

GUNAIKURNAI LAND AND WATERS ABORIGINAL CORPORATION (GLAWAC)

Economic Development
Strategy 2017-22



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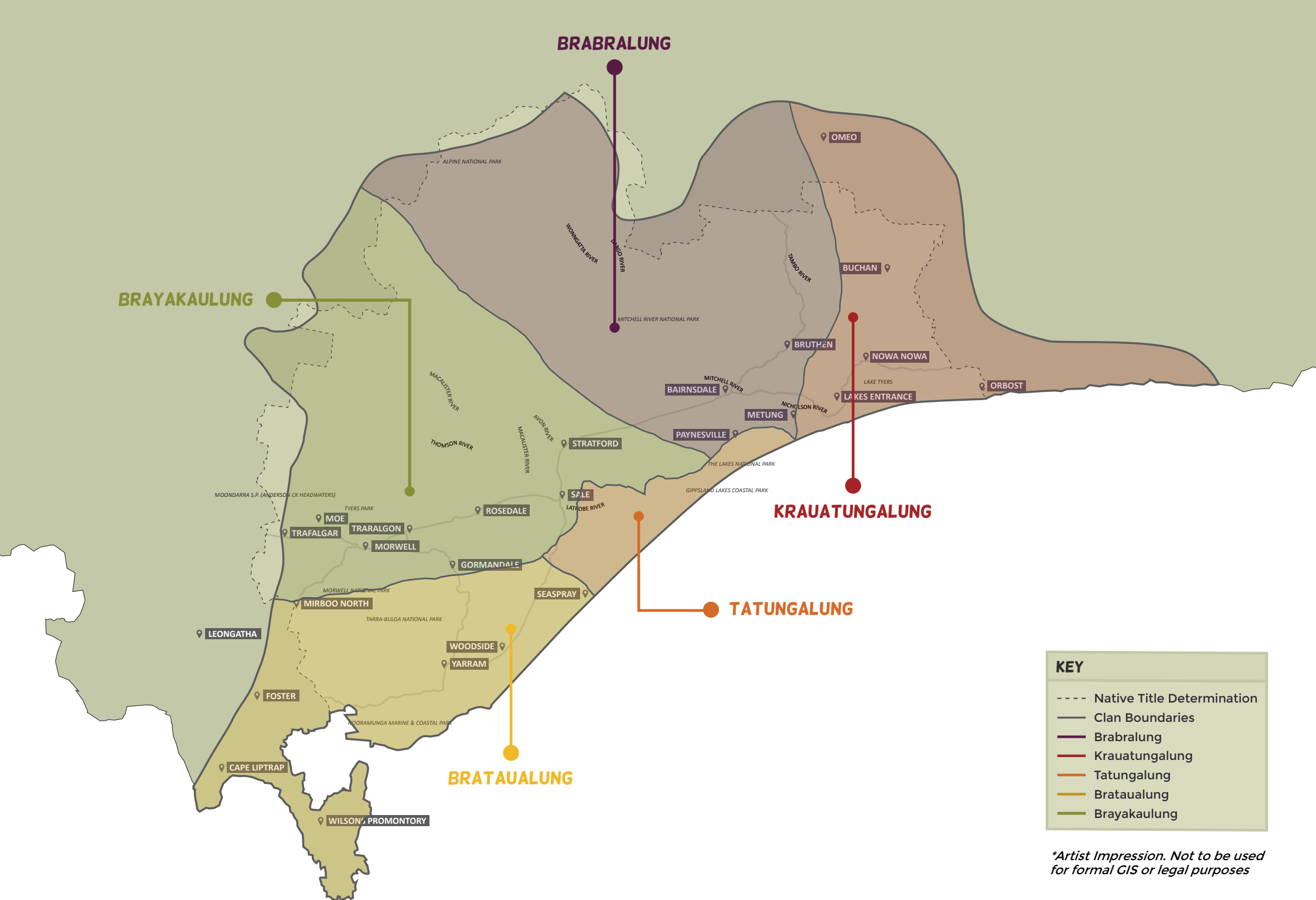
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Table of Contents



Foreword.....	5
Business and economic context	6
Strategic directions.....	11
Implementation.....	14
Measuring our success.....	26
Action plan	28



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Foreword



The future prosperity and economic independence of our people is a key aspiration captured in the Gunaikurnai *Whole of Country Plan* and by extension, the GLaWAC *Corporate Plan 2017-22*.

