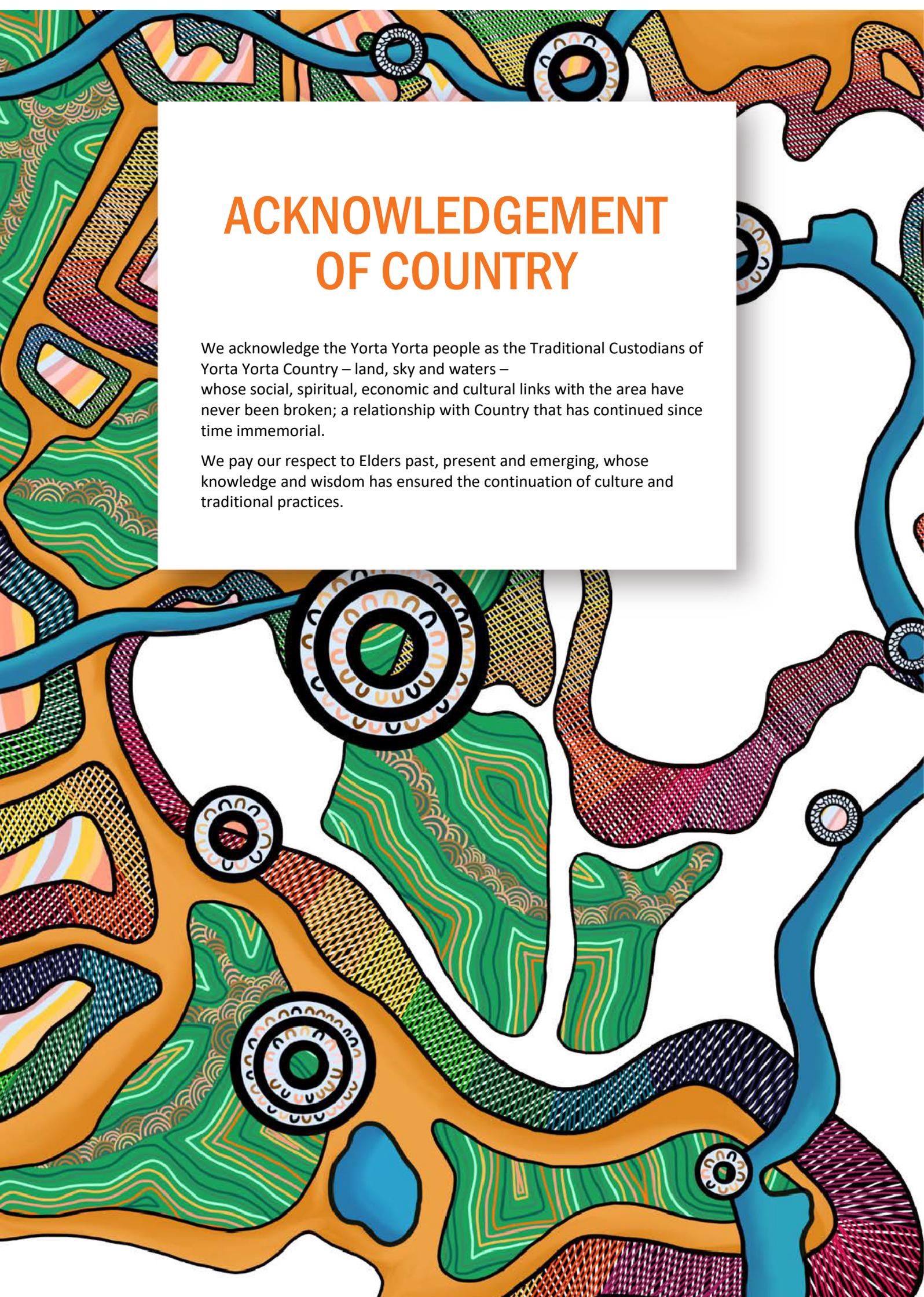


**GOULBURN  
MURRAY  
REGIONAL  
PROSPERITY  
PLAN**

March 2021

Prepared for the Kaiela Institute



# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Yorta Yorta people as the Traditional Custodians of Yorta Yorta Country – land, sky and waters – whose social, spiritual, economic and cultural links with the area have never been broken; a relationship with Country that has continued since time immemorial.

We pay our respect to Elders past, present and emerging, whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

“ FOR MY FAMILY, GOING TO THE MURRAY RIVER (DUNGALA IN YORTA YORTA LANGUAGE) IS OUR ESCAPE. YORTA YORTA COUNTRY IS PART OF MY IDENTITY AND INFLUENCES MY LIFE IN A SENSE GREATER THAN JUST ART; IT AFFECTS THE CHOICES I MAKE ON A DAILY BASIS

## TROY FIREBRACE

Troy Firebrace is a proud Yorta Yorta man born in Shepparton with an interest in art that started as a child. At school, he would often find himself distracted by sketching in his workbooks rather than paying attention to the lesson. It was not until years 11 and 12 that Troy began to experiment with painting.

Much of Troy’s artwork is based on the memories of his upbringing on Yorta Yorta country. “For my family, going to the Murray River (Dungala in Yorta Yorta language) is our escape. Yorta Yorta country is part of my identity and influences my life in a sense greater than just art; it affects the choices I make on a daily basis. Yorta Yorta and First Nations people don’t need to go far to feel and see Country; you just need to look inside yourself and you feel it. Country and kinship are intrinsic to being Aboriginal and they hold a special place in our hearts and identity.”

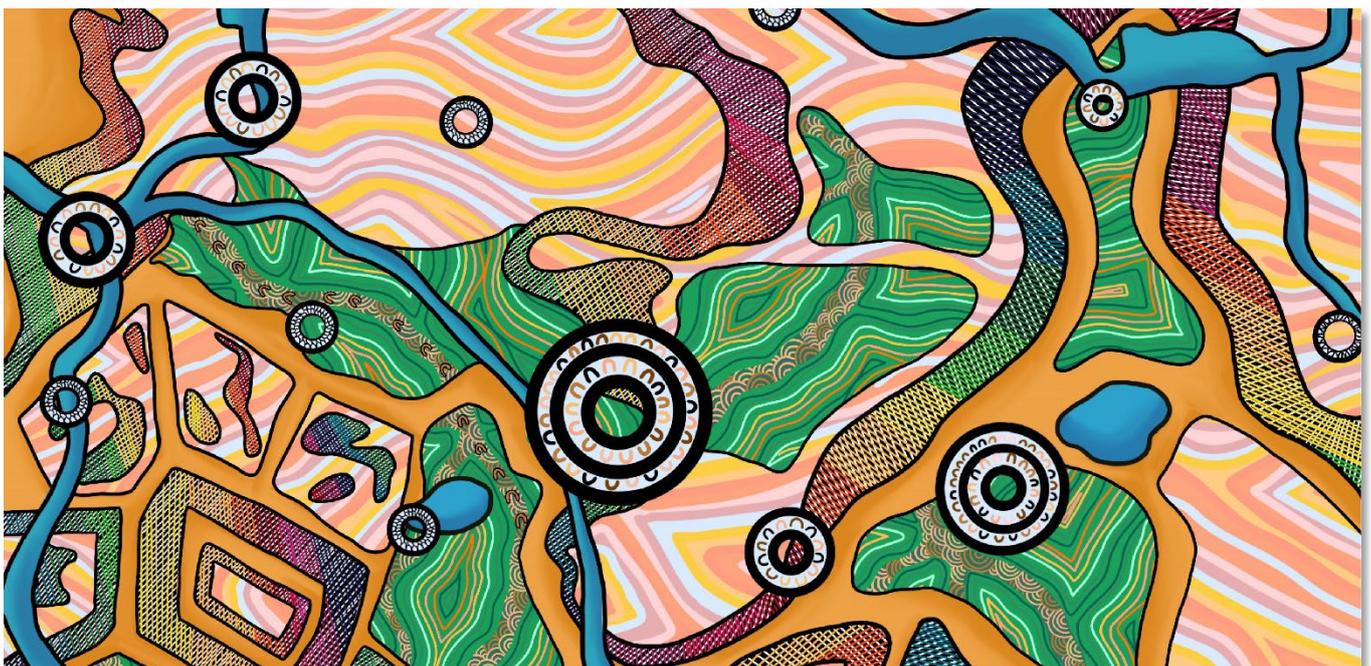
Painting is Troy’s hobby outside his work supporting young First Nations students in Victorian schools. His art career has grown from a young child painting in art school to exhibiting and developing his own style. Now, Troy runs his own business, Firebrace Designs, is an assessor of creative arts in schools and leads Indigenous art workshops for students and teachers. Troy has showcased

his art to the public through exhibitions held in galleries such as Kaiela Arts Shepparton, Melbourne Museum and Dudley House in Bendigo.

### INSPIRATION BEHIND TROY’S ARTWORK IN THIS PLAN

Through absorbing the passion, words, direction and ambition of the Goulburn Murray Regional Prosperity Plan, Troy could see the Plan come to life in a way that captured the strength and resilience present within the community. This artwork depicts a map of the lakes and towns on Yorta Yorta country, inspired by the lifeblood and veins of Country, the Cummeragunja walk off and towns full of people of all sizes, shapes and colours.

Troy was inspired by the strength and cohesion of a tree; it is a hardened object in which every fibre plays its part, from the roots to the branches. Regardless of how small the fibre is, it all comes together to create something much larger than itself.



Work: Foundation of Country, 2021. Copyright: © Troy Firebrace, 2021.

# ACKNOWLEDGEMENT OF PARTNERS AND FRIENDS

We would like to acknowledge the multi-stakeholder approach to the development of this Plan. In particular, we gratefully acknowledge the generous and highly valuable input from our longstanding partners and Project Control Group members.

These include:

- UNIVERSITY OF MELBOURNE
- KPMG
- NATIONAL INDIGENOUS AUSTRALIANS AGENCY
- COMMITTEE FOR GREATER SHEPPARTON
- COMMITTEE FOR ECHUCA MOAMA
- GOUGE LINEN AND GARMENT SERVICES
- DEPARTMENT OF JOBS, PRECINCTS AND REGIONS
- DEPARTMENT OF PREMIER AND CABINET
- REGIONAL DEVELOPMENT VICTORIA
- GREATER SHEPPARTON CITY COUNCIL
- MOIRA SHIRE
- STRATHBOGIE SHIRE



# EXECUTIVE SUMMARY

## BACKGROUND AND CONTEXT

It is acknowledged that prior to colonisation and dispossession, the Yorta Yorta had a thriving economy built on deep cultural connections, relationships and responsibilities to the region also known as the Goulburn Murray.

We recognise the invincible spirit of the Yorta Yorta people. While the cultural legacy continues, economic participation has lagged that of the non-Indigenous community (*see pages 24-25*).

Through collaboration and collective responsibility, we will restore, re-establish and sustain a thriving and integrated Yorta Yorta and First Nations economy. We will create shared value and shared prosperity enjoyed by all in our region, including amplifying the Yorta Yorta and First Nations world view as part of the broader community’s identity (*see page 34*).

## THE VISION

The vision of this plan is to generate a thriving and sustainable First Nations economy through a shared prosperity model that delivers an additional \$150m GRP per annum by 2036 for the Goulburn Murray Region.

Figure 1: Prosperity Vision and regional benefits



Source: KPMG.



## SHARED PROSPERITY AND A CIRCULAR ECONOMY

A thriving First Nations economy will deliver parity for First Nations people, which will provide, by 2036, an additional \$150m GRP per annum and 460 FTE jobs for the region.

This Plan will deliver:

- in net present value terms, a cumulative contribution to GRP over 15 years exceeding \$500 million;
- a significant boost to new businesses for Yorta Yorta and First Nations people;
- a significant reduction in the costs of government and community services and interventions to Close the Gap;
- a demonstrable social and cultural dividend that honours and respects Yorta Yorta cultural traditions and contemporary value.

This increase in regional productivity (alongside savings in the costs of services and interventions) will justify early investment to seed the establishment of the model (effectively an advance against future GRP growth and cost savings); and support re-investment from future GRP gains and cost savings into a circular economy to create new and added value that will provide significant benefits in our region.

The Plan flips the way we view and understand the role of First Nations people in the regional economy from a prevailing deficit model to a positive and contributory model.

By working together, the region will share in the value and prosperity that is generated from a place-based circular economy model, whilst also building understanding of, and respect for, the social, cultural and economic contribution of Yorta Yorta and First Nations people.

## THE GOULBURN MURRAY IS READY TO LEAD

While this 15-year plan takes a fresh and innovative approach that breaks with past models, the Goulburn Murray region is ready.

We have taken a carefully considered, systemic and structured approach to developing and delivering a robust and achievable plan that is set up for success.

We are a strong, prosperous and innovative region with the capacity, the will and the know-how to take collective responsibility and accountability for achieving parity for Yorta Yorta and First Nations people over a 15-year timeframe. Critically, there are strong existing partnerships (see page 9) and the right stakeholders across the region are committed for the long term to

shared responsibility for restoring First Nations participation in the regional economy. This will include a mix of advocacy, resources, support and/or individual Action Plans from a diverse range of Plan Champions, Ambassadors, Initiative Owners and stakeholders, including local municipalities, Committees for Shepparton and Echuca, Goulburn Regional Partnership, water authorities and a diverse range of individual businesses and non-government organisations committed to the Plan vision. Similarly, First Nations infrastructure is both innovative and well established (see page 51). With suitable resourcing, we are well positioned to enable and support the implementation of this Plan. This includes:

- **Algabonyah Business Development Unit (ABDU)** – secretariat and business support roles; driver or partner for the transformational initiatives of an Indigenous Business Hub and renewables industry;
- **Algabonyah Data and Research Unit (ADRU)** – data collection and evidence-based analytics for monitoring, evaluation and adaptive management. (The ADRU is an Australian first for the role of First Nations data and knowledge custodian);
- **Munarra Centre for Regional Excellence (MCRE)** – education, research, training and engagement opportunities. Another Australian first, the MCRE will support skills and business development and is best placed to deliver the transformational initiative of an Indigenous Knowledge Hub (in partnership with the ADRU and other local organisations);
- **Rumbalara Football and Netball Club (RFNC)** – much more than a sporting club, RFNC is the cultural and spiritual home of the First Nations community. The club performs a range of social, cultural and economic roles, including delivering the Algabonyah Employment Program supporting the long term unemployed find jobs.
- **Kaiela Institute** – the Indigenous think tank that drives innovation and leadership and has been instrumental in supporting and developing this new model.

Our governance structure (with an adaptive monitoring and evaluation framework) will allow a 'learn as you achieve' approach to enable the flexibility to adapt and adjust to changing priorities over time (see below and pages 47-50).

Through the creation of a circular economy, where local Yorta Yorta and First Nations people can contribute to, and then benefit from, the growth of the wider economy, the Goulburn Murray region has an opportunity to lead the nation on how to create a shared prosperity model that provides tangible and measurable benefits for our region.

We view investment in a thriving First Nations economy as an investment in our shared future prosperity and as a critical factor in the sustainability of our culture and identity.

## STRATEGIC THEMES

From our extensive consultation process, we have identified six strategic themes (*see pages 31-46*), which are the critical areas for investment and action that will allow us to build a thriving and sustainable First Nations economy over time.

- A Thriving Community with Strong Foundations
- Opportunities Through Culture and Shared Value
- Building Enduring Relationships
- Goulburn Murray as a Region of The Future
- Accelerating Enterprise and Leadership Development
- Skills and Pathways for the Future

Each theme has prosperity goals, expected outcomes, regional benefits, key benefits, related Closing the Gap targets and proposed initiatives (short, medium and long term) identified through the consultation process, including three transformational initiatives: Indigenous Knowledge Hub (*see page 36*); Renewable Energy (*see page 40*) and Indigenous Business Hub (*see page 43*).

## IMPLEMENTATION AND GOVERNANCE

It is the collective and shared responsibility of the region to deliver this Plan to enable and restore the economic participation and inclusion of Yorta Yorta and First Nations people.

The implementation and governance model (*see pages 47-50*) identifies roles, responsibility, commitments and accountabilities, including:

- Implementation Committee – oversees coordination and implementation
- **Ambassadors** – stakeholders committed to promoting the Plan

- **Initiative Owners** – stakeholders committed to delivering specific initiatives
- **Plan Champions** – senior leaders across Government and industry to advocate for the Plan
- **Algabonyah Business Development Unit** – Secretariat for implementation and monitoring, including co-design of Action Plans
- **Algabonyah Data and Research Unit** – data and analytics to inform implementation, monitoring and evaluation
- **Youth Panel** – advisory body to the Implementation Committee

Implementation principles (*see page 48*) include being First Nations led, collaborative, adaptive and data driven. This will ensure strategic alignment with existing programs and initiatives, while leveraging existing projects and initiatives. A phased approach to sequencing delivery will allow quick wins while setting up longer term actions for success.

We envisage an initial two-step process for delivering individual stakeholder commitments:

- **Step 1:** Signing of the Statement of Intent (*see Appendix C*);
- **Step 2:** Co-design (with the ABDU Secretariat) of a tailored Action Plan.

It is anticipated that the Implementation Committee will draw on the aggregated individual Action Plans, alongside data and analytics from the ADRU, to develop a scorecard of progressive measures for the Plan. This will include KPIs with clear targets, trajectories and timelines for monitoring, evaluation and adaptive management over the course of the 15 year Plan.

# PLAN CHAMPIONS

Committing to the role of a Plan Champion and signing the Statement of Intent involves acknowledging the ongoing contribution of Yorta Yorta and other First Nations people to the Goulburn Murray region, the history of dispossession and marginalisation placed upon the First Nations community and the shared responsibility of the community to redress these injustices and restore a thriving First Nations economy.

The following organisations have committed to the role of Plan Champion of the Goulburn Murray Regional Prosperity Plan and signed the Statement of Intent:

- **AGBIOEN**
- **COMMITTEE FOR ECHUCA MOAMA**
- **COMMITTEE FOR GREATER SHEPPARTON**
- **GOULBURN-MURRAY WATER**
- **GREATER SHEPPARTON CITY COUNCIL**
- **SPC**
- **UNIVERSITY OF MELBOURNE**
- **GOUGE LINEN & GARMENT SERVICES**
- **STRATHBOGIE SHIRE**
- **RUMBALARA FOOTBALL NETBALL CLUB**
- **KAIELA INSTITUTE**



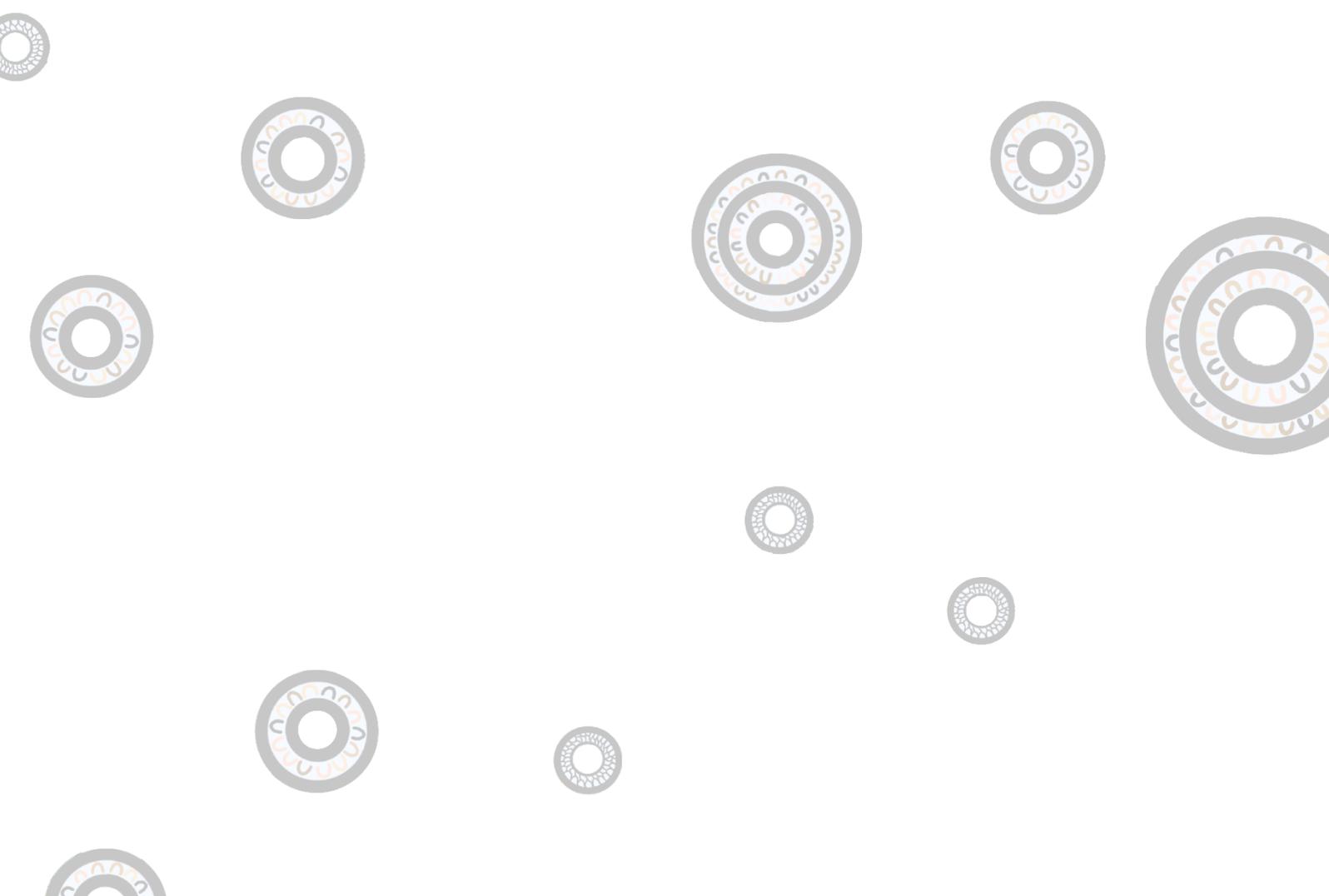
# GLOSSARY OF TERMS

TERM	DEFINITION
	These terms are used variously throughout this report and refer to the First People who inhabited the land now called Australia.
<b>Adaptive Management</b>	Adaptative management is a ‘learn along the journey’ approach to implementing a plan or strategy. It is a useful technique to use when data is incomplete or uncertain and outcomes based on existing experience and information are unable to be predicted.
<b>Algabonyah Business Development Unit</b>	This unit was established by the Kaiela Institute to support Indigenous entrepreneurs to realise their business aspirations. It also advocates for increased participation of First Nations people in the broader economy by forging meaningful partnerships with major industries in the Goulburn Murray region.
<b>Algabonyah Data and Research Unit</b>	This unit was established by the Kaiela Institute as part of a project to deliver a baseline set of metrics of First Nations’ wellbeing. The project was a community-driven collaboration that provided a snapshot of the First Nations community on Yorta Yorta country, covering six domains of wellbeing.
<b>Closing the Gap</b>	This is a whole-of-government approach working towards closing the current gap that exists between Indigenous and non-Indigenous Australians. There are 16 socioeconomic targets that aim to improve outcomes for Indigenous people in relation to health and wellbeing, education, employment, justice, safety, housing, land and waters, and languages.
<b>Enablers</b>	Enablers are elements which support the delivery of the Plan and accelerate its outcomes. There are four types of enablers (enabling infrastructure, enabling policies and strategies, enabling partners and programs and enabling funds).
<b>Indigenous Procurement Policy</b>	This is a mandatory procurement-connected policy under the legislative instrument of the Commonwealth Procurement Rules. Its purpose is to leverage the annual multi-billion procurement spend of the Commonwealth to stimulate demand for Indigenous goods and services to grow the Indigenous business sector.
<b>Parity</b>	The state of being equal.
<b>Project Control Group</b>	A group comprising of stakeholders across government, industry, academia and Aboriginal affairs to ensure advocacy and endorsement of this Plan within their sphere of influence.
<b>Prosperity</b>	A state of success. This can be in terms of wealth, health, peace, self-determination, cultural strength, and happiness.
<b>Shared value</b>	Policies, practices and partnerships that provide a competitive advantage and social benefits for the community.
<b>Social Procurement Policy</b>	The Victorian Government committed to a one per cent Aboriginal business procurement target by 2019-2020 as part of their Social Procurement Policy.

