

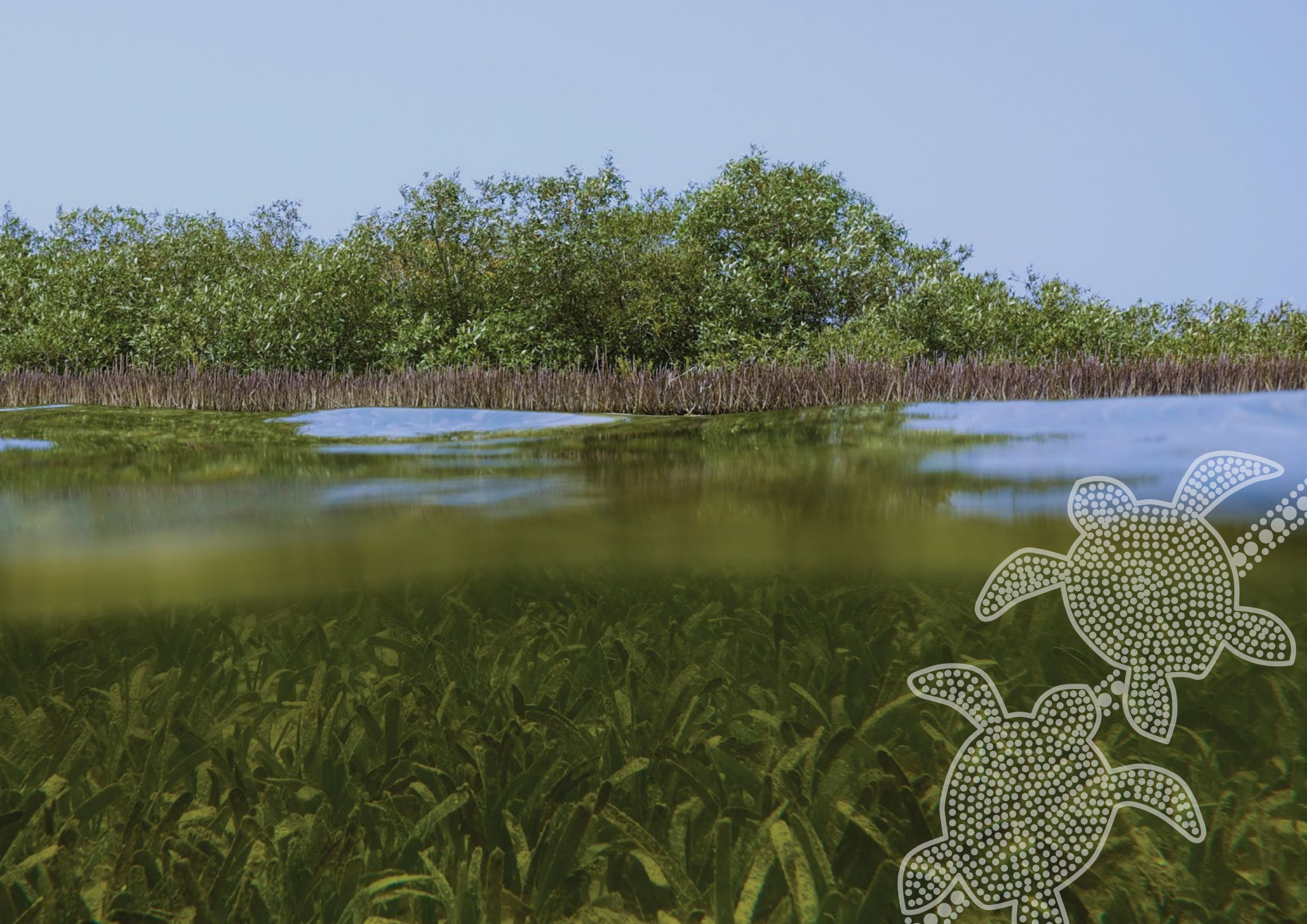


Strategic Plan 2025-2028

Endorsed by the ABC Foundation
Board of Directors 2025



**Strengthening
Aboriginal Regional
Communities**



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

Message from the Board

The Board of the ABC Foundation is proud to present our Strategic Plan for 2025–2028 — A plan that builds on our strong foundations and reaffirms our commitment to empowering Aboriginal and Torres Strait Islander communities to lead with strength, purpose, and care.

