effectively and collaboratively with our partners and inclusively with our community.

The plan was developed in July and August 2017 by the GLaWAC Board and CEO following their appointment to provide strategic direction to the organisation over the next five years.

It is supported by a series of thematic strategies and plans, staff work and development plans, policies and procedures, and our annual budget.

It is anticipated that the plan will undergo a minor review each year for currency, and a major review during 2020.

In the meantime, we will provide regular progress updates to our members and the broader community through a range of different ways including our seasonal newsletter, on our website and at community gatherings.

Long-term goals & aspirations (15 + years)

Whole of country plan outcomes
(Gunaikurnai community)

Medium-term goals (3-5 years)

Corporate Plan (GLaWAC Board)

Short-term goals (1-2 years)

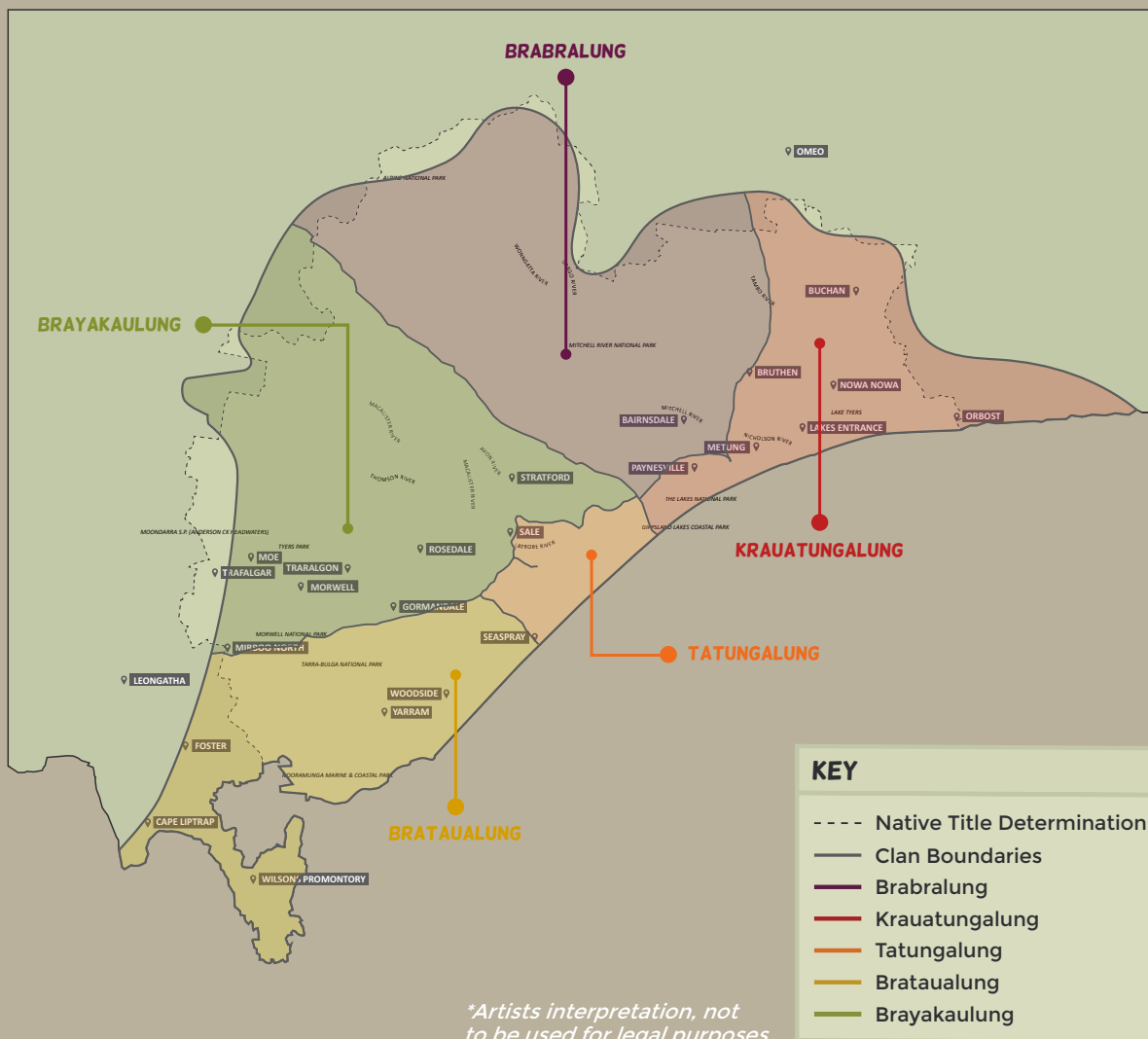
Business Plan (GLaWAC Board & CEO)

Immediate priorities (This year)

Annual operations plan (CEO & Staff)



GUNAIKURNAI LAND AND WATERS ABORIGINAL CORPORATION



OUR COUNTRY

The Gunaikurnai people are recognised as the Traditional Owners of over 1.33 million hectares of land (including 200 metres of offshore sea territory)

1.33
MILLION

VICTORIA

AUSTRALIA

Our country spans 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

46,000
HECTARES

Aboriginal Title over 10 areas of land spanning around 46,000 hectares

OUR COMMUNITY

There are five clans which make up the Gunaikurnai community including:

* GLaWAC respects that interpretation and spelling of these names varies

644
MEMBERS

21%

There are about 3,000 Gunaikurnai people out of Gippsland's total population of about 250,000

GLaWAC currently has 644 members (in August 2017), representing around 21% of the total Gunaikurnai population



BRABRALUNG

the Brabralung people in Central Gippsland



BRAYAKAULUNG

the Brayakaulung people around the current site of Sale



BRATAUALUNG

the Brataualung people in South Gippsland



TATUNGALUNG

the Tatungalung people near Lakes Entrance on the coast



KRAUATUNGALUNG

the Krauatungalung people near the Snowy River

OUR ORGANISATION

\$3.27
MILLION
ANNUAL BUDGET

\$12 million held in trust with income generated going towards community support initiatives and operations

37 employees
(18.8 full-time equivalent)
78% of employees are of Aboriginal heritage
82% of staff are male, and 18% are female

37

78%

18%

82%

How to use this document

The following section of the plan explains the things that GLaWAC will work to achieve over the next five years, and how we will go about doing it.

