



MASTER PLAN FOR WILLUM WARRAIN

Final Version March 17 2021

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Executive Summary

This Project has mapped out the growth in Willum Warrain over the past years, and has identified the clear need, supported throughout the consultations, for the Gathering Place to continue to grow, construct new facilities, and take on greater lease responsibilities outside of its current footprint. The Shire has sought the development of this Master Plan to clarify Willum Warrain's Vision and overall direction for the next 10-20 years.

Consultations for this Project demonstrated almost unanimous support for Willum Warrain's current activities, the overall atmosphere of the Gathering Place, and the clear need for expansion. These developments are supported in analyses of Shire and State planning documents, as well as aspects of other Victorian Gathering Places.

The Master Plan proposes that Willum Warrain be leased the additional areas between its current footprint and Pound Road, in order that it can plan for the development of a major Gathering Place building, containing large (and flexible) meeting spaces, a café, an industrial kitchen, an artefacts/art display area, a dedicated Elders area, a welcome and yarnning area, and a base for the cultural tourism social enterprise.

A new Ngargee ground is proposed, open to the new large meeting space, and leading down to an open amphitheatre mound. This development is vital from a community cultural perspective. There would also be a significantly expanded wetlands trail (possibly right down to Warringine Creek), a new entranceway, significant restoration of bush, tree and plant life in the area, and the development of a number of expanded programs, services and events. This healing of Country and connection to land has been central to Willum Warrain for many years, and is set to expand and grow. The large carpark area would be adorned with natural vegetation, and segmented from the development of the wetlands down the side of the carparking. A new boardwalk is proposed, as well as a dedicated outdoor men's-only area, and a native grass and flower meadow. A small additional lease is proposed to the north of the current carpark, to accommodate a Men's Shed storage, and a carport for the agency's community buses.

Further, new social enterprises (including a café, the establishment of Bush Nursery and shop - adjacent to an extended vegetable garden - additional cultural programs and tours and more On Country experiences) will also be a feature of future development. These changes will require significant additional funds to be sought (including major capital costs for the Gathering Place building) as well as a larger staffing team, strengthened governance processes, and strong financial oversight. **Note:** The term 'Gathering Place' is used from hereon to not only describe the total site, but also to refer to the proposed new building.

Overall, it should be noted that these proposed developments represent the essential elements for Willum Warrain's cultural strengthening, and for the enhancement of the Peninsula Aboriginal community. Its cultural vibrancy and sense of place are now tied up in the Willum Warrain Gathering Place, hence this submission to the Shire to assist its self-determination and achievement of its long term goals.

A. Introduction

The Mornington Peninsula Shire contracted Jaffe Consulting Pty Ltd (Russell Jaffe and Peter Wright) in October 2020, to prepare the Master Plan for Willum Warrain. The Shire was particularly keen for a full review of the capacity of the overall site, access to the site, safety issues, and program capacity, as well as logistics such as public parking and parking for the other Pound Road businesses. The Shire needed to assess, in the longer term, how much it can support an increase in Willum Warrain's 'community capital'. The Shire also needed to know Willum Warrain's vision for the future and how the organisation will achieve its vision. Overall, the Shire wants to ensure sound reasoning for the expansion of Willum Warrain's footprint. The specific requirements were outlined in the Project Brief (Appendix One).

Throughout our tour of the existing Willum Warrain site, there was a repeating pattern – degraded industrial land being regenerated through puns (ephemeral waterholes) and Indigenous revegetation, wildlife starting to return and breed, people coming together to build bridges of understanding across cultures and this leading to social and spiritual healing. Then economic opportunities and job pathways emerge which allow the rekindling of cultural practices and traditional ecological knowledge. This is a spiral of regeneration that is growing swift momentum, hence the need for a 'masterplan' framework to guide the growth. It's like a young native clematis winding itself around a blackwood to support itself as it reaches up towards the light.

B. History and People of Willum Warrain

Willum Warrain acknowledges the Bunurong and Boon Wurrung peoples as the Traditional Owners of the land, water and skies of the Mornington Peninsula.

Throughout the 80's and 90's, the local Aboriginal community of the Mornington Peninsula expressed a firm desire for a permanent place of its own (see timeline, Appendix Two). The Aboriginal Support and Development Team, part of the Mornington Peninsula Shire's longstanding commitment to reconciliation, worked with the community to realise their aspirations, and in 2009, Willum Warrain Aboriginal Association was formed.

Supported by the Mornington Peninsula Shire and the then Department of Health, an Aboriginal Gathering Place was officially opened in Hastings on March 28th, 2014. This was a day of considerable pride for the local Aboriginal community and the start of a longer journey of self-determination.

Since that time, a community-elected volunteer Aboriginal Board, has sought to secure a strong and vibrant future for the Gathering Place. Program offerings and the tempo of cultural events has steadily increased - currently there are 18 employees, with Willum Warrain now the largest employer of Aboriginal people on the Mornington Peninsula. Willum Warrain has 480 full (adult Aboriginal) members and through kin, a reach of 1500; it also has 670 associate (adult non-Indigenous) members and with a reach of 1800 is viewed by many as a destination for reconciliation.

Much needed building works (a community Men's Shed and office expansion) are currently underway, in response to this growth. The Project overall intends to establish a blueprint for the long-term future of Willum Warrain at the Pound Road site, on extended leased land.

Willum Warrain plays an essential role in promoting reconciliation between Indigenous and Non-Indigenous communities on the Mornington Peninsula. It thus embodies the Mornington Peninsula Shire Reconciliation Action Plan in action.

C. Key Characteristics of the Local Community and its Catchment

The current membership of Willum Warrain has 480 Aboriginal members and 670 non-Aboriginal members. Of these 507 are female and 643 are male. The 2016 Census identified 1305 Aboriginal people on the Peninsula. This was a significant 34% increase from 974 people who identified as Aboriginal and Torres Strait Islander in the 2011 census. The Aboriginal and Torres Strait Islander population on the Mornington Peninsula is indeed a young population with a median age of 23 years old (compared to 46 years old for the non-Indigenous community) with 57% of Aboriginal and Torres Strait Islander people under the age of 30, and 45% under the age of 15.¹

The most recent census also noted 1013 Aboriginal people in Frankston, and 1407 in Casey. Bayside/Peninsula is currently the fastest growing Aboriginal catchment in Victoria.

Willum Warrain estimate the following numbers over the next five years:

- Aboriginal membership will increase to 1000.
- Non-Indigenous (associate) membership will increase to 2000.
- Regular attendance at cultural programs will be 30-50 people for each program.
- Attendance at a cultural forum, for example, will be 200 people.
- A community BBQ will attract 500 instead of the current 150-250 people.
- The annual site visitation in 2019 was 5,500 people. In 2025, it will be over 10,000 people and in 2030, 20,000.

These increased numbers are strongly supported by SVA Consulting's research examining future demand for services².

They provide a connection for Aboriginal kids, especially those seeking to strengthen their Koori identity. Willum Warrain has given many of them a pride in their culture. They receive a positive message for their Aboriginality early in their lives – 'it is good to be Aboriginal'. This brings culture 'alive' for kids, especially vulnerable kids – this is something that can't be taken away from them. They develop a strong connection back to the land – "I can breathe again."

¹ SVA Consulting, Demand for Services for Aboriginal and Torres Strait Islander peoples, SVA Consulting, August 2019

² (SVA Consulting, 2019)

D. Current Willum Warrain Site and Usage

The following outlines the main Willum Warrain programs and activities prior to the onset of COVID19. Willum Warrain intends to resume and expand these activities gradually from the beginning of 2021.

1. Current Site

The Gathering Place is located on Shire owned land at 10C Pound Road, Hastings, originally an industrial area, largely used as a dump. The leased area 8,200m² supports the following infrastructure: timber transportable buildings that house a meeting room, an administration office, kitchenette and bathroom facilities connected by a covered decked area. A proposed addition to the administration office and a new Men's Shed building received recent permit approval, with construction commencing in early 2021.

The grounds support cultural and recreational amenity, a Koori Bush Trail (including plant signage and location poles), a wetlands/Pun Pun (this has high cultural significance), a turtle sanctuary, two traditional huts, three bough shelters, two dance groups/ceremonial areas, Bunjil and Waa sculptures, landscaped entry, community gardens, three flag poles, a shipping container for storage, a shade house and a polytunnel hothouse for plant propagation. Willum Warrain has a thriving native animal population living in the wetland and bush located within the Gathering Place. Over 5,500 indigenous plants have been installed over the past six years, including food plants. The community vegetable garden and grounds are in part tended to by volunteers and by Department of Justice clients on Corrections Orders.³

The site abuts Shire land occupied by Shire service providers Downer EDI and Broadspectrum, with the roads and carparking areas are shared.

Willum Warrain is much loved by our members and plays a key role as a Gathering Place for First Nations people here as well as all of us on the Peninsula to whom it offers an opportunity we would otherwise not have to engage with our First Nations people and culture.

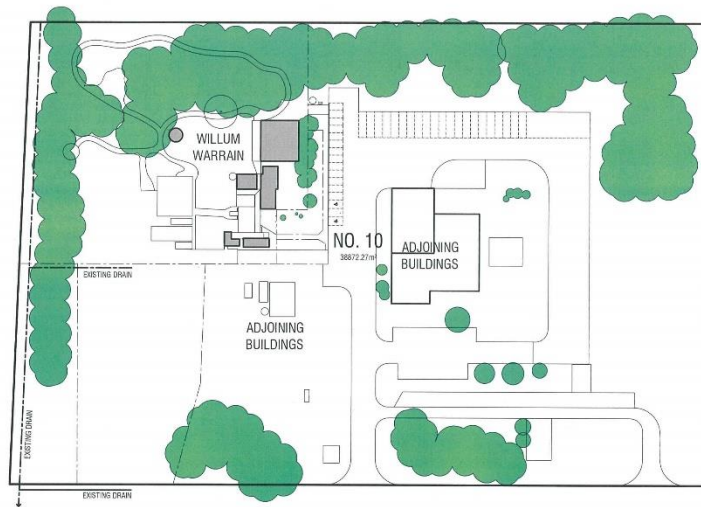
The next two pages depict the current Willum Warrain facilities and the proposed additions.

³ From Project Brief.



notes:

- 1 PROPOSED CAR PARK
- 2 EXISTING DRIVEWAY & CARPARK
- 3 ENTRY
- 4 SCULPTURES - BUNJIL & WAA
- 5 EXISTING OFFICES/MEETING ROOMS
- 6 EXISTING KITCHEN/TEA ROOM
- 7 EXISTING WCs
- 8 PROPOSED NEW SHED
- 9 PROPOSED NEW OFFICE
- 10 VEGETABLE GARDEN
- 11 SHADE HOUSE
- 12 GREEN HOUSE
- 13 STORAGE CONTAINER
- 14 DECK
- 15 PERGOLA
- 16 HUT
- 17 NGARGEE GROUND
- 18 KOORIE PLANT TRAIL
- 19 WETLANDS - PUN PUN
- 20 BIRD HIDE
- 21 WOMENS AREA



POUND ROAD

P E Y E R W R I G H T <small>A S S O C I A T E S P T Y L I D A R C H I T E C T S</small>		<small>code</small> <small>amendments</small>	<small>date</small> <small>title</small>	<small>north</small> <small>drawing</small>	<small>drawing no.</small> <small>rev.</small>
<small>6-68 BAY COAST LAKESIDE DRIVE VIC 3211 T: 03 9571 8210 F: 03 9571 8254 A: 68 62 327 307 722</small>		PROPOSED WORKS & UPGRADE TO EXISTING GATHERING PLACE 100 POUND ROAD HASTINGS WILLUM WARRAIN		 EXISTING SITE CONTEXT PLAN	4664-SK01 <small>issue</small> <small>SKETCH LAYOUT</small> <small>scale</small> <small>1:1000</small> <small>drawn</small> <small>L.S.</small> <small>date</small> <small>JULY 2020</small> <small>job no.</small> <small>20-4664</small>

2. Programs and Services

The following programs and activities were a core part of Willum Warrain before the onset of COVID 19, and resumed in 2021 (for full details, see Appendix Five):

1. Women's Groups.
2. Men's Groups.
3. Deadly Kids.
4. Bush Playgroup.
5. Gardening Group.
6. Community Connections Placements.
7. Key Events:
 - ✓ Change the Date.
 - ✓ Community BBQs (each term).
 - ✓ Friday Big Mob Cook-ups.
 - ✓ Women's, family and youth camps.
 - ✓ Sorry Day.
 - ✓ Reconciliation Walk.
 - ✓ NAIDOC Dinner.
 - ✓ Flag Raising.
 - ✓ Tong'berangi Ngarrga (Youth Disco).
 - ✓ Cultural Forums (each term).
 - ✓ Welcome Baby to Country.
 - ✓ Willum Warrain Youth Summit.
 - ✓ Elders' Lunch.
 - ✓ Children's Christmas Party.
 - ✓ Christmas Luncheon.

There are also some services that visit Willum Warrain on a regular basis throughout the year— Peninsula Health Maternity Service, Peninsula Community Legal Service, Centrelink, SalvoCare, health checkups (Close the Gap), Vaccinations (First Peoples Health and Well Being), Births, Deaths and Marriages, while the Gathering Place hosts community health courses.

Willum Warrain has much to offer the community as a protector of the natural environment through culturally informed horticulture which again requires extra space. For example, this could include freeing up land for the extension of wetlands and the Koori bush trail. The developments in this regard are of benefit to the whole community.

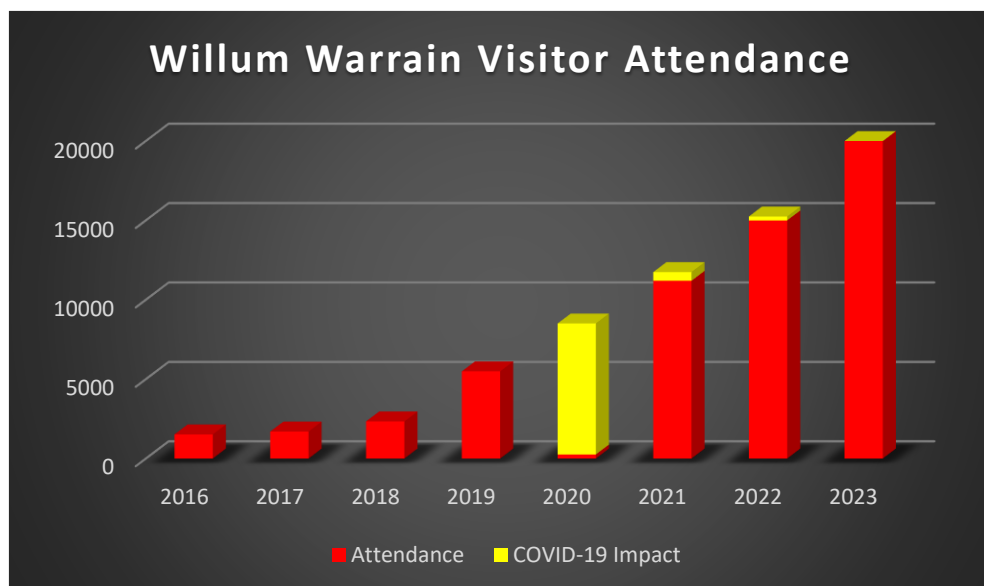
3. Willum Warrain Program and Event Participants

The following table and chart illustrate the changes (especially the growth pre-COVID) and projected changes in participant attendances at Willum Warrain:

The following table and chart illustrate the changes (especially the growth pre-COVID) and projected changes (for 2021 and onwards) in participant attendances at Willum Warrain:

Year	Attendance	COVID Impact	Total without COVID (predicted for 2021 onward)	Difference from Previous Year
2016	1528		1528	
2017	1708		1708	180
2018	2345		2345	637
2019	5500		5500	3155
2020	264	-8250	8514	3014
2021	13220	-550	13770	5256
2022	17186	-250	17436	3666
2023	22341	0	22341	4905

Source: Willum Warrain Coordinator



4. Willum Warrain Finances

The summary of finances chart in Appendix Six clearly demonstrates the significant increase in Willum Warrain's turnover 2015-2020 (over 500%), its net assets (an even larger increase) and its closing bank balance (900% increase). This demonstrates Willum Warrain's success in accessing both Government and Philanthropic Trust grants, as well as establishing social enterprises, which accounted for 13% of revenue in the last full financial year. This latter figure is a target for Willum Warrain to increase, to reduce its reliance on Government and Trust monies.

E. Consultation Outcomes – Summary and Analysis

This section summarises the key consultation outcomes (see Appendix Three for a description of the project methodology). The full notes from these consultations can be found in Appendix Seven, the consultation questions are listed in Appendix Eight, and the list of those consulted are in Appendix Nine.

