



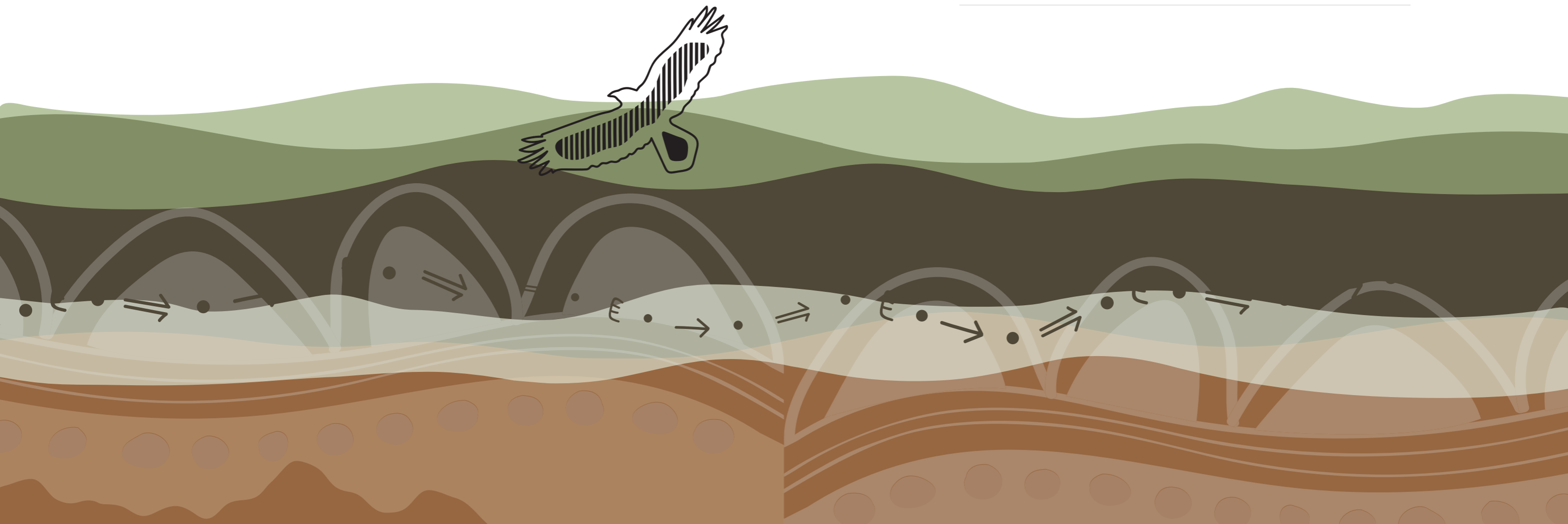
Taungurung Land and Waters Council
Annual Report 2021–2022





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Who WE ARE

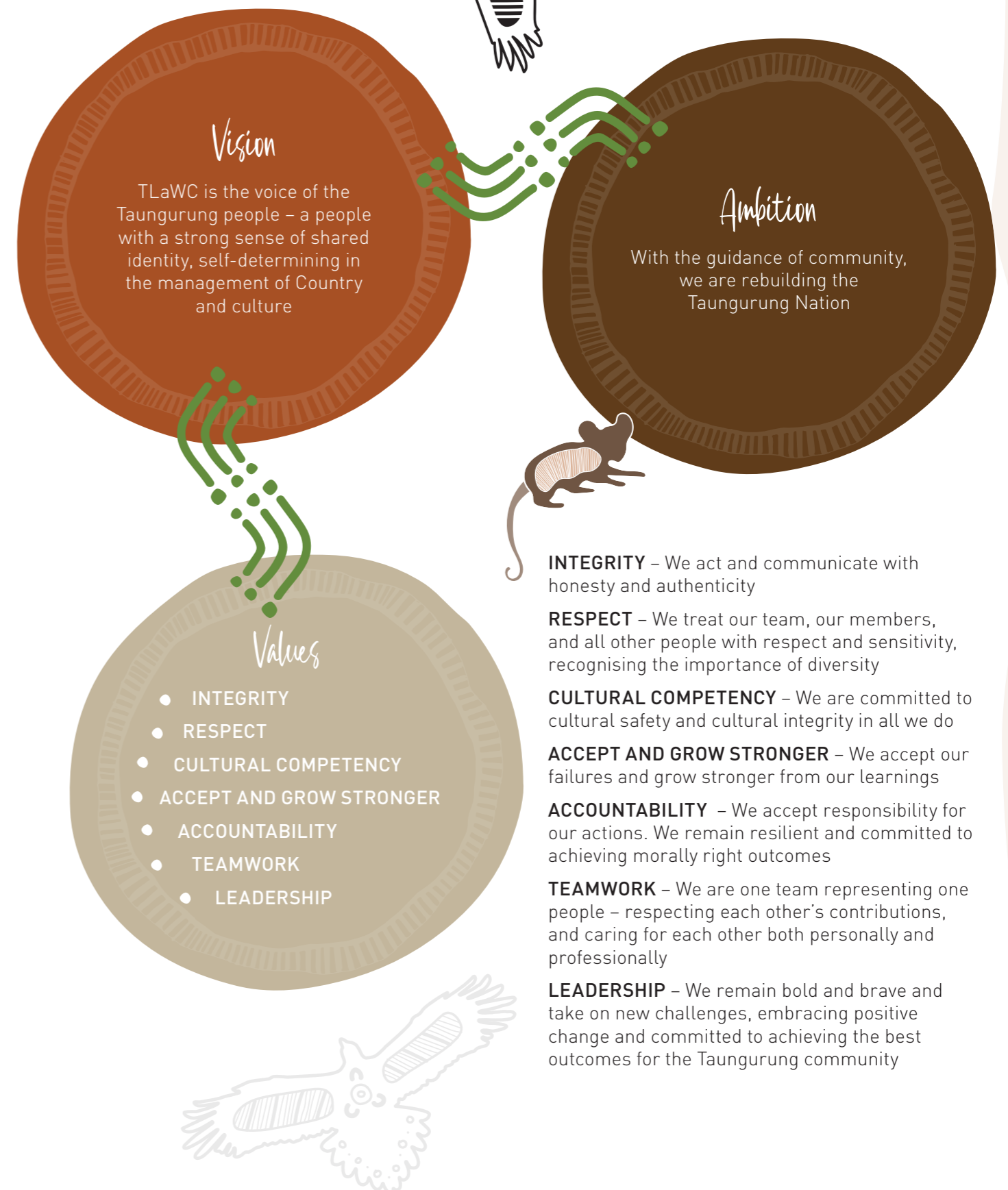
The Taungurung Land and Waters Council (TLaWC) is the corporate representative of the Taungurung people.

- 2003** The organisation was established in 2003 to advocate for Taungurung recognition and land management rights with regard to our traditional Country.
- 2009** TLaWC was given Registered Aboriginal Party (RAP) status in 2009, which has recognised Taungurung Traditional Owners as the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage and allowed for the management of cultural heritage across Taungurung Country.
- 2018** In 2018, TLaWC reached an historic settlement with the State of Victoria through a Recognition and Settlement Agreement (RSA) the culmination of over a decade of hard work and negotiation. TLaWC now manages Traditional Owner rights and exercises the responsibilities set out in the RSA.

The formal recognition of the Taungurung people's long standing rights and obligations on Country has created many new opportunities, including ensuring the Taungurung voice is heard clearly in relation to any significant activities on the Taungurung Crown land estate.

KEY functions OF TLaWC

- To raise awareness, respect and understanding of Taungurung people, culture and Country
- To enhance the benefits and opportunities for Taungurung people in employment, living on Country, and overall well-being
- To increase the economic strength and security of the Taungurung Nation through investments, property, and partnerships
- To preserve and reinvigorate cultural knowledge for current and future generations
- To revive the Taungurung language for use in community
- To be the keeper of shared Taungurung land, assets and intellectual property
- To engage with partners for the best outcomes in land and water management across Country
- To inspire Taungurung people to engage with their culture, live on their Country and take an active role in events
- To work towards Taungurung management and governance of Country.





The
Four Pillars

COMMUNITY

Strengthening our community

- 1. Strengthening Taungurung Community
- 2. Contributing to Health and Wellbeing
- 3. Improving Connectivity to Community

COUNTRY

Managing our Country

- 4. Building Our Land Base
- 5. Managing Country through Traditional and Modern techniques

