



10 YEARS ANNIVERSARY 2014 – 2024



DHELKUNYA DJA
LAND MANAGEMENT BOARD

ANNUAL REPORT
2024–25

Manyangurr ngulumbara dhelkunya Djandak murrup
We meet together to return good health to Country and Spirit



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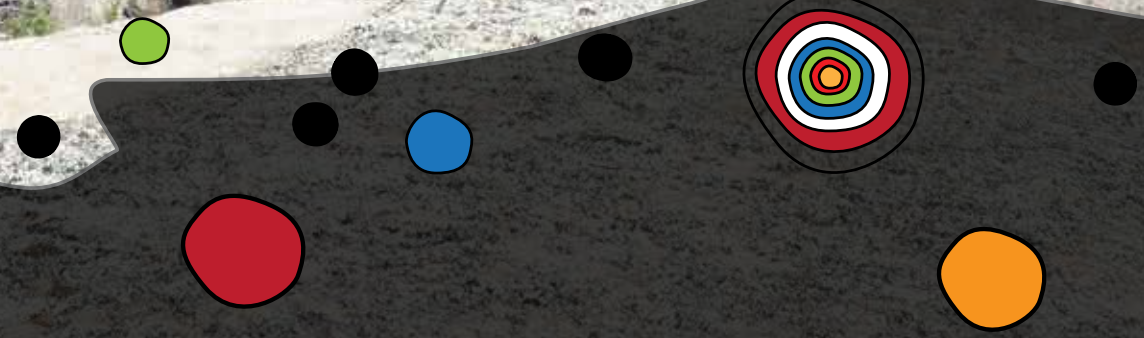
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10 YEARS
ANNIVERSARY
2014 – 2024



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2014 – 2024

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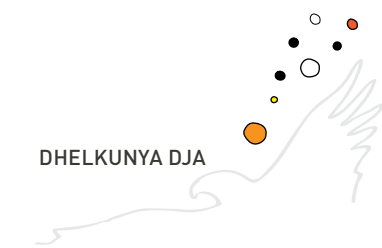
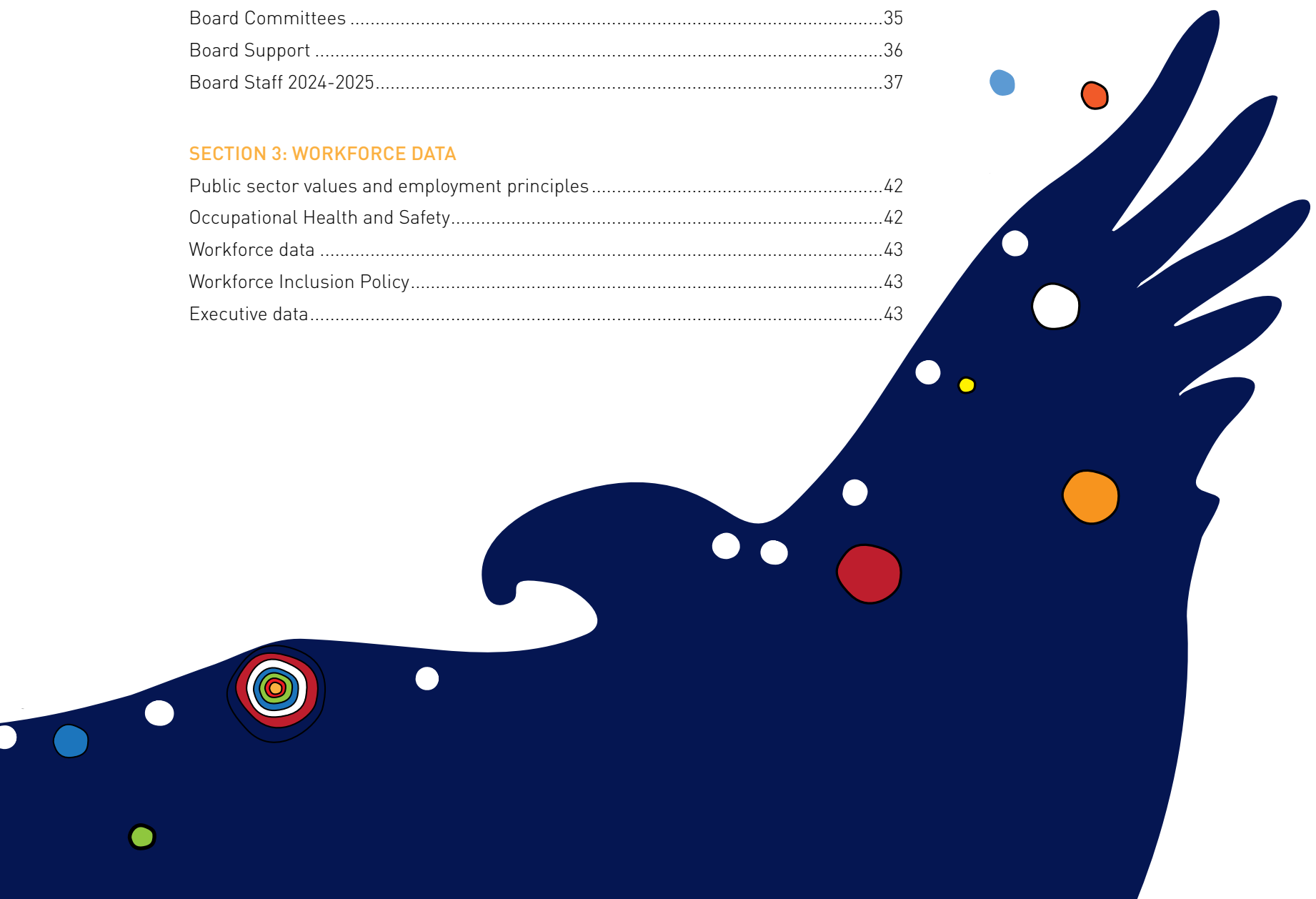
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RESPONSIBLE BODY'S DECLARATION (PFMCF 5.2.3)



The Hon Steve Dimopoulos, MP
Minister for Environment
Department of Energy, Environment and Climate Action (DEECA)
8 Nicholson Street
EAST MELBOURNE VIC 3002

Dear Minister
DHELKUNYA DJA LAND MANAGEMENT BOARD ANNUAL REPORT 2024-2025

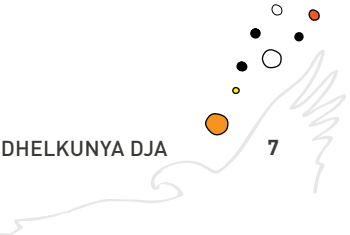
In accordance with the *Financial Management Act 1994* (Vic), and the DEECA *Portfolio Financial Management Compliance Framework* (PFMCF),
I am pleased to present Dhelkunya Dja Land Management Board's
Annual Report for the year ending 30 June 2025.

Graham Atkinson
Chairperson
Dhelkunya Dja Land Management Board
21 August 2025



10 YEARS
ANNIVERSARY
2014 – 2024

SECTION 1
YEAR IN REVIEW





VISION

The knowledge and culture of the Dja Dja Wurrung People is recognised and incorporated into the management of the Dja Dja Wurrung Traditional Lands.

MISSION

To provide a platform for the development of the Dja Dja Wurrung People – Djaara and their lands.

VALUES

- Support the Dja Dja Wurrung cultural obligations to look after Country.
- Act with integrity and honesty to improve park management of Appointed Land.
- Act in good faith in the best interests of the Dja Dja Wurrung People.
- Act with integrity and transparency to build healthy relationships.
- Provide effective and transparent governance.

5-YEAR GOALS: STRATEGIC PLAN 2020-2025*

1. Opportunities for Djaara identified in the *Joint Management Plan for the Dja Dja Wurrung Parks* are delivered.
2. Engaged and involved Dja Dja Wurrung People and the wider community.
3. The *Joint Management Plan for the Dja Dja Wurrung Parks* is implemented, and its goals and outcomes fulfilled.
4. A strong and healthy strategic and operational relationship between the Joint Management partners.
5. All risks are identified and managed, and reporting and compliance maintained.
6. The Board has a good reputation and is seen as expert, independent, and legitimate.
7. The Board meets all internal and external reporting obligations in an efficient and timely manner.
8. Annual Board performance reviews lead to improved effectiveness (impact) and efficiency (resource use) of operation.

**Note: A new 5 Year DDLMB Strategic Plan 2025 – 2030 will be developed in 2025.*



CHAIRPERSON'S REPORT

Manyangurr ngulumbara dhelkunya Djandak murrup
We meet together to return good health to Country and Spirit

I am pleased to present to the Minister, the Dhelkunya Dja Land Management Board's eleventh Annual Report, in fulfilment of the Board's statutory responsibilities and in celebration of the significant progress and achievements made during the reporting period from 1 July 2024 to 30 June 2025.

In this reporting period, the Board marked a major milestone of the tenth anniversary of the Dhelkunya Dja Land Management Board's establishment. This moment symbolises over a decade of committed governance, shared learning, and steadfast progress towards healing the Country through Joint Management. It is a tribute to the dedication of past and present Board Members and staff, JMP Partners, and the Djaara community.

The DDLMB maintains the highest standards in governance, accountability, and performance. Our commitment was once again reflected in an unqualified audit outcome. Importantly, our leadership in cultural land management was recognised through our inclusion at key forums and our continued role in shaping the future of Traditional Owner-led Joint Management across Victoria.

The past year also saw the successful onboarding of new Board Members—Steve Hamilton and Kane Weeks—both of whom bring invaluable expertise and senior leadership experience from DEECA and Parks Victoria. Their appointments have restored the DDLMB to a full Board membership, boosting our capacity to support the implementation of the Joint Management Plan (JMP).

The DDLMB continued to provide strong oversight of the JMP Implementation, including the conclusion of the Internal Five-Year Review, led by Stuart Cowell of Conservation Management. The review confirmed that the first phase of implementation has achieved solid progress against most of the Djuwima Djandaki goals. While many strategies are on track, the review also identified persistent barriers, particularly in achieving joint land management. These findings have informed our ongoing efforts to elevate the voice of Traditional Owners in governance, planning, and implementation.

Throughout 2024–2025, the DDLMB continued to convene the JMP Implementation Team and work closely with Conservation Management to deliver Gapa Giya reports, which provide critical insights into the pace and challenges of implementation. We thank all contributors to this work. It is through these shared monitoring systems that we maintain transparency, identify priorities, and uphold our role under *Section 82E of the Conservation, Forests and Lands Act 1987*, and *Section 6.1.1(f) of the DDLMB's Establishment Determination (17 July 2014)*.

In September 2024, the Board visited Kara Kara National Park alongside JMP partners, Implementation Team members and DDWCAC Directors, as part of our continuing field trip program. Our on-Country visits enable the Board to confirm the progress of the JMP Projects and discuss any issues arising with the JMP Implementation Team on location.

The Board worked with DEECA, Parks Victoria and DJAARA to convene a high-level Roundtable in July 2025. Initiated by the Board and supported by the DEECA Secretary, the Roundtable aims to break through enduring barriers to JMP implementation. The groundwork for this meeting was laid through months of collaborative effort by a dedicated working group representing all JMP partners. The involvement of the DEECA Executive Director of the First Peoples' Self-Determination Division has been crucial to bringing this Roundtable to fruition. The Board is encouraged by the shared determination of all partner organisations to clear the pathways for joint management moving forward.

On 12 December 2024, our major highlight—the Tenth Anniversary Celebration—was held at Larnangurrak (Our Place). We were honoured to welcome Minister Steve Dimopoulos MP and past and present members of the DDLMB to reflect on a decade of achievement. In conjunction with this celebration, the Board commissioned a documentary capturing the DDLMB's journey. The video premiered publicly at the 2025 AIATSIS Summit in Darwin film, in June 2025, where I gave a presentation, entitled "Foundations of Empowerment—our pathway to self-determined land management".