1. Analysis of Consultation Feedback

There was unanimous support among those consulted for Willum Warrain's growth, with strong admiration for how Willum Warrain has handled their growth to date and how they have interacted with community groups and organisations. There was a belief that it was logical for Willum Warrain to expand into the areas adjacent to Pound Road, and that a major Gathering Place facility was needed for the long-term success of the organisation. Willum Warrain was seen as a major cultural focus for the Mornington Peninsula Aboriginal community.

The Traditional Owners strongly supported the development of social enterprises (including the possible development of a 'Business Incubator/Hub'), linked with the development of a strong business approach at the Board level. They envisaged the establishment of a 'Willum Warrain Business Network' as a possible area for progress. The notion of self-determination was seen by them as critical, with strong succession planning being a vital ingredient.

There was a belief that this growth and development was in line with the articles of the United Nations Convention on the Rights of Indigenous People, especially the focus on self-determination and governance, specifically Article 25, which states that 'the right of First Nations People to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands and waters, and to uphold their responsibilities to Country, Ancestors, Community and future generations'.⁴

The work that Willum Warrain has been doing and proposes for their Koorie plant trail and extended wetlands area was broadly supported as an expanded social enterprise for the Gathering Place. Many of those consulted regarded Willum Warrain's wetland development as part of its social enterprise growth trajectory, further enhancing the broader catchment. The fact of it being fresh water is also an added advantage.

⁴ Mornington Peninsula Human Rights Group Submission.

There was a constant linkage in the feedback on Willum Warrain growing its services, programs and events, needing additional staff to manage these developments, and needing additional facilities to cope with the extra demands. The current Willum Warrain meeting room was regarded as far too small to meet the purposes of Willum Warrain being a Community Gathering Place, a Neighbourhood House and a cultural focus for the whole community.

There were also clear comments about the need for a staged approach to the development, and also ensuring adequate time is allowed for the planning and construction phases.

F. Master Plan Site Preference

The Project Brief outlines two Master Plan options for consideration, the larger option including the temporary carpark area, and all the land to the east of this space, i.e., the current Broadspectrum leased area and the area between that and Pound Road (area 10B on the map on the Project Brief). It is the view of all those consulted that Willum Warrain, in consideration of its current and future growth, will be best served in the long-term by taking advantage of the larger space and preparing plans for enhanced facilities across these areas. Willum Warrain Board and staff regard the preparation of a Master Plan only incorporating the current limited footprint as a wasted exercise – this is a unique opportunity for the long-term development of the Gathering Place, and the realisation of their hopes and dreams. Hence options are only being offered in this Master Plan based on the inclusion of the additional pieces of leased land (Option B in the Project Brief).

G. Rationale for Development and Expansion

This Report has outlined in detail the background reasons supporting the development and expansion of Willum Warrain:

1. **Service Growth:** The tremendous growth of Willum Warrain over recent years points to an ongoing demand for services and programs, with increased numbers in every aspects of the organisation's operation.
2. **Community Support:** There is considerable community support for Willum Warrain to develop and expand, with an acknowledgement that Willum Warrain is an invaluable resource for the Aboriginal and non-Aboriginal community.
3. **Population Growth:** Statistics have been produced demonstrating the considerable growth in the Aboriginal population in the catchment over the coming decade, which will create additional demand on services and resources.
4. **Shire Reconciliation Plan:** The Shire's prime document espousing support for the Aboriginal community, its Reconciliation Plan, clearly points to the Shire's obligation to support Willum Warrain's self-determination and the enhancement of their cultures in support of the local population.
5. **State Documents:** Similarly, the range of state-wide reports on Aboriginal health and cultural development all have an underlying self-determination message, emphasising the need for support for Indigenous organisations to overcome historic disadvantage and injustice. This

places a clear demand on the Shire to follow these principles, on top of its own Reconciliation Plan.

6. **Willum Warrain's Desires:** Willum Warrain has clearly stated that it needs and wants to expand, based on its own vision and plans for the future. These desires have to be respected and acknowledged, as the basis for an expanded Gathering Place with additional leased land.
7. **Willum Warrain Funds:** Willum Warrain has demonstrated in recent years that it a) has the capacity to attract additional funds; and b) to manage those funds successfully, and to employ and manage additional staff. Its Board and staff membership has been extremely stable over recent years.
8. **Land Availability:** The Shire (and hence Willum Warrain) is indeed in a fortunate position in that it has the land resources adjacent to the current leased area, to meet these needs for expanded service provision. A huge open area is available (unused at present), with two parcels of land (minor, non-essential usage) also soon to be available alongside the current access road.

Article 25: Of First Nations People maintaining and strengthening their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands and waters, to uphold their responsibilities to Country, Ancestors, Community, and future generations.

H. Vision and Master Plan for Willum Warrain 2030

In looking ahead 10 years, the following vision has been developed for what will be in place for Willum Warrain at its current site (see architectural drawings and associated documents for further information):

1. **Expanded Lease Area:** Willum Warrain would ideally want ten year leases for(a) its current leased space; b) the current temporary car park area; c) the current Broadspectrum leased area; and d) the area between the Broadspectrum leased area and Pound Road.
2. **Gathering Place:** Willum Warrain envisages a large Gathering Place building to be constructed, containing:
 - Large meeting spaces flexibly arranged for smaller gatherings as required. Also set up for conference presentations for community hire (see below). The main meeting space would open out onto the Ngargee Ground and embankment.
 - An open welcome area.
 - A dedicated area for Elders.
 - An open yarning/gathering space.
 - A café.
 - A shop for sale from the nursery as well as a range of cultural items.
 - A commercial kitchen.
 - An area for display of artefacts, art, photos etc.
 - Four flexible meeting rooms (could be used as one large room), luncheon area (indoor and outdoor), and offices for staff.

- Other areas for cultural programs and tourist presentations.

In order to satisfy funding bodies of the sustainability of this development, Willum Warrain would require an approximate 10-year lease from the Shire (this was the key reason they were recently turned down for funding by the Aboriginal Community Infrastructure Fund, which has a further funding round closing in September 2021).

3. **Cultural Programs and Cultural Tourism:** A full organisation-wide focus on cultural relevance, with cultural programs as a core part of Willum Warrain's offerings. In particular, the establishment of a social enterprise option of cultural tourism.
4. **Expanded Bush Trail and Wetlands:** Willum Warrain is looking to not only expand its current bush trail and Pun Pun area but to expand this whole trail into the side of the open car park space (and possibly even further on down to the Warrangine Precinct), ensuring a complete rehabilitation of the creek/drain running down the side of the parking area. They believe that a wetland at the western side of the carpark would solve the drainage problems facing the interim carpark entrance and operations. Overflow could funnel into the drainage channel as happens on the current block. This would form part of the healing of Country that is so important to Willum Warrain (and be an environmental offset to a precinct that is otherwise heavily industrial). It is hoped that this development will also ease the flooding which tends to occur at the end of Pound Road from time to time.
5. **Community Use of Facilities:** Willum Warrain envisages that its facilities would be available for wider community and business use/hire.
6. **New Entrance:** A new entrance into Willum Warrain would be created. It is envisaged that this would have an appropriate welcome structure as people arrive. There would also be a wildlife grassland near the entrance to the Gathering Place as well as a small, contained wetlands pond showcasing Indigenous aquatic plants.
7. **Social Enterprises:** Willum Warrain would look to expand its range of social enterprises, including:
 - A café.
 - Djakitjuk Djanga Bushfoods Nursery, as a viable business entity.
 - Hire of meeting/ Conference spaces.
 - Cultural tourism, for tourists looking to have an 'on Country' experience, especially involving the expanded Bush Trail and wetlands.
 - Similarly, cultural experiences for schools, business, community groups.
8. **Established Nursery:** The nursery would be a well-known entity, with a wide range of nursery/plant options for purchase.
9. **Enhanced Site Restoration:** Overall, Willum Warrain would want to rehabilitate as much of the total site as possible (something that they have been doing already for many years), including amongst the bushed area nearer to Pound Road. The preference would also be to so design and landscape the parking area that it is seen as a more natural environment, in and among trees and bushes, rather than simply an open, barren, car parking space.
10. **Expanded Services, Programs, and Events:** All current programs (see Section F above) would be expanded, including additional separate open areas for Women's and Men's Business, increased services for mother's and babies' play groups, a pregnancy-based program, young people and major events for the Aboriginal and non-Aboriginal communities (including an ever

expanding number of participants on the Reconciliation Walk). There would be further partnerships with community agencies to provide services, as well as partnerships with government agencies such as currently in place with the Department of Corrections. The Men's Shed would be fully operational and fully utilised.

11. **Expanded Staffing:** An enhanced staffing group will be required for this range of services, programs and events that will be developed. Staffing has considerably expanded in the last three years and continued expansion is regarded as highly likely. Current trends could see approximately 30+ staff in a decade from now. Willum Warrain would also continue its programs for trainees, work experience students and youth leaders.
12. **Enhanced Internal Structure, Including Finances:** Additionally, Willum Warrain would have a larger staffing structure, likely to include a CEO, a Community Events and Programs Manager, a Human Resources Manager and a Training/Development Manager. A dedicated Business Manager would be in place to oversee the organisation's expanded finances, fundraising, and funding applications.
13. **Permanent Car Parking and Bus Area:** The current large open space, used for temporary carparking, would be transformed into an organised parking area and bus drop off area. As stated above, this area would be carefully landscaped and would blend in with the surrounding natural environment. Willum Warrain would also be looking to the Council to consider improvements to pedestrian movement and parking along Pound Road, including the possibility of a footpath from the main road, and concreted parking on the southern side of Pound Road, especially (parking) outside the bus parking depot.
14. **External Storage Area:** A small external storage area for the Men's Shed is envisaged for the currently vacant area at the northern end of the current carpark. In addition, it is proposed to have a carport constructed for the two Willum Warrain community buses. This would necessitate the removal of pine trees, which are not regarded as important for the environment.
15. **Improved Signage:** There would be significantly improved signage for the complex, both out on the main Frankston-Flinders Road, at the entrance to the facility, and then within the confines of the total area.
16. **Enhanced Amenities:** In order to cater for large numbers of persons on the site, there would be enhanced toilet facilities, as well as a first aid room.

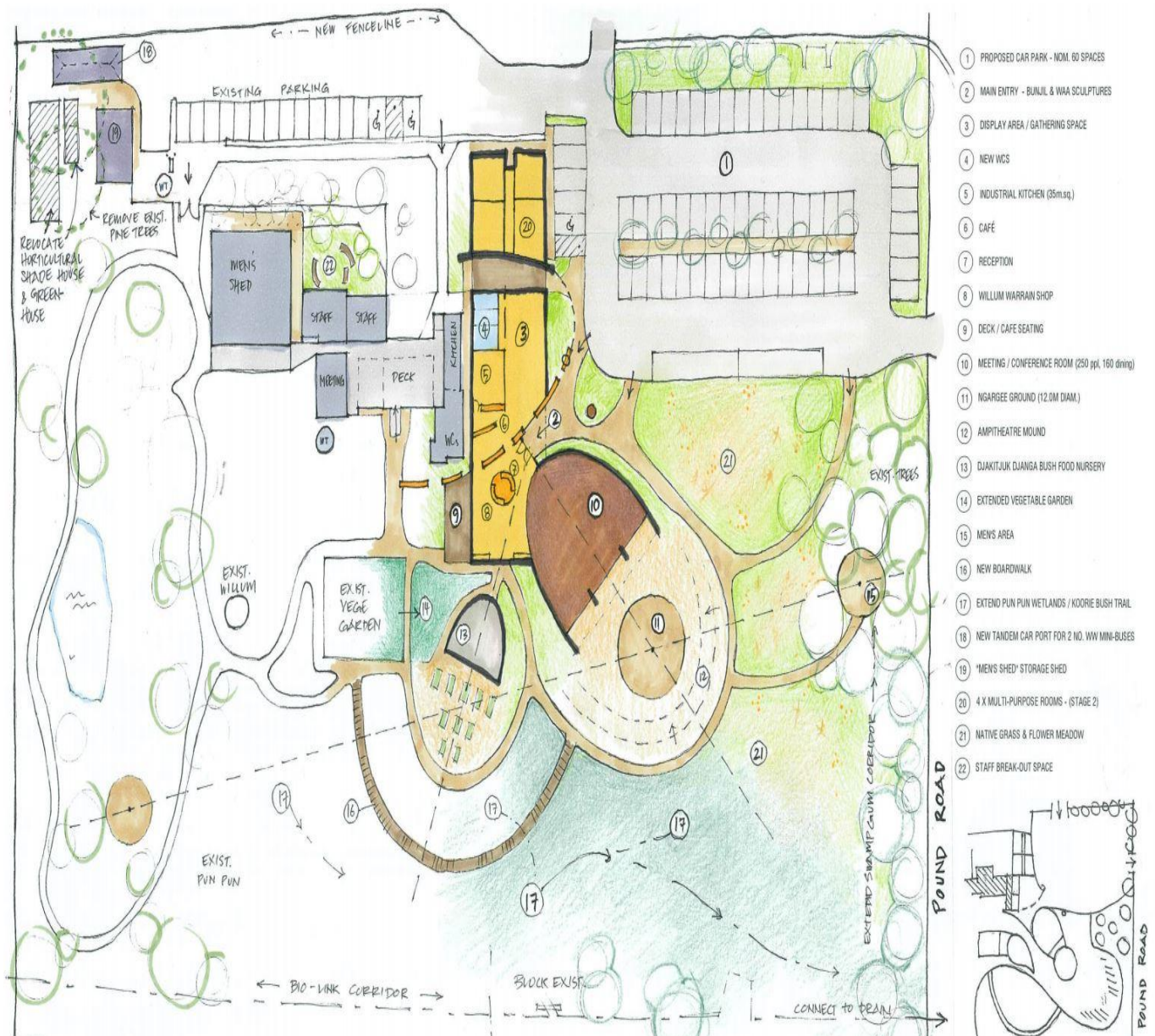
A detailed Risk Management assessment in relation to this vision can be found at Appendix Fourteen.

We are also aware of the many programs run by Willum Warrain to support local First Nations people and believe it is important that these have adequate space so as to be delivered in culturally appropriate and respectful ways. One example would be the need for adequate separate space for Women's Business get togethers. The Bush Playgroup programs would likewise have specific spatial needs. No doubt Willum Warrain's new Country Foods enterprise, Djakitjuk Djanga, will require additional space.

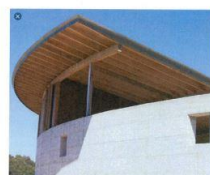
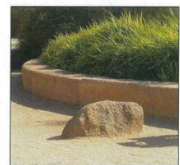
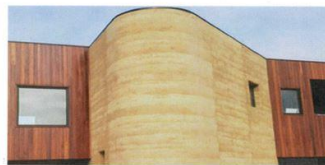
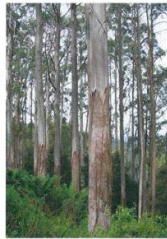
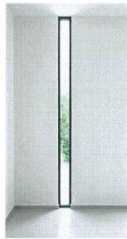
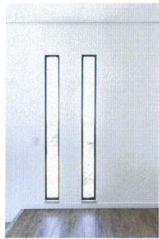
I. Design of the Proposed Development

The next three pages provide detailed drawings of the proposed future developments for Willum Warrain. Key support information has been provided to Peter Wright Architects and Jaffe Consulting by:

1. Matthew Sykes, Landscape Architect.
2. BDD Consulting, site water & drainage control.
3. Anthony Prowse, Quantity Surveyor.
4. David Beaton, Traffic Engineer.
5. Eco Results, ESD Assessment.







J. Summary of Reports from Sub Consultants

The following are summaries of the reports received from the sub consultants, which are all available as separate pdf documents.

1. Eco Results – environmental analysis

This report outline potential Environmentally Sustainable Development (ESD) initiatives that will be incorporated or considered for inclusion within the design of the proposed development. They have listed initiatives in 2 groups:

1. **Commitments** of ECD measures that will be included in the development, and
2. ESD measures that have the **potential to be included**.

They have grouped the initiatives under the relevant categories of the 10 key ESD categories in the SDAPP program.

1. Indoor Environment Quality (IEQ)
2. Energy Efficiency
3. Water Resources
4. Stormwater Management (WSUD)
5. Transport
6. Urban Ecology
7. Building Materials
8. Construction, Building management and Waste Management

There is high potential for this project to meet or exceed Best Practice ESD and WSUD outcomes by including many of the potential measures.