CULTURE

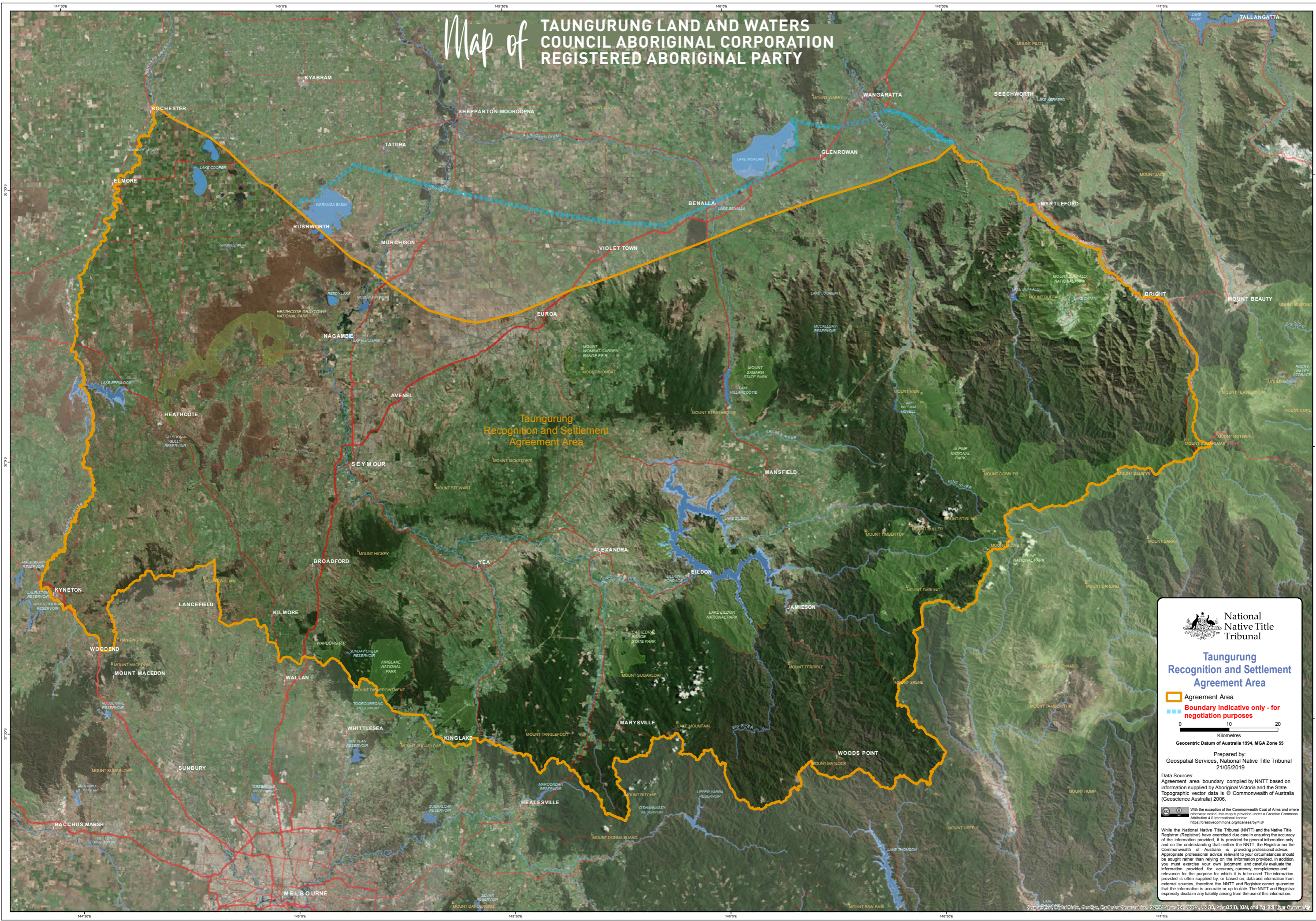
Protecting and reviving our culture

- 6. Reviving Our Language
- 7. Restoring Cultural Knowledge
- 8. Protecting and Preserving our Cultural Heritage

CORPORATE

Building our economic independence

- 9. Strengthening Organisational Capacity
- 10. Ensuring Financial Sustainability
- 11. Building Strong Corporate Partnerships



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CHAIRPERSON *Report*

As Chairperson of the Taungurung Land and Waters Council (TLaWC) and on behalf of the Board, I present the Annual Report for the 2021/2022 financial year.

Despite the challenges we've faced in the past 12 months, our organisation has continued to grow and flourish in serving the interests of the Taungurung people, and I am very proud to be a part of this important work. It is deadily to see our mob getting vaccinated to protect family and community, and while the opportunity to connect and spend time on Country has increased, there are still challenges on the horizon that we are ready to face together.

In 2021/22, I was fortunate enough to be able to attend the Taungurung Women's Business Knowledge Circle camp and I was so pleased to see so many Taungurung women from family groups all over Victoria come together in a safe and supported environment. Making possum skin cloaks, weaving, and discussing Welcome Baby to Country ceremonies were highlights that celebrate our connection to family, community, and culture. We are very fortunate to be able to spend time together as a community at camps that provide valuable time on Country together – to yarn, to share, and to build our relationships. I encourage you all to attend as many as you can.

In representing TLaWC at the 2022 AIATSIS Summit, I was able to listen to stories from First Nations groups from across Australia. This provided further inspiration and guidance in supporting the Taungurung Nation to achieve the many goals set out in the Strategic Plan.

Our Strategic Plan is now in operation and, through the four C's of 'Country', 'Culture', 'Community', and 'Corporate', we continue to strengthen the position of Taungurung People and our shared interests. If you have not had a chance to read the plan yet, I highly recommend all mob take some time to have a look at it. If you have any feedback at all, we would love to hear it.

The Taungurung Language Reference Group has recently undergone a review/revitalisation process. It is pleasing to see some new members welcomed and I thank departing members for all their guidance and support over the years – with a very special thank you to Auntie Loraine for her continued leadership of the group.

Finally, the leadership of our CEO, Matt Burns, and the hard work of all TLaWC staff must always be acknowledged. Our community is strengthened every day through the team's continued dedication, and I thank each and every one of the team for their ongoing efforts for Taungurung people and Country. Under Matt's leadership, TLaWC's financial position remains strong, and despite all the COVID uncertainty, we continue to be progressing our strategic interests and growing as a corporation for the benefit of our people and land.



Kaley Nicholson

CEO Report

Over the past year, the Taungurung Land and Waters Council has continued to navigate the coronavirus pandemic and associated operational challenges with care and consideration.

The leadership team and staff across TLaWC have shown great resilience and an ability to adapt to our operating environment and deliver outcomes on behalf of, and for the Taungurung people. Engagement with Taungurung community members through quarterly forums and events has improved with the easing of restrictions, alongside the creation of advisory groups to guide the work of the organisation.

We acknowledge the responsibility we hold as the representative voice of the Taungurung people and continue to advocate for the inherent rights of our community – ensuring our role as custodians of Country is being enhanced, while building a reputation as a Traditional Owner group that develops and maintains strong working relationships with partners.

I am immensely proud of the wide-ranging initiatives undertaken by the team over the past year, including (but not limited to):

- The office renovations at Alexandra and the installation of solar panels at both offices, improving our environmental focus (page 13)
- The launch of Biik Environmental, our Natural Resource Management enterprise (page 34)
- Intergenerational Trauma Camps and Community Camps to bring mob together, sharing experiences and building relationships (page 16)
- The development of the Cultural Experiences brand, wawa biik, which successfully held the Cultural Tour Guide training program and is set to launch tours in 2022 (page 18)
- A committed approach to increasing language use in the workplace and the community, headlined by the launch of the first book in Taungurung and English languages for children by Aunty Loraine Padgham (page 12).

Financially, we continue to be resilient and have again achieved a surplus in a challenging economic environment. This is while managing the difficulties of individual funding agreements to reach our current operational capacity, although the lack of core operations resourcing continues to provide a considerable risk to the continuity of TLaWC now and into the future. The financial health and sustainability of TLaWC remains solid but requires constant diligence to ensure the strength and stability for future growth.

Our cash reserves continue to be healthy, however a substantial portion is pursuant to agreements with funding bodies, with cash requiring allocation in accordance with the terms of funding agreements. This is yet to be expended at the end of the financial reporting year. Moving forward, there will be changes in the way we bring funding agreements to account to ensure a more accurate outlook for Taungurung members to analyse.

There is uncertainty of the operation of the Recognition and Settlement Agreement (RSA), impacting the revenues of TLaWC and the ability to accurately project revenues from year to year. We continue to advocate for the agreement and constantly work with State representatives to ensure the operation of the agreement remains whilst looking for a pathway through the procedural errors which created the original uncertainty.

We have an ambitious Strategic Plan (2021-25) as directed by the TLaWC Board. Our experience in the financial year has shown us how quickly we can drive change against the strategies within the plan. Our operations, the capability of our team, and our culture has enabled us to deliver some exceptional outcomes relatively quickly. With this in mind, we will accelerate the pace of improvement and growth across the organisation.

Finally, I would like to thank the TLaWC Board for the guidance and support provided to me. Further, I would like to acknowledge the efforts of all team members of TLaWC for their contribution during a very demanding year, with thanks to our leadership team of Camm Myrtle, Sherryn Antonopoulos and Bonnie Cavanagh for their dedication and support. I would also like to pay a special thanks to Chris Marshall, who retired after many years of service to TLaWC. His contributions and support of me are greatly appreciated and will not be forgotten. The results delivered in the last year could not have been achieved without staff and their teams going above and beyond on a regular basis. We know that the future will continue to present challenges, but I am confident that TLaWC and the Taungurung Nation's best years are ahead of us.



Matt Burns

2021-22 Highlights

FIRST RELEASE OF CHILDREN’S BOOK IN TAUNGURUNG LANGUAGE

In June 2022, TLaWC endorsed the first book written for children in both Taungurung and English languages. BIJIL BA WUDHI DEBERRA (Bijil and Moths) is authored by Aunty Loraine Padgham, Taungurung Elder and TLaWC Board Member. This is the story of a young Taungurung boy who accompanies his parents on their annual trip to the high plains in summer to participate in cultural activities, renew friendships with other tribes and clans, and to harvest Bogong moths. The book includes a QR code that can be scanned to listen to the story read in Taungurung language.

This was a landmark moment in the ongoing reawakening of the Taungurung language, forming part of a number of resources that will be made over time to re-establish the language as an integral part of the cultural landscape for those, both indigenous and otherwise, living on Taungurung Country.

This book was dedicated to the Taungurung people, past and present, who have cared for Taungurung Country and culture since time immemorial. Teachers and librarians from primary schools expressed delight in having this cultural resource available. All primary schools within Murrindindi Shire have received a copy of BIJIL BA WUDHI DEBERRA (Bijil and Moths) via generous support from the Murrindindi Shire Council, who provided funding to support the production of the book.

TLaWC also created a Language Look-Up Guide that utilises QR codes to scan language and hear it pronounced. This is to enhance the use of language at TLaWC by staff and will be made available to the community.



TAUNGURUNG CULTURAL TOUR GUIDE PROGRAM

Prior to launching wawa biik Cultural Experiences, ten proud Taungurung people successfully completed the first Taungurung Cultural Tour Guide Program. Beyond the purpose of creating a strong cohort of professional tour guides to lead tourism experiences on Country, this program was about creating a safe space for youth and Elders to come together to consolidate knowledge and gain confidence in sharing stories of culture with guests.

The three-week program was an introduction to tour-guiding led by Intrepid Travel and Koorie Heritage Trust to learn the basics of managing enjoyable visitor experiences. There were also opportunities for learning the storytelling techniques from other guides in the industry, and hands on cultural learning on Taungurung Country. The program included an assessment where each team designed and conducted their own trial tour. Everyone delivered educational and moving experiences that harnessed their strengths and showcased elements of culture and Country that were meaningful to them. The program has highlighted how much passion our guides have and the diversity of stories and life experiences that they each bring as individuals.

Our guides look forward to developing relationships with the wider community - connecting emotionally to our stories and to Country. Tourism is an opportunity to create a welcoming space for both our Taungurung guides and our guests to meet up, be themselves, have genuine conversations and celebrate the vibrancy of our living culture.



ENERGY TRANSITION PROJECT

TLaWC was successful in acquiring funding from DELWP in the Traditional Owner Renewable Energy Program. This project will enable TLaWC to provide renewable energy generation, educate staff, members, and the wider community on renewable energy, and ultimately assist TLaWC in achieving the goal of having carbon neutral offices. Solar panels were installed at the Broadford and Alexandra offices to commence the project.