The Board remains committed to growing the TOLMB 'Community of Practice', sharing our learnings and engaging with fellow TOLMBs and Traditional Owner groups. We are proud to support DJAARA's process for identifying additional parks for future Joint Management and continue to advocate for resourcing and governance frameworks that enable Djaara self-determination.

Our deep thanks go to the DDWCAC Board of Directors and the DJAARA Executive for their support and collaboration. The DDLMB's work is only made possible through the strength of these partnerships and a shared vision for healing Country.

I would also like to acknowledge the efforts of our Secretariat Team: Michele Braid (Executive Officer), Anita Jack (Board Executive Support Officer), and Tony Christianen (Chief Finance Officer). We also thank Sue Lebish, Independent Chairperson of the Audit and Risk Committee, for her valued leadership and commitment to strong governance.

On behalf of the Board, I extend our sincere thanks to the Minister, the Secretary of DEECA, Parks Victoria, and all regional and operational staff whose support and shared commitment make Joint Management possible.

As Chairperson, I am honoured to serve alongside such passionate Board Members, whose unwavering dedication to Dhelkunya Dja, Healing Country, continues to bring the aspirations of the Djaara People to life.



Graham Atkinson
Chairperson, Dhelkunya Dja Land Management Board
21 August 2025

MANNER OF ESTABLISHMENT AND RESPONSIBLE MINISTER

The Dhelkunya Dja Land Management Board is a public entity established under the *Conservation, Forests and Lands Act 1987* (Vic) on 17 July 2014.

The responsible Ministers for the reporting period 1 July 2024 to 30 June 2025 were:

- From 1 July 2024 to 30 June 2025 the **Hon Steve Dimopoulos MP**, Minister for Environment.

NATURE AND RANGE OF SERVICES PROVIDED

The Board was established in 2014 to prepare a Joint Management Plan (JMP) for the six Dja Dja Wurrung Parks that comprise the 'Appointed Land' of the Board. The JMP was accepted by the Secretary DEECA in September 2018 and approved by the Minister in October 2018. Following the official launch of the JMP by Minister Lily D'Ambrosio on 13 October 2018, the Board's role is to facilitate implementation of the JMP by the Joint Management Partners and establish agreed systems to monitor compliance and performance. In 2022 the Minister re-appointed the Board for a three-year term, 2023-2026.

JOINT MANAGEMENT

In the past, the voices of Traditional Owners were largely excluded and remained invisible in the management of Country. The principle of joint management recognises that the Traditional Owners have a significant connection to their Country and, with that, have inherited certain rights and responsibilities from their Ancestors to care for it.

The goal of the JMP is to provide a framework to enable the knowledge and culture of the Dja Dja Wurrung People to be recognised and incorporated into the management of the Appointed Land - the Dja Dja Wurrung Parks. The JMP will deliver greater protection of environmental assets and Cultural Heritage and offer an enhanced visitor experience in the Parks. Implementation of the JMP is progressing towards the goals of delivering tangible social, economic, and cultural benefits to the Dja Dja Wurrung People and the wider community.

THE APPOINTED LAND - THE DJA DJA WURRUNG PARKS

The Appointed Land of the Board comprises six parks and reserves (the Dja Dja Wurrung Parks), that are subject to the JMP. The parks, which fall within the Country of the Dja Dja Wurrung Traditional Owners, are:

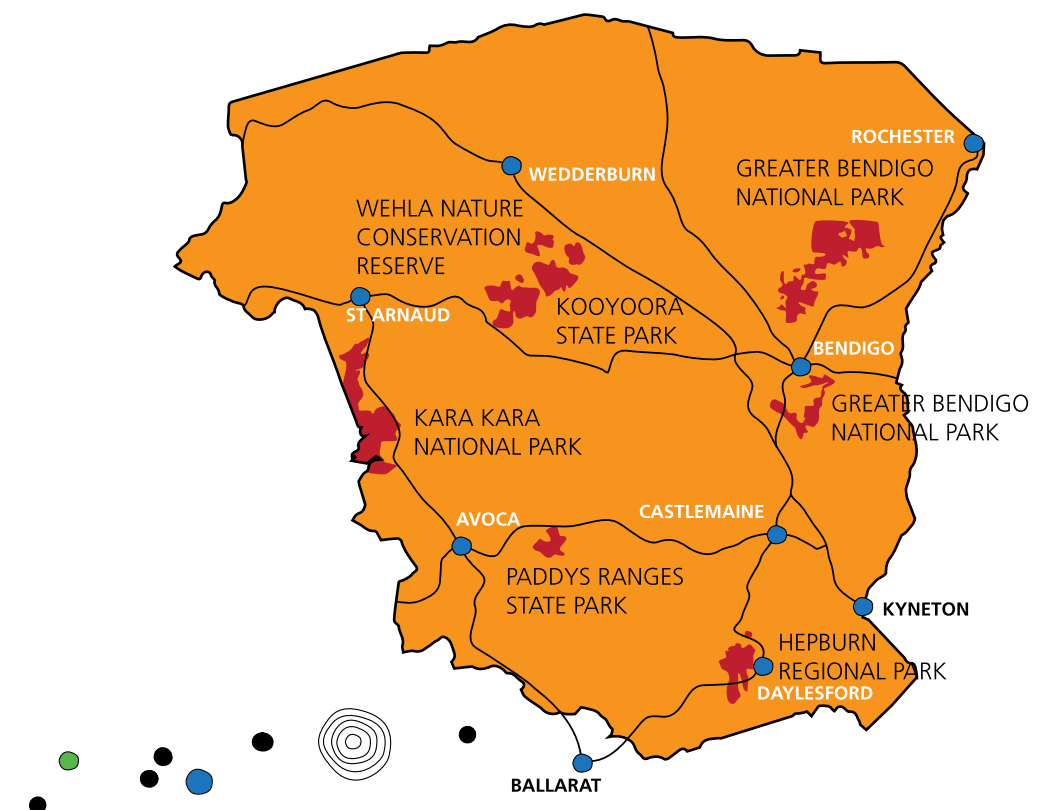
- Hepburn Regional Park
- Paddys Ranges State Park
- Kooyoora State Park
- Wehla Nature Conservation Reserve
- Greater Bendigo National Park
- Kara Kara National Park.

The six Dja Dja Wurrung Parks have been transferred via grants of Aboriginal Title to the Dja Dja Wurrung Clans Aboriginal Corporation under the historic *Dja Dja Wurrung Recognition and Settlement Agreement* of 2013.

The Dja Dja Wurrung Parks are rich in Dja Dja Wurrung Dreaming stories and have enormous spiritual and cultural significance to the Dja Dja Wurrung community, their Country is a living landscape that holds sites of ceremony, lore and healing, the stories of Ancestral beings, the memories and spirits of Djaara ancestors, totemic animals and birds, plants, elements and entities that entwine a relationship with Country today.

This is a *living culture* which continues in the form of traditional knowledge and belief systems passed down in language, song, place names, stories of seasons, star calendars and historical publications and recordings, as well as modern scientific understandings of the present-day landscape.

Figure 1: The Dja Dja Wurrung Parks and Country



INFORMATION ABOUT THE DJA DJA WURRUNG PARKS

HEPBURN REGIONAL PARK	
LOCATION	Surrounding the townships of Daylesford, Hepburn and Hepburn Springs
DESCRIPTION	The park contains natural mineral springs and relics of the gold mining era set in delightful bush surroundings. The sheltered extinct volcanic crater of Lalgambook (Mount Franklin) provides ideal surroundings for a picnic or short-term camping. Panoramic views can be obtained from the summit and there is a scenic walking track along the rim of the crater.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/hepburn-regional-park
CULTURAL SIGNIFICANCE	The mineral springs found in this area are related to the Serpent Dreaming and sacred waters of Djaara Country. Lalgambook would have been a major lookout point for the Dja Dja Wurrung clan of Lalgambook. The surrounding area is known to Djaara People as Larnebarramul, home or habitat of the emu. The Dja Dja Wurrung today still speak of their creation story where Lalgambook and a mountain further north – Dharrangower (Tarrengower) meaning rough mountain – had a disagreement and hurled giant boulders at each other. The Dja Dja Wurrung People at the time witnessed a volcanic event that they captured through their stories to be passed along generations.
PADDYS RANGES STATE PARK	
LOCATION	Near Maryborough
DESCRIPTION	The park is well known for its wildflowers in springtime. It is home to 30 types of orchids and more than 140 native bird species, including the rare Painted Honeyeaters and Swift Parrots. Relics of the gold mining era are scattered throughout the park. Visitors can retrace the steps of Paddy, a miner who reputedly roamed the area in the 1800s. Bushwalking, camping and picnicking are popular activities in this beautiful Box-Ironbark forest.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/paddys-ranges-state-park
CULTURAL SIGNIFICANCE	This part of Djaara Country is significant in cultural resources, medicines and food, despite its previously being cleared for mining and being mostly a young forest.
KOoyoora STATE PARK	
LOCATION	Near Inglewood
DESCRIPTION	With magnificent views and a rich variety of plants and animals, Kooyoora State Park is an ideal place for picnics, sightseeing, rock climbing, orienteering and nature study. It also includes the Melville Caves, huge granite boulders thought to have been used as a hideout for the bushranger, Captain Melville.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/kooyoora-state-park
CULTURAL SIGNIFICANCE	Guyura (Kooyoora) means mountain of light. This part of Djaara Country is significantly rich in cultural heritage with ceremonial practices and stories of its long and continuous use by Dja Dja Wurrung People. It is a place of camping, hunting and ceremony with resources of such high quality gathered here that are not found in other areas.

WEHLA NATURE CONSERVATION RESERVE	
LOCATION	Adjoins Kooyoora State Park on three sides
DESCRIPTION	The Box-Ironbark forest provides habitat for local fauna including the endangered Swift Parrot and is renowned for its wildflowers. It contains historic features from gold mining and the former Wehla Township, as well as supporting current mining activity.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/wehla-bushland-reserve
CULTURAL SIGNIFICANCE	The reserve is part of the Guyura (Kooyoora) cultural landscape and equally culturally significant to Dja Dja Wurrung People.
GREATER BENDIGO NATIONAL PARK	
LOCATION	Surrounding the town of Bendigo
DESCRIPTION	This group of parks protects some of the highest quality Box-Ironbark forest in north-central Victoria, along with mallee and grassy woodlands. This is an ideal spot for nature study, birdwatching, bushwalking, picnics, horse riding and camping. The best time to visit is between August and October when colourful wildflowers are abundant. The 60-kilometre-long Bendigo Bushland Trail goes through part of the park, and the Great Dividing Trail – which links Bendigo, Castlemaine and Ballarat – begins here.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/greater-bendigo-national-park
CULTURAL SIGNIFICANCE	The park provides cultural connection and enables cultural practice in the day-to-day lives of Dja Dja Wurrung People who live in Bendigo.
KARA KARA NATIONAL PARK	
LOCATION	Near St Arnaud
DESCRIPTION	Kara Kara National Park features mainly steep, forested terrain and is an ideal place to experience what the forests of central Victoria were like before the gold rushes. There are ample opportunities for hiking in the steep and rugged terrain. The rocky ridge tops in the park offer fine views for bushwalkers and 4WD tourers. The Upper Teddington Reservoir is a peaceful place for picnics and camping.
WEBSITE	https://www.parks.vic.gov.au/places-to-see/parks/kara-kara-national-park
CULTURAL SIGNIFICANCE	In the far west of Djaara Country, this a place where camps were made before trade and meetings with neighbours to the west. The remnants of these camps are still evident in the park and provide links to past and current cultural practices. Kara Kara translates from Dja Dja Wurrung to mean gold or to kick.