We have organised the plan around six main areas being goals, themes, objectives and strategies – all of which are defined below.

Goals

Goals describe the long-term results that we hope to achieve over the next 15 years.

The goals of this plan are the same as those identified in the *Gunaikurnai Whole of Country Plan* which was developed by the Gunaikurnai people, for the Gunaikurnai people in 2015:

1. A strong, healthy, happy mob
2. Healthy country
3. Protecting and practicing our culture

4. Respect as traditional owners of our country
5. The right to use, control and manage resources
6. Economic independence
7. A strong focus on learning

Themes

Themes represent the broad areas of focus that the Board has decided to prioritise during the five-year duration of this plan.

They are the strategic pillars upon which the Board has developed it's short to medium-term response to the goals outlined in the *Whole of Country Plan*.

1. Our community
2. Our culture
3. Our country
4. Our organisation
5. Our economy

Objectives

An objective is a measurable change that will need to occur if we are to meet a goal.

Strategies

A strategy is the approach we will take to achieving a goal.

Action

An action is a project or task which will need to occur to implement a strategy.

Responsibility for Business Plan

- Executive – CEO, Business manager, GM On-Country services
- Leadership managers – All Executive direct reports
- Board – Current GLaWAC Directors

Please note: The last two pages of this corporate plan is a summary



Our community

- A strong, happy, healthy mob

Our culture

- Protecting and practicing our culture
- A strong focus on learning

Our country

- The right to use, manage and control our resources
- Respect as Traditional Owners of our Country
- Healthy country

Our organisation

- The right to use, manage and control our resources

Our economy

- Economic independence

Our community

Strategic objectives	Strategies	Our Role
1.1 Connecting with our community	1.1.1 Provide regular opportunities for Gunaikurnai community members to come together on country	Core Business
	1.1.2 Develop a strategic approach to growing our membership	Core Business
	1.1.3 Continue to build and strengthen our brand, positioning and reputation	Core Business
	1.1.4 Create processes for obtaining input and feedback from members about GLaWAC's activities including establishment of board sub-committees	Core Business
	1.1.5 Provide support for Gunaikurnai community members to advance their culture and education through financial and other support mechanisms	Supporter
	1.1.6 Reach out to all members of the Gunaikurnai community and involve them in our work	Partner
	1.1.7 Support our Elders to have a stronger voice and to provide meaningful input	Core Business
1.2 Caring for our people	1.2.1 Work with the Elders Council and others to identify the needs of our Elders and advocate for additional services	Supporter
	1.2.2 Support relevant regional Aboriginal organisations to develop and deliver programs and services that support young Gunaikurnai people	Partner
1.3 Strong partnerships	1.3.1 Develop, foster and maintain mutually beneficial and respectful relationships with our partners	Partner
	1.3.2 Maintain and strengthen links and working relationships with other Traditional Owner groups	Partner
	1.3.3 Clarify and agree on roles and responsibilities with our partners	Core Business
	1.3.4 Develop stronger relationships with all levels of government and seek to influence policy	Core Business

Our culture

Strategic objectives	Strategies	Our Role
2.1 Pride in our culture	2.1.1 Support our community to learn more about, embrace and continue their culture	Partner
	2.1.2 Engage members of our community to rediscover, share and preserve our local language	Partner
2.2 Sharing our culture	2.2.1 Actively promote and deliver language and cultural training and services to relevant groups and organisations within the community	Core Business
	2.2.2 Work with local schools to formalise and embed elements of Gunaikurnai culture and language into curriculum	Partner
	2.2.3 Provide opportunities for people and groups to visit Forestec and learn more about our culture	Core Business
	2.2.4 Continue to deliver cultural heritage services consistent with our role and obligations under the Aboriginal Heritage Act	Core Business
2.3 Preserving our culture	2.3.1 Advocate for stronger controls and greater autonomy in documenting, developing and sharing our culture	Core Business
	2.3.2 Actively identify, protect, document and manage our sacred sites, artefacts and cultural objects	Core Business



• Protecting and practicing our culture
• A strong focus on learning

Our country

Strategic objectives	Strategies	Our Role
3.1 Heal our country	3.1.1 Ensure that the aspirations of the Gunaikurnai people are respectfully and accurately embedded in the Gunaikurnai & Victorian Government <i>Joint Management Plan</i>	Advocate
	3.1.2 Continue to deliver the annual On Country program including NRM and Joint Management functions	Core Business
	3.1.3 Develop and grow our capacity and capability to manage our land with greater authority and autonomy	Core Business
	3.1.4 Work collaboratively with government and the private sector to reduce and mitigate the impacts of climate change	Partner
3.2 Connect with our Country	3.2.1 Provide opportunities for Gunaikurnai people to visit and stay on Country	Core Business
3.3 Self-determination	3.3.1 Establish a clear position on the Treaty debate based on the aspirations of our members and actively represent them in national and state discussions	Advocate

- The right to use, manage and control our resources
- Respect as Traditional Owners of our Country
- Healthy country

Our organisation

Strategic objectives		Strategies	Our Role
4.1	A clear plan to guide our business	4.1.1 Establish a new, shared focus on Corporate Plan delivery, monitoring and reporting to show progress against the <i>Whole of Country Plan</i>	Core Business
		4.2.1 Promote workforce retention and wellbeing	Core Business
		4.2.3 Invest in leadership capabilities to ensure all staff have strong support, direction and guidance	Core Business
4.2	A happy and productive workforce	4.2.3 Increase the amount of Aboriginal staff in leadership roles within the organisation	Core Business
		4.2.4 Provide training and development for all staff to ensure they can meet the requirements of their current roles and support ongoing growth	Core Business
		4.2.5 Create a sense of pride and belonging by supporting staff to embrace and learn more about their culture	Core Business
		4.2.6 Ensure that the organisation has the right people in the right roles	Core Business
4.3	Good governance	4.3.1 Ensure sound governance practices to meet our statutory obligations and corporate objectives, while acknowledging and embracing our cultural practices	Core Business
		4.3.2 Implement systems to proactively identify, control and monitor strategic and operational risk	Core Business
		4.3.3 Develop and implement a plan for securing the ongoing financial sustainability of the organisation	Core Business
		4.3.4 Manage within our means	Core Business