2,200 followers
Facebook followers rose from 1,000 to 2,200 across the financial year



1,100 followers
Instagram RELAUNCHED and now has 1,100 followers



from 80 to 700 followers
LinkedIn RELAUNCHED and rose from 80 to 700 across the financial year



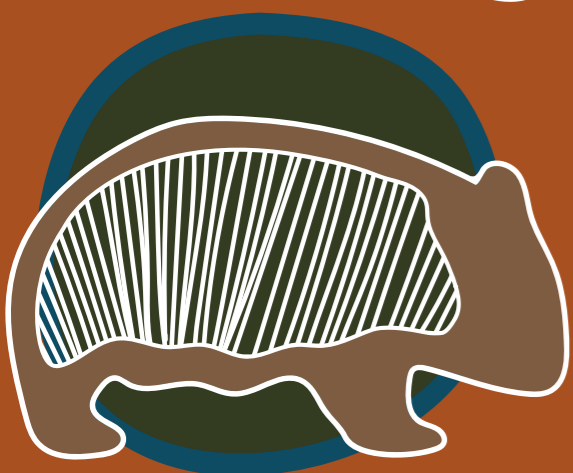
All four people on TLaWC's Executive Management team are Taungurung

COMMUNITY and CULTURE

The Community and Culture team is a conduit to the Taungurung community, overseeing cultural programs and events while listening, sharing and collaborating with TLaWC members.

Primary functions of the division include cultural awareness, specialist advisory groups, language revitalisation, and the preservation and sharing of cultural knowledge – with the overarching goal of driving meaningful ways to bring mob together.

The team develops and delivers on a range of cultural services and activities for members and the wider community. With a priority on supporting the needs and aspirations of the Taungurung Nation first and foremost, the team continues to proactively plan accessible programs and events to ensure mob feel connected through culture and community.



ADVISORY GROUPS

Advisory groups are an important mechanism to enable the sharing of the diverse views and ideas of the wider Taungurung community to help inform TLaWC's community programs and projects.

The **Community and Culture Advisory Group (CCAG)** was established to support community involvement and leadership in the progression of Taungurung community objectives. This is an interim group created to provide advice to the Community and Culture division until Knowledge Healing Practices are established and implemented. The CCAG provides oversight and advice on the vision, objectives and cultural insights on TLaWC's community and culture programs, tourism experiences, and third-party tourism projects on Taungurung Country.

Young people are the present and future, which places such importance on amplifying their voice through the **Youth Advisory Group**. In May 2022, an inaugural Youth Camp was held to bring together young members of the Taungurung community alongside Elders and youth leaders. The group enjoyed bonding activities, shared ideas, highlighted bold aspirations and yarned around the campfire. The camp participants now form the Youth Advisory Group, which will launch towards the end of 2022 with the announcement of a Group name in Taungurung language and a logo to establish a strong identity that represents participants. The Community and Culture team will develop a Youth Engagement Strategy, in partnership with youth and expert stakeholders, to further support Taungurung's youngest generations.

Having the guidance and wisdom of an **Elders Advisory Group** is essential when seeking cultural knowledge to inform the direction of the Taungurung community. The Elders Group continues to meet as a core advisory group, making recommendations to the Board and to management on various TLaWC activities, policies, procedures and events. The Elders Group thrive being out on Country to discuss key matters and look forward to more trips to explore areas of cultural significance.

LANGUAGE

The **Language Reference Group (LRG)** is a sub-committee of the Community and Culture division of the TLaWC Board. The group focuses on reinvigorating, discussing and expanding the use of Taungurung language with valued insight and support from community. A core focus is to develop the Language Revitalisation Strategy to see language used and understood by Taungurung people and communities. LRG meetings are scheduled four times a year, with regular email requests for input into language and naming decisions also sent as required.

The LRG was asked to provide lists of Taungurung words to be considered for the naming of new thoroughfares in Council and Shire subdivisions. Geographic Names Victoria strongly supports and encourages an increase in use of Traditional Owner language in the naming of roads, features and localities. This is a significant step for the use of Taungurung language in public settings.

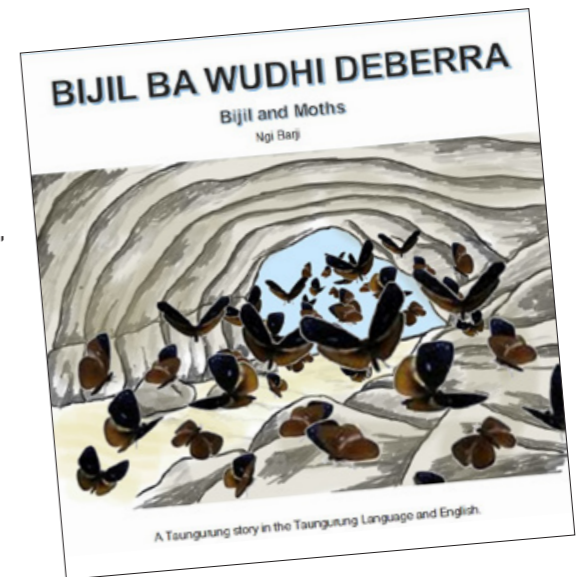
A list of words for use in the office environment was developed. The vocabulary, prepared into a booklet, lists common office terms and includes a QR code against each entry to provide an audio example of pronunciation. In many instances, it was necessary for Professor Barry Blake, in consultation with the LRG, to develop new words. The Language Look-up Guide will soon be available to community.

The LRG completed a series of organised Language Zoom Classes. These classes covered the basics of Taungurung Language Grammar and were presented by Professor Barry Blake, who has also been engaged to review the Taungurung dictionary. They are a useful reference point for members wanting to gain or refresh their understanding of these aspects of Taungurung Grammar. Dr Julie Reid's presentation to the LRG, entitled *Creating new words for old languages*, was recorded and uploaded. For a language which had most of its vocabulary collected in the mid 1800's, Julie's presentation provides the knowledge to develop and convey new words for those new concepts and ideas now present in the 21st century.

Negotiations are currently taking place with local educational groups who have applied for and received funding to incorporate Taungurung language into their school programs.

Name of Risk and Audit Committee – *Daada Gurnap Nhilam*

Name of Agreements team – *Yiyaga ba Wongarra*



Taungurung Elder, Auntie Loraine Padgham, released the first children's book in Taungurung and English languages. (see story in the highlights section).



Language Reference Group

Goranwarrabul House provides the local Aboriginal community with culturally appropriate information and resources, health and wellbeing workshops, training, information sessions and groups to educate and improve health issues, barriers and outcomes. Led by an Aboriginal Health and Wellbeing Officer, the House also enables access to specialist services such as an optometrist, dentist, fortnightly foodbank, and an alternating Women's Group. Recently, plans have been put in place to commence a regular Men's Group and other activities to not only meet the strategic objectives under the well-being and safety strategy Korin Korin Balit Djak, but also to support the broader community.

COMMUNITY AND CULTURE CAMPS

Community Camps bring the mob together to connect through culture and time spent on Country. After the health and safety challenges of the past few years, it was exciting to be able to re-host cultural activities again for all Taungurung members. The Community and Culture team has been working diligently to plan and stage the next phase of cultural camps and events for the upcoming year.



COMMUNITY CAMP AT HOLMESGLEN EILDON | JULY 2021

A Healing Country Community Camp was held in Eildon, featuring a presentation on Taungurung's past, present and future, dedicated to new members interested in expanding their cultural knowledge. TLaWC provided information on Cultural Heritage and showcased a range of artefacts. The remainder of the camp was freeform, hosting community to freely yarn with each other, take part in recreational activities, paint, or make adornments.

40 PEOPLE



CAMP JUNGAI | DEC 2021

A Connecting Back to Country camp was held at Camp Jungai, a beautiful location on the Rubicon River. This provided everyone an opportunity to contribute to discussions about how Taungurung knowledge should be shared. The group worked together to develop a design for a new possum skin cloak, while knowledge holders demonstrated and passed on knowledge on how to make traditional spears, digging sticks and clap sticks. The campfire saw people sharing stories and building relationships while they reconnected with community, culture and the land.

50 PEOPLE



COMMUNITY CAMP AT CAMP JUNGAI - FEB 2022

Discussions about the Reading Country program were held at Camp Jungai, which is being developed as part of the Healing Knowledge Project. The new tourism bus was used to take community to Cathedral Range State Park, which is now under Aboriginal title and subject to the development of a Joint Management Plan developed by a Taungurung-majority Traditional Owner Land Management Board (TOLMB). A discussion was the need to build a Reading Country assessment tool for determining the health of Country according to biocultural values and using these to design management plans for TLaWC to implement cultural land management practices on Country.

55 PEOPLE



COMMUNITY CAMP | 29 APRIL - 1 MAY

A women's business cultural camp was hosted with a diverse group of Taungurung women. As women's business is grounded in traditional lore, the discussions are sacred to women individually. With respect to this, a general overview of the main topics included defining women's knowledge, setting out priorities, and discussing what the group would like to learn moving forward. The group enjoyed hearing about possum skin cloaks and took to sewing, while others engaged in traditional weaving. A key outcome of the camp was the desire to bring back a traditional ceremony for welcoming baby to country - it celebrates the connection of the baby, the family, and the community to Taungurung culture.

30 PEOPLE

"We had a great time up in Eildon. It was so good to be on Country in such a beautiful location with all the mob. Thank you to TLaWC for putting on such a deadly trip for us". Taungurung Community Member.



wawa biik

Cultural experiences are a powerful storytelling, economic development and advocacy platform for the Taungurung Nation. In 2021, with significant funding from the Department of Jobs Precincts and Regions (DJPR) TLaWC commenced the development of its cultural experiences program – providing tours on Country. Subsequent community engagement, business planning, capacity building and experience development was achieved to ensure a strong foundation for a sustainable tourism venture. In June 2022, a cultural experiences business subsidiary of TLaWC was registered under the name wawa biik (hello Country).

There is high demand for Aboriginal cultural tourism in Australia. Prior to the pandemic, research by Tourism Research Australia showed that 2.5 million Australian and International visitors took part in an Indigenous tourism experience in 2019.

This was a 42% increase since 2013. TLaWC conducted market research with 117 respondents who confirmed that there is still desire from local and intrastate Victorians to support and learn from the Taungurung community through immersive cultural experiences on Country.

wawa biik
(hello Country)

VISION

A community tourism development workshop and tourism pilot experience took place in January to discuss the aspirations, concerns, and opportunities around tourism and cultural experiences. This included focusing on more opportunities to work on Country and engage in cultural practice, younger generations learning from Elders, greater use of Taungurung language present across the region, and self-determined storytelling on Country. The need for clear guidelines on Indigenous Cultural and Intellectual Property (ICIP), cultural safety of guides on tour and ensuring ongoing community benefit were flagged as necessary development areas.