OBJECTIVES, FUNCTIONS, POWERS AND DUTIES

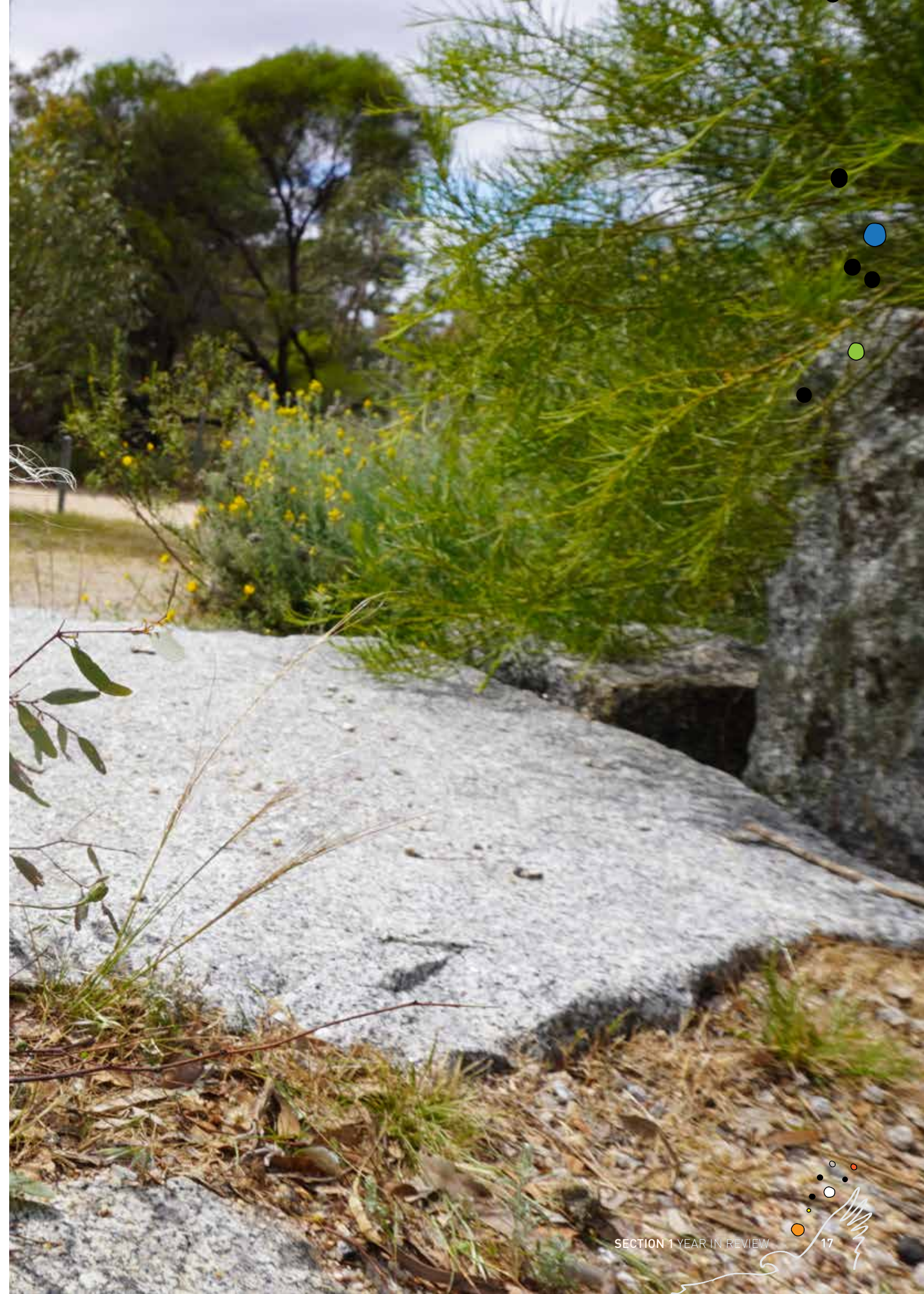
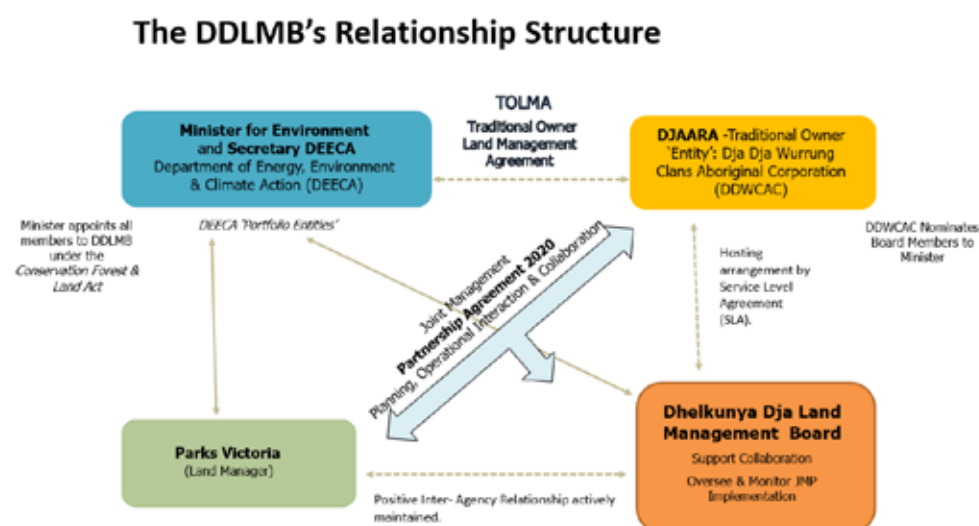
Under the *Determination to Establish Dhelkunya Dja Land Management Board* of 17 July 2014, the powers of the Board include the power to:

- prepare a Joint Management Plan (JMP).
- prepare policies about the Board and its operation and engagement with external parties.
- monitor the performance of and encourage compliance with the JMP.
- employ staff, including an executive officer to be responsible to the Board for implementing the decisions of the Board and carrying out its functions and duties.
- enter into arrangements or agreements with any other person or body for the carrying out of its functions and duties.
- carry out works on the Appointed Land if required by one of the functions of the Board.
- delegate any of its functions, powers or duties to a member of the Board or an employee of the Board.
- act as delegate or agent of a person or body who has management functions, powers or duties in relation to the Appointed Land when so appointed by that person or body.

The JMP was accepted by the Secretary of DEECA in September 2018 and approved by the Minister in October 2018. The official launch of the JMP by Minister Lily D'Ambrosio was held on 13 October 2018 at Kooyoora State Park. The *Joint Management Plan (JMP) for the Dja Dja Wurrung Parks* fully aligns with the *Dhelkunya Dja, Dja Dja Wurrung Country Plan 2014-2034* – a whole-of-Country plan, which captures the aspirations of Djaara People, and lays a foundation to bring more parks back to Djaara on Aboriginal title, over time.

In the six years since the DDLMB delivered the JMP, the Joint Management partners, DJAARA and Parks Victoria, are implementing the plan's 96 strategic projects across the six Parks. Since 2019, the role of the Board is to oversee the delivery of the JMP, and to enable the partners where the Board's powers can assist. In this reporting period 2024-2025, the Board and partners have started to see the projects roll out one by one. It fills us with immense pride. The full determination is provided in Appendix 2.

DDLMB's Relationship Structure



ACHIEVEMENTS 2024-2025

In the 2024-2025 reporting year, the Dhelkunya Dja Land Management Board met its statutory obligations and continued to work with our Partners to support the implementation of the *Joint Management Plan (JMP) for the Dja Dja Wurrung Parks*.

As provided for in Section 82E of the *Conservation, Forests and Lands Act 1987*, and Section 6.1.1(f) of the DDLMB's *Establishment Determination (17 July 2014)*, the DDLMB's continuing role is to support the implementation of the Joint Management Plan (JMP), provide oversight and address issues that may arise during the implementation process.

The DDLMB sees its role as enabling the work of those charged with delivering on the strategic initiatives of the JMP, and fostering strong relationships between the agencies that are implementing the JMP. Since the adoption of the JMP in 2018, the Board has encouraged a collaborative model of Joint Management, which is maturing into a sustainable, innovative, and empowering arrangement for Land Management.

The vision of the DDLMB is to ensure that the knowledge and culture of the Djaara People is recognised and incorporated into the management of the six Dja Dja Wurrung Parks. The DDLMB has aligned its purpose and work with the Djaara People's vision outlined in the Dja Dja Wurrung Clans Aboriginal Corporation's Dhelkunya Dja, Dja Dja Wurrung Country Plan 2014-2034. Through supporting the Joint Management Partners who are implementing the JMP, the Board's work is fostering greater capability to take on additional parks in the future.

THE BOARD'S ACHIEVEMENTS IN 2024-2025 INCLUDE:

CELEBRATING A DECADE OF ACHIEVEMENTS, 2014-2024

On 12 December 2024, the DDLMB celebrated ten years of Joint Management. The Board welcomed Minister Steve Dimopoulos MP and many guests to Larnangurrak -Our Place, to join the DDLMB in marking this milestone.

In this decade, the Board has accomplished our primary goal of developing the JMP and nurturing the critical relationships required to support its implementation. Joint Management of the parks is delivered on the ground through a partnership agreement between DJAARA and Parks Victoria. JMP Implementation has matured into a sustainable, innovative, and empowering land management arrangement that is accepted and demonstrably workable.

In our current role, the Board fulfils an important mission to oversee JMP Implementation, to encourage those undertaking the work on the ground, and to assist where we can exercise the influence of the Board to reduce any barriers to the joint management work. The Board collaborates with DJAARA, DJANDAK, Parks Victoria, and DEECA to implement the Joint Management Plan. Indeed, sustained collaboration between these partners is unprecedented. We thank our institutional partners for their commitment to seeing these long-term social change projects to fruition.

As part of the celebrations, the DDLMB created a short documentary film showcasing the past decade's successes and lessons. It highlights our collaboration with DJAARA, Parks Victoria and DEECA has:

1. Restored significant cultural landscapes and revitalised traditional fire practices to heal Djandak.
2. Implemented 96 strategic actions aligned with our Djaara Country Plan.
3. Secured \$22 million in funding for Joint Management initiatives over 15 years.
4. Created employment, training, and career pathways for our Djaara People.
5. Built a strong governance structure that ensures Djaara voices are heard at every level of decision-making.

These achievements reflect the strength and resilience of Djaara People. They also highlight the importance of integrating Western science with Traditional Owner knowledge to create a sustainable future for our lands and people.

In addition to these measurable achievements, we have also seen a shift in mindset. Our partnerships with government agencies have evolved from mere compliance to genuine collaboration. There is now greater recognition of the value of Traditional Ecological Knowledge and an understanding that Indigenous-led conservation and land management are not just beneficial but essential to addressing the environmental challenges we face.

The short documentary film 'Voices of Empowerment' can be viewed at <https://www.dhelkunyadja.org.au/>

SUPPORTING THE IMPLEMENTATION OF THE JOINT MANAGEMENT PLAN FOR THE DJA DJA WURRUNG PARKS

The Joint Management Partners, DJAARA and Parks Victoria, are implementing the JMP through a Partnership Agreement signed in December 2020. This agreement supports collaboration at the operational level. The Joint Management Plan Implementation Team (JMPIT), established in 2019, is responsible for setting strategic priorities and driving projects across six jointly managed Parks. Since the JMP's adoption in 2018, the partnership has evolved into a sustainable and effective model for land management, supported by strong goodwill and commitment from all involved. The Board, alongside the JMPIT, continues to clarify roles and ensure successful implementation.

The Board established the Miradi platform at DJANDAK as a project management tool for the JMP Implementation, encompassing 96 strategic initiatives. Through Miradi the JMPIT provides regular Gapa Giya reports, "Gapa Giya"—meaning "to know, to think" (Gapa) and "to ask, to tell" (Giya) in Djaara language. The framework delivers detailed reports and progress snapshots for land managers, the community, and Joint Management Partners. In 2024-2025, the Board received three Gapa Giya JMP Implementation Reports.

In August 2024, the Board finalised the Five-Year Review of the JMP Implementation led by Conservation Management, with support from the JMPIT. The review of the first five years of implementation indicates that the Djuwima Djandaki goals are being actively pursued, with most strategies and strategic initiatives currently on track. While it is still early to observe substantial changes in the overarching objectives, progress is evident, with many objectives either on track or partially achieved. DJAARA is increasingly meeting the specific objectives of Joint Management, despite initial delays and ongoing challenges. However, significant issues persist, requiring resource-intensive workarounds.

