



Strategic Plan 2026 - 2030



TAUNGURUNG LAND AND WATERS COUNCIL

Aspiration

WHAT AUTHORISES TLaWC AND THE STANCE TAKEN AS A NATION

The Taungurung Nation asserts its sovereignty and thrives. Authority comes from Country, culture and community. Accountability is to Ancestors and future generations.

TLaWC acts through cultural authority, is empowered by culture and community, and upholds the collective will of the Taungurung people. It is distinct from government or external mandate.

Vision

WHERE TAUNGURUNG IS HEADING AND WHAT 2030 LOOKS LIKE IN PRACTICE

By 2030, the Taungurung Nation remains self-determining, with a stronger, united voice and governance that gives full expression to sovereignty in action.

Purpose

WHO TLaWC IS AND WHY IT EXISTS

TLaWC exists to serve the Nation by upholding cultural authority, caring for and healing Country and strengthening the collective capacity of Taungurung people to ensure prosperity for generations to come.

Values

HOW DECISIONS ARE MADE AND HOW TLaWC BEHAVES EVERY DAY

CARE FOR COUNTRY AND CULTURE

We protect and nurture Country, practise culture and carry the wisdom of Elders.

INTEGRITY AND ACCOUNTABILITY

We act transparently, take responsibility and remain accountable to Ancestors, community and future generations.

UNITY AND LEADERSHIP

We collaborate with respect and safety, grow together and develop leaders for the future of the Nation.

RESILIENCE AND WELLBEING

We stand strong, support each other and uphold the wellbeing of Taungurung people and community.



Strategic Pillars

THE FOCUS AREAS THAT ORGANISE WORK TOWARD THE VISION

| FOCUS AREA | OBJECTIVE | COMMITMENTS |
|--|--|---|
| 1. NATION REBUILDING AND SELF-DETERMINATION | Build an economically independent and sovereign Taungurung Nation. | <ul style="list-style-type: none">• Develop a Taungurung Economic Development Strategy that includes revenue-generating ventures such as cultural tourism and education, land management services and commercial enterprises.• Establish a Nation Sovereign Wealth Fund to hold and grow capital for future generations.• Strengthen outcomes from existing agreements and invest in Nation capability development.• Strengthen governance arrangements that support self-determination.• Support the Taungurung Nation in progressing Treaty aspirations. |
| 2. CULTURAL AND COUNTRY RESPONSIBILITIES | Strengthen collective understanding of Country and uphold cultural obligations. | <ul style="list-style-type: none">• Develop a Cultural Mapping and Management Plan that includes repatriation of knowledge and places.• Support on-Country education and camps to strengthen language, cultural practice and identity.• Establish co-governance arrangements for cultural landscapes to activate Taungurung responsibilities in a modern context. |
| 3. PRIDE, UNITY, EDUCATION AND NATIONHOOD IDENTITY | Strengthen identity and unity among Taungurung people. | <ul style="list-style-type: none">• Develop a Nation Cultural Identity Strategy that includes symbols, language revival and cultural protocols.• Embed education pathways from early years through adulthood that strengthen cultural identity and self-determination alongside Western learning systems.• Support cultural events and gatherings that celebrate culture and community achievements.• Strengthen communication pathways through newsletters, digital platforms and visual storytelling. |
| 4. STRONG AND ACCOUNTABLE ORGANISATION | Build TLaWC into a leading Traditional Owner institution with integrity, capability and cultural accountability. | <ul style="list-style-type: none">• Invest in governance development and mentoring for the Board and youth to support succession planning.• Pursue cultural and operational excellence through continuous improvement and best-practice governance.• Develop a purpose-built headquarters as a cultural and administrative home for the Nation.• Embed cultural accountability through a Cultural Governance Framework.• Establish a TLaWC Integrity and Ethics Charter co-developed with Elders.• Hold community reporting forums to strengthen transparency and voice. |



Enablers for Strategic Delivery

THE CROSS-CUTTING CAPABILITIES THAT SUPPORT DELIVERY

PARTNERSHIPS AND ADVOCACY

We build influence with government, industry, philanthropy and academia. Partnerships are sought with institutions that respect Taungurung sovereignty and contribute to long-term structural impact.

DATA SOVEREIGNTY AND KNOWLEDGE MANAGEMENT

We invest in Nation-controlled information systems that protect, store and share knowledge. Technology is used to strengthen cultural governance, enhance community engagement and improve operational efficiency.

