



Wamba Wemba
Aboriginal Corporation

Strategic Plan

Wamba Wemba

Aboriginal Corporation



2026 – 2030

Honouring Ancestors

The Wamba Wemba Aboriginal Corporation (the Corporation) pays deep and enduring respect to the Ancestors of the Wamba Wemba people. These Ancestors walked Kurrek (Country) long before the disruptions of colonisation, carrying lore, story, language and ceremony across generations.

They are the reason we continue to stand strong today. They remain the source from which Community membership and belonging is drawn and their enduring presence continues to guide the work of this Corporation and the aspirations of our people. Our Ancestors ensured the survival of knowledge systems by passing on sacred responsibility through family, Kurrek and kinship. They taught resilience not just through words, but through action, caring for water, reviving language in times of threat, holding ceremony and walking long distances to maintain connection and identity.

Everything the Corporation does, from cultural heritage assessments to economic development, is shaped by their strength and legacy.

In doing so, we honour the Ancestors legacy and ensure that culture, knowledge and guidance remain alive and strong for generations to come.



Our Apical Ancestors

George Allen • Jemima Burns • Koombra
Alexander Campbell • William Day •
Eliza Edwards • Henry Edwards • Edward
Firebrace • Edward Joachim • Ernest
McGee • John Moore • William Sampson
• Mary/Margaret Ingram (nee Smith) •
Kathleen/Kitty and Walin (Stewart) • Mary
Tattambo • Robert Taylor • Richard and
Sarah Wilson/Crow (Agnes Edwards) •
David Taylor • Sarah Smith

Council of Gnerrick Gnerrick

The Council of Gnerrick Gnerrick is the Corporation's cultural authority body.

Made up of Wamba Wemba Gnerrick Gnerrick, the Council guides provides advice to the Board on matters of cultural lore.

Gnerrick Gnerrick bring lived experience, cultural knowledge and leadership that continues to shape the direction and legitimacy of the Corporation. Many Gnerrick Gnerrick of the Council have played key roles in the fight for recognition and rights over decades. Their efforts helped lay the foundations for the establishment of the Wamba Wemba Aboriginal Corporation and continue to guide its growth and operation today.



Aunty Carolyn Briggs



Aunty Wendy Brabham



Aunty Louise Moore



Aunty Stephanie Charles



Uncle Daniel Kelly



Uncle Gary Murray



Aunty Hazel Atkinson



Message from the Chair

This Strategic Plan belongs to all Wamba Wemba people. It reflects the voices of our Gnerrick Gnerrick, young people and families who shared their hopes during road shows, gatherings and yarns across Kurrek and beyond.

As you read this plan, you will note that each part of this plan is connected. Culture keeps us strong. Kurrek heals us. Good governance builds trust. Economic independence creates opportunity. Health and wellbeing keep our families safe. We cannot achieve one without the others.

We are proud to be recognised as the Registered Aboriginal Party for Wamba Wemba Kurrek. This is both an honour and a responsibility. We know there is great need across our Community, from protecting and promoting culture to addressing youth justice, providing health care and support for Gnerrick Gnerrick and creating pathways for our young people. We also know that creating jobs and building economic prosperity are central to achieving long-term wellbeing for families. For a new Registered Aboriginal Party, this represents significant and a deep breadth of aspirations of Community. To ensure that we can achieve these aspirations for our Members, our first task is to build strong foundations so that we can meet these needs with confidence and ensure lasting outcomes.



Together with my fellow Directors of the Board, I want to acknowledge the work of earlier Boards and Community Members, many of whom are now Gnerrick Gnerrick, whose dedication and persistence shaped the current success and direction of the Corporation. Their leadership and advocacy created the foundation on which this Strategic Plan has been built.

I thank our Community for the guidance and patience you have shown. With the wisdom of our Ancestors and the knowledge of our Gnerrick Gnerrick, the support of our Community and the enthusiasm of our youth, we will ensure that our children and grandchildren inherit a proud and secure future on Kurrek. Wiran proud, wiran strong.

