



Strategic Plan 2021-2025

Endorsed by the ABC Foundation
Board of Directors 2021



Aboriginal Biodiversity Conservation

ABC On-Country IMPACT
Aboriginal people leading the growth of
a sustainable land and sea economy.



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We advise that this document may contain images of people who have passed away.

Message from Our Board

We love working for our Communities. We are skilled and experienced Board Members who work passionately and collectively for our members and our Foundation. Our strategic plan focusses on collaborating around a common purpose to achieve our vision. Our Foundation's partnerships model and proven track record demonstrates that by working together we become leaders in our field. We are here to deliver the best possible programs and services and build on our ever growing and joint success.

We hear the voices of the communities and our members. We are flexible to meet community needs while staying true to our vision, our beliefs, our values. Our footprints are strongly recognised, and our members and stakeholders know where to find us as we travel the country.

As a Board, we measure our achievements and we strive for continuous improvement through innovation, regular feedback, and evaluation. We enjoy seeing the positive impact through the smiles and hugs from our members. Our valued staff are doers.

Since our journey began back in 2016, we have continually sought new opportunities that make a positive impact. We strive to earn our members' trust and respect and our reputation speaks for itself. We provide certainty to our partners, supporters, and generous stakeholders.

Donors connecting with our Foundation are eligible for an Australian financial tax incentive through our Deductible Gift Recipient Public Fund. Donations to our Fund allow us to increase our conservation efforts. We are in an opportune time as the global economy increases the value it places on

conservation-based assets. Our focus is to utilise the Public Fund to acquire land-based assets for conservation purposes, to increase opportunities to fund environmental community-led partner projects, and to continue to support our ABC On-Country Initiatives as a priority.

We encourage those who want to work with us to get in contact. Let's innovate and be inspirational in connecting people to country for their physical, spiritual and cultural well-being.



Alfred Parry Agius



Natasha Hunter



Sean McNear



Brad Rowe



Alison Sentance



Helen Slater



Introduction

About ABC Foundation Ltd

The ABC Foundation Ltd (ABCFL) was established in May 2016 and operates in remote and regional areas of Australia. ABCFL is a majority Aboriginal owned member-based charitable social enterprise; a diverse Foundation with a point of difference. Our strategic focus is to achieve social and environmental benefits through progressive community partnerships that create meaningful economic benefits with our corporate and capacity partners. This ensures Aboriginal people lead the growth of a sustainable land and sea economy.

Commencing in regional Western Australia, ABCFL is now an established Foundation with the ability to operate nationally. In the beginning our primary focus was on securing operational contracts to build our own capability to provide meaningful On-Country products and services aligned with our vision and purpose. As Aboriginal environmental leaders we continue to innovate and evolve, forging ahead through proven collective partnership models.

Collectively, ABCFL footprint represents both direct and indirect contracts, partnerships, and employees. We are committed to increasing our Aboriginal engagement across all areas of our Foundation, continually striving to exceed our set targets. We have the capacity to service short to long term national contracts.

Our business growth and strategic approach resulted from our investment in establishing a strong corporate and organisational governance Foundation. This success has paralleled our strengthening relationships with our community partners and helps ABCFL and its partners to create diversified income streams with a core focus on purposeful On-Country Impact.





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OUR VISION

Generational self-empowerment for Aboriginal people “Looking after Country”.

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OUR MISSION

Aboriginal people leading the growth of a sustainable land and sea economy.

.....

OUR PURPOSE

Supporting Aboriginal custodians to protect, promote, manage and enhance the natural resources held within Aboriginal land and sea country in Australia.

.....