2. BDD Consulting Engineers – drainage issues

This report has examined the overall design aspects of the drainage and site works, with the understanding that water conservation, flood mitigation, water quality, durability of surface materials and incorporation of the wetland is critical to the functionality. The report covers:

- General Development Conditions
- Topography
- Pavement Design
- Stormwater System

The Stormwater System will be designed to discharge to the Wetlands in consultation with a Wetland Specialist.

3. Quantum Traffic Engineers – traffic issues

This traffic report covers:

- Car Parking Provisions
 - The proposal seeks to construct a 60 space car park on-site which will generally cater for the parking demands expected during ‘typical’ operation.
 - For key events overflow parking will occur at the adjacent Council Depot and on-street on Pound Rd.
- Bicycle Parking
- Active Travel
 - Formal pedestrian facilities
- Traffic Impacts
 - Access to site and review of the existing configuration/safety of the Frankston-Flinders Rd/Pound Rd intersection.
- Service Vehicles.

4. Matt Sykes, Landscape architect

“What was once a Shire dump site and industrial area is now emerging as a sanctuary for the whole community (quote from Landscape Architect).”

This report examines the ecological and cultural landscape of Willum Warrain and provides a ‘masterplan’ framework for its regeneration. It covers:

- Cultural Landscape Narrative
- Site Analysis – Biolinks
- Site Analysis – Conditions
- Site Analysis – Details
- Stakeholders Engagement
- Benchmarks
- Landscape Concept – Plan
- Landscape Concept – Sketches
- Landscape Concept – Sketches & Section
- Cultural Landscape Toolkit.

K. Projected Budget/Costings

The following estimated costings have been provided by Prowse Quantity Surveyors (see separate document on following page for full details):

- 1. Stage One cost (\$2,630,000):**
 - Large Meeting Room.
 - Amphitheatre mound.
 - New Boardwalk.
 - Roads and paving/footpaths.
 - Carparking.
 - Road extension and new crossover.
 - Boundary fences.
 - Carport and Men's Shed storage.
 - Staff outdoor breakout space.
- 2. Stage Two cost (\$1,820,000):**
 - Foyer.
 - Shop.
 - Gathering area.
 - Amenities.
 - Relocate existing sculptures (Bunjil and Waa).
- 3. Stage Three cost (\$520,000):**
 - Bush Food Nursery.
 - Extend vegetable garden.
 - Extend Pun Pun wetlands.
 - Relocate shade house and green house.
- 4. Stage Four cost (\$730,000):**
 - Multipurpose Rooms.
- 5. Total Cost: \$5,700,000.**

It should be noted that, while Willum Warrain will initially seek to fund the full construction amount of \$5.7m, it is highly likely that funds will only become available over a period of time, hence the staged approach demonstrated above. This is particularly so given the financial setbacks to Governments and Trusts as a result of the COVID epidemic.



PROWSE QUANTITY SURVEYORS PTY LTD
ABN 83 097 049 548 ACN 097 049 548

PRELIMINARY
For Discussion Purposes Only

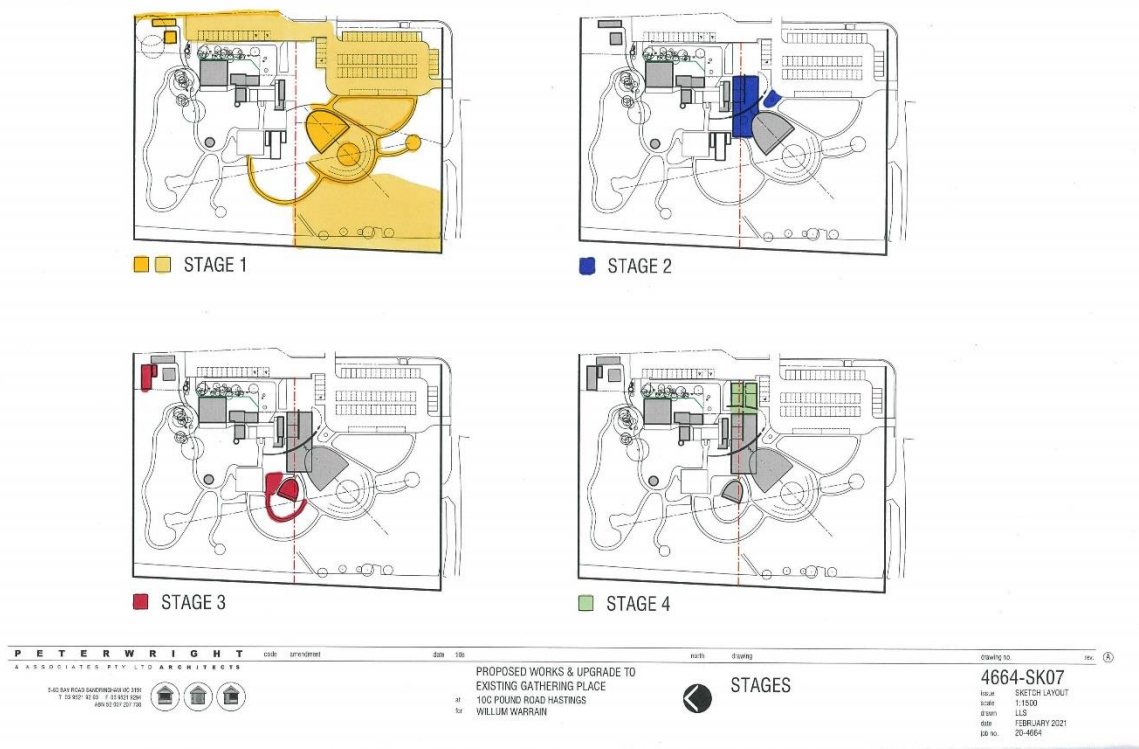
PROPOSED WORKS & UPGRADE TO EXISTING GATHERING PLACE - MASTERPLAN
10C POUND ROAD, HASTINGS
Based on revised drawings dated February 2021

JOB 14599
DATE 11/03/21
FECA 813
UCA 89
REF A/1

CLIENT: WILLUM WARRAIN AAI | ARCHITECT: PETER WRIGHT ARCHITECTS

ELEM	DESCRIPTION	UNIT	QUANTITY	RATE (\$)	COST (\$)	Stage 1 (\$)	Stage 2 (\$)	Stage 3 (\$)	Stage 4 (\$)
	Building Works								
	Meeting Room (#) (FECA) M2	260	3,400	884,000		884,000	-	-	-
	Foyer Shop Gathering Display (#) (FECA) M2	256	2,900	742,400	-	-	742,400	-	-
	Café Kitchen (#) (FECA) M2	55	3,400	187,000	-	-	187,000	-	-
	Amenities (FECA) M2	29	3,950	114,550	-	-	114,550	-	-
	Bush Food Nursery (FECA) M2	64	3,400	217,600	-	-	-	217,600	-
	Multipurpose Circulation (#) (FECA) M2	149	2,900	432,100	-	-	-	-	432,100
	Gathering Space Deck Area (UCA) M2	89	750	66,750	-	-	31,500	-	35,250
	Extra Over Items								
	Glazed Bi Fold Door M	20	2,500	50,000	50,000	-	-	-	-
	Glazed Auto Double Doors (Measured per set) NO	1	15,000	15,000	-	-	15,000	-	-
	Curved Feature Walls (Rammed Earth) M2	61	480	29,280	-	-	29,280	-	-
	Curved Feature Walls (Timber Clad) M2	293	150	43,950	21,150	-	12,600	-	10,200
	Kitchen Equipment ITEM			80,000	-	-	80,000	-	-
	Air Conditioning (#) M2	720	280	201,600	72,800	87,080	-	-	41,720
	Works to Adjoining Buildings Integration works ITEM			40,000	-	-	20,000	-	20,000
	Security system ITEM			10,000	5,000	5,000	-	-	-
	AV ICT Audio Equipment ITEM			30,000	30,000	-	-	-	-
	Site Works & External Services								
XP	Site Preparation, demolition and clean up ITEM			87,000	45,000	26,000	5,000	-	11,000
XR	Roads, Footpaths & Paved Areas - Paths & Paving M2	949	80	75,920	42,800	10,080	19,520	-	3,520
	New Boardwalk M2	110	420	46,200	46,200	-	-	-	-
	Carpark (60 Spaces & 2 Bus Parking) M2	2,127	110	233,970	233,970	-	-	-	-
	Road extension & New Crossover NO	2	15,000	30,000	30,000	-	-	-	-
XN	Boundary Walls, Fences and Gates ITEM			20,000	20,000	-	-	-	-
	Boundary Fence M	102	350	35,700	35,700	-	-	-	-
XB	Outbuildings and Covered Ways ITEM			-	-	-	-	-	-
	Tandem Carport M2	49	650	31,850	31,850	-	-	-	-
	Men's Shed - Storage Shed M2	54	1,100	59,400	59,400	-	-	-	-
	Relocate Shade house, Green House & Storage Container ITEM			15,000	-	-	15,000	-	-
XL	Landscaping and Improvements Native Grass & Meadow M2	3,268	40	130,720	110,600	5,920	11,720	-	2,480
	Extend Pun Pun Wetlands M2	2,229	30	66,870	-	-	66,870	-	-
	Staff Breakout Space incl. Seats M2	100	220	22,000	22,000	-	-	-	-
	Relocate existing Sculptures (Bunjil & Waa) ITEM			6,000	-	6,000	-	-	-
	Amphitheatre Mound incl. Rock & Log Seats M	85	580	49,300	49,300	-	-	-	-
	Extended Vegetable Garden M2	86	220	18,920	-	-	18,920	-	-
XK	External stormwater drainage ITEM			90,000	50,000	30,000	5,000	-	5,000
XD	External sewer drainage ITEM			50,000	20,000	15,000	10,000	-	5,000
XW	External water supply ITEM			30,000	10,000	10,000	5,000	-	5,000
XG	External gas reticulation - Nil NOTE			-	-	-	-	-	-
XF	External fire protection ITEM			40,000	20,000	10,000	5,000	-	5,000
XE	External light & power ITEM			70,000	40,000	20,000	5,000	-	5,000
	Power Upgrade ITEM			80,000	80,000	-	-	-	-
XC	External communications ITEM			20,000	11,000	5,000	2,000	-	2,000
	Balance of funds ITEM			(80)	230	(810)	(230)	-	730
SUB-TOTAL					\$ 4,453,000	2,021,000	1,434,000	414,000	584,000
PRELIMINARIES (Included Above)					\$ -	-	-	-	-
DESIGN VARIABLE 5.00 %					\$ 223,000	101,000	72,000	21,000	29,000
COST ESCALATION TO TENDER 1.00 %					\$ 47,000	22,000	15,000	4,000	6,000
COST ESCALATION DURING CONSTRUCTION 1.00 %					\$ 47,000	21,000	16,000	4,000	6,000
CONTRACT CONTINGENCY 5.00 %					\$ 239,000	108,000	78,000	22,000	31,000
BUILDING PROFESSIONAL & PROJECT MANAGEMENT FEES 10.00 %					\$ 501,000	227,000	165,000	45,000	64,000
LOOSE FURNITURE & EQUIPMENT ITEM					\$ 100,000	40,000	40,000	10,000	10,000
AUTHORITY CONTRIBUTION & HEADWORKS ITEM					\$ 90,000	90,000	-	-	-
ANTICIPATED PROJECT COST (EXCLUDING GST)					\$ 5,700,000	2,630,000	1,820,000	520,000	730,000
(Fixed Price Contract - November 2021)									

These diagrams depict the staged construction proposed for Willum Warrain:



L. Workforce Development

The Willum Warrain workforce has grown considerably in recent years, with 18 personnel now being employed. Willum Warrain is currently the largest employer of Aboriginal people on the Mornington Peninsula. This number is likely to continue to grow in coming years, as the Master Plan is implemented, and additional resources are obtained. Workforce development is essentially about recruiting, sustaining and retaining an effective and viable workforce. The benefits include:

1. Increased job satisfaction.
2. Lower turnover rate.
3. Increased operational efficiency.
4. Improved productivity.
5. Enhancements in innovative thinking.
6. Proactive, not reactive, problem solving.

In light of this development (of increased staffing levels), it will be essential for Willum Warrain to plan for managing and supporting its increased workforce. Workforce Development refers not only to enhancing the skills and capabilities of current staff but ensuring that all policies, procedures and associated documentation are fully up to date, and that the organisational culture fully supports a confident and diverse workforce. There is a requirement to assist staff to achieve their potential, especially as regards skill development and leadership ambitions. This requires the establishment of a culture of learning and support within the organisation, supported by an ongoing professional development approach.

A critical component will be ensuring the availability of funds for appropriate levels of management. This may, in the longer term, including sufficient funds for the appointment of a CEO. It may also see a requirement to employ (at least on a part time basis) a Human Resources staff member, to ensure the appropriate levels of organisational and internal cultural support for staff. Effective recruitment, induction, training, support and supervision will also be key aspects.

M. Implementation Plan and Projected Timelines

Willum Warrain has extensive established relationships with a number of key Philanthropic Trusts, which augurs well for significant funding support. These Trusts include:

1. The Gandel Trust.
2. The William Buckland Foundation.
3. The Lord Mayor's Charitable Fund.
4. The Ross Trust.

In addition, Willum Warrain would seek funds from the Federal Indigenous Advancement Strategy (IAS), and the Victorian Government's Aboriginal Community Infrastructure Fund (Department of Jobs, Precincts, and Regions), the latter opening up in July 2021 and closing in September 2021.

Australian society and its institutions are slowly beginning to acknowledge the immeasurable knowledge and wisdom contained within First Nations communities and are increasingly looking towards their example of how to live more sustainably, both environmentally and socially. As we move towards true reconciliation and a sustainable future, Willum Warrain provides us with a living example of those principles in action. In particular, we will continue to look to Willum Warrain for guidance and inspiration in relation to upholding and promoting human rights for all people, Indigenous and non-Indigenous.

The IAS uses assessment criteria to answer two questions: 1. Will a proposed activity lead to improved outcomes within the target community or group that would not occur without the grant? 2. Do the intended outcomes represent value for money, that is do the intended outcomes justify the Government providing the requested amount of grant funding?

Willum Warrain is extremely confident that it fully meets the criteria which sit under these questions and will thus be in a strong position to obtain funding. As previously mentioned, Willum Warrain applied for funding to the Victorian Community Infrastructure Fund, being advised (January 2021) that, while the application was regarded very favourably, the major gap was the lack of assurance of a long term lease on their property. A further submission will be prepared later this year.

Willum Warrain is confident that the factors behind the proposed developments (Section G above) fully justify what they are seeking, especially given they are operating in a significant growth corridor, and with a rapidly expanding Aboriginal population.

Willum Warrain will be offering considerable in-kind resources to support these developments, including a particular emphasis on the development of its social enterprises. These social enterprises, detailed above, will have an emphasis on training young Aboriginal people and giving

them employment experience and, where possible, certification. The developments proposed in this Plan will open up these significant employment opportunities for the local Aboriginal community.

Their two Executive Officers (men and women) and their Coordinator will be taking lead roles in driving these changes. They will take responsibility for the preparation of the various funding submissions, calling on the support of various other volunteer consultants as required. Both Russell Jaffe and Peter Wright have undertaken to continue their support for the Gathering Place. A \$75,000 grant has already been received from the Ross Trust to build the walkway, and a grant of \$5,000 from South East Water, to extend the wetlands partway into the carpark area. No direct funding is initially being sought from Council. Willum Warrain has clearly demonstrated its capability to manage and grow its Gathering Place and believes it is now in a very strong position to extend its operation in a significant manner. It greatly looks forward to the opportunity to take these proposals further, in collaboration with the Mornington Peninsula Shire.

Appendix One – Project Brief

The following are excerpts from the Shire's Project Brief:

Project Brief:

'Two site options are available for consideration of this conceptual masterplan, and it be asked that the consultant provide a concept for each of these options.'

'The objectives for this project are:

- Identify opportunities for future site development to incorporate anticipated growth (membership and daily engagement) over the next 3-10 years and support increased support cultural strengthening and community inclusion activities.
- Explore opportunities for future expansion of The Gathering Place to meet anticipated growth, community needs and organisational strategic planning and goals.
- Improve accessibility to, from and within Willum Warrain for pedestrians, cyclists and vehicles.
- Improve the amenity of parking within the Pound Road precinct for cars and buses.
- Enhance the vibrancy of the Gathering Place and ensure the cultural authenticity of the Gathering Place remains intact.
- Achieve a high standard of ecological sustainability and environmental performance in development which priorities Aboriginal perspectives.
- Improve the visual and aesthetic qualities, cultural amenities and liveability of attractiveness of the Gathering Place.
- Provide a community focus in Willum Warrain as an Aboriginal and Torres Strait Islander Gathering Place.
- Outcomes of the master-planning will inform the creation of a new lease for Willum Warrain with the Council.'