Nakia Firebrace

Chairperson

Wamba Wemba Aboriginal Corporation



Message from the Chief Executive Officer

This Strategic Plan sets out the path for the Wamba Wemba Aboriginal Corporation over the next five years. It is ambitious but grounded in reality.

The needs across Wamba Wemba Community are great, from protecting and promoting culture, to addressing youth justice, supporting Gnerick Gnerick health and wellbeing and creating opportunities for young people. Building economic prosperity is essential if these needs are to be met in a way that is sustainable and Community led. This Plan is a strategy to honour the work of Wamba Wemba Ancestors and Gnerick Gnerick and to fulfil the aspirations of Community. It ensures their vision is strengthened through the resources of today and carried forward for generations to come.

As a new Corporation, our priority is to strengthen our people, systems and resources before programs can grow. Each pillar of this Strategic Plan will be supported by an Implementation Roadmap that sets priorities, stages growth and measures progress in clear and accountable ways. We are guided by Ancestors, Gnerick Gnerick, the needs of Wamba Wemba families and youth. This work is not done alone, it incorporates the Communities aspirations and the principles of self-determination, Treaty and the truth

telling of the Yoorrook Justice Commission. These are about justice, rights and recognition and for Wamba Wemba people they also mean practical change: healthier families, stronger culture, fair partnerships and decisions made by and for Community.

To be entrusted with establishing and leading this Corporation, which will have generational impact, is both a privilege and a responsibility. I am committed to working with the Council of Gnerick Gnerick, our Board, Members, Community and partners to bring this Strategic Plan to life. We are fortunate to be guided by a dedicated Board of Directors, whose leadership and passion for Community are shown through their tireless work. I also thank our staff, whose commitment has been vital to shaping this Strategic Plan.

Alister Stevic

Chief Executive Officer

Wamba Wemba Aboriginal Corporation



Name and Logo

The Corporation proudly uses the name Wamba Wemba, combining the spelling of “Wamba Wamba” with a double A and “Wemba Wemba” with a double E.

Both forms appear across history and within families and this combined spelling honours the diversity of usage within our Community .

The choice of using ‘Wamba Wemba’ reflects the Corporations inclusivity and symbolises the many ways our people have spoken of their heritage. This approach was reaffirmed by the Council of Gnerrick Gnerrick at their meeting on 28 September 2025, recognising it as the most respectful and unifying path forward.



**Wamba Wemba
Aboriginal Corporation**

Our logo features two feathers from the Wiran, the red-tailed black cockatoo, our Wamba Wemba Nation’s totem. Male Wirans have black feathers with striking red panels on their tails, while females display tails patterned with red, orange, yellow, or white stripes.

The Wiran symbolizes strength, resilience and continuity, reminding us of our deep connection to Country. These values inspired the design of the Wamba Wemba logo, ensuring it reflects everything that is important to our people.

The logo was created by Troi Ilsley, a talented young Wamba Wemba and Gunditjmara woman. Her work showcases the creativity and cultural connectedness of our youth.



How this Strategic Plan was Built

This Strategic Plan was shaped through deep consultation with Wamba Wemba people across Kurrek and beyond. It reflects the voices of Gnerrick Gnerrick, youth, families and Members who shared their knowledge and aspirations for the future. The Gnerrick Gnerrick, Board and staff travelled across communities, holding roadshows in Swan Hill, Bendigo, Melbourne, Deniliquin and Shepparton.

Feedback was also gathered through surveys, one-on-one conversations and Community events such as BBQs, NAIDOC events, Treaty workshops, movie nights and cultural gatherings. Across these forums, people spoke about protecting culture, caring for Kurrek, creating jobs, strengthening families, providing opportunities for youth and building self-determination and prosperity. These priorities have guided the vision and foundations of this Strategic Plan.

We acknowledge the work of earlier Boards and Community Members, many now Gnerrick Gnerrick, whose dedication and advocacy created the foundation on which this Strategic Plan has been built.

This Strategic Plan is built around five key themes that emerged from what Community told us matters most. While we now know what Community aspirations are, much is still to do to undertake the work required to understand in detail what is needed. Once this work is complete, we will build Implementation Roadmaps that set out how we are going to achieve these goals.