OUR VALUES

Connection

Innovation

Advancement

Inspiration

Our Governance Structure

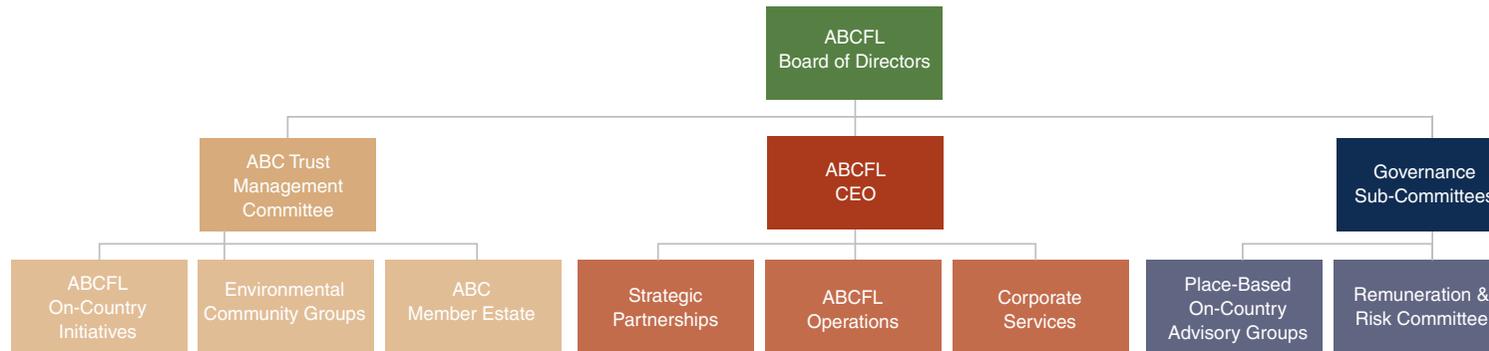


Figure 1: ABCFL Governance Structure

ABCFL is a company limited by guarantee and is administered through a majority held Aboriginal Board. Its operational and strategic partnerships are managed through its leadership team. ABCFL is a recognised charity through the Australian Charities and Not-for-profits Commission, the ABCFL constitution holds a public fund, the ABC Trust, which is regulated by the Department of Environmental Regulation Office. The Board is responsible for the role and functionality of the Trust which is administered through an independent management committee.

Board of Directors

The Board, which is appointed annually by its members, represent experienced and knowledgeable Aboriginal and non-Aboriginal leaders. With their specialised skills, the Board Members Working together, jointly recognising the roles and responsibilities placed on the Foundation's cultural competency, corporate governance, and leadership structures. As the business continues to evolve the Board has introduced specific sub-committees to manage its overall accountabilities.

On-Country Advisor Groups

The Foundation ensures that the value its organisation places on the importance of Traditional Ecological Knowledge, is managed through targeted place-specific advisory groups. These groups can be member represented and/or Aboriginal Corporation committee specific, dependant on partnership relationships with ABCFL. The role of the committees is to work both formally and informally with the Foundation, providing place specific advise on program content and service delivery.

Risk and Remuneration Committee

With the continued growth of ABCFL the Board has established a Remuneration and Risk committee, comprising of two appointed Directors and two appointed independent advisors. This committee is responsible for setting the benchmarks required to employ its leadership team and to provide insight and overall risk guidance to the Board and its CEO (i.e. financial, reputational, partnerships and governance). This ensures ABCFL success and its ability to continue to grow and evolve, meeting Australian quality standards and corporate obligations and positioning ABCFL to manage the successes, challenges and opportunities which will support it on-going.

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Our Company Structure, Subsidiaries and Partnerships



ABCFL aims to provide meaningful On-Country programs and services with a focus on fostering strong corporate, capacity and community partnerships, maximising revenue opportunities and reducing potential risks as the company grows. The Foundation has evolved to include the ABC Trust, a Public Fund (Deductible Gift Recipient) and a Holdings Company to manage large commercial projects. Moving forward, ABCFL will be establishing a Future Fund to support strong financial governance and risk management principles through successful revenue management. This Future Fund will be offered to our partners and will create sustainable income for the Foundation.