By September, the DDLMB proposed that a Roundtable be coordinated, aimed at addressing persistent barriers to the implementation of the Joint Management Plan (JMP). In early 2025, the First Peoples' Self-Determination Division at DEECA, offered to sponsor this initiative by bringing together key stakeholders—including DEECA, DJAARA, Parks Victoria, and other critical decision-makers. The Roundtable will focus exclusively on identifying and resolving what is not working in the current implementation process, with an emphasis on accountability and collaborative problem-solving. The DDLMB is working closely with DEECA to prepare the ground for the discussions, planned for July 2025.

DDLMB FIELD TRIPS TO THE DJA DJA WURRUNG PARKS

To effectively oversee the DDLMB's responsibilities, the Board visits the Joint Managed parks and gains firsthand insight into implementation issues and progress reported through Gapa Giya. Visiting the sites with the Joint Management Partners and staff including the Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) and Dja Dja Wurrung Executive Board Directors allows the Board to strengthen relationships and enhance understanding of the collaborative efforts in Joint Management. In 2024-2025, the DDLMB continued its on-Country Field Trips including a notable visit to Kara Kara National Park, on 26 September 2024. We appreciate the efforts of DJAARA, the JMPIT, Parks Victoria in assisting the DDLMB to coordinate these valuable visits to the Dja Dja Wurrung Parks.

STRENGTHENING RELATIONSHIPS AND OPPORTUNITIES TO SHARE KNOWLEDGE

The Board's relationships with our JMP Partners are critically important for the Board's work. The DDLMB has established strong relationships with our key JMP Partners – DJAARA, Parks Victoria and DEECA.

The DDLMB Chairperson reports monthly to the DDWCAC Board. Regular meetings are also held with the Group CEO and General Manager of DJAARA to discuss any issues that arise from Joint Management.

As DJAARA's prime Joint Management Partner, and currently the authorised Land Manager for the six Dja Dja Wurrung Parks, Parks Victoria play a critical role in supporting the implementation of the JMP and are the first port-of-call for resolving any barriers to implementing the JMP projects. It is a priority for the DDLMB to engage with Parks Victoria at the highest levels, maintaining good channels of communication and fostering strong collaboration in the delivery of Joint Management. The DDLMB Chairperson has regular relationship meetings with the CEO of Parks Victoria.

The DDLMB Chairperson also maintains regular relationship quarterly meetings with DEECA, through the First Peoples Self Determination Division.

In 2024-2025, there were many opportunities for the Board to share knowledge. The Board's contributions included:

- In October, Yoorook Justice Commission (YJC) Visit to Djandak, to report back on what they have heard through the YJC hearings. A significant opportunity, to engage with Commissioner Lovett seeking to feedback important YJC business with us.
- The DDLMB attended DJAARA's successful official opening of Larnangurrurak, Our Place, on 22 November 2024. It was definitely a 'Red Letter Day' for the Djaara Community, and all involved in seeing this project to fruition can take pride in the realisation of this important goal – to have 'Our Place', with the DDLMB Secretariat Team taking up residence with DJAARA Group staff at Larnangurrak.
- On 11 December, DDLMB members attended DJAARA International Mountain Day, at Lalgambuk a Jointly Managed Park and one of the Board's 'Appointed Land' responsibilities. It is an important event organised to coincide with UNESCO International Mountain Day
- On 12 December the DDLMB Tenth Anniversary Celebration was held on-Country at Larnangurrak-Our Place.
- In June 2025, the AIATSIS Summit was held in Garramilla (Darwin). The Chairperson delivered with pride, the DDLMB's short film, 'Voices of Empowerment: Strengthening Djaara's Future through a Joint Management Plan' was premiered at the AIATSIS Summit on Wednesday 4 June 2025.

STRENGTHENING TRADITIONAL OWNER LEADERSHIP

BOARD APPOINTMENTS 2023-2026

The DDLMB's membership comprises five Traditional Owner members and two senior government appointees, which provides a foundation for strong Traditional Owner leadership in Joint Management. The members are nominated by DJAARA and appointed by the Minister.

During the reporting period Board Member, Ron (Thunda) Kerr, resigned from the DDLMB for personal reasons. Consequently, we sought DJAARA's support to identify a suitable candidate for the vacant position on the Dhelkunya Dja Land Management Board. At the end of 2024, a call for EOIs was sent through the DJAARA membership newsletter 'Wurreka' to address the current DDLMB vacancy.

MAINTAINING HIGH STANDARDS IN BOARD GOVERNANCE AND ORGANISATIONAL PERFORMANCE

In 2024-2025, the Board is on-track in implementing the *DDLMB Strategic Plan 2020-2025*, which sets out the Board's five-year goals, guides Board operations, and aligns the Board's work with the program set out for JMP Implementation.

The DDLMB is proud to have received its eleventh consecutive unqualified audit from VAGO for the reporting year ending 30 June 2025.

In the reporting period 2024-2025, the Board fulfilled its compliance reporting obligations under the Section 5.1.2 of DEECA's *Portfolio Financial Management Compliance Framework (PFMCF)*.

In 2024, the DDLMB submitted an attestation to OVIC as required under the *Privacy and Data Security Act 2014 (PDP Act)*.

In 2024-2025, the DDLMB revised its Risk Management Framework, which is aligned to the Victorian Government Risk Management Framework (VGRMF) and was completed in April 2025. The DDLMB Audit and Risk Committee (ARC), actively monitors the Board's Risk Management Framework, which provides a valuable tool for managing risk and business continuity in the face of major challenges.

In June 2024, the ARC delivered a comprehensive review of the Board's financial policies. Subsequently the revised *DDLMB Financial Management Policies and Procedures* were adopted by the Board. The Minister can be confident that the DDLMB has robust Financial Management and Risk Management arrangements in place.

A NEW HOME FOR THE DDLMB AT LARNANGURRAK- OUR PLACE

On 22 November 2024, the DDLMB attended DJAARA's official opening of Larnangurrak – Our Place, the new DJAARA Corporate and Community Centre. This event marked a historic milestone for the Djaara community and the DJAARA Group, celebrating the successful completion of a major project that reflects cultural pride, community resilience, and organisational growth.

Described as a 'Red Letter Day' for the Djaara People, the opening ceremony was a vibrant and meaningful occasion. It brought together community members, stakeholders, and dignitaries in a shared celebration of identity, achievement, and vision. The event underscored the significance of establishing a dedicated space that embodies the aspirations and future of the Djaara community.

Following the opening, the DDLMB Secretariat Team officially relocated to Larnangurrak, joining DJAARA Group staff in the new premises. The transition has been smooth and positive, with staff settling into a modern, purpose-built workspace designed to foster collaboration, cultural connection, and operational efficiency.

The new centre offers a professional and welcoming environment, equipped with advanced facilities that support both day-to-day operations and long-term strategic planning. Staff have expressed enthusiasm about the opportunities the new space provides for deeper community engagement and more effective service delivery.

The DDLMB holds its Board meetings on-site in the new Boardroom at Larnangurrak.



FIVE-YEAR FINANCIAL SUMMARY

	2024-25	2023-24	2022-23	2021-22	2020-21
Government contributions ¹	410,763	449,000	253,000	450,897	458,000
Other revenue			0	0	0
Total revenue	410,763	449,000	253,000	450,897	458,000
Administration Services	280,968	279,743	285,194	280,803	262,118
Operating expenses	159,142	157,818	129,099	105,933	122,000
Total expenditure	440,110	437,277	414,293	386,736	384,118
Current assets	56,386	84,670	70,251	249,964	180,092
Non-current assets					-
Total assets	56,386	84,670	70,251	249,964	180,092
Current liabilities	16,227	15,164	12,468	30,888	25,177
Non-current liabilities					-
Total liabilities	16,227	15,164	12,468	30,888	25,177

1. The DDLMB receives funding from DEECA through DDWCAC, derived from the Recognition and Settlement Agreement (RSA) between the Dja Dja Wurrung People and the State of Victoria.

In 2023-2024, DDLMB utilised **\$57,783** of its accumulated retained earnings from 2022-23 to fund its operations and therefore did not seek a full drawdown of approved funding \$468,546 from the Settlement Account for this amount. In 2023-24 the retained earnings amount was **\$69,506**, and this amount has been applied to the 2024-25 funding request to reduce the drawdown on the Settlement account. The accumulated surplus for 2024-25 is **\$40,159 (see Balance Sheet on p. 62 of the Annual Report)** and it is anticipated that this amount will be applied to the 2025-2026 funding request.

DDLMB has an approved budget for 2025-2026 and therefore is a going concern for 2025-2026.

CURRENT YEAR FINANCIAL REVIEW (MRO, FRD 22 FRD 27)

There were no significant matters which changed our financial position during the 2024-2025 reporting period.

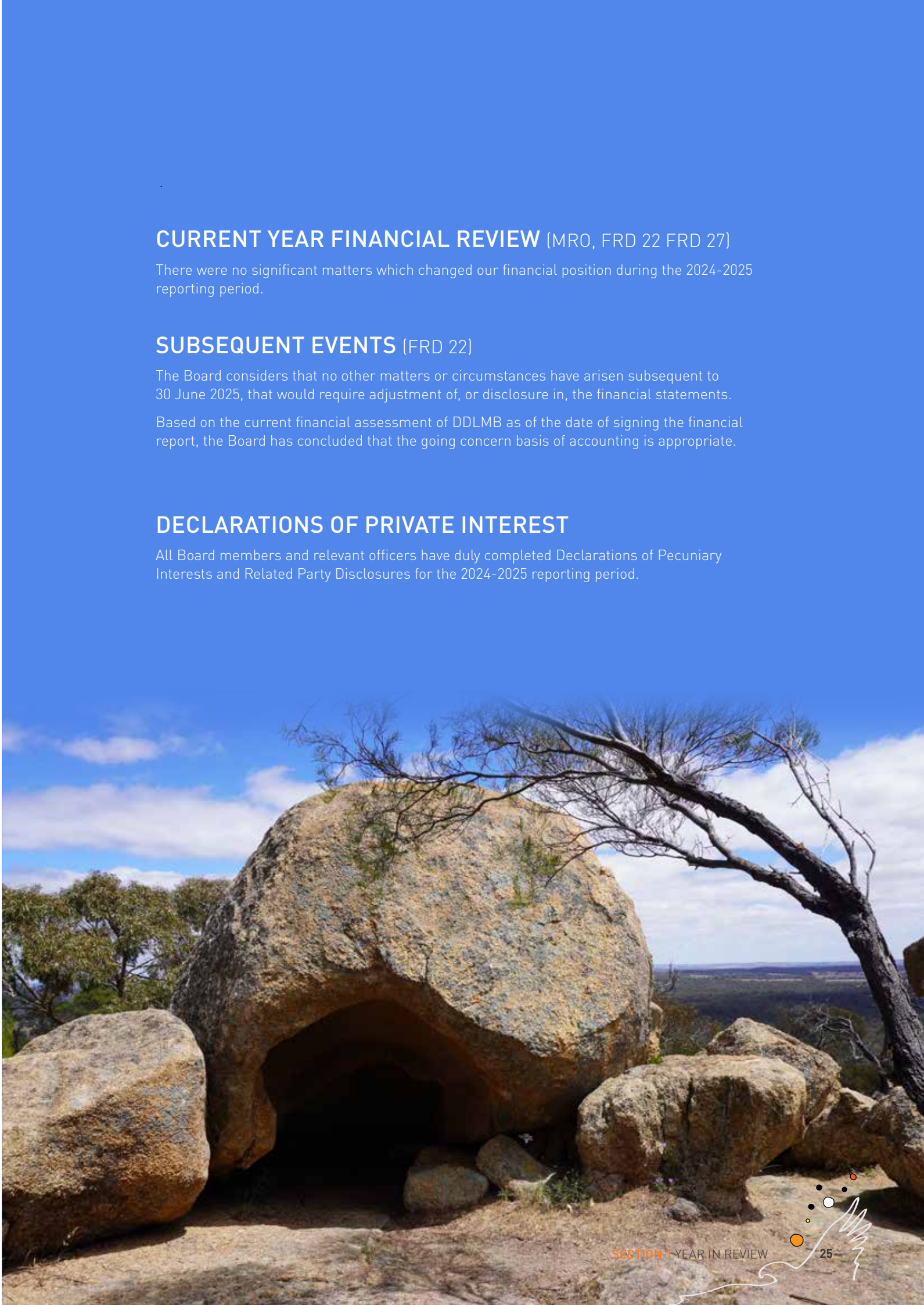
SUBSEQUENT EVENTS (FRD 22)

The Board considers that no other matters or circumstances have arisen subsequent to 30 June 2025, that would require adjustment of, or disclosure in, the financial statements.