Since our beginning in 2016, the Foundation has remained focused on creating long-term, sustainable change. We continue to strengthen Aboriginal Community Organisations, establish environmentally focused enterprises, and invest in Aboriginal leadership that drives positive outcomes across communities and Country.

Over the next five years, the Board is committed to deepening this impact. Our focus will be on strengthening partnerships, enhancing capability, and expanding our reach through collaboration, innovation, and respect. Together, we will continue to build a resilient organisation that supports self-determined success and environmental stewardship.

We will continue to listen closely to our members and community partners. Their knowledge, feedback, and aspirations guide our direction. The Board will ensure that the Foundation remains responsive and accountable, upholding our values while remaining flexible to community needs.

Our reputation is built on trust, transparency, and results. We measure what we achieve and continually seek opportunities for improvement. By staying grounded in our purpose and working with integrity, we will continue delivering programs that make a tangible difference.

Through our **Future Fund**, donors and partners can directly support Aboriginal-led initiatives that connect people to Country, strengthen communities, and protect the environment. This fund plays a vital role in sustaining our On-Country programs and ensuring that Aboriginal organisations can thrive independently of government funding.

As we enter this new strategic period, our commitment is clear:

- **To be strong in purpose, caring in action, and accountable in results.**
- **To empower Aboriginal and Torres Strait Islander people to lead their communities with confidence and pride.**
- **To build a future where communities, culture, and Country are sustained for generations to come.**

Together, we can continue to create meaningful change — connecting people, protecting places, and inspiring leadership across Australia.

To find out more about our Board of Directors and Sub-Committee Members on our website www.abcau.com.au

Introduction

About ABC Foundation Ltd

The ABC Foundation Ltd (ABCFL) was established in May 2016 as a majority Aboriginal-owned, member-based charitable social enterprise. From the beginning we set out to create a Foundation that was different — one that placed Aboriginal leadership, community partnership, and environmental responsibility at its core. Our purpose has always been clear: to strengthen Aboriginal regional communities by creating real social, cultural, environmental, and economic benefits driven by Aboriginal people.

We began in regional Western Australia, building our capability through early On-Country programs and service delivery contracts that reflected our vision and values. These formative years strengthened our operational foundations and helped us develop the proven community partnership model we are now well known for. As our organisation grew, so did our national footprint, with ABCFL now delivering and supporting programs across remote and regional Australia.

We have continued to increase Aboriginal participation and leadership across every part of the organisation. With the launch of this 2025–2028 Strategic Plan, we move into our next chapter — transitioning from a majority Aboriginal-owned organisation to a 100% Aboriginal-led Board, reaffirming our commitment to self-determination, cultural authority, and community-driven decision making. This evolution reflects both our growth and our responsibility to ensure that Aboriginal voices remain central to everything we do.

Our success comes from building trusted relationships, strengthening local capacity, and creating diverse income streams that support community aspirations. As we enter this new phase of our journey, we remain committed to empowering Aboriginal people to lead the growth of a sustainable land and sea economy — now with a fully Aboriginal-governed Foundation guiding that future.



OUR VISION

Strengthening Aboriginal Regional Communities.

OUR MISSION

To build sustainable Aboriginal Community Organisations and empower Aboriginal and Torres Strait Islander people to lead their communities.

OUR VALUES

Respect

Empowerment

Sustainability

Collaboration

Integrity

Respect for Culture

We honor and celebrate the rich cultural heritage of Aboriginal and Torres Strait Islander peoples.

Community Empowerment

We believe in the strength and capability of our communities to lead and inspire change.

Sustainability

We are committed to building lasting and resilient organizations that support our communities for generations to come.

Collaboration

We foster partnerships and work together to achieve our common goals.

Integrity

We operate with transparency, honesty, and accountability in all our actions.