To ensure transparency and accountability, these roadmaps will include clear milestones and performance measures, with Pillar 5 (Governance and Corporate Performance) already setting this standard. Updates will be provided to Community and feedback will continue to be sought. In this way, the Strategic Plan is not just a document but a living expression of the voice of the Wamba Wemba people.

Five Pillars



Cultural Protection, Revitalisation and Promotion



Caring for Kurrek (Country)



Economic Self Determination



Community Health and Wellbeing



Governance and Corporate Performance

What we know about our People

Our Country and History

The Wamba Wemba are the Traditional Owners of Country that stretches along the Murray, Edwards and Wakool Rivers in north-western Victoria and south-western New South Wales. Our people have lived, cared for and sustained this Country for countless generations.

From the 1840s onwards, waves of non-Indigenous settlement brought dramatic change. Intensive farming, water diversion and land clearing disrupted the landscape, caused widespread loss of sacred sites and displaced many families from their traditional homelands. Yet Wamba Wemba people endured. We adapted, remained on Country where possible and continued to protect the cultural values and knowledge passed down through our ancestors.

Today the resilience of our people is reflected in the formal recognition of our cultural authority. In March 2024 Wamba Wemba were allocated a reserved seat on the First Peoples' Assembly of Victoria, affirming our continuing voice in statewide representation. In August 2024 the Wamba Wemba Aboriginal Corporation was appointed as the Registered Aboriginal Party under the Aboriginal Heritage Act 2006 (Vic) for part of our Victorian Country, acknowledging our responsibility to protect and manage our cultural heritage for future generations.

Our People Today

Wamba Wemba people remain a strong and proud Community with deep connections to the Murray-Mallee region and beyond. Many families continue to live in and around Swan Hill and Deniliquin, while others made their homes further afar. Across these locations approximately 350 members are connected through the Wamba Wemba Aboriginal Corporation.

As part of our ongoing work we aim to progressively capture and report data that reflects the full extent of Wamba Wemba Country, including communities across Victoria and New South Wales, to build a more complete picture of our people, our strengths and our needs.

Our Community Voice

Throughout 2025 the Wamba Wemba Aboriginal Corporation has undertaken a wide-reaching process of Community engagement to ensure that our direction continues to reflect the values, needs and priorities of our people. We sought out our Community's opinions through a combination of Road Shows, Elders' meetings, youth discussions, online engagement and extensive feedback from the Council of Gnerrick Gnerrick.

We sat with Community, we sat with Elders and we listened to our young people. We held Road Shows in Swan Hill, Deniliquin, Shepparton, Bendigo and Melbourne, providing open forums for discussion about Country, culture, language and wellbeing. Alongside these in-person gatherings we conducted online questionnaires and information sessions, enabling off-Country members and younger generations to participate and share their perspectives.

Engagement also included Community gatherings, BBQs and cultural activities that created informal spaces for members to share their views. The Council of Gnerrick Gnerrick played a vital role in this process, offering cultural guidance, governance insight and continuity of Community voice across each phase of consultation.

This engagement is not a one-off exercise. The Corporation continues to meet regularly with members, Elders and youth across all locations, maintaining dialogue and connection as we refine our strategies and programs. We also hold regular Community events that bring families together to share food, stories and updates about our projects and plans.



Our Vision

To see Wamba Wemba people strong, proud and healthy, with culture at the heart of Community life and prosperity shared across generations.



Our Mission

To protect culture, care for our people and Kurrek and build a fair and prosperous future for all Wamba Wemba.



Our Values

● **INTEGRITY**

We honour our Ancestors and uphold our cultural authority, customs, stories and language.

● **RESPECT**

We respect Kurrek, each other and diverse voices of our Community

● **SELF-DETERMINATION**

We lead our own path and speak for our Kurrek.

● **ACCOUNTABILITY**

We are a transparent and responsible Corporation, grounded in Community trust.