The vision, goals and storytelling of wawa biik is consistent with the messaging in the Taungurung Country Plan, which states: *Country is the heart of Taungurung identity. The right and responsibility to care for Country, Culture and People are critical to the identity and well-being of Taungurung people now and into the future.*



GOALS

- Provide economic and social opportunities for the Taungurung community
- Strengthen the cultural identity of Taungurung people
- Raise awareness of Taungurung cultural values and living culture
- Develop advocates and supporters of the revitalisation of Taungurung culture and cultural management of Country

Community engagement has contributed to the development of the name and brand of the business. Having a distinct cultural experiences brand ensures that TLaWC can be competitively positioned in the tourism market and inspire visitors to emotionally connect with Taungurung stories and experiences on Country. Having a brand that accurately represents the people and Country of the Taungurung Nation is essential in creating authenticity and purpose with the tourism venture. This also acknowledges that each individual Cultural Tour Guide has their own unique expression of culture to share, which adds depth and diversity to the collective Taungurung story.

TLaWC facilitated a **Cultural Tour Guide training program** with ten Taungurung people successfully completing the program. This was designed by TLaWC, but facilitated in partnership with Intrepid Tours, Koorie Heritage Trust and Visit Victoria. Cultural safety, group management, tour delivery, tourism site visits, storytelling and cultural practice on Country were all aspects of a three-week program designed to have confident and professional frontline staff leading tourism experiences.

wawa biik will build strong partnerships through the Taungurung-led **Cultural Tourism Partnership Program**. The program provides a framework for a collaborative, creative and educational space that has purpose beyond profit. Designing cultural experiences with select partners who bring unique expertise and services and have shared values and shared goals will contribute to the overall experiences having positive benefits to Taungurung Culture, Community and Country.



Cultural experiences will be conducted onboard a Toyota Coaster 4WD with a wheelchair lift

EXPERIENCES

wawa biik cultural experiences are an invitation to connect to the Taungurung story. Visitors engage in honest and energising experiences that can expand their perspectives and celebrate a positive future. Experiences will be led by two Taungurung Cultural Tour Guides who share aspects of their cultural life and stories of Country. Small groups of no more than fifteen people per tour provide an intimate and personalised experience. First tours will depart from Nagambie and Euroa with further locations and experiences to be designed over the coming year.

TLaWC will launch the first experiences in 2022, and then reflect and assess before expanding. This is part of a regenerative tourism approach. Instead of designing for economic growth alone, it is important to take a holistic approach that considers the contribution to social, cultural and Country aspirations. There is demand for more tours, private group experiences, events, and workshops – but the aim is to grow slowly and purposefully, building capacity by creating more opportunities that strengthen the positive impact of the experiences long term.



CULTURAL LAND MANAGEMENT

The last 12 months have been a time of growth and setting strategic objectives for the **Cultural Land Management (CLM)** team to set TLaWC up for success into the future. The CLM division met with community several times and reviewed projects and programs that were in place to identify where priorities should be focused. The team worked closely with Biik to ensure that Taungurung people are empowered to be connected to all components of Cultural Land Management – this includes strategy and planning, informing and applying cultural knowledge and practice to heal and care for Country.

CULTURAL LAND MANAGEMENT STRATEGY

Work has been done over the past year to collate and analyse learnings to enable TLaWC to set a strategic vision for the CLM division through the **Cultural Land Management Strategy**. The strategy, set into four key themes, will be used to set objectives for knowledge healing and practice development, to activate Taungurung rights and interests, and to work collaboratively with the State to achieve the structural, policy and legislative reforms required to enable Taungurung people to be leaders in healing and caring of Country – now and into the future.

Healing Knowledge

To heal, strengthen and reconnect cultural knowledge, knowledge holders, knowledge transfer and learning systems associated with biocultural values of Country and to inform practice development.

Healing Country

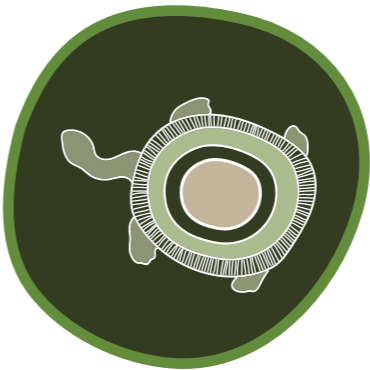
To heal, adapt and apply cultural land management practices to heal Taungurung Country and Community.

Managing Country

To support planning and management of Country by leveraging existing frameworks, policies and strategies to create opportunities for Taungurung to activate our rights and interests.

Governing Country

To seek the structural reforms and build the co-capacity needed to establish enduring governance arrangements that embed Taungurung rights and interests in land and water management.



CULTURAL WATER PROGRAM

TLaWC's **Water Program** has been in operation since 2018. During the 21-22 financial year, Baan Ganalina (Guardians of Water) saw the appointment of a Water Program Manager, alongside program development in line with the Cultural Land Management Strategy. Cultural Landscapes (Waterscapes) contexts were revealed for the Corop Wetlands Complex and Waring (mid Goulburn) and Reading Country Water activities were undertaken for significant waterways.

The Reading Water Country program brings together cultural waterway assessments carried out by Baan Ganalina knowledge holders with ongoing monitoring of biocultural values on Country by the Biik crew.

The collection of information about biocultural values helps strengthen the Taungurung voice in contributing to decisions about waterway management.

TLaWC and Biik have worked to care for important places on the Waring. This includes revegetation and environmental water delivery at Horseshoe Lagoon, and revegetation, habitat and fish restocking at McLarty's Lagoon. Funding has been secured for a pilot project to care for Molesworth Billabongs, with a view to delivering environmental water in the future. Discussions are currently underway to develop a culturally informed management plan for the Waring in collaboration with Goulburn Broken Catchment Management Authority (GBCMA). Establishing cultural landscape management over Corop lakes has been a strategic priority, with TLaWC working with DELWP and GBCMA under the Greens Lake Action Plan with a view to a potential takeover of Greens Lake by TLaWC. This work will lead the establishment of culturally informed management across the lakes landscape in the future.

TLaWC staff engaged with DELWP on a review of the Goulburn Trade Rules to advocate for change in how flows in Waring are managed. As part of this project, DELWP committed to reforming future governance to better incorporate Traditional Owners into decision making. A Taungurung Nation Statement was prepared alongside other Nations to support structural change in water governance and practice through development of a roadmap for Aboriginal water. This has contributed to ongoing advocacy to activate Taungurung rights and responsibilities regarding access to water and waterway management.

CULTURAL LANDSCAPES PROGRAM

The Victorian Traditional Owner Cultural Landscapes Strategy (VTOCLS) provides a pathway for Traditional Owners to develop new collaborative governance arrangements, planning processes, and to repatriate management practices to begin the task of restoring and redressing harms to Country and bring healing to community. The Taungurung Cultural Landscapes Program defines and supports that pathway for Taungurung people and Country.

During the 21-22 financial year, TLaWC secured funding out of the implementation of the VTOCLS. These funds will resource a Program Manager and some program establishment activities. Additionally, contemporary cultural landscapes on Taungurung Country were revealed for Corop Lakes, Reedy Lake, Waring (mid Goulburn), Alpine, Strathbogies and Cathedrals.

In relation to progressing Taungurung rights and interests for the Strathbogies, the Minister for Energy, Environment and Climate Change established an Eminent Panel for Community Engagement. TLaWC provided a sessional member to support specific recommendations for the future use of the Strathbogies Immediate Protected Area. A report was submitted to the Minister with recommendations for the repatriation of management, planning and governance rights to the Taungurung people for this culturally significant forest and its cultural landscape.

PRIVATE LAND ACQUISITION AND DEVELOPMENT

Approximately half of the tenure of cultural landscapes on Taungurung Country is private land. This is acknowledged in the Cultural Land Management Strategy through a Private Land Acquisition and Development program, nested within the Cultural Landscapes Program. As private land is acquired or management rights negotiated through Agreements, TLaWC ensured that a consistent system can be applied to the planning, management and governance of cultural landscapes. Expert consultants have been advising TLaWC of business models for private land acquisition and management that are currently being applied in Victoria.

CULTURAL FIRE PROGRAM

The Cultural Fire Program will include the development of a strategy to guide knowledge healing, practice development and the identification of landscapes and places of cultural and environmental priority to apply Cultural Fire and associated practices. Funds will resource a Program Manager and program establishment activities. The Program Manager will oversee the development of the Cultural Fire Program in collaboration with Biik for the healing and application of Taungurung Cultural Fire knowledge and practice to Country.

TAUNGURUNG PARKS PROGRAM

The Taungurung Parks Program has been established to oversee the delivery of two important initiatives that are enabled through the Taungurung Recognition and Settlement Agreement (RSA):

- Taungurung Parks Ranger Program
- Taungurung Traditional Owner Land Management Board (TOLMB)

The Taungurung Parks Ranger Program provides the funding and framework for up to six positions for Taungurung people to perform the duties of a Parks Ranger. The Taungurung Rangers are TLaWC employees on a secondment arrangement with Parks Victoria. The aim is to undertake on-the-job training as park rangers, and to familiarise themselves with the parks and reserves that Parks Victoria manages on Taungurung Country.

TLaWC and Parks Victoria started working together to develop a Program Plan that sets out long term objectives to establish culturally informed projects to be delivered in Aboriginal Title parks and reserves. These will be led by Taungurung Rangers, who are undertaking a Certificate 3 in conservation management (delivered through a partnership between the Euroa Arboretum and Biik).

The Taungurung TOLMB project aims to establish arrangements that are best suited to the rights and interests of the Taungurung Nation in activating the governance arrangements for the nine Taungurung Aboriginal Title Parks and Reserves returned to the Taungurung under the RSA.

BIOCULTURAL DIVERSITY PROGRAM

TLaWC is collecting knowledge from Taungurung people and researching history, archaeology, plant knowledge, observations of the seasons and many other elements that support the holistic understanding of Country

The Biocultural Diversity Program provides the opportunity to understand the connection Taungurung people have with Country. Deliverables will express biocultural values and practices to inform both a participatory monitoring frame and the development of a Biocultural Sub-strategy for the Taungurung Country Plan. Combined, these products will develop a pathway to support self-determined biocultural management practices.