Our Governance Structure

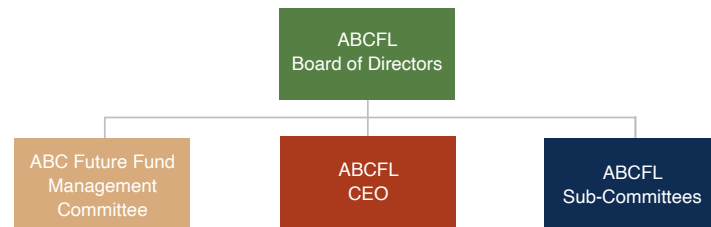


Figure 1: ABCFL Governance Structure 2025-2028

ABC Foundation Ltd (ABCFL) is a company limited by guarantee, governed by an Aboriginal Board, and registered as a Public Benevolent Institution (PBI) with the Australian Charities and Not-for-profits Commission. ABCFL operates under a governance model that ensures integrity, transparency, and accountability to Aboriginal communities.

The ABC Future Fund

The ABC Future Fund is a strategic financial mechanism established to invest in the long-term sustainability of the Foundation and its partners. It provides grant funding and catalytic investment to Aboriginal-led initiatives that align with the Foundation's mission and values.

The vision for the Future Fund is to build a self-sustaining, regenerative funding model one that not only supports immediate community outcomes but also continually reinvests returns to sustain social, cultural, environmental, and economic impact.

ABC Foundation Ltd oversees the Future Fund, a PBI-registered entity established to support the delivery of charitable activities. The Fund is governed by an independent management committee, with the ABCFL Board maintaining overarching responsibility for its strategic direction, compliance, and alignment with the Foundation's mission.

Through structured grantmaking, impact investment, and philanthropic partnerships, the Future Fund enables the Foundation to strengthen Aboriginal regional communities, empower self-determination, and ensure enduring benefits for future generations.

Board of Directors

The ABC Foundation Board is 100% Aboriginal-led, comprising respected community leaders with deep knowledge of governance, leadership, and community business. The Board is supported by specialist advisors and subcommittees that provide additional expertise in areas such as law, finance, and risk. Together, they ensure strong governance, uphold Aboriginal self-determination, and guide the Foundation's long-term impact.

Governance and Committee Structure

The ABC Foundation Board has established a Governance, Risk and Compliance (GRC) Committee to oversee governance standards, enterprise risk management, regulatory compliance, and ethical accountability across ABCFL and its subsidiaries.

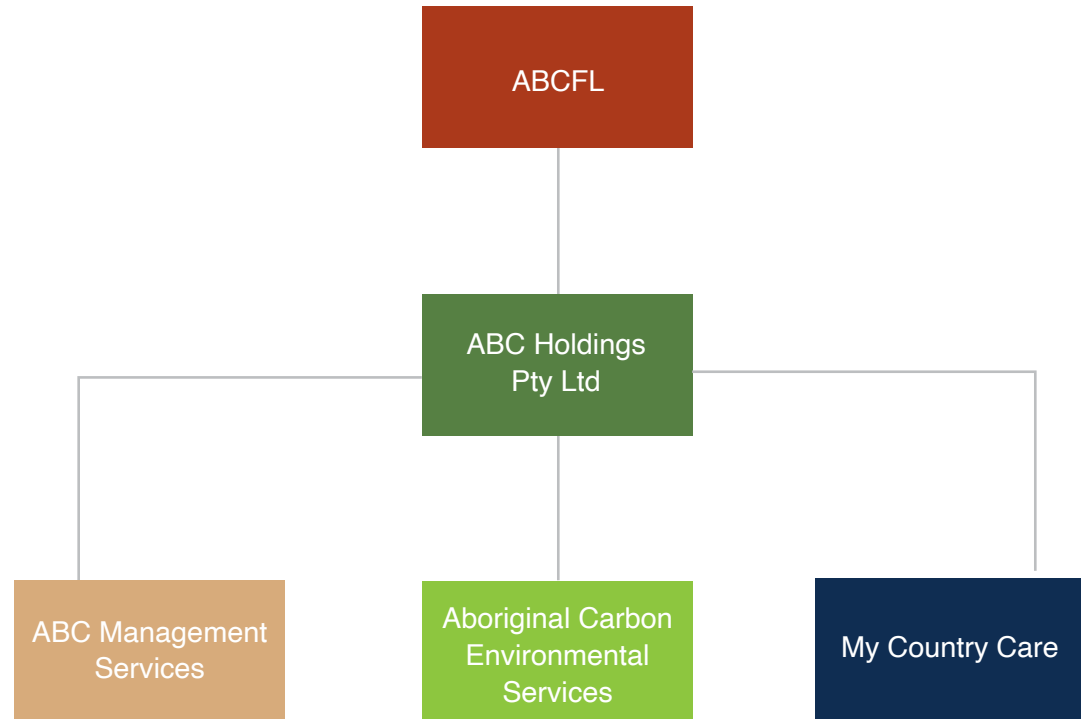
In addition, the ABC Future Fund Management Committee provides independent oversight of grantmaking and investment activities. As the Fund grows, this committee will evolve into a broader Social Impact and Investment Committee (SIIC)—monitoring the effectiveness of ABCFL's social, cultural, environmental, and economic initiatives, and ensuring alignment with its PBI obligations and impact goals.