Our economy

Strategic objectives		Strategies	Our Role
5.1	Economic opportunities	5.1.1 Adopt an evidence-based approach to identifying both short and long-term economic development opportunities	Core Business
		5.1.2 Align economic strategies with Government Aboriginal economic development policies wherever possible	Partner
5.2	Grow our business	5.2.1 Develop our service offerings to enhance value proposition	Core Business
		5.2.2 Develop partnerships and strategic alliances	Partner
		5.2.3 Secure, expand and maximise the potential of our office accommodation at Forestec and in the Latrobe Valley	Advocate
5.3	Support small businesses	5.3.1 Identify, support and promote new and existing Gunaikurnai business enterprises	Core Business
		5.3.2 Advocate for increased Aboriginal business and employment opportunities to be available in government procurement processes	Advocate
		5.3.3 Advocate for government and private sector support for key GLaWAC and Gunaikurnai projects	Advocate
5.4	Jobs for our people	5.4.1 Actively broker and support the creation and promotion of Gunaikurnai careers programs	Core Business
		5.4.2 Develop programs that support the creation and continuation of business and work opportunities for Gunaikurnai people	Partner



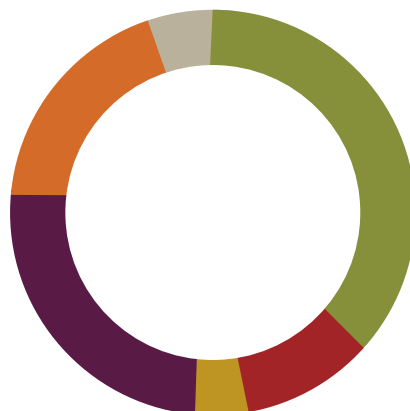
The performance measures below are the things we will monitor over the next five years, to track and measure our success.

Progress reports will be produced and reviewed monthly by the CEO, quarterly by the Board and at the end of each financial year by the broader community through the annual report.

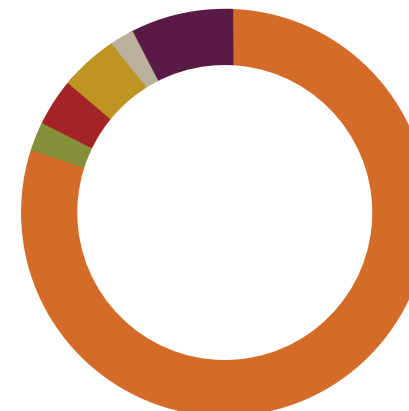
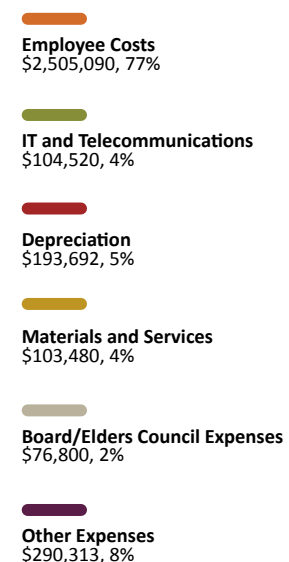
Themes	Performance Indicator	Performance Measure	Our Responsibility
Our community	Communication and engagement strategy	Strategy approved, implementation underway	Control
	Community satisfaction survey results improving	Annual community satisfaction survey implemented	Control
	Number of on country gatherings successfully implemented	Minimum two gatherings per clan per year	Control
	GLaWAC membership increase	5% annual growth	Control
Our culture	Increased Cultural Hub visitation numbers	5% annual visitation increase	Control
	Cultural Heritage Strategy	Strategy approved, implementation underway	Control
	Increased cultural interpretation material in parks	Annual audit of cultural interpretation material	Control
Our country	Finalisation of the Joint Management Plan	Plan approved, implementation underway	Partner
	Presence across the 10 parks and reserves	Hectares treated	Control
Our organisation	Corporate plan implementation progress	85% of annual actions complete	Control
	Staff climate/satisfaction survey results improving	Annual satisfaction survey implemented	Control
	Financial performance	Budget delivered as approved by Board	Control
	Workforce strategy	Strategy approved, implementation underway	Control
	Sub-committees established with community representation	Minimum of two meetings per sub-committee, per year	Control
Our economy	Economic development strategy	Strategy approved, implementation underway	Control
	Office accommodation arrangements secured	Forestec secured under long-term lease and western work centre established	Influence
	GLaWAC business enterprise growth	Annual pipeline developed and implemented to the Board's satisfaction	Control

2017-2018 Income and expenditure - at a glance

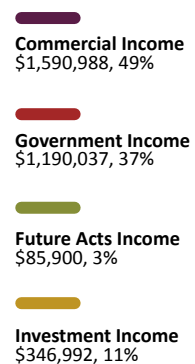
Business unit expenditure



Expenses



Income



2017-2018 Income and expenditure - at a glance

Balance Sheet as at 31/07/2017

Assets (current assets)	
Cash and cash equivalents	\$3,069,291
Trade and other receivables	\$759,233
Assets (non-current assets)	
Property, infrastructure, plant & equipment	\$2,409,857
Intangible assets	\$10,000
<hr/>	
Total assets	\$6,248,381

Equity	
Opening Balance Equity	\$30,548
Retained Earnings	\$5,264,553
<hr/>	
Total equity	\$5,295,101

Liabilities (current assets)	
Trade and other payables	\$32,012
Trust fund and deposits	\$652,860
Provisions	\$254,347
Liabilities (non-current assets)	
Provisions	\$14,061
<hr/>	
Total liabilities	\$953,280
Net assets	\$5,295,101