ABC Trust

The ABC Trust has the following obligatory purposes:

- The protection and enhancement of the natural environment or of a significant aspect of the natural environment; and,
- The provision of information or education, or the carrying on of research, about the natural environment of a significant aspect of the natural environment.

Income into the trust must be used in the following ways:

- ABC Foundation Ltd can allocate profits into the Trust to fund its own programs, purchase estate or support partnering organisations, in line with ABCFL and DGR guidelines; and,
- ABC Trust can receive financial gifts (tax deductible). The gift must be money or property. The gift can then be used to fund ABC programs, purchase estate or support partnering organisation, in line with ABCFL and DGR guidelines.

As the ABCFL continues to evolve, the role of the ABC Trust will strengthen the organisation, to support our strategic direction as well as our community partners.

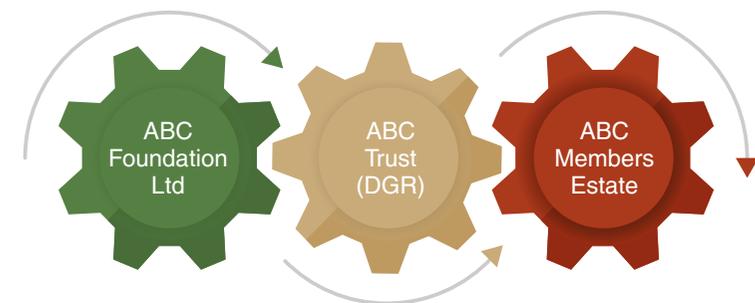


Figure 2: ABC Trust Framework

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Accreditations/legislative framework

Enabling Legislation:

Australian Charity & Not-for-Profit Commission Act 2012

Corporations Act 2001

Fairwork Act 2009

Environmental Protection and Biodiversity

Conservation Act 1999

Vocational Education, Training and Employment Act 2000

Occupational Health & Safety Act 2004

Wildlife Conservation Act 1950

Conservation and Land Management Act 1984

Registrations:

WA Aboriginal Business Directory

Registered Charity under ACNC

DGR status - register of Environmental Organisations

Dealer Member Indigenous Art Code Limited

Commercial purposes licence for collection of flora

Licence to take flora for scientific or other prescribed purposes

Members

Being a foundational organisation, our membership is made up of our employees, advisors, volunteers, community members, business, and community partners. Our membership base helps our organisation communicate what it offers to all those involved with our Foundation and how it continues to aspirationally achieve, aligned to our strategic vision.

Our members can get involved with our Foundation through becoming an employee, a partner, a volunteer, or a cheerleader. As a collective voice we can achieve great things for Aboriginal and non-Aboriginal people within our On-Country footprint. A strong member base is also essential for a public fund to ensure that the fund has a diverse impact.

During the establishment phase, membership to the Foundation was free and open to individuals, both Aboriginal and non-Aboriginal, and to corporate organisations. Moving forward, as we continue to evolve and increase our community services and partners, a small fee will apply. Members can sign up at anyone of our service centres, with employees, volunteers, advisers and partners automatically becoming a member during their appointment.

Our membership program will include:

1. increase in membership tiers;
2. development of member initiatives and benefits and;
3. development of a member portal.