**TERM**

**DEFINITION**

<b>Taungurung Land and Waters Council</b>	This is the Registered Aboriginal Party that represents Taungurung peoples and works to protect their interests with respect to culture and country. Taungurung is part of the Kulin Nation, and its boundaries range from Kilmore in the west, to Wangaratta in the north, to Mount Beauty in the south, through to the Great Dividing Range in the South.
<b>Transformational Initiatives</b>	Transformational Initiatives are opportunities that are considered long term and strategic in nature. These projects were suggested by multiple stakeholders, support multiple strategic themes, drive self-determination through First Nations leadership, harness the macrotrends of the region, require funding, partnerships and collaboration to activate and will stimulate jobs and economic growth in the region.
<b>Yorta Yorta</b>	Yorta Yorta Country extends from the Murray River in all directions. From Cohuna in the west, to outside Albury Wodonga in the east, to a northern point of NSW.
<b>Yorta Yorta Nation</b>	Yorta Yorta Nation Aboriginal Corporation is made up of peoples with bloodlines to the original Ancestors of the land of the Yorta Yorta Nation. They represent the families that are descendants of the Yorta Yorta peoples. Yorta Yorta Nation consists of eight different clans, with the Yorta Yorta language being spoken across all of the clans.



# ACRONYMS

TERM	DEFINITION
<b>ABDU</b>	Algabonyah Business Development Unit
<b>ABS</b>	Australian Bureau of Statistics
<b>ADRU</b>	Algabonyah Data and Research Unit
<b>ACCOS</b>	Aboriginal Controlled Community Organisations
<b>AEDC</b>	Australian Early Development Census
<b>CTG</b>	Closing the Gap
<b>GMRPP</b>	Goulburn Murray Regional Prosperity Plan
<b>GROW Greater Shepparton</b>	Growing Regional Opportunities for Work Greater Shepparton
<b>GRP</b>	Gross Regional Product
<b>IPP</b>	Indigenous Procurement Policy
<b>LGAs</b>	Local Government Areas
<b>MCRE</b>	Munarra Centre for Regional Excellence
<b>MOU</b>	Memorandum of Understanding
<b>PCG</b>	Project Control Group
<b>RAP</b>	Reconciliation Action Plan
<b>RFNC</b>	Rumbalara Football Netball Club
<b>SAM</b>	Shepparton Arts Museum
<b>TI</b>	Transformational Initiatives
<b>UoM</b>	University of Melbourne



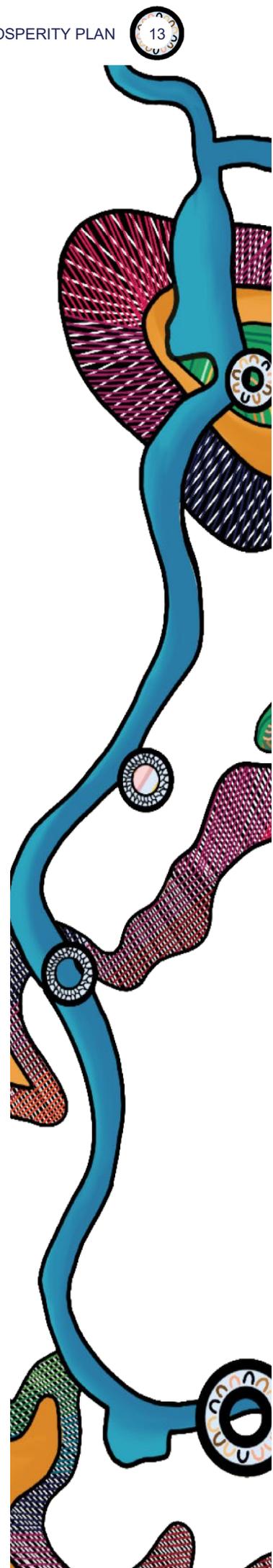
# REPORT STRUCTURE

## THIS DOCUMENT IS STRUCTURED AS FOLLOWS:

- **CHAPTER ONE – INTRODUCTION:**  
provides the context of the report, the overarching objectives of the Plan and quantifies the economic gains that can be enjoyed by the community if parity is reached.
- **CHAPTER TWO – THE MOMENTUM FOR CHANGE:**  
presents the case for change and evidence base quantifying the gap between Aboriginal and non-Aboriginal residents of the region and highlighting the barriers that exist.
- **CHAPTER THREE – THE REGIONAL OPPORTUNITY:**  
describes the strengths, opportunities areas and existing / planned investment for the region.
- **CHAPTER FOUR – OUR PROSPERITY VISION:**  
presents the regional benefits, strategic priorities and nation building principles that will be implemented to achieve the vision for the Goulburn Murray region.
- **CHAPTER FIVE – OUR STRATEGIC THEMES:**  
details the strategic themes that support and bring to life the Plan's vision. Each of the six pillars defines a prosperity goal, key enablers, expected outcomes, Closing the Gap targets and any relevant case studies.
- **CHAPTER SIX - IMPLEMENTATION AND GOVERNANCE:** outlines the process, roles and organisations critical for implementation of the Plan and a 15-year roadmap for agreed upon actions.
- **CHAPTER SEVEN – IMPLEMENTATION PLAN:**  
details the implementation principles and governance structure needed to clarify roles and responsibilities to ensure that this strategic Plan is actioned and embraced.
- **CHAPTER EIGHT – EVALUATION AND MONITORING:** details the guidance on the principles, data sources and framework for the continuous monitoring and evaluation of this Plan to ensure the implementation can be measured.
- **APPENDIX A – DETAILED LGA OPPORTUNITY Overviews:**  
a detailed economic overview of each of the four local government areas in the Goulburn Murray.
- **APPENDIX B – STATEMENT OF INTENT:**  
A document to signify the commitment of organisations to building a long-term partnership that will deliver mutual respect and significant employment and business opportunities.
- **APPENDIX C – BIBLIOGRAPHY**

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# 1. INTRODUCTION

## BACKGROUND AND CONTEXT

The Goulburn Murray Regional Prosperity Plan (the Plan) is a bold and courageous, whole-of-region approach to building shared prosperity and reaching First Nations parity in the region.

It brings innovative thinking to empowering communities by addressing social challenges that will deliver a significant economic return to the wider regional economy. Through Yorta Yorta and First Nations' economic inclusion and the achievement of parity, the Plan will bring an additional \$150m gross regional product (GRP) per annum.

In its implementation, the Plan will foster, promote and amplify the positive cultural and economic contribution that Yorta Yorta and First Nations people can and do make to the Goulburn Murray region. For tens of thousands of years, the people of the Yorta Yorta nation have enjoyed their natural rights to a thriving First Nations economy. As a people, they have prospered through their intrinsic social, spiritual, economic and cultural connection to Yorta Yorta country. These connections have never been ruptured and exist from time immemorial.

In this light, the Plan has been designed so that recognition of Yorta Yorta's world view is understood, valued and included as part of the broader community's identity. Its ambition is to create an equal space in society for Yorta Yorta and First Nations people's distinct value, ideas and world views. To this end, many of the strategic initiatives aim to shift ignorant and racist attitudes and drive the structural changes needed to reach parity. This is critical to creating genuine and balanced partnerships working towards shared prosperity.

Rather than looking through the lens of benevolence and intervention, this Plan draws upon the many strengths of the Yorta Yorta and First Nations people who reside in the region to provide a strategy that will empower and strengthen the community. The benefits for the region will not only be economic but will enrich the social and cultural fabric of the Goulburn Murray region.

In order for this Plan to succeed, long-term commitment and collaboration across the region is needed. The Goulburn Murray region has the opportunity to lead the country in a whole-of-region, productivity-focused and strength-based approach to foster First Nations' inclusion, for the benefit of everyone in the community.

The Plan is ambitious and long lasting and therefore must be underpinned by genuine regional governance that is adaptable and flexible to change over time, and an investment model that will provide a mechanism to ensure

Yorta Yorta and First Nations people are included in the future economic growth of the region. Iteration of the Plan and its strategic initiatives will ensure that the right outcomes are generated for the Goulburn Murray community.

## ERADICATING DISADVANTAGE STUDY

This Goulburn Murray Regional Prosperity Plan builds upon a 2018 study that found by 'closing the gap' and eradicating Indigenous disadvantage within the Goulburn Murray region, GRP would be \$150m higher per annum by 2036<sup>1</sup>, the year in which the gap is modelled to close.

Improved health, education and economic outcomes will drive economic activity through higher workforce participation and productivity and enable parity for First Nations people in the region. In this context, the purpose of this Plan is to provide strategic priorities and a 15-year action Plan for the region that goes beyond 'soft' program and policy recommendations to stimulate economic development through increased First Nations' economic inclusion and participation.

## HOW IS THIS PLAN DIFFERENT?

The following features differentiate the Plan from other approaches to reaching parity for First Nations people and building long-term, regional prosperity:

**Whole-of-region ownership** – the Plan is a whole-of-region asset. The strategic themes and their initiatives will provide significant economic, social and cultural benefits for the whole region. To this end, collaboration and commitment for the long term from a cross-section of stakeholders from the community is critical to its success. Chapter Six - Implementation and Governance provides a detailed overview of the different roles that the community will play in the Plan.

**Local First Nations infrastructure** – For parity to be reached, long-term investment in local First Nations infrastructure is required. This is critical to level the playing field where local Yorta Yorta and First Nations people can contribute to, and benefit from, the growth of the regional economy.

**Holistic strategic themes** – Building prosperity and productivity is complex and multifaceted in an environment that must effect social change to succeed. To this end, many of the strategic initiatives aim to shift attitudes, through building authentic relationships and creating a safe place for truth telling and challenging conversations - these initiatives are just as critical to building long-term prosperity as the employment and economic development focused initiatives.

<sup>1</sup> Deloitte Access Economics (2018). Closing the Indigenous gap in the Goulburn Murray Region

**Adaptative management** – The governance model for this Plan is underpinned by adaptive management or a ‘learning as you go’ approach to enable the flexibility to adapt as priorities change over time.

**Visible regional leadership** – Dismantling structural racism and shifting ignorant views requires courageous voices of Aboriginal and non-Aboriginal leadership across the community. Without the shift in perceived value of Yorta Yorta and First Nations’ culture, knowledge base and intrinsic strengths, the Plan will fail. To this end, community leadership and advocacy will play a vital role. Chapter Six provides a detailed overview of the ongoing roles that the community will play in governance, implementation and advocacy.

## APPROACH

The creation of the Plan commenced in September 2020 with an extensive research exercise conducted to develop an understanding of the current challenges and opportunities that exist for the Goulburn Murray region. This research included developing a strong and localised view of the barriers and challenges experienced by Yorta Yorta and other First Nations people in the Goulburn Murray region to support the case for change that underpins this Plan.

Extensive community consultation was then undertaken with key stakeholders across the region and at all levels of government to understand what role they can play and what their level of ambition is when it comes to building prosperity through inclusion of First Nations people in this Plan.

Alongside consultation to build upon and participate in the development of the Plan, a Project Control Group (PCG) was formed comprising of stakeholders across government, industry, academia and Aboriginal affairs to ensure advocacy and endorsement of this Plan within their sphere of influence.

Many members of the PCG will continue to play a critical role as this Plan moves into the implementation phase as they will transition into roles as Plan Champions or as members of the Implementation Committee.

## OBJECTIVES OF THE PLAN

There were five overarching objectives that informed the development of this Plan. These were co-designed and validated with the PCG as follows:

- Develop a rights-based platform that recognises Yorta Yorta people’s right to an economy and a future state of productivity post-dispossession.
- Set a clear, regional trajectory towards parity and prosperity for Yorta Yorta and other First Nations people.

- Activate the First Nations economy in the region through direct investment and support for enterprise development and entrepreneurship.
- Reposition the perceived social, cultural and economic value of the contribution of First Nations people, heritage and enterprise to the region.
- Build regional accountability to restore First Nations’ social, economic and cultural value by defining activity and outcomes in a way that is specific and measurable.

## EVALUATION

Monitoring of progress and evaluation of outcomes is a critical component of this Plan and its success; the Plan establishes principles and objectives for evaluation and monitoring in order to guide the implementation of future evaluation.

Each of the six strategic themes has a number of indicators of success, each of which correspond to a measure of progress. These measures are quantified using Australian Bureau of Statistics (ABS), Australian Early Development Census data and outputs of focus groups and online surveys and align to the Closing the Gap targets that all levels of government have committed to achieving.

This evaluation and monitoring framework is designed to accelerate progress toward the Australian Government’s relevant Closing the Gap targets

“ IN THIS CONTEXT, THE PURPOSE OF THIS PLAN IS TO PROVIDE STRATEGIC PRIORITIES AND A 15-YEAR ACTION PLAN FOR THE REGION THAT GOES BEYOND ‘SOFT’ PROGRAM AND POLICY RECOMMENDATIONS TO STIMULATE ECONOMIC DEVELOPMENT THROUGH INCREASED FIRST NATIONS’

”

# 2. THE MOMENTUM FOR CHANGE

This chapter provides the evidence base for why this Plan is important by highlighting the impact of colonisation and systemic racism that must be overcome through genuine regional acceptance of responsibility, the major barriers Yorta Yorta and First Nations people in the region face, the federal and state government agendas of change, the gap that currently exists between Aboriginal and non-Aboriginal people, and the current momentum in the community to harness the opportunities to accelerate parity which will generate significant economic, social and cultural benefits for the Goulburn Murray region.

## THE JOURNEY TOWARDS INCLUSION AND PARITY

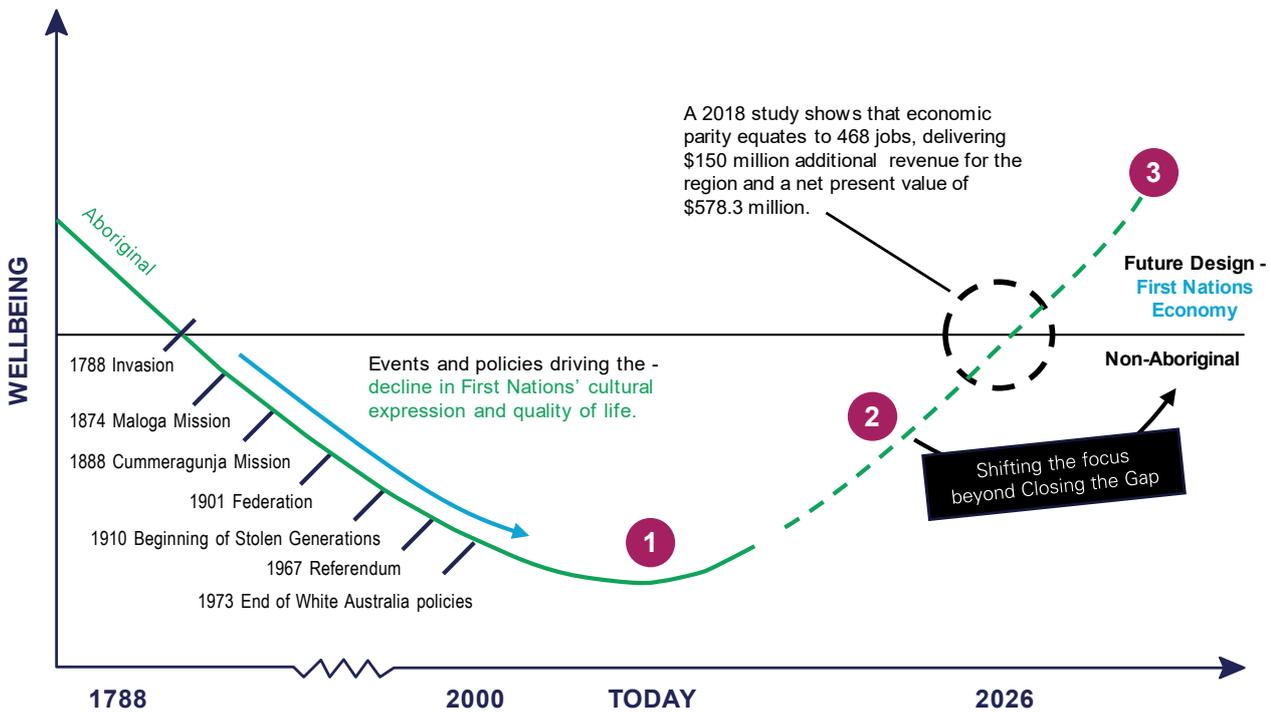
impact on the wellbeing and rights of Yorta Yorta and other First Nations people living in the Goulburn Murray region.

A critical outcome from this Plan will be to restore the First Nations economy in the Goulburn Murray region and to provide a bridge to parity. Understanding the constraints and barriers that First Nations people of the Goulburn Murray region face will be vital for this whole of community journey

towards parity and prosperity. Critically, this Plan will shift the focus beyond closing the gap and focus on leveraging existing strengths of the First Nations community to lift the aspirations and expectations over the next 15 years.

The diagram below depicts the high-level journey that needs to occur to turn the corner from Closing the Gap and crisis intervention to lifting aspirations and empowering the whole community to work together to restore the Yorta Yorta and First Nations economy and create long-term prosperity.

Figure 2: The journey from colonisation to a prosperous First Nations economy



Source: Kaiela Institute

1

To ensure the Goulburn Murray region can benefit from the strategic initiatives in this Plan, provide long-term funding to scale and grow the local First Nations infrastructure and the Plan’s governance body that will play key roles in the implementation, adaptive management and ongoing evaluation and monitoring.

2

Provide a coordinated and unified approach to government support for the Plan to minimise the siloed approach of a three-tiered government system that results in over-complexity and duplication of effort.

3

Undertake a feasibility study to explore options for a GRP-based re-investment model that will activate a circular economy where local Yorta Yorta and First Nations people can contribute to, and then benefit from, growth of the regional economy.

## IMPACT OF COLONISATION

The burden of history since colonisation and the everyday experience of systemic racism means that many Yorta Yorta and First Nations people in the region carry feelings of fear, mistrust and disappointment.

The impact of this is lower confidence and self-belief, as well as fragmentation from the rest of the community. The barriers to building relationships based on trust has meant that the rich Yorta Yorta culture and history that has existed for more than 60,000 years remains largely untold and unappreciated outside of the First Nations community.

Systemically racist government policies of the past, including dispossession from land, culture and language, have led to an intergenerational cycle of trauma, negatively impacting all major indicators of wellbeing. The continuing denial of Yorta Yorta's natural rights, including the restoration of the Yorta Yorta economy, perpetuates the existing barriers to achieving parity with non-Aboriginal people.

### Systemic racism

Systemic racism exists throughout Australian society. Daily instances of racism occur towards First Nations people across the country, and indeed in the Goulburn Murray region, in both overt and subtle ways, including economic exclusion. For systemic racism to be dismantled, every institution and individual must take responsibility for ensuring problematic attitudes are addressed and countered rather than allowed to fester and amplify.

Dismantling racism in the region is a critical outcome that this Plan seeks to achieve.

### Barriers to mainstream inclusivity in the region

It is widely accepted that First Nations people face barriers to well-being and prosperity. Consultation conducted for this Plan identified the following major barriers in the Goulburn Murray region:

- **Lack of meaningful employment opportunities:** There is an over-representation of First Nations people in lower paid jobs / sectors in the Goulburn Murray region.
- **Uncoordinated leadership and governance:** There has been a lack of accountability, co-ordination and governance amongst community leaders from all stakeholder groups.
- **Exclusion of First Nations people:** Investment into targeted sectors in the region often results in indirectly excluding First Nations people.
- **Lack of a holistic approach:** There is a tendency to consider 'Aboriginal issues' separately to 'mainstream issues' within the community.

- The absence of cross-cultural friendships leads to ignorance, misunderstanding and an absence of respect and inclusion.

Critical factors to achieving parity for First Nations people in the region illustrated in the diagram below were also identified by members of the community during stakeholder consultation. It is important to understand, address and overcome these barriers to shape the future collective path towards parity and prosperity in the Goulburn Murray region.

“ IT IS IMPORTANT TO UNDERSTAND, ADDRESS AND OVERCOME THESE BARRIERS TO SHAPE THE FUTURE COLLECTIVE PATH TOWARDS PARITY AND PROSPERITY IN THE GOULBURN MURRAY REGION. ”

## FEDERAL AND STATE AGENDAS FOR CHANGE

The moment for change that drives self-determination for First Nations people is clear at both the State and Federal levels of Government. The regional approach this Plan is taking aligns with and supports the principles for change and reform currently being undertaken at both the Federal and State level.

### Closing the Gap

At a Federal Government level, the recently refreshed 'Closing the Gap' approach to addressing Indigenous disadvantage acknowledges that partnership with, and leadership from, the First Nations community is critical to any effort to reach parity. The refreshed approach to Closing the Gap provides national guidance and measurable targets across economic, educational, social and health outcomes that will support improved programs and service delivery.

This Plan has aligned each strategic theme's prosperity goal to the relevant Closing the Gap targets to measure progress within a whole-of-government, national monitoring framework. The initiatives within this Plan and the indicators and measures of the evaluation and monitoring framework are designed to accelerate achieving 10 of the Closing the Gap targets within the region.

### A First Nations Voice to Parliament

The national conversation around constitutional reform, a conversation spanning decades, came to a head at the 2017 National Constitutional Convention when the Uluru Statement From the Heart was delivered. The Uluru Statement calls for a First Nations Voice to Parliament and a Makarrata Commission to supervise a process of agreement-making and truth-telling.

These reforms are: Voice, Treaty, Truth. The first reform is the constitutional enshrinement of a Voice to Parliament. In 2019, the Minister for Indigenous Affairs, Ken Wyatt, announced the start of an Indigenous co-design process for a Voice to Government. The proposal for what shape the Voice will take is currently underway.

### Victorian Government's commitment to self-determination

The Victorian Government is also leading efforts to advance First Nations' self-determination through genuine partnership.

The Victorian Aboriginal Affairs framework places self-determination at the heart of strategy across government to improve outcomes. Self-determination is driven by First Nations Victorians, and within this, the Victorian Government is committed to its responsibility to reform its systems, structures and service delivery to better reflect the aspirations of Victorian First Nations communities.

The Treaty process currently underway in Victoria is a practical way to advance this commitment to self-determination.

### Yoo-rrook Justice Commission

In partnership with the First People's Assembly, Victoria has recently established a truth and justice process to recognise the historic wrongs and address ongoing

injustices for Aboriginal Victorians. The Yoo-rrook Justice commission (the Wemba Wemba/Wamba Wamba word for "truth") will be vested with the powers of a Royal Commission. A truth commission reflects the idea that there can be no justice without truth.

Many of the initiatives in this Plan are centred around truth-telling at a regional level as a constructive step to more deeply understanding the experience of Yorta Yorta and other First Nations people and the impact of racism.