'Project Scope

To undertake all the tasks required to prepare a Masterplan of the Willum Warrain Gathering Place including:

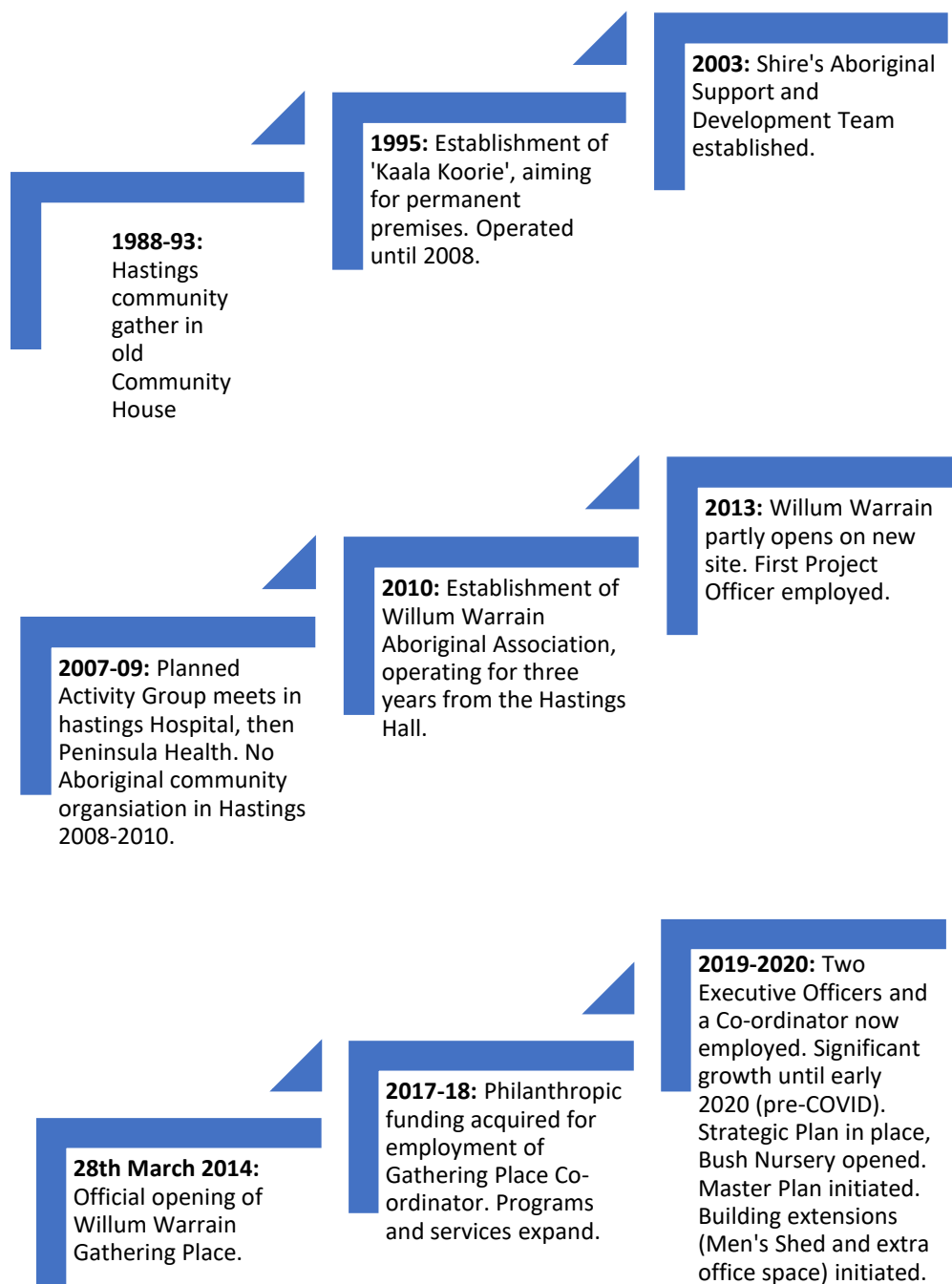
1. Prepare a Conceptual Masterplan for the Willum Warrain Gathering Place including:
 - Existing facilities and cultural amenities.
 - Include a feature survey and other site investigation as required to guide the preparation of the masterplan.
 - Proposed new facilities and spaces that support community and program growth, including social enterprise, employment opportunities, cultural programs and large-scale events.
 - Design solutions and controls that address issues of access to, from and within inclusive of service deliveries and neighbouring traffic.
 - Parking for bicycles, cars and buses.
 - Initiatives to improve a community focus for the site; and

- Landscape design incorporating Aboriginal and Torres Strait Islander cultural perspectives.
- 2. Priority based (staged) Implementation Plan.
- 3. Prepare a cost estimate for the staged implementation of the Conceptual Masterplan
 - Recommendations to assist the implementation and funding of the proposed improvements and vision.

Design Considerations

- Design must incorporate Aboriginal and Torres Strait Islander perspectives and values.
- Design must be sensitive to the location and consider the wider environment and operations of neighbouring users surrounding the Gathering Place site.
- Design to incorporate site drainage.
- Incorporate emergency personal access.
- Ecological sustainable design.
- Design to include Universal Design Principles.
- Design to incorporate Crime Prevention Through Environmental Design Principles (CPTED).
- Design to include landscaping of the site.'

Appendix Two: Timeline of Willum Warrain Development



Appendix Three: Project Methodology

The following methodology was adopted by the consultants:

1. Document Review:
 - A number of key Shire planning documents.
 - State policy documents in relation to Indigenous issues.
2. Identification of Stakeholders:
 - See list of those consulted in Appendix Four.
3. Preparation for Consultations:
 - A list of consultation questions can be found in Appendix Five.
4. Stakeholder Consultations: These were mostly undertaken before the end of 2020, with some additional discussions taking place in January and February 2021. These consultations included a number of Victoria Gathering Places, a range of community agencies and personnel, and the two Traditional Owner Groups for the Peninsula.
5. Summary and analysis of all data, information, and stakeholder consultations: The analysis forms part of this Report.
6. Utilisation of sub-contractors:
 - Bortoli Wellington Land Surveyors.
 - Eco Results – environmental analysis.
 - BDD Consulting Engineers – drainage issues.
 - Quantum Traffic Engineers – traffic flow, parking.
 - Prowse Quantity Surveyors – cost estimates.
 - Matt Sykes, Landscape architect.
7. Preparation of a draft Master Plan and associated Implementation Plan. A number of draft and progress documents were used for discussions with the Shire Project Manager, other Shire staff, Willum Warrain staff, and the Project Reference Group.
8. Three meetings with the Project Reference Group to review developments and findings.
9. Review and feedback from the Reference Group on draft documents.
10. Finalisation of the Master Plan and Implementation Plan.

Appendix Four: History of Willum Warrain

The following is a short history of Willum Warrain as presented on the Willum Warrain website.

'1988-93

In the late 80's and early 90's, the Hastings Aboriginal community started to gather in the old Community House. There was quite a sizeable community in those days with many families with young children living in the surrounding area. It was run by several non-Indigenous women who responded to the need for a place where we felt safe and comfortable together. There was open hostility towards Aboriginal people from the broader community at times.

1995

From the regular gatherings, a desire for a place of our own started to emerge. Kaala Koorie was formed and one of its goals was to work towards a permanent home for community. Whilst the community house was good up to a point, space was reduced over time; it leaked when it rained and ever present was the problem of having to pack up and share the rooms with other groups.

2003

The Aboriginal Support and Development team was started by the Mornington Peninsula Shire, a further expression of the Shire's longstanding commitment to reconciliation. Initially, headed up by Glenys Watts, Beryl Wilson was added to the team three years later to run the HACC program, and in more recent times, has included Adam Maginess-Edwards, as a Cultural Heritage Officer and trained archaeologist. The Aboriginal Support and Development team supported and worked towards realizing the community's desire for a home over many years.

2007-09

The planned activity group run by Beryl Wilson began meeting at Peaches, in Hastings Hospital until it was relocated to the new Peninsula Health facility in High Street near the Secondary College. Again, the local community had to look for somewhere else to meet and aspirations continued to grow for a place of our own. Kaala Koorie ceased to operate after 13 years. There was no Aboriginal community organization in Hastings for two years.

2010-13

After much discussion and community consultation, a new organization, Willum Warrain Aboriginal Association Incorporation was formed.

The planned activity group run by the Shire operated out of the Hastings Hall for the next three years. Simultaneously, Willum Warrain began to seriously work towards a Gathering Place with the Shire's vital support, as possible buildings and locations were explored. Enabling funding was also obtained via Closing the Gap and the Department of Health – community expectations were raised considerably for an imminent opening.

2013-14

Willum Warrain partly opened. The buildings were in an unfinished state and required considerable community and volunteer labour to make them operable. Funding was obtained from the Shire on a regular basis and also from the Department of Health. In 2013, Deb Mellett was employed as a Project Officer – her role in part was to explore funding sources for our fledgling organization and to work in conjunction with the Shire to facilitate the opening of the gathering place.

28th March 2014

Official opening of Willum Warrain gathering place by Parliamentary Secretary for Health, Ms. Georgie Crozier took place. The dream for a place of our own is finally realized!

Willum Warrain sought to establish and consolidate itself as an independent Aboriginal Community Controlled Organisation ACCO run by a community-elected Board. Community and visitors were made to feel very welcome by Deb Mellett, whose legacy is subsequently built upon by Kirsty Bell, the second Gathering Place Coordinator (another high achieving worker on behalf of community).

2017/18

Willum Warrain started the year more optimistically with philanthropic funding in place to employ a new Gathering Place Coordinator. We are determined to secure a strong and vibrant future for our mob on the Mornington Peninsula.

2019

Willum Warrain experienced steady growth and a membership of 340 Aboriginal adult members and a kinship reach of 1100. We have a similar number of non-Indigenous, Associate members. Willum Warrain operated four days a week and ran programs on every second weekend and during holidays. Community events regularly attracted large crowds. The Board, led by President, Taneisha Webster, endorsed the new Strategic plan for 2019 to 2021. A key focus was on youth. Staff grew to 12, with the appointment of Peter Aldenhoven, as Executive Officer, to oversee the implementation of the strategic plan. We celebrated our 5th birthday with the unveiling of a companion totem entry sculpture of Waa. The future was looking bright with considerable government and philanthropic support in place.

2020

Willum Warrain began the year with steady growth and an ambitious year of events planned, increasing both services and program delivery to community. A new management team was in place with two Executive Officers, Men's Business (Peter Aldenhoven) and Women's Business (Taneisha Webster) and a Gathering Place Coordinator (Karsten Poll). A strong and committed Board led by President, Jeanette Kaindel refreshes the current Strategic Plan (updated till 2021). Willum Warrain now has 460 Aboriginal (adult) members and a reach through kin of 1300. The Gathering Place is the largest employer of Aboriginal people on the Mornington Peninsula. COVID arrived at the end of Term One and the Gathering Place was closed until late November before reopening for five weeks. The focus of activity throughout the year shifted to providing community support and keeping the mob safe. In late November, a Master Planning process funded by the Mornington Peninsula Shire

commenced. In December, Willum Warrain Bush Nursery opened, providing another social enterprise in addition to cultural tourism.'

Appendix Five: Willum Warrain Programs, Services and Activities:

1. Women's Groups: The Women's Group operates as a healing circle and a place for Aboriginal women to come together for friendship, yarning and cultural activities. The group is strength-based and focuses on increasing cultural knowledge and community connections as a way of achieving healing for 'our mob'.
2. Men's Groups: Willum Warrain Men's Group meets weekly and several weekends a term. We always have a few laughs, a feed, and share our knowledge with each other. It is an important space for Aboriginal men to come together in a spirit of friendship. We engage in a range of activities making traditional tools, weapons and artefacts and go on excursions once a term.
3. Deadly Kids: This weekly program is so important for young Aboriginal people to connect and share culture. For many of our kids, it is the only time of the week when they can be strong Aboriginal youth surrounded by their mob.
4. Bush Playgroup: The aim of the weekly Bush Playgroup is for young children (with their fathers, mothers, grandparents, or carers) to come along, have fun, meet other families and learn about Aboriginal culture in a bush setting.
5. Gardening Group: Every Friday, community members (Indigenous and non-Indigenous) are invited to drop in and do some gardening. Willum Warrain's garden has both bush tucker and normal vegetable plantings and relies on the generosity and contribution of volunteers. The Big Mob Cookup has people preparing and sharing a deadly meal together. We also use our community bus for local excursions.'⁵
6. Community Connections Placements:
 - Community Correction Orders (CCO) – The Community Corrections Order program is a flexible order that allows Aboriginal community members to serve a prescribed amount of hours at Willum Warrain.
 - Work Development Permit Scheme (WDP)- is an initiative to provide Aboriginal community members with a non-financial option to address their fine debt. A WDP allows an eligible person to work off their fine debt by participating in certain activities at Willum Warrain.
 - Forensic Mental Health in Community Health (FMHiCH) Program. This program is designed to support Aboriginal people involved with the Justice system, who experience mental health challenges and at risk of reoffending. Eligible community members are encouraged to participate in Willum Warrain's weekly programs.
7. Key Events:
 - ✓ Change the Date.
 - ✓ Community BBQ's (each term).
 - ✓ Friday Big Mob Cook-ups.

⁵ Adapted from Willum Warrain's website descriptions.

- ✓ Women's, family and youth camp's.
- ✓ Sorry Day.
- ✓ Reconciliation Walk.
- ✓ NAIDOC Dinner.
- ✓ Flag Raising.
- ✓ Tong'berangi Ngarrga (Youth Disco).
- ✓ Cultural Forums (each term).
- ✓ Welcome Baby to Country.
- ✓ Willum Warrain Youth Summit.
- ✓ Elders' Lunch.
- ✓ Children's Christmas Party.
- ✓ Christmas Luncheon.

There are also some services that visit Willum Warrain on a regular basis throughout the year— Peninsula Community Legal Service, Centrelink, SalvoCare, health checkups (Close the Gap), Vaccinations (First Peoples Health and Well Being), Births, Deaths and Marriages, and hosting community health courses.

Appendix Six: Summary of Willum Warrain's Finances

The following is a summary of Willum Warrain's finances since 2015.

Willum Warrain	Financial Statements Summary						January, 2021
	2015	2016	2017	2018	2019	2020	
Income	\$ 137,411.71	\$ 189,613.00	\$ 149,051.00	\$ 338,753.00	\$ 772,404.00	\$ 696,598.00	
Cost of Sales	\$ 4,360.19	\$ 12,029.00	\$ 7,722.00	\$ 34,471.00			
Gross Profit	\$ 133,051.52	\$ 177,584.00	\$ 141,329.00	\$ 304,282.00			
Operating Expenses	\$ 34,277.42	\$ 141,023.00	\$ 141,863.00	\$ 180,369.00	\$ 337,688.00	\$ 692,132.00	
Operating Profit	\$ 98,774.10	\$ 36,561.00	-\$ 534.00	\$ 123,913.00	\$ 434,716.00	\$ 4,466.00	
Non-Operating Income	\$ 65,000.00						
Non-Operating Expenses	\$ 42,318.91			\$ 184,207.00			
Net Profit	\$ 121,455.19	-\$ 36,562.00	-\$ 533.00	-\$ 60,294.00			
Assets - Bank	\$ 137,790.94		\$ 117,836.00	\$ 273,901.00	\$ 725,540.00	\$ 1,015,068.00	
Current Assets	\$ 7,598.85		\$ 82,289.00	\$ 88,330.00	\$ 17,264.00	\$ 10,261.00	
Fixed Assets	\$ -		\$ 53,775.00	\$ 52,681.00	\$ 102,075.00	\$ 111,426.00	
Liabilities	\$ 9,723.11		\$ 15,453.00	\$ 200,836.00	\$ 118,819.00	\$ 406,229.00	
Net Assets	\$ 135,666.68		\$ 238,447.00	\$ 214,076.00	\$ 726,060.00	\$ 730,526.00	
Equity	\$ 135,666.68		\$ 238,447.00	\$ 214,044.00	\$ 726,060.00	\$ 730,526.00	
Opening Bank Balance	\$ 15,071.30		\$ 117,354.48	\$ 117,424.00	\$ 273,901.00	\$ 725,540.00	
Closing Bank Balance	\$ 114,864.68		\$ 117,425.14	\$ 273,282.00	\$ 725,540.00	\$ 1,015,068.00	

This chart clearly demonstrates the significant increase in Willum Warrain's turnover (over 500% 2015-2020), its net assets (an even larger increase) and its closing bank balance (900% increase). This demonstrates Willum Warrain's success in accessing both Government and Philanthropic Trust grants, as well as establishing social enterprises, which accounted for 13% of revenue in the last full financial year. This latter figure is a target for Willum Warrain to increase, to reduce its reliance on Government and Trust monies.