Aboriginal Biodiversity Conservation



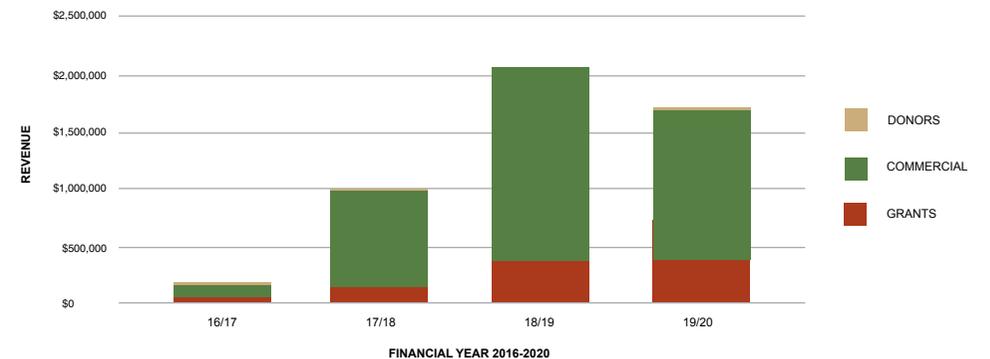
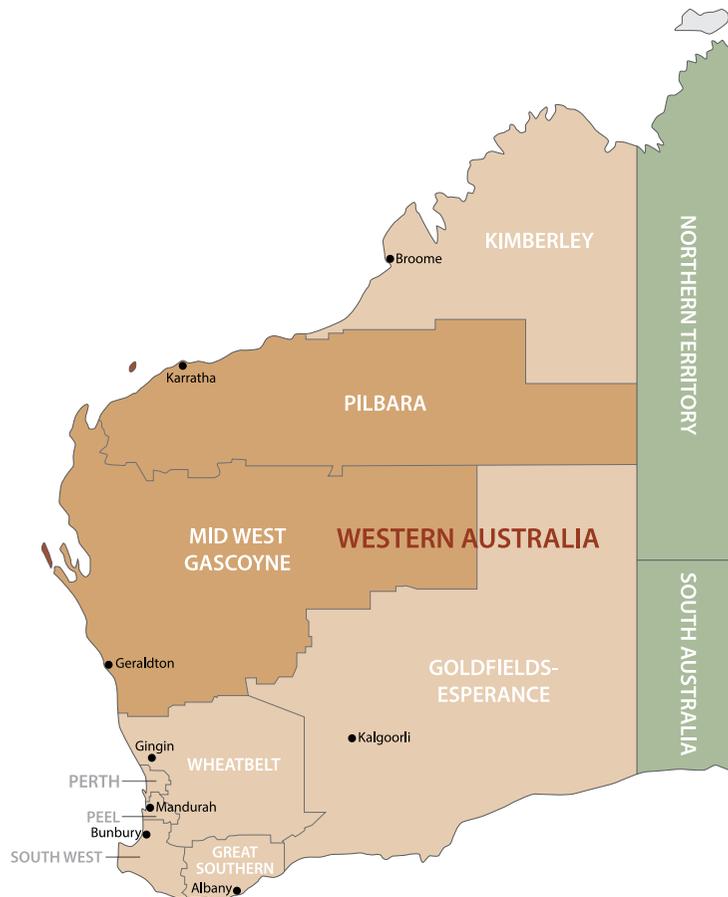
Business Health Check 2016-2020

From establishing ABCFL in Tom Price in 2016, ABC covered three core regions during 2016-2020 - the Pilbara (Tom Price specifically), Gascoyne (Carnarvon, Exmouth, Coral Bay, Burringarra and Shark Bay) and Mid-West (Meekatharra, Mt Magnet, Yulga Jinna and Cue). This coverage included activities via the Foundation, membership reach, and delivery of the ABCFL on-country programs and services, both directly by ABC and those delivered through our community and capacity partners.

The ABC Board and leadership team have assessed our achievements over the past four years by measuring its On-Country Impact against its initial strategic plan, including our Key Performance Areas, Goals and Objectives.

Sources of Revenue Breakdown 2016-2020

As a Foundation we obtain revenue from three core stream; grant funding, commercial/ fee for service and through philanthropy and donations. As a newly formed organisation we were initially reliant on grants and commercial income as shown below. Our constitution and corporate structures ensured our Foundation had the ability to grow and source additional philanthropic funding. The table below shows an annual break down of where we sourced our revenue in our initial years. As a social enterprise, commercial revenue will always be the most stable form of income, providing the ability to reinvest into our own programs and reduce our reliance on grant or donor funding.