Based on the current financial assessment of DDLMB as of the date of signing the financial report, the Board has concluded that the going concern basis of accounting is appropriate.

DECLARATIONS OF PRIVATE INTEREST

All Board members and relevant officers have duly completed Declarations of Pecuniary Interests and Related Party Disclosures for the 2024-2025 reporting period.

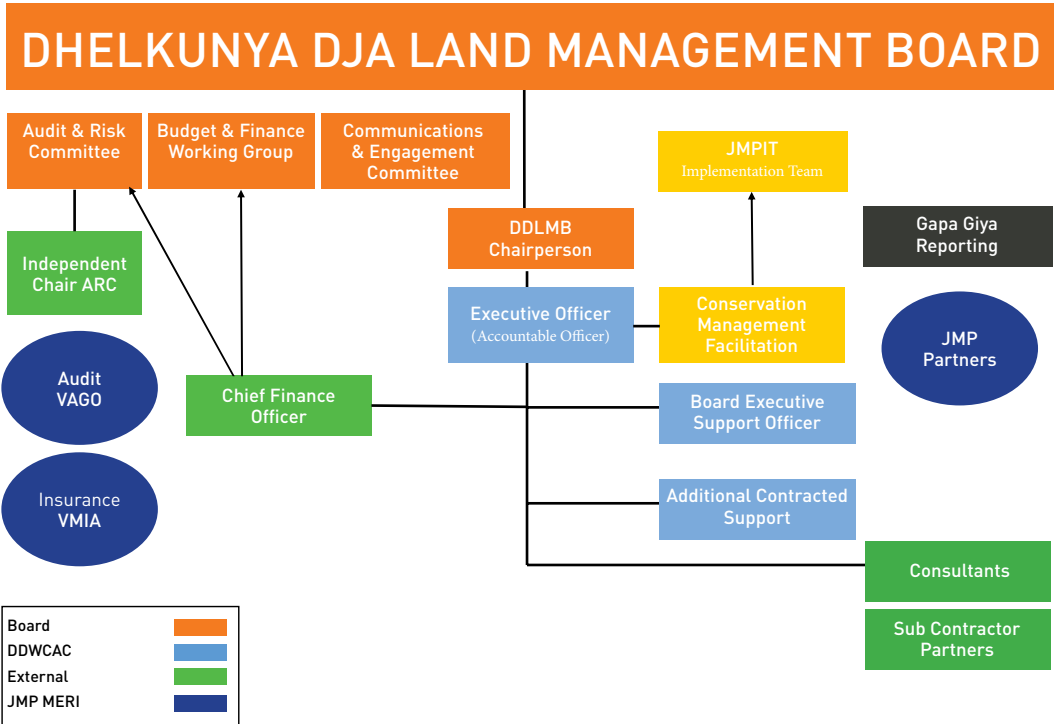




10 YEARS
ANNIVERSARY
2014 - 2024

SECTION 2
GOVERNANCE AND
ORGANISATIONAL
STRUCTURE (FRD 22)

ORGANISATIONAL STRUCTURE AND CORPORATE GOVERNANCE



GOVERNING BOARD

The Board comprised the following Board members from 1 July 2024 – 30 June 2025:

- Graham Atkinson, DDLMB Chairperson
- Rodney Carter, Secretary's Nominee
- Nikita Charles, Deputy Chairperson
- Steve Hamilton – (VPS Non-remunerated – DEECA)
- Ron KerrJnr. (1 July 2024-20 August 2024)
- Marilynne Nicholls, Board Member
- Kane Weeks, (VPS Non-remunerated – Parks Victoria)



GRAHAM ATKINSON (Chairperson) | BSW, BA, MBA

17 July 2014-30 June 2025

Graham Atkinson is a member of the Victorian Indigenous community. He graduated from the University of Melbourne with a Bachelor of Social Work in 1977 and a Bachelor of Arts in 1981, and from RMIT with an MBA in 1994. He is a former director on the boards of the Indigenous Land Corporation, National Centre for Indigenous Excellence and National Indigenous Pastoral Enterprises (2011-2015). He is a former board member of the North Central Catchment Management Authority and Parks Victoria (PV). He was also the former founding chair of Federation Enterprises Pty Ltd and Barpa Constructions Pty Ltd. He is currently a non-judicial member of the Judicial Commission of Victoria. He is also currently a board member on the Dja Dja Wurrung Enterprise Board and its Investment Advisory Committee (IAC). He formerly chaired the Dja Dja Wurrung Clans Aboriginal Corporation and led the Dja Dja Wurrung negotiating team's successful Recognition and Settlement Agreement with the state government in 2013.

In 2014, Graham was inducted into the Victorian Aboriginal Honour Roll, which recognises Aboriginal people, past and present, who make the most profound contribution to Victoria's Aboriginal community and to the state of Victoria. Graham was recognised in 2017 for his lifelong contribution to land justice and the well-being of the Dja Dja Wurrung People. He was nominated for Senior Victorian of the Year 2018. In early 2021 he was appointed as a member of the Victorian Aboriginal Employment and Economic Council, and also the Melbourne Academic Centre of Health based at the University of Melbourne where he co-chairs the Aboriginal Leadership Group. He was recently appointed to the University of Melbourne's Traditional Owner Advisory Group (TOAG) as the Dja Dja Wurrung Traditional Owners representative alongside other TO representatives.



NIKITA CHARLES (Deputy Chairperson) | Certificate III Business; Certificate Land Management; Diploma Business; Diploma Leadership and Management

2 January 2020 -30 June 2025

Nikita's Traditional Owner heritage is Dja Dja Wurrung through her father. Nikita celebrates her Culture as a Djaara woman and strives to raise her two sons in an atmosphere of encouragement, pride and self-determination. Nikita emerged as a community leader through her participation in Dja Dja Wurrung Youth Governance activities and her subsequent contribution to the Djaara cultural renaissance, and support for the Dja Dja Wurrung Community's membership.

Nikita worked at Dja Dja Wurrung Clans Aboriginal Corporation, trading as DJAARA, as the Program Manager, Member Engagement for many years, supporting the Membership with events, Community Support Programs, and many other tasks.

In 2020, Nikita was appointed as the Deputy Chair of the Dhelkunya Dja Land Management Board.



RODNEY CARTER (Secretary's Nominee) | Diploma Governance (Investigations)

Secretary's Nominee 2 January 2020-30 June 2025
Previously served as a Board member between 17 July 2014-April 2016

Rodney Carter is a descendant of Dja Dja Wurrung and Yorta Yorta people and resides at Djandak, his homelands at Central Victoria (his grandfather's traditional Country). He has extensive experience in Cultural Heritage management and a particular interest in linking people to landscape through the integration of Biodiversity and Culture. Rodney served as Group Chief Executive Officer for DJAARA from 2015-2025. Prior to this he worked at the Game Management Authority and the Victorian Public Land Fire Management as a heritage specialist, also as a project manager for the Bunjilaka Aboriginal Centre as part of the Melbourne Museum project, and as Bunjilaka's inaugural Centre Manager.

Rodney is currently a member of the Victorian Aboriginal Heritage Council and has been so for 19 years. He was a member of Museum Victoria's Aboriginal Cultural Heritage Advisory Committee, then a Regional Director of the North-West Regional Aboriginal Cultural Heritage Program. He has recently been elected to the First Peoples Assembly of Victoria for 'Treaty' and is the Elders Voice Co-Chair. A defining moment for Rodney was negotiating for, and being a signatory to, the Dja Dja Wurrung people's native title settlement under the *Traditional Owner Settlement Act 2010*.



STEVE HAMILTON | App.Sci (App Geology), MA (Env Eng), Diploma (Company Directors), GAICD
Board Member, DEECA (VPS-non remunerated) 30 July 2024 – 30 June 2025

Steve Hamilton is the Regional Director, Loddon Mallee for DEECA, based in Bendigo on Dja Dja Wurrung Country. Steve has over 27 years working across land management, environment, infrastructure and projects across Australia and Internationally, within the private and public sectors. Steve has been a Senior Executive and Board member for a number of private sector businesses and public sector entities, most recently working for the City of Greater Bendigo and serving on the Board of LGPro (Vic), Victoria's Local Government member organisation for advocacy, development and leadership. Steve is also the founder of several private businesses and has extensive experience in business establishment, governance, growth, strategic planning and delivery.

Steve is a passionate regional advocate for positive and sustainable outcomes for regional communities, and to ensure the sharing of knowledge, stories and the celebration of our strong linkages to Country inform the Board's decision-making and actions. Steve is excited to be able to contribute to the DDLMB and looks forward to helping with the delivery of the Board's goals and aspirations for the Dja Dja Wurrung Parks.



RON KERR JNR | Cert IV in Aboriginal Cultural Heritage Management;
Cert IV in Government Investigations
Board Member, 9 March 2022-20 August 2024

Born on Yorta Yorta Country, Ron Kerr is a proud Djaara man, descended through the Leonard Kerr Family line. Ron is a Djaara Elder and a keeper of Cultural Knowledge. Ron has worked for DJAARA for more than fifteen years in different roles, including as Project Coordinator, Malamiya-Cultural Heritage Team. In 2013 as a DDWCAC Board Director, Ron was on the negotiating team and is a signatory to the Recognition and Settlement Agreement (RSA). Ron's connection to Djandak and our Djaara Community underpinned his valued contribution to the work of the Board. Ron stepped down from the DDLMB in August 2024.



AUNTY MARILYNE NICHOLLS | Cert IV Cultural Heritage Management;
Cert IV Conservation Land Management
Board Member, 2 January 2020-30 June 2025

Aunty Marilynne Nicholls is a recognised Victorian artist and traditional weaver practitioner based in Wood Wood, Victoria. Aunty Marilynne's Apical Ancestry connects her with both fresh-water and saltwater Country of the Murray River, Victoria, and the saltwater people of the Coorong, South Australian coastal regions. Marilynne's connections to Country are vast.

Born in Swan Hill and growing up in rural Victoria has given Marilynne a deep understanding of Aboriginal issues, agricultural practices, cultural practices and Aboriginal healthcare. Marilynne's professional career spanned 38 years in healthcare, Aboriginal health, and Community Development. After retiring from the health system, Marilynne travelled overseas, spending time with other First Nations People, to understand and exchange Cultural and Spiritual knowledge.

Aunty Marilynne's return to Dja Dja Wurrung Country enabled her to further connect with Djandak practices on Country, and to devote her time and energies and to sharing her knowledge as a Djaara descendant. Aunty Marilynne is passionate about involving the Dja Dja Wurrung Community in creating opportunities that are in line with the 2013 Recognition and Settlement Agreement (RSA) and the *Dhelkunya Dja, Dja Dja Wurrung Country Plan 2014-2034*. To date, Aunty Marilynne is an active member of the Dja Dja Wurrung Clans Aboriginal Corporation and Djandak Enterprises.