Appendix Seven: Detailed Notes from Project Consultations

1. General Themes

The key general themes to emerge from the consultations were as follows:

1. **Support:** There was overwhelming support for Willum Warrain as an organisation, for their efforts over recent years to develop their programs, and especially for the atmosphere and environment that they had created in a welcoming and trusting manner.
2. **Connection:** There was particular emphasis on how Willum Warrain provides connection for Aboriginal people, bringing culture alive, and especially for Aboriginal people who are searching their roots and seeking out their family links.
3. **Reconciliation:** Willum Warrain is seen as being a key contributor to reconciliation on the Peninsula, in the way that it works with schools, community groups, businesses, and tourists, demonstrating the most positive aspects of Aboriginal culture. Willum Warrain is seen as providing a great 'on country' experience for all who visit. The staff will accommodate anyone who even just 'drops in' from the community.
4. **Management:** Good management is the key to future success. There is also a need for a strong, coherent Board to manage a large Gathering Place. It will be crucial to have people involved with good business skills. Young people with these skills are needed, and the Board and staff need to harness their skills.
5. **Governance:** The Board needs to be transparent re its processes and decisions. The Boon Wurrung Foundation also cautioned against too 'narrow' a Board, and encouraged Willum Warrain to seek a diverse range of Board members, possibly including non-Executive Directors.
6. **Business Hub/Incubator:** The Boon Wurrung Foundation regarded Willum Warrain's developments as an ideal opportunity to have a Business Hub or Incubator at the new Centre. There is a need to set up structures for encouraging networks and business innovators. The idea was put forward to establish the 'Willum Warrain Business Network', with a particular emphasis on promoting Aboriginal businesses.
7. **Empowerment/self determination:** The Foundation also stated that it would be good to have social enterprises based at the Centre, with long term planning needing to demonstrate Indigenous self-determination.
8. **Programs:** Those consulted spoke extremely positively on a range of Willum Warrain programs and events.
9. **Cultural Safety:** Willum Warrain is regarded as a culturally safe place for Aboriginal and non-Aboriginal people, representing an opportunity for different groups to meet and learn.
10. **Heritage:** Willum Warrain is seen as a place to meet and celebrate Aboriginal heritage.
11. **Regeneration:** There was strong support for the work that Willum Warrain is undertaking to regenerate the area (especially the creek running into the Warringine precinct, which will also assist with flooding issues on the carpark area), through its plant and animal species, and the creation of 'on country' experience (Koorie plant trail and Pun Pun Wetlands) as guided walks through their bush and water areas. In addition, the establishment of the Djakitjuk Djanga Bushfoods Nursery was seen as a significant development, being part of the overall

regeneration of the ecosystem. A wildlife grassland at the entrance to Gathering Place as well as a small, contained wetlands pond showcasing indigenous aquatic plants.

12. **Schools and other Community Groups:** Schools and other community groups make significant use of Willum Warrain and its facilities, exposing students and community members to Aboriginal culture and knowledge – this is a significant contribution to local reconciliation.
13. **Space:** Nearly all those consulted pointed to the need for Willum Warrain to expand, stating that space was needed for additional activities, separate areas for men, women, and Elders, and enough room for significant community gatherings.
14. **Self Determination:** There was strong recognition of the principle of Willum Warrain operating as a self-determining entity, being a core human right for Indigenous people.
15. **Succession Risk:** The Boon Wurrung Foundation emphasised the need to ensure a flow of leaders coming through, with succession planning being critical. The Board must manage power issues and politics in the community. The Directors need to be supported in their governance role. In particular, they must have a long term vision clearly in their mind.
16. **Lessees:** Broadspectrum noted that a) they only use approximately one third of their current leased area; b) they have no particular affiliation to this site (safety issues concern them); c) they support Willum Warrain's growth; and d) their lease expires at the same time as Willum Warrain's (June 2023). Downer Construction were also very supportive of Willum Warrain and its proposed developments, they are amazed at the number of people attending activities. They would prefer 'advanced' warning of large gatherings to assist with car parking and the flow of traffic.

2. What do you see as the main strengths of WW? What is its main value?

- **Reconciliation:** Willum Warrain therefore plays an essential role in promoting reconciliation between Indigenous and non-Indigenous communities on the Mornington Peninsula. It thus embodies the Mornington Peninsula Shire Reconciliation Action Plan in action.
- **Annual Walk:** Willum Warrain's annual Mornington Peninsula Reconciliation Walk in March sees an estimated thousand supporters attend, both First Nations and non-Indigenous, and is projected to grow significantly. Given events like this, it is clear the capacity of Willum Warrain to host its allies and supporters needs to be extended.
- **Relationship:** Willum Warrain therefore plays an essential role in promoting reconciliation between Indigenous and non-Indigenous communities on the Mornington Peninsula. It thus embodies the Mornington Peninsula Shire Reconciliation Action Plan in action.
- **Reputation:** Very good reputation.
- **Connection/Pride:** They provide a connection for Aboriginal kids, especially those seeking to strengthen their Koori identity. Willum Warrain has given many of them a pride in their culture. They receive a positive message for their Aboriginality early in their lives – 'it is good to be Aboriginal'. Brings culture 'alive' for kids, especially vulnerable kids – this is something that can't be taken away from them. Connection back to land – "I can breathe again." Will always be there.
- Community focus, community minded, sense of safety.
- Children get a positive message re being Aboriginal.
- Strengthening and supporting Aboriginal families for their cultural identity.

- Therapeutic aspect to their environment. The Corrections clients feel that they can talk about anything there, in a non-judgmental environment.
- Something for everyone.
- Great connection to country, strong cultural awareness. People learn 'who I am, what identity means'.
- Meaningful engagement for non-Aboriginal people.
- Willum Warrain is a great experience for people – great confidence and trust in them.

3. What are its most effective programs?

- Women's Group – connections, networking, support.
- Very supportive, create a great environment.
- Very inclusive, well organized.
- Excellent large and small events and activities.
- Brings together people from across the Peninsula.
- Collaborative art program with Willum Warrain - making bunyips. Want to further collaborate and prepare items for art exhibition.
- General cultural and community development - safe place for a yarn.
- Connection to plants, sea, animals.
- Native plants/nursery is great.
- Involvement in the DHHS facilitated Aboriginal Governance Committee.
- Check out DHHS Aboriginal Engagement Framework.
- Willum Warrain one of 41 Neighbourhood Houses in Bayside/Peninsula.
- Unique connection to community – Indigenous and non-Indigenous.
- Justice link – safe place for those on Corrections Orders.
- Referral processes.
- Safe place to come, yarn, cultural access. Would hate Willum Warrain to lose its focus as a 'safe place'.

4. Which part of the community most/least benefits from Willum Warrain programs?

- Willum Warrain is our local Aboriginal Gathering Place. We attend events such as the Harmony Day march, community invitation cook-ups, community celebrations, cultural training workshops, and a variety of other activities which support reconciliation. We rely on Willum Warrain for connection to these events. We are aware that there are many other Peninsula groups and organisations such as schools and church groups that depend on Willum Warrain, in the same way as they journey towards recognition of the past and healing.
- Willum Warrain is much loved by our members and plays a key role as a gathering place for First Nations people here as well as all of us on the Peninsula to whom it offers an opportunity we would otherwise not have to engage with our First Nations people and culture.
- General community – place to yarn, eat, cultural support.
- People coming for cultural safety and personal support.

- Willum Warrain needs a bigger space for school/community gatherings – too crowded at present, and can't cater for large groups if inclement weather.
- Willum Warrain needs to have better back access (gate) to allow for more College students to come to their programs.
- Community Corrections clients can do their community hours at Willum Warrain. Great opportunity for them.
- Big Mob Cookup is great.
- Southern Women's Action Network has established a 'Supporting First Nations Sub Group, to liaise directly with Willum Warrain.
- Willum Warrain = place to meet and celebrate heritage.
- Willum Warrain plays a key role in promoting reconciliation, embodying the Shire's Reconciliation Action Plan.
- Reconciliation Walk has hugely expanded, and will continue to do so in coming years.

5. Are there any areas of overlap or duplication between Willum Warrain and the programs or services your organisation runs/offers?

- Probably inappropriate to compete with Baluk Arts in a major way.
- Similar question re cultural tours.

6. What do you believe are the key areas where Willum Warrain can expand its services, activities and programs?

- Willum Warrain has much to offer the community as a protector of the natural environment through culturally-informed horticulture which again requires extra space. For example, this could include freeing up land for the extension of the wetlands and the Koori bush trail. The developments in this regard are of benefit to the whole community.
- We are also aware of the many programs run by Willum Warrain to support local First Nations people and believe it is important that these have adequate space so as to be delivered in culturally appropriate and respectful ways. One example would be the need for adequate separate space for Women's Business get togethers. The Bush Playgroup programs would likewise have specific spatial needs. No doubt Willum Warrain's new Country Foods enterprise, Djakitjuk Djanga, will require additional space.
- Social/family worker for family and personal support.
- Willum Warrain has much to offer the community as a protector of the natural environment through culturally informed horticulture which again requires extra space. For example, this could include freeing up land for the extension of wetlands and the Koori bush trail. The developments in this regard are of benefit to the whole community. Willum Warrain has a grants from the Ross Trust to extend the existing Pun Pun walkway, and a grant from South East Water to extend the Pun Pun into part of the carpark area.

Willum Warrain has made comment on this issue as follows:

‘Since Willum Warrain opened in 2014, our community has embarked on an ambitious property restoration process. In the first 18 months, we burnt the remnant bush area six times to remove introduced weed species and release dormant indigenous seed stocks. Under the established canopy of taller trees, we have planted 6500 tube stock of local provenance plants (the majority form within a two km radius) to create an understory and restore habitat. In conjunction with this regeneration, we built a Koorie Bush Trail with all ability paths and feature granite rocks. As a result, many animal and bird species have returned and raised young including wood ducks, kookaburras, blue-tongue lizards, long-neck turtles, sugar gliders and ring-tail possums.

In addition to this, we have created a Pun Pun (wetlands area in Boon Wurrung language). The site of the Gathering Place is an old Shire road dump and underneath the grassy areas is bitumen and concrete rubble which sheds water to the west of the property. After two years of annual flooding rendering a third of the property unusable, we established three billabongs to capture run off and installed a bird hide. We have systematically worked to remove invasive, introduced weeds and re-establish indigenous aquatic plants. Recent sampling by South East Water and Melbourne University indicated that all three billabongs are very healthy and have significant macro-invertebrate populations. The Pun Pun area has a number of permanent residents including four species of frogs, short-finned eels and galaxia, and regular visits from a wide range of water birds.

In late 2020, we launched Willum Warrain Bush Nursery selling our top five deadly plants and growing a range of local bush and wetlands plants. This stock will be used to further our work regenerating our leased area and the drainage line at the rear of the property. Our longer term aspiration is to extend the habitat corridor from our Koorie Plant Trail and Pun Pun area to the Warringine Creek catchment zone.’

- Desire expressed for Willum Warrain to operate Women’s Group on the other side of the Peninsula (e.g. Rosebud).
- Nursery – plants, foods.
- Cultural and Education Centre = as a social enterprise. Cultural tours. Option of coming to the school to run programs (bush cooking, art, wetlands education). Artefacts display. Proper welcoming area. New application to be submitted in 2021 to Department of Jobs, Precincts and Regions.
- Run a youth group for Koori kids? Also for the 17-25 age group.
- Possible youth employment opportunities with Broadspectrum.
- Camps/cultural experiences. All experiences for kids must be ‘alive’/hands-on.
- Onsite café and shop.
- Evening events for full time workers? Night bush walks?
- Would be legitimate for Willum Warrain to have a lease over the extended part of the wetlands. Link this with plant nursery, as a social enterprise. DHHS would support this in terms of climate change.
- The big need is cultural connection to land.
- It is critical for Willum Warrain to establish a larger space for their big groups – for everyone’s benefit, but especially to provide dignity to Elders. Need dedicated Elders’ area.

- If Willum Warrain had a larger building, other organisations would make use of this facility.
- Path linking Willum Warrain to Bunjilwarra Community Health.
- Meeting space for off site agencies, for big and small groups.
- On Country experience – tourists, schools.
- Possible wildlife area.

7. Other comments in relation to the possible Willum Warrain expansion?

Bunurong Land Council

- **Consultation Process:** The BLC takes exception to not being initially consulted by the Aboriginal personnel at Willum Warrain. They regard this as inappropriate process, and are therefore disappointed at the lack of ongoing contact from Willum Warrain. The BLC believe that Willum Warrain has sought a greater level of engagement in the past, although there was acknowledgement that the fees charged by BLC could be a barrier. The relationship between Willum Warrain and the BLC is the crucial first step. **Note:** Willum Warrain staff later indicated that the fees charged by the BLC for every contact and activity, as well as the inability at times to get a timely response from the BLC, act as major barriers to an effective relationship.
- **‘Cultural Centre’:** BLC also took exception to Willum Warrain calling the main building a ‘Cultural Centre’. They stated that the local Willum Warrain people do not have the right to describe their building in this way, given it is only the Traditional owners who can authoritatively talk about ‘culture’ on this Country. The people at Willum Warrain will come from many different lands. The building should be named ‘Gathering Place’ instead.
- **Shire:** The BLC has had a difficult relationship with the MPS, especially given the Shire’s refusal to provide them with any support in relation to space for several vehicles to be parked/stored, and the lack of support for a major Cultural Centre at Point Nepean.
- **Competition for Funds:** The BLC alluded to the competitive nature between Aboriginal organisations for funds, and noted that this was disappointing to hear of Willum Warrain’s major plans when they (the BLC) had similar and even larger aspirations for a Centre, but have made little progress to date. We should not underestimate the potential ‘warring’ between Aboriginal organisations.
- **Supportive:** Outside of these two provisos, the BLC is generally supportive of the developments at Willum Warrain. However, Willum Warrain must get the blessing of the TOs.
- **Board:** There is a BLC Board which are very strong on asserting Bunurong identity, and they resent the Shire and Willum Warrain attributing equal status to the Boon Wurrung Foundation.
- **Business:** BLC aims to build its tourism business, and control what people learn about Bunurong culture. They do not want others to take on that role. There was an acknowledgement that the business of Willum Warrain is very different from that of the BLC.

Boon Wurrung Foundation

- **Management:** Good management is the key to future success. Also need a strong, coherent Board to manage a large Gathering Place. Crucial to have people involved with good business skills. Young people with these skills are needed – harness their skills. Also – transparency re processes and decisions.
- **Tourism:** Massive tourism possibilities for Willum Warrain.
- **Cultural Loop:** Idea of the MPS developing a ‘cultural loop’ across the Peninsula, for tourists to access a variety of Aboriginal sites, Centers etc. It is the ‘jewel in the crown’ for Victorian tourism.
- **Gathering Place (Business Hub?):** Must have adequate community rooms. Staged approach will be needed.
- **Business Hub/Incubator:** Ideal opportunity have a Business Hub/Incubator in the Centre. Utilise food excess? Need to set up structures for encouraging networks and business innovators. Establish the ‘Willum Warrain Network’. Promote Aboriginal businesses.
- **Empowerment/self determination:** Good to have social enterprise based at the Centre. Long term plan must demonstrate self determination.
- **Community:** Aboriginal people across the Peninsula have choices, they will attend the Gathering Place that meets their needs.
- **Warrangine:** Appropriate to have connection to Warrangine Creek.
- **Employment:** Need to create employment for young Aboriginal people through land management.
- **Governance Risk:** In not having a coherent Board; too many from one family group. Utilise non-Executive Directors, to encourage diversity.
- **Succession Risk:** Need to ensure a flow of leaders coming through, succession is critical. Must manage power and politics in the community. Directors need to be supported in their governance role. Must have the long term vision.

Broadspectrum:

- Hastings is a satellite for them, main base is in Mornington. Parks, road signs, maintenance.
- Store plant, equipment and vehicles adjacent to Willum Warrain. Six or seven a day.
- Break-ins/security is a major issue for them.
- Only use about one third of space (could have less), but safety issues re Willum Warrain using balance of land.
- Shire has no responsibility to find them alternative property.
- Lease expires mid 2023 (as does Willum Warrain’s).
- Need to explore options for employment in their business (employ about 150 staff).
- Good for Willum Warrain to grow – growth is good.
- They have ‘elevated RAP status’.
- They have information on Federal funding for Indigenous employment.
- Staff need more mental health education.

