



Strategic Plan Summary 2025-2028

Endorsed by the ABC Foundation
Board of Directors 2025



**Strengthening
Aboriginal Regional
Communities**

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

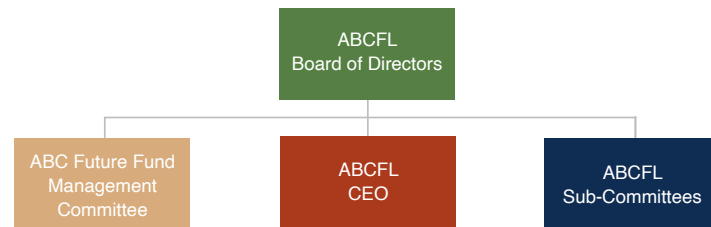


Figure 1: ABCFL Governance Structure 2025-2028

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.

**Strengthening
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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.



Contact us

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