Together, these committees ensure strong governance, transparent accountability, and measurable outcomes across all Foundation activities.

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ABC Foundation Subsidiaries



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.



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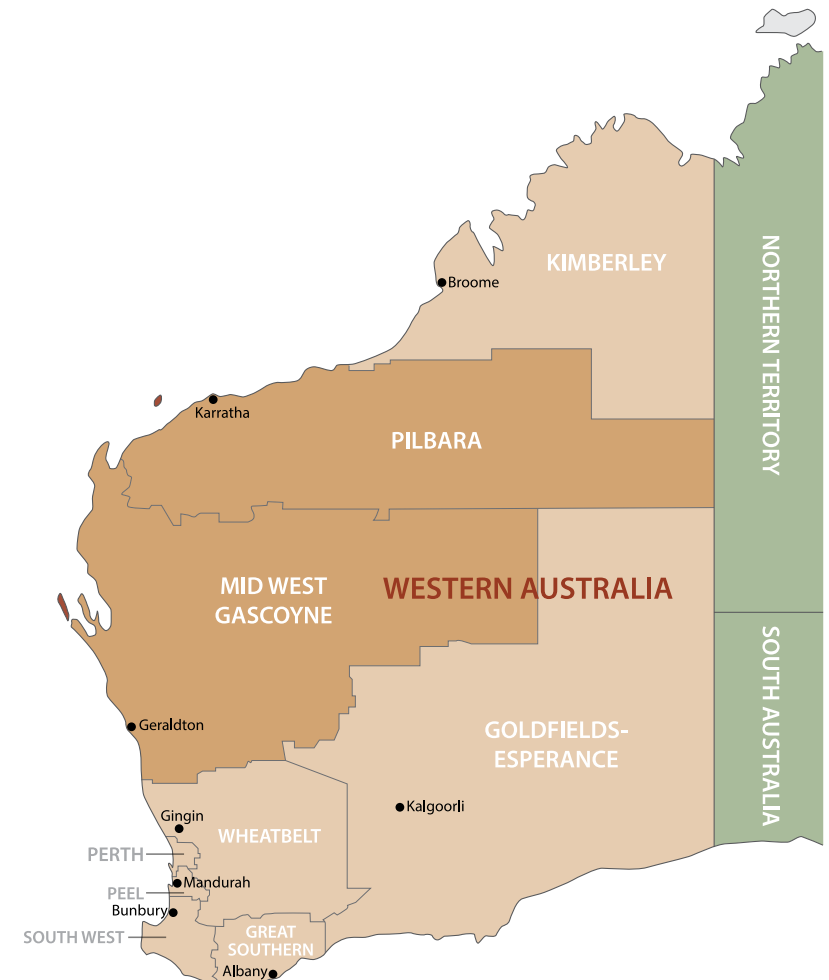
Business Health Check 2021-2025

Between 2021 and 2025, ABC Foundation Ltd (ABCFL) has significantly expanded its On-Country reach and partnership network across Western Australia and beyond. Building on its early work in the Pilbara, Gascoyne and Mid-West regions, ABCFL has expanded its each delivering programs and services across WA including East Kimberley, West Kimberley, Goldfields, Southwest as well as Alice Springs in the Northern Territory.

Through the Foundation, its subsidiaries and community partners, ABCFL has delivered a diverse range of programs, enterprise initiatives, and capacity-building services that reflect strong local governance and Aboriginal leadership. This growth represents a maturing phase for the organisation transitioning from regional foundations to a broader state-wide and national impact model.

Our reach continues to grow through the ABC Future Fund, which has extended support to projects and partners Australia-wide, further strengthening our vision of self-determined, community-led impact.