### A place-based approach

The evidence shows that a place-based and Aboriginal-controlled approach has a significant impact on improved outcomes and uptake of programs and services for First Nations people.

Aboriginal community controlled organisations lead to improved outcomes being culturally safe and having a deep understanding of the holistic nature of solutions needed for their community. The importance and impact of Aboriginal controlled and led organisations is evident with over 64% of First Nations people utilising only Aboriginal Community Controlled Organisations for essential health services,<sup>2</sup> and First Nations businesses being 100 times more likely to employ Aboriginal people than non-Aboriginal people<sup>3</sup>.

By leveraging local strengths, opportunities and trends and engaging deeply with local stakeholders and communities, a place-based approach to the development of initiatives and solutions ensures they truly reflect the needs of the community.

It empowers local organisations to lead change and provide it in a culturally appropriate way, within a community-specific context.

A place-based approach driven by local First Nations infrastructure is a critical feature of this Plan.

“

**THE IMPORTANCE AND IMPACT OF ABORIGINAL CONTROLLED AND LED ORGANISATIONS IS EVIDENT WITH OVER 64% OF FIRST NATIONS PEOPLE UTILISING ONLY ABORIGINAL COMMUNITY CONTROLLED ORGANISATIONS FOR ESSENTIAL HEALTH SERVICES<sup>2</sup>, AND FIRST NATIONS BUSINESSES BEING 100 TIMES MORE LIKELY TO EMPLOY ABORIGINAL PEOPLE THAN NON-ABORIGINAL PEOPLE<sup>3</sup>.**

”

<sup>2</sup> Neuroscience Research Australia Larke et. Al., 2020, Patterns and preferences for accessing health and aged care services in older Aboriginal and Torres Strait Islander Australians, (Accessed at: <https://onlinelibrary.wiley.com/doi/10.1111/ajag.12864>)

<sup>3</sup> Supply Nation Indigenous Business Growth: working together to realise potential (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/10/Building-Indigenous-Growth-Report.pdf>

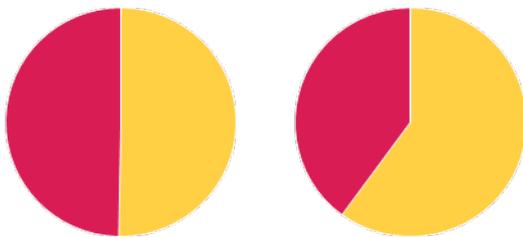
# THE GAP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE IN THE REGION

The presence of current and historic barriers for Yorta Yorta and First Nations people has led to a significant gap across critical health, wellbeing and economic measures<sup>^</sup>. The factors influencing this gap between Aboriginal and non-Aboriginal people must be addressed if the First Nations community and the region as a whole are to thrive and succeed.

**MEDIAN AGE OF INDIGENOUS POPULATION: 22**  
**65% OF THE POPULATION IS < 34 YEARS OLD**

### LABOUR FORCE PARTICIPATION

**50.3% INDIGENOUS**      **60.1% NON-INDIGENOUS**



Proportionally more non-Indigenous people between the ages of 15-64 are working than Indigenous people.

**This is a difference of 9.8%.**

### YEAR 12 ATTAINMENT

#### LABOUR FORCE PARTICIPATION

**26.2% INDIGENOUS**      **37.8% NON-INDIGENOUS**

The region as a whole is significantly under the national non-Indigenous population year 12 completion rate of 57%.

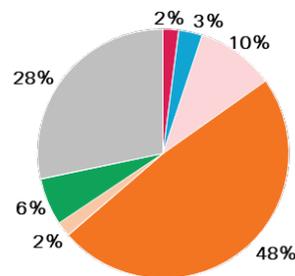
The proportion of Indigenous children attending school (90% or more) is 30% less than their non-Indigenous counterparts (49% and 79.3% respectively)\*.

Twice as many Indigenous young people are developmentally vulnerable than non-Indigenous young people\*.

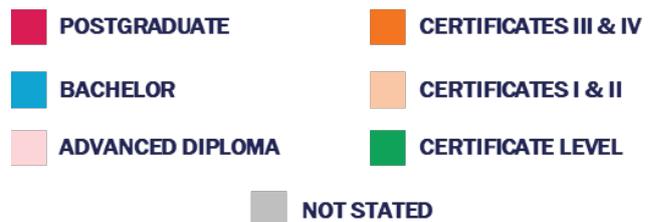
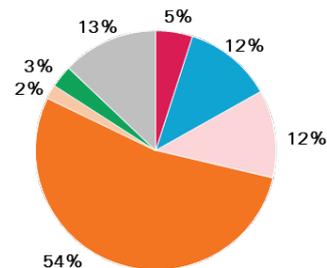
*\*Empowered Communities 2017 report card.*

### FURTHER EDUCATION – LEVEL OF EDUCATIONAL ATTAINMENT

#### INDIGENOUS



#### NON-INDIGENOUS



There is proportionally less Indigenous people obtaining a Bachelor degree or higher in comparison to their non-Indigenous counterparts (5% and 17% respectively). Additionally, there is a higher percentage of people not stating their highest level of education.



# THE GAP BETWEEN INDIGENOUS AND NON-INDIGENOUS PEOPLE IN THE REGION

**MEDIAN AGE OF NON-INDIGENOUS POPULATION: 43**  
**40% OF THE POPULATION IS < 34 YEARS OLD**

## UNEMPLOYMENT RATE



The unemployment rate of Indigenous people in the Goulburn Murray region is greater than for non-Indigenous people.

## HOME OWNERSHIP (MORTGAGED OR OWNED OUTRIGHT)



The hospitalisations for assault ratio is 13 times higher for Indigenous people than non-Indigenous people in the Goulburn Murray region\*.

*\*Empowered Communities 2017 report card.*



**THE MEDIAN WEEKLY HOUSEHOLD INCOME OF INDIGENOUS PEOPLE IN THE REGION IS \$200 LESS THAN FOR THEIR NON-INDIGENOUS COUNTERPARTS.**

*\* Weekly household income estimates do not exclude Indigenous people.*

# EXISTING FOUNDATIONS IN THE GOULBURN MURRAY REGION

## STRONG EXISTING PARTNERSHIPS

The Goulburn Murray region has existing long-term relationships and partnerships that are committed to providing pathways and initiatives to drive shared prosperity in the region. These partnerships have evolved to a position of shared perceived value. For example, in partnership with the University of Melbourne, the Academy of Sport, Health and Education (ASHE) has seen an increase in students from 12 in 2004, of which 100% were Indigenous, to 115 in 2017, of which 74% were Indigenous.

Shepparton has also been at the forefront of Indigenous community-led reform through its partnership with Jawun and participation in the Empowered Communities model. The vision for Empowered Communities, through a range of transformational policy reforms, is to empower communities by empowering people to drive change by making local decisions about their priorities.

The partially funded Munarra Centre for Regional Excellence will, once complete, become a national exemplar for community engagement and culturally responsive education, supporting First Nations people with enhanced education and employment outcomes and delivering broader, long-term economic benefits and shared prosperity to the region and Australia.

## RECONCILING THE DISPOSSESSION OF YORTA YORTA PEOPLE

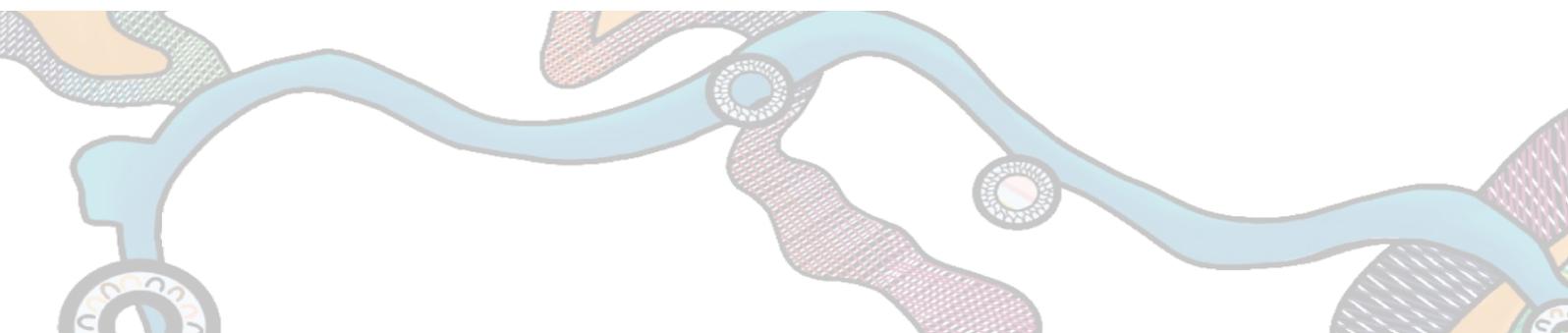
While the Yorta Yorta and First Nations community in the region has a strong base that will act as a foundation to activate this Plan, there is still a significant part of the community who are reliant on Government intervention. Due to the ongoing impact of dispossession, many First Nations people live still live their lives on the fringes. A

shift in the regional attitude and behaviours towards Aboriginal people is critical to reset and ensure the region is a place where Indigenous and non-Indigenous people healthfully and respectfully co-exist.

This Plan leverages what is already working at a Federal, State and local level and fortifies this with regional accountability to drive the systemic change needed to create shared prosperity for the region. Rather than looking to replicate, the strategic themes leverage existing enablers to achieve the shared prosperity vision.

Further, the following elements are already in place to ensure the long-term sustainability of the Plan and trajectory towards the vision for shared prosperity through reaching parity and genuine First Nations, including shared value for the region.

- **Advocacy and buy in** from strong Aboriginal and non-Aboriginal leadership across the region.
- An existing foundation of **local First Nations infrastructure** that, with further funding, can be built upon as an advance into the future for Yorta Yorta and First Nations people to ensure they can participate and contribute to the future economic growth of the region.
- A broad range of important and **growing industries and mega-trends** that will drive economic growth in the region.
- **Adaptive management** underpins the approach to governance and implementation.
- **A clear economic benefit** for the whole region if parity is reached.
- Shared responsibility and ownership for the **long term** to the Plan across the First Nations community, government, industry and academic sectors.



**Addressing ineffectual procurement policies**

'Window dressing' of social commitments in tender submission and procurement processes has reduced the efficacy of social procurement targets.

**Lack of First Nations' culture and knowledge being taught in schools**

A lack of knowledge and understanding perpetuates racist stereotypes, and young First Nations children in school miss the opportunity to safely express their culture and risk losing confidence to participate fully in society as a result. Additionally, non-Aboriginal students are missing out on the opportunity to connect and learn about the Yorta Yorta culture and history of the region.

**Understanding the aspirations and needs of the First Nations community**

Prosperity has no singular meaning; this Plan needs to resonate broadly with each individual's definition of prosperity.

**Bridging the gap between workforce supply and demand**

There is a disconnect between qualified and suitable job seekers and employers who can offer a culturally safe environment and the support needed for the newly employed. The lack of communication between industry, government and job seekers exacerbates this issue.

**Putting a spotlight on racism**

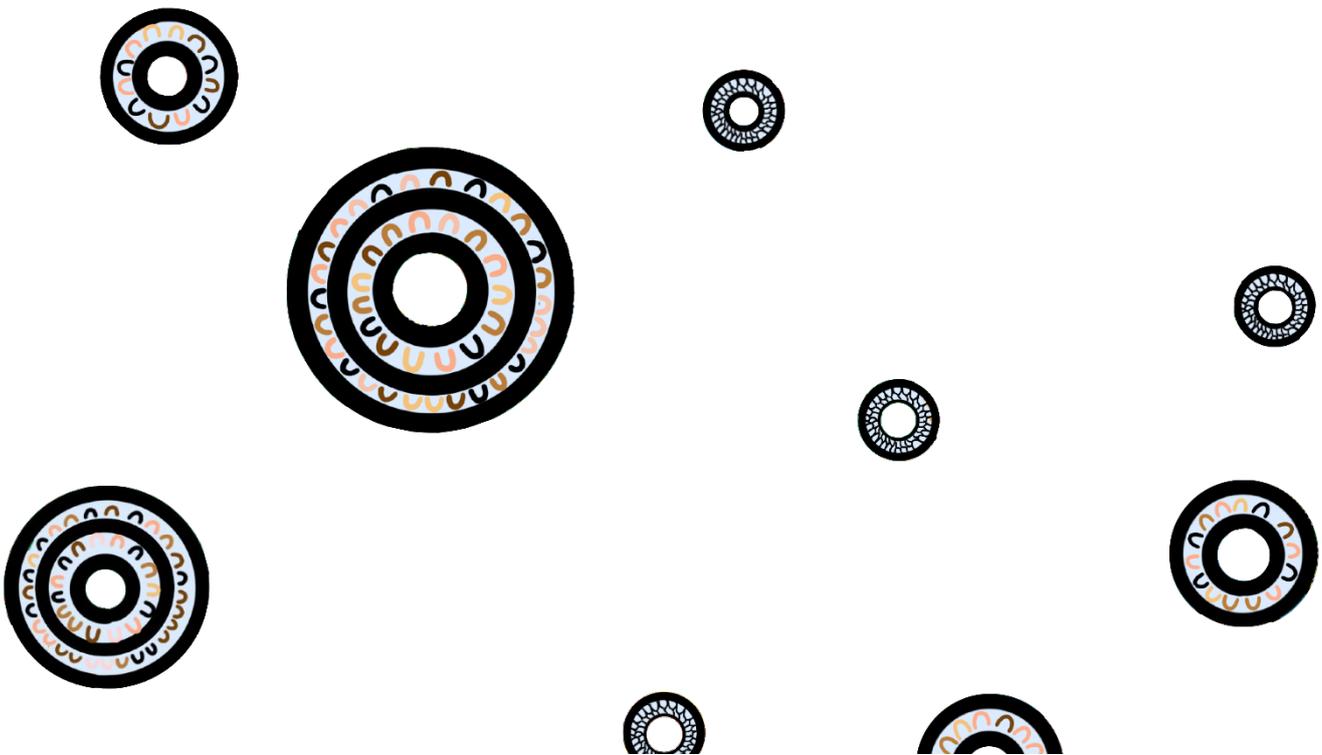
The lack of perceived value of First Nations' contributions to the community.

**A disconnect between business readiness and market demand**

Emerging First Nations businesses need accelerated programs to build capability and confidence to meet market demands and widespread community support.

**Trepidation from business community members**

Due to lack of connections and ignorance from some segments of the business community, there is trepidation about engaging and supporting First Nations' entrepreneurship and employment.



## 3. THE REGIONAL OPPORTUNITY

This chapter of the Plan provides a snapshot of the Goulburn Murray region, thus highlighting the key megatrends, opportunities and major investments that must be leveraged to reach parity for the benefit of the entire region.

### SNAPSHOT OF THE GOULBURN MURRAY REGION

The Goulburn Murry Region in northern Victoria is Yorta Yorta Country, spanning approximately 14,000km<sup>2</sup>. Bordering NSW, the region includes the Murray River, Goulburn River and related river systems, and is part of

*Figure 3: Snapshot of the Goulburn Murray region*



the longest continuous river system in Australia, the Murray Darling Basin<sup>4</sup>. Within the region, there are four local government areas with an approximate population of 140,000 people.

**Total population**  
140,284



**First Nations population**  
3,673  
(2.6% of the total population)



**Local Government Areas (LGA):**  
Greater Shepparton City Council  
The Shire of Campaspe  
The Shire of Moira  
The Shire of Strathbogie



*Source: Data ABS Census 2016; KPMG*

The region is rich in fertile land that supports some of the nation's strongest agricultural and horticultural industries.

Other sectors that are dominant in the region include manufacturing, health care and social assistance and retail. The region is advantaged in a number of key areas:

- Home to the largest First Nations population in regional Victoria.
- The regional city of Shepparton is considered the region's hub, providing education and employment opportunities for the area.
- The region is well placed along key transport routes including the Hume Freeway, Goulburn Valley Freeway and rail line.
- The region is multicultural; 15% of the City of Greater Shepparton population was born overseas.

Like many rural and regional areas in Australia, the Goulburn Murray faces considerable challenges that

relate to social and economic exclusion, chronic disease, education, connectivity and climate change. Some of the key challenges faced by the region include:

- A lack of cultural understanding and underlying racism in the community that drives social and economic exclusion, resulting in poorer life outcomes for First Nations people in the region.
- Higher rates of chronic illness, such as respiratory disease, cancers, cardiovascular disease and diabetes.
- Below national average high school education completion rates.
- Lower digital inclusion in comparison to other rural areas.
- The impacts of climate change present significant threats to the region and its agricultural industry.

## MAJOR OPPORTUNITY AREAS FOR THE REGION

Considering the macrotrends of the region and industries of the future, there are significant opportunities for the Goulburn Murray region to make the most of changing and emerging sectors. Some of these include:

### AGRICULTURE

- Sustainable food and irrigation practices
- Agtech
- Scaled agriculture
- Diversification of land use and production

### CLIMATE AND WATER

- Sustainable management of land and water
- Bushfires resilience and cultural burning

### SUSTAINABILITY

- Renewable solar, wind and bio-energy
- Circular waste economies

### TOURISM

- Agritourism
- Indigenous tourism
- Local tourism

### WAYS OF WORKING

- Age of digital
- Remote working
- Decentralisation of Melbourne

### STEM

- Innovation and economic growth
- Education and skills

### POPULATION LIMITATIONS

- Aging population
- Limited growth through immigration due to COVID

Source: KPMG.

At the time of drafting this Plan, there have been significant industry and State Government investment commitments that will provide important opportunities for the region.

Given this investment and the macrotrends in the region, the recommendations of the biggest future industries and opportunities include a renewable energy hub utilising solar, wind and bioenergy, diversification and scale of agriculture through technology and sustainable practices and increased localisation and domestic markets through the disruption of global supply chains with COVID-19. A detailed overview of major opportunities for each LGA in the region is included in Appendix A.

To ensure that Yorta Yorta and First Nations people's right to an economy is restored, it is critical that these major investments and macrotrends are harnessed in the implementation of this Plan.

### SOME OF THE CURRENT INVESTMENT INTO THE REGION

- Infrastructure investment through the Shepparton Rail Line Upgrade
- Munarra Centre of Regional Excellence
- La Trobe University Shepparton Campus Extension
- Echuca East Community Precinct
- Echuca Moama Bridge Project
- Echuca Moama Bridge Arts Project
- Redevelopment of the Riverfront Entertainment Precinct
- Shepparton Art Museum
- Shepparton Native Fish Hatchery
- University of Melbourne Dookie Campus Upgrade
- Campbell's Soup factory upgrade
- GOTAFE Shepparton Campus café upgrade
- 21/22 Budget<sup>4</sup> significant stimulus announcements including:
  - Housing (approximately \$45b)
  - Energy (approximately \$558m)
  - Tourism (approximately \$302m)
  - Jobs (approximately \$271m)
  - Skills (approximately \$226m)

<sup>4</sup> Totals include investment for the whole of Victoria. The Goulburn Murray region has an opportunity to maximise a proportion of this investment.

# 4. OUR PROSPERITY VISION

The vision of this Plan is to generate an additional \$150m GRP per annum by 2036 for the Goulburn Murray region through Yorta Yorta and First Nations’ economic inclusion, prosperity and shared value. This benefit can then be reinvested in the economy of the region to create new and additional value.

Critically, this Plan has been developed and designed so that its implementation and understanding of Yorta Yorta and First Nations people in the community’s world view is understood, valued and included as part of the broader community’s identity. The diagram below illustrates the regional benefits that will be realised through the implementation of the Plan.

Figure 4: Prosperity Vision and regional benefits



Source: KPMG.

# 5. OUR STRATEGIC THEMES

This chapter outlines the strategic themes that support the Plan’s vision. The strategic themes that underpin the Plan all drive towards a shared prosperity goal. This section of the Plan provides an overview of:

- Why the strategic themes are important and the relative benefits they provide for the whole region
- The strategic areas of focus for each theme
- The expected regional benefits that the focus areas will bring to the Goulburn Murray region
- Key existing enablers that will support the activation of the initiatives
- Transformational initiatives that have the potential to accelerate the journey towards parity and will generate significant benefits for the entire Goulburn Murray community, but will require strong investment and support
- Case studies of existing successful initiatives to build upon in the journey towards parity.

It also outlines the relative Closing the Gap targets which are being used to track progress and as measures of success over the life of the Plan in the evaluation and monitoring framework.

The diagram below shows each strategic theme and the prosperity goal it seeks to achieve.

Figure 5: The strategic themes and prosperity goals



## A THRIVING COMMUNITY WITH STRONG FOUNDATIONS

### PROSPERITY GOAL

Recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.

### WHY IS THIS IMPORTANT?

Whilst looking to create and capture economic opportunities is critically important to closing the gap to parity for the Goulburn Murray First Nations community, ensuring the foundations of the community are strong is also required.

For a person to go forth into the world and flourish, a safe and stable home and family life is crucial for self-confidence and the capacity to take on new opportunities, such as employment or education and training. Without these basic safety and security needs being met, a person has much higher risk of suffering from mental illness, drug and alcohol issues, family violence and other indicators of serious social disadvantage<sup>5</sup>.

The lack of intergenerational wealth is one of the largest predeterminants of economic disadvantage for First Nations people<sup>6</sup>. One of the most common ways that Australians pass on wealth to the next generation of their families is through asset inheritance of the family home<sup>7</sup>.

Low rates of home ownership in the First Nations community perpetuate this pattern of economic disadvantage; providing steady income through employment opportunities and a quality education on financial literacy and wealth generation, the First Nations community of the Goulburn Murray can improve the cycle of intergenerational wealth creation.

### STRATEGIC PRIORITIES

#### Growing life skills to enable intergenerational wealth building

First Nations home ownership in the Greater Shepparton region has seen an 8% increase from 2001 to 2016, however this figure still lags behind the non-Indigenous population by nearly 30%. Further inroads must be made to encourage greater rates of home ownership in the entire Goulburn Murray community.

Workshops and courses to upskill the community in the different elements of financial literacy and wealth generation will assist in fortifying these important foundations that

empower a person to take on risk, for example taking out a mortgage. Giving the community an in-depth understanding of the financial mechanisms available through IBA should be a priority.

#### Safe and affordable housing

Social housing is a key service for people on low incomes who otherwise do not have access to safe and affordable housing, including those experiencing homelessness, family violence, disability or other challenges. Access to social housing is crucial for families in need at times of distress, in order to provide safe accommodation if their home is unsafe or they would otherwise be facing homelessness.

#### Family support services

In Victoria, Aboriginal children are placed in out-of-home care at rates 20 times higher than non-Aboriginal children<sup>8</sup>. The detrimental effects of this removal from family and sometimes culture can be long term and further perpetuate the cycle of intergenerational trauma, incarceration, and mental illness.

Family violence is one of the greatest challenges to cohesion in communities; 90% of First Nations children in Victorian out of home care were removed because of family violence, and First Nations women are 34 times more likely to be hospitalised due to family violence than non-Indigenous women<sup>9</sup>.

Providing parents, carers and families with support to prevent family violence, drug and alcohol abuse and mental health issues can keep families together and strengthen the community. Developing tailored and locally appropriate programs that enrich and celebrate culture assist in creating support networks within the community, that parents can utilise in times of need.