KANE WEEKS | MBA, B.App.Sci (Parks Recreation and Heritage), PGC. (Tourism Futures)
Board Member- Parks Victoria (VPS-non remunerated) 30 July 2024 – 30 June 2025

Kane Weeks is the Regional Director, Northern Region, Parks Victoria and is based in Bendigo on Dja Dja Wurrung Country. Kane brings to the Board extensive experience in land conservation, sustainable development, and resource management, including senior roles in the parks service of NSW. Kane is passionate about working with Traditional Owners in the joint management of National and State parks. Kane was the founding General Manager for Dja Dja Wurrung Enterprises Pty Ltd, establishing and managing a natural resource management business of the DDWCAC.

In his Parks Victoria role, Kane oversees the coordination of land management initiatives, including the Implementation of the Joint Management Plan for the Dja Dja Wurrung Parks, ensuring compliance with environmental regulations and promoting sustainable practices that safeguard the integrity of our landscapes for future generations.

Kane brings over 26 years of expertise in managing land use projects that balance ecological health, community needs, and economic growth. Kane is committed to advancing the responsible stewardship of natural resources through strategic planning, policy development, and collaborative partnerships.

He is passionate about fostering innovation in land use planning, engaging with stakeholders, and contributing to the ongoing preservation of public and private lands.



PAST MEMBERS OF THE BOARD

The Past Board Members of the DDLMB are:

Marg Allan PSM

BA Business (Local Government), Grad. Dip. Public Policy, MA Public Policy & Governance; GAICD
2 January 2020–1 January 2023

Marlene Burchill

BSW, MSW, Diploma Family Therapy
17 July 2014–1 January 2020

Chris Corbell

(Non-Remunerated VPS Appointment)
2 May 2023–10 April 2024

Doug Humann AM

Inaugural Deputy Chair
BA (Hons), Dip Ed, GAICD
17 July 2014–1 January 2020

Anthony Judd

MBA; Bachelor of Management / B. App. Science; Loddon Murray Community Leadership Program (Non-Remunerated VPS Appointment)
2 January 2023–4 April 2023

Rick Kerr

Cert IV Aboriginal Cultural Heritage Management
28 June 2017–30 June 2020

Ron Kerr Jnr

Cert IV in Aboriginal Cultural Heritage Management; Cert IV in Government Investigations.
9 March 2022–20 August 2024

Dr Jan Mahoney

BA, PhD, Grad Dip Business, Grad Cert International Health, Advanced Company Directors Diploma, FAICD, Associate Leadership Victoria
17 July 2014–1 January 2020

Daniel McLaughlin

MBA, MNRM, Grad Dip AppSc, B AppSc (VPS-non remunerated)
2 January 2020–1 January 2023

Trevor Miles

DELWP Secretary’s Nominee
BAgSc
17 July 2014–1 January 2020

Rebecca Phillips

BA, Cert IV Aboriginal Cultural Heritage Management
17 July 2014–1 January 2020

AWARDS

2019 - Banksia Sustainability Awards – Finalist, Indigenous Category
2017 – Australasian Reporting Awards – ARA Bronze Award

BOARD MEETING ATTENDANCE 2024–2025

NAME	TERM	ATTENDED	ELIGIBLE TO ATTEND
Graham Atkinson, Chairperson	1 July 2024 - 30 June 2025	9	9
Rodney Carter, Secretary’s Nominee	1 July 2024 - 30 June 2025	5	9
Nikita Charles, Deputy Chairperson	1 July 2024 - 30 June 2025	5	9
Steve Hamilton, Board Member (VPS-non remunerated)	30 July 2024 – 30 June 2025	6	9
Ron Kerr Jnr, Board Member	1 July 2024 – 20 August 2024	0	0
Marilyne Nicholls, Board Member	1 July 2024 - 30 June 2025	8	9
Kane Weeks, Board Member (VPS-non remunerated)	30 July 2024 – 30 June 2025	8	9

*There was one Board Member vacancy for the reporting period.

BOARD COMMITTEES

The Board maintained two committees throughout the reporting period, together with an ad hoc Communications and Engagement Committee, and an ad-hoc working group to assist the Board with budget and planning. The committees prepare recommendations for consideration and adoption by the full Board. The Board’s committees are:

- Audit and Risk Committee
- Joint Management Plan Implementation Team (JMPIT).
- Communications and Engagement (Ad Hoc) Committee
- Budget and Planning (Ad-hoc) Working Group

Note: Graham Atkinson (Chairperson) is an *ex officio* member of all Board committees and attends most committee meetings.

AUDIT AND RISK COMMITTEE

Sue Lebish, Independent ARC Chair, Graham Atkinson, Rodney Carter, Ron Kerr

The Audit and Risk Committee (ARC) provides assurance about the integrity of the financial processes, systems, and reporting of the Board. The ARC oversees the risk management framework and register. Members of this committee liaise with the Victorian Auditor-General’s Office regarding external audit arrangements. The work of the ARC has supported the Board to deliver ten clear audits. The ARC met three times in the Reporting period 2024-2025.

Whist not mandatory under the DEECA PFMCF, the Board maintains its ARC in accordance with SD 3.2.1 of the Financial Management Act 1994. The ARC has an Independent Chairperson. The ARC’s role during the annual reporting period includes:

- reviewing the agency’s annual financial statements and making a recommendation to the Board to authorise the statements (SD 3.2.1(c)).
- reviewing information in the report of operations on financial management, performance, and sustainability (SD 3.2.1(d)).
- reviewing and monitoring compliance with the PFMCF, the Directions and the Instructions, and advising the board on the level of compliance attained (SD 3.2.1(e)).

The DDLMB ARC has made a recommendation to the Board:

- to authorise the Financial Statements 2024-2025; and
- to approve the Chairperson’s Financial Management Compliance Attestation 2024-2025.

COMMUNICATIONS AND ENGAGEMENT (AD HOC) COMMITTEE

Nikita Charles (Chair), Rodney Carter, Graham Atkinson, Eloise Seymour (Independent Member)

The Communications and Engagement Committee manages as needed, the communications with external stakeholders and audiences. This includes preparation and implementation of communications plans around public consultation and media liaison, as well as overseeing social media channels, the Board’s website, and other publicly oriented forms of communication. The committee also supports preparation of the Board’s publications. In 2024, the Committee guided the production of the DDLMB’s ‘Voices of Empowerment’ Short Film, made to mark the celebration of the Board’s Tenth Anniversary.

JOINT MANAGEMENT PLAN IMPLEMENTATION TEAM (JMPIT)

Michele Braid, DDLMB Executive Officer Convenor; Stuart Cowell, Managing Director Conservation Management, Facilitator; Anita Jack, DDLMB Board Executive Support Officer

The Board convenes the JMPIT and has contracted Stuart Cowell (Conservation Management) to facilitate the JMPIT and support the collaboration work, so critical to implementing the JMP. The JMPIT comprises representatives of DDWCAC, PV, Djandak Enterprises and DEECA. In 2024-2025 the JMPIT delivered to the Board four ‘Gapa Giya’ JMP Implementation Reports.

BOARD SUPPORT



INDEPENDENT CHAIR, AUDIT AND RISK COMMITTEE

Sue Lebish | GAICD, MICDA, MBA, B. Comm, CPA | 2 January 2024-30 June 2025

Sue has over 25 years' professional and senior management experience in Government, Local Government, University and the Banking sectors providing finance, governance, project and risk management roles in Queensland, Canberra and Victoria. Sue has recently finished as the Chief Executive Officer of Winton Wetlands Committee of Management and is again focusing her abilities on supporting organisations in their financial, governance and risk management responsibilities across various Victorian sectors.

Sue's Victorian Board experience covers a range of organisations across a variety of government departments. These range from being Chair of Finance, Risk & Audit committees in the Victorian Alpine Resort Boards as well as a member of each Board while Chair of the Audit Committee for the Alpine Shire. Other board appointments range across environmental and animal welfare organisations. Sue's Board experience shows her insight of working with environmental organisations and aligning the environmental expectations to the State Government's regulatory financial Acts and associated Frameworks.

Sue is a Certified Practising Accountant, holding a Master of Business Administration, a Bachelor of Commerce, and being a graduate of the Australian Institute of Company Directors. Sue is also a member of the Australian Risk Policy Institute and the Institute of Community Directors of Australia. She has a strong belief in the commercial, ecological and social value of local and regional communities and has a depth of knowledge in supporting these organisations in their governance, audit and risk responsibilities.



CHIEF FINANCE OFFICER

Tony Christianen | BBus (Acc), Grad Dip Bus Admin, MAICD, FCPA, FAIM, SA Fin

Tony Christianen joined the Board as the Chief Finance Officer in June 2016. Tony is a director of a consulting company having gained extensive expertise in financial management, systems development and implementation, business administration and accounting services for a wide range of business and government organisations. Tony's contribution to the Board as CFO has been outstanding, providing clarity and assurance to the Financial Management of the DDLMB, and valued support to the DDLMB Chair, the Independent Chair of the ARC and the Executive Officer.



EXECUTIVE OFFICER

Michele Braid | BA, MA Public Policy & Management

Michele brings to the Board great experience in government and community sector organisations, and expertise in policy, planning, community engagement and project management. Michele is a skilled relationship manager and supports the Board in building and strengthening its connections to the Djaara Community, DEECA, PV and broader community networks. Michele has worked alongside, and for, the DDLMB since its inception in 2014, as the inaugural Senior Project Officer. In July 2020 joined the staff of the DDWCAC in the role of DDLMB Executive Officer, providing continuity of governance support to the Board, to lead the Secretariat team, and to convene the JMP Implementation Team on behalf of the Board and the JMP partners. Michele's commitment to the Board's success in fulfilling its vision helped deliver an excellent Joint Management Plan for the Dja Dja Wurrung Parks, and she continues to work with equal passion towards its implementation.



BOARD EXECUTIVE SUPPORT OFFICER

Anita Jack | BA (Graphic Design), Dip. Governance (ICDA 2025)

Anita Jack joined the Secretariat team in May 2022, in the role of the DDLMB Board Executive Support Officer. Anita has had an accomplished career working for, and developing, community-based organisations. A skilled Graphic Designer, Anita draws on deep creative energies and her business acumen to enhance Board operations. Anita is recognised in the Bendigo community for her many accomplishments as the General Manager, Golden Dragon Museum. From 2016-2019, under Anita's leadership, the Chinese Museum secured funding for the 'Bendigo's New Imperial Dragon' project. The Museum was able to create a new home for the magnificent 'Dai Gum Loong' Golden Dragon, which put the museum on the global stage, and ensures an enduring cultural legacy of the Chinese community in Bendigo. Stepping back from leadership to pursue other personal priorities, Anita saw an opportunity to contribute her skills and experience to the Board's work in overseeing the implementation of the *Joint Management Plan for the Dja Dja Wurrung Parks*.

BOARD STAFF 2024-2025

The Board does not directly employ staff. During the reporting period 2024-2025, DDWCAC employed two staff members (1.8 FTE), on the Board's behalf through a service level agreement. The Board retains the Chief Finance Officer on contract.