To see our national footprint and regional activities, visit the interactive map at www.abcau.com.au



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ABCFL On-Country Impact Score Card

ABC Foundation Ltd (ABCFL) continues to grow its national footprint by creating meaningful On-Country employment, supporting Aboriginal-led enterprises, and funding place-based programs through a blend of commercial revenue, grants, and philanthropic investment.

The On-Country Impact Score Card is a key tool used by the ABCFL Board and leadership team to measure progress against our strategic vision. It assesses outcomes across three core domains: Social, Environmental, and Economic impact, while tracking how effectively we align with our values and goals.

This impact framework helps ensure ABCFL remains accountable to community priorities, responsive to local needs, and positioned for sustainable growth. By reviewing achievements against agreed KPIs, the Score Card supports continuous learning and guides future investment into Aboriginal-led initiatives.

Overall Score Card

2021–2025 Agreed Key Performance Indicators

To be rated against Social, Environmental, Economic impact and revenue contribution

ABCFL On-Country Impact Rating

Social	High
Environmental	Medium
Economic	Low

ABCFL Revenue Score Card

Grants	High
Commercial	High
Donors	Low

Score Card 1

Leaders of Traditional Ecological Knowledge

Goals	Objectives	Progress Report
Provide a place for leadership of Traditional Ecological Knowledge	1.1 Our programs will lead the use of Traditional Ecological Knowledge (TEK). Provide a culturally appropriate place for learning and knowledge transfer.	Achieved
	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.	Working progress

Key Performance Indicators	Status
Create leadership opportunities for locally recognised Advisors to participate in traditional ecological knowledge sharing.	✓
Increase programs and services offered by the Foundation which seek to connect people to Country.	✓
Work to establish mainstream service provider partnerships aimed at increasing the use of traditional knowledge as an engagement tool.	✗

ABCFL On-Country Impact Rating

Social	High
Environmental	Medium
Economic	Medium

ABCFL Revenue Score Card

Grants	High
Commercial	Low
Donors	Low

Score Card 2

Working with Community Partners and Environmental Collaborators

Goals	Objectives	Progress Report
To strategically collaborate with environmental focused community and/or business partners	2.1 Identify new income streams and integrate them into our environmental service delivery.	Achieved
	2.2 Continuing to form trusted partners with Aboriginal community service providers through shared knowledge and expertise.	Achieved

Key Performance Indicators	Status
Community Partners and Environmental Collaborators	Continue to increase business and community partnerships to support delivery and growth. ✓
	Ensure existing and future partnerships focus on maximising local Aboriginal employment. ✓
	Promote and encourage a collaborative approach to community and environmental-based service delivery. ✓

ABCFL On-Country Impact Rating	
Social	High
Environmental	Medium
Economic	Medium

ABCFL Revenue Score Card	
Grants	High
Commercial	High
Donors	Low

Score Card 3

Regional Place-Based Service Delivery

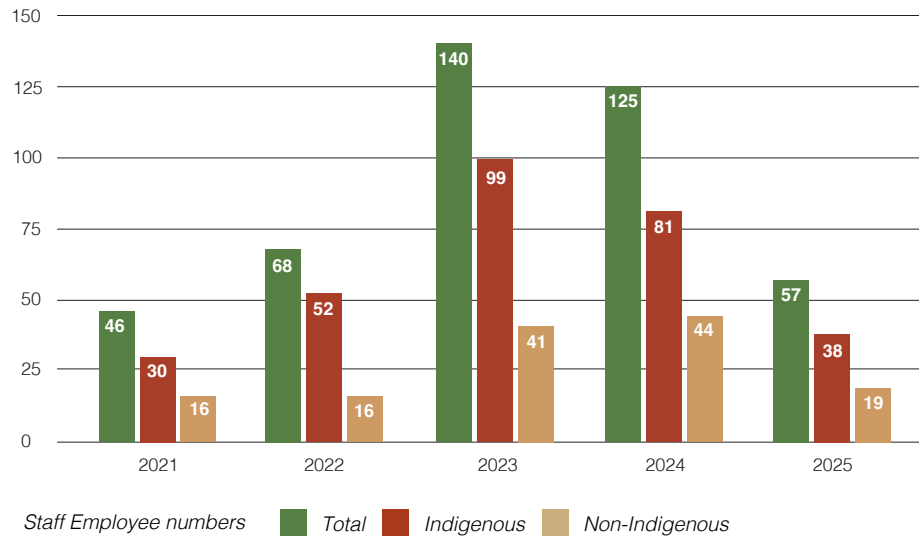
Goals	Objectives	Progress Report
To offer placed-based programs and services to strengthen and promote ABCFL while aligning with regional community plans.	3.1 To increase ABCFL footprint by identifying new regional service delivery areas.	Working progress
	3.2 Enhance ABC On-Country Programs and Services in a non-intrusive way.	Achieved