While we are one of many organisations who will need to work effectively in partnership to support our community in securing its economic future, GLaWAC has a central role to play.

As a commercially-focussed service provider representing our members, we must continuously seek to grow revenue sources and ensure we are financially sustainable into the future.

From a broader economic development perspective, we have an important role to play in partnering with all levels of government and the private sector to help attract, facilitate and promote investment which is sympathetic to our community's aspirations.

Importantly, we are building our capacity and capability to support, nurture Gunaikurnai-owned small to medium-sized businesses to help them succeed and prosper.

This strategy aims to provide a short to medium-term focus for our economic and business development program. It has been designed to support and enable the implementation of the GLaWAC *Corporate Plan 2017-22*, and to align with other relevant statewide and regional plans and strategies.

It is comprised of three sections. The first explains the business and economic context in which we operate, the second defines our strategic focus for the next five years and the third outlines

how we will go about achieving the objectives and strategies contained in section two.

We cannot achieve these outcomes without the support and close collaboration of our partners and above all, the Gunaikurnai community. And in doing so, we must be flexible, innovative and inclusive. This includes also providing an open door for non-Gunaikurnai Aboriginal and Torres Strait Island people within our local communities to work with, support and receive support from Traditional Owners.

This strategy aims to build on and compliment the work of existing Aboriginal economic and business-focussed organisations such as Kinaway Aboriginal Chamber of Commerce and Supply Nation; respect the relationships we have built with our partners including the Gunaikurnai Traditional Owner Land Management Board, Department of Environment, Land, Water and Planning, Parks Victoria and involve other local Aboriginal representative organisations in our activities as appropriate.

From an internal perspective, this strategy aims to articulate the broad governance and process parameters that we will implement to ensure that our commercial and economic development activities adhere to corporate risk and governance protocols.



Brian Stevens
Chair

Roger Fenwick
Chief Executive Officer



01

Business and
economic context

1.1

GLaWACs role in economic development



GLaWAC has three distinct roles to perform in promoting, pursuing and facilitating economic and business development, as follows.

Commercial enterprise development

Pursuing commercial business opportunities that support the ongoing financial growth and sustainability of GLaWAC.

Investment attraction and facilitation

Identifying, facilitating and supporting major investment into the Gippsland region which is expected to lead to increased employment opportunities and prosperity for the Gunaikurnai community.

Small to medium-sized enterprise (SME) business support

Providing support, guidance and advice to small to medium-sized Gunaikurnai-owned businesses with a view to helping facilitate wealth and prosperity.

1.2

The economy at a glance



The Gippsland economy

Victorian Government data confirms that the Gippsland economy is largely based around the region's natural resources, with key industry sectors including agriculture, forestry, dairy and pastoral industries, fishing, coal mining and oil and gas extraction and processing.

From an employment perspective, over a third of Gippsland's business involved in agriculture and fishing.

Consistent with broader statewide trends, aged and health care industries have seen strong growth in recent years.

Tourism is also a vital sector in the region. Research undertaken by Urban Enterprise for the *Gippsland Economic Impact of Tourism Study, November 2012* and referenced in the *Gippsland Tourism Strategic Direction 2013-18* report found that the sector accounts for an estimated \$2.8 billion in direct and indirect expenditure per annum, and creates approximately 15,000 jobs across more than 3,000 businesses.

Of particular relevance and importance, research undertaken by Deloitte Access Economics for the *Valuing the Tourism*

Services provided by Victorian Parks Report (May 2014) found that Gippsland parks and reserves contribute about \$82 million Gross Value Added per year to the Victorian economy and employ approximately 1,112 people.