Our community

Strategy		Actions		Timing	Responsibility
1.1.1	Provide regular opportunities for Gunaikurnai community members to come together on country	1.1.1.1	Develop and implement an annual calendar of on-country consultation meetings, gatherings and cultural events	Ongoing	Executive
		1.1.1.2	Lead the delivery of the Gunaikurnai consultation for the Joint Management Plan development process	Year 1	Executive
1.1.2	Develop a strategic approach to growing our membership	1.1.2.1	Develop a program for reaching out to the broader Gunaikurnai community and including them in our planning and activities	Ongoing	Executive
		1.1.2.2	Seek partner support to host an annual GLaWAC members’ day, potentially in the form of a boat trip	Ongoing	Executive
		1.1.2.3	Consolidate our member-based card system to provide access to all GLaWAC and Aboriginality services	Year 1	Executive
1.1.3	Continue to build and strengthen our brand, positioning and reputation	1.1.3.1	Develop and commence implementation of a whole-of-organisation Integrated communication and engagement strategy	Year 1	Executive
1.1.4	Create processes for obtaining input and feedback from members about GLaWAC’s activities including establishment of board sub-committees	1.1.4.1	Establish thematic Board sub-committees, each with simple terms of reference and charter	Year 1	Board & Executive
		1.1.4.2	Actively encourage members to attend specified GLaWAC Board meetings and information days	Ongoing	Leadership Managers
		1.1.4.3	Develop a qualitative progress report cycle on implementation of the <i>Whole of Country Plan</i>	Ongoing	Executive
		1.1.4.4	Facilitate a review of the <i>Whole of Country Plan</i>	Year 3	Executive
		1.1.4.5	Support programs that aim to increase of Gunaikurnai community digital engagement and technological uptake/advancement	Ongoing	Leadership Managers

Our community

Strategy	Actions	Timing	Responsibility
1.1.5 Provide support for Gunaikurnai community members to advance their culture and education through financial and other support mechanisms	1.1.5.1 Review and refine the focus and governance/decision-making protocols for administering the Gunaikurnai Scholarship Fund to ensure the intended outcomes are being achieved	Year 2	Executive
	1.1.5.2 Actively seek opportunities to support and develop Gunaikurnai art enterprises	Year 2	Leadership Managers
	1.1.5.3 Investigate the establishment of an Artists in residency program for Gunaikurnai people	Year 3	Leadership Managers
1.1.6 Reach out to all members of the Gunaikurnai community and involve them in our work	1.1.6.1 Promote Gunaikurnai community participation in Welcomes to Country	Ongoing	Leadership Managers
	1.1.6.2 Clarify, communicate and implement protocols for assigning and undertaking ceremonial tasks including Welcomes to country and smoking ceremonies	Ongoing	Leadership Managers
	1.1.6.3 Identify, engage and work with community members with significant cultural knowledge to support GLaWAC in delivering cultural awareness activities	Ongoing	Leadership Managers
	1.1.6.4 Investigate ways to make it easier for Elders and other Gunaikurnai community members to attend and engage in GLaWAC activities (e.g. transport)	Year 2	Leadership Managers
	1.1.6.5 Equally support men's and women's business activities	Ongoing	Executive
1.1.7 Support our Elders to have a stronger voice and to provide meaningful input	1.1.7.1 Undertake an annual planning day with Elders to help inform future activities	Ongoing	Board & Executive
	1.1.7.2 Celebrate and acknowledge the achievements and work of our past Board members and Elders by installing photos and honour boards at Forestec	Year 1	Leadership Managers
	1.1.7.3 Support the Elders to be actively involved in Board sub committees, in particular the Native Title & Cultural Heritage group	Year 1	Board & Executive

Our community

Strategy		Actions	Timing	Responsibility	
1.2.1	Work with the Elders Council and others to identity the needs of our Elders and advocate for additional services	1.2.1.1	Develop advocacy priorities and support our partners to secure new services that support the health and wellbeing of our Elders	Ongoing	Board & Executive
		1.2.1.2	Listen to the Elders Councils' needs and pass this information on to the Gippsland & East Gippsland Aboriginal Co-operatives and Aboriginal Housing Board	Ongoing	Board & Executive
		1.2.1.3	Continue to operate the Funeral Fund for Gunaikurnai people	Ongoing	Executive
1.2.2	Support relevant regional Aboriginal organisations to develop and deliver programs and services that support young Gunaikurnai people	1.2.2.1	Support other regional Aboriginal organisations, initiatives and programs that support young Gunaikurnai people, including the Local Aboriginal Networks (LANs)	Ongoing	Executive
		1.2.2.2	Work with our partners to create “safe space” opportunities for our youth to come together and discuss our community’s past, present and future advancement in a supportive and positive way	Ongoing	Leadership Managers
		1.2.2.3	Work with our partners to investigate a leadership and mentoring program and/or a Youth Council for young Gunaikurnai, involving Aboriginal role models	Year 3	Leadership Managers
		1.2.2.4	Work with Government and academic partners to research, develop and implement best-practice models for engendering and embedding cultural pride	Year 3	Executive
1.3.1	Develop, foster and maintain mutually beneficial and respectful relationships with our partners	1.3.1.1	Develop and commence implementation of a whole-of-organisational <i>Integrated communication and engagement strategy</i>	Year 1	Executive
		1.3.1.2	Investigate the establishment of a periodic GLaWAC & regional State department representatives meeting (e.g. DEWLP, PV)	Year 1	Executive
		1.3.1.3	Seek to periodically engage with the Gippsland Local Government Network to identify ways that GLaWAC can work in mutually beneficial partnership with the six Gippsland Councils	Ongoing	Board & Executive
		1.3.1.4	Support local Councils in the development and implementation of RAPs	Ongoing	Board & Executive

Our community

Strategy		Actions		Timing	Responsibility
1.3.2	Maintain and strengthen links and working relationships with other Traditional Owner groups	1.3.2.1	Continue to attend and participate in regular meetings with other RAPs	Ongoing	Leadership Managers
		1.3.2.2	Investigate the establishment of cultural exchange programs with other Traditional Owner groups	Year 2	Leadership Managers
1.3.3	Clarify and agree on roles and responsibilities with our partners	1.3.3.1	Develop agreements and/or simple memorandums of understanding with our partners about each other’s roles and responsibilities in supporting ongoing working arrangements	Ongoing	Executive
		1.3.3.2	Advocate for simplification of governance arrangements with government agencies	Ongoing	Executive
		1.3.3.3	Work with GKTOLMB to achieve greater clarity in the community about the current and future roles of each	Year 2	Executive
		1.3.3.4	Develop a matrix of all Gippsland Aboriginal organisations responsible for implementing the <i>Whole of Country Plan</i>	Year 1	Executive
1.3.4	Develop stronger relationships with all levels of government and seek to influence policy	1.3.4.1	Develop and implement an ongoing strategic government relations and advocacy plan based on priorities identified by the Board	Ongoing	Board & Executive
		1.3.4.2	Develop and articulate GLaWAC’s full value proposition for engaging and negotiating with government	Year 2	Board & Executive
		1.3.4.3	Develop and advocate for a suite of priority policy positions reflecting Gunaikurnai aspirations	Ongoing	Board & Executive
		1.3.4.4	Actively seek out and participate in regional partnership groups to ensure that Gunaikurnai community aspirations are adequately captured and supported in regional plans and strategies	Ongoing	Board & Executive