Resourcing was acquired to fund a Biodiversity Program Manager and a Program Coordinator, and a two-year program to develop a Biocultural Diversity Sub-strategy of the Country Plan and a Culturally Significant Species Plan (CSSP) for the Bogong Moth. The Bogong Moth CSSP will provide a template that will outline Taungurung rights and interests in relation to culturally significant species reflecting correct Indigenous Cultural and Intellectual Property (ICIP) and have a public-facing component that will inform engagement with relevant Victorian State policy and practice. The Biocultural Diversity program, focused on alpine regions, has been working with the Taungurung community to establish a Reading Country approach to identify and record important biocultural values of Country.

KNOWLEDGE HEALING PROGRAM

The Knowledge Healing program supports community leadership to heal Taungurung knowledge and practice, with several community meetings held. A key aspect of this program will be developing systems of protection for Taungurung Indigenous Cultural and Intellectual Property (ICIP). Work has been progressing to increase TLaWC's geospatial mapping and data collection capability through acquisition of powerful GPS devices being utilised organisation wide. The CLM division has been providing support to Biik, the LUAA team and the Cultural Heritage Unit to collect and manage vital geospatial data.

PARTNERSHIPS

Work has begun on several partnership agreement projects with key State departments and agencies. The partnership agreements aim to set shared goals and objectives that are mutually beneficial and support each partner to meet their legal and contractual obligations. A key focus here is to ensure that Taungurung people are empowered to activate rights and interests according to the principles of self-determination. The CLM strategy enables TLaWC to apply a consistent set of objectives when working with any department or agency.



AGREEMENTS

The RSA suite of Agreements is the mechanism whereby the status of the Taungurung people in their relationship with the State moves from stakeholder engagement to genuine partnership in the management and care of Taungurung Country.

The Land Use Activity Agreement (LUAA)

The LUAA gives procedural rights to the Taungurung people regarding proposed activities on public land.

The Natural Resource Agreement (NRA)

The NRA provides for Taungurung people to carry out agreed activities, including to take, use and manage natural resources on public land, consistent with sustainability principles.

Indigenous Land Use Agreement (ILUA)

The Indigenous Land Use Agreement (ILUA) binds all the agreements together and formalises these agreements as a native title agreement. This allowed the Taungurung settlement package to be formally registered under the Native Title Act.

Land Agreement

This agreement provides a mechanism for transfer to TLaWC of national parks and reserves as Aboriginal title and any Crown land the State has agreed to transfer as freehold.

Funding Agreement

The State provides TLaWC with a range of funding which includes core operations funding, once-off interim capacity funding and economic development funding.

Traditional Owner Land Management Agreement (TOLMA)

This Agreement provides for the setup of the joint management and governance structure for the Aboriginal Title parks and reserves.

Traditional Owner Land Natural Resource Agreement (TOLNRA)

The TOLNRA allows for Taungurung community members to exercise their NRA rights on land owned by TLaWC, irrespective of any planning or other regulations which may otherwise prohibit such activities.

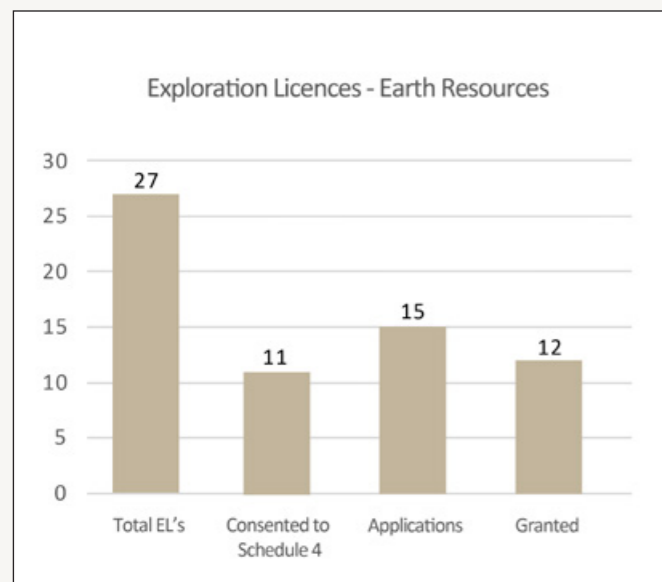
Participation Agreement (VTOTPA)

This agreement sets out the framework for the management and distribution of funding to be deposited in the trust, VTOT.

The **Land Use Activity Agreement (LUAA)** team adopted a Taungurung language name, **Yiyaga ba Wongarra** – See and Know. Their role being to see what is happening on Country and bring the knowledge back to the TLaWC team more broadly. The Yiyaga ba Wongarra team works to ensure the rights of the Taungurung people are upheld regarding land use activities on public land on the Taungurung estate. The team has expanded with the addition of a new LUAA Manager and Administration Assistant, and the promotion of the former RSA/ LUAA assistant to RSA/LUAA Project Officer. More than 211 notifications have been assessed in the past two years.

The team continues to work with State agencies in addressing any misunderstandings in the application of the LUAA and the categorisation of certain activities – particularly works the team identifies as significant land use activities and having a major impact on both the land and Traditional Owner rights. TLaWC is collaborating with the State on activation of the Dispute Resolution process under the RSA, including a LUAA workshop to resolve these differences in understanding the application of Taungurung’s agreement.

Team expansion means that negotiations are underway to realise ‘wadamba buk’ (renew community) benefits from Exploratory License holders/applicants and Negotiation B activities.



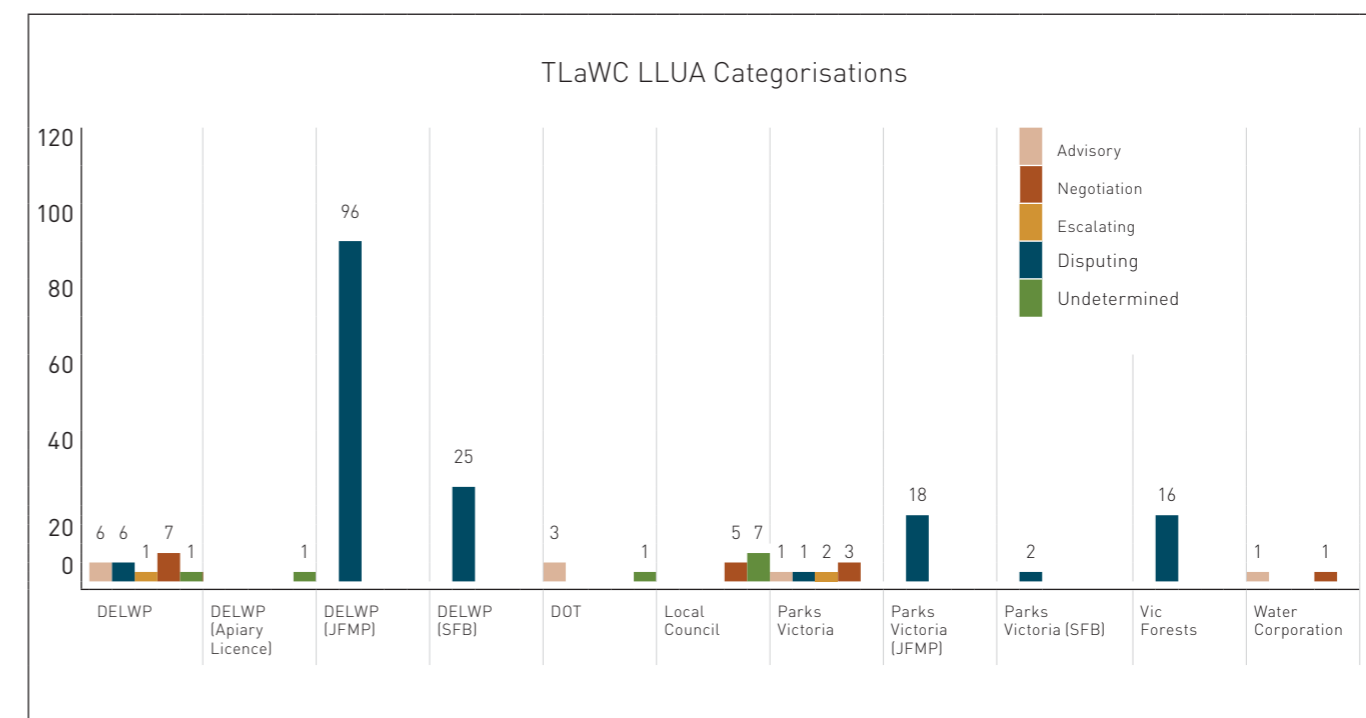
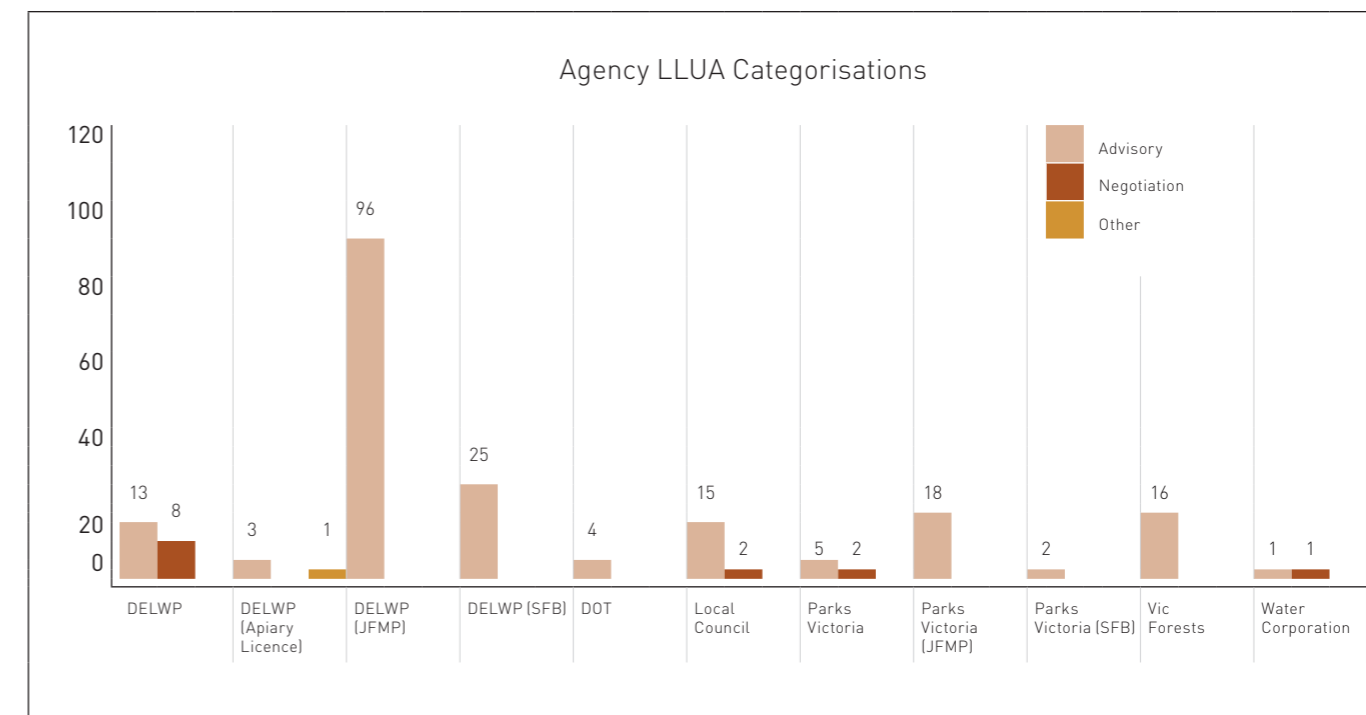
A discrete activity under the LUAA is the grant of new Exploration Licences (EL) on Taungurung Country. Any ELs granted over Crown Land generate community benefits payments for the Taungurung people, under schedule 4 of the LUAA. The LUAA allows for EL proponents to consent to the schedule 4 conditions without the need to enter negotiations with TLaWC for every activity, a process supported by TLaWC as it reduces a huge workload to achieve a relatively simple outcome. The current applications and granted EL's are outlined in the tables below.