Downer Construction

- Major construction and service provider for roads.
- 20 staff. Start up to 8.00 a.m.
- About 20 work vehicles all gone by 7.30 a.m., return around 4.00 p.m., but no set times.
- Some utility vehicles, but also some large trucks with trailers.
- Some weekend work (they are on call) – then it is mainly the smaller vehicles going out.
- Some maintenance done on Saturday mornings.
- They get no notice re sudden influx of people to Willum Warrain there can be overflow parking into their carpark, but no major issue.
- It would however be good to get better communication, and advice of major attendance at Willum Warrain.
- Very supportive of extending the use of the carpark area.
- Their lease is also until June 2023. No guarantee of continuing. If not successful, no guarantee new contractor would necessarily use that site.
- However, they would also bid for Broadspectrum contract – if successful, would be keen to use Broadspectrum's current land area.
- Vehicle Movement Plan developed by Downer – to be sent to Peter.
- Safety issue re school buses for Willum Warrain parking in Pound Rd, no obvious access from bus into Willum Warrain, no footpath.
- Amazed at number of people (especially women and children) who use Willum Warrain - great for the community.
- Better signage is essential – on main road, and on Pound Rd.
- Need to talk to them re possible employment options for Aboriginal students.

Mornington Peninsula Human Rights Group

The following comes from a written submission prepared by the Mornington Peninsula Human Rights Group.

All programs will need additional space as numbers grow, especially the Women's Groups, social enterprise (Djakitjuk Djanga) and Bush Playgroup. Extension of wetlands area is a benefit for the whole community. Need for additional car parking is clear.

Our feedback is contingent on the understanding that the guiding principle for any development be based upon the right to self-determination and governance as outlined in Articles 3, 4 and 9 of the UN Convention on the rights of Indigenous Peoples (UNDRIP) to which Australia reaffirmed its commitment in March 2016 and to which our group is wholeheartedly committed.

We view Willum Warrain as an embodiment of the principle outlined in Article 25: Of First Nations People maintaining and strengthening their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands and waters, to uphold their responsibilities to Country, Ancestors, Community and future generations.

We would also like to add that Willum Warrain initiatives such as outreach to the Sudanese community, the Reconciliation and NAIDOC week events and weekly open invite cook-ups, demonstrate the way in which Willum Warrain provides leadership in the practice of social inclusion generally. Extending its physical boundaries to enable more varied and frequent activities will create an ever expanding circle of belonging and the healing that flows from it.

Willum Warrain's model of including both Men's and Women's business executive positions is a powerful role model of Gender Equity which is promoted within the Shire by the Gender Equality Plan.

Willum Warrain is also home to diverse plant and animal species and through their careful custodianship, Indigenous landscapes are being re-created. The proposed expansion of Willum Warrain will facilitate the development of a bio-link corridor incorporating the Koorie Plant Trail, Pun Pun (wetlands) project and rehabilitating the creek line that runs into the Warringine precinct and RAMSAR-listed Western Port Bay (Warrain). These projects will provide further opportunities for the healing of Country and the resulting increase in ecological diversity will not only benefit the ecosystem in general, it will also sustain and support cultural practice and connection to Ancestors spirits embodied in the plants and animals found on Bunurong/Boonwurrung Country. The expansion will allow Willum Warrain to take responsibility for restoring and caring for this area, in line with their right as stated in Article 31 to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, and knowledge of the properties of fauna and flora.

Expansion into the neighbouring site, currently occupied by plant operators will provide an increased area to expand the activities of the newly established Djakitjuk Djanga Bushfoods Nursery. This nursery will provide the thousands of plants required for the healing of Country both inside and outside the boundaries of Willum Warrain, as increasingly interested and committed community members action Indigenous revegetation in their homes, workplaces and community spaces. The continued expansion and success of the nursery also enact Articles 20 and 23 which outline the rights to maintain and develop own economic programs and institutions, to be secure in the enjoyment of own means of subsistence and development and to engage freely in all own traditional and other economic activities.

Australian society and its institutions are slowly beginning to acknowledge the immeasurable knowledge and wisdom contained within First Nations communities and are increasingly looking towards their example of how to live more sustainably, both environmentally and socially. As we move towards true reconciliation and a sustainable future, Willum Warrain provides us with a living example of those principles in action. In particular, MPHRC will continue to look to Willum Warrain for guidance and inspiration in relation to upholding and promoting human rights for all people, Indigenous and non-Indigenous.

To focus on Aboriginal population growth, the increase in demand for and usage of Willum Warrain services and programs, and the opportunity for social enterprises to assist generating income. Filling a tourist and cultural need.

8. Proposed Future Programs and Activities

1. **Cultural Programs and Cultural Tourism:** The focus on Aboriginal culture was regarded as the key aspect of Willum Warrain going into the future. Its cultural programs will focus on its own community; on schools, community service organisations; businesses; and on tourists. The Boon Wurrung Foundation regarded tourism as a key development for Willum Warrain, with great possibilities, possibly being linked to a 'tourism loop' across the Mornington Peninsula. The Bunurong Land Council, while broadly supportive of this development, wished to ensure that it (the Council) continued as the paramount cultural provider for this area, hence its objection to the term 'Cultural centre', for the proposed new building ('Gathering Place' to be used instead).
2. **Wetlands Extension/Koorie Bush Trail:** Willum Warrain has made a huge effort in recent years to develop its Koorie bush trail along with the Pun Pun wetlands and walkway. A vast number of native plants have been planted in this process. There is now the opportunity to extend this trail into the creek alongside the carpark area, with a \$75,000 grant already secured to undertake the boardwalk (including excavating the new Pun Pun wetlands area), and a separate smaller grant to extend the wetlands. This extension was seen to be a major added attraction for all of the above groups coming to Willum Warrain for an On Country experience-and was well supported by the Boon Wurrung Foundation.

It is of great interest to Willum Warrain that the Mornington Peninsula Shire has at this time established a funding grant ('Biolinks Support Grant') as follows (Grant Guidelines)

Funding up to \$10,000 is available to support biolink projects in 2021 and is seeking applications for projects that work to contribute to on-ground biodiversity outcomes through biolinks on private and/or public land, that align with the objectives and action of the Mornington Peninsula Biodiversity Conservation Plan.

Willum Warrain believes that its proposed wetlands development is in line with these criteria, especially following on from the strong support it has received from Western Port Biosphere to prepare a joint proposal for this grant. The partnership proposal has as its aims:

- (a) Extending the existing wetlands across the interim carpark to the Pound Road fence line.
- (b) Creating a habitat corridor linking Willum Warrain to the Warrigine Creek catchment.

This is particularly so in light of the significant revegetation, enhancement of the Bush Trail, and expansion of the wildlife in the current wetlands that Willum Warrain has achieved over recent years.

Willum Warrain's Executive Officer has commented as follows:

'The importance of this wetlands extension cannot be stressed enough. It is importantly to us culturally to heal country. It is vital to our self-determination vision of achieving economic control over our future. The wetlands walkway extends our current Koorie plant trail which is the basis of our cultural tour social enterprise that has been so successful.'

‘Wetlands are the most impacted of all environments by climate change and the bio-links that run into them are critical, especially in this instance, into Warringine Creek and the RAMSAR wetland systems of Western Port.’

The successful application to the Ross Trust for funding for this Project stated the following:

‘The Pun Pun project focuses on the regeneration, development and expansion of wetlands at Willum Warrain Aboriginal Gathering Place in Hastings. It will involve removing invasive weeds, replacing them with local indigenous aquatic plants and building a walkway. An elevated, all abilities walkway will enable year-round tours of the wetland to be conducted for community and school groups, and other visitors to the Gathering Place. This will lead to a greater appreciation of traditional Aboriginal knowledge (i.e. how Pun Puns are a resource for food, medicine and material technology). It will also highlight the importance of restoring habitat to preserve biodiversity; in Aboriginal terms, how caring for country leads to healing for everything and everyone.’

3. **Creek:** The Warringinee Creek, on the far boundary, eventually runs into Westernport Bay (2 kms – an internationally recognised feeding ground for northern migratory birds). Option of continuing this wetland into Area B, maybe on a curve.
4. **2nd Grant, Department of Agriculture:** Two year funding to develop Djakitjuk Djanga, food from Country, as a horticulture enterprise, behind the toilets (current propagation area). Indigenous plant sales, e.g. Murnong plants.
5. **Culture Programs:** Our cultural programs will continue but will operate with a greater tempo over weekends and holidays. We are likely to end up running double sessions, especially bush play group. Our profile re Justice clientele will also develop significantly in recent years – we are the only regional Gathering Place offering this service. There will be a growing pressure for dedicated days or weekends to service this need. At the moment, community members come to Willum Warrain via a Forensic Mental Health program, Community Corrections Orders and Work Development Permits (fines).
6. **Events:** Our Indigenous calendar of events will become entrenched and there will be increased patronage by Indigenous members and non-Indigenous members alike. For example, in 2 years’ time, our MP Rec Walk will conservatively attract 2000 people; more likely 5000.
7. **Staff:** Community support will require a dedicated staff team just focussing on community needs (involving at least 2 outreach workers); we will have a horticultural/ grounds maintenance team in place, operating a bush nursery and maintaining our Koorie Plant Trail and Pun Pun Walkway.
8. **Staff:** Our staffing will increase to at least 30 employees in 2-3 years’ time with FT roles such as a Social Worker, a Finance Officer, a Business Manager, an HR manager, a Cultural Landscape Manager and Receptionist in place. We are currently the largest employer of Aboriginal people on the Mornington Peninsula with 16 people. [Now as of yesterday, 17](#)
9. **Services:** Additional services will be required including enhanced Community Outreach (as mentioned), Childcare (offered by many Neighbourhood Houses), HACC/ Supported Care for Elders, Homework Club, Food Bank, etc. Need for a second Men’s group, focusing on younger men.

10. **Facility Usage:** Willum Warrain is often hired by corporate and community groups. There is potential for regular usage of our facility for this purpose. In addition, there is the potential for us to become a conference location depending on the scale of future infrastructure.
11. **Space:** We will need more buildings especially office space for a doubling of our workforce and a (second) large multi-purpose room for meetings and events. Clinical space for nurses to talk to men and women.
12. **Outside Storage:** There is the option of utilising the small grass area at the northern end of the current parking area for external storage for Willum Warrain. This would be a valuable additional option, and would make use of an area currently not utilised.
13. **Amenities:** We will need more toilets for the total complex, as well as additional staffing areas (indoor and outdoor).
14. **Signage:** Willum Warrain needs greatly improved signage, both on the main Frankston-Flinders road, as well as at the new entranceway. There will also be a need for enhanced internal signage with the increased visitation to the Willum Warrain complex.
15. **Entrance:** The current entrance building, (if not funded by the Aboriginal Infrastructure program) will become a real and pressing priority. Its location (if built in 5-10 years' time) would not necessarily be in its current proposed site but prominently located towards the Pound Road entry.
16. **Social Enterprises:** It is likely, if our social enterprise proposals "grow legs" that we will need a larger production space (for example, the shedding currently leased to Broad Spectrum) for various enterprises (art, horticulture, etc.). We would like to expand into this leased area in two years' time.
17. **Cultural Spaces:** Our Ngargee ground will not be fit for purpose going forwards (it is already too small for large events). Another cultural precinct will need to be considered. Currently, there is no designated Men's area; also, the current Women's area may be too small going forwards too. Obvious locations would be near Pound Road probably in the bush area (i.e. near the established swamp gums).
18. **Entrance:** An entrance building with reception, art gallery, shop, small and large meeting rooms. Worth considering also, a café/restaurant including a commercial kitchen. Additional office space will be required to accommodate predicted growth in workforce. Café could be a training ground for young people. Culture Centre appropriate if has 'right' focus, especially on community needs.
19. **Parking:** On a weekly basis, current carpark is inadequate let alone for large events. The (current) interim carpark is likely to satisfy growth requirements for the next 5 years.
20. **Traffic Loop:** A traffic loop should be considered rather than in and out from Pound Rd through a single entry. For example, entry could be through the existing Broad Spectrum lease and exit through the current Pound Rd gate.
21. **Community Parking:** In relation to parking, Willum Warrain's preference would be for dedicated space for our community. This would be for security and safety reasons and also in terms of self-determination. We would ask MPS to consider other alleviation options, including creating dedicated asphalt parking along Pound Rd, as well as a footpath leading from the main road. If this is not possible, we would like spill over parking to be confined to weekdays only.
22. **Expanded Events, Programs and Services:** There was a strong call for Willum Warrain to expand its range of events, programs and services – for young people, men, women (an

expanded outdoor area for women's business is clearly needed), and a dedicated Elders' area. The natural growth which has been taking place over recent was seen as a clear justification for providing more programs and services, and being able to offer improved facilities for all those attending events at Willum Warrain.

23. **Expanded Amenities:** With the expanded range of programs would come a requirement for additional toilet facilities, of a more permanent basis than those currently available. An industrial kitchen in the new Gathering Place would also become a necessity.
24. **Social Enterprise Option:** Catering business (Mullum Mullum) – corporates, government departments, community events/festivals (not tourism for them). Need a social enterprise Coordinator to run this.
25. **Employment Support:** Ventia's focus is to provide support for Indigenous young people and thus establish paths for them to potential employment, aiming to remove barriers to accessing apprenticeships, including general support, assistance with CVs, assistance with interviewing, identifying possible pathways, and generally aiming to give young Aboriginal people more confidence and skills to access the job market.
26. **Lease:** Long term lease from the Shire for Willum Warrain is essential for major funding/capital monies.

Appendix Eight: Consultation List

The following were consulted during the course of this Project:

Name	Position
1. Peter Aldenhoven	Executive Officer, Men's Business, Willum Warrain
2. Karsten Poll	Coordinator, Willum Warrain
3. Taneisha Webster	Executive Officer, Women's Business, Willum Warrain
4. Angela Estcourt – Cultural Lead, Women's Business	Willum Warrain Staff Focus Group.
5. Samantha Trist - Cultural Support, Women's Business	
6. Nola White – Gardner and Cleaner	
7. Brianna Webster – Horticultural Lead	
8. Aaron Hazelton – Grounds Maintenance Worker	
9. Kyah Stephens - Grounds Maintenance Worker	
10. Susan Reynoldson	Community Development Officer - Project Planner, MPS
11. Chris Munro	Manager Strategic Planning and Community Development Unit, MPS
12. Deb Mellett	Senior Social Planner Aboriginal Culture and Community Development, MPS

Name	Position
13. Louise Wilkins	Manager, Aboriginal Culture and Community Development Unit, MPS
14. Gerard Cook 15. Simon Thorning	Project Managers, MPS
16. Brenda Lee	Integrated Water Management Officer, MPS
17. Harish Kirubakaran	Strategic Water Infrastructure Planner, MPS
18. Robert Bourke 19. Leonard Leyland 20. Katrina Harrison 21. Stephen Mitchell	P&R Manager, Broadspectrum Contract Manager, Broadspectrum Horticulture and Projects Manager Project Manager – Indigenous Employment, , Broadspectrum
22. Dan Turnbull	CEO, Bunurong Aboriginal Land Council
23. N’arweet Dr Carolyn Briggs AM 24. Gheran Yarraman Steel Briggs	Elder and Board Chair, Boon Wurrung Foundation Boon Wurrung Traditional Owner/CEO, Boon Wurrung Foundation
25. Tim Waldron 26. Ashley Oats	Onsite Manager, Downer Construction Contract Manager, Downer Construction
27. Mark Driver	Managing Director, Driver Buslines
28. Peter Dawson	Clinical Lead, Bunjilwarra Aboriginal Healing Service
29. Nicole Chaffey	Manager, Baluk Arts
30. Sharon Brindley	Manager/Owner
31. Elke Smirl	CEO, Mullum Mullum Indigenous Gathering Place, Ringwood
32. Naaz Stojkova	Coordinator, Nairn Marr Djambana Gathering Place, Frankston
33. Anne Jenkins	EO, Oonah Health Gathering Place
34. Mathew Bodley	Learning Specialist, Western Port Secondary College
35. Maureen Donnelly/Diane McDonald	Southern Women’s Action Network
36. Craig Manassa	Aboriginal Peer Worker (Forensic Mental Health Program), Peninsula Health
37. Tegan Smirl	EO, Regional Aboriginal Justice Advisory Committee
38. Anna Brazier Andrea Hay Stacey Morgan Craig Hocking	Senior Adviser, Population Health and Wellbeing Manager, Population Health and Wellbeing Support Worker, Aboriginal Engagement Unit Manager AEU
39. Julie Pittle	Member, Mornington Peninsula Human Rights Association

Appendix Nine: Consultation Questions

Aboriginal Agencies/Generalist Agencies (e.g. schools).