Pillar #1



Cultural Protection, Revitalisation and Promotion

PURPOSE

To safeguard Wamba Wemba cultural heritage and honour the ways of the Ancestors, while making cultural knowledge visible, accessible and living across the whole community. By doing this we build pride, identity and strength for generations to come.



1.1 Cultural Knowledge Bank and Mapping of Kurrek

What we will do:

Create a digitalised cultural knowledge bank and map cultural places so as to register and safeguard sacred sites, places of cultural significance and historic connection.

Why we are doing it:

You told us we must safeguard artefacts, stories and places. You said too much has been lost or remains unknown and it is vital to bring knowledge together for Wamba Wemba people. Protecting and digitising knowledge honours the Ancestors, strengthens cultural identity, supports sacred sites and Kurrek and provides a foundation for self-determination and strong governance.



1.2 Cultural Connection

What we will do:

Deliver education programs on Kurrek and in Community spaces connecting people with stories, ceremony and knowledge. Design a calendar of cultural activities, ceremonies and education programs that allows Wamba Wemba people to engage with culture.

Why we are doing it:

You told us cultural activities build belonging, confidence and pride. You said regular events strengthen identity and unity. By keeping culture alive through events and gatherings we improve wellbeing and open pathways into education, leadership and employment.



1.3 Integrate Wamba Wemba Knowledge into Schooling and Learning Programs

What we will do:

Secure funding to analyse how Wamba Wemba knowledge and language can be embedded in schools and learning programs. Develop strategies and creative pathways that link culture to youth education, leadership and future opportunities.

Why we are doing it:

You told us respect must start early. You said young people need culture embedded in schools to build pride and belonging. Embedding Wamba Wemba knowledge strengthens literacy, wellbeing and prepares youth for future leadership and prosperity.



1.4 Language Revitalisation Programs

What we will do:

Create resources such as signage, storybooks, apps and lessons to revitalize language. Support Gnerrick Gnerrick to lead teaching.

Why we are doing it:

You told us language is identity. You said language builds belonging, pride and confidence. Revitalizing language strengthens intergenerational wellbeing and creates pathways into education, leadership and employment.



1.5 Advocacy and Stakeholder Education

What we will do:

Provide training and resources so councils, developers, farmers and the wider Community understand Wamba Wemba culture, heritage and responsibilities as a Registered Aboriginal Party responsibilities, know how to engage respectfully and have their fears or uncertainties allayed through clear guidance and support

Why we are doing it:

You told us awareness is key to protecting Kurrek. You said we must help others understand how to work with us respectfully. Advocacy strengthens respect, supports cultural protection, advances truth telling and ensures Wamba Wemba voices shape wider decision making.



Pillar #2



Caring for Kurrek PURPOSE

To restore and protect Kurrek by embedding Wamba Wemba knowledge and cultural authority across land and water decisions, ensuring cultural fire, water management, revegetation, sacred place protection and species revival are guided by our people and creating pathways for Wamba Wemba training and employment on Country.



2.1 Plant Species Recovery and Biodiversity

What we will do:

Reintroduce culturally significant plants and species and restore native ecosystems. Ensure Wamba Wemba knowledge and practices guides biodiversity planning.

Why we are doing it:

You told us the return of species symbolises hope. You said restoring plants and animals is about self-determination, healing and cultural practice. This creates ranger jobs, improves mental health and supports cultural practices such as medicines, fishing and bird watching.



2.2 Land and Water Advocacy and Governance

What we will do:

We will build partnerships with Water Catchment Authorities, landholders and government to restore and protect Kurrek. We will lead advocacy and policy engagement so that Wamba Wemba knowledge is embedded in decisions about land and water. Gnerrick Gnerrick will guide cultural practices such as water flows, revegetation and land management so that healing Kurrek is done the Wamba Wemba way.

Why we are doing it:

You told us Wamba Wemba ways heal Kurrek. You said our knowledge must shape land and water management. This restores balance to Kurrek, strengthens stewardship, creates environmental jobs and supports cultural healing and wellbeing.