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ABCFL On-Country Impact Score Card

ABCFL has made a significant impact in its first four years. The Board of Directors and leadership team have worked hard to put ABCFL on the map. They have worked with community and corporate partners, sourcing commercial opportunities to create On-Country employment while funding our own social benefit programs as well as sourcing grants and working to grow our donor capacity.

The On-Country Impact score card utilised by the ABCFL Board and leadership team measures the company's values and aspirations against its measurable goals, objectives and targets. The score card, (below) shows the company's achievements over 2016-2020 and measures this against its local social, environmental and economic impacts, to ensure the business continues to be relevant to the local communities and is adaptable to grow in the right and considered direction.

Overall Score Card

ABCFL On-Country Impact Rating

Social	High
Environmental	Medium
Economic	Medium

ABCFL Revenue Score Card

Grants	Medium
Commercial	High
Donors	Low

Score Card 1

Key Performance Area: **Community Partnerships**

Goals	Objectives	Progress Report
To establish regional service to drive social and economic land and sea based opportunities	2.1 Increase service delivery of ABC On-Country Education through Tom Price and Carnarvon areas;	Achieved
	2.2 To increase ABCFL footprint by identifying new regional areas for service delivery across WA	Achieved

Key Performance Indicators	Status
Community Partnerships	Secure on-going contracts for CDP delivery 2018-2019, ABC On-Country Development ✓
	Secure Department of Education contracts and further RDA, Pilbara contracts for ABC On-Country Education in Tom Price by June 2018-2019 ✓

ABCFL On-Country Impact Rating

Social	High
Environmental	Medium
Economic	Low

ABCFL Revenue Score Card

Grants	High
Commercial	High
Donors	Low

Score Card 2

Key Performance Area: **Place Based Service Delivery**

Goals	Objectives	Progress Report
To strategically collaborate with purpose-driven organisations to strengthen and grow ABCFL place based services	1.1 Identify and secure longer term contract opportunities to improve service delivery outcomes	Achieved
	1.2 Collaborate to streamline resources, increase specialist support and value-add opportunities to our service delivery	Achieved

Key Performance Indicators	Status	
Place-Based Service Delivery	Secure longer-term partnership with MAX Employment by March 2018	X
	Secure contracts for ABC On-Country Education delivery in Carnarvon / Gascoyne by June 2018	✓

ABCFL On-Country Impact Rating

Social	Medium
Environmental	Medium
Economic	High

ABCFL Revenue Score Card

Grants	Medium
Commercial	High
Donors	Low

Score Card 3

Key Performance Area: **Adaptive & Innovative**

Goals	Objectives	Progress Report
To create innovative approaches to maximise ABCFL outcomes by adapting and responding to market changes	3.1 To embrace technology creating cost effective models while increasing audience reach	Working progress
	3.2 To increase ABCFL footprint by identifying new regional areas for service delivery across WA	Achieved

Key Performance Indicators	Status	
Adaptive and Innovative	Establish the ABC Trust (public fund) by June 2018	✓
	Develop online E-Learning Resources available to schools and community organisation by December 2018	∞
	Become an Evidence Based Education Program to secure income beyond June 2018 from RDA	✓

ABCFL On-Country Impact Rating

Social	Medium
Environmental	Medium
Economic	Medium

ABCFL Revenue Score Card

Grants	High
Commercial	Low
Donors	Low

Score Card 4

Key Performance Area: Increase Asset Base

Goals	Objectives	Progress Report
To generate commercial activities from land based initiatives to create longer term sustainability	4.1 Purchase and/or Lease land to deliver economic development projects to increase income and employment opportunities	Working progress
	4.2 Identify strategic land based business partnerships to increase revenue and employment outcomes.	Working progress