The ongoing implementation of the **Recognition Settlement Agreement (RSA)** has encountered some challenges over the past 12 months. The original registration of the **Indigenous Land Use Activity (ILUA)** with the National Native Title Tribunal (NNTT) was set aside in March 2021, and the subsequent registration application was refused by the NNTT in August 2021. Although initially a difficult period, TLaWC has used this time to focus on relationships and partnerships, themes implicit within the RSA, rather than an emphasis on strict obligations or a compliance mindset. It has also created an exciting opportunity for a reset of many of the existing relationships with State agencies, local councils and other stakeholder organisations. The direction has quickly evolved from 'what are the minimum standards currently required' to 'how can TLaWC's partners work collaboratively to fulfill many of the objectives of the RSA in a practical and self-determining way?'.

An example of this partnership mindset is the substantial expansion of procurement opportunities that has been presented to TLaWC (and undertaken by Biik) over the last 12 months. Rather than limiting the procurement offerings to the minimum 10% annual spend required under the **Natural Resource Agreement (NRA)** Participation Strategy, many agencies and partner organisations have now committed to working directly with TLaWC. This is to develop first right of refusal processes and

provide contracting opportunities that directly align with Biik's services, employment growth and skill development. These types of commitments to the long-term growth and sustainability of TLaWC and its subsidiaries through partnership rather than compliance has measurably elevated these agency relationships, setting strong foundations for the future.

Once the RSA implementation reverts to business as usual, the work undertaken on these relationships and partnerships will benefit from this foundational work. Valuable time and energy spent in the past year on relationships has raised the bar in adopting collaborative approaches to mapping out and tracking implementation of all the Taungurung RSA opportunities through the newly established Agreements unit within TLaWC.



CULTURAL HERITAGE

The Cultural Heritage team fulfils and manages TLaWC obligations as a Registered Aboriginal Party (RAP) under the Aboriginal Heritage Act (AHA) 2006. This ensures that Taungurung cultural heritage values are protected and that TLaWC's statutory obligations as a RAP apply best practice principles in the interests of the Taungurung people. In carrying out its legislative responsibilities, the organisation works closely with government agencies, local government, and the heritage industry. Through efforts in cultural heritage management and other initiatives, the aim is to help maintain Taungurung cultural places and artefacts for future generations.

41 Cultural Heritage Management Plans (CHMP)

that had activity and were at various stages of preparation

5 CHMPs and 8 Amendments were approved by the Cultural Heritage Team

44 Notice of Intents (NOIs) for new CHMPs were lodged, with **(9) NOI's** submitted for Amendments

0 CHMPs were discontinued over the reporting period

8 Cultural Heritage Permits (CHP) have been evaluated and approved

8 Cultural Heritage Permit applications were received during the reporting period

Compliance activities over the reporting period included workshops and meetings with First Peoples - State Relations (FPSR) and responding to potential noncompliance with the AHA 2006.

- Taungurung compliance cases under investigation over the reporting period: 13
 - Ongoing: 11
 - Closed: 2

Current ongoing investigations include:

- Potential commencement of works involving three or more dwellings at a cafe site without a CHMP
- Works alleged to have taken place in an exclusion zone where the activity is the development of a residential subdivision. Cultural material is also alleged to have been disturbed because of this work



- Report from RAP of bridge construction works being undertaken without a CHMP. Works are reported to be over 100m length roadway and in an area of cultural heritage sensitivity.
- Potential non-compliance for a residential development.

In addition to CHMP and CHP activities, the following projects are at various stages of development, application, and delivery:

STRATEGIC FIRE BREAKS PROJECT

Cultural Heritage surveys have been undertaken by TLaWC along a total of 300.44 km, relative to 29 proposed Strategic Fire Breaks (SFB) - land where vegetation has been permanently modified to reduce rate of spread and intensity of fire for the protection of assets or to assist fire control. The surveys have allowed for the identification of 133 previously unknown cultural heritage places: 87 Low Density Artefact Distributions, 4 scarred trees, and 42 artefact scatters. Four CHPs were prepared to assist in the protection and management of those cultural heritage places during the SFB construction phase and future maintenance works. The preparation of CHPs considered the specifics of each break, and each landform where cultural heritage has been identified.

CROWN LAND WATER FRONTAGE ASSESSMENTS

The *Camping areas on licensed regulated land Traditional Owner Assessment Guidelines* (Guidelines) set out the process for RAPs to carry out assessments of regulated land. These guidelines were developed by the Department of Premier and Cabinet in consultation with Traditional Owner groups, DELWP and the Victorian Fisheries Authority. The proposed surveys relate to the undertaking of assessments of the nominated areas in accordance with the Guidelines. This is to ensure that any determinations made will ensure Aboriginal cultural heritage is protected from harm – the activity of camping on licensed regulated land. For each of the nominated areas, DELWP is seeking certification of the outcomes of completed Heritage Assessments as either:

Green-Light Sites: a proposed Camping Area in which no risk to Aboriginal Cultural Heritage has been identified by a RAP and is suitable for camping.

Yellow-Light Sites: a proposed Camping Area in which risk to Aboriginal Cultural Heritage has been identified but may be avoided through conditions placed on usage of the Camping Area.

Red-Light Sites: a proposed Camping Area in which risk to Aboriginal Cultural Heritage has been identified and is not suitable for camping.

To date, a total of 30 property tenures have been evaluated.

MEMORANDUM OF UNDERSTANDING

The implementation of the Strathbogie Shire Memorandum of Understanding (MoU) remains ongoing. Strathbogie Shire Council is seeking to establish a TLaWC referral pathway for High Impact Uses and Development that includes areas of Aboriginal Cultural Heritage Sensitivity, where the activity area would trigger a CHMP if located within a specific area. Under this MoU agreement, referrals to TLaWC for comment will also be required for planning proposal submissions to Council. A TLaWC and City of Bendigo MoU draft is currently in development. The working draft of the City of Bendigo MoU largely contains the Strathbogie Shire MoU content. This is now considered by TLaWC as baseline as more partnerships are explored, linking with the Country Plan which states: *to establish strong partnerships and investment to care for Taungurung Country. Our partners are working with us to understand our concerns, our knowledge and our cultural rights and responsibilities to care for Country, Culture and People.*

CULTURAL HERITAGE BUSINESS UNIT DEVELOPMENT

TLaWC has recognised the need to improve the current RAP management systems and diversify the focus of Cultural Heritage unit activities to protect cultural heritage interests and capitalise on business opportunities. Pathways include:

- The development of a sector specific strategic plan to take stock of where the Heritage unit is now, where it is going, and why
- The preparation of a business plan to roadmap the strategic objectives, manage timelines and resourcing, maximise profitability and formulate effective decision-making processes
- Targeted recruitment and a program of staff development/training (guided by the strategy and business plan) to enable the Corporation to shape and manage its direction in-house and to apply the principles of self-determination more fully.

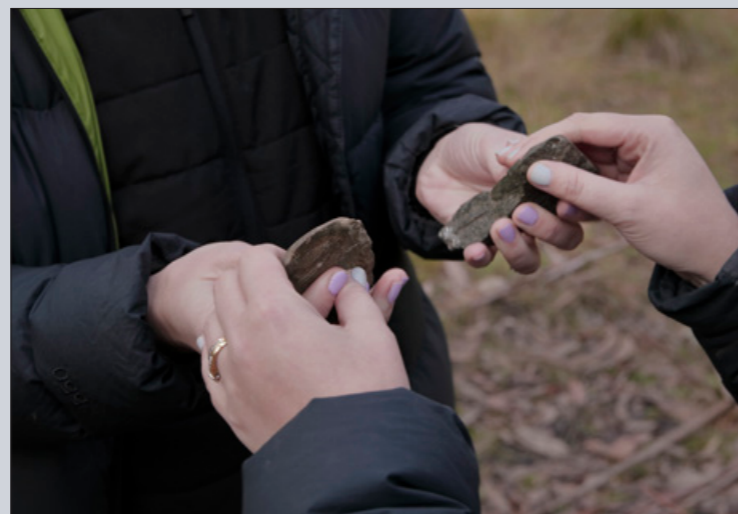
CULTURAL VALUES ASSESSMENT PROPOSALS

Several pilot Cultural Values Assessments (CVA) have been proposed for the Mt Buffalo area to assess the biocultural values and understand the broader cultural significance of the region. They are the Wild Dogs Plain and the Reading and Healing Country projects. TLaWC has received advice from the DJCS that the *Reading and Healing Country – Mt Buffalo* grant application has been approved under the Aboriginal Culture and Healing Bushfire Recovery Grants.

A CVA is a way to identify, assess, and produce recommendations for the protection and management of the intangible and biocultural heritage values held by the Taungurung Nation in relation to a place or landscape. They assist to further shape the Taungurung cultural story of place and Country, provide an educational resource for the Taungurung community, and offer material to inform future projects that seek to imbed Taungurung Traditional Owner values in development and infrastructure planning.