2.3 Cultural Knowledge Bank and Mapping of Kurrek

What we will do:

Create a digitised cultural knowledge bank and map cultural places so as to register and safeguard sacred sites, places of cultural significance and historic connection.

Why we are doing it:

You told us protecting sacred sites protects identity. You said knowledge must be safeguarded for future generations and that we need to know Kurrek in detail to look after it properly. Protecting and digitising knowledge honours the Ancestors, strengthens cultural identity, supports cultural healing and provides a foundation for stronger governance and decision making.



2.4 Youth on Country Learning and Workforce Pathways

What we will do:

Deliver accredited ranger training and youth learning programs on Kurrek, guided by Gnerrick Gnerrick and cultural protocols. Develop career pathways in land, fire, water and environmental management.

Why we are doing it:

You told us knowledge must pass from Gnerrick Gnerrick to youth. You said young people need cultural connection and jobs on Kurrek. This strengthens identity, supports health and wellbeing, creates employment and creates positive pathways that keep young people out of the justice system. It also ensures cultural knowledge is passed to future generations.



Pillar #3



Economic Self Determination

PURPOSE

To secure a strong and independent economic future for Wamba Wemba people through Treaty, native title, ethical benefit sharing, water and land rights, and enterprise.



3.1 Cultural Toursim Development

What we will do:

Explore opportunities to develop cultural tourism experiences that share Wamba Wemba stories with visitors through guided tours, signage, hubs and cultural events. Build the business planning and partnerships needed to make these ventures sustainable. Provide training and pathways for Wamba Wemba people to lead tourism initiatives.

Why we are doing it:

Community told us tourism must promote culture and not exploit it. You said cultural tourism should strengthen identity and pride while creating jobs, enterprise and income pathways. You also said it must provide truth telling and cultural education so visitors respect Wamba Wemba heritage. By developing tourism in a careful and sustainable way, we align economic growth with cultural integrity, self-determination and opportunities for future generations.



3.2 Benefit Sharing and Community Investment

What we will do:

Negotiate ethical benefit sharing agreements with mining, energy and infrastructure projects. Provide the financial, legal and operational capacity needed to secure these agreements and ensure they are transparent, accountable and fair. Revenue will be directed into cultural, health, youth education, scholarships, employment and training pathways, and wellbeing programs, especially for Gnerrick Gnerrick and other vulnerable people, while also building intergenerational wealth and long-term Community opportunities.

Why we are doing it:

Community told us Kurrek must not be used without benefit. You told us you wanted a proactive approach to rights and representation in all negotiations so that Wamba Wemba interests are protected. You said benefit sharing must be managed fairly and equitably for all Wamba Wemba people and used to make our Community prosperous now and for generations to come. You said we need to proactively seek ways for youth to remain working on Kurrek and also benefit from economic opportunities being derived from Kurrek.



3.3 Native Title and Land Justice

What we will do:

The Corporation will provide supports to the native title claim process, including financial, administrative and operational assistance as needed. We will also educate and prepare Members through workshops and information sessions so that everyone understands the process and is ready to participate. We will build the corporate capacity for the Corporation to manage native title if chosen as the Prescribed Body Corporate for Wamba Wemba people by establishing the necessary legal status and securing the expertise required to sustain this role.

Why we are doing it:

Community told us native title is about sovereignty and justice. You told us you wanted native title supported and you wanted the Wamba Wemba Aboriginal Corporation to play a leading role as the Prescribed Body Corporate if awarded that responsibility. You said native title must be managed in a fair and equitable way for all Wamba Wemba people and used to make every Wamba Wemba person prosperous for future generations.



3.4 Treaty

What we will do:

The Corporation will elect a representative to ensure Wamba Wemba voices are heard. We will support their participation in forums, secure funding to deliver Community workshops and ensure Members are informed, engaged and ready to negotiate Treaty.

Why we are doing it:

Community told us we must be informed, united and ready to shape our future. You asked us to take a proactive approach to rights and representation, so our voice is never overlooked. Treaty is central to self-determination. It is about justice, recognition and building a strong future for Wamba Wemba people. Preparing for Treaty also creates pathways for prosperity, cultural authority and opportunity for future generations.