The DDLMB Secretariat team members are:

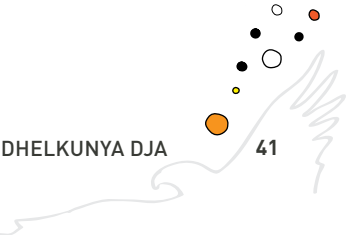
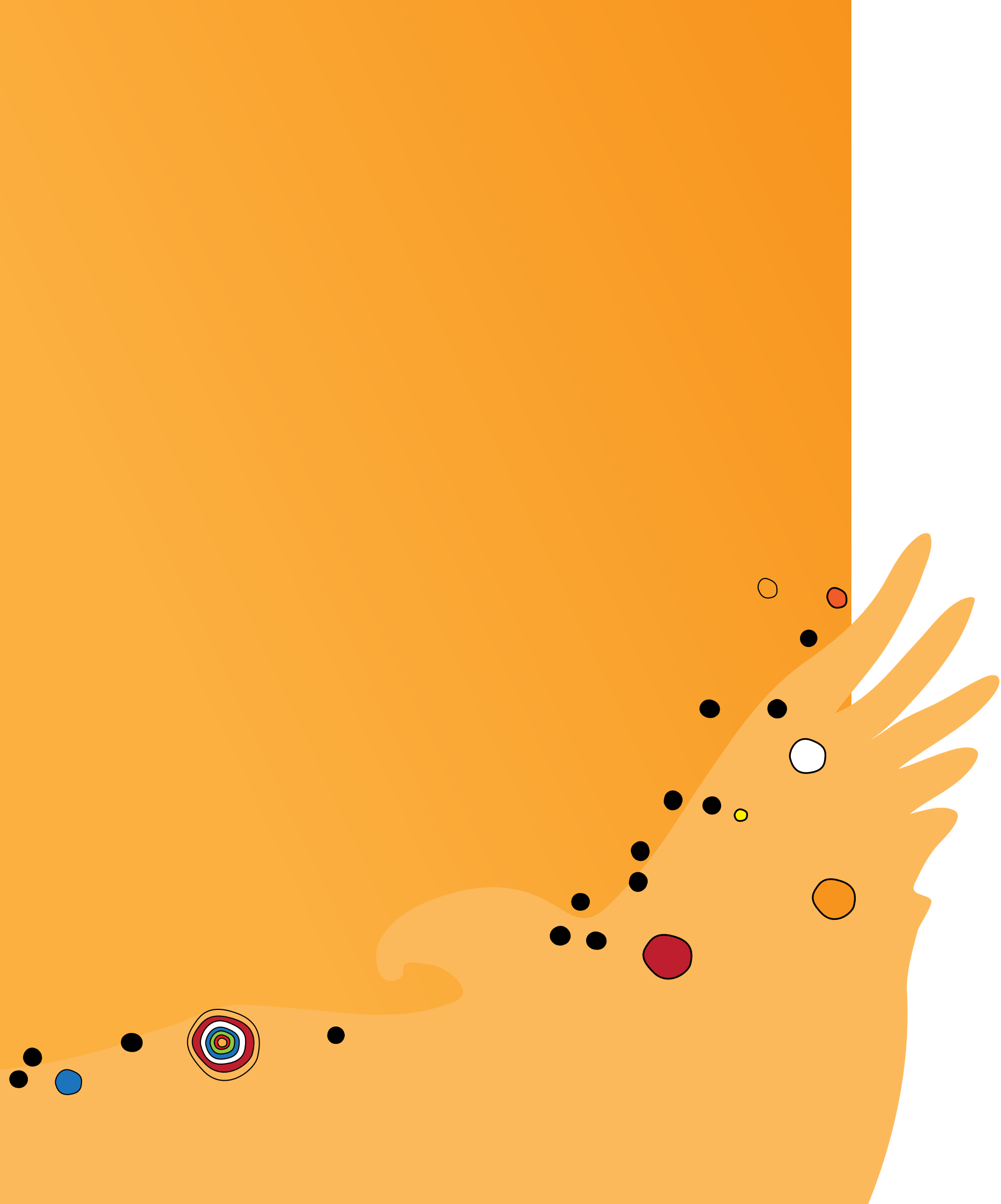
Michele Braid, Executive Officer (Accountable Officer).

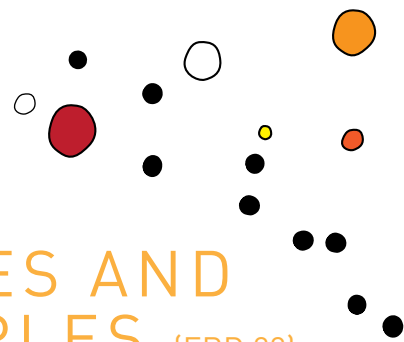
Anita Jack, Board Executive Support Officer.



10 YEARS ANNIVERSARY
2014 - 2024

SECTION 3
WORKFORCE DATA





PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES (FRD 22)

The Board’s values, policies, and principles are aligned to the Code of Conduct for Victorian Public Sector Employees.

In 2024-2025 the Board did not directly employ any staff. The Board’s staff employed by DDWCAC are engaged in alignment with the Victorian government’s commitment to merit and equity principles.

The Board’s Staff are employed by DDWCAC under an Industrial Award, and are hosted and supported within a comprehensive policy framework that complies with external legislation to ensure that employees are treated fairly and that they are receiving their legislated rights and entitlements within their workplace.

The relevant legislation includes:

- *Fair Work Act 2009*
- *Racial Discrimination Act (1975)*
- *Equal Opportunity Act 2010 (Vic)- noting s 12 (Special measures)*
- *National Employment Standards (NES)*
- *Work Health and Safety Standards (WHS)*
- *State and Federal Anti-Discrimination Laws*
- *Privacy Act, 1988*

The Board is committed to applying merit and equity principles when appointing staff. The selection processes ensure that applicants are assessed and evaluated fairly and equitably based on the key selection criteria and other accountabilities without discrimination.

OCCUPATIONAL HEALTH AND SAFETY (FRD 22)

The Board is committed to providing and maintaining a safe and healthy working environment for all its members, staff, and contractors. The Board operates within the framework of the OH&S policy of DDWCAC and the OH&S policies of other organisations at whose premises it convenes meetings. It ensures that Board members are aware of their roles and responsibilities towards OH&S.

During the 2024-2025 reporting period, the Board maintained its commitment to supporting the health and safety of staff, including: continuing active risk management to identify and address any workplace risks and reviewing work practices to reduce occupational risks. The DDWCAC maintains a comprehensive OH&S program aimed at preventing workplace injury and promoting the wellbeing of staff. The Executive Officer maintains a current First Aid Certificate and is a member of the DDWCAC’s OH&S Working Group.

Occupational Health and Safety Incidents:

Financial Year	Incidents
2023-2024	0
2024-2025	0

WORKFORCE DATA (FRD 22)

During the 2024-2025 reporting period the Board did not directly employ any staff: In 2024-2025, DDWCAC employed two staff members (1.8 FTE) on the Board’s behalf through a service level agreement. Employees have been correctly classified in workforce data collections. All figures reflect employment levels in the last full pay period in June 2025 of the current and corresponding previous reporting year.

Classification	2024-2025		2023-2024	
	Number (headcount)	FTE	Number (headcount)	FTE
Senior managers	1	1	1	1
Administration staff	1	0.8	1	0.8
Total	2	1.8	2	1.8
Male	0	0	0	0
Female	2	1.8	2	1.8
Total	2	1.8	2	1.8

WORKFORCE INCLUSION POLICY (FRD 29)

The Board actively works towards creating a balanced and inclusive working environment where equal opportunity and diversity are valued. As a Traditional Owner-led organisation, the Board aims to create employment opportunities for people who identify as Aboriginal and/ or Torres Strait Islander. In 2024-2025 the number of employees who identified as Aboriginal and/or Torres Strait Islander was 0.0 FTE of total 1.8 FTE, and the number of employees who identified as Culturally and Linguistically Diverse was 0.8 FTE. Five of seven Board Members are Dja Dja Wurrung Traditional Owners.

EXECUTIVE DATA (FRD 15)

For a public body, an executive is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* (PAA), or a person to whom the Victorian Government’s Public EntityExecutive Remuneration Policy applies. [FRD 15]

The Board did not directly employ an Executive during the reporting period. The DDWCAC employed and hosted the Board’s Executive Officer (Accountable Officer) for the 2024-2025 financial year, and provided support through a Service Level Agreement, including the following:

- payroll and human resources
- tax and GST arrangements
- vehicle access
- compliance related to a public entity
- financial systems
- Information and Communication Technology (ICT)
- governance and business arrangements
- access to policies and procedures.



SECTION 4
OTHER DISCLOSURES



LOCAL JOBS FIRST (FRD 25)

The *Local Jobs First Act 2003* brings together the *Victorian Industry Participation Policy Act 2003* and the *Major Projects Skills Guarantee (MPSG)* policy, which were previously administered separately. The Local Jobs First Act 2003 requires public bodies to report on the implementation of the Local Jobs First Act 2003. Public bodies are required to apply the Local Jobs First Act 2003 in all procurement activities valued at \$3 million or more in metropolitan Melbourne and for state-wide projects, or \$1 million or more in regional Victoria.

The Board did not tender any projects valued at over \$1 million in regional Victoria, or \$3 million for metropolitan and state-wide projects in the 2024-2025 reporting period.

GOVERNMENT ADVERTISING EXPENDITURE (FRD 22)

Government policy requires disclosure of each government advertising campaign with a total media spend of \$100,000 or greater (exclusive of GST).

The Board’s advertising and media expenditure in the 2024-2025 reporting period was **nil**, and therefore did not exceed \$100,000.

CONSULTANCY EXPENDITURE (FRD 22)

CONSULTANCIES OF \$10 000 OR MORE

In 2024-2025, there was one consultancy and one provider of professional services where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2024-2025 in relation to these consultancies was \$45,236 (excluding GST). Details of individual consultancies are outlined below.

Consultant/ Contractor**	Purpose of consultancy	Total approved project fee (excl. GST)	Expenditure 2024-25 (excl. GST)	Future expenditure (excl. GST)
Conservation Management Pty Ltd	Support Implementation of Joint Management Plan (JMP)	\$20,000	\$12,369	\$ 20,000
Direct Focus Management Services Pty Ltd	Financial management support & CFO	\$20,000	\$15,150	\$ 20,000
Augmented Pty Ltd t/a Storyland Creative	Documentary Short Film	\$18,000	\$17,717	N/A
Total Expenditure for Reporting period		\$ 45,236		

Note: The disclosure on ‘start date’ and ‘end date’ of a consultancy is not a mandatory requirement of FRD 22.

**a contractor is an individual or organisation that is formally engaged to provide works or services for or on behalf of an entity

CONSULTANCIES UNDER \$10 000

In 2024-2025, four providers of Professional Services were engaged during the year, where the total fees payable to the individual providers was less than \$10,000. The total expenditure incurred during 2024-2025 in relation to these consultancies was \$12,342 (excl. GST).

INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)
EXPENDITURE (FRD 22)

For the 2024-2025 reporting period, the Board had a total BAU ICT expenditure of \$0.

(‘BAU ICT expenditure’ refers to the Board’s costs in providing business enabling ICT services. These services are provided by the host organisation under the Service Level Agreement.)

MAJOR CONTRACTS (FRD 12)

The Board did not enter into any major contracts during the 2024-2025 reporting period. (A ‘major contract’ is a contract entered into during the reporting period valued at **\$10 million** or more.)

FREEDOM OF INFORMATION (FRD 22)

The *Freedom of Information Act 1982* (Cwlth) allows the public a right of access to documents held by the Board. During the 2024-2025 reporting period no Freedom of Information requests were made to the Board.

The purpose of the *Act* is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the *Act*.

An applicant has a right to apply for access to documents held by the Board. This comprises documents both created by the Board or supplied to the Board by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by the Board will be available on the Board’s website under its Part II Information Statement.

The *Act* allows the Board to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include: cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to the Board in-confidence.

The *Act* was amended on 1 September 2017 to reduce the Freedom of Information (FOI) processing time for requests received from 45 to 30 days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, the processing time automatically reverts to 45 days. Processing time may also be extended by periods of 30 days, in consultation with the applicant. With the applicant’s agreement this may occur any number of times. However, obtaining an applicant’s agreement for an extension cannot occur after the expiry of the timeframe for deciding a request. If an applicant is not satisfied by a decision made by the Board, under section 49A of the *Act*, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request

FOI requests can be lodged online at <https://ovic.vic.gov.au>. An application fee of \$33.60 applies. Access charges may also be payable if the document pool is large, and the search for material, time-consuming. As a portfolio agency of DEECA, the Board operates in accordance with freedom of information (FOI) procedures established by the Department. Access to documents may be obtained through written request to the Freedom of Information Manager, DEECA, as detailed in s17 of the *Freedom of Information Act 1982* [Cwlth].