Key Performance Indicators	Status
Regional Place-Based Service Delivery	Remain flexible, tailoring programs and services to address local needs and respected relationships. ✓
	Ensure revenue and employment targets are reviewed and monitored through appropriate risk and governance protocols. ✓
	Ensure all programs and services delivered achieve alignment to the Foundation's vision and client expectations. ✓

ABCFL On-Country Impact Rating	
Social	High
Environmental	Low
Economic	Medium

ABCFL Revenue Score Card	
Grants	Low
Commercial	High
Donors	Low

Staff Employment Outcomes



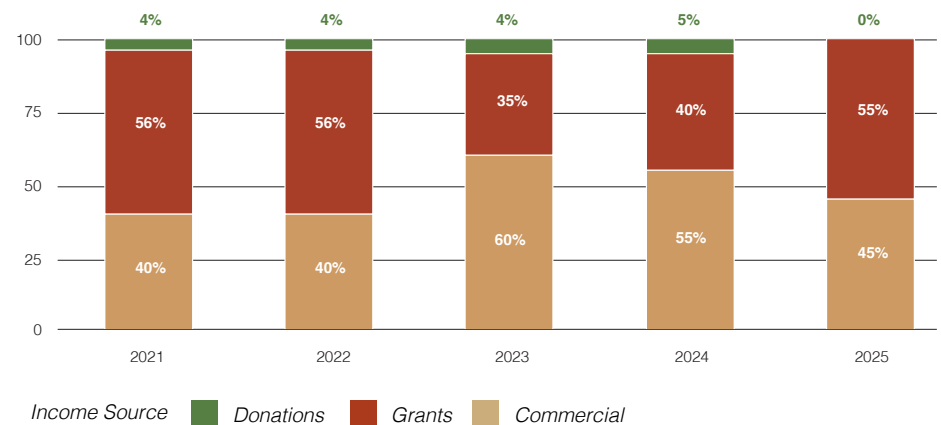
Indigenous Employment - Percentage of staff



Sources of Revenue Breakdown 2021-2025

As a Foundation we obtain revenue from three core streams; 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.

Sources of Revenue



Strategic Pillars (2025-2028)

Goals

1 Future Fund – Building Long-Term Sustainability

Goal

To establish a long-term funding mechanism that supports self-determined Aboriginal-led initiatives through strategic investment and reinvestment of profits.

Objectives

- 1.1:** Invest profits from ABCFL and its subsidiaries into the ABC Future Fund to generate sustainable returns.
- 1.2:** Secure donations, philanthropic capital, and ethical investments to grow the Future Fund.
- 1.3:** Use Future Fund distributions to support social, cultural, environmental, and economic initiatives aligned to ABCFL's mission.

2 Community Projects Aligned to Social Impact

Goal

To deliver culturally responsive and community led programs that generate measurable community impact and strengthen Aboriginal leadership and wellbeing.

Objectives

- 2.1:** Allocate Future Fund distributions, enterprise profits, and grants to fund community-led programs.
- 2.2:** Co-design and expand On-Country initiatives in collaboration with communities and cultural leaders.
- 2.3:** Maintain flexible, multi-source funding models that support scalable social impact services.





3 Community Focused Enterprises

Goal

To operate sustainable Aboriginal-led enterprises that generate economic returns and social and environmental outcomes, while creating real employment opportunities for local communities.

Objectives

- 3.1:** Maintain and grow ABCFL's existing Containers for Change businesses and other recycling operations.
- 3.2:** Expand into carbon farming, land management, and related environmental sectors.
- 3.3:** Develop and scale social enterprises that align with community priorities and create local jobs.