3.5 Business Incubator and Procurement Pathways

What we will do:

Create a business incubator to support Wamba Wemba enterprises and entrepreneurs. Negotiate procurement pathways with government, councils and industry and provide mentoring, training and start-up support so our people are ready to seize these opportunities.

Why we are doing it:

Community told us self-employment builds independence. You said you wanted the Corporation to create fair and transparent opportunities for Wamba Wemba businesses to grow. By supporting entrepreneurs with training and procurement pathways, we reduce reliance on external employers, create new income streams and build prosperity that is led by and for our people. This strengthens Community resilience and connects directly to our cultural, social and economic priorities.

Pillar #4



Community Health and Wellbeing

PURPOSE

You told us that more needs to be done to support Wamba Wemba people by addressing urgent needs in youth justice, mental health, family violence and the wellbeing of Gnerrick Gnerrick. This is a massive undertaking with many agencies and services already acting in this space. You told us you see the Corporation's role as strengthening these supports, advocating for Wamba Wemba needs to be properly addressed and helping our people connect with the right services.

To achieve this, we must first undertake deep analysis of current services, identify the gaps and work with partners to understand Community needs. The Corporation's immediate focus (Years 1-3) is on deep analysis of current services, identifying critical gaps and building strategic partnerships. This foundational work will ensure future resources are secured and targeted effectively to deliver culturally-led solutions and long-term positive outcomes for our people.



4.1 Elder Support and Intergenerational Wellbeing

What we will do:

Review existing services and funding streams for Gnerrick Gnerrick and identify gaps in support. Develop strategies and advocate for programs that ensure Gnerrick Gnerrick are respected as mentors and knowledge holders, and that their health and wellbeing needs are prioritised.

Why we are doing it:

Community told us Gnerrick Gnerrick are the backbone of wellbeing. You said their knowledge must be passed on and their health supported. By ensuring Gnerrick Gnerrick are cared for and empowered, we strengthen the whole Community and secure cultural continuity for future generations.



4.2 Partnerships with Services

What we will do:

Undertake analysis of existing health, justice and family violence services and work with providers to identify strengths and gaps. Facilitate partnerships that make services more accessible and effective for Wamba Wemba families and advocate for culturally safe models of care.

Why we are doing it:

Community told us the Corporation should not duplicate services but partner with them. You said our role is to strengthen what already exists and close the gaps that leave families unsupported. Building strong partnerships ensures Wamba Wemba families get coordinated and culturally safe care while strengthening our advocacy in Treaty and self-determination processes.



4.3 Mental Health and Crisis Support

What we will do:

Map existing mental health and crisis response services and assess whether they are meeting Wamba Wemba needs. Work with providers to co-design culturally safe, trauma informed supports for families and youth.

Why we are doing it:

Community told us mental health is a crisis issue. You said services must be trauma informed and culturally safe. By analysing the landscape and advocating for stronger responses, we can reduce harm, strengthen resilience and support healing and intergenerational wellbeing.



4.5 Embedding Yoorrook Findings

What we will do:

Analyse the findings of the Yoorrook Justice Commission and identify how they can shape culturally led solutions in health, wellbeing and justice for Wamba Wemba people. Use these findings to strengthen our advocacy with governments and services.

Why we are doing it:

Community told us truth telling is essential. You said the harms of colonisation must be acknowledged and addressed. Embedding Yoorrook findings in our work ensures solutions are grounded in culture, justice and self-determination.



4.4 Youth Justice Diversion and Leadership

What we will do:

Analyse current youth justice servicing models and identify opportunities for culturally led diversion and leadership programs. Work with justice and Community partners to develop pathways that restore pride, provide alternatives and support youth into education, employment and cultural leadership.

Why we are doing it:

Community told us too many young people are caught in the system. You said the Corporation must help identify culturally appropriate solutions and advocate for diversion and leadership pathways. By doing this we ensure a stronger, safer and more self-determined future for young people.