<sup>5</sup> The Australian Institute of Health and Welfare Social determinants (2017) accessed at <https://www.aihw.gov.au/reports-data/behaviours-risk-factors/social-determinants/about>  
<sup>6</sup> Deloitte Access Economics and Indigenous Business Australia Indigenous Home Ownership Impact Analysis (n.d) accessed at <https://www.iba.gov.au/wp-content/uploads/Deloitte-Access-Economics-IBA-IHOP-Impact-Report.pdf>

<sup>7</sup> Australian Housing and Urban Research Institute The relationship between intergenerational transfers, housing and economic outcomes (2015) accessed at [https://www.ahuri.edu.au/\\_data/assets/pdf\\_file/0018/5661/AHURI\\_Final\\_Report\\_No250\\_The\\_relationship\\_between\\_intergenerational\\_transfers\\_housing\\_and\\_economic\\_outcomes.pdf](https://www.ahuri.edu.au/_data/assets/pdf_file/0018/5661/AHURI_Final_Report_No250_The_relationship_between_intergenerational_transfers_housing_and_economic_outcomes.pdf)

<sup>8</sup> Closing the Gap <https://www.closingthegap.gov.au/children-are-not-overrepresented-child-protection-system>

<sup>9</sup> The Australian Institute of Health and Welfare accessed at <https://www.aihw.gov.au/reports/domestic-violence/family-domestic-sexual-violence-in-australia-2018/summary>

# A THRIVING COMMUNITY WITH STRONG FOUNDATIONS

## EXPECTED OUTCOMES

- Increased home ownership rates.
- Increased inherited wealth.
- Decreased number of children in out-of-home care.
- Reduced rates of family violence.

## REGIONAL BENEFITS

- Place-based plan for all community members.
- Dismantlement of structural racism and ignorance within the community.
- Everyone feels welcome and valued in the community.

## KEY ENABLERS

### Organisations

- Rumbalara Aboriginal Co-Operative
- Njernda Aboriginal Corporation
- Rumbalara Football Netball Club
- Munarra Centre of Regional Excellence
- Greater Shepparton Lighthouse Project
- The Bridge Youth Services – Shepparton
- Indigenous Business Australia (IBA)
- Djirra
- Department of Families, Fairness and Housing
- Department of Health

## RELATED CLOSING THE GAP TARGETS<sup>10</sup>

4

Children thrive in their early years

12

Children are not overrepresented in the child protection system

9

People can secure appropriate, affordable housing that is aligned with their priorities and need

13

Families and households are safe

11

Young people are not overrepresented in the criminal justice system

14

People enjoy high levels of social and emotional wellbeing

<sup>10</sup> Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

# OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE

## PROSPERITY GOAL

To invest in the sustainability of culture and identity of Yorta Yorta and other First Nations people as an act of place-based reconciliation and for the economic and social benefit of the entire region.

## WHY IS THIS IMPORTANT?

Opportunities to build trusted friendships based on cultural learning and shared value are vital to ensure that prosperity is created for everyone in the region. It is critical that these opportunities start during a child's school years to ensure that the foundation of mutual respect is laid. The Goulburn Murray region is the custodian of 60,000 years of Yorta Yorta culture and stories that remains largely unknown outside of the First Nations community.

By showcasing the unique First Nations culture, new economic opportunities can be leveraged across tourism, agriculture, food and beverage and renewable energy. The benefit of a strong cultural footprint includes strengthening and leveraging new opportunities for commercial partnerships, attracting tourists to the region and creating new economic opportunities for First Nations' entrepreneurs.

In 2019, Tourism Research Australia estimated that the Goulburn Murray region attracts over 3.5 million visitors each year, with an estimated expenditure of \$747 million<sup>11</sup>. The surge of activity in domestic tourism due to COVID-19 related travel bans presents real opportunity for authentic First Nations cultural experiences. Creating tourism experiences through culture provides an untapped economic and social opportunity that will benefit the entire region.

## STRATEGIC FOCUS AREAS

### First Nations culture and history in schools

The positive association between a strong connection to culture and improved socio-economic outcomes for First Nations people is well documented<sup>12</sup>.

The opportunity to promote and strengthen this connection within schools through increased First Nations curriculum, language, history and culture is yet to be realised, particularly as young people are building their aspirations and confidence at school and home. At the time of conducting stakeholder consultations, there was no indication that Yorta Yorta language was taught as part of school curriculum within the Goulburn Murray region.

### First Nations' cultural knowledge in enterprise

As one of the oldest continuing cultures in the world, First Nations' culture is a unique and key differentiator for Australia's tourism market<sup>13</sup>. The Goulburn Murray region has the opportunity to capitalise on the increased interest and demand for Indigenous knowledge and culture by the wider community and attract tourists to the region to create new economic and entrepreneurial opportunities.

Another relatively untapped area to leverage cultural knowledge is through land and resource management. This is even more applicable given the recent 2019-20 bushfire season that saw 33 people lose their lives and had catastrophic effects on nature and the environment<sup>14</sup>.

### Promoting First Nations' culture and tackling racism in the community

The act of acknowledging and promoting First Nations' history and culture within the broader community brings the opportunity for deeper conversations and understanding that challenge racist attitudes and beliefs that have come from a place of ignorance. Further, through cultural respect and understanding, opportunities are provided to build valued friendships.

Local and State Government play a critical role in influencing the visibility of First Nations' history and culture by way of enhancing built assets (e.g. the Aboriginal Street Art Project in Shepparton) and natural assets (e.g. signage at the Flats).

<sup>11</sup> Tourism Research Australia Local Government Area Profiles 2019 accessed at <https://www.tra.gov.au/Regional/local-government-area-profiles>

<sup>12</sup> GO Foundation Indigenous Culture and education outcomes – the Connection 2020 (not published yet)

<sup>13</sup> Department of Foreign Affairs and Trade Indigenous Tourism Surge (n.d) accessed at <https://www.dfat.gov.au/about-us/publications/trade-investment/business-envoy/Pages/january-2019/indigenous-tourism-surge>

<sup>14</sup> Science Direct Impact of Australia's catastrophic 2019/20 bushfire season on communities and environment. Retrospective analysis and current trends 2020 accessed at <https://www.sciencedirect.com/science/article/pii/S2666449620300098>

Initiatives that sit within this strategic focus area must nurture strong partnerships between First Nations' community organisations and all levels of government. Racism remains a pervasive barrier for many First Nations

people in their daily lives. Impactful and targeted programs that aim to shift long held ignorant and racist views across the spectrum of people who live in the region is critical to tackling this in a meaningful way.



# OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE

## EXPECTED OUTCOMES

- Increased truth telling and cultural safety in the community.
- Access to cultural knowledge and assets.
- Increased visibility and perceived value of Indigenous culture within the community.
- Increased opportunity to advance self-determination and wealth.

## REGIONAL BENEFITS

- New business opportunities through partnerships.
- Innovation and growth through economic inclusions of First Nations people.
- Dismantlement of structural racism and ignorance within the community.

## RELATED CLOSING THE GAP TARGETS<sup>15</sup>

**5** Students achieve their full learning potential

**8** Strong economic participation and development of people and their communities

**15** People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

**14** People enjoy high levels of social and emotional wellbeing

**INDIGENOUS KNOWLEDGE HUB - TRANSFORMATIONAL INITIATIVE\***

**WHAT:** The Indigenous Knowledge Hub is a multi-offering knowledge hub that will leverage ancient Yorta Yorta and First Nations knowledge and culture into diverse applications, such as land management, agriculture, education, tourism and hospitality.

**HOW:** The Hub would leverage and integrate into the partially funded Munarra Centre of Regional Excellence. The space itself will enable connection, collaboration and the sharing of knowledge whilst generating revenue streams through unique offerings.

**OUTCOME:** The Hub would provide a unique and distinctive experience that works to shift the collective community mindset and provides the opportunity for a genuine cultural experience. The Hub would also attract new tourists to the Goulburn Murray region generating additional GRP.

FUNDING OPTIONS:	POTENTIAL PARTNERS:	STRATEGIC ALIGNMENT
<ul style="list-style-type: none"> <li>• ILSC</li> <li>• Victorian Government</li> </ul>	<ul style="list-style-type: none"> <li>• Tertiary institutions</li> <li>• LGAs</li> <li>• Victorian Government</li> </ul>	<ul style="list-style-type: none"> <li>• Futures of Agriculture intervention stream (GM Resilience Strategy 2020)</li> </ul>

### KEY ENABLERS

**Policy, strategies and programs**

- ILSC Agribusiness Investment Program
- Indigenous Tourism Fund
- Indigenous Advancement Strategy (NIAA)
- Managing Country Together Framework (Parks Victoria)
- City of Greater Shepparton Reconciliation Action Plan
- Goulburn Murray Resilience Strategy
- Loddon Campaspe Economic Growth Strategy

**Organisations**

- Parks Victoria
- Munarra Centre of Regional Excellence
- Maggolee
- Shepparton Art Museum
- Partnership between LGAs and First Nations communities
- Department of Education and Training Victoria
- Catholic Education Commission of Victoria
- Independent Schools Victoria
- Department of Environment, Land, Water and Planning

\* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

# BUILDING ENDURING RELATIONSHIPS

## PROSPERITY GOAL

Build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.

## WHY IS THIS IMPORTANT?

Transformative experiences for people to learn together and value each other's roles in the community support the development of an inclusive and distinctive First Nations economy. These experiences generate conversation and understanding and ultimately manifest into a more connected and productive community.

When looking at building enduring relationships between Aboriginal and non-Aboriginal people in businesses and organisations, the benefits of a diverse and inclusive workplace are well documented. Studies have found a link between diverse and inclusive workplaces and their financial outperformance<sup>16</sup>. Meaning organisations which prioritise creating a diverse and inclusive place to work see better outcomes and growth for their business. Key to creating these kinds of organisations is providing tools and resources to build cultural safety. Another part is embedding First Nations cultural values and history into the workplace.

Finally, the Plan's successful implementation is reliant on government, influential stakeholders and key organisations within the Goulburn Murray region to pledge their support and commit to action. Strong accountability will see the Goulburn Murray Regional Prosperity Plan endure, with the benefit being a stronger community and additional productivity and wealth.

## STRATEGIC FOCUS AREAS

### Knowledge Transfer

Mentorship and secondments between Aboriginal-led organisations and corporate partners are the kinds of initiatives which support the transfer of knowledge and expertise.

These opportunities generate shared value, where both sides learn from one another. For initiatives under this strategic focus area, the Algabonyah Business Development Unit (ABDU) will be a key enabler connecting First Nations organisations and the workforce to industry partners. Being able to leverage the thinking

and existing infrastructure developed within the ABDU (i.e. the Algabonyah Employment Accord, mentoring framework) will facilitate this relationship building. A strong partnership between the ABDU and the Committee for Echuca Moama and Committee for Greater Shepparton is critical for this.

Jawun is also a key partner aligned to this strategic focus area, hence further supporting the great work that they already do within the region is recommended to increase their impact and influence<sup>17</sup>.

### Culturally Inclusive Organisations

Creating safe, inclusive and equitable organisations is paramount in establishing the space for enduring, strong relationships to develop. Many barriers to employment faced by First Nations people aren't understood by employers. Additionally the history and disadvantage is not acknowledged openly.

Initiatives that support culturally inclusive organisations include the advocacy and development of RAPs and MOUs, conducting cultural awareness training in the workplace, removing barriers to employment (particularly in the hiring and onboarding processes) and promoting the Algabonyah Employment Agreement. The aggregate of these actions being implemented at a variety of organisations will result in more employment opportunities for First Nations people in the region.

### Partnership and Advocacy

Partnership and advocacy features heavily across all six pillars in this Plan however, it is particularly important when considering how to build enduring relationships that benefit everyone. The key initiative for this focus area is to obtain commitment from influencers within community and government to pledge their action to the Plan. The benefit of doing so demonstrates publicly the importance of this Plan and the urgency in achieving its outcomes.

<sup>16</sup> McKinsey & Company Delivering through diversity (2018) accessed at <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>

<sup>17</sup> Jawun website The Jawun Model (n.d) accessed at <https://jawun.org.au/what-we-do/the-jawun-model/>

# BUILDING ENDURING RELATIONSHIPS

## EXPECTED OUTCOMES

- Increase in workplace diversity and inclusion for participating organisations.
- A more inclusive community resulting in an increase in positive health and social outcomes for individuals.
- Improved productivity and prosperity through increased participation and stronger connections between community members.

## REGIONAL BENEFITS

- Innovation and growth through economic inclusions of First Nations people.
- New business opportunities through partnerships
- dismantlement of structural racism and ignorance within the community.

## KEY ENABLERS

### Policy, strategies and programs

- Empowered Communities
- Employment Parity Initiative (NIAA)
- Aboriginal Employment and Economic Development Strategy (DRAFT)
- Reconciliation Australia Framework
- GROW Greater Shepparton

### Organisations

- Jawun
- Committee for Echuca Moama
- Committee for Greater Shepparton

## RELATED CLOSING THE GAP TARGETS<sup>18</sup>

7

Youth are engaged in employment or education

8

Strong economic participation and development of people and their communities

16

People enjoy high levels of social and emotional wellbeing

14

Cultures and languages are strong, supported and flourishing

<sup>18</sup> Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

# GOULBURN MURRAY AS A REGION OF THE FUTURE

## PROSPERITY GOAL

Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community.

## WHY IS THIS IMPORTANT?

The liveability\* of any city, town or region is essential in supporting quality of life, health and wellbeing for people that work, live or visit the area<sup>19</sup>.

Typically, regional and rural places in Australia have lower levels of liveability in comparison to metropolitan cities when considering accessibility to widespread amenities and infrastructure and populations being at higher risk of poverty<sup>20</sup>.

Although the Goulburn Murray region has seen significant investment coming into the region in recent times, continued focus and coordination is required to capitalise on this investment and other macroeconomic trends to ensure the liveability of the Goulburn Murray region now and into the future.

Future liveability is also of strategic importance to the region. In 2020, Regional Development Victoria led by the Goulburn Regional Partnership published a whole of region Resilience Strategy in response to the region's ability to adapt, thrive and transform in the face of future change and uncertainty<sup>21</sup>.

The resilience principles and intervention streams are strongly tied to the Goulburn Murray region being a region of the future, one which diversifies industries, continually improves, invests locally, leads from community and collaborates effectively.

## STRATEGIC FOCUS AREAS

### Capitalising on major projects and investments

There is significant investment coming into the region from government organisations and industry. Stage 3 of the Shepparton rail upgrade alone saw \$400m committed from FY20/21 state and federal budgets with stage 1 complete and stage 2 due for completion by 2022. Major projects that are planned or already underway demonstrate the growth trajectory of the region.

Initiatives which sit within this strategic focus area work on the inclusion of First Nations people in this investment by means of early engagement during planning and ongoing input during design.

### Investing in social enterprises

Societal expectations on organisations to give back to their communities has changed how businesses operate, with a larger emphasis being placed on corporate social responsibility. This strategic focus area seeks to obtain accessible funding for First Nations people to access money for social enterprises. Examples of this may be low / no interest loans from government.

### Exploring novel sectors and partnerships

New opportunities for underdeveloped industries has the potential to expand the Goulburn Murray region's industrious footprint and provide individuals with exciting job opportunities. This strategic focus area seeks to capitalise on emerging trends and investments in new industries through partnerships with government and the private sector.

### Promoting Goulburn Murray as a prosperous region

Lobbying from local MPs, organisations and institutions is needed for the region to continue to grow and prosper into the future. Given the significant First Nations population with the Goulburn Murray region, it is uniquely placed to advocate for place-based partnerships between First Nations organisations and government. Another element of this strategic focus area is the advocacy role that local MPs and councillors can play for their Indigenous community.

\*Liveability includes physical features such as access to amenities (i.e. open and green space educational, social, cultural and recreational facilities), characteristics of the built environment (i.e. buildings, public transport, roads, public spaces), elements of the natural environment (i.e. air quality, presence of nature) and social features such as political stability, social cohesion, lower risks to personal safety, conviviality and social inclusiveness, aesthetics, diversity among the population, and heritage.

<sup>19</sup> Australian Government State of Australian Cities 2014-2015 (2015) accessed at [https://www.infrastructure.gov.au/infrastructure/pab/soac/files/SOAC\\_Chapter\\_6.pdf](https://www.infrastructure.gov.au/infrastructure/pab/soac/files/SOAC_Chapter_6.pdf)

<sup>20</sup> Rural Health Poverty in rural and remote Australia – Fact Sheet November 2017 accessed at <https://www.ruralhealth.org.au/sites/default/files/publications/nrha-factsheet-povertynov2017.pdf>

<sup>21</sup> Regional Development Victoria and Goulburn Regional Partnerships Goulburn Murray Resilience Strategy 2020 accessed at <https://www.rdv.vic.gov.au/news/goulburn-murray-resilience-strategy>

# GOULBURN MURRAY AS A REGION OF THE FUTURE

## EXPECTED OUTCOMES

- Increased sustainability and resilience of the Goulburn Murray region.
- Ability to harness momentum of the megatrends within the region.
- Increase in employment opportunities that enable wealth creation and self determination.

## REGIONAL BENEFITS

- Additional \$150m GRP by 2036.
- +460 jobs within the region by 2036.
- Strong aspirations for the community
- Innovation and growth through economic inclusions of First Nations people.

## RELATED CLOSING THE GAP TARGETS<sup>22</sup>

**7** Youth are engaged in employment or education

**8** Strong economic participation and development of people and their communities

**15** People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

## KEY ENABLERS

### Policy, strategies and programs

- ILSC Agribusiness Investment Program
- Indigenous Tourism Fund
- Indigenous Advancement Strategy (NIAA)
- Managing Country Together Framework (Parks Victoria)
- City of Greater Shepparton Reconciliation Action Plan
- Goulburn Murry Resilience Strategy
- Loddon Campaspe Economic Growth Strategy

### Organisations

- Parks Victoria
- Munarra Centre of Regional Excellence
- Maggolee
- Shepparton Art Museum
- Greater Shepparton City Council
- Campaspe Shire
- Moira Shire
- Strathbogie Shire
- Goulburn Broken Catchment Management Authority
- Department of Jobs, Precincts and Regions

### RENEWABLE ENERGY – TRANSFORMATIONAL INITIATIVE\*

**WHAT:** Building on the momentum of renewable energy as a megatrend and growth industry, **this project aims to establish the Goulburn Murray region as a hub of renewable energy in Victoria.**

**HOW:** This project will **capitalise on 2020 Victorian budget announcements and future investment into Renewable Energy Zones (\$540m), alongside existing investment into regional resilience** (through the Goulburn Murray Regional Resilience Strategy (2020)) and growing public demand, as issues such as climate change, bushfires and water availability are at the forefront of public discussion.

**OUTCOME:** Desired outcomes of this project include a sustainable, clean and First Nations owned energy source for the community, that could potentially generate a circular economy and more broadly, **will lead to an increase in economic activity creating jobs and opportunity.**

#### FUNDING OPTIONS:

- Victorian Government
- Australian Renewable Energy Agency (ARENA)

#### POTENTIAL PARTNERS:

- Committee for Echuca Moama
- Committee for Greater Shepparton
- Dept. of Environment, Land, Water and Planning
- Agriculture Victoria
- Regional Development Victoria
- LGAs

#### STRATEGIC ALIGNMENT

- Circular Economy stream intervention (GM Resilience Strategy 2020)
- Establishing Goulburn Murray as a region of the future.
- Economic development and diversity

\* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

# ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT

## PROSPERITY GOAL

Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community.

## WHY IS THIS IMPORTANT?

Economic diversity is one characteristic of a strong regional economy<sup>23</sup>. It increases the long-term sustainability and vibrancy of an economy, bringing about economic and social benefits for the whole community. Investing in First Nations businesses and entrepreneurs increases the breadth of economic diversity in the local Goulburn Murray economy.

Further, investing in First Nations businesses creates a positive cycle of economic and social empowerment. First Nations businesses are 100 times more likely to employ First Nations people than non-Aboriginal businesses<sup>24</sup>. Further, First Nations businesses are often driven by a social purpose and are more likely to invest back into their community through pro-bono support and advice and providing sponsorships for cultural and sporting events. A study conducted by Supply Nation found that for every dollar spent, certified First Nations businesses returned an average \$3.41 of social value<sup>25</sup>. At the individual level, building up the confidence and capability of First Nations leaders, particularly young emerging leaders, is a critical component of lifting aspirations and ambition. This is coupled with the removal of structural barriers facilitates self-determination through economic freedom and choice.

## STRATEGIC FOCUS AREA

### Aspiration Building

Lifting the aspirations and ambitions of the next generation of leaders to expect more from themselves and the community is a key element of this Plan. This strategic focus area aims to change the narrative from a deficit view when it comes to First Nations' achievements and capability to a clear focus on the inherent strengths of the cultural, spiritual and social lives of First Nations people and their communities. The Goulburn Murray region has produced a wealth of successful and innovative Yorta Yorta leaders.

### Capability and Leadership Development

Opportunities to network, gain new experiences in the workplace and develop as a leader are some of the important initiatives within this strategic focus area. In this regard, connecting into, and partnering with, organisations such as Jawun and the University of Melbourne, both of which are committed to and already putting into practice high impact programs, will be critical. Other key partners will be Committee for Greater Shepparton and Committee for Echuca Moama, given their strong connections into industry within the Goulburn Murray region. Connecting Aboriginal and non-Aboriginal business leaders will only bring about positive benefits, such as learning from one another and creating a peer support network.

### Accelerating Enterprise and Entrepreneurship

Currently, First Nations enterprise and entrepreneurship within the Goulburn Murray is not fully realised and has the potential to grow and prosper. This strategic focus area looks to expedite First Nations business development and entrepreneurship through the establishment of a business accelerator program and business development initiatives that will create the skills, confidence and industry connections for First Nations businesses to thrive. Promotion of established First Nations businesses will be aided by an easily accessible First Nations business directory.

### Procurement

The previous strategic focus areas prioritise building a diverse, competitive, local supply chain of First Nations businesses within the Goulburn Murray region and this strategic focus area looks at the demand side of the equation. Critical to this is the upskilling of industry and government to be more inclusive, seeking out opportunities to employ and work alongside First Nations businesses. The other critical area, particularly for government and large industry, is the effective application of Indigenous Procurement Policies.

<sup>23</sup> Conus Business Consultancy Services Diversity in regional economies in QLD and NSW (2019) accessed at <https://www.conus.com.au/2019/11/diversity-in-regional-economies-in-qld-and-nsw/>

<sup>24</sup> Supply Nation Indigenous Business Growth: working together to realise potential (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/10/Building-Indigenous-Growth-Report.pdf>

<sup>25</sup> Supply Nation The Sleeping Giant Report (2018) accessed at <https://supplynation.org.au/wp-content/uploads/2018/08/Sleeping-Giant-Report.pdf>

# ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT

## EXPECTED OUTCOMES

- Increased opportunity to advance self-determination and wealth.
- Lifting community aspirations through meaningful pathways.
- Increased efficacy of indigenous procurement policies.

## REGIONAL BENEFITS

- Additional \$150m GRP by 2036.
- +460 jobs within the region by 2036.
- Strong aspirations for the community
- Innovation and growth through economic inclusions of First Nations people.