TAUNGURUNG FIRE STORY

A Bushfire Recovery Victoria (BRV) grant for the *Taungurung Fire Story: community, culture and resilience* project WAS awarded to TLaWC, providing funding support for the project. The 12-month project has two components: community crisis mitigation and community resilience. Community crisis mitigation will allow Taungurung members to inspect preventative fire suppression zones for Cultural Heritage and Fire management purposes. Community resilience will see Taungurung members renew the cultural and spiritual connections to land through traditional ecological knowledge, repatriating artefacts and managing fire-affected scar trees.



CORPORATE SERVICES

It has been a year of extensive growth and productivity for Corporate Services, which has a range of specialists passionate about driving positive change towards better outcomes, supporting other TLaWC teams, and achieving the goals set out in the Strategic Plan.

PEOPLE AND WORKPLACE CULTURE

TLaWC has grown from 42 to 65 staff and continues to have a high level of diversity across all teams. Taungurung people are supported with employment opportunities, which included a mailout to all members to request their areas of work and expertise for any upcoming roles. For the first time, all leaders in the Executive team are Taungurung people. TLaWC has a strong retention rate of 78% for the year, which is well above average and demonstrates the value of staff days and the new wellness portal. The achievement of diversity and retention is indicative of the workplace culture and support systems in place for all staff.

The PWC team assisted other divisions in navigating through the challenges presented by COVID, providing guidance and updates through an ever-changing environment. A series of new policies were introduced to support teams and staff in navigating any issues or changing protocols. A dedicated safety resource was recruited alongside new safety software, which greatly benefits functions such as incident reporting, contractor compliance and safety alerts. There has also been a focus on staff professional development with the allocation of training funds for permanent staff, hosting regular staff development conversations and leveraging training facilities from partners.

All leaders are navigating leadership training in support of the upskilling of leaders. Dedicated office support resources across Broadford and Alexandra offices are available, streamlining the assistance offered across the organisation.

FINANCE

A transformation of the finance stream was conducted, including the transition of accounts to Xero at the end of the financial year. This included implementing budgets by department to complement the release of a revised delegated authority, empowering leaders to make the right spends in their area of expertise. Financial management is now in-house, which lowered costs as well as strengthening the financial support and knowledge across TLaWC. While the Finance Officer relocated to another state, payroll and payment of invoices did not change, proving this role can be successfully achieved remotely. TLaWC invested \$4m available cash into a low-risk investment and has Board approval to invest a further \$16m into long-term investments when the funds become available. Bank accounts were reviewed, challenging the bank to provide higher interest-bearing accounts generating more revenue for TLaWC and ultimately the Taungurung Nation. TLaWC moved from a cash budget twice a

year to an accrual profit and loss monthly forecast model to provide better information in a timely manner to support the making of sound financial decisions.

The Daada Gurnap Nhilam (Risk and Audit Committee) supports the Board of Directors by providing an independent perspective on TLaWC's financial reporting, exposure to and management of various risks, the system of internal controls and the audit of the financial report.

A milestone precedent for TLaWC was set, lending \$500,000 to Biik to help the business grow and reinvest in Taungurung-led initiatives

COMMUNICATIONS

TLaWC implemented a new Communications Strategy to be a guide in the pathway to increase audience engagement, establish consistent branding and messaging, and support the Taungurung Nation to achieve the goals set out in the Strategic Plan. The growth of TLaWC's social media accounts was a core focus, with Facebook followers more than doubling across the financial year (1,000 to 2,200) and both LinkedIn (700 followers) and Instagram (1,100) relaunching successfully. Increased audiences were achieved through targeted stories and themes, such as

Staff as at 30 June 2022
65
Total employees
28 Taungurung
4 Indigenous
33 Non-Indigenous

Staff as at 30 June 2022
41 Full time
11 Part time
13 Casual*
34 Female + 31 Male
78% Retention rate for period
1 July 2021 – 30 June 2022

* This annual report includes casuals

Word of the Week in Taungurung language and boosted advertising on popular posts such as Aunty Loraine's new book (20,000 reach on Facebook, which saw the story picked up by The Age). Newsletters were distributed quarterly, with the Photos on Country competition assisting in expanding the subscribers list with the winner receiving a Taungurung merchandise voucher.

The Communications team now consists of a Communications Lead and a Visual Media Officer to project stories and partnerships to our growing audience. Consultants were engaged to assist with video production, art and branding, which included the services of two Taungurung people. Publications such as the Strategic Plan, Annual Report and a wide range of templates showcased TLaWC's new branding and colour palette, while work commenced on the creation of branding/logos/websites for wawa biik and Biik Environmental to align the 'look' across all arms of the corporation. New merchandise was designed, ordered and sold via our online store and at TLaWC events, building awareness and enhancing the visibility of the Taungurung flag to all communities in which we operate. Partnerships were built to further promote the Taungurung Nation to new readers and viewers, such as the monthly article we now write in The Community Voice (Nagambie).

BIIK

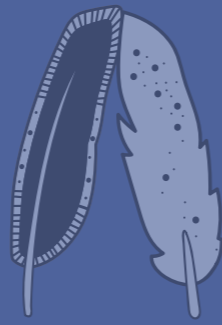
Biik (formerly Biik Environmental) is the TLaWC natural resource management service delivery enterprise. Biik is a subsidiary owned wholly by TLaWC and managed as a business by the Biik General Manager. The works Biik undertakes align with the leading principals of Healing Country, Reading Country, Caring for Country.

Biik exists as a mechanism to further the realisation of specific goals directly within the TLaWC Strategic Plan. Through Biik's development, goals will be supported as further activity on Country is realised. Biik is tasked with a responsibility, on behalf of the Taungurung Nation, to Heal and Care for Country. This sense of custodianship keeps the team accountable to Country, community and to Taungurung cultural practice.

In its first year of operations, Biik has grown to six full time staff and provided employment for five Taungurung people. Biik managed 15 staff in a peak period. TLaWC appointed a General Manager of Biik in August 2021.

Biik conducted works from Alpine areas such as Mt Buffalo and Mt Buller all the way through to water projects on the Campaspe and Horseshoe Lagoon. The Biik crew have conducted over 100 projects in the 2021-2022 year. Biik will continue its strong growth into the next financial year with further opportunities for Taungurung people to seek sustainable employment working on Country.

Biik has developed close partnerships to increase opportunities for Taungurung people, including a training pathway supported by Gippsland TAFE and the Euroa Arboretum in Conservation and Ecosystem management, which has been tailored to explore the Biocultural values of Taungurung Country. This development pathway is for Taungurung people, led by Taungurung people. This program will grow and provide higher education scholarships in the future.



A regime of weed control has been conducted across Mt Buffalo, which exposes Biik crews to remote areas to deepen their understanding of Country. Biik is working with Goulburn Broken CMA, Australian scientists and land managers to prevent extinction of the endangered mountain pygmy possum from the boulder fields at Mount Buller. This has included increasing food sources for possums by managing weeds on the mountain, and protecting against feral predators by taking part in monitoring and trapping of cats.



The Biik crew monitored Long Footed Potaroos (a threatened species) in the Buckland, Rose and Buffalo river valleys in close collaboration with DELWP and Parks Victoria



Biik is working with Goulburn Broken CMA, Australian scientists and land managers to prevent extinction of the endangered mountain pygmy possum from the boulder fields at Mount Buller

Reading Country, Healing Country and Caring for Country



PARTNERSHIPS

TLaWC's connections with partner organisations is vital to the growth of the Taungurung Nation. Their advocacy, reach and areas of expertise provide us with opportunities to target new audiences, open employment pathways, and build relationships that can influence change in our communities.

A partner is not a competitor – our ongoing discussions and projects with partners adds trust and transparency to all that we aim to achieve for Taungurung people and Country.

Many of our values – respect, teamwork, leadership – extend to our partners. The more we communicate positively and openly, the greater the relationships and partnerships we build. What we do now will set the path for future generations, and to be known as approachable rather the confrontational is such an important step in building and maintaining a strong reputation.

Our strategic plan has a goal that reads 'Building Strong Corporate Partnerships'. This has been carefully considered to see us achieve more Memorandums of Understanding with councils and businesses, to ensure greater decision-making sits with TLaWC, and to align partners with TLaWC's goals and objectives.

Working together is the most productive form of change – a progressive partnership with a school impacts youth and future leaders.

To be respectful, supportive, approachable and honest in our emails, conversations and meetings with partners sets an expectation for community to follow. They will not have all the answers, and they may make some mistakes along the way, but that is part of how we move forward and educate others.

We control only our own actions, but through those actions we lead by example.

PARTNERS



CORPORATE Governance

GOVERNANCE ATTENDANCE TABLE

DIRECTOR	Attended	Eligible
Grant Hansen	0	2
Steve Walsh	1	1
Patsy Smith	4	6
Jacqui Stewart	6	6
Lorraine Padgham	5	6
Marcus Stewart	5	6
Alex Burns	6	6
Kaley Nicholson	6	6
Isobel Morphy Walsh	2	3
David Merry	2	3

BOARD OF DIRECTORS



Kaley Nicholson
Chair

As Chairperson of the TLaWC Board of Directors, Kaley is committed to delivering the best possible outcomes for the Taungurung nation.

She is passionate about caring for Country, employment, and education – seeing these pillars as the key to strengthening the position of Traditional Owners, while advancing the cultural rights and economic development of Taungurung people.

Kaley is focused on ensuring that Elders are respected and elevated in decision making, that young people are empowered and have a voice, and that there are opportunities in place for future generations.



Isobel Morphy-Walsh
Deputy Chair

Isobel is a proud Taungurung woman who loves her land, her culture and community. She has a strong voice and always looks out for Elders, children, women and Country. Isobel has placed protecting, promoting and healing Victorian countries, peoples and languages into every part of her life.



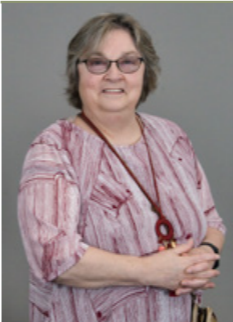
Aunty Lorraine Padgham
Deputy Chair

Lorraine is a member of the Nira ballug clan and has a commitment to preserve and honour her Taungurung heritage. Lorraine’s objective as a Board member is to continue TLaWC’s work in promoting cultural heritage and language, and to promote a better understanding and appreciation by the wider community for the rich legacy forged by those who occupied and cared for the land through the millennia.