Our culture

Strategy	Actions	Timing	Responsibility
2.1.1 Support our community to learn more about, embrace and continue their culture	2.1.1.1 Investigate a cultural mentoring program to help our younger generations to be engaged, proud of and practicing their culture	Year 3	Leadership Managers
	2.1.1.2 Engage our Elders to help establish local cultural knowledge-sharing groups for Gunaikurnai women (e.g. basket weaving, possum skin making, traditional dance etc.)	Ongoing	Leadership Managers
	2.1.1.3 Engage our Elders to help establish local cultural knowledge-sharing groups for Gunaikurnai men	Ongoing	Leadership Managers
2.1.2 Engage members of our community to rediscover, share and preserve our local language	2.1.2.1 Conduct a workshop with members of the Gunaikurnai community to develop a rolling annual Language development plan including seeking agreement on phonetics and sounds	Year 2	Leadership Managers
	2.1.2.2 Work in collaboration with the Victorian Aboriginal Corporation for Languages to promote and increase awareness and use of Gunaikurnai language	Ongoing	Executive
2.2.1 Actively promote and deliver language and cultural training and services to relevant groups and organisations within the community	2.2.1.1 Investigate opportunities to partner with academic and research organisations on projects which support the ongoing preservation and development of our culture	Year 3	Executive
	2.2.1.2 Continue to support the storybook development process	Ongoing	Leadership Managers
2.2.2 Work with local schools to formalise and embed elements of Gunaikurnai culture and language into curriculum	2.2.2.1 Establish an education working group with local participating schools to develop a standardised approach to teaching Gunaikurnai culture and language	Year 3	Leadership Managers
	2.2.2.2 Develop protocols for cultural awareness training in schools	Ongoing	Executive
2.2.3 Provide opportunities for people and groups to visit and learn more of about our culture	2.2.3.1 Continue to build our capacity to deliver education about Gunaikurnai cultural knowledge to visitors, tourists and broader community through the Cultural Hub	Ongoing	Executive
	2.2.3.2 Promote and increase participation in the Cultural Hub program	Ongoing	Executive



Our culture

Strategy	Actions	Timing	Responsibility
2.2.3 Provide opportunities for people and groups to visit and learn more of about our culture	2.2.3.3 Build our capacity to develop and deliver cultural awareness and appreciation sessions in the identification of native plants, bushfood and medicine and other traditional cultural practices	Ongoing	Executive
	2.2.3.4 Investigate the use of different media platforms to teach Gunaikurnai history and reach a broader audience, including location and interpretation of significant sites, stories and artefacts	Year 2	Leadership Managers
	2.2.3.5 Seek partner funding and support to deliver improved interpretive signage and communication material, to improve awareness and enhance the visitor experience associated with the Bataluk Cultural Trail	Year 2	Executive
	2.2.3.6 Actively seek opportunities to provide cultural awareness and interpretation services for local tourism organisations and businesses (e.g. boat tours)	Ongoing	Executive
2.2.4 Continue to deliver cultural heritage services consistent with our role and obligations under the Aboriginal Heritage Act	2.2.4.1 Develop an ongoing compliance and development program to ensure we are meeting our RAP obligations	Ongoing	Executive
2.3.1 Advocate for stronger controls and greater autonomy in documenting, developing and sharing our culture	2.3.1.1 Support the establishment of Keeping Places for each clan	Ongoing	Executive
2.3.2 Actively identify, protect, document and manage our sacred sites, artefacts and cultural objects	2.3.1.2 Convene and facilitate a workshop with Elders to commence development of a <i>Cultural Heritage Strategy</i>	Year 2	Executive
	2.3.2.1 Work with partnering agencies to undertake mapping and surveying to find our sites and document our songlines	Ongoing	Executive

Our country

Strategy	Actions	Timing	Responsibility
3.1.1 Ensure that the aspirations of the Gunaikurnai people are respectfully and accurately embedded in the Gunaikurnai & Victorian Government Joint Management Plan	3.1.1.1 Support and partner with the GKTOLMB, DELWP and Parks Victoria in the development of the Joint Management Plan	Year 1	Executive
	3.1.1.2 Work with community and fire agencies to explore and research indigenous fire practices	Ongoing	Executive
	3.1.1.3 Clarify and agree on future roles and responsibilities for implementation of the Joint Management Plan	Year 2	Executive
	3.1.1.4 Establish increased engagement opportunities to strengthen partnerships between the Elders Council, GLaWAC Board and GKTOLMB	Ongoing	Executive
	3.1.1.5 Support review of TOLMA process and governance regarding future settlement agreements	Year 2	Executive
3.1.2 Continue to deliver the annual On Country program including NRM and Joint Management functions	3.1.2.1 Develop and implement the annual On Country Operations Plan	Ongoing	Executive
3.1.3 Develop and grow our capacity and capability to manage our land with greater authority and autonomy	3.1.3.1 Provide ongoing traditional land management and culturally appropriate leadership training for our staff at all levels of the organisation	Ongoing	Leadership Managers
	3.1.3.2 Undertake research about past management practices and embed what is known of traditional land management techniques into our contemporary practices	Ongoing	Executive
	3.1.3.3 Seek opportunities for our staff to participate on On-Country visits with Elders to learn more about traditional Gunaikurnai land management practices	Ongoing	Leadership Managers
3.1.4 Work collaboratively with government and the private sector to reduce and mitigate the impacts of climate change	3.1.4.1 Partner with government and other organisations to educate and leverage our cultural and environmental knowledge for managing land and water to support climate change programs	Ongoing	Executive