1. Can you describe for me your core business/services?
2. What has been your main connection with Willum Warrain?
3. What do you see as the main strengths of WW? What is its main value?
4. What are its most effective programs?
5. Which part of the community most/least benefits from Willum Warrain programs?
6. Are there any areas of overlap or duplication between Willum Warrain and the programs or services your organisation runs/offers?
7. What do you believe are the key areas where Willum Warrain can expand its services, activities and programs?
8. What do you imagine Willum Warrain could look like in terms of programs, activities and services in 5-10 years' time?
9. Do you have any comments in relation to this possible Willum Warrain expansion?

Traditional Owners

1. How appropriate do you regard the development plans of Willum Warrain, especially regarding the proposed Gathering Place? What focus would be best for the Centre?
2. The community catchment area Willum Warrain currently supports is primarily around Hastings and the eastern side of the Mornington Peninsula. As Willum Warrain develops, how does it manage its growth, especially if it attracts members of the Aboriginal communities who live in the catchments of other nearby Gathering Places (e.g. Nairn Marr Djambana, Frankston; Casey Aboriginal Gathering Place)?
3. What opportunities do you see for Willum Warrain to partner and/or collaborate with other community organisations (Indigenous and non-Indigenous) to support their growth and vision?
4. All community organisations can be vulnerable on a financial basis, especially when attempting significant growth, including a major building project. Do you have any comments on how to best manage this vulnerability?
5. We have identified some risks such as worker burnout, becoming overstretched, meeting multiple demands, lack of competent leadership (staff and Board) and lack of physical space. This latter aspect could be a major restraint, as well as financial limitations. Do you have any comments in relation to these risks and constraints?
6. What ongoing role could there be for the Traditional Owners regarding the proposed future developments?
7. Have you any other comments in relation to Willum Warrain's self determination and how they are going about managing their envisioned growth?

On Site Lessees (Broadspectrum; Downer Construction)

1. What is the main focus for your business?
2. What is your main vehicle use on the site? How often are vehicles arriving and departing the site? What is the likely maximum number of cars and trucks parked on the site at any given time?
3. Where do you expect your business to develop in the next 3-5 years?
4. Are there any issues in regard to your interaction with Willum Warrain on the current site?
5. Are your current facilities adequate to meet your needs?
6. What do you see as the value of Willum Warrain on the current site?
7. Do you have any comments in regard to Willum Warrain's desire to expand their services, activities and programs?
8. Are you likely to extend your current lease?

Gathering Places

1. How long has the GP been operating? Follow up re historical development.
2. What are your main facilities?
3. What are your main programs and services?
4. What are the main unmet demands?
5. What are the main challenges that you have faced in recent years?
6. What are your main funding sources?
7. What advice would you have for Willum Warrain as they develop and grow?

Shire Aboriginal Team

1. What is the main role for the Shire Aboriginal team?
2. What is your role in relation to Willum Warrain?
3. What do you see as the main strengths of WW? What are its most valuable services?
4. What are its most effective programs?
5. Which part of the community most/least benefits from Willum Warrain programs? Are there gaps in who they target?
6. What do you believe are the key areas where Willum Warrain can expand its services, activities and programs?
7. What do you imagine Willum Warrain could look like in terms of programs, activities and services in 5-10 years' time?
8. Do you have any comments in relation to this possible Willum Warrain expansion?

Appendix Ten: Relative Information from Mornington Shire Plans

The following information was gleaned from the key Shire planning and overview documents.

Implications of these documents can be found in Section H above.

1. Mornington Peninsula Shire Reconciliation Policy and Action Plan 2020-2022

Our vision for reconciliation

To walk together with courage to understand, respect, value and celebrate Aboriginal and Torres Strait Islander peoples, histories, arts and cultures as part of the intrinsic identity of the Mornington Peninsula for the benefit of the whole community.

In the spirit of reconciliation, the Mornington Peninsula Shire:

- acknowledges that the Bunurong/Boon Wurrung people are the First People of the land on which we work and live with a deep and enduring connection to the land and water.
- promotes the fundamental human rights of Aboriginal and Torres Strait Islander peoples including self-determination, cultural rights and equality.
- recognises the importance of truth telling and deep listening.
- acknowledges the responsibility of non-Indigenous people to understand the ongoing impacts of colonisation as a foundation for moving forward together.
- strives for a community that acknowledges and takes pride in First Nations Peoples as the oldest continuing culture in the world.
- strives for a community that celebrates the diversity of Aboriginal cultural heritage, arts and cultures.
- acknowledges the ongoing resilience, strength and resourcefulness of local Aboriginal and Torres Strait Islander communities.
- commits to listening to and learning from Aboriginal and Torres Strait Islander communities to build strong sustainable relationships on the pathway to reconciliation.

Our approach to reconciliation:

1. **Heart:** Puts the Shire's commitment to the spirit of reconciliation at the heart of its work with Traditional Owners and other Aboriginal and Torres Strait Islander peoples.
2. **Learning:** Starts with reflection and learning about Aboriginal and Torres Strait Islander histories, cultures, stories and truth telling as the foundation for moving forward together.
3. **Values:** Embeds Aboriginal and Torres Strait Islander perspectives in the Shire's overarching value system to drive reconciliation:
 - Integrity means building trust, committing to truth telling, cultural safety, and upholding Aboriginal and Torres Strait Islander rights.

- **Courage** means empowering and advocating for Traditional Owners and other Aboriginal and Torres Strait Islander peoples to freely determine their own social, economic and cultural development.
- **Openness** means connecting, working together and actively seeking feedback from Traditional Owners and other Aboriginal and Torres Strait Islander peoples.
- **Respect** means deep listening and learning. Respect means celebrating Aboriginal and Torres Strait Islander arts, cultures and heritage as part of the intrinsic identity of the Mornington Peninsula.
- **Excellence** means acknowledging and celebrating achievements on the journey to reconciliation, including the pathway that has been paved by those before us.

4. **Decision-making:** Ensures that decisions are made together, guided by the needs and aspirations of Traditional Owners and other Aboriginal and Torres Strait Islander peoples.

5. **Action:** Commits to the Shire taking substantive action to strengthen Aboriginal and Torres Strait Islander prosperity on the Mornington Peninsula.

6. **Outcomes:** Aims to contribute to strong, thriving, healthy Aboriginal and Torres Strait Islander peoples, communities and organisations.

Guiding principles of Aboriginal self-determination:

The Victorian Aboriginal Affairs Framework 2018-23 sets out 11 guiding principles of self-determination as a 'common language' for what self determination means in practice:

1. **Human rights:** Self-determination initiatives honour the norms set out in UNDRIP and Victoria's Charter of Human Rights and Responsibilities Act 2006.

2. **Cultural integrity:** As First Nations peoples, the rich, thriving cultures, knowledge and diverse experiences of Aboriginal people, including where they fit with family, community and society, will be recognised, valued, heard and celebrated.

3. **Commitment:** Aboriginal self-determination will be advanced and embedded through planned action that is endorsed by, and accountable to, all parties.

4. **Aboriginal expertise:** Government and agencies will seek out, value and embed Aboriginal culture, knowledge, expertise and diverse perspectives in policies and practice.

5. **Partnership:** Partnerships will advance Aboriginal autonomy through equitable participation, shared authority and decision-making, and will be underpinned by cultural integrity.

6. **Decision-making:** Decision-makers will respect the right to free, prior and informed consent and individual choice and will prioritise the transfer of decision-making power to Aboriginal people in areas that impact their communities.

7. **Empowerment:** Aboriginal people will have autonomy and participation in the development, design, implementation, monitoring and evaluation of legislation, policies and programs that impact their communities.

8. **Cultural safety:** Programs and services accessed by Aboriginal people will be inclusive, respectful, responsive and relevant, and informed by culturally safe practice frameworks.

9. Investment: Investment to support self-determination will be sustainable, flexible and appropriate to strengthen Aboriginal peoples' aspirations and participation, including around economic participation, economic independence and building wealth.

10. Equity: Systemic and structural racism, discrimination and unconscious bias and other barriers to Aboriginal self-determination will be actively identified and eliminated.

11. Accountability: All parties responsible for delivering outcomes involving Aboriginal people will be held accountable and subject to Aboriginal-led, independent and transparent oversight.

2. Mornington Peninsula Shire Council Plan 2017-2021

Our Vision: To value, protect and improve the unique characteristics and way of life on our peninsula "Valuing our unique peninsula".

Our Mission: We will achieve this by: • Providing effective leadership and representation by democratically elected councillors • Listening and reflecting your collective aspirations in our plans • Helping you create a resilient, inclusive community that can respond to challenges • Bringing new ideas to discussions that create new opportunities • Encouraging you to get involved in your community • Working hard to provide the best possible service and value • Keeping you up to date with what is happening across the Shire in an open and direct way.

Major Initiatives including: Continue to implement the Mornington Peninsula Shire's Reconciliation Policy and Action Plan.

3. Mornington Peninsula Shire Municipal Public Health and Wellbeing Plan 2017-2021

Vision: To protect and promote the health and wellbeing of the Mornington Peninsula community.

Mission: The Shire's strategic approach for protecting and promoting the health and wellbeing of community members across the municipality is underpinned by the Social Model of Health which considers the influence of broader social, cultural, economic, natural and built environments. The Plan upholds a strong emphasis on achieving health equity across the lifespan and across communities that are experiencing poorer health and wellbeing outcomes than the general population.

Strategic Objective 7: A self-determined, engaged and inclusive community is accessible to all residents. **Strategies:** • Celebrate diversity and promote equality across the Shire • Encourage collaborative relationships and partnerships with the Aboriginal and Torres Strait Islander community to address issues impacting their quality of life and which create greater cultural connection.

Health and Wellbeing Actions: • Develop, implement and review the Shire's Reconciliation Action Plan. • Support and advocate for the delivery of Aboriginal and Torres Strait Islander specific services, programs and partnerships, based on mutual trust, respect and understanding. • Engage meaningfully with culturally and linguistically diverse (CALD) communities and create opportunities for sharing and protecting cultural heritage, beliefs, traditions and stories. • Facilitate training and lead capacity building efforts to ensure programs and services are delivered in a culturally appropriate manner.

4. Mornington Peninsula Shire Disability Inclusion Plan 2018-2022

Aboriginal and Torres Strait Islander communities

There are at least 1,304 Aboriginal or Torres Strait Islander residents on the Mornington Peninsula, with approximately half aged less than 30 years. Despite some improvements in health and wellbeing outcomes, Aboriginal and Torres Strait Islander people still face significant disadvantage and health inequalities in comparison to the broader population⁶:

- The life expectancy of Aboriginal and Torres Strait Islander people is an average of 15 years below that of non-Indigenous people.
- Less than 1% of 25-44 year-olds have a tertiary qualification.
- Single parent families are more than double that of the broader population.
- Housing insecurity due to renting, financial stress and family circumstances is at least three times higher.
- The unemployment rate for Aboriginal and Torres Strait Islander people is 12% compared to 5% of non-Indigenous people.

Aboriginal or Torres Strait Islander people of all ages are twice as likely to have a disability or long-term health condition, with 7.6% having a severe or profound disability, compared with 5.8% of non-Indigenous people. Further, 8.3% aged 20-64 years have a disability, compared to 3.3% of non-Indigenous people.

Culturally and linguistically diverse communities

People from culturally and linguistically diverse communities (CALD) represent approximately a quarter of Victorians who require support with daily living. The Shire has fewer residents from culturally and linguistically diverse backgrounds than the Victorian average:

- 20.2% of Shire residents were born overseas.
- 5% of residents come from countries in which English is not their first language.
- Most residents who speak a language other than English at home speak Italian, Greek, German or Filipino/Tagalog.

5. Mornington Peninsula Shire Arts and Culture Plan 2020-2024

The Shire's four year Plan includes six goals:

1. **Culture:** An inspired community.
2. **Environment:** Uniquely the Peninsula.
3. **Civic:** Improved Mobility and Access.
4. **Civic:** Stronger connections.
5. **Economic:** Growing our cultural economy.
6. **Social:** Arts and culture for everyone, everyday.

⁶ <https://profile.id.com.au/mornington-peninsula>

Two specific strategies in relation to the Indigenous population stand out:

1. 'Increase visibility of Aboriginal and Torres Strait Islander arts and culture across the natural and built environment of the Mornington peninsula.
2. Support and promote local Aboriginal community controlled organisations and groups to enable Aboriginal and Torres Strait Islander peoples to strengthen and maintain their contemporary cultural practices.'

Appendix Eleven: Relative Information from Key State Aboriginal Policy and Planning Documents

1. Koolin Balit – Victorian Government Strategic Directions for Aboriginal Health 2012-2022.

This Government document has identified six key priorities for the next decade. The first four focus on key stages of life and the remaining two focus on the continuum of healthcare.

1. A healthy start to life.
2. A healthy childhood.
3. A healthy transition to adulthood.
4. Caring for older people.
5. Addressing risk factors.
6. Managing illness better with effective health services.

The report goes on to state: 'These are the areas that Aboriginal communities have told us are important through a number of consultation processes in recent years, and the data and evidence confirm their importance. They are areas where we can make a difference.'

'Three enablers provide a foundation for the key priorities, and support their achievement. They are based on our commitment to achieving best practice that is evidence based, supports strong and vibrant Aboriginal communities, and ensures Aboriginal health is everyone's business.

The enablers are:

1. Improving data and evidence.
2. Strong Aboriginal organisations.
3. Cultural responsiveness.

Critical to achieving the priorities, and sitting behind the enablers, is ensuring a system in which all service providers deliver high-quality health services for all Aboriginal people in Victoria. This is part of the Federal Government's (February 2011) COAG Agreement reaffirming 'Closing the gap on Indigenous disadvantage' as one of five areas of strategic national importance requiring coordinated action from governments.

2. Korin Korin Balit-Djak. Aboriginal Health, Wellbeing and Safety Strategic Plan, 2017-2027. Victorian Department of Health and Human Services, August 2017.

Korin Korin Balit-Djak: Aboriginal health, wellbeing and safety strategic plan 2017–2027 provides an overarching framework for action to improve the health, wellbeing and safety of Aboriginal Victorians now and over the next 10 years. It sets out the Victorian Government’s vision and direction for ensuring positive outcomes for Aboriginal Victorians across the breadth and depth of its activities.

Korin Korin Balit-Djak covers five domains:

1. Aboriginal community leadership.
2. Prioritising Aboriginal culture and community.
3. System reform across the health and human services sector.
4. Safe, secure, strong families and individuals.
5. Physically, socially and emotionally healthy Aboriginal communities.

Korin Korin Balit-Djak is guided by the government’s vision to achieve optimum health, wellbeing and safety for all Victorians so they can live the life they value. It aligns with the department’s strategic directions and aspires to address, and ultimately eliminate, systemic racism within the Victorian health and human service sectors.

3. Demand for Services for Aboriginal and Torres Strait Islander People in Victoria. Report Prepared for the Aboriginal Executive Council. SVA Consulting, August 2019.

This recent report envisages the Aboriginal population in the Bayside/Peninsula region growing from its current level of 5,502 persons to a total of 8,324 by 2028, a significant increase. The report goes on to indicate that the Bayside/Peninsula region will have one of the highest increases in demand in all social service areas – children, family services, aged care, mental health, homelessness, family violence, and youth justice. The following is outlined: ‘Population growth varies across regions, with Western Melbourne and the Bayside Peninsula expected to have the highest populations of Aboriginal people by 2028.’ (P10).

The report goes on to state: ‘To meet future demand in ways that uphold self-determination commitments, ACCOs across Victoria will need to grow rapidly, and long-term funding will need to be made across all sectors. Long-term commitment from government to build the capacity of Aboriginal Community Controlled Organisations (ACCOs) is needed to meet current and future demand, and to uphold commitment to self-determination. Aboriginal Community-Controlled Organisations (ACCOs) are expected to have a significant role in meeting future demand. This will include taking on a greater proportion of service delivery at the same time as adjusting to significant reforms. Increased service demand due to government reform, plus increased demand due to a growing population, will require ACCOs to quickly increase organisational capacity and expand service delivery’ (P10).

The Report also states (P21) that 'Population growth is increasing faster than poverty is decreasing so the total number of Aboriginal households living in poverty is projected to continue to increase.'

4. Supporting Aboriginal Young People to Live Self-Determining Lives in Bayside Peninsula and Southern Melbourne Areas. PWC Indigenous Consulting. April 2020.

This Report identified that Aboriginal youth in the Bayside Peninsula and Southern Melbourne areas aspire to the following (Pages 3-4):

1. Improve mental and physical health.
2. Finish schooling.
3. Access higher education.
4. Learn more about Aboriginal culture.
5. Participate in sports.