Key Performance Indicators	Status	
Increase Asset Base	Secure the Tom Price Community Art & Culture Centre as the ABC On-Country Education Hub	✓
	Establish ABC Education and Enterprise Hubs in Carnarvon	∞
	Consider opportunities to purchase agricultural land by December 2018	∞
	Consider opportunities to lease a plantation to deliver project opportunities by December 2017	✗

ABCFL On-Country Impact Rating

Social	Medium
Environmental	Low
Economic	Low

ABCFL Revenue Score Card

Grants	Medium
Commercial	High
Donors	Low

Staff Employment Outcomes

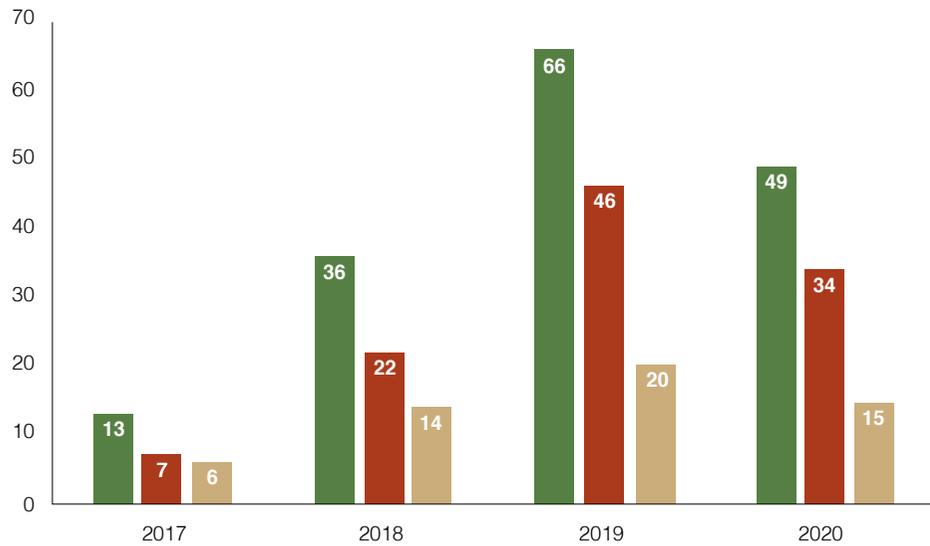


Figure 3: Staff Employee numbers ■ Total ■ Indigenous ■ Non-Indigenous

Indigenous Employment - Percentage of staff



2021-2025 Key Performance Areas, Goals and Objectives

1 Leaders of Traditional Ecological Knowledge

Goal

Provide a place for leadership of Traditional Ecological Knowledge.

Objectives

- 1.1:** Our programs will lead the use of Traditional Ecological Knowledge (TEK). Provide a culturally appropriate place for learning and knowledge transfer.
- 1.2:** We will continue to assist and inform our partners and wider community to understand and lead the use of TEK, incorporating it within mainstream science and programs.

2 Working with Community Partners and Environmental Collaborators

Goal

To strategically collaborate with environmental focused community and/or business partners.

Objectives

- 2.1:** Identify new income streams and integrate them into our environmental service delivery.
- 2.2:** Continuing to form trusted partners with Aboriginal community service providers through shared knowledge and expertise.

Responsive and
Community-Led
Innovation

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Regional
Place-Based
Service
Delivery

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3 Regional Place-Based Service Delivery

Goal

To offer place-based programs and services to strengthen and promote ABCFL while aligning with regional community plans.

Objectives

- 3.1:** To increase ABCFL footprint by identifying new regional service delivery areas.
- 3.2:** Enhance ABC On-Country Programs and Services in a non-intrusive way.

4 Responsive and Community-Led Innovation

Goal

To be responsive and innovative to meet the needs of our environment and communities, whilst ensuring strong governance and leadership.

Objectives

- 4.1:** Develop innovative platforms that promote our environmental and community initiatives.
- 4.2:** We stay committed to supporting our environmental and community needs through a capacity building approach.