## RELATED CLOSING THE GAP TARGETS<sup>26</sup>

### EY ENABLERS

#### Policy, strategies and programs

- Indigenous Procurement Policy
- Indigenous Advancement Strategy
- Aboriginal Employment and Economic Development Strategy (draft)
- Social Procurement Policy
- The Indigenous Business Sector Strategy 2018-2028

#### Organisations

- Committee for Echuca Moama
- Committee for Greater Shepparton
- University of Melbourne
- Jawun
- Kinaway
- IBA
- National Indigenous Australians Agency

**7** Youth are engaged in employment or education

**8** Strong economic participation and development of people and their communities

**INDIGENOUS BUSINESS HUB – TRANSFORMATIONAL INITIATIVE\***

**WHAT:** The Indigenous Business Hub will focus on **building the confidence, capability and sustainability of First Nations entrepreneurs and businesses** within the region. It will connect emerging First Nations businesses directly to procurement opportunities in the Goulburn Murray region.

**HOW:** Through practical workshops and direct industry networking opportunities and mentors, **individuals will be able to access resources and knowledge required to enter the market or expand operations and services** so local businesses are set up for long-term success. Activities run out of the Hub may include an **incubator/accelerator program, procurement master classes, networking events and application support for the various schemes** and grants available.

**OUTCOME:** This project will build a **stronger and more prosperous Indigenous business sector that can thrive in the Goulburn Murray region and beyond, meeting the needs of industry and government demand**, driving an increase in regional productivity through a diverse and inclusive economy and creating shared value for the whole community.

FUNDING OPTIONS:	POTENTIAL PARTNERS:	STRATEGIC ALIGNMENT
<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• Business Australia (grants and programs)</li> <li>• New Enterprise Incentives Scheme</li> <li>• Indigenous Business Australia</li> <li>• Regional Development Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> <li>• Dept of Education, Skills and Employment</li> <li>• Tertiary institutions</li> <li>• LGAs</li> <li>• Regional Development Victoria</li> </ul>	<ul style="list-style-type: none"> <li>• Economic development and diversity</li> <li>• Accelerating enterprise and leadership development</li> <li>• Establishing Goulburn Murray as a region of the future</li> <li>• GROW Greater Shepparton Regional Action Plan</li> </ul>

\* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.

<sup>26</sup> Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>

# SKILLS AND PATHWAYS FOR THE FUTURE

## PROSPERITY GOAL

Empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.

## WHY IS THIS IMPORTANT?

Setting expectations on education and aspirations early on in a child's life is essential. Lifelong learning starts at home and continues as children commence early childhood education. The benefits of children attending quality early childcare are well understood, with those attending at least 15 hours a week of early learning being able to develop the social, cognitive and emotional skills they require to thrive at school<sup>27</sup>. Vulnerable families need access to the right kinds of early childhood education to ensure that their children can see the same benefits in a culturally safe and supportive environment.

Creating a positive and safe learning environment and culture at school is also crucial for young people as they grow and develop. Increasing the likelihood of students attending school by making it a place where they want to be only brings positive outcomes<sup>28</sup>. Additional focus is required to make schools a place that First Nations youth want to go to and, by doing so, the options to choose their own pathway to meaningful education and employment increases.

Another important factor is to develop further education and skills training options that drive future employment outcomes. Skills shortage in regional areas is not a new problem for the region; for instance, Shepparton is seeing a skills shortage despite the high unemployment rate<sup>29</sup>. By overcoming this gap, the Goulburn Murray region would see lower unemployment rates, lower reliance on government benefits and an increase in productivity.

## STRATEGIC FOCUS AREAS

### Early learning and school

This strategic focus area looks to expand and build upon existing child care / early learning services offered in the Goulburn Murray region that are culturally safe. This involves working alongside Aboriginal-led service providers to deliver these services at a greater scale.

#### Access to further education and skills development

Engaging with young adults about their futures during school is a key component of this strategic focus area. Tactical initiatives, such as work experience programs, provide opportunities for children to consider what it is they wish to pursue once they graduate. Other programs that look at pathways to tertiary education (i.e. universities and TAFEs) give children exposure to possible pursuits available at educational institutions within the region. These initiatives are focused on partnering with key players who are already providing strong education support and skills-based programs but tailoring it to build higher First Nations participation.

#### Pathways to meaningful employment

Secure and meaningful full-time employment is inaccessible to many people in the Goulburn Murray region, with the Shepparton region (including Cobram, Yarrawonga, Echuca, Rushworth) being the second worst in the state for youth unemployment at 17.5%<sup>30</sup>. A key factor contributing to this is the skills shortage faced by the region. Initiatives within this strategic focus area work towards overcoming this gap via Aboriginal-led programs and pathways, such as Ganbina, which work on getting young First Nations people job ready, securing employment and providing mentoring wrap around support as they commence their employment journey. A key partner for this strategic priority area is GROW Greater Shepparton who currently provide connecting services between job seekers of all ages and potential employers.

Support for employed persons who wish to progress in their careers is also crucial to ensuring all people have access to meaningful and rewarding careers.

<sup>27</sup> Victorian Government Lifting Our Game - Report of the Review to Achieve Educational Excellence in Australian Schools through Early Childhood Interventions (2017) Accessed at <https://www.education.vic.gov.au/Documents/about/research/LiftingOurGame.docx>

<sup>28</sup> Australian Institute for Teaching and School Leadership Spotlight Attendance Matters accessed at [https://www.aitsl.edu.au/docs/default-source/research-evidence/spotlight/11319-aitsl\\_spotlight\\_attendance\\_web-fa.pdf?sfvrsn=5bb0ff3c\\_6](https://www.aitsl.edu.au/docs/default-source/research-evidence/spotlight/11319-aitsl_spotlight_attendance_web-fa.pdf?sfvrsn=5bb0ff3c_6)

<sup>29</sup> Shepparton News Shepparton employers struggled to fill jobs, despite rising unemployment (2020) accessed at

<https://www.sheppnews.com.au/news/2020/10/08/1721148/shepparton-employers-desperate-to-fill-vacancies-despite-rising-unemployment>

<sup>30</sup> Medianet Victoria's youth unemployment hotspots uncovered (2019) accessed at <https://www.medianet.com.au/releases/172993/>

# SKILLS AND PATHWAYS FOR THE FUTURE

## EXPECTED OUTCOMES

- Decrease in unemployment rates within the Goulburn Murray region.
- Decrease in the dependence on welfare and other government benefits.
- Increased opportunity to advance self-determination and wealth.

## REGIONAL BENEFITS

- Strong aspirations for the community.
- Dismantlement of structural racism and ignorance within the community.
- A place-based plan for all community members.

## KEY ENABLERS

### Policy, strategies and programs

- GROW Greater Shepparton
- Indigenous Knowledge Hub\*

### Organisations

- Ganbina
- University of Melbourne
- La Trobe University
- GOTAFE
- Lighthouse Project Greater Shepparton
- Local schools
- Munarra Centre of Regional Excellence
- RFNC
- ASHE
- Department of Education and Training Victoria

## RELATED CLOSING THE GAP TARGETS<sup>31</sup>

**3** Students achieve their full learning potential

**5** Strong economic participation and development of people and their communities

**6** People enjoy high levels of social and emotional wellbeing

**7** People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters

**8** Cultures and languages are strong, supported and flourishing

<sup>31</sup> Australian Government Closing the Gap Targets and Outcomes accessed at <https://www.closingthegap.gov.au/targets>



*\* This Transformational Initiative was conceptualised during stakeholder consultations as a prosperity opportunity. Being transformational, it aligns to multiple strategic themes; however, it strongly aligns to the Opportunities Through Culture and Shared Value Pillar.*

# 6. IMPLEMENTATION AND GOVERNANCE

This chapter details the implementation principles and governance structure that is needed to clarify roles and responsibilities of committed stakeholders in the region and ensure that this strategic Plan is actioned, embraced by the community and meets the regional trajectory to First Nations parity and prosperity.

## IMPLEMENTATION GOVERNANCE

One of the most critical elements of success for the Plan are the control mechanisms of governance to ensure that the ongoing implementation of the Plan is actioned and it can be adapted to account for the inevitable change in priorities and funding that will occur over 15 years. For the Plan to work, a coordinated, whole of region approach with stakeholder accountability needs to be at the heart of the governance model.

The Plan Implementation Committee will act as the regional governing body for the Plan and will hold the responsibility of leading a unified approach to actioning the Plan and ensuring community buy in for the strategy.

Figure 6: Governance body structure



Source: KPMG.

## ADAPTIVE MANAGEMENT AND COLLABORATION

Implementing this 15 year strategy that seeks to create opportunities across diverse communities and stakeholder groups will require the Implementation Committee to take an approach that is both adaptive and flexible and embraces change. Over time, regional priorities and capabilities will inevitably shift and thus require an adaptive process that can harness and capitalise on changing trends and realities.

A collaborative style of governance will assist in building and nurturing collaborative relationships throughout the region, thereby working to create a more inclusive regional economy. By establishing new partnerships and collaborative working relationships at the local and regional levels, learnings can be shared and adopted more widely.

# IMPLEMENTATION PRINCIPLES

The following features and principles will underpin the implementation and governance of the Plan to drive collaboration and enable an adaptive, data-driven approach to ensure the success of the Plan.

Figure 7: Principles and features in implementing the Plan



Being **Aboriginal-led**. The Plan has been developed so that First Nations' spiritual, cultural and economic rights are restored and protected. Key to realising this will be leadership from existing First Nations organisations within community who are already driving impact.



**Collaborating with key partners, decision makers and community members** will be critical to the Plan's success and impact. The Plan requires collective support from many groups. Maintaining strong communication with local community of progress and initiatives will be crucial.



Using **adaptive management** during Plan implementation provides the ability to be flexible, redesign and learn as we achieve, knowing that priorities and funding will change over time.



Establishing an **Implementation Committee** which will oversee the coordination and implementation of the Plan.



Utilising location-specific and relevant **data to drive analysis**. Bi-annual score cards will give a concise overview on how the Plan is tracking and if it is meeting the expected outcomes, enabling iterations and redesign where needed.



Measuring success using **appropriate and insightful key performance indicators and metrics**. Ensuring that these metrics are regularly reviewed in line with the adaptive management approach to enable the Plan to achieve the desired outcomes.



Leveraging and building up **existing projects and initiatives** which ensure there is no duplication of effort and that outcomes are achieved sooner.



Articulating the **strategic alignment to existing policies** and programs so that actions within the Plan are supported and eventuate.



Sequencing actions in a **phased approach** so that quick wins are realised early and longer-term strategic actions have the resources and commitment behind them to set them up for success.

# ROLES AND GOVERNING STRUCTURE THAT SUPPORT THE IMPLEMENTATION OF THE PLAN

The figure below details the roles that will drive and support the implementation of the Goulburn Murray Regional Prosperity Plan over the next 15 years. The Implementation Committee is supported by local First Nations infrastructure (the ABDO and ARDU) and will receive advice from the Youth Panel throughout. Plan Champions are another key role within the Plan; they are organisations who build on the relationships and influence within the region.

Figure 8: Implementation Governance Structure Roles

## ROLES FOR THE GOULBURN MURRAY REGIONAL PROSPERITY PLAN IMPLEMENTATION

<p><b>AMBASSADORS</b></p>	<p><b>INITIATIVE OWNERS</b></p>	<p><b>ALGABONYAH DATA AND RESEARCH UNIT (ADRU)</b></p>
<p><b>Ambassadors</b> are stakeholders who have committed to utilising their individual and/or organisational spheres of influence to promote the vision, intent and implementation of the Plan and its initiatives.</p>	<p><b>Initiative Owners</b> are stakeholders who have committed to specific initiative items under the Plan. They will report on implementation progress and engage in any redesign or building out of the initiatives over the life of the Plan.</p>	<p>The <b>Algabonyah Data and Research Unit</b> will play a key role in providing accurate and meaningful data to the Implementation Committee which will enable insightful analytics and reporting of Plan outcomes.</p>
<p><b>PLAN CHAMPIONS</b></p>	<p><b>ALGABONYAH BUSINESS DEVELOPMENT UNIT (ABDU)</b></p>	<p><b>YOUTH PANEL</b></p>
<p><b>Plan Champions</b> are senior leaders across government and industry who are able to amplify the Plan within community and their sphere of influence for further support.</p> <p>It is likely that these stakeholders will not play an active role for implementation but will be integral for ongoing advocacy.</p>	<p>The <b>Algabonyah Business Development Unit</b> will play a secretarial role within the Implementation Committee, driving the continuous implementation of the Plan.</p>	<p>The <b>Youth Panel</b> acts as an advisory body to the Implementation Committee, giving a voice to the young Yorta Yorta and other First Nations people in the region throughout the implementation of the Plan. The establishment of the Youth Panel is a strategic initiative.</p>

Source: KPMG.

## ROLE RESPONSIBILITIES AND EXPECTED COMMITMENT

Each role within the Plan has a defined remit of responsibility that will enable the Plan to be implemented efficiently and outcomes to be realised as quickly as possible.

### AMBASSADORS

#### Responsibilities

- Publicly advocate for the Plan's vision and successful implementation.
- Influence other potential supporters from individual and/or organisational networks.
- Maintain a lasting commitment to the aims of the project and expanding inclusivity of the economy.

#### Expected commitment

- Committed to advocating for the vision and implementation of the Plan over the 15 year period.

### INITIATIVE OWNERS

#### Responsibilities

- Coordinates working groups/individuals involved with the initiative.
- Works with the ARDU to track initiative outcomes.
- Provides ongoing reporting and evaluation of initiatives up to the Implementation Committee

#### Expected commitment

- Committed to driving the implementation of their initiative and attends the bi-monthly Implementation Committee meeting as required.

### ARDU

#### Responsibilities

- Works with the Implementation Committee to establish baseline data required for the tracking of initiative outcomes and a method for data collection and safe storage.
- Leads the development of a bi-annual reporting score card to track and monitor Plan progress.

#### Expected commitment

- Committed to providing transparent and meaningful data to the Implementation Committee that enables data-driven decision making.

### PLAN CHAMPIONS

#### Responsibilities

- Supports the Implementation Committee and Initiative Owners as requested on a case-by-case basis.
- Advocates for the Plan through their sphere of influence.
- Provides influence on policies and future funding coming into the region.
- Provides connection to major projects and infrastructure being invested into the region.

#### Expected commitment

- Committed to advocating for the vision and implementation of the Plan over the 15 year period.

### ABDU

#### Responsibilities

- Holds the secretarial role of the Implementation Committee.
- Coordinates the annual planning workshop to prioritise and plan initiatives for the year ahead.
- Coordinates the bi-annual Goulburn Murray roundtable event.
- Leads the review and refresh of the Plan as required over the 15 year period.
- Expected commitment
- Committed to advocating and progressing implementation of the Plan over the 15 year period.

### YOUTH PANEL<sup>32</sup>

#### Responsibilities

- Provides the Implementation Committee with insights and advice on the needs and aspirations of First Nations youth within the Goulburn Murray region.
- Can access opportunities to shadow community and business leaders within the Implementation Committee for leadership development and mentorship.

#### Expected commitment

- Committed to attend the bi-monthly Implementation Committee meeting as required.

<sup>32</sup> Establishment of a Youth Panel is a strategic initiative under the Accelerating Enterprise and Leadership Development pillar.

## LOCAL FIRST NATIONS INFRASTRUCTURE

The implementation of this Plan will require a long-term role for local First Nations infrastructure alongside regional partners, institution and businesses. A significant investment is needed as an advance in the future growth and sustainability of the Yorta Yorta and First Nations community.

*Table 1: Local First Nations infrastructure for the Plan*

	BACKGROUND AND CONTEXT	WHAT ROLE WILL THEY PLAY?	FUNDING OVERVIEW
<b>Munarra Centre for Regional Excellence (MCRE)</b>	The MCRE will be a state-of-the-art facility, focused on sport and education, that will create economic opportunities and career pathways for First Nations people through sports, health education and research and the celebration of learning, community and culture.	The MCRE will provide the physical space for inclusive education, community focused appropriate services and a safe space to celebrate culture. Many Plan initiatives will likely be run out of and supported by the MCRE.	<b>Partially funded –</b> a further \$20m funding is required.
<b>Algabonyah Business Development Unit (ABDU)</b>	The ABDU's aim is to generate stronger First Nations business development and growth across the region. Key achievements include establishing MOUs with multimillion dollar companies that have major projects in the region.	The ABDU will be the secretariat for the Plan Implementation Committee (the governing body for the Plan). The role of the ABDU will be to facilitate and coordinate the engagement of stakeholders, work on capacity building, create employment and entrepreneurial opportunities and measure impact.	<b>Funding at risk –</b> DJPR funding ceases June 2021.
<b>Algabonyah Data and Research Unit (ADRU)</b>	The ADRU focuses on collecting and reporting on regional specific data in a culturally safe way. The ADRU plays a key role in the implementation of Empowered Communities.	The ADRU will provide the Implementation Committee with support to track and monitor the Plan. They will do this through investing in capabilities to collect, store, and analyse qualitative and quantitative data for the benefit of the Yorta Yorta community and First Nations people of the Goulburn Murray region.	<b>Funding at risk –</b> funding currently tied to Empowered Communities until June 2022.
<b>Rumbalara Football Netball Club (RFNC)</b>	RFNC is more than a sporting club, it is the spiritual home of the First Nations community and an asset for the entire Goulburn Murray region. It is a place that supports the hearts and minds of young people, driving aspirations and fostering the leaders of tomorrow.	The RFNC plays a critical role for the First Nations community. It acts as the key place for community to connect and reflects the spiritual and cultural strengths of the Yorta Yorta. Additionally, for every dollar invested in RFNC, \$5.45 of social value is returned. The RFNC is the leading organisation which drives the Algabonyah Employment Program.	<b>Funding at risk –</b> Funding for RFNC operational costs provided by the Victorian Government until June 2021.

# 7. IMPLEMENTATION PLAN

This chapter details the 56 initiatives developed through community consultation that will facilitate and support the generation of prosperity and productivity, activate the First Nations economy and enable greater inclusion, cultural respect and understanding in the Goulburn Murray region. Short, medium and long-term initiatives and their relevant stakeholders and enablers are identified across the six strategic themes and each of their strategic focus areas.

## IMPLEMENTATION PLAN FOR THE STRATEGIC THEMES

The implementation plans define the key initiatives that require investment and effort to achieve each strategic theme's goals. The implementation plans are there to provide transparency, increase collaboration and ensure buy-in from key stakeholders.

Each implementation plan contains the long list of initiatives which includes a short description, the potential Initiative Owner, which other key stakeholders should be involved, any key enablers that support the initiative and in which phase (short-term, medium-term or long-term) the initiative should be implemented. The identified initiatives under each pillar are high level and subject to resources being allocated and detailed planning to occur.

The short, medium and long-term initiative sequencing have been defined to focus the Implementation Committee on which initiatives could deliver the desired outcomes sooner. The Implementation Committee may decide to activate medium and long-term initiatives alongside short-term initiatives based upon external factors, such as available funding and resources. The current list of initiatives are not finite and will evolve over time depending on the priorities of the region and availability of Initiative Owners to mobilise stakeholder action.

### PHASING OF INITIATIVES



**Short Term Initiatives** – these are initiatives which require less time to action. They are typically less complex, will require minimal funding and build upon existing programs and initiatives already in the Goulburn Murray region. For the next 12 months, the Implementation Committee should focus on implementing the short-term initiatives.



**Medium Term Initiatives** – these initiatives are typically more complex than short-term initiatives and will require tangible investment. Often, they will involve a few stakeholder groups to activate, and take more time to realise the desired outcomes. Planning will need to commence for these initiatives in the next year, with implementation being within the next three years.



**Long-Term Initiatives** – these initiatives are complex, require significant investment and can involve many stakeholder groups. They may also require/create systemic change, which can be extremely difficult to achieve. Transformational Initiatives are also categorised as long-term. Planning for the long-term initiatives will need to commence in the next 18 months with implementation being within the next five years.

### TRANSFORMATIONAL INITIATIVES

From the long list of initiatives identified by stakeholders, three Transformational Initiatives have been recognised as opportunities to accelerate Indigenous prosperity and for the First Nations community to lead collaborative projects underpinned by their cultural values. Transformational Initiatives are opportunities that are considered long term and strategic in nature.

These initiatives:

- Were suggested by multiple stakeholders
- Support multiple strategic themes
- Drive self-determination through First Nations leadership
- Harness the macrotrends of the region
- Require funding, partnerships and collaboration to activate
- Will stimulate jobs and economic growth in the region.

## THRIVING COMMUNITY WITH STRONG FOUNDATIONS: IMPLEMENTATION PLAN

The following list of initiatives were conceptualised during stakeholder consultation and have since been validated by the community. In order to be realised, many of the medium to long-term initiatives require further detailed planning. Some of the enablers are pre-existing and are ready to utilise. Others which have yet to be established, require further development, funding or are a Transformational Initiative (TI) within this Plan.

The Thriving Community with Strong Foundations Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.

*Table 2: Strategic focus area initiatives*

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>33</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Growing life skills to enable intergenerational wealth building</b>					
<p><b>Financial literacy training</b></p> <p>Provide basic to moderate financial literacy training to Indigenous people in community. These skills will enable people to make educated choices about money and their futures.</p>	<ul style="list-style-type: none"> <li>Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>Rumbalara Football Netball Club</li> <li>ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> <li>Munarra Centre for Regional Excellence</li> </ul>		Medium
<b>Strategic Focus Area – Safe and affordable housing</b>					
<p><b>Housing via Rumbalara Co-Op</b></p> <p>Support Rumbalara expand its program base and provide more housing for independent living for the elderly and those with disability.</p>	<ul style="list-style-type: none"> <li>Rumbalara Co-Op</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		High
<b>Strategic Focus Area – Family Support Services</b>					
No initiatives related to this strategic focus area identified during consultation.					

### Legend



Short Term  
0-12 months



Medium Term  
1-3 years



Long Term  
+ 3 years

<sup>33</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

## OPPORTUNITIES THROUGH CULTURE AND SHARED VALUE: IMPLEMENTATION PLAN

The following list of initiatives were conceptualised during stakeholder consultation and have since been validated by the community. Many of the medium to long-term initiatives require further detailed planning in order to be realised. Some of the enablers are pre-existing and are ready to utilise. Others which have yet to be established require further development, funding or are a Transformational Initiative (TI) within this Plan.

The Opportunities Through Culture and Shared Value Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal of...

“...TO INVEST IN THE SUSTAINABILITY OF CULTURE AND IDENTITY OF YORTA YORTA AND OTHER FIRST NATIONS PEOPLE AS AN ACT OF PLACE BASED RECONCILIATION AND FOR THE ECONOMIC AND SOCIAL BENEFIT OF THE ENTIRE REGION.”

Table 3: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>34</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – First Nations culture and history in schools</b>					
<p><b>Cultural competency/ unconscious bias training</b></p> <p>Develop targeted training to highlight dismantling racism and to develop cultural understanding and appreciation to make First Nations people feel safer and more welcome in community.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>LGAs</li> <li>ACCOs</li> <li>Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>Munarra Centre for Regional Excellence</li> </ul>		Low
<b>Strategic Focus Area – First Nations cultural knowledge in enterprise</b>					
<p><b>Council peppercorn leases</b></p> <p>Offer peppercorn leases of Council buildings (in full/part) to First Nations tourism operators along the Murray River.</p>	<ul style="list-style-type: none"> <li>Campaspe Shire</li> </ul>	<ul style="list-style-type: none"> <li>Campaspe Shire</li> <li>ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>Loddon Campaspe Economic Growth Strategy</li> <li>Maggolee</li> <li>Echuca Port</li> </ul>		Zero
<p><b>Indigenous Knowledge Hub (TI)<sup>35</sup></b></p> <p>The Hub is a multi-offering knowledge hub that will leverage Australia’s ancient knowledge and culture into diverse applications such as land management, agriculture, education, tourism and hospitality.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>The Outback Academy</li> <li>ACCOs</li> <li>Educational institutions</li> <li>LGAs</li> <li>Kaiela Institute</li> <li>Victorian Farmers Federation</li> </ul>	<ul style="list-style-type: none"> <li>Munarra Centre for Regional Excellence</li> </ul>		High

<sup>34</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

<sup>35</sup> TI = Transformational Initiative. The **Indigenous Knowledge Hub** will spearhead Aboriginal enterprise and knowledge sharing of culture and history, with several of the initiatives under this pillar housed within the Hub. Significant effort and coordination is required to partner with Traditional Owner Groups and local Aboriginal-led organisations.