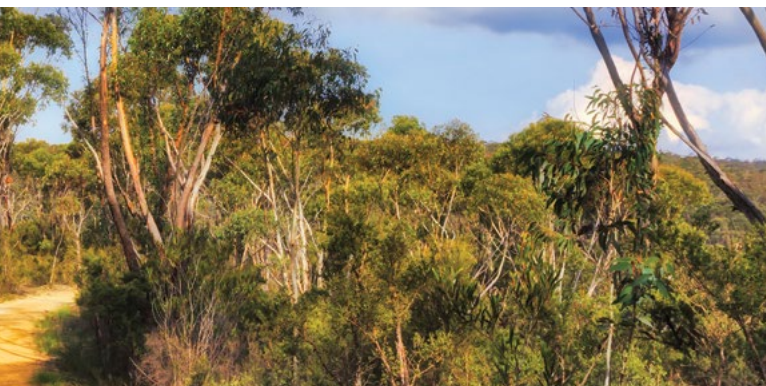
4 Building Capacity of Aboriginal Communities

Goal

To strengthen Aboriginal organisations through strategic capacity-building partnerships, governance support, and leadership development.

Objectives

- 4.1:** Deliver governance, financial, and operational support through ABCMS and structured service agreements.
- 4.2:** Expand national reach by offering ABCMS capacity-building services to Aboriginal organisations through partnerships and referrals.
- 4.2:** Strengthen strategic partnerships and attract funding investments to co-finance capacity-building initiatives.



Operational Areas

To implement ABC Foundation Ltd's strategic direction, the following operational areas will support each of our four strategic pillars:

1 Future Fund – Building Long-Term Sustainability

Operational Focus:

- Establish and manage the Future Fund to accumulate profits from enterprises, philanthropy, and investments.
- Develop grant-making mechanisms to support Aboriginal-led community innovation and capacity-building.
- Build partnerships with donors and social investors aligned to Indigenous self-determination and regenerative investment.

Key Initiatives:

- Financial modelling and forecasting for the Fund.
- Targeted campaigns for philanthropic and capital contributions.
- Transparent grant guidelines and community-focused impact reporting.

2 Community Projects Aligned to Social Impact

Operational Focus:

- Design and deliver culturally grounded, place-based programs across education, wellbeing, and youth support.
- Co-design with communities and Elders, ensuring programs are flexible, scalable, and community-led.
- Leverage income from the Future Fund and enterprises to sustain core social impact services.

Key Initiatives:

- Regional community engagement and program co-design workshops.
- Provide program funding and initiatives to our On-Country Partners for delivery.
- Monitoring and evaluation framework implementation to measure social outcomes.





3 Community Focused Enterprises

Operational Focus:

- Operate and scale sustainable social and environmental Aboriginal-led enterprises.
- Ensure all business opportunities create real jobs for local people.
- Identify and pursue new business opportunities aligned with community and environmental goals.

Key Initiatives:

- Drive community innovation creating social enterprise opportunities.
- Integration of land management programs with commercial carbon or recycling operations.
- Build capacity both internally and through our partners across business, governance, and operations.

4 Building Capacity of Aboriginal Communities

Operational Focus:

- Deliver management and revitalisation services through ABCMS and strategic partnerships.
- Strengthen governance, finance, and operational systems in Aboriginal organisations and local enterprises.
- Train, mentor, and develop future Aboriginal leaders across all areas of business and service delivery.

Key Initiatives:

- Provide operational and governance support to partner ACCOs
- Expand our national footprint by offering capacity-building services across Australia.
- Strengthen strategic partnerships and attract funding investments to co-finance capacity-building initiatives.

Key Performance Indicators

The ABCFL leadership team is responsible for ensuring our Strategic Plan is delivered through the following agreed Key Performance Indicators (KPIs). These indicators will guide performance tracking, continuous improvement, and long-term accountability.

1 Future Fund – Building Long-Term Sustainability

- 1.1 Annual contributions made to the ABC Future Fund from enterprise profits and philanthropic investment.
- 1.2 Growth in the number and value of grants or reinvestments made from the Future Fund into community-led initiatives.
- 1.3 Compliance with PBI reporting and distribution requirements for all Future Fund allocations.

2 Community Projects Aligned to Social Impact

- 2.1 Number of community programs delivered or co-designed with local partners each year.
- 2.2 Percentage of programs funded via ABCFL-generated income versus external grants.
- 2.3 Community satisfaction and impact ratings gathered through periodic program evaluations.