2021-2025 Operational Strategies

against our Key Performance Areas

On-Country EDUCATION

Leaders of Traditional Ecological Knowledge:

- Resources developed are to be lead and endorsed by Traditional Ecological Knowledge Advisor's across our footprint.

Working with Community Partners and Environmental Collaborators:

- Work collaboratively to embed our On-Country Learning Framework, supporting Aboriginal children to transition back to school.

Regional Place-Based Service Delivery:

- Tailor programs and resources to support place-specific community and family needs. Respecting local protocols and existing relationships.

Responsive and Community-Led Innovation:

- Provide accessible resources to support educators, to address Aboriginal attendance barriers in the education space.

On-Country CARE

Leaders of Traditional Ecological Knowledge:

- Embed the importance placed on TEK through connection to country, to improving both personal and environmental care.

Working with Community Partners and Environmental Collaborators:

- Work collaboratively to improving access to, and increased engagement of country, addressing both personal and environmental care barriers.

Regional Place-Based Service Delivery:

- Offer place-specific programs and services, which focus on both care for our people and for our environment.

Responsive and Community-Led Innovation:

- Listen and response to local community needs to access country, to support both personal and environmental care benefits.





On-Country RESEARCH AND DEVELOPMENT

Leaders of Traditional Ecological Knowledge:

- Lead and influence the importance of TEK, used as a foundation for On-Country Land and Sea Management Programs.

Working with Community Partners and Environmental Collaborators:

- Seek out change makers which acknowledge the importance of collaborative partnerships, through incorporating an On-Country approach.

Regional Place-Based Service Delivery:

- Develop evidence-based or research-based programs, providing information made available to support the growing need to remain connected to country.

Responsive and Community-Led Innovation:

- Work to ensure resources and programs, developed locally, are both innovative and respected by the wider community.

On-Country ENTERPRISE

Leaders of Traditional Ecological Knowledge:

- Ensure all Land and Sea Management based businesses we lead, are established to empower TEK.

Working with Community Partners and Environmental Collaborators:

- Build revenue through partnerships increasing our regional footprint, employment targets and On-Country impact.

Regional Place-Based Service Delivery:

- Secure, increase and/or develop Aboriginal owned/lead enterprises aimed to increase equity and employment.

Responsive and Community-Led Innovation:

- Invest in locally developed ideas, creating a space to support innovation, equity, revenue and employment.

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2021-2025 Key Performance Indicator

The leadership team will be responsible for ensuring our strategic plan is delivery through our agreed KPIs listed below.

AGREED KPI'S

Leaders of Traditional Ecological Knowledge:

- 1.1 Create leadership opportunities for locally recognised Advisors to participate in traditional ecological knowledge sharing.
 - 1.2 Increase programs and services offered by the foundation which seek to connect people to country.
 - 1.3 Work to establish mainstream service provider partnerships, aimed to increase the use of traditional knowledge as an engagement tool.
-

Working with Community Partners and Environmental Collaborators:

- 2.1 Continue to increase our business and community partnerships to support delivery and growth.
 - 2.2 Ensure existing and future partnerships focus on maximising local Aboriginal employment.
 - 2.3 Continue to promote and encourage a collaborative approach to community and environmental based service delivery.
-

Regional Place-Based Service Delivery:

- 3.1 Remain flexible, tailoring our programs and services to address local needs and respected relationships.
 - 3.2 Ensure revenue and employment targets are reviewed and monitored through appropriate risk and governance protocols.
 - 3.3 Ensure all programs and services delivered achieve alignment to the foundations vision and client expectations.
-

Responsive and Community-Led Innovation:

- 4.1 Continue to strive for excellence becoming a well-recognised and respected foundation.
 - 4.2 Continue to be responsive to community needs, where possible driving change through partnerships.
 - 4.3 Seek to establish social enterprise models which maximise local equity and employment.
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Contact us

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