Our country

Strategy	Actions	Timing	Responsibility
3.2.1 Provide opportunities for Gunaikurnai people to visit and stay on Country	3.2.1.1 Develop, promote and implement an annual program of activities and events to be held on Country	Ongoing	Executive
	3.2.1.2 Investigate the establishment of a regular Gunaikurnai Youth Camp	Year 3	Executive
3.1.3 Establish a clear position on the Treaty debate based on the aspirations of our members and actively represent our members in national and state discussions	3.3.1.1 Undertake a process of Gunaikurnai community engagement to confirm sentiment	Year 1	Board & Executive
	3.3.1.2 Conduct a Board workshop to develop an agreed position based on community feedback	Year 1	Board & Executive
	3.3.1.3 Develop a policy position paper for the Board's approval to underpin and inform Government engagement and advocate accordingly	Year 2	Board & Executive

Our organisation

Strategy	Actions	Timing	Responsibility
4.1.1 Establish a new, shared focus on Corporate Plan delivery, monitoring and reporting to show progress against the Whole of Country Plan	4.1.1.1 Introduce an annual business planning cycle for delivering on the actions contained within the Corporate Plan	Year 1	Executive
	4.1.1.2 Link team tasks and staff performance plans to the corporate plan	Ongoing	Executive
	4.1.1.3 Review our current services to make sure they deliver on our strategy, structure and budget	Year 2	Executive
	4.1.1.4 Review organisational structure to ensure alignment with corporate strategy and identify resourcing gaps for CEO and Board determination	Year 2	Executive
	4.1.1.5 Change all levels of monitoring and reporting to reflect our new strategic planning framework. Board, management, stakeholders.	Ongoing	Executive
4.2.1 Promote workforce retention and wellbeing	4.2.1.1 Develop a <i>Workforce strategy</i> (including succession planning, investing in the development of our people and gender balance)	Year 2	Executive
	4.2.1.2 Develop and commence implementation of a staff <i>Health and wellbeing plan</i>	Year 2	Leadership Managers
	4.2.1.3 Undertake an annual staff satisfaction survey	Ongoing	Leadership Managers
	4.2.1.4 Establish regular two-way all staff meetings to provide updates, share information and engage staff in change management	Ongoing	Executive
4.2.2 Invest in leadership capabilities to ensure all staff have strong support, direction and guidance	4.2.2.1 Investigate the development and implementation of culturally appropriate leadership training opportunities for Management team and Board members	Ongoing	Executive
4.2.3 Increase the amount of Aboriginal staff in leadership roles within the organisation	4.2.3.1 Create pathways and leadership development opportunities for Aboriginal staff members	Ongoing	Executive



Our organisation

Strategy	Actions	Timing	Responsibility
4.2.4 Provide training and development for all staff to ensure they can meet the requirements of their current roles and support ongoing growth	4.2.4.1 Develop and implement a formal workplan, development and performance review process for all staff	Year 1	Executive
	4.2.5.1 Provide internal cultural and leadership mentoring opportunities for our staff	Ongoing	Executive
	4.2.5.2 Investigate a staff cultural support and knowledge exchange program involving the Elders	Year 3	Board & Executive
4.2.5 Create a sense of pride and belonging by supporting staff to embrace and learn more about their culture	4.2.5.3 Develop and deliver Cultural Competency training for all staff	Year 2	Leadership Managers
	4.2.6 Ensure that the organisation has the right people in the right roles	Year 2	Executive
4.3.1 Ensure sound governance practices to meet our statutory obligations and corporate objectives, while acknowledging and embracing our cultural practices	4.3.1.1 Continue to carry out our responsibilities under the <i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i>	Ongoing	Board & Executive
	4.3.1.2 Develop a Board induction and handover process to ensure future Boards are provided with the information and support they need	Year 2	Board & Executive
	4.3.1.2 Develop our staff induction processes to provide guidance on our legislative, governance and cultural expectations and practices	Year 2	Leadership Managers
	4.3.1.4 Undertake a review of all organisational policies, procedures and delegation arrangements to ensure our legislative and statutory obligations are being met while having regard for cultural considerations	Year 2	Executive
	4.3.1.5 Develop a policy development and review cycle	Year 1	Executive
	4.3.1.6 Recruit a senior business management resource with responsibility for managing policy and procedure development, review and monitoring along with other corporate functions	Year 1	Executive

Our organisation

Strategy	Actions	Timing	Responsibility
4.3.1 Ensure sound governance practices to meet our statutory obligations and corporate objectives, while acknowledging and embracing our cultural practices	4.3.1.7 Conduct regular policy and procedure overview or refresher training for all staff, relevant to their roles	Ongoing	Board & Executive
	4.3.1.8 Introduce standardised Board agenda development, calendar and forward planning processes	Ongoing	Leadership Managers
	4.3.1.9 Implement new organisational performance reporting processes to provide the Board and Management Team with greater visibility over organisational performance against agreed KPIs	Year 1	Executive
	4.3.1.10 Maintain an updated Register of Members register in relation to Identified Apical Ancestors	Ongoing	Leadership Managers
4.3.2 Implement systems to proactively identify, control and monitor strategic and operational risk	4.3.2.1 Review and formalise cyclical OHS management processes and regularly report on performance	Ongoing	Executive
	4.3.2.2 Develop a corporate strategic and operational risk register with regular reporting to Management Team and Board	Year 2	Board & Executive
4.3.3 Develop and implement a plan for securing the ongoing financial sustainability of the organisation	4.3.3.1 Capitalise on, sure up and build upon all current external funding sources	Ongoing	Executive
	4.3.3.2 Actively endeavour to secure all existing funding sources over forward estimates	Ongoing	Executive
	4.3.3.3 Develop and actively pursue a rolling pipeline of grants and other funding opportunities, with regular reports and guidance provided by the Board	Year 1	Board & Executive
	4.3.3.4 Develop, implement and report on a long-term financial plan (Senior business management resource required)	Year 2	Executive
	4.3.3.5 Undertake an annual review of our financial position, develop future projections and identify risks and opportunities	Year 2	Executive
	4.3.3.6 Conduct a review of our expenditure to identify core business inputs and opportunities for outsourcing/partnering with other organisations	Year 2	Executive
4.3.4 Managing within our means	4.3.4.1 Develop and implement a strategic approach to growing income streams that addresses current and future resourcing gaps	Year 2	Executive