The Victorian economy from an Aboriginal enterprise perspective


The Victorian Government's *Aboriginal Business Strategy 2017-21* *Tharamba Bugheen* suggests that Aboriginal enterprise is growing and diversifying beyond traditional sectors such as tourism, natural resource management and creative arts.

This is demonstrated in the following statistics, derived from the 2011 National Census:

- The number of Aboriginal owner-managers in Victoria has increased by 28 per cent
- 18 per cent of Victorian Aboriginal businesses provide services in the key growth industries of Health, Education and Professional Services
- At least 40 Aboriginal businesses across Australia have a turnover of more than \$2 million

1.3

Other strategies and plans



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*.

It serves to support and enable the delivery of the GLaWAC *Corporate Plan 2017-22*, while having regard for the following statewide and regional strategies and plans:

- *Tharamba Bugheen* - Victorian Aboriginal Business Strategy 2017-21
- Victorian Aboriginal Economic Strategy 2013-20
- Gunaikurnai and Victorian Government Joint Management Plan (Once approved)
- Gippsland Regional Plan 2014
- Gippsland Tourism Strategic Direction 2013-18
- Lakes Entrance Aboriginal Tourism Plan 2015
- Valuing Victoria's Parks - Accounting for ecosystems and valuing their benefits: Report on first phase findings 2015
- Water for Victoria - Water Plan 2016
- Protecting Victoria's Environment - Biodiversity 2037

1.4

Economic challenges and opportunities



Research undertaken by the Victorian Government during the development of *Tharamba Bugheen - Victorian Aboriginal Business Strategy 2017-21* found that Aboriginal businesses in Victoria face a number of barriers and challenges including:

- Poor coordination of business support services;
- Lack of flexibility in the delivery of business support;
- Lack of programs tailoring assistance to the particular needs of a business
- Trouble accessing finance due to a lack of family or individual wealth and savings, assets or equity and credit history

As Traditional Owners of a large proportion of the Gippsland region, the Gunaikurnai people have a significant opportunity to influence future sustainable development and use of the region's natural resources. It is vitally important that a coordinated approach is taken through GLaWAC to ensure the best outcome for all.

Individuals will be part of this process as consultants and contributors or advocates, and we will strongly encourage them to take advantage of the significant support GLaWAC can provide as opposed to pursuing similar outcomes independently.

Opportunities in the fields of agriculture and water, fisheries, cultural fire management cultural tourism, natural resource management, renewable energy and carbon offsets could all be pursued as complimentary to the objectives set out in the *GLaWAC Corporate Plan 2017-22*.

Capturing economic impact resulting from international tourism and investment—particularly through commercialisation and targeted marketing of Gunaikurnai culture—is also an emerging opportunity, as is cultural education.

GLaWAC will seek to support businesses and community to ensure that ideas are deliverable, reliable, compelling and competitive in the commercial marketplace.



02



Strategic
directions

Strategic directions



This section of the plan explains what we aim to achieve over the next five years, from an economic and business development perspective.

The GLaWAC *Corporate Plan 2017-22* sets out some broad economic and business objectives which have been identified as being of critical importance in supporting the Gunaikurnai community to work towards the *Whole of Country Plan* goal of *economic independence*.

These are:

1. Economic opportunities
2. Grow our business
3. Support small business
4. Jobs for our people

Beneath each of those objectives are a series of strategies and actions, all of which should be read in conjunction with the initiatives identified in this strategy.

In order to achieve these objectives, GLaWAC must undertake three main functions as described in section 1.1 of this strategy. These are described in more detail below.

Commercial enterprise development

Activities which are likely to help to grow and sustain GLaWAC's financial position, for the ultimate benefit of its members.

Examples include carefully considered business ventures which

are expected to be profitable to GLaWAC such as natural resource management contracts, joint ventures initiatives with large-scale entities, investment in and income derivation from GLaWAC office and work facilities and potential new ventures such as hospitality and integrated cultural education services.