Pillar #5



Governance and Corporate Performance

PURPOSE

To strengthen the Corporation as a transparent, accountable and culturally grounded organisation that balances legal obligations with cultural authority. Governance must be inclusive, with membership open to all Wamba Wemba people, including those reconnecting with Kurrek, and never gatekept by a few. Strong governance is the foundation that enables leadership across culture, Kurrek, Community wellbeing and economic self-determination, ensuring the Corporation can guide and deliver on all pillars of this Strategic Plan.



5.1 Cultural Authority in Governance

Goal/Focus Area

What we will do:

Embed the role of Gnerrick Gnerrick in guiding decisions and ensure cultural authority is central to governance processes.

Why we are doing it:

You told us that governance must reflect culture. Cultural authority ensures decisions are both legally sound and grounded in Wamba Wemba values.

Key Performance Indicators

- Council of Gnerrick Gnerrick governance protocols established and adopted within the third year of the implementation of the Strategic Plan
- Quarterly Council of Gnerrick Gnerrick meetings held and minuted from the first year of the implementation of the Strategic Plan
- Register of Decisions developed and adopted after the first year to record cultural authority advice and how it was considered
- Membership policy that includes cultural governance advice from the Council of Gnerrick Gnerrick established and adopted within the first year of the implementation of the Strategic Plan
- Analysis of Council of Gnerrick Gnerrick composition undertaken within the first two years of the of the implementation of the Strategic Plan to determine fair and equitable representation, with recommendations endorsed and adopted by the Council
- Financial support and coordination provided to the Council of Gnerrick Gnerrick to attend meetings in person and on Kurrek established and adopted within the first year of the implementation of the Strategic Plan





5.2 Member Engagement and Communication

Goal/Focus Area

What we will do:

Ensure membership is open and inclusive for all Wamba Wemba people, including those reconnecting with Kurrek. Strengthen communication and engagement so members feel informed, welcomed and connected to decision making.

Why we are doing it:

You told us members must feel included and connected. Open membership and transparent communication build unity, trust and accountability across the Corporation.

Key Performance Indicators

- Membership policy that includes cultural governance advice from the Council of Gnerrick Gnerrick established and adopted within the first year of the implementation of the Strategic Plan
- Membership database established and maintained within the first year of the implementation of the Strategic Plan
- Community Engagement Officer employed within the first year of the implementation of the Strategic Plan
- Cultural activities and Community engagement calendar developed within the first year of the implementation of the Strategic Plan

- Quarterly newsletter established and maintained within the first year of the implementation of the Strategic Plan
- Facebook page and website established and providing regular Corporation and Community updates within the first year of the implementation of the Strategic Plan
- Annual member feedback survey established and maintained within the first year of the implementation of the Strategic Plan

Reporting Mechanisms

- Membership policy incorporating cultural governance advice tabled to Council of Gnerrick Gnerrick and the Board
- Update on membership numbers and movements of membership reported annually in the Annual Report
- Cultural activities and Community engagement summary reported annually in the Annual Report
- Annual member feedback survey results reported annually in the Annual Report





5.3 Resource and Capacity Building



Goal/Focus Area

What we will do:

Build the Corporation's capacity by securing funding, staffing key positions and developing internal systems that ensure long-term sustainability. Create pathways for Wamba Wemba people into leadership and management roles and establish succession planning so knowledge is transferred across generations.

Create pathways for Wamba Wemba people into leadership and management roles and establish succession planning so knowledge is transferred across generations.

Why we are doing it:

You told us strong foundations are essential. Building capacity ensures the Corporation can grow sustainably, manage complex responsibilities, and deliver opportunities for future generations.