Our economy

Strategy		Actions		Timing	Responsibility
5.1.1	Adopt an evidence-based approach to identifying both short and long-term economic development opportunities	5.1.1.1	Develop and commence implementation of an Economic Development Strategy	Year 1	Executive
5.2.1	Align economic strategies with Government Aboriginal economic development policies wherever possible	5.1.2.1	Review and identify potential opportunities from the Victorian <i>Aboriginal Economic Strategy 2013-2020</i> and <i>Federal Government Indigenous Economic Development Strategy 2011-2018</i>	Year 1	Leadership Managers
		5.1.2.2	Investigate opportunities to develop project proposals that align with the Aboriginal Water Program and economic development objectives of the Victorian State Water Plan	Year 1	Executive
		5.1.2.3	Work with Destination Gippsland, East Gippsland Shire Council and other partners to support the implementation of the Lakes Entrance Aboriginal Tourism Plan	Ongoing	Executive
		5.1.2.4	Engage with and seek support and representation from the Victorian Aboriginal Economic Board	Year 1	Executive
5.1.3	Actively pursue strategic investment opportunities	5.1.3.1	Strengthen and leverage relationships with groups such as the ILC, IBA and IAS to support and attract strategic investment which supports our people and culture	Year 1	Executive
5.2.1	Develop our service offerings to enhance value proposition	5.2.1.1	Develop and commence implementation of a business development program aimed at increasing revenue streams and decreasing reliance on government funding (e.g. Government parks and gardens contracts, plant propagation enterprise, art enterprise, brokered investments, construction, education & language, cultural fire management, NRM, tourism facility management etc.)	Ongoing	Executive
		5.2.1.2	Investigate the feasibility of establishing a hospitality/café operation at our Forestec centre, with a view to both generating revenue and assisting Gunaikurnai people to do hospitality training and work	Year 3	Executive
		5.2.1.3	Develop an evidence-based business case approach to evaluating new opportunities to ensure the Board is able to make well-informed decisions	Year 2	Board & Executive



Our economy

Strategy		Actions		Timing	Responsibility
5.2.1	Develop our service offerings to enhance value proposition	5.2.1.4	Evaluate and pursue opportunities to derive income from the sustainable use of our land (such as renewable energy, carbon offsets, agriculture & water rights and fisheries)	Ongoing	Board & Executive
		5.1.2.4	Engage with and seek support and representation from the Victorian Aboriginal Economic Board	Year 1	Executive
5.1.3	Actively pursue strategic investment opportunities	5.1.3.1	Strengthen and leverage relationships with groups such as the ILC, IBA and IAS to support and attract strategic investment which supports our people and culture	Year 1	Executive
5.2.1	Develop our service offerings to enhance value proposition	5.2.1.1	Develop and commence implementation of a business development program aimed at increasing revenue streams and decreasing reliance on government funding (e.g. Government parks and gardens contracts, plant propagation enterprise, art enterprise, brokered investments, construction, education & language, cultural fire management, NRM, tourism facility management etc.)	Ongoing	Executive
		5.2.1.2	Investigate the feasibility of establishing a hospitality/café operation at our Forestec centre, with a view to both generating revenue and assisting Gunaikurnai people to do hospitality training and work	Year 3	Executive
		5.2.1.3	Develop an evidence-based business case approach to evaluating new opportunities to ensure the Board is able to make well-informed decisions	Year 2	Board & Executive
		5.2.1.4	Evaluate and pursue opportunities to derive income from the sustainable use of our land (such as renewable energy, carbon offsets, agriculture & water rights and fisheries)	Ongoing	Board & Executive
		5.2.1.5	Promote services more aggressively throughout the greater Gippsland region with a view to expanding our work	Ongoing	Executive
		5.2.1.6	Investigate the feasibility of partnering with an academic organisation to develop a GLaWAC-led formal qualification in Cultural Competency, which could be offered to local organisations	Year 3	Executive
		5.2.1.7	Develop, document and promote all unique service capabilities and appropriate pricing for each (such as NRM, welcomes to country, smoking ceremonies and so forth)	Year 2	Leadership Managers



Our economy

Strategy		Actions		Timing	Responsibility
5.2.1	Develop our service offerings to enhance value proposition	5.2.1.8	Develop and implement an incremental price increase strategy which accurately reflects the value of the service we provide	Year 2	Executive
		5.2.1.9	Introduce improved project development and job-costing processes to improve reliability and profitability	Year 2	Executive
		5.2.1.10	Investigate the feasibility of establishing a Sea Ranger program by working in partnership with relevant State Government departments and/or statutory authorities	Year 4	Executive
5.2.2	Develop partnerships and strategic alliances	5.2.2.1	Work with our regional and local tourism organisations to identify, develop and implement cultural tourism opportunities such as interpretive activities, On-Country guided tours, digital technologies and promotion of the Cultural Hub	Year 3	Executive
5.2.3	Secure, expand and maximise the potential of our office accommodation	5.2.3.1	Investigate the establishment of a western work centre to support broader regional business growth	Year 2	Executive
		5.2.3.2	Secure long-term accommodation at Forestec and identify opportunities to increase site revenue	Year 2	Executive
5.3.1	Identify, support and promote new and existing Gunaikurnai business enterprises	5.3.1.1	Establish an annual Gunaikurnai Economic Development Forum event	Year 4	Executive
		5.3.1.2	Establish and nurture a business incubation pipeline of potential Gunaikurnai business opportunities and provide support (such as helping to secure seed funding and establishing strategic alliances)	Ongoing	Executive
5.3.2	Advocate for increased Aboriginal business and employment opportunities to be available in government procurement processes	5.3.2.1	Work with Indigenous Business Australia to provide Gunaikurnai people with access to support in buying homes, setting up a business and investing	Ongoing	Board & Executive
		5.3.2.2	Negotiate with local Councils and State/Federal Governments for Gunaikurnai business and employment opportunities to be embedded in their procurement policies, Memorandums of Understanding, RAPs (local government) and corporate/business planning	Ongoing	Board & Executive
		5.3.2.3	Review GLaWAC’s procurement policy with a view to maximising opportunities for Gunaikurnai businesses	Year 2	Executive