Major investment attraction and facilitation

Working in partnership with all levels of government and the private sector to collaboratively attract investment into our region which is expected to result in significant economic benefit for the Gunaikurnai people.

Examples include securing major government and private investment and projects which are expected to lead to significant Gunaikurnai job opportunities such as the construction of new infrastructure, attracting of major industry to the region and lobbying for improved government procurement opportunities for Gunaikurnai businesses.

Small to medium-sized enterprise (SME) business support

Providing support, advice and guidance to Gunaikurnai-owned businesses such as the proposed Gunaikurnai tourism, hospitality and commercial business training facility at Buchan; partnering with Aboriginal arts organisations; supporting relevant regional tourism campaigns and connecting Gunaikurnai businesses with available funding and support bodies such as IBA, RDV, LVA and DEJTR.

Other opportunities may include supporting Gunaikurnai-owned cultural tourism and training businesses.

2.1 Strategies

Our three economic and business development functions—as described above—are directly aligned with the economic objectives and strategies included in the GLaWAC *Corporate Plan 2017-22* as listed below.

Economic opportunities (Major investment attraction and facilitation)

- Adopt an evidence-based approach to identifying both short and long-term economic development opportunities
- Align economic strategies with Government Aboriginal economic development policies wherever possible

Grow our business (Commercial enterprise development)

- Develop our service offerings to enhance value proposition
- Develop partnerships and strategic alliances
- Secure, expand and maximise the potential of our office accommodation at Forestec and in the Latrobe Valley

Support small businesses Small to medium-sized enterprise (SME) business support

- Identify, support and promote new and existing

Gunaikurnai business enterprises

- Advocate for increased Aboriginal business and employment opportunities to be available in government procurement processes
- Advocate for government and private sector support for key GLaWAC and Gunaikurnai projects
- Encourage and support partnerships with existing businesses
- Assess and advise on individuals' business capacity.

Jobs for our people

- Actively broker and support the creation and promotion of Gunaikurnai careers programs
- Develop programs that support the creation and continuation of business and work opportunities for Gunaikurnai and Aboriginal people in Gippsland

GLaWAC already generates approximately \$4 million in local economic impact each year through its own commercial enterprises; through partnerships with State Governments such as Parks Victoria and the Department of Environment, Land, Water and Planning; via ad-hoc Gunaikurnai small business support and as an advocate for major projects which are likely to lead to economic benefit for the Gunaikurnai community.



03

Implementation

3.1

Opportunity assessment criteria



This section of the plan explains *how we will go about achieving the objectives and strategies outlined in section 2.*

All new business opportunities will be registered on a business enquiries database. The Board will have visibility over the database and the CEO will be responsible for determining if and how any commercial in-confidence matters will be dealt with.

The Business Manager will be responsible for developing a weighted scoring system with guidance from the Board, and for administering all future opportunity assessments with support from the CEO as needed.

A sliding scale of quantifiable descriptors which reflect the extent to which each opportunity meets the criteria below will also be developed, to provide the Business Manager with guidance and remove subjectivity from the assessment process.

Degree of alignment with the Gunaikurnai *Whole of Country Plan*

The extent to which the opportunity is generally consistent with, and contributes to the successful delivery of the *Whole of Country Plan*. Conversely, scoring will be weighted so as to reduce the overall score of projects which are at odds with the directions of the *Whole of Country Plan*.

Economic impact

Opportunities will be assessed based on their likely economic and/or job growth/retention benefit to the Gunaikurnai community, with a quantitative sliding scale to be developed.

Alignment with the GLaWAC *Corporate Plan 2017-22*

The extent to which the opportunity is generally consistent with, and contributes to the successful delivery of GLaWAC *Corporate Plan 2017-22*.

3.1

Opportunity assessment criteria



Alignment with the Gunaikurnai & Victorian Government Joint Management Plan

Higher weighting will be applied to projects which will deliver on the directions outlined in the Gunaikurnai and Victorian Government *Joint Management Plan*.