YOUTH AND FUTURE GENERATIONS

We embed youth participation and leadership pathways across all pillars so that decisions made today empower future generations.

INNOVATION AND CONTINUOUS IMPROVEMENT

We adopt new tools and practices that strengthen cultural authority, improve service delivery and support adaptability in changing contexts.

SHORT AND MEDIUM-TERM PRIORITIES

SHORT-TERM (0-2 YEARS)

ACTIONS THAT BUILD MOMENTUM AND PROVE THE APPROACH

- Refresh the Taungurung Country Plan to align with cultural responsibilities and strategic commitments.
- Launch the Nation Cultural Identity Strategy and embed language, symbols and cultural protocols.
- Develop the business case and concept design for a purpose-built headquarters.
- Strengthen engagement protocols and digital platforms to improve transparency and voice.
- Grow Nation-owned operations such as Biik Land Management and wawa Biik into surplus-making enterprises.
- Pilot cultural landscape co-governance arrangements on Country.

MEDIUM-TERM (3-5 YEARS)

WHAT WILL BE SCALED AND EMBEDDED NEXT

- Embed a Cultural Governance Framework and Integrity Charter to strengthen transparency and cultural accountability.
- Open and operate the Taungurung Nation headquarters as a cultural and administrative hub.
- Diversify Nation income streams to reduce reliance on government funding.
- Ensure youth leadership pathways are active and visible across governance, education and cultural programs.
- Build enduring partnerships with government, industry, philanthropy and academia that deliver cultural, social and economic benefits.





THE RESULTS TLAWC IS COMMITTED TO BY 2030

SOVEREIGN AND SELF-DETERMINING

The Taungurung Nation is sovereign and self-determining with strong governance and economic independence.

LIVING OBLIGATIONS TO COUNTRY

Taungurung people and future generations are actively connected to Country and practising cultural responsibilities.

FLOURISHING IN IDENTITY AND CULTURE

Taungurung identity and culture are strong, visible and celebrated.

EMPOWERING FUTURE GENERATIONS

Taungurung youth are learning, leading and shaping the Nation.

TRUSTED AND ACCOUNTABLE TLAWC

TLaWC is trusted by community and recognised as a transparent, accountable and capable institution.

STRENGTHENED THROUGH RESPECTFUL PARTNERSHIPS

Partnerships uphold Taungurung sovereignty and deliver shared benefit.

MEASURES OF SUCCESS

- Economic Self-Sufficiency Index shows a growing share of independent income.
 - Governance reviews show transparent and accountable decision-making.
 - Progress in advancing Treaty aspirations is evident.
-
- Cultural Practice Index tracks connection to Country, knowledge development and cultural governance practice.
 - Annual reporting shows progress in on-Country programs, repatriation initiatives and co-governance arrangements.
-
- Community surveys show rising pride and engagement.
 - Language revival and cultural protocols are embedded in daily life.
 - The Nation Cultural Identity Strategy is active and shaping community practice.
-
- Youth Participation Metrics track involvement in governance and leadership programs.
 - Strong uptake of education pathways across all life stages.
 - Youth representation is visible in governance and leadership roles.
-
- Annual Organisational Scorecard demonstrates transparent governance and financial sustainability.
 - Cultural Governance Framework and Integrity Charter are implemented and reviewed regularly.
 - Community reporting forums are well attended.
 - A purpose-built headquarters is operating as a cultural hub.
-
- Partnership reviews confirm enduring relationships with government, industry, philanthropy and academia.
 - Joint initiatives deliver measurable outcomes.
 - Partnership agreements reflect reciprocity, cultural integrity and mutual value creation.

Measuring Success

HOW TLAWC WILL VERIFY PROGRESS

THE 2030 VISION IS REALISED WHEN THE FOLLOWING MEASURES ARE EVIDENT:

- CULTURAL** Strong connection to Country, active language revival and cultural governance lived in practice.
- COMMUNITY** Yearly surveys show rising pride, unity and empowerment.
- ORGANISATIONAL** The Organisational Scorecard demonstrates transparent governance, financial sustainability and cultural accountability.
- YOUTH** Youth Participation Metrics show active leadership and meaningful involvement.
- ECONOMIC** The Economic Self-Sufficiency Index shows a rising share of independent income with Nation-owned enterprises operating sustainably.
- PARTNERSHIP** Reviews confirm respectful collaborations that deliver cultural, social and economic benefits.





TAUNGURUNG LAND AND WATERS COUNCIL