Our economy

Strategy	Actions	Timing	Responsibility
5.3.3 Advocate for government and private sector support for key GLaWAC and Gunaikurnai projects	5.3.3.1 Develop and implement a program of priority projects (including GLaWAC and non-GLaWAC initiatives) for advocacy	Year 2	Board & Executive
5.4.1 Actively broker and support the creation and promotion of Gunaikurnai careers programs	5.4.1.1 Act as a broker, facilitator and provider of partner traineeship opportunities employing Gunaikurnai people throughout the region to develop workforce capacity and diversity within the Gunaikurnai community	Ongoing	Leadership managers
	5.4.1.2 Investigate the establishment of a partnership arrangement with a large organisation within the region to act as a traineeship broker on behalf of GLaWAC	Year 2	Board & Executive
5.4.2 Develop programs that support the creation and continuation of business and work opportunities for Gunaikurnai people	5.4.2.1 Host the Gunaikurnai Aboriginal jobs forum and explore the possibility of conducting more specific Gunaikurnai careers forums in the future in collaboration with our core business partners	Year 1	Executive
	5.4.2.2 Provide opportunities for Gunaikurnai people to gain work experience with our business and encourage our partners to offer the same	Ongoing	Leadership managers
	5.4.2.3 Provide Aboriginal mentoring in organisations to help Gunaikurnai people stay in work	Ongoing	Executive
	5.4.2.4 Act as a facilitator to provide Gunaikurnai businesses with access to digital capability training and support	Ongoing	Leadership managers



Our Vision

For the Gunaikurnai community to be proud of the way that we have represented and included them in achieving broad respect for their culture, protection and healing of their land and genuine economic independence.

Themes	Our community		Our culture		Our country	
Objectives <i>What</i>	1.1	Connecting with our community	2.1	Pride in our culture	3.1	Heal our country
	1.2	Caring for our people	2.2	Sharing our culture	3.2	Connect with our country
	1.3	Strong partnerships	2.3	Preserving our culture	3.3	Self-determination
Strategies <i>How</i>	1.1.1	Provide regular opportunities for Gunaikurnai community members to come together on country	2.1.1	Support our community to learn more about, embrace and continue their culture	3.1.1	Ensure that the aspirations of the Gunaikurnai people are respectfully and accurately embedded in the Gunaikurnai & Victorian Government Joint Management Plan
	1.1.2	Develop a strategic approach to growing our membership	2.1.2	Engage members of our community to rediscover, share and preserve our local language	3.1.2	Continue to deliver the annual On Country program including NRM and Joint Management functions
	1.1.3	Continue to build and strengthen our brand, positioning and reputation	2.2.1	Actively promote and deliver language and cultural training and services to relevant groups and organisations within the community	3.1.3	Develop and grow our capacity and capability to manage our land with greater authority and autonomy
	1.1.4	Create processes for obtaining input and feedback from members about GLaWAC's activities including establishment of board sub-committees	2.2.2	Work with local schools to formalise and embed elements of Gunaikurnai culture and language into curriculum	3.1.4	Work collaboratively with government and the private sector to reduce and mitigate the impacts of climate change
	1.1.5	Provide support for Gunaikurnai community members to advance their culture and education through financial and other support mechanisms	2.2.3	Provide opportunities for people and groups to visit Forestec and learn more of about our culture	3.2.1	Provide opportunities for Gunaikurnai people to visit and stay on Country
	1.1.6	Reach out to all members of the Gunaikurnai community and involve them in our work	2.2.4	Continue to deliver cultural heritage services consistent with our role and obligations under the Aboriginal Heritage Act	3.3.1	Establish a clear position on the Treaty debate based on the aspirations of our members and actively represent them in national and state discussions
	1.1.7	Support our Elders to have a stronger voice and to provide meaningful input	2.3.1	Advocate for stronger controls and greater autonomy in documenting, developing and sharing our culture	3.3.2	Establish clear positions on further land acquisitions, IPA's and TOS Act negotiations, based on the aspirations of our members and actively represent our members in national and state discussions
	1.2.1	Work with the Elders Council and others to identify the needs of our Elders and advocate for additional services	2.3.2	Actively identify, protect, document and manage our sacred sites, artefacts and cultural objects		
	1.2.2	Support relevant regional Aboriginal organisations to develop and deliver programs and services that support young Gunaikurnai people				
	1.3.1	Develop, foster and maintain mutually beneficial and respectful relationships with our partners				
	1.3.2	Maintain and strengthen links and working relationships with other Traditional Owner groups				
	1.3.3	Clarify and agree on roles and responsibilities with our partners				
	1.3.4	Develop stronger relationships with all levels of government and seek to influence policy				

Themes	Our organisation	Our econmy
<u>Objectives</u> <i>What</i>	4.1 A clear plan to guide our business	5.1 Economic opportunities
	4.2 A happy and productive workforce	5.2 Grow our business
	4.3 Good governance	5.3 Support small business
<u>Strategies</u> <i>How</i>	4.1.1 Establish a new, shared focus on Corporate Plan delivery, monitoring and reporting to show progress against the <i>Whole of Country Plan</i>	5.1.1 Adopt an evidence-based approach to identifying both short and long-term economic development opportunities
	4.2.1 Promote workforce retention and wellbeing	5.2.1 Align economic strategies with Government Aboriginal economic development policies wherever possible
	4.2.2 Invest in leadership capabilities to ensure all staff have strong support, direction and guidance	5.2.1 Develop our service offerings to enhance value proposition
	4.2.3 Increase the amount of Aboriginal staff in leadership roles within the organisation	5.2.2 Develop partnerships and strategic alliances
	4.2.4 Provide training and development for all staff to ensure they can meet the requirements of their current roles and support ongoing growth	5.2.3 Secure, expand and maximise the potential of our office accommodation at Forestec and in the Latrobe Valley
	4.2.5 Create a sense of pride and belonging by supporting staff to embrace and learn more about their culture	5.3.1 Identify, support and promote new and existing Gunaikurnai business enterprises
	4.2.6 Ensure that the organisation has the right people in the right roles	5.3.2 Advocate for increased Aboriginal business and employment opportunities to be available in government procurement processes
	4.3.1 Ensure sound governance practices to meet our statutory obligations and corporate objectives, while acknowledging and embracing our cultural practices	5.3.3 Advocate for government and private sector support for key GLaWAC and Gunaikurnai projects
	4.3.2 Implement systems to proactively identify, control and monitor strategic and operational risk	5.4.1 Actively broker and support the creation and promotion of Gunaikurnai careers programs
	4.3.3 Develop and implement a plan for securing the ongoing financial sustainability of the organisation	5.4.2 Develop programs that support the creation and continuation of business and work opportunities for Gunaikurnai people
	4.3.4 Manage within our means	