Alignment with State and Federal Aboriginal economic plans and strategies

Scoring will be developed to give higher priority to priority to opportunities which are likely to be consistent with the directions set out in the Victorian Government's *Taraba Boughen, Victorian Aboriginal Business Strategy 2017-21* and other government economic development policies.

Alignment with regional and local economic development strategies

Scoring will be developed to give higher priority to opportunities which are likely to be consistent with relevant with State and

Federal regional economic strategies and policies such as the Gippsland Regional Plan and regional partnership priorities.

Environmental sustainability and impact on Country

Lower weighting will be applied to opportunities which are likely to have a detrimental impact on Gunaikurnai Country, particularly where the opportunities are in direct conflict with Gunaikurnai aspirations espoused in the *Whole of Country Plan*.

Project readiness

A sliding scale will be applied to determine the "shovel readiness" of opportunities, having regard for things such as the completion of a business plan for small business projects, business cases for medium to large corporate and investment opportunities, the availability of finance and planning approvals.

3.2

Opportunity identification and development



Implementation capacity

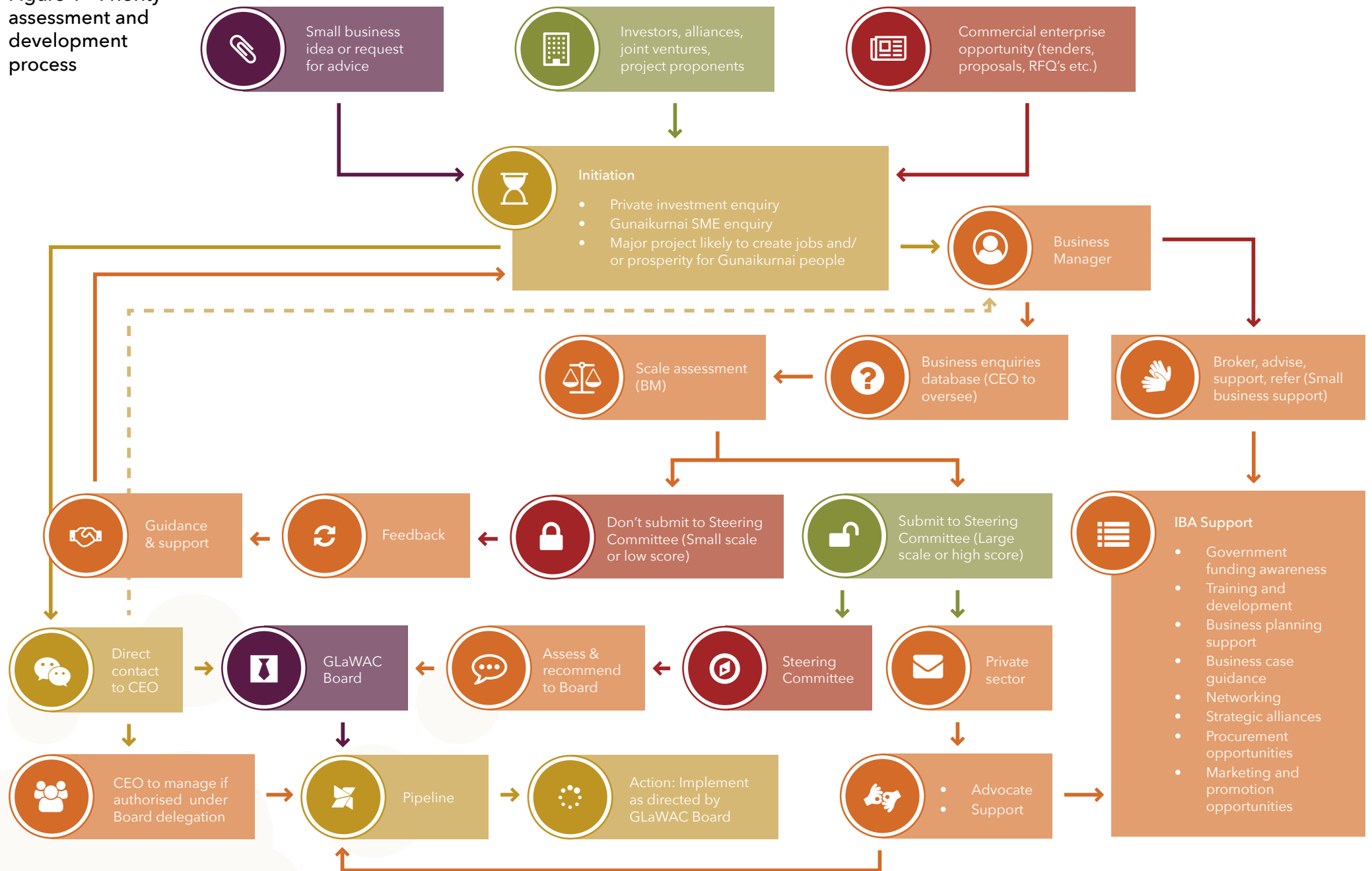
The capacity and ability of the proponent (whether it be GLaWAC or other) to successfully implement the opportunity and to realise the expected benefits will also be considered.