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>34</sup>	ENABLERS	PHASE	COST
<p><b>Joint Partnerships</b></p> <p>Establish more joint partnerships between Yorta Yorta Nation and Parks Victoria for the management of Crown land.</p>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> <li>Parks Victoria</li> </ul>	<ul style="list-style-type: none"> <li>Traditional Owner Settlement Act 2010</li> </ul>		Zero
<p><b>Commercialisation of land</b></p> <p>Work with Yorta Yorta Nation to more effectively utilise owned land/assets.</p>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		Low
<p><b>First Nations Tourism</b></p> <p>Work with Yorta Yorta Nation and government to build out tourism options for the Barmah National Park.</p>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> <li>Government</li> </ul>	<ul style="list-style-type: none"> <li>Barmah National Park</li> <li>Indigenous Tourism Fund</li> </ul>		Medium
<p><b>Regenerative Agriculture</b></p> <p>Work with Yorta Yorta Nation to carry out regenerative agriculture.</p>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> </ul>	<ul style="list-style-type: none"> <li>ILSC Agribusiness Investment Program</li> </ul>		Low
<p><b>Strategic Focus Area – Promoting First Nations culture and tackling racism in the community</b></p>					
<p><b>Acknowledge and share First Nations history</b></p> <p>The LGAs are uniquely positioned to integrate First Nations history, language and culture at Council run and owned assets where appropriate.</p>	<ul style="list-style-type: none"> <li>LGAs</li> </ul>	<ul style="list-style-type: none"> <li>Local Government Areas</li> <li>Traditional Owner groups</li> <li>ACCOS</li> </ul>	<ul style="list-style-type: none"> <li>Maggolee</li> <li>Greater Shepparton RAP</li> <li>Sustainable Strathbogie 2030</li> <li>Moira Shire Council Economic Development Strategy 2019-2023</li> <li>Campaspe Council Plan 2017-2021 (MOU)</li> </ul>		Low
<p><b>Cummeragunja journey</b></p> <p>Creating a heritage walking track from Cummeragunja to Mooroopna, connecting back to the elders and showcasing stories from the 6th of February 1939 and the story that continues today.</p>	<ul style="list-style-type: none"> <li>LGAs</li> </ul>	<ul style="list-style-type: none"> <li>Yorta Yorta Nation</li> <li>City of Greater Shepparton</li> <li>Campaspe Shire</li> <li>Murray River Council</li> <li>Committee for Echuca Moama</li> <li>Parks Victoria</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		Low

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>34</sup>	ENABLERS	PHASE	COST
<p><b>Cultural healing and connection to Country</b></p> <p>Develop programs that use time on country and deepening of cultural connections to support strengthening of identity and confidence building.</p>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>	<ul style="list-style-type: none"> <li>Education providers</li> <li>Traditional Owner groups</li> <li>ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		Low
<p><b>First Nations curriculum in schools</b></p> <p>Strengthen the First Nations curriculum offered in schools that covers history and culture.</p>	<ul style="list-style-type: none"> <li>Dept. of Education and Training</li> </ul>	<ul style="list-style-type: none"> <li>Dept. of Education and Training</li> <li>Local schools</li> </ul>	<ul style="list-style-type: none"> <li>Koori teaching resources (Dept. of Education and Training)</li> </ul>		Medium

**Legend**



Short Term  
0-12 months



Medium Term  
1-3 years



Long Term  
+ 3 years

## BUILDING ENDURING RELATIONSHIPS: IMPLEMENTATION PLAN

The Building Enduring Relationships Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.

*Table 4: Strategic focus area initiatives*

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>36</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Knowledge transfer</b>					
<p><b>Supporting secondments</b></p> <p>Leveraging the existing work done through Jawun, support additional secondments of individuals from non-Aboriginal organisations to work in community.</p>	<ul style="list-style-type: none"> <li>Jawun</li> </ul>	<ul style="list-style-type: none"> <li>Jawun</li> <li>Corporates</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Zero
<p><b>Business mentor program</b></p> <p>Establish a mentoring network with First Nations organisations and corporates that provides learning opportunities from both parties.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>Jawun</li> <li>Local businesses</li> <li>Ganbina</li> <li>ACCOs</li> <li>Kinaway</li> <li>Kaiela Institute</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Low
<b>Strategic Focus Area – Culturally inclusive organisations</b>					
<p><b>Promote the Algabonyah Accord</b></p> <p>Promote the employment program amongst the business community and government to sign the accord.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> <li>RFNC</li> </ul>	<ul style="list-style-type: none"> <li>LGAs</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> <li>Local businesses</li> </ul>	<ul style="list-style-type: none"> <li>Empowered Communities</li> </ul>		Zero

<sup>36</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>36</sup>	ENABLERS	PHASE	COST
<p><b>RAPs and MOUs</b></p> <p>Advocate for business to provide meaningful opportunities through reconciliation frameworks and formal agreements such as RAPs and MOUs.</p>	<ul style="list-style-type: none"> <li>Reconciliation Australia</li> </ul>	<ul style="list-style-type: none"> <li>LGAs</li> <li>Local businesses</li> <li>Reconciliation Australia</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Reconciliation Australia Framework</li> </ul>		Zero
<p><b>Cultural awareness training in the workplace</b></p> <p>Upskill staff and organisations in cultural competency and through education enable organisations to provide more inclusive work environments.</p>	<ul style="list-style-type: none"> <li>A2B Walker Group</li> <li>Aldara Yenara</li> <li>Mulana Kaalinya</li> <li>Yurringa</li> </ul>	<ul style="list-style-type: none"> <li>LGAs</li> <li>Local businesses</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Medium
<b>Strategic Focus Area – Culturally inclusive organisations</b>					
<p><b>Remove barriers to employment</b></p> <p>Working with GROW Greater Shepparton and local employers, review current hiring processes to understand what the barriers are to employment and work with employers to remove those barriers.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> <li>GROW Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> <li>LGAs</li> <li>Local businesses</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Medium (to reflect GROW resourcing)
<b>Strategic Focus Area – Partnership and advocacy</b>					
<p><b>Pledge for the Plan</b></p> <p>Obtain commitment from influencers within community and government to pledge their action and commitment to the Plan.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		Zero

**Legend**



Short Term  
0-12 months



Medium Term  
1-3 years



Long Term  
+ 3 years

## GOULBURN MURRAY A REGION OF THE FUTURE: IMPLEMENTATION PLAN

The Goulburn Murray a Region of the Future Implementation Plan has four strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to establish the region as a future proof and innovative that generates opportunities for all members of the community.

*Table 5: Strategic focus area initiatives*

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>37</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Capitalising on major projects and investments</b>					
<p><b>Activate local MPs to advocate for the local First Nations community</b></p> <p>Activate the MPs of the Goulburn Murray region to advocate for the local First Nations community to ensure meaningful employment and procurement opportunities.</p>	<ul style="list-style-type: none"> <li>• Damian Drum</li> <li>• Suzanna Sheed</li> <li>• Peter Walsh</li> </ul>	<ul style="list-style-type: none"> <li>• First Nations community</li> </ul>	<ul style="list-style-type: none"> <li>• Algabonyah Community Cabinet</li> </ul>		Zero
<p><b>Establish a place-based partnership between Government and the Goulburn Murray region</b></p> <p>Under the CTG priority reform one – formal partnerships and shared decision-making – establish the Goulburn Murray region as a place-based partnership between First Nations organisations within the Goulburn Murray region and government. This would support the implementation of Plan initiatives.</p>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Victorian Government</li> <li>• ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>• Closing the Gap Agreement</li> </ul>		Zero
<b>Legend</b>	Short Term 0-12 months	Medium Term 1-3 years	Long Term + 3 years		

<sup>37</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

## ACCELERATING ENTERPRISE AND LEADERSHIP DEVELOPMENT: IMPLEMENTATION PLAN

The Accelerating Enterprise and Leadership Development Implementation Plan has four strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal of investing in First Nations entrepreneurs and business and educating industry and government.

*Table 6: Strategic focus area initiatives*

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>38</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Aspiration building</b>					
<p><b>Role Model Event</b></p> <p>Bring Indigenous business leaders from all sectors and industries to the region to talk to young people about their journey to where they are today.</p>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• Jawun</li> <li>• RFNC</li> <li>• Educational institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Munarra Centre for Regional Excellence</li> </ul>		Medium
<b>Strategic Focus Area – Capability and leadership development</b>					
<p><b>University of Melbourne 1000 Indigenous business leaders project</b></p> <p>This program has committed to build the capabilities and skills to nurture 1,000 business leaders by 2025. This initiative focuses on supporting University of Melbourne connect with First Nations business leaders in the Goulburn Murray region.</p>	<ul style="list-style-type: none"> <li>• University of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• University of Melbourne Reconciliation Action Plan</li> </ul>		High
<p><b>Leadership exchange program</b></p> <p>Swap CEOs/senior leaders between Aboriginal and non-Aboriginal organisations.</p>	<ul style="list-style-type: none"> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• Kaiela Institute</li> <li>• Local Industry</li> <li>• ACCOs</li> <li>• LGAs</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Business Hub</li> </ul>		Zero
<p><b>Networking events</b></p> <p>Creating networking opportunities between Aboriginal and non-Aboriginal business owners.</p>	<ul style="list-style-type: none"> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• Kaiela Institute</li> <li>• Local Industry</li> <li>• ACCOs</li> <li>• LGAs</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Business Hub</li> <li>• Munarra Centre for Regional Excellence</li> </ul>		Medium

<sup>38</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>38</sup>	ENABLERS	PHASE	COST
<p><b>Emerging leaders dinner</b></p> <p>Committees for Echuca Moama and Greater Shepparton host membership events that invite members to bring along young emerging leaders from their organisation.</p>	<ul style="list-style-type: none"> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> <li>• Local industry</li> </ul>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>		Medium
<p><b>GMRPP Youth Panel</b></p> <p>Establish an Indigenous youth panel that supports the Implementation Committee on the Plan implementation and evolution.</p>	<ul style="list-style-type: none"> <li>• Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Educational institutions</li> <li>• Kaiela Institute</li> <li>• RFNC</li> </ul>	<ul style="list-style-type: none"> <li>• RFNC</li> <li>• Munarra Centre for Regional Excellence</li> </ul>		Medium
<b>Strategic Focus Area – Capability and leadership development</b>					
<p><b>Leadership program</b></p> <p>Establish a leadership program for aspiring Indigenous leaders. Sponsors within the community would need to commit their time to nurturing these leaders through the program.</p>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Local Industry</li> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>		Medium
<p><b>Accessing government funding workshop</b></p> <p>These sessions would be focused on First Nations entrepreneurs/business owners to provide them with the information and skill set to apply for the various government initiatives that are available (i.e. ILSC, IBA, NEIS).</p>	<ul style="list-style-type: none"> <li>• Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Jobs, Precincts &amp; Regions</li> <li>• LGAs</li> <li>• Kaiela Institute</li> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Business Hub</li> <li>• Munarra Centre for Regional Excellence</li> </ul>		Low
<b>Strategic Focus Area – Enterprise and entrepreneurship</b>					
<p><b>First Nations business directory</b></p> <p>Build a publicly available database of First Nations owned businesses within the Goulburn Murray region.</p>	<ul style="list-style-type: none"> <li>• Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• LGAs</li> <li>• Local Industry</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Business Sector Strategy (NIAA)</li> </ul>		Medium

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>38</sup>	ENABLERS	PHASE	COST
<p><b>University of Melbourne Entrepreneurial Centre Pop Up</b></p> <p>Run a pop-up entrepreneurial centre that is Indigenous focused and based in Shepparton.</p>	<ul style="list-style-type: none"> <li>University of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>ACCOs</li> <li>Local industry</li> <li>Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>University of Melbourne Faculty of Business and Economics</li> </ul>		High
<p><b>Indigenous Business Hub (TI)<sup>39</sup></b></p> <p>Through practical workshops and industry support, individuals will be able to access resources and knowledge required to enter the market or expand operations and services so local businesses are set up for long-term success.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> <li>Local Industry</li> <li>ACCOs</li> <li>Jawun</li> <li>LGAs</li> <li>Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Sector Strategy (NIAA)</li> <li>Indigenous Advancement Strategy</li> <li>IBA</li> </ul>		High
<p><b>Accelerator/incubator program</b></p> <p>Establish a program for First Nations start-ups/entrepreneurs to build their capabilities and confidence to enter into the market with their business/business idea.</p>	<ul style="list-style-type: none"> <li>Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> <li>Local Industry</li> <li>GM ACCOs</li> <li>LGAs</li> <li>Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Sector Strategy (NIAA)</li> <li>Indigenous Advancement Strategy</li> <li>IBA</li> <li>Indigenous Business Hub</li> </ul>		High
<b>Strategic Focus Area – Procurement</b>					
<p><b>Applying for tenders masterclass</b></p> <p>Working with GROW Greater Shepparton and local councils to upskill tender applications, providing them with information, tools and resources.</p>	<ul style="list-style-type: none"> <li>Local Government Areas</li> </ul>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> <li>Local Industry</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Procurement Policies</li> <li>LGA Procurement Policies</li> <li>Maggolee</li> </ul>		Medium

<sup>39</sup> TI = Transformational Initiative. The Indigenous Business Hub will spearhead Aboriginal enterprise and entrepreneurship, with several of the initiatives under this pillar housed within the Hub. Significant effort and coordination is required to partner with Committee for Echuca Moama / Greater Shepparton, given their ties to the business community. Integration of 'champion businesses' already established within the Goulburn Murray community is required.

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>38</sup>	ENABLERS	PHASE	COST
<p><b>Indigenous procurement masterclass</b></p> <p>Provide a half day workshop for procurement officers to give an overview of what Indigenous procurement is, what it means for the Goulburn Murray region and how to do it right.</p>	<ul style="list-style-type: none"> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• LGAs</li> <li>• Local Industry</li> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Procurement Policies</li> <li>• LGA Procurement Policies</li> <li>• Maggolee</li> </ul>		Medium
<p><b>Localised Indigenous Procurement Policy Review</b></p> <p>Establish relationships with companies that win construction projects within the region and request the regular reporting and measuring of their Indigenous Procurement Policy targets.</p>	<ul style="list-style-type: none"> <li>• Algabonyah Business Development Unit</li> </ul>	<ul style="list-style-type: none"> <li>• State Government</li> <li>• Local Government Areas</li> <li>• GROW Greater Shepparton</li> <li>• Kinaway</li> <li>• Local Industry</li> <li>• Committee for Echuca Moama</li> <li>• Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Procurement Policies</li> <li>• Social Procurement Policies</li> </ul>		Low
<p><b>University of Melbourne i-BLADE IPP evaluation</b></p> <p>The University has put forward a program that will assess the efficacy of the IPP through the generation of an Indigenous database. It will be an ABS dataset that is a national cultural asset. This initiative is focused on providing support through advocacy and data (where possible).</p>	<ul style="list-style-type: none"> <li>• University of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>• Kinaway</li> <li>• State Government</li> <li>• LGAs</li> <li>• Kaiela Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous Procurement Policies</li> </ul>		High

**Legend**



Short Term  
0-12 months



Medium Term  
1-3 years



Long Term  
+ 3 years

## SKILLS AND PATHWAYS FOR THE FUTURE: IMPLEMENTATION PLAN

The Skills and Pathways for the Future Implementation Plan has three strategic areas of focus with initiatives which support the Goulburn Murray to achieve the prosperity goal to empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.

Table 7: Strategic focus area initiatives

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>40</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Early learning and school</b>					
<p><b>Culturally safe early childhood care</b></p> <p>Expand and build upon existing child care / early learning services offered in the Goulburn Murray region that are culturally safe.</p>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>	<ul style="list-style-type: none"> <li>Rumbalara Co-op</li> <li>Njernda Co-op</li> <li>Lulla's Children and Family Centre</li> <li>Berrimba Childcare Centre</li> <li>Dept. of Education and Training</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		High
<b>Strategic Focus Area – Access to further education and skills development</b>					
<p><b>Work Experience Programs</b></p> <p>Work with local schools and businesses to engage with young Indigenous students to come into a workplace for a short period of time and do this across a few placements before finishing school.</p>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>	<ul style="list-style-type: none"> <li>Local schools</li> <li>Ganbina</li> <li>Local industry</li> <li>Dept. of Education and Training</li> </ul>	<ul style="list-style-type: none"> <li>Pre-Accredited Work Experience guidelines (Dept. Education and Training)</li> </ul>		Medium
<p><b>Tertiary Education Pathway Program</b></p> <p>Support the La Trobe University and GO TAFE education pathway program that works with year 11 students on developing their pathway to further studies.</p>	<ul style="list-style-type: none"> <li>La Trobe University</li> <li>GO TAFE</li> <li>University of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>Local schools</li> <li>Rumbalara Football Netball Club</li> <li>ACCOS</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		Medium
<p><b>Youth Survey</b></p> <p>Regularly run a youth survey to understand what young people want from the region and community and to find out their aspirations and hopes.</p>	<ul style="list-style-type: none"> <li>Algabonyah Data and Research Unit</li> </ul>	<ul style="list-style-type: none"> <li>Rumbalara Football Netball Club</li> <li>Local schools</li> <li>Ganbina</li> </ul>	<ul style="list-style-type: none"> <li>RFNC</li> </ul>		Medium

<sup>40</sup> Stakeholders include Plan Partners and Initiative Drivers. Refer to Plan Roles and Responsibilities for more detail.

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>40</sup>	ENABLERS	PHASE	COST
<b>Strategic Focus Area – Access to further education and skills development</b>					
<p><b>National Indigenous Business Summer School (NIBSS)</b></p> <p>Leveraging the University of Melbourne NIBSS program, work with other universities and higher education organisations to run a summer school in the Goulburn Murray region.</p>	<ul style="list-style-type: none"> <li>University of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>Educational Institutions</li> <li>Local schools</li> <li>RFNC</li> <li>ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>University of Melbourne Faculty of Business and Economics</li> </ul>		High
<p><b>Mobile GOTAFE events</b></p> <p>GOTAFE are able to hold mobile employment and career events to ensure coverage of regional areas.</p>	<ul style="list-style-type: none"> <li>GOTAFE</li> </ul>	<ul style="list-style-type: none"> <li>Local schools</li> <li>RFNC</li> <li>ACCOs</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>		High
<p><b>Native bushfoods courses</b></p> <p>GOTAFE can offer native bushfood horticulture courses if there is demand. University of Melbourne Dookie are developing a bridging certificate for Indigenous students.</p>	<ul style="list-style-type: none"> <li>GOTAFE</li> <li>University of Melbourne (Dookie)</li> </ul>	<ul style="list-style-type: none"> <li>Educational institutions</li> <li>Agriculture Victoria</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Knowledge Hub</li> </ul>		High
<p><b>TAFE Accelerator Program</b></p> <p>GOTAFE to provide support to run entrepreneurship and business skills support, potentially in conjunction with MCRE.</p>	<ul style="list-style-type: none"> <li>GOTAFE</li> </ul>	<ul style="list-style-type: none"> <li>&lt;GAP&gt;</li> </ul>	<ul style="list-style-type: none"> <li>Munarra Centre for Regional Excellence</li> </ul>		High
<b>Strategic Focus Area – Pathways to meaningful employment</b>					
<p><b>Mentoring for job seekers</b></p> <p>Establishing a mentoring program for new job seekers that is there for support during job applications and also once starting employment (wrap around service).</p>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Ganbina</li> <li>Regional Development Victoria</li> <li>Sureway Employment and Training</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Medium

INITIATIVE	POTENTIAL LEAD	STAKEHOLDERS <sup>40</sup>	ENABLERS	PHASE	COST
<p><b>Aboriginal GROW Greater Shepparton resource</b></p> <p>Secure extended funding for GROW Greater Shepparton program with an aim to focus on working with young First Nations people to get them into the program and through the program to a job.</p>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Victorian Government</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		High
<p><b>Employment Pathway Program</b></p> <p>Working with GROW Greater Shepparton and GOTAFE on their work readiness program, look to extend and expand the work that has already been done to more Indigenous people.</p>	<ul style="list-style-type: none"> <li>GROW Greater Shepparton</li> <li>GOTAFE</li> </ul>	<ul style="list-style-type: none"> <li>Rumbalara Co-Op</li> <li>Njernda Co-Op</li> <li>RFNC</li> <li>Kaiela Institute</li> <li>Committee for Echuca Moama</li> <li>Committee for Greater Shepparton</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous Business Hub</li> </ul>		Medium

**Legend**



Short Term  
0-12 months



Medium Term  
1-3 years



Long Term  
+ 3 years

# 8. EVALUATION AND MONITORING

This chapter provides guidance on the principles, data sources and framework that will guide the continuous monitoring and evaluation of this Plan to ensure its success can be measured and iterations can be made efficiently when required.

## MEASURING THE SUCCESS AND EFFECTIVENESS OF THE PLAN

### OVERVIEW

Key to the successful implementation of this Plan will be the ability to monitor and evaluate outcomes and the availability of data. Monitoring and evaluation is a process undertaken to determine how effective a prosperity goal and its initiatives is, or has been, in achieving its stated outcomes. This process enables informed decision making on the future of the strategy, including priorities for action and investment.

It is recognised that, due to the aspirational and longer-term nature of outcomes, demonstrating progress and monitoring performance can be challenging. Another challenging aspect to the monitoring and evaluation of this Plan is the interconnectedness between strategic themes, due to overlap between indicators and desired outcomes.

To overcome these challenges, key principles and a high level evaluation framework have been developed to guide the Implementation Committee in the short term. Critical to this will be the Algabonyah Data and Research Unit who will establish the method and ongoing data collection required to assess the efficacy of the Plan's strategic themes and their encompassing initiatives.

### EVALUATION OBJECTIVES:

The purpose of the monitoring and evaluation is to determine the extent to which the Plan has been successfully implemented and is achieving its stated vision to generate an additional \$150 million GRP per annum for the Goulburn Murray region through Aboriginal inclusion, prosperity and shared value.

The objectives of the evaluation will be:

- To determine the extent to which the Plan has been implemented as intended
- To understand how the Plan has impacted on the region and stakeholder level outcomes
- To understand and develop a quantitative estimate of the impact of the Plan.

By continuously, effectively and objectively monitoring and evaluating outcomes of the proposed initiatives and the associated prosperity goal, implementation can be adjusted and refined to strengthen positive benefits for the region.

