

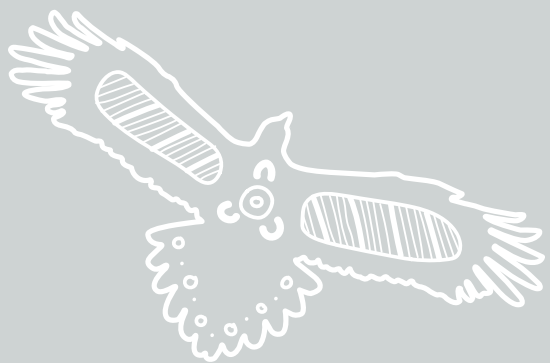


Taungurung Land and Waters Council
Strategic Plan 2021–2025





With the guidance of community,
we are rebuilding the Taungurung Nation



Introduction

This is the second Strategic Plan of the Taungurung Land and Waters Council (TLaWC). It has been developed by the TLaWC Board and it sets out TLaWC's vision and goals for the next five years (2021-2025). It also draws on objectives in the Taungurung Country Plan.

Our first Strategic Plan covered the years 2016-2020. It established a firm foundation for the activation of our rights and our progress towards our goal of self-determination and empowerment. We also invested in new programs to support our members to return

to Taungurung Country and to provide support for sorry business, using community benefits funds derived from our Recognition and Settlement Agreement (RSA).

This Strategic Plan will be our key guide in the way we prioritize our time and resources. It will assist the Board in reviewing TLaWC's direction and progress, and it will guide us in aligning budgets with strategic outcomes and community programs. There will be a consistent focus on the vision, values, goals, and objectives set out in this Plan.



THE purpose OF THIS PLAN

This Strategic Plan:

- provides a forward-looking, realistic, and clear platform to achieve our vision and goals
- creates the foundation for strong, people-centred governance that meets our responsibilities to the Taungurung Nation
- helps protect and celebrate Taungurung identity, pride, and progress, enabling us to move forward together
- is relevant to all our members and serves the best interests of our Taungurung community
- serves as a key tool and reference document for ongoing planning, reporting, and accountability.

HOW THIS plan IS ORGANISED

This Strategic Plan contains six elements:

- A **Vision statement** – guides our goals and objectives over the next five years
- An **Ambition statement** – expresses our underlying driving purpose
- A statement of the **Values of TLaWC** – speaks to who we are as an organisation and how we operate on behalf of the Taungurung community
- The **Four Pillars** or themes – Community, Country, Culture and Corporate – under which all our strategic goals are organised
- The **11 goals** of TLaWC that together constitute our Strategic Plan
- The **many objectives**, by which our goals will be achieved.

Matthew Burns | CEO



Vision

TLaWC is the voice of the Taungurung people – a people with a strong sense of shared identity, self-determining in the management of Country and culture

Ambition

With the guidance of community, we are rebuilding the Taungurung Nation

Values

- INTEGRITY
- RESPECT
- CULTURAL COMPETENCY
- ACCEPT AND GROW STRONGER
- ACCOUNTABILITY
- TEAMWORK
- LEADERSHIP

The Four Pillars

- **COMMUNITY**
Strengthening our community
- **COUNTRY**
Managing our Country
- **CULTURE**
Protecting and reviving our culture
- **CORPORATE**
Building our economic independence

INTEGRITY – We act and communicate with honesty and authenticity

RESPECT – We treat our team, our members, and all other people with respect and sensitivity, recognising the importance of diversity

CULTURAL COMPETENCY – We are committed to cultural safety and cultural integrity in all we do

ACCEPT AND GROW STRONGER – We accept our failures and grow stronger from our learnings

ACCOUNTABILITY – We accept responsibility for our actions. We remain resilient and committed to achieving morally right outcomes

TEAMWORK – We are one team representing one people – respecting each other’s contributions, and caring for each other both personally and professionally

LEADERSHIP – We remain bold and brave and take on new challenges, embracing positive change and committed to achieving the best outcomes for the Taungurung community



COMMUNITY

1. Strengthening Taungurung Community

- Establish an on-country gathering place for Taungurung Community
- Increase number of Taungurung people living on country
- Strengthen sense of identity in Taungurung people
- Leverage our growing 'brand' to support our shared identity
- Maximise opportunities for Taungurung people to get together

2. Contributing to Health and Wellbeing

- Establish a community programs unit within TLaWC
- Develop Community Benefits programs
- Provide pathways for further education for Members
- Take steps to address lateral violence and intergenerational trauma
- Increase frequency and quality of cultural activities
- Develop a network of partnership organisational support for Members

3. Improving Connectivity to Community

- Develop an internal (Members) and external communications strategy
- Commence regular TLaWC-specific community meetings
- Develop transport options to increase participation in TLaWC activities and access to Taungurung country

COUNTRY

4. Building Our Land Base

- Increase Taungurung management rights to land across the Taungurung estate for cultural, environmental, and economic purposes
- Increase number of residential properties under Taungurung control
- Create an On Country Housing Plan
- Increase extent of land in Taungurung ownership and establish a 'land bank'
- Increase the diversity of property asset classes

5. Managing Country through Traditional and Modern techniques

- Increase organisational capacity to undertake NRM activity
- Development of a comprehensive Taungurung Land Management Strategy
- Establishment of the Traditional Owner Land Management Board
- Delivery of Taungurung led/identified projects for the revitalisation of country
- Advocate for environment and spiritual values of country
- Advancing Taungurung self-determination and decision-making in all land-related matters
- Reintroduce cultural fire on country
- Develop a protected species management plan

CULTURE

6. Reviving Our Language

- Developing a language revival strategy
- Institute specific language-learning opportunities for community involvement
- Expand on the Taungurung Language App
- Establish use of Taungurung Language in Cultural Ceremonies
- Introduce Taungurung words and phrases into daily usage at TLaWC

7. Restoring Cultural Knowledge

- Progress the restoration of cultural knowledge systems
- Develop projects to increase cultural knowledge for all Taungurung members
- Document and record the stories of Elders and Knowledge Holders
- Create website members-only access to cultural information

8. Protecting and Preserving our Cultural Heritage

- Establish Cultural Heritage MOUs with LGAs and State agencies
- Progress Taungurung-led community cultural heritage projects
- Increase TLaWC's decision making authority on cultural heritage matters
- Raising awareness in the broader community of Taungurung cultural values
- Establish specific education materials in cultural heritage knowledge

CORPORATE

9. Strengthening Organisational Capacity

- Establish an annual Board calendar
- Support the Board to build governance capacity and capability
- Strengthen governance awareness across the organisation
- Build corporate capacity and expertise within the organisation to support growth
- Increase the Taungurung workforce numbers and build their capacity

10. Ensuring Financial Sustainability

- Invest in economic opportunities – especially on Taungurung land
- Responsibly manage our financial resources with a long-term growth perspective
- Fulfil our RSA responsibilities
- Broaden our revenue streams
- Retain a focus on renewable energy as a key investment objective

11. Building Strong Corporate Partnerships

- Establish an engagement protocol
- Maximise broad-based MOUs with key stakeholders
- Transfer relevant decision-making authority to TLaWC wherever possible
- Ensure alignment/transparency of agencies on Taungurung country with TLaWC objectives