GLaWAC will work to identify, evaluate, prioritise and pursue economic and business opportunities which are expected to lead to the following outcomes:

- Increased personal, family or community prosperity for Gunaikurnai people
- Increased revenue and by extension, financial sustainability for GLaWAC
- Job creation or retention for Gunaikurnai community members
- Supportive partnerships that also may benefit other Aboriginal people in Gippsland

Figure 1 (on the following page) shows how opportunities will be identified, assessed and pursued.

Figure 1 - Priority assessment and development process



3.3

Roles and responsibilities



GLaWAC Board

The Board is responsible for endorsing, supporting and working the CEO and Business Manager on major investment and advocacy opportunities.

Key activities may include attending and supporting advocacy activities and providing support as needed such as investment facilitation, contractual negotiation and business case development/support.

GLaWAC Economic Development Sub-Committee

The Board will establish and appoint members to an Economic Development Sub-Committee, via a Terms of reference.

The Sub-Committee will include independent people with business development expertise, chaired by a Board member who will be supported by the Business Manager (BM).

The Sub-Committee will report to the Board, and will have no authority to decide matters on its own. It will review economic

development proposals and opportunities and provide advice to the Board based on pre-defined criteria to be developed by the Business Manager and approved by the Board.

An invitation will be extended to the GLTOMB Executive Officer to attend meetings from time to time in order to liaise directly with GLaWAC on economic development activities related to the delivery of the *Joint Management Plan* on an ongoing basis.

GLaWAC CEO

The CEO is responsible for implementing the decisions of the Board and directing the activities of the organisation.

This includes supporting and guiding the activities of the Business Manager, ensuring that corporate governance and business development processes are effectively implemented, being the key conduit for internal and external enquiries, representing GLaWAC at forums and monitoring performance against corporate performance measures.

3.3

Roles and responsibilities



GLaWAC Business Manager

The Business Manager is a key point of contact and liaison for all economic and business development enquiries.

The role of the Business Manager includes:

- Conducting opportunity assessments against pre-determined criteria for Sub-Committee endorsement and Board approval;
- Providing support and advice to small to medium-sized Gunaikurnai-owned businesses including guidance on business case development, networking, linking local businesses with potential support, resources and funding opportunities and coordination of training and development for Gunaikurnai businesses
- Business development, contractual negotiation and investment attraction on behalf of the Board
- Advocating on behalf of the organisation and representing the Board and CEO at economic development forums as directed
- Coordinating all other economic and business development activities on behalf of the CEO and Board

The Business Manager and CEO are authorised by the Board to manage day-to-day enquiries and requests for support from small to medium-sized business operators.

3.4

Governance and risk



All new and existing business opportunities and enquiries will be strictly managed as per the process endorsed by the Board, and outlined in Figure 1.

The Board, CEO, Business Manager and Economic Development Sub-Committee will all be bound by GLaWAC's corporate risk policies, with strict confidentiality and conflict of interest processes.

The relative level of risk associated with each opportunity will be considered and assessed as part of the identification and development process, via pre-defined criteria to be developed by GLaWAC's Business Manager and approved by the CEO.