### KEY PRINCIPLES OF EVALUATION AND MONITORING

- **Closing the Gap** – Each strategic theme's prosperity goal has been aligned to relevant Closing the Gap targets to measure progress within a three tiered, national monitoring framework. The initiatives within the Plan and the indicators and measures of the evaluation and monitoring framework are designed to accelerate achieving 10 of the Closing the Gap targets within the region.
- **Adaptative practice** – Iteration throughout implementation of the Plan, reviewing if indicators and measures are accurate and striving towards the vision and goals. If measurements indicate a key indicator is falling behind expected outcomes, the cause should be investigated and appropriate remedial steps be implemented to strengthen outcomes.
- **Aboriginal-led** – The Algabonyah Data and Research Unit will drive and protect data collection which enables data sovereignty of Yorta Yorta and First Nations people within the region.
- **Appropriate data collection** – The Algabonyah Data and Research Unit will lead data collection, ensuring that it is necessary and appropriate. Until the establishment of the Unit, publicly available data sources will be used to inform the Implementation Committee in the short term.
- **Plan evolution** – An annual workshop to evaluate and redesign initiatives and programs where needed will ensure the Plan continually reflects the needs of the community. During this session, an action plan for the year ahead should be developed.
- **Transparent and evidence based** – The process will be transparent about the purpose of any data collection, and reporting will be evidence based.

### CONSIDERATIONS AND ASSUMPTIONS

For the effective monitoring and evaluation of the Plan, the below considerations and assumptions are necessary for implementation.

- The Algabonyah Data and Research Unit will provide the Implementation Committee with support to track and monitor the strategic themes goals. This will be done through investing in capabilities to collect, store and analyse qualitative and quantitative data for the benefit of the Yorta Yorta community and First Nations people of the Goulburn Murray region. Future investment for the ABDU is required to support this Plan.
- Not all data relevant to the outcomes may be available.
- Each year, a high-level action plan will be developed to understand which initiatives are a priority for the region.
- Initiative Owners will be responsible to develop detailed actions plans for their initiative (if required) and mobilise any key stakeholders to support them in implementation.

## DATA SOURCES

The below data sources will be utilised for the measurement of key indicators. Each data source has associated benefits and focus areas from broader economic and demographics changes through to qualitative and more subjective changes. Additional data sources should be considered throughout implementation of the Plan to ensure data quality and content meets requirements.

### Australian Bureau of Statistics (ABS)

**What it is:** The ABS is the national statistical agency and an official source of independent, reliable information.

**Available data:** The ABS releases statistics relating to the economy, population, health outcomes and the environment. In addition, the ABS conducts a Census of Population and Housing, which provides a comprehensive picture of Australia's people, how they live and where they reside. For this Plan, indicators such as employment rate, attendance at an educational institution, high school completion, tenure type and dwelling structure will be used.

### Australian Early Development Census

**What it is:** The AEDC is an Australian Government initiative that collects data to provide a snapshot of children's development that can inform communities and support planning, policy and action.

**Available data:** The AEDC is held every three years and the summary data is made publicly available. Data collected can be viewed geographically of the percentage or count of children who are either on track, at risk or vulnerable across the five domains. Analysis can be carried out on suburbs which have a significant proportion of First Nations people (i.e. Mooroopna, Shepparton South (East), Shepparton North).

### Focus groups

**What it is:** Focus group interviews are a facilitated discussion with a small, targeted group of people that gains in-depth qualitative data about a topic. Focus group participants will be voluntary and understand how the information they provide to will be used.

**Available data:** Data collected during these sessions will provide rich, qualitative data on indicators which are harder to measure through existing data sets (i.e. ABS) or surveys.

### Online survey

**What it is:** An online data collection method that is a structured questionnaire to gather both qualitative and quantitative data. Critical to this method of collection will be the protection of privacy and anonymity for participants.

**Available data:** This method allows for high volume and targeted qualitative and quantitative data collection, particularly around atypical indicators such as a decrease in racist views in the community or an increase in youth engagement.

## THE FRAMEWORK AND GOVERNANCE

The below framework considers the long-term, strategic theme goals as the desired outcomes of the Plan. Against each of the strategic theme goals, proposed indicators and their corresponding measurements are defined. It will be the Implementation Committee's responsibility to report on Plan progress bi-annually against each of the six strategic themes. In the short term, the Closing the Gap targets and outcomes will be headline measures until the Algabonyah Data and Research Unit is adequately resourced.

## THE OUTCOMES OF THE PLAN

The desired outcomes of the Plan are the long-term prosperity goals of each strategic theme. Key indicators and measurements for each are provided in the subsequent framework pages.

## EVALUATION AND MONITORING FRAMEWORK

The evaluation and monitoring of the Goulburn Murray Regional Prosperity Plan strategic theme goals will be undertaken by the Implementation Committee and enabled by the Algabonyah Data and Research Unit. The following indicators and measures are indicative and should evolve over time.

*Table 8: A Thriving Community with Strong Foundations*

PROSPERITY GOAL	INDICATORS	MEASURES
Recognise families as the backbone of communities and provide support to build safe and stable homes, harmonious family units and create intergenerational wealth.	<ul style="list-style-type: none"> <li>• Increase in the number of First Nations home owners in the Goulburn Murray region.</li> <li>• Increase in the completion of financial literacy programs in the First Nations community.</li> <li>• Decrease in the rate of First Nations children in out-of-home care.</li> <li>• Decrease in prevalence of family violence in First Nations community.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of First Nations home owners in the Goulburn Murray region.</li> <li>• Rate of completion of financial literacy programs.</li> <li>• Number of First Nations children in out-of-home care.</li> <li>• Number of family violence related incidents in First Nations community.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.
- By 2031, reduce the rate of Aboriginal and Torres Strait Islander young people (10-17 years) in detention by 30 per cent.
- By 2031, reduce the rate of over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 per cent.
- A significant and sustained reduction in violence and abuse against Aboriginal and Torres Strait Islander women and children towards zero.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.



Table 9: Opportunities Through Culture and Shared Value

PROSPERITY GOAL	INDICATORS	MEASURES
To invest in the sustainability of culture and identity of Yorta Yorta and other First Nations people as an act of place-based reconciliation and for the economic and social benefit of the entire region.	<ul style="list-style-type: none"> <li>• Decrease in racism within the Goulburn Murray community.</li> <li>• Increase in the number of First Nations people who feel included in the community.</li> <li>• Increase in student exposure to First Nations curriculum.</li> <li>• Increase in the number of First Nations businesses in the Goulburn Murray region.</li> <li>• Increase in the number of Aboriginal-led tourism businesses.</li> <li>• Increase in the number of tourists who visit the region to experience Aboriginal history and culture.</li> <li>• Increase in land managed and cared for by First Nations people.</li> <li>• Increase in visible acknowledgements of Aboriginal culture and history within the region.</li> <li>• Increase in connection to culture and language for First Nations people.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of racism driven incidents that take place at schools and in the wider community.</li> <li>• Number of First Nations people who feel accepted and included in the community.</li> <li>• Number of schools that teach First Nations curriculum.</li> <li>• Number of First Nations businesses in the Goulburn Murray region.</li> <li>• Number of Aboriginal-led tourism businesses.</li> <li>• Number of tourists who visit the Goulburn Murray region to experience First Nations history and culture.</li> <li>• Total area of land managed and cared for by Yorta Yorta Nation.</li> <li>• Number of visible acknowledgements of First Nations culture and history within the region.</li> <li>• Percentage of First Nations people who feel connected to their culture.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people (aged 20-24) attaining year 12 or equivalent qualification to 96 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.
- By 2030, a 15 per cent increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.



Table 10: Building Enduring Relationships

PROSPERITY GOAL	INDICATORS	MEASURES
Build strong and authentic relationships to enable transfer of knowledge, reduce ignorance, erode racism, promote advocacy and commitment to the Plan and create new opportunities in a variety of workplaces and domains.	<ul style="list-style-type: none"> <li>• Increase in Jawun secondment activity within the Goulburn Murray region.</li> <li>• Increase in the number of organisations that commit to increased First Nations employment.</li> <li>• Increase in the number of First Nations people employed in permanent positions within the Goulburn Murray region.</li> <li>• Increase in the number of organisations that have public targets and formal agreements (i.e. RAPs and MOUs) within the Goulburn Murray region.</li> <li>• Increase in the number of organisations that have completed cultural awareness training in the region.</li> <li>• Increase in the organisational and industry commitment to the Plan vision.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Jawun secondees placed within the Goulburn Murray region.</li> <li>• Number of organisations that have signed the Algabonyah Employment Accord.</li> <li>• Percentage of First Nations people employed in permanent positions within the Goulburn Murray region.</li> <li>• Number of organisations that have public targets and formal agreements within the Goulburn Murray region.</li> <li>• Number of organisations that have completed cultural awareness training in the region.</li> <li>• Total number of signatories from organisations and industry who have committed to the Plan.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- Significant and sustained reduction in suicide of Aboriginal and Torres Strait Islander people towards zero.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.

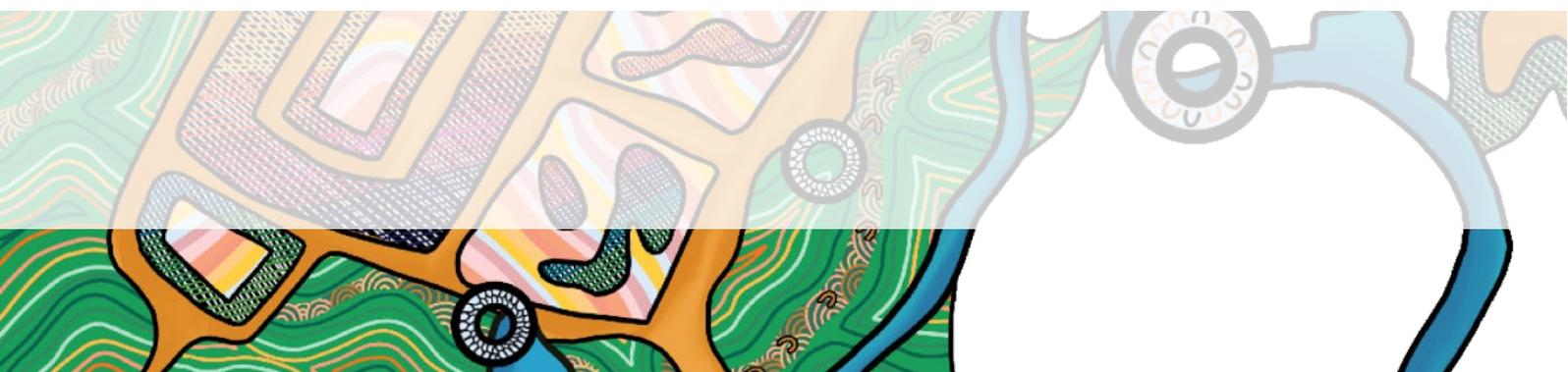


Table 11: Goulburn Murray a Region of the Future

PROSPERITY GOAL	INDICATORS	MEASURES
Establish the Goulburn Murray region as a future proof and innovative region that generates opportunities for all members of the community.	<ul style="list-style-type: none"> <li>• Increase in the number of First Nations people employed on major projects and investments in the region.</li> <li>• Increase in funding support by the IBA for First Nations businesses in the Goulburn Murray region.</li> <li>• Increase in number of First Nations businesses within the Goulburn Murray region.</li> <li>• Increase in the number of First Nations food and beverage production businesses.</li> <li>• Increase in renewable energy businesses within the Goulburn Murray region tied to Traditional Owner groups or First Nations entrepreneurs.</li> <li>• Increase in employment and procurement opportunities for First Nations people in the Goulburn Murray region.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of First Nations people employed on major projects and investments in the region.</li> <li>• Number of loans issued by the IBA to First Nations enterprises within the Goulburn Murray region.</li> <li>• Number of First Nations businesses within the Goulburn Murray region.</li> <li>• Number of First Nations food and beverage production businesses.</li> <li>• Number of First Nations renewable energy businesses within the Goulburn Murray region.</li> <li>• Total amount of funding received into the region that creates employment and procurement opportunities for First Nations people.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, there is a sustained increase in the number and strength of Aboriginal and Torres Strait Islander languages being spoken.
- By 2030, a 15 per cent increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests.



Table 12: Accelerating Enterprise and Leadership Development

PROSPERITY GOAL	INDICATORS	MEASURES
Invest in First Nations entrepreneurs and businesses, building confidence, capability and connections which will enable them to thrive. Educate industry and government to responsibly procure and work alongside First Nations businesses.	<ul style="list-style-type: none"> <li>• Increase in number of First Nations businesses within the Goulburn Murray region.</li> <li>• Increase in First Nations participation in leadership positions in the region.</li> <li>• Increased engagement from local First Nations youth for the Plan and its initiatives.</li> <li>• Increased government support for First Nations businesses, organisations and entrepreneurs.</li> <li>• Increase in the number of successful First Nations businesses that win tenders.</li> <li>• Increased commitment from local businesses and organisations for employment and procurement targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of First Nations businesses within the Goulburn Murray region.</li> <li>• Number of First Nations people in senior positions in the community, industry, government, academia.</li> <li>• Engagement rate of First Nations youth through the Youth Panel or other Plan initiatives.</li> <li>• Number of First Nations businesses, organisations and entrepreneurs from the Goulburn Murray region who successfully receive grants and funding from the government.</li> <li>• Number of successful First Nations businesses that win tenders.</li> <li>• Number of organisations who commit to employment and procurement targets and are transparent on progress.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent.



Table 13: Skills and Pathways for the Future

PROSPERITY GOAL	INDICATORS	MEASURES
Empower young First Nations people and unemployed or under-employed adults to choose their own pathway to meaningful education and employment outcomes.	<ul style="list-style-type: none"> <li>• Increase in the number of First Nations children attending childcare/early learning.</li> <li>• Increased student participation in work experience programs during high school.</li> <li>• Increase in the number of high school students who participate in tertiary education pathway programs.</li> <li>• Increase in the proportion of First Nations youth (15-24 years) who are in employment, education or training.</li> <li>• Increase in communication and understanding of young First Nations people's needs and aspirations.</li> <li>• Improvement in the outcomes of the GROW Greater Shepparton program.</li> <li>• Decrease in First Nations unemployment rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of First Nations children attending childcare/early learning.</li> <li>• Percentage of First Nations students who participate in work experience programs during high school.</li> <li>• Number of First Nations high school students who participate in a tertiary education pathway program.</li> <li>• Increased percentage of First Nations youth (15-24) who are in employment, education or training.</li> <li>• Number of young First Nations people participating in the Youth Survey.</li> <li>• Number of First Nations people who find work through the GROW Greater Shepparton program.</li> <li>• Number of First Nations adults who are unemployed or under-employed.</li> </ul>

Alongside the above measures, assessment of aligned Closing the Gap targets will also be reported at a Goulburn Murray regional level. These targets include:

- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent.
- By 2025, increase the proportion of Aboriginal and Torres Strait Islander children enrolled in Year Before Fulltime Schooling (YBFS) early childhood education to 95 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander children assessed as developmentally on track in all five domains of the Australian Early Development Census (AEDC) to 55 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed to 62 per cent.
- By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15-24 years) who are in employment, education or training to 67 per cent.



# APPENDIX A: DETAILED LGA OPPORTUNITY OVERVIEWS



# GREATER SHEPPARTON CITY COUNCIL

Located in Northern Victoria in the centre of the Goulburn Valley, the City of Greater Shepparton is the fourth largest provincial centre in Victoria<sup>41</sup>.

It has a population of over 66,000 people and an above average proportion of First Nations people living within the municipality. Greater Shepparton City Council also has a significant proportion of people who were born overseas contributing to a diverse and multicultural community<sup>42</sup>. Greater Shepparton has an estimated GRP of \$3.6b.

The largest industry by employment is health care and social assistance, generating 5,519 local jobs and \$469m in 2018/19, however other key industries include retail and trade, agriculture, manufacturing and construction<sup>43</sup>. The unemployment rate within Greater Shepparton is 6.4%<sup>44</sup>.



## OPPORTUNITY AREAS FOR THE REGION

### Education and STEM

The future of education is focused on agriculture and on-farm education, with the University of Melbourne Dookie Campus upgrade (investment of \$13 million) expanding staff, student and conference accommodation. This upgrade is part of a \$50 million spend, and over the next four years, the Victoria Government will invest it to improve facilities and teaching at the state's agricultural colleges and training providers.

There is also a focus on health sciences, with the La Trobe Shepparton campus extension (investment of \$12 million) expanding their footprint to offer courses for students to become nurses, social workers and psychologists.

GOTAFE Shepparton campus will receive \$2.4 million to modernise and upgrade learning space and facilities focused on hospitality and provide front and back house student learning opportunities.

The Munarra Centre for Regional Excellence (partially funded) will be a state-of-the-art facility focused on sport and education that will create economic opportunities and career pathways for First Nations people through sports, health education and research and the celebration of learning, community and culture. The MCRE will create jobs in construction, 10 ongoing jobs in operation, and enable hundreds more to gain new skills and pathways to employment and business creation.

### Road and Rail Transport

State and Federal Government have committed significant funds, \$400 million for stage three alone, to carry out the Shepparton Line Upgrade. The multi-million dollar investment will enable more frequent and reliable services and deliver 600 jobs across the three phases of work.

### Tourism

In 2019, GCSS had over 1.2 million visitors<sup>45</sup>. This is expected to grow given the prioritisation and investment into major projects like SAM, Riverlink's, the Aboriginal Street Art Project and River Connect.

### Global demand for Australian products

Canned goods have come back into demand given the recent COVID-19 pandemic. Campbell's Soup facility in Shepparton is set to undergo a multi-million-dollar upgrade to increase production to meet increased demand. The upgrade is set to cost \$8 million and will translate into 12 new jobs.



<sup>41</sup> Victorian State Government Know Your Council 2015 accessed at <https://knowyourcouncil.vic.gov.au/councils/greater-shepparton>

<sup>42</sup> Greater Shepparton City Council Annual Report 2020 accessed at [https://greater-shepparton.com.au/assets/files/documents/our\\_council/council\\_documents/Annual\\_Reports/Greater\\_Shepparton\\_City\\_Council\\_Annual\\_Report\\_2020.pdf](https://greater-shepparton.com.au/assets/files/documents/our_council/council_documents/Annual_Reports/Greater_Shepparton_City_Council_Annual_Report_2020.pdf)

<sup>43</sup> City of Greater Shepparton economic profile accessed at <https://economy.id.com.au/shepparton/employment-by-industry>

<sup>44</sup> ABS Greater Shepparton LGA data set accessed at <https://www.abs.gov.au/statistics#data-region>

<sup>45</sup> Tourism Research Australia Local Government Area Profiles 2019 accessed at <https://www.tra.gov.au/Regional/local-government-area-profiles>

**Agriculture, land and water management**

The impacts of climate change and water availability are some of the driving forces behind innovation and investment coming into the region from farmers, industry, water authorities and government.

This is evident throughout the Goulburn Murry Resilience Strategy which focuses on how the region can better deal with and adapt to change, with future opportunities being within the diary and horticulture industries and the renewable energy sector.

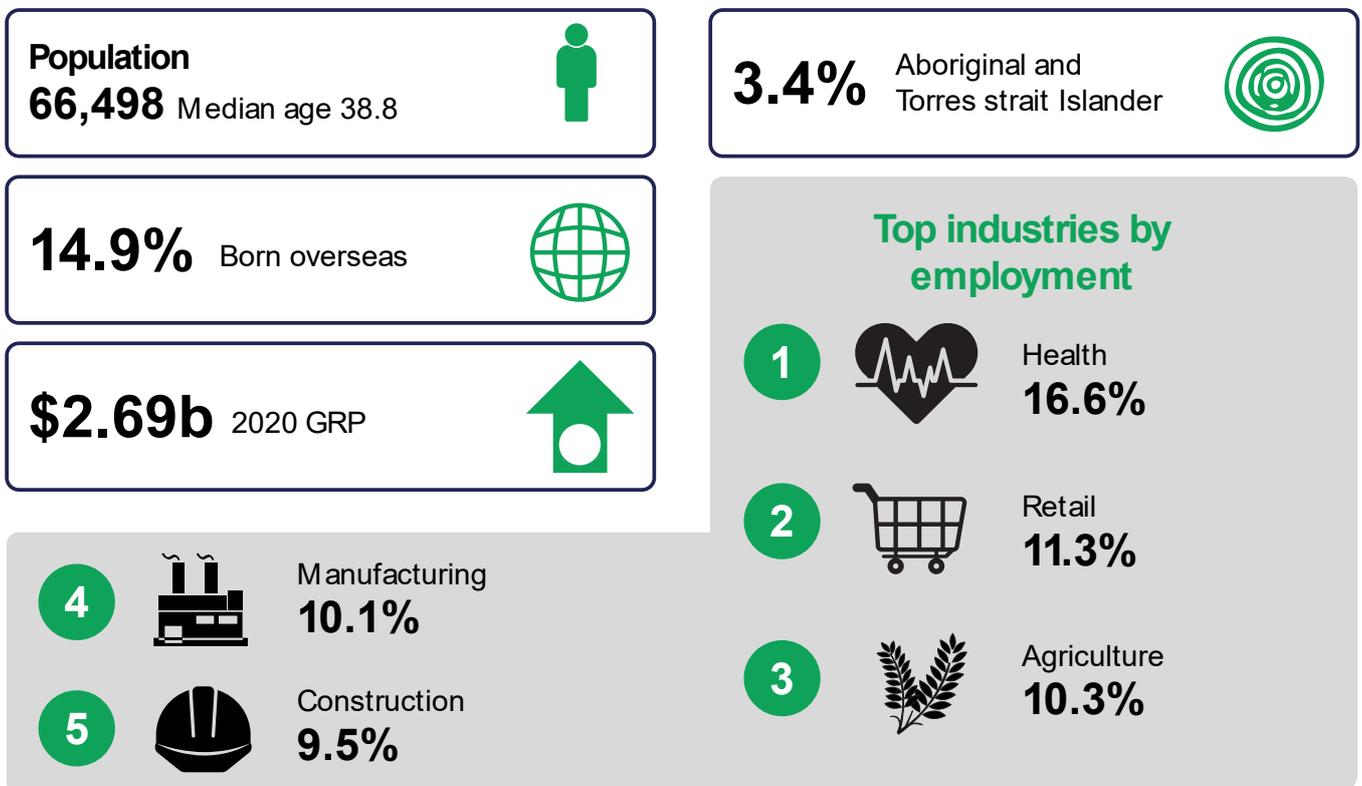
Another key player is Goulburn Murray Water who have put forward a \$177 million proposal to modernise sections of the GMID to improve water efficiency to contribute towards the Murray Darling Basin Plan.

State Government is also influencing the region, with the Victorian Fisheries Authority recently announcing \$7 million towards the build of a native fish hatchery in Shepparton. This project is expected to provide 12 jobs, half of which are allocated for First Nations people. Additionally, the State Government continues to invest into the region through Agriculture Victoria, providing grants and funding opportunities for the industry to access.

**THE MUNARRA CENTRE FOR REGIONAL EXCELLENCE (PARTIALLY FUNDED) WILL BE A STATE-OF-THE-ART FACILITY FOCUSED ON SPORT AND EDUCATION THAT WILL CREATE ECONOMIC OPPORTUNITIES AND CAREER PATHWAYS FOR FIRST NATIONS PEOPLE THROUGH SPORTS, HEALTH EDUCATION AND RESEARCH AND THE CELEBRATION OF LEARNING, COMMUNITY AND CULTURE. THE MCRE WILL CREATE JOBS IN CONSTRUCTION, 10 ONGOING JOBS IN OPERATION, AND ENABLE HUNDREDS MORE TO GAIN NEW SKILLS AND PATHWAYS TO EMPLOYMENT AND BUSINESS CREATION.**



Figure 9: Shepparton demographics



# THE SHIRE OF CAMPASPE

Located in north central Victoria, the Shire of Campaspe borders NSW and includes the Murray, Campaspe and Goulburn Rivers as unique natural assets. The shire's total land area is approximately 4,500 square kilometres with the largest town being Echuca<sup>46</sup>. The total population of Campaspe is in excess of 37,600 people, 2.8% of which identify as Aboriginal and Torres Strait Islander<sup>47</sup>. The estimated GRP for the municipality is \$2.48b with the majority of production coming from manufacturing (31.6% of total output)<sup>48</sup> and agricultural production. Campaspe Shire's largest employer is health care and social assistance, making up 14.7% of the total employment, with agriculture, manufacturing, retail trade and education and training being the top five sectors. The estimated unemployment rate of Campaspe is 4.9%<sup>49</sup>.