Marcus Stewart
Director

Marcus Stewart is a Nira illim bulluk man of the Taungurung Nation. He is a seasoned negotiator and strategist and has held several senior management positions. He has helped implement a number of strategies and policies through senior roles in State Government and as a previous TLaWC CEO. His broad understanding of politics, policy and the challenges facing Traditional Owners gives Marcus the ability to lead and be a voice of change. He believes Traditional Owners should be at the forefront of the decision-making process for self-determination and achieving economic independence.



Aunty Patsy Smith
Director

Patsy is one of our longest serving Board members and has spent more than ten years as a member of the TLaWC Board. Patsy is an accomplished creative artist, photographer and sculptor, and has participated in many art installations and community events, as well as being the founding director of Baluk Arts. Patsy has contributed greatly to TLaWC over many years.



Aunty Jacqui Stewart
Director

Jacqui is a Taungurung Elder and has extensive experience delivering welcomes to Country and participating in cultural consultations. Jacqui enjoys taking part in cultural and community activities and has participated in the annual Kulin Nation’s *Tanderrum* event. She has a strong background of involvement as an Aboriginal Elder for the Koori Court.



Alex Burns
Director

Alex is a proud Taungurung man who works in the corporate world and brings strong skills to the Board. He has expertise in business planning, risk management, and corporate practice.



David Merry
Director

David was a previous Board member and the treasurer for TLaWC for nearly three years, including stepping in as acting CEO when the organisation was known as TCAC. He was the cultural heritage manager for ten months and the last treasurer of the organisation, rejoining the Board in 2022.

ORGANISATION STRUCTURE

EXECUTIVE STAFF



Matthew Burns
CEO

Matthew Burns is the CEO of TLaWC and a proud Taungurung man. He is also a Director of Greater Western Water

Corporation and an elected member for the metropolitan region on the First Peoples Assembly of Victoria, the body which operates as the voice for Aboriginal communities across the state, representing them in the next phase of the Treaty process.



Cameron Myrtle
Executive Manager

Camm is a proud Taungurung and family man. He is the Executive Manager of TLaWC's Corporate Services team and

aims to utilise his skills and experience to lead positive change at TLaWC and ultimately the Taungurung community. Camm has a strong corporate leadership background in banking and finance. Camm is responsible for finance, HR, health and safety, technology, workplace culture, communications, risk, procurement and office administration.



Sherryn Antonopoulos
Executive Manager

Sherryn is a proud Taungurung woman with a long history of involvement in Taungurung cultural activities.

Prior to taking up a management role with TLaWC, she was for a couple of years a member of the TLaWC Board and was in 2019 elected as Deputy Chair of the Board. Sherryn brings very strong corporate management experience to her role and is responsible for the Agreements division.



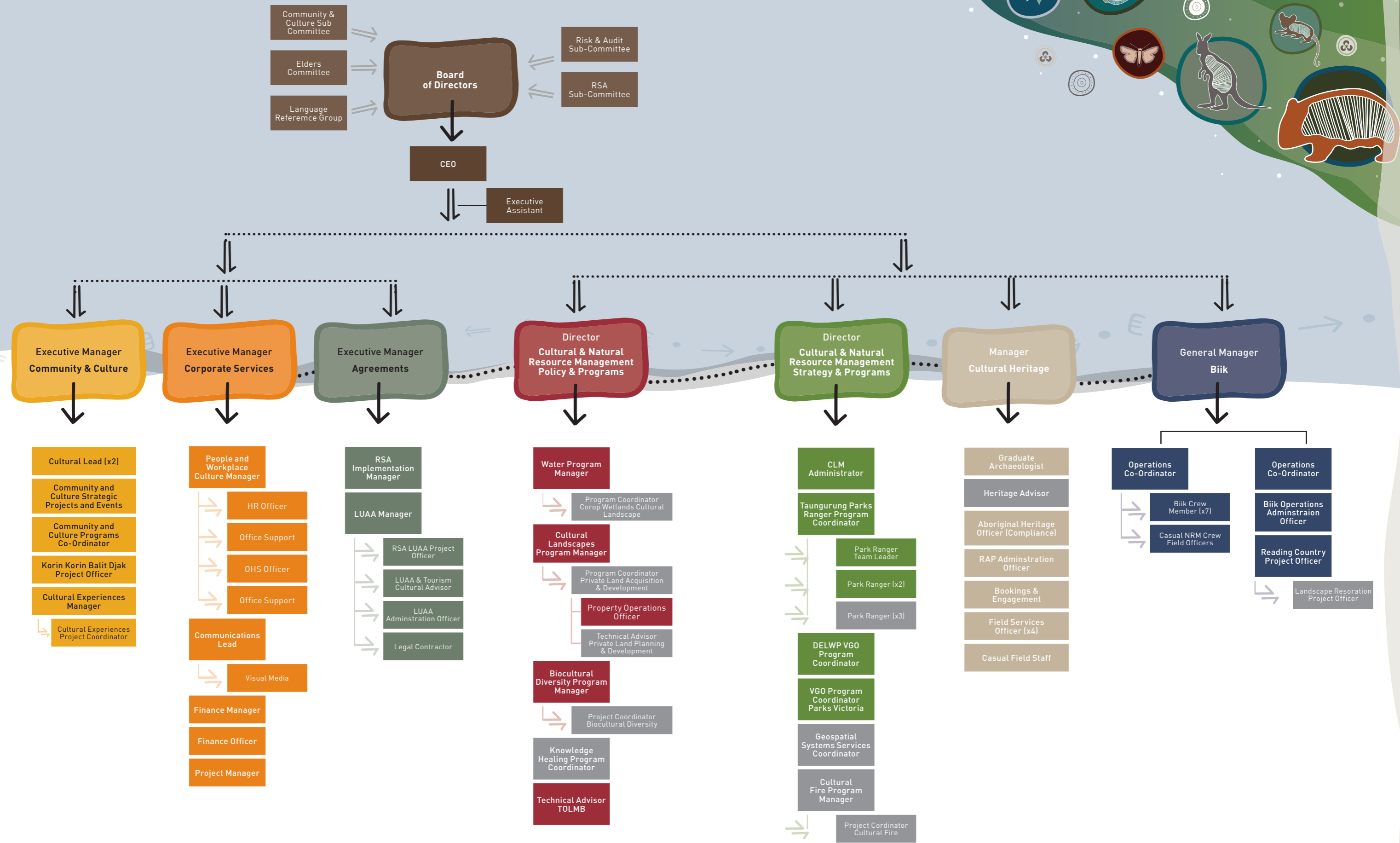
Bonnie Cavanagh
Executive Manager

Bonnie is the Executive Manager, Community and Culture, with lifelong ties to Taungurung Country and the Broadford community.

As a Taungurung woman, Bonnie is proud to not only strongly represent her mob, but to support their aspirations and build an exciting future for the Taungurung Nation. Prior to joining the corporation, Bonnie was a highly respected and long-serving public service employee, bringing with her extensive experience in governance, project management, community and stakeholder engagement, communications, policy, and justice.

TLaWC ORGANISATION

JULY 2022



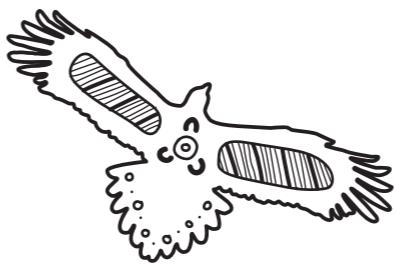
Advertised / Vacant



GLOSSARY OF TERMS

AGM	Annual General Meeting
AHA 2006	Aboriginal Heritage Act
AIATSIS	Australian Institute of Aboriginal and Torres Strait Islander Studies
AWA	Aboriginal Waterways Assessment
AWU	Aboriginal Water Unit
BIIK	Country
BRP	Biodiversity Response Planning
BRV	Bushfire Recovery Victoria
CCAG	Community and Culture Advisory Group
CFA	The Country Fire Authority
CHMP	Cultural Heritage Management Plans
CHP	Cultural Heritage Permits
CLM	Cultural Land Management
CMA	Catchment Management Authority
CNRM	Cultural and Natural Resource Management
CSSP	Culturally Significant Species Plan (CSSP)
CVA	Cultural Values Assessments (CVA)
<i>Daada Gurnap Nhilam</i>	Careful Danger
DELWP	Department of Environment, Land, Water & Planning
DJPR	Department of Jobs, Precincts & Regions
EL	Exploration Licence
FNLRS	First Nations Legal & Research Services
FPSR	First Peoples - State Relations
FVTOC	Federation of Victorian Traditional Owner Corporations
GBCMA	Goulburn Broken Catchment Management Authority
GVW	Goulburn Valley Water
ICIP	Indigenous Cultural and Intellectual Property (ICIP)
ILSC	Indigenous Land & Sea Corporation
ILUA	Indigenous Land Use Agreement
IWM	Integrated Water Management
JSC	Joint Steering Committee
LUAA	Land Use Activity Agreement
LRG	Language Reference Group
LUAA	Land Use Activity Agreement

MLDRIN	Murray Lower Darling Rivers Indigenous Nations
MoU	Memorandum of Understanding
NCCMA	North Central Catchment Management Authority
NECMA	North East Catchment Management Authority
NITV	National Indigenous Television
NNTT	National Native Title Tribunal
NOIS	Notice of Intent
NRA	Natural Resource Agreement
NRM	Natural Resource Management
ORIC	Office of the Registrar of Indigenous Corporations
PV	Parks Victoria
RAC	Risk and Audit Committee
RAP	Registered Aboriginal Party
RCS	Regional Catchment Strategies
RSA	Recognition and Settlement Agreement
SBS	Special Broadcasting Service
SFB	Strategic Fire Breaks
TFN	Trust for Nature
TLaWC	Taungurung Land and Waters Council
TOLMA	Traditional Owner Land Management Agreement
TOLMB	Traditional Owner Land Management Board
TOLNRA	Traditional Owner Land Natural Resource Agreement
VAHC	Victorian Aboriginal Heritage Council
VAHR	Victorian Aboriginal Heritage Register
VEFMAP	The Victorian Environmental Flows Monitoring Assessment Program
VEWH	Victorian Environmental Water Holder
VTocLS	Victorian Traditional Owner Cultural Landscapes Strategy
VTOTPA	Participation Agreement
wawa biik	Hello Country – Cultural Experiences
WETMAP	The Wetland Monitoring and Assessment Program
<i>Yiyaga ba Wongarra</i>	See and Know



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