These processes will be augmented by the following initiatives contained in the 'Good governance' section of the GLaWAC *Corporate Plan 2017-22*.

- Ensure sound governance practices to meet our statutory obligations and corporate objectives, while acknowledging and embracing our cultural practices
- Implement systems to proactively identify, control and monitor strategic and operational risk
- Develop and implement a plan for securing the ongoing financial sustainability of the organisation
- Develop a GLaWAC Investment Strategy (including both the trust and other opportunities)

3.5 Partnerships

Our ability to establish, maintain and strengthen relationships and partnerships with partners will be central to our success in achieving the objectives outlined in this strategy.

Collaboration with the following organisations in particular will be of critical importance:

- Kinaway Aboriginal Chamber of Commerce
- Supply Nation
- Private sector companies and businesses
- Gunaikurnai Traditional Owner Land Management Board
- Shires of the Gunaikunai settlement area
- Commonwealth Government departments including:
 - Indigenous Business Australia
 - Department of Industry, Innovation and Science
 - Indigenous Land Corporation (potential for tourism

investment, land purchase and establishment of IPAs)

- Philanthropic entities
- Victorian Government departments including:
 - Aboriginal Victoria
 - Department of Environment, Land, Water and Planning
 - Regional Development Victoria
 - Latrobe Valley Authority
 - Parks Victoria
 - Visit Victoria
 - DEDJTR (Economic Development Victoria)
 - GLaWAC will maintain contact with the Federation of Victorian Traditional Owner Corporations for mutually beneficial opportunities

3.6

Resources



GLaWAC acknowledges that its role in economic and business development is primarily of a facilitative and supportive nature. Many resources, funding sources and support services already exist which could be tapped into by Gunaikurnai businesses, with advice and guidance from GLaWAC.

Some of these include:

- The potential to register Gunaikurnai businesses as Indigenous Corporations
- Possible access to Commonwealth wage subsidies and cadetship programs for employers hiring Indigenous people
- Aboriginal small business start-up and growth funding opportunities including business loans, operating leases and invoice financing (IBA)
- Access to free or subsidised business training and workshop opportunities provided by all levels of government
- Home ownership support services (IBA)
- Indigenous Business Australia's (IBA's) Investments Program, which promotes self-management, self-sufficiency and economic independence for Aboriginal and Torres Strait Islander peoples
- Access to Victorian Government funding sources including the Back to Work Scheme, Premier's Jobs and Investment Panel, Regional Jobs and Infrastructure Fund
- Opportunities to leverage and benefit from \$4.5 million committed by the Victorian Government for implementation of the Victorian Aboriginal Economic Strategy

3.7

Business opportunity pipeline



GLaWAC's economic and business opportunity planning, assessment and performance will be measured and pursued in a targeted way through an economic development pipeline (Figure 2).

The pipeline will contain all commercial enterprise and large-scale projects that the Board has endorsed for action, but will not contain information relating to local small business enquiries and support.

Details of business-related contact with all individuals, businesses and stakeholders—including small business support—will be recorded in the Business enquiries database.

The pipeline will be updated regularly, with monthly reports provided to the Board to provide visibility and the opportunity to direct focus in relation to priority business and investment facilitation activities.

It will provide a snapshot of key metrics relevant to the Board's decision-making processes including estimated economic impact, potential job creation/retention impact and project readiness.

The Business Manager will be responsible for managing, updating and monitoring the pipeline with guidance and direction from the CEO.