## OPPORTUNITY AREAS FOR THE REGION

### Tourism

Echuca attracts close to 800,000 visitors each year<sup>50</sup> largely due to the river precinct and the tourism business that operate along the water front. A recent \$5 million investment to redevelop the Riverboat Dock alongside \$150,000 funding by the State Government to perform a business case and design work to refresh the Riverfront Entertainment Precinct demonstrates the potential and importance of river tourism within this part of the region.

Another significant investment being made is the Echuca Moama Bridge Art Project. To date, a detailed masterplan has been developed with the Steering Committee working on a funding campaign. The public arts project will be based around the new bridge crossing and surrounds and will include a gallery, raised walk ways, an outdoor sculpture park, walking and bike tracks as well as native vegetation. Key to this project has been the continuous inclusion of Yorta Yorta Nation for the development of the masterplan.

### Economic Development

Campaspe Shire resides within the Loddon Campaspe Regional Partnership. In 2019, the Partnership developed an Economic Growth Strategy that outlined regional focal investment areas and their related initiatives. A key focal area is the Regional Employment and Innovation Corridor that looks to utilise existing transportation routes between Riddles Creek and Echuca/Moama to strengthen employment, tertiary education and research, entrepreneurship, connectivity and infrastructure and the renewal of townships along the route.

### Infrastructure

Funded by Major Road Projects Victoria and Transport for NSW, the \$323.7 million project will see the second river crossing between Echuca and Moama be completed by mid 2022. This additional connection between NSW and Victoria is a significant investment to improving the access to and from the region.



<sup>46</sup> Shire of Campaspe Annual Report 2020 accessed at <https://www.campaspe.vic.gov.au/Our-council/Documents/Annual-reports>

<sup>47</sup> ABS Campaspe LGA data set by region accessed at <https://www.abs.gov.au/statistics#data-region>

<sup>48</sup> Shire of Campaspe economic profile accessed at <https://economy.id.com.au/campaspe/gross-product>

<sup>49</sup> Shire of Campaspe economic profile accessed at <https://economy.id.com.au/campaspe/employment-census>

<sup>50</sup> RDV Planning the future of Echuca's entertainment precinct accessed at <https://www.rdv.vic.gov.au/news/planning-the-future-of-echucas-entertainment-precinct>

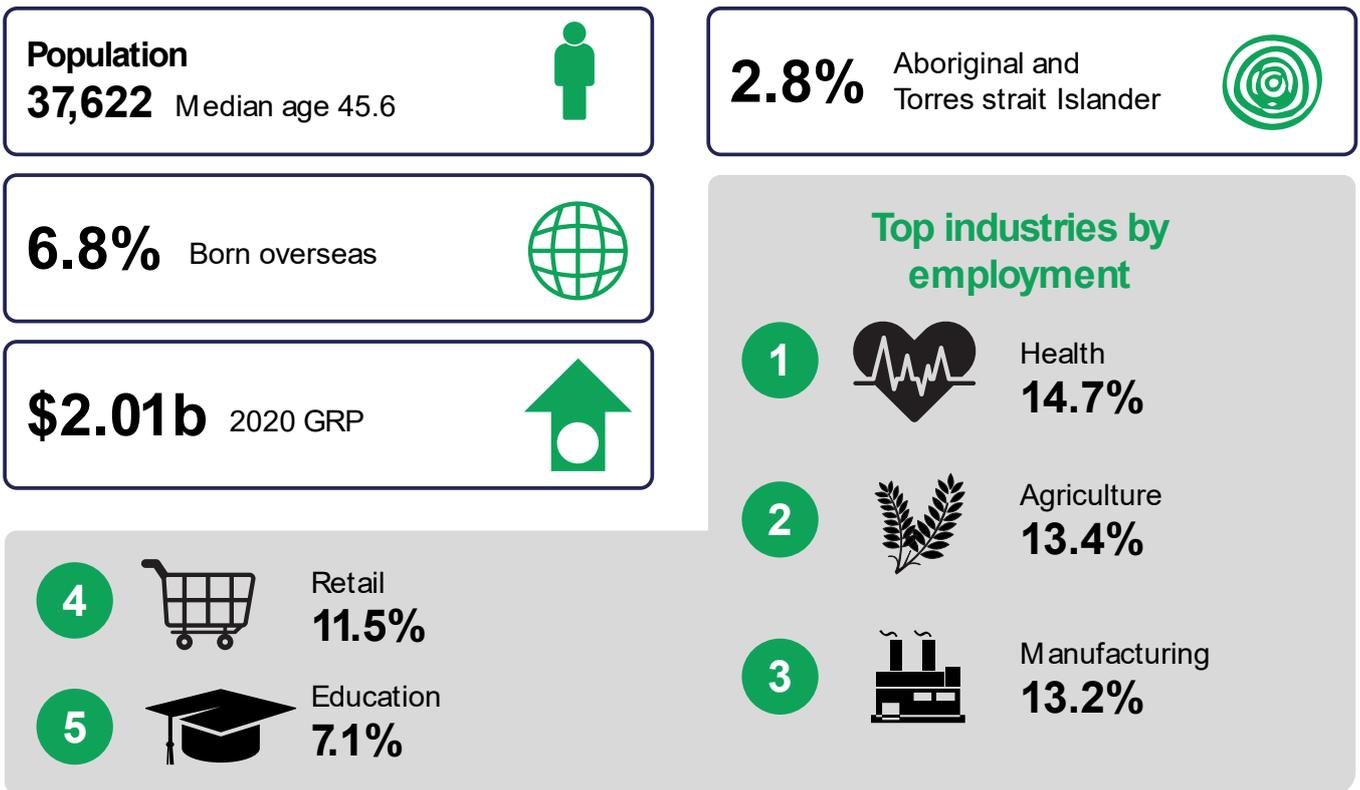
Another investment within the Shire of Campaspe is the Echuca East Community Precinct. This \$6.9 million project will develop the existing Echuca East Football Ground into an attractive community hub featuring a multi-purpose building, a dog park, open space, playground, shared trails, BBQ and shelter. The tender for construction was released in late 2020 and is yet to be awarded.

**Agriculture and food manufacturing**

Campaspe has a rich and diverse agriculture industry. The warm climate, access to water and variation in landscape has enabled agriculture to become a significant contributor to the local economy. Alongside this, food manufacturing is another sizeable industry within the region, which is home to Kagome Australia, the largest tomato processor in the country.

“ A KEY FOCAL AREA IS THE REGIONAL EMPLOYMENT AND INNOVATION CORRIDOR THAT LOOKS TO UTILISE EXISTING TRANSPORTATION ROUTES BETWEEN RIDDLES CREEK AND ECHUCA/MOAMA TO STRENGTHEN EMPLOYMENT, TERTIARY EDUCATION AND RESEARCH, ENTREPRENEURSHIP, CONNECTIVITY AND INFRASTRUCTURE AND THE RENEWAL OF TOWNSHIPS ALONG THE ROUTE. ”

Figure 10: Shire of Campaspe demographics



**Top industries by employment**

- 1  Health **14.7%**
- 2  Agriculture **13.4%**
- 3  Manufacturing **13.2%**

- 4  Retail **11.5%**
- 5  Education **7.1%**

# THE SHIRE OF MOIRA

Located to the north of Shepparton, Moira Shire is in the Hume region of Victoria and covers 4,045km<sup>2</sup> from Bundalong to the Barmah National Park<sup>51</sup>.

The region has an estimated annual GRP of \$1.76b, which is driven by manufacturing, agricultural production, the food processing industry and tourism<sup>52</sup>. Major townships include Cobram, Numurkah, Nathalia and Yarrawonga.

The council have five economic development priorities: enhancing infrastructure and land use; providing information, learning and networking; encouraging growth innovation and diversification; fostering the visitor economy, and making great places for people<sup>53</sup>.



## OPPORTUNITY AREAS FOR THE REGION

### Renewable Energy

The development of the **AgBioEn** biofuels plant at Katunga represents ~\$1b investment into the region to use agricultural land to increase crop cover and yield, refine agricultural waste into biofuels and create energy for nearby businesses through co-generation. Energy supply is a key constraint for business in the region; producing locally generated power will assist businesses to expand and grow output and employment.

The company have begun consulting with community, entered into a partnership with Ganbina to support First Nations employment pathways and connected with GOTAFE and La Trobe University to ensure that local residents can access training needed to take up the approximately 500 jobs needed when the plant is at full capacity.

This project presents a huge opportunity, not only for residents of Moira Shire but the entire Goulburn Murray community. Including First Nations People in employment strategies and engagement from the early stages of the project demonstrates a commitment to providing meaningful employment pathways.

### Community Creative Hub

The G.R.A.I.N. Store in Nathalia is a not-for-profit supported by a partnership between Moira Shire Council, the Victorian government, La Trobe University, Goulburn Broken Catchment Authority and a number of private and philanthropic partners.

The store is intended as a model for rural economic and community development in the arts sector and offers a gallery and performance space, workshops and retail outlet. G.R.A.I.N. Store has facilitated a number of partnerships with First Nations arts organisations, including Kaiela Arts, Burraja Gallery (Wodonga) and collaboration with Yorta Yorta Nation to develop the Moira's Natives colouring book.

A community space such as the G.R.A.I.N. Store is an incredibly valuable cultural asset; to encourage all members to meet and share creative ideas, knowledge and artwork of all media.

This should be leveraged further within the local First Nations community to celebrate and showcase Yorta Yorta culture.

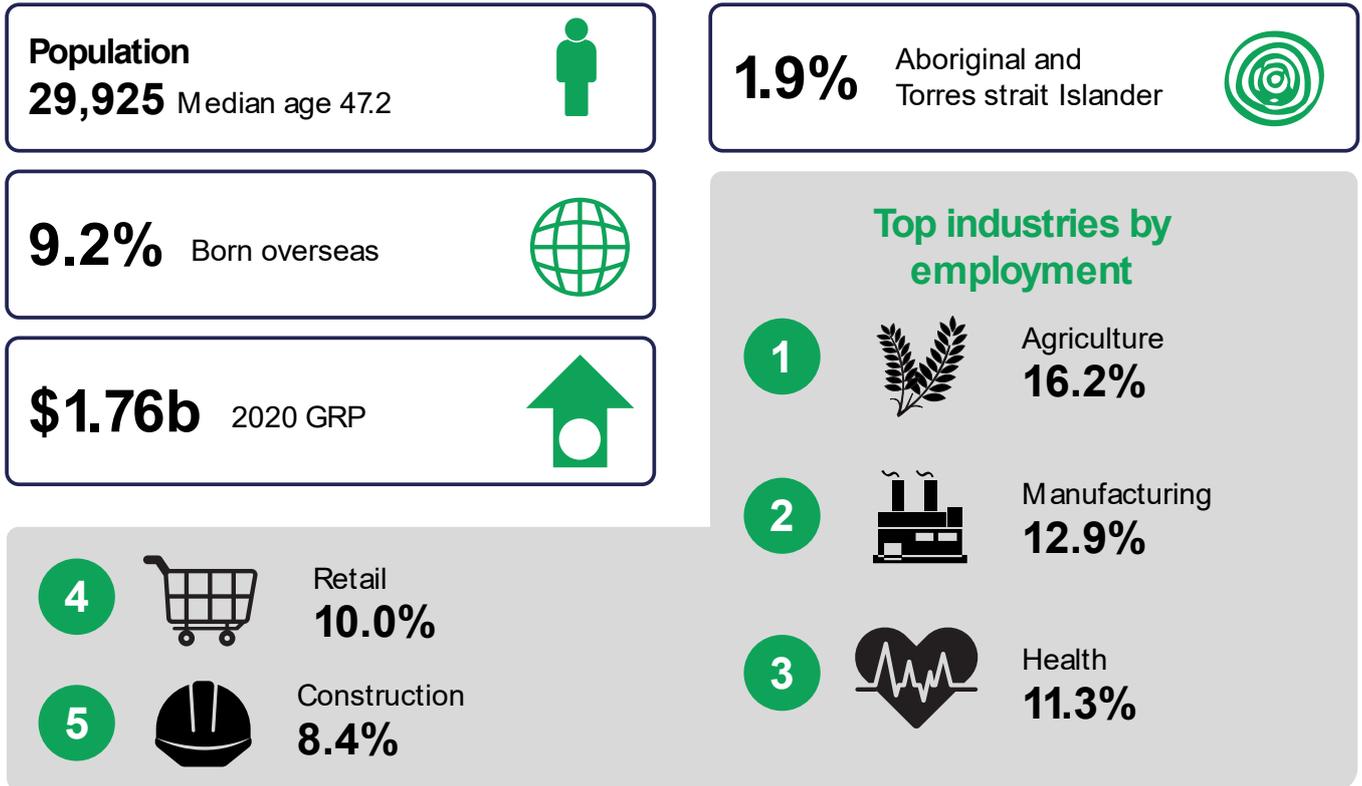
<sup>51</sup> Shire of Moira Annual Report 2020 accessed at 2019-2020 Annual report <https://www.moira.vic.gov.au/Our-Council/Our-performance/Annual-Report>

<sup>52</sup> REMPLAN Economy, Jobs and Business Insights accessed at <https://app.remplan.com.au/moira/economy/summary?state=qdmQl8x9vUmXw6gfQlD2P3UyhwhnLJ>

<sup>53</sup> ABS Moira LGA data set by region accessed at <https://www.abs.gov.au/statistics#data-region>

“ THIS PROJECT PRESENTS A HUGE OPPORTUNITY, NOT ONLY FOR RESIDENTS OF MOIRA SHIRE BUT THE ENTIRE GOULBURN MURRAY COMMUNITY. INCLUDING FIRST NATIONS PEOPLE IN EMPLOYMENT STRATEGIES AND ENGAGEMENT FROM THE EARLY STAGES OF THE PROJECT DEMONSTRATES A COMMITMENT TO PROVIDING MEANINGFUL EMPLOYMENT PATHWAYS. ”

Figure 11: Shire of Moira Demographics



# THE SHIRE OF STRATHBOGIE

Located to the south of Shepparton, Strathbogie Shire is a rural municipality 90 minutes from Melbourne.

The region has an estimated annual GRP of \$554m, which is driven by agriculture, forestry and fishing<sup>54</sup>. Major townships in the region include Euroa, Nagambie, Avenel, Violet Town and Strathbogie. Strathbogie Shire have an MoU with Taungurung Land and Waters Council.

The council has five strategic priorities: enhance community health and wellbeing, sustainably manage our built and natural environment, provide quality infrastructure, support and drive economic development, and be a high-performing shire<sup>55</sup>.



## OPPORTUNITY AREAS FOR THE REGION

### Tourism

The Strathbogie region is rich in tourism and hospitality businesses that attract an annual 367,000 people to the region who create \$60m of annual expenditure with local businesses<sup>56</sup>. The thriving viticulture and hospitality industry within Strathbogie presents opportunity for future growth within the eco-tourism sphere. Lake Nagambie is one of the biggest tourism drawcards in this region; attracting international, interstate and intrastate tourists for rowing regattas, water sports and camping.

Incorporating complementary elements of locally-specific and appropriate First Nations history and culture into tourism experiences would improve economic opportunities for the First Nations community, increase forums for truth telling and create a more authentic experience for visitors coming to Strathbogie.

Embedding and celebrating this history and culture in the region will create further differentiation for the region's attractions.

### Agriculture, Forestry and Fishing

The largest employer and contributor to economic output (\$298.5m annually) in the Strathbogie region is the agriculture, forestry and fishing sector<sup>57</sup>. It is a region with advantageous growing conditions and is a strong livestock producer.

Climate change mitigation and sustainable land management is a growing need in a region so heavily dependent upon land and weather. This presents economic opportunity for Traditional Owners and Aboriginal-led businesses to play a larger role in land management processes and techniques (including cultural burning) through the commercialisation of First Nations knowledge.

Further incentivisation and education for primary producers and managers of land of the benefits of incorporating First Nations land management techniques is needed to assist this transition and creation of value.

<sup>54</sup> REMPLAN Economy, Jobs and Business Insights accessed at <https://app.remplan.com.au/strathbogie/economy/summary?state=DP4eSz8jViol37OidKl3aRc2hMh67r>

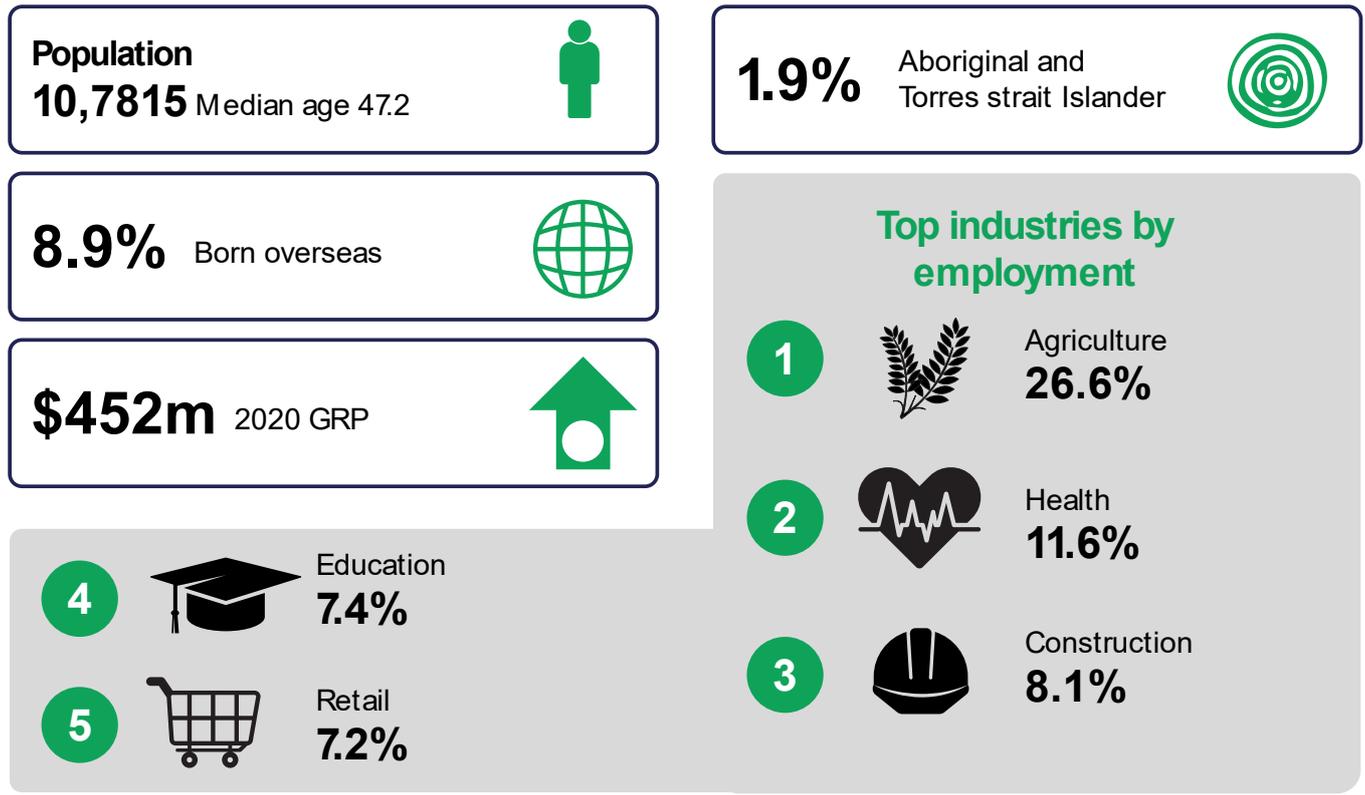
<sup>55</sup> Shire of Strathbogie Annual Report 2020 accessed at 2019-2020 Annual report [https://www.strathbogie.vic.gov.au/images/M\\_images/Strathbogie-Shire-2019-20-Annual-Report.pdf](https://www.strathbogie.vic.gov.au/images/M_images/Strathbogie-Shire-2019-20-Annual-Report.pdf)

<sup>56</sup> ABS Strathbogie LGA data set by region accessed at <https://www.abs.gov.au/statistics#data-region>. Local Government Area Profiles 2019 accessed at 7 Local Government Area Profiles 2019 accessed at <https://www.tra.gov.au/Regional/local-government-area-profiles>

<sup>57</sup> REMPLAN Economy, Jobs and Business Insights accessed at <https://app.remplan.com.au/strathbogie/economy/summary?state=DP4eSz8jViol37OidKl3aRc2hMh67r>

“ INCORPORATING COMPLEMENTARY ELEMENTS OF LOCALLY-SPECIFIC AND APPROPRIATE FIRST NATIONS HISTORY AND CULTURE INTO TOURISM EXPERIENCES WOULD IMPROVE ECONOMIC OPPORTUNITIES FOR THE FIRST NATIONS COMMUNITY, INCREASE FORUMS FOR TRUTH TELLING AND CREATE A MORE AUTHENTIC EXPERIENCE FOR VISITORS COMING TO STRATHBOGIE. ”

Figure 12: Shire of Strathbogrie Demographics



# APPENDIX B: STATEMENT OF INTENT





# STATEMENT OF INTENT

## GOULBURN MURRAY REGIONAL PROSPERITY PLAN

Our Plan is a bold and courageous initiative, entered into freely and with enthusiasm by all major stakeholders in the Goulburn Murray.

Our ambition is to lead the country by changing the way we think about and act within our regional economy, delivering shared prosperity for all.

Our vision for the Plan is to generate a thriving and sustainable First Nations economy to achieve parity for Yorta Yorta and other First Nations people, leading to increased prosperity for all.

We will deliver an additional \$150 million gross regional product per annum for the Goulburn Murray region through inclusion, prosperity and shared value. This increase in productivity will support reinvestment in a regional circular economy to create new and added value.

## ACKNOWLEDGEMENT

We acknowledge the Yorta Yorta peoples’ strength and their important and ongoing contribution as the traditional owners of the Goulburn Murray region.

We acknowledge that a history of dispossession and marginalisation has created poverty for Yorta Yorta and First Nations peoples and that we all have a role to play in redressing this injustice. This Plan provides a unique opportunity to work together to create positive outcomes for all.

## RESPONSIBILITY AND INVESTMENT

We have a shared responsibility to enable and restore the economic participation and inclusion of Yorta Yorta and First Nations people.

We view investment in a thriving First Nations economy as an investment in our shared future prosperity.

## COMMITMENT

We commit to building a long-term partnership that will deliver mutual respect and significant employment and business opportunities.

We undertake to negotiate in good faith, pathways, programs and targets to hold ourselves collectively accountable to achieve measurable and agreed outcomes over the course of the Plan.

I, ..... *(print name and position)*,

hereby pledge my organisation,

.....

as a signatory to the Goulburn Murray Regional Prosperity Plan Statement of Intent.

.....

*(sign name)*

.....

*(date)*



*This Statement of Intent is owned and managed by the Algabonyah Business Development Unit, April 2021.*

# APPENDIX C: BIOGRAPHY



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