Key Performance Indicators

- Governance training program for Board and Executive Employees established and delivered annually within two years of the implementation of the Strategic Plan
- Senior management positions established within the first year and retained within the first year of the implementation of the Strategic Plan
- RAP, Kurrek, Ranger, Fieldworker and Corporate Services teams staffed and operating within the first year of the implementation of the Strategic Plan

- Succession planning framework developed within three years of the implementation of the Strategic Plan
- Employee training and development program developed and implemented within three years of the implementation of the Strategic Plan
- Employee Assistance Program developed and implemented within the first year of the implementation of the Strategic Plan

Reporting Mechanisms

- Regular report on Director meeting attendance and training workshop attendance provided to Board and Members in Annual Report
- Summary of Directors training attendance provided annually to Members annually in the Annual Report
- Workforce and Organisational overview provided to Members annually in Annual Report
- RAP, Kurrek, Ranger and Fieldworker Program updates provided at quarterly meetings of the Board and provided to Members in the Annual Report
- Progress updates included in Implementation Roadmap reports
- Summary of Employee training and development activities provided annually to Members in the Annual Report



5.4 Finance and Audit Systems

Goal/Focus Area

What we will do:

Maintain strong and transparent financial systems that ensure resources are safeguarded, risks are managed and accountability is upheld.

Why we are doing it:

You told us trust requires financial accountability. Strong systems safeguard Community resources and build confidence with partners and regulators.

Key Performance Indicators

- Cloud accounting software implemented and operating within the first 6 months of the implementation of the Strategic Plan
- Financial management policy suite developed and implemented within the first 6 months of the implementation of the Strategic Plan
- Regular, detailed financial statements and reporting mechanisms produced and provided to the Treasurer and Board within the first 6 months of the implementation of the Strategic Plan
- Annual external audit completed on time and unqualified within the first year of the implementation of the Strategic Plan
- Conflict of Interest Register and Procurement Register established within the first year of the implementation of the Strategic Plan

- Financial literacy training program for Board and Executive Employees established and delivered annually within two years of the implementation of the Strategic Plan
- Achieve 100% compliance with Office of the Register of Corporations within the first year of the implementation of the Strategic Plan

Reporting Mechanisms

- Summary to Members regarding the Corporations financial management systems reported annually in the Annual Report
- Set of audited accounts and auditors comments provided for Members annually at the Annual General Meeting and in the Annual Report
- Financial management policy suite produced to the Board
- Quarterly financial statements and reporting provided to the Treasurer and Board
- Conflict of Interest Register and Procurement Register presented at quarterly meetings of the Board





5.5 Organisational Governance

Goal/Focus Area

What we will do:

Ensure governance systems meet legal requirements and uphold cultural values. Build frameworks that ensure fairness, compliance and transparency.

Why we are doing it:

You told us good governance is essential for accountability and fairness. Strong systems protect the Corporation's Registered Aboriginal Party status and community trust.

Key Performance Indicators

- Establishment of role and responsibilities of Board, Council of Gnerick Gnerick and Corporation staff developed within the first year of the implementation of the Strategic Plan
- Governance training program for Board established and delivered annually within first year of the implementation of the Strategic Plan
- Work Health and Safety system established and adopted within the first year of the implementation of the Strategic Plan
- Human Resource Management system established and adopted within the first year of the implementation of the Strategic Plan
- Regular, organisational reporting produced and provided to the Board within the first 6 months of the implementation of the Strategic Plan
- Compliance Register, Funding Tracker, Conflict of Interest Register and Procurement Register established within the first year of the implementation of the Strategic Plan
- Risk Register established within the first year of the implementation of the Strategic Plan
- Conflict of Interest declarations completed annually by all Board and Executive Employees
- Rule Book review undertaken with Board, Council of Gnerick Gnerick and Members to ensure that the Rule Book reflects the cultural and corporate governance needs and Membership needs and legislative requirements within the second year of the implementation of the Strategic Plan
- Achieve 100% compliance with Office of the Register of Corporations within the first year of the implementation of the Strategic Plan report presented to Board

Reporting Mechanisms

- Decision Making Policy developed

and presented to the Board

- Regular report on Director meeting attendance and training workshop attendance provided to Board and Members in Annual Report
- Incident Reporting provided at quarterly meetings of the Board
- Program updates provided at quarterly meetings of the Board and provided to Members in the Annual Report
- Summary of Compliance, Conflict of Interest and Procurement Registers provided at quarterly meetings of the Board
- Summary of Rule Book review changes provided to Members in the Annual Report





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