In particular they are seeking culturally safe education and opportunities to learn about culture. They also state the following:

1. The current services available are not meeting the needs of youth.
2. There is a need for more Aboriginal services delivered by Aboriginal people and organisations.
3. A need for a greater number of cultural activities such as Aboriginal-specific holiday programs, cultural camps, mentors and counsellors.
4. They are looking for Aboriginal people running services in a culturally safe space.

The Report then goes on to recommend that the local 'Aboriginal Governance Committee' (of which Willum Warrain is a member) recognise that 'culture is a strength to Aboriginal youth and should be considered at the forefront of activities that affect Aboriginal youth.' (P6).

5. Health and Wellbeing Outcomes of the Aboriginal and Torres Strait Islander Gathering Place Model in Victoria. A Place for Inclusion, Connection and Empowerment. Indigenous Health Equity Unit, University of Melbourne, and Gathering Place Reference Group. October 2016.

This research focused on the following questions:

1. What impacts are gathering places having on the health and wellbeing of their communities?
2. What role do they play in facilitating access to health care services, including mainstream services?
3. What is the nature and breadth of activities that gathering places provide for their communities?

4. What have been the success factors in the process of establishing and operating sustainable gathering places, and how could they be replicated in other communities and other gathering places?

Features of a successful Gathering Place were identified and included four key enablers that are fundamental to their sustainability (Pages iv-vi):

1. Community (ownership, drive, engagement, empowerment, dedicated staff).
2. People (community champions, Elders, motivated individuals).
3. Place (location, historical context, regional service context, sense of place).
4. Programs (flexibility, local priorities and needs, partnerships).

The report went on to emphasise the importance of such aspects as:

1. Respect for Aboriginal and Torres Strait Islander cultural knowledge, protocols and practices (culturally safe programs and places, strengthening cultural identity and connection).
2. Holistic models of health and wellbeing (addressing Aboriginal and Torres Strait Islander health needs).
3. Self-determination (community control, community-identified priorities, community engagement and community knowledge translation).
4. Strong governance (integrity, transparency and accountability).
5. Advocacy.
6. A flexible approach (delivering programs and services in culturally appropriate ways).
7. Pathways to other organisations (cultural awareness, referral pathways, links with existing services and community networks).
8. Capacity building (local community development, succession planning).
9. Mechanisms for sustainability (long-term thinking, planning and funding).

The Report then went on to recommend:

1. **Investment in long-term sustainability**—consistent, appropriate long-term baseline funding for operational costs and staffing costs to increase the sustainability of gathering places.
2. **Providing staffing costs for some program funds**—funds for staffing attached to activities and programs to further develop the capacity of gathering places.
3. **Streamlined and flexible funding and reporting requirements**—streamlining funding processes and allowing flexible reporting to relieve administrative burden and to allow creative localised solutions.

Appendix Twelve: Features of Other Victorian Gathering Places

The following descriptions of various Victorian Gathering Places all depict their programs and activities pre-Covic-19:

1. Mullum Mullum Indigenous Gathering Place, Ringwood

Mullum Mullum Indigenous Gathering Place (MMIGP) is a community controlled Aboriginal organisation based in the Eastern Metropolitan Region of Melbourne. MMIGP is an Aboriginal neighbourhood house and will evolve over time according to identified need.

The aims of MMIGP support the following enhanced outcomes for the Aboriginal community of the Eastern Metropolitan Region of Melbourne by providing a range of programs and activities that:

- Lengthen life.
- Strengthen children, young people and families.
- Cultural integrity and safety.
- Support to implement innovative community-based approaches and solutions.
- Assist collaborative planning and decision-making based on community-driven priorities.
- Develop stronger partnerships between Aboriginal and mainstream services.
- Develop stronger partnerships with government.

They provide an Elders', Men's and 'Deadly Dads' groups, Women's (Yarning Circle) Network, a Foodbank, Youth Group (including Homework Club, holiday programs and social events, support for access social services – advice and referral. They also have an Osteopath Clinic, an art and craft Group, a Community Choir, and Community Luncheons.

Mullum Mullum currently have a building which sits on Church land, they are looking to buy this land off the Church, then build a two storey, multi-million dollar Gathering Place, including a dedicated Elders' area/garden, staff/admin space, plenty of flexible meeting spaces, large and small, a gallery, and a café.

2. Nairm Marr Djambana Gathering Place, Frankston

Nairm Marr Djambana's gathering place is a welcoming safe place established to improve Aboriginal health, cultural, recreation and social activities. It is a meeting place to provide opportunities to further advance and improve the health of Aboriginal people of all genders and ages. Other services also utilise the meeting spaces. There is a weekly Playgroup (cultural learning), Men's Group, Women's Group (including art), and Youth Group (art, cultural activities). They also run a catering business as a social enterprise, and aim to establish a Cooking School. They have a family cooking session, using locally-sourced ingredients.

3. Oonah Belonging Place, Healesville

Oonah Belonging Place in Healesville (established 2009) has the following range of programs and activities:

- Monthly community lunches.
- Women's and Men's business activities (have funding for a Men's worker).
- Cultural education for children - weekly after school.
- Youth engagement activities, essentially involving a youth club once a week.
- A Young Women's Group.
- A 'Find your Mob' activity – they employ a 'Bringing them Home' worker, to assist with families reconnecting.
- Monthly visits on site by a Psychiatrist, and a Pediatrician visits, once a month.
- An Elders Group.
- Traditional craft.
- Mental health/substance abuse services.
- Drug free activities/events (e.g. fishing, rock climbing).
- Received funding for a men's worker.
- Youth program – fun activities, cultural activities, life skills, cooking, local history, culture.
- A weekly Tucker Bag program, utilizing food from Foodbank, 2nd Bite, Coles, and Aldi.
- Oonah also employ a social and emotional wellbeing worker, and an alcohol and other drugs worker.
- They had a NDIS Project for six months, to assist with enhancing access to the NDIS by people with a disability, especially fighting negative decisions, under funding and inappropriate plans.
- They are planning a \$10m 'Belonging Place' facility, including clinical space; training; community gathering; offices; children playgroup area; commercial kitchen; social enterprise (arts and crafts); pop-up café; community lunches; and catering (bush tucker).
- Tourism is a target for Oonah, especially linking up with the Healesville Sanctuary.

4. Derrimut Weelam Gathering Place, Kingston

The purpose of the Derrimut Weelam Gathering Place is:

- To provide a space for the Kingston Koorie Mob to meet, and to learn about and celebrate their cultural heritage. The space will offer the Kingston Koorie Mob a sense of belonging and community, and provide respect for their identity and culture;
- To be a place of welcome for Aboriginal community members where they can connect, learn skills, learn from Aboriginal Elders and Traditional Owners, share cultural heritage and hear about local cultural history. It will be a space for creating dialogue and education around health and wellbeing for all ages of Aboriginal participants to close the gap in health, educational and economic outcomes between Aboriginal and non-Aboriginal people; and
- To be a resource for the broader Kingston community to learn about Aboriginal culture, to promote Aboriginal cultural heritage and to strengthen community connections and connections to Traditional Owners.

Their events include:

- Planting days and clean up the beach program.
- Open days.
- Mums and Bubs Program.
- Cultural training.
- Closing the Gap morning tea.
- Smoking ceremony with N'Aweet elder Aunty Carolyn Briggs.
- Reconciliation and NAIDOC week celebrations.

5. Kirrip Aboriginal Gathering Place, Melton

Their programs include:

- A weekly Aboriginal Kirarla Women's Group.
- A weekly Aboriginal Elders Group.
- Carers Support Group Kirrip Supported Playgroup.
- A Men's Cultural Group, every 2nd week.
- A weekly Youth Group.
- A twice weekly Homework Club.
- A weekly out of home carers' support group.
- A Drivers Education Program.
- NAIDOC week events.
- Sorry day activities.
- An Indigenous Children's Day.

6. Narana Aboriginal Cultural Centre, Geelong

The Narana Aboriginal Cultural Centre contains a Retail Store, a Cafe, a Native Garden, an Exhibition Centre, an Art Gallery and a Playground. Narana is a not-for-profit organisation which provides an educational and tourism focussed destination committed to offering a welcoming introduction to today's Indigenous culture. Narana seeks to build an understanding of Aboriginal histories and culture in a welcoming, friendly and relaxed atmosphere, through personal interaction with groups and individuals from all community backgrounds. Celebrating the world's oldest living culture, Australia's shared heritage and dual responsibilities, Narana encourages reconciliation and respect of culture through helping to create positive models for engagement and important dialogue around issues of National Reconciliation.

Narana's retail outlet consists of a range of handmade indigenous items including arts, crafts, didgeridoos, boomerangs, other tools and artifacts, clothing, fashion accessories, books, health and beauty products, native herbs & spices, sauces, jams, souvenirs, and a selection of beautiful homewares. All artwork designs in our gift shop are licensed and designed by Aboriginal people.

Appendix Thirteen: Implications from Document Analyses and Consultations with Victorian Gathering Places

1. Shire Planning Documents

The Shire's own documents show a clear commitment to a leadership role in determining the future for all residents and especially ensuring self-determination for Aboriginal and Torres Strait Islander people. The focus on cultural connection, reconciliation to address past injustices, and overall, well-being, represent key underpinning values to guide this Master Plan. The inclusion in the Reconciliation Action Plan (RAP) of the State's principles for Aboriginal self-determination represent a crucial commitment by the Shire for its relationship with the Willum Warrain community, especially in describing the issue of **empowerment**: *'Aboriginal people will have autonomy and participation in the development, design, implementation, monitoring and evaluation of legislation, policies and programs that impact their communities.'*⁷(P8, Shire Reconciliation Plan).

The RAP is a powerful statement, with a series of commitments by the Shire to undertake actions to further enhance relationships with the Aboriginal community. A focus on self-determination (e.g., 'Action 5: Continue to support and promote self-determination for local Aboriginal organisations and businesses'⁸ is a continual theme in this document, with strong emphases on enhancing relationships, respect and capitalising on opportunities. A commitment to monitor implementation of the Plan and report on outcomes is also a vital feature.

The Shire's overall Plan includes, as a major initiative, the commitment to continue to implement the RAP. The Plan's objectives, strategies and indicators to support this vision are organised around four key themes - *Our Place; Our Connectivity; Our Prosperity; Our Wellbeing*. These four themes link in well with the aims and aspirations of Willum Warrain.

The Public Health and Wellbeing Plan has strategies such as to 'celebrate diversity and promote equality across the Shire'; and to 'encourage collaborative relationships and partnerships with the Aboriginal and Torres Strait Islander community to address issues impacting their quality of life and which create greater cultural connection'⁹.

The Plan then continues to outline key actions required, including:

- Develop, implement and review the Shire's Reconciliation Action Plan.
- Support and advocate for the delivery of Aboriginal and Torres Strait Islander specific services, programs and partnerships, based on mutual trust, respect and understanding.
- Engage meaningfully with culturally and linguistically diverse (CALD) communities and create opportunities for sharing and protecting cultural heritage, beliefs, traditions and stories.

⁷ Mornington Shire Reconciliation Policy and Action Plan (RAP) 2020-2022, P8

⁸ RAP. P22.

⁹ Mornington Shire Public Health and Wellbeing Plan 2017-2021. P42.

- Facilitate training and lead capacity building efforts to ensure programs and services are delivered in a culturally appropriate manner.¹⁰

The Plan also states that the Shire will 'continue its strategic partnership with Willum Warrain'.¹¹

The Shire's Disability Inclusion Plan highlights significant disadvantage faced by Aboriginal and Torres Strait Islander people on the Mornington Peninsula, including lower life expectancy, reduced educational qualifications, a greater number of single parent families, the higher levels of disability, and greater levels of housing insecurity and unemployment. A range of actions are proposed, in the areas of the physical environment, transport, information and communication, leisure and recreation, employment and education, and support services.

The Shire's Arts and Culture Plan focuses on strengthening Indigenous arts and culture. It also talks of 'increased visibility of Aboriginal and Torres Strait Islander arts and culture across the natural and built environment of the Mornington Peninsula.'¹²

2. State Planning Documents

These Reports produced by the Victorian State Government and associated pieces of research indicate a clear series of messages and key themes:

1. A strong emphasis on overcoming Aboriginal disadvantage, especially in strengthening the services in the fields of physical and mental health, housing, children, family, and aged care services, homelessness, and family violence services.
2. Self-determination was identified as a key principle, indicating community control, community-defined priorities, and strong community engagement with governments.
3. Strong, larger Aboriginal organisations are fundamental to overcoming these levels of disadvantage.
4. Support for Aboriginal organisation's needs to be demonstrated by all levels of government – Federal, State and Local.
5. Prioritising the strengthening of Aboriginal culture and community is a key development.
6. This strengthening will require investment for long term sustainability.
7. There will be significant growth in the numbers of Aboriginal people in the Peninsula in coming years.
8. Young people are wanting strengthened cultural identity, and a greater number of cultural activities and involvement.

¹⁰ Ibid. P60.

¹¹ Ibid. P61.

¹² Shire Arts and Culture Plan. P28.

3. Victorian Gathering Places

There were only a minimal number of significant new ideas or innovative programs operating in the Gathering Places that provide guidance to Willum Warrain in relation to their 5–10-year future. The main insight gained from this analysis and discussions with key personnel at the Gathering Places is the amount of effort and planning which is needed for setting up a social enterprise. This includes a feasibility study and a three-year budget forecast. There were a range of different ideas for social enterprises, with a particular focus on catering businesses, cafes, art galleries, and shops.

New ideas for services included an osteopathic clinic, a community choir, more art-focused activities, a Driving School (there is already such a program on the Mornington Peninsula), a dedicated 'Bringing Them Home' program (linked with the Stolen Generation'), and social and emotional wellbeing services. The Gathering Places all have a similar emphasis to Willum Warrain, focusing on cultural support and acting as a general place for the community to gather, meet, yarn, eat and feel safe with 'their mob'. There are however some areas of service delivery that Willum Warrain will not entertain, including significant health services and wide-ranging direct service welfare programs. Willum Warrain would also not be looking to actively enter the area of art exhibitions and galleries. It was also interesting to note the plans at several Gathering Places for large Cultural Centres, incorporating social enterprises and community programs and activities.

Appendix Fourteen: Risk Management Assessment

The risk management assessment is based on the following matrix:

Risk Assessment Matrix:

LIKELIHOOD	CONSEQUENCE				
	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Rare (1)	Low	Low	Low	Medium	Medium
Unlikely (2)	Low	Low	Medium	Medium	High
Possible (3)	Low	Medium	Medium	High	High
Likely (4)	Low	Medium	High	High	Extreme
Almost certain (5)	Medium	High	High	Extreme	Extreme

Risk	Risk Rating	Actions to Address the Risk
1. Burnout: Key staff and Board members take on too heavy a workload and become burnt out.	Low	<ul style="list-style-type: none"> • Create realistic Strategic and Master Plans which can manage the level of available resources and organisational capacity. • Ensure appropriate levels of management and mentoring support for all staff. • Push all levels of Government to provide the necessary funding for necessary support staff, especially at management level.
2. Shire Support: Lack of Shire support for development and expansion.	Low	<ul style="list-style-type: none"> • Utilise the Shire's Reconciliation Plan as the basis for all negotiations with the Shire regarding their support for Willum Warrain. • Ensure Shire Councillors are fully aware and supportive of Willum Warrain's proposed developments.
3. Meeting Demand: Willum Warrain becomes overstretched, can't meet its core requirements or expectations.	Medium	<ul style="list-style-type: none"> • Ensure Willum Warrain receives the necessary levels of support from governments and Philanthropic Trusts. • Ensure that all funding applications include funds for multi-year sustainability, including appropriate management support.
4. Leadership: Inadequate skill levels and leadership at Board and EO level, meaning poor decision making and loss of community and stakeholder support.	Medium	<ul style="list-style-type: none"> • Continue to map out and conduct ongoing professional development and support for Board members and management. • Continue to undertake a strong focus on governance policies and practices. • Utilise skills matrices to identify needed skills at the Board level.
5. Finances: Inability to attract the financial support required for program expansion and development.	Medium	<ul style="list-style-type: none"> • Ensure strong strategic documentation in support of all funding applications. • Continue to update the Strategic and Master Plans on an ongoing basis. • Seek external resources and assistance with funding applications where necessary.
6. Physical Space: Inability to create additional physical space to cater for community demands and needs.	Medium	<ul style="list-style-type: none"> • Map out Willum Warrain's long term needs as a Vision for the future. • Sell this vision to all key potential funding bodies. • Ensure appropriate responsibility and skills for preparing professional, detailed funding submissions.