3 Community-Focused Enterprises

- 3.1 Number of Aboriginal-led enterprises supported, scaled, or established under ABCFL.
- 3.2 Employment outcomes and local job creation driven by ABCFL enterprise activities.
- 3.3 Revenue growth and diversification across social and environmental enterprise streams.

4 Building Capacity of Aboriginal Communities

- 4.1 Number of Aboriginal organisations supported through ABCMS capacity-building services.
- 4.2 Value of external funding secured for capacity-building initiatives.
- 4.3 Improvement outcomes of partner organisations measured through internal assessment tools.

How we work

Income Generation:

Profits are generated from operational enterprises, including:

- ABC Management Services (service delivery contracts)
- Containers for Change businesses (environmental enterprises)
- Future environmental or commercial ventures (e.g., carbon farming, My Country Care)

Income Management:

Profits from enterprises flow up to ABCF Holdings Pty Ltd.

ABCF Holdings allocates profits to:

- Return costs and overheads back to ABC Foundation Ltd (ABCFL)
- Invest into the Future Fund held and governed by ABCFL

Future Fund Growth

In addition to enterprise profits, the Future Fund will grow through:

- Philanthropic donations
- Investment earnings
- Strategic grant acquisitions

Funding Community Impact:

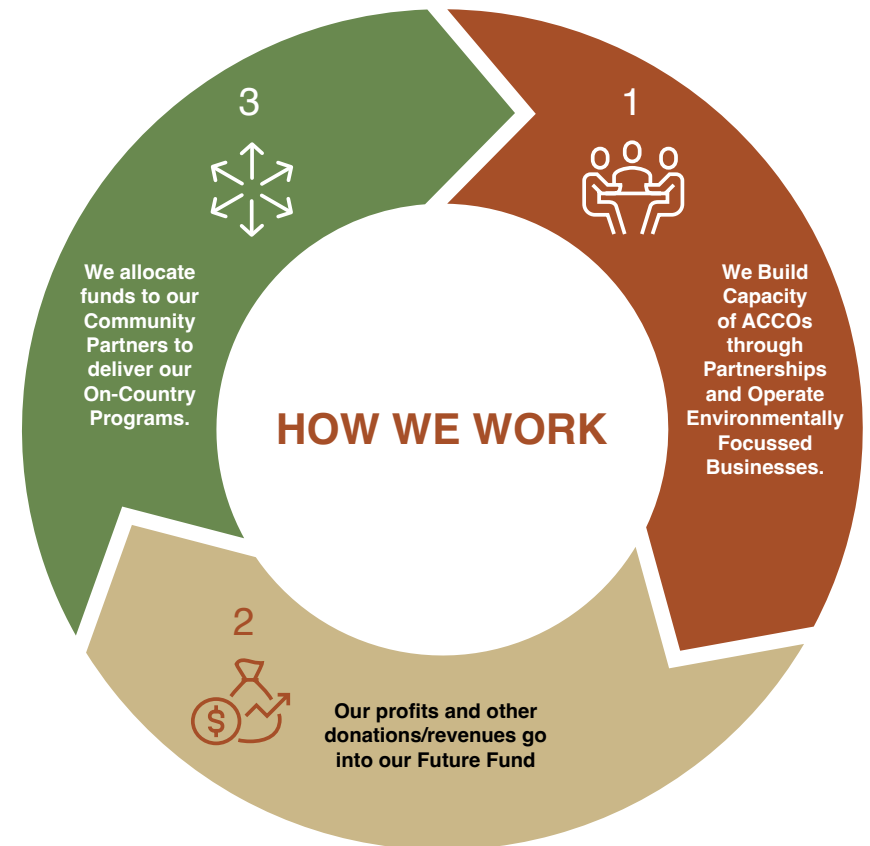
Future Fund distributions and profits are strategically used to:

- Fund community-led projects through offering grants
- Build capacity through operational grants and support services
- Reinvest into new enterprises aligned to ABC Foundations mission.

Governance and Accountability:

ABC Foundation Ltd retains overarching control and transparency through:

- Structured Service Agreements
- Annual reporting and auditing processes
- Risk management oversight by the Board and Committees



**Strengthening
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Communities**



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