3.7 Business opportunity pipeline

Figure 2 - Economic development pipeline (example)

GLaWAC economic development strategy Economic development pipeline (example)							
Opportunity name	Proponent	Description	Estimated economic impact to GK community	Estimated GK job creation or retention	Assessment score (out of 100)	GLaWAC role	Status
Example project 1	GLaWAC	Example corporate enterprise opportunity	\$1 million annually ongoing	15 new jobs	75	<ul style="list-style-type: none"> Proponent Investment attraction Advocacy 	Qualified
Example project 2	Private investor	Renewable energy development	\$500K annually over five years	10 new jobs	60	<ul style="list-style-type: none"> Investment attraction Advocacy 	Business case development
Example project 3	Local business	Expansion of local GK business	\$400K annually ongoing	5 new jobs	Yet to be assessed	<ul style="list-style-type: none"> Investment attraction Facilitation 	Unqualified

A photograph of two men in a field, measuring a fence post. One man is holding a measuring tape against a wooden post, while the other stands nearby. The background is filled with trees and greenery. A large, semi-transparent green circle is overlaid on the center of the image, containing the page number and title.

04

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Measuring our  
success

# 4.1

## Measuring our success



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.

| Performance indicator                                    | Performance measure                                                         | Our responsibility |
|----------------------------------------------------------|-----------------------------------------------------------------------------|--------------------|
| Investment attracted                                     | Annual estimated economic impact of investment secured                      | Control            |
| Investment facilitation                                  | Annual estimated economic impact of investment secured                      | Influence          |
| Financial performance                                    | Budget delivered as approved by Board                                       | Control            |
| Community business knowledge                             | Minimum of two facilitated information days per annum for community members | Control            |
|                                                          | Business modules included in training packages for staff and community      | Control            |
| Sub-committees established with community representation | Minimum of two meetings per sub-committee, per year                         | Control            |
| 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            |





05

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Action Plan

5.1

Action Plan



The GLaWAC *Corporate Plan 2017-22* provides an overview of the key economic and business development activities the organisation will focus on over the next five years, as directed by the Board.

A series of additional, more specific actions have been identified through the development of this strategy which will also need to be achieved during the same period.

It is therefore important that the following action plan is reviewed

and monitored in conjunction with the 'Our economy' section of the GLaWAC *Corporate Plan 2017-22*.

Responsibility definition:

- Executive – CEO, Business manager, GM On-Country services
- Board – Current GLaWAC Directors
- BM – Business Manager

Action	Timing	Responsibility
Develop and implement a detailed Economic opportunity assessment evaluation tool with weighted criteria and scoring descriptions, for approval by the Board	Year 1	BM
Develop and implement a business development pipeline and associated procedure to ensure ongoing, regular Board and CEO visibility to enable monitoring and guidance opportunities	Year 1	BM
Develop a suite of communication products to make Gunaikurnai people aware of the many business services and support available	Ongoing	BM
Work with all levels of Government to enhance contract/procurement clauses to acknowledge Gunaikurnai opportunity	Ongoing	Executive
Establish an Economic Development Sub-Committee to support and provide advice to the Board on potential future economic and business opportunities	Year 1	Executive

5.1

Action Plan

Action	Timing	Responsibility
Develop and implement Terms of Reference and governance procedures to guide the activities and interactions of the GLaWAC Board, Economic Development Sub-Committee, key staff and partners	Year 1	BM
Work with our partners to develop an implementation program for economic and business-related actions from the <i>Joint Management Plan</i>	Year 1	BM & CEO
Implement economic development-related actions contained in the approved <i>Joint Management Plan</i>	Ongoing	Executive
Work with existing Aboriginal, Federal, State, regional and local government organisations to develop and implement standardised small business support programs for local Aboriginal businesses	Ongoing	BM
Develop and strengthen partnerships with other local economic development Boards and organisations such as RDA Gippsland, Committee for Gippsland, RDV, DEJTR, LVA and local Councils and encourage collaboration wherever possible	Ongoing	Board, CEO, BM
Explore philanthropic and corporate social responsibility partnerships	Ongoing	Board, CEO
Monitor, engage and advocate for increased GLaWAC representation on local economic development strategies and seek to maximise the benefit to the Gunaikurnai community	Ongoing	Board, CEO, BM
Develop and implement a regular reporting process, providing the Board with regular updates on key economic and business performance measures	Year 1	BM
Develop a GLaWAC Investment Strategy (including the Trust Fund and other investment opportunities)	Year 2	Executive & Board