In summary, the requirements for making a request are:

- it should be in writing
- it should identify as clearly as possible which document is being requested, and
- it should be accompanied by the prescribed fee, which from 1 July 2025 is \$33.60. [The fee may be waived in certain circumstances].

Access charges may also apply once documents have been processed and a decision on access is made, for example photocopying and search and retrieval charges.

Requests for documents in the possession of the Department should be addressed to:

Manager FOI & Privacy Unit
Department of Energy, Environment and Climate Action
PO Box 500
EAST MELBOURNE VIC 8002

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and www.foi.vic.gov.au

COMPLIANCE WITH BUILDING ACT 1993 (VIC)
(FRD 22 & THE BUILDING ACT)

The Board does not own or control any government buildings and consequently is exempt from notifying its compliance with the building and maintenance provisions of the *Building Act 1993* (Vic).

COMPETITIVE NEUTRALITY POLICY (FRD 22)

Competitive neutrality requires government businesses to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. The Competitive Neutrality Policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service. The Board continues to comply with the requirements of the Competitive Neutrality Policy.

PUBLIC INTEREST DISCLOSURES ACT 2012 (FRD 22)

The *Public Interest Disclosures Act 2012* (Vic) enables people to make disclosures about improper conduct by public officers and public bodies. The Act aims to ensure openness and accountability by encouraging people to make disclosures and protecting them when they do.

The Board is a public body for the purposes of the *PID Act*.

What is a ‘Public Interest disclosure’?

A Public Interest disclosure is a complaint of corrupt or improper conduct by a public officer or a public body.

What is ‘improper or corrupt conduct’?

Improper or corrupt conduct involves substantial:

- mismanagement of public resources, or
- risk to public health or safety or the environment, or
- corruption.

The conduct must be criminal in nature, or a matter for which an officer could be dismissed.

The Board does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

The Board will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

How do I make a Public Interest disclosure?

You can make a Public Interest disclosure about Dhelkunya Dja Land Management Board or its Board members, officers, or employees by contacting IBAC on the contact details provided below.

Please note that Dhelkunya Dja Land Management Board **is not able to receive protected disclosures**.

How can I access Dhelkunya Dja Land Management Board’s procedures for the protection of persons from detrimental action?

Dhelkunya Dja Land Management Board is a statutory agency of DEECA. The Board manages any Public Interest matters in accordance with the Department’s established procedures for the protection of persons from detrimental action or reprisal for making a Public Interest disclosure about Dhelkunya Dja Land Management Board or its employees.

Further information

The Public Interest Disclosure Policy and Procedures, which outline the system for reporting disclosures of improper conduct or detrimental action by the Department or any of its employees and/or officers, are available on the Department’s website:

<https://www.deeca.vic.gov.au/our-department/public-interest-disclosures>

Contact Independent Broad-Based Anti-Corruption Commission (IBAC) Victoria

Address: Level 1, North Tower, 459 Collins Street, Melbourne Victoria 3000
Mail: IBAC, GPO Box 24234, Melbourne Victoria 3001
Internet: www.ibac.vic.gov.au
Phone: 1300 735 135
Email: See the website above for the secure email disclosure process, which also provides for anonymous disclosures.

COMPLIANCE WITH DATAVIC ACCESS POLICY (MRO)

Consistent with the DataVic Access Policy issued by the Victorian Government in 2012, the information included in this Annual Report will be available at www.data.vic.gov.au in electronic readable format.

ADDITIONAL INFORMATION AVAILABLE ON REQUEST (FRD 22)

Additional information available on request

In compliance with the requirements of the *Financial Management Act 1994* and DEECA's PFMCF, applicable Australian Accounting Standards and Financial Reporting Directions, details in respect of the items listed below have been retained by Dhelkunya Dja Land Management Board and are available on request, subject to the provisions of the *Freedom of Information Act 1982* (Cwlth):

- (a) details of publications produced by Dhelkunya Dja Land Management Board about itself, and how these can be obtained;
- (b) details of any major external reviews carried out on Dhelkunya Dja Land Management Board;
- (c) details of major research and development activities undertaken by Dhelkunya Dja Land Management Board; and
- (d) details of major promotional, public relations and marketing activities undertaken by Dhelkunya Dja Land Management Board to develop community awareness of the entity and its services.
- (e) assessments of measures undertaken to improve the OHS of employees (on page 36)

The information is available on written request from:

Executive Officer
Dhelkunya Dja Land Management Board
PO BOX 1026, Bendigo 3552
Phone: (03) 5444 2888

Additional information included in Annual Report

Details in respect of the following items have been included in Dhelkunya Dja Land Management Board's Annual Report, on the pages indicated below:

- (f) a list of Dhelkunya Dja Land Management Board's major committees; the membership and purposes of each committee; (Section 2.3 page 14-15), and
- (g) a statement of completion of declarations of pecuniary interests by relevant officers (Section 1.10 page 9).

The Board's Annual Reports are available on-line from the Board's website: www.dhelkunyadja.org.au

Information that is not applicable to Dhelkunya Dja Land Management Board

The following information is not relevant to Dhelkunya Dja Land Management Board for the reasons set out below:

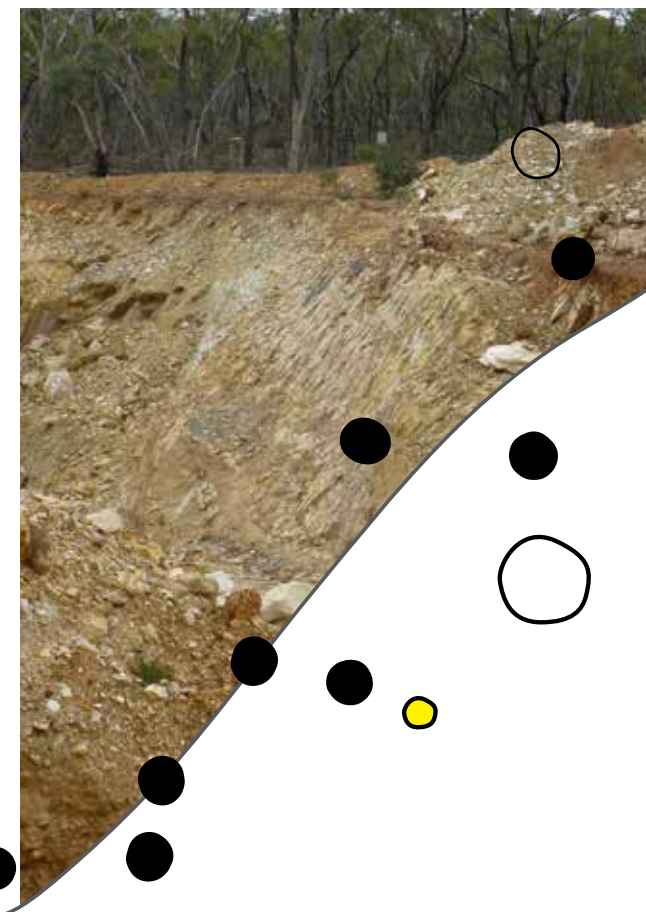
- (h) a declaration of shares held by senior officers (No shares have ever been issued in Dhelkunya Dja Land Management Board.)
- (i) details of overseas visits undertaken (No Board Members or senior executives took overseas work-related trips.)
- (j) details in changes in prices, fees, charges, rates and levies charged (The Board does not raise charges).
- (k) a statement on industrial relations within the agency (The Board does not directly employ staff).

PORTFOLIO FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Graham Atkinson, on behalf of the Dhelkunya Dja Land Management Board (DDLMB), certify that the DDLMB has been granted a full exemption from the Standing Directions and Instructions under the *Financial Management Act 1994*. This exemption has been granted by the Assistant Treasurer on the basis that DDLMB complies with the Department of Energy, Environment and Climate Action's Portfolio Entity Financial Management Compliance Framework (PFMCF), in accordance with section 5.1.3 of the PFMCF.



Graham Atkinson
Chairperson
Dhelkunya Dja Land Management Board
21 August 2025



10 YEARS
ANNIVERSARY
2014 – 2024

SECTION 5
FINANCIAL STATEMENTS
2024-2025

VAGO REPORT



FINANCIAL STATEMENTS

for the financial year ended
30 JUNE 2025

How this report is structured

The Dhelkunya Dja Land Management Board (DDLMB) has presented its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with the information about the DDLMB's stewardship of resources entrusted to it.

Financial statements	Comprehensive operating statement	6
	Balance sheet	7
	Cash flow statement	8
	Statement of changes in equity	9
Notes to the financial statements	1. About this report	10
	The basis on which the financial statements have been prepared and compliance with reporting regulations	
	2. Funding delivery of our services	11
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	7.1 Responsible persons	
	7.2 Remuneration of accountable officer	
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	7.4 Remuneration of auditors	
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DECLARATION IN THE FINANCIAL STATEMENTS

The attached financial statements for Dhelkunya Dja Land Management Board (DDLMB) have been prepared in accordance with the Portfolio Financial Management Compliance Framework issued by the Department of Energy, Environment and Climate Action, the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements


We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and financial position of DDLMB as at 30 June 2025.

At the time of signing, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.


We authorise the attached financial statements for issue on 21 August 2025.


Antony Christianen
Chief Finance Officer

Bendigo
21 August 2025


Graham Atkinson
Chairperson

Bendigo
21 August 2025


Michele Braid
Executive Officer

Bendigo
21 August 2025



Independent Auditor’s Report

To the Board of the Dhelkunya Dja Land Management Board

Opinion I have audited the financial report of the Dhelkunya Dja Land Management Board (the authority) which comprises the:

- Balance sheet as at 30 June 2025
- Comprehensive operating statement for the year then ended
- Statement of changes in equity for the year then ended
- Cash flow statement for the year then ended
- Notes to the financial statements, including material accounting policy information
- Declaration in the financial statements

In my opinion the financial report presents fairly the financial position of the authority as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards - Simplified Disclosures.

Basis for Opinion I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor’s Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Board’s responsibilities for the financial report The Board of the authority is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the *Financial Management Act 1994*, and for such internal control as the Board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the authority’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor’s responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the authority’s internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- conclude on the appropriateness of the Board’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the authority’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the authority to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



BENDIGO
9 September 2025

Mahesh Silva
as delegate for the Auditor-General of Victoria

Comprehensive operating statement ^(a)

For the financial year ended 30 June 2025

		(\$)	(\$)
	Notes	2025	2024
Continuing operations			
Income from transactions			
Grant	2.1	410,763	449,000
Total income from transactions		410,763	449,000
Expenses from transactions			
Other operating expenses	3.1	(440,110)	(437,277)
Total expenses from transactions		(440,110)	(437,277)
Net result from transactions (net operating balance)		(29,347)	11,723
Net result		(29,347)	11,723
Comprehensive result		(29,347)	11,723

The accompanying notes form part of these financial statements

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

Balance sheet ^(a)

As at 30 June 2025

		(\$)	(\$)
	Notes	2025	2024
Assets			
Financial assets			
Cash and Deposits	5.1	56,369	84,670
Receivables		17	-
Total financial assets		56,386	84,670
Liabilities			
Payables	4.1	16,227	15,164
Total liabilities		16,227	15,164
Net assets		40,159	69,506
Equity			
Accumulated surplus		40,159	69,506
Net worth		40,159	69,506

The accompanying notes form part of these financial statements

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

Cash flow statement ^(a)

For the financial year ended 30 June 2025

		(\$)	(\$)
	Notes	2025	2024
Cash flows from operating activities			
Receipts			
Receipts from government		410,763	449,000
Goods and Services Tax received from the ATO ^(b)		9,984	13,730
Total receipts		420,747	462,730
Payments			
Payments to suppliers and employees		(449,048)	(448,311)
Total payments		(449,048)	(448,311)
Net cash flows from operating activities		(28,301)	14,419
Net increase in cash and cash equivalents		(28,301)	14,419
Cash and cash equivalents at beginning of financial year		84,670	70,251
Cash and cash equivalents at end of financial year	5.1	56,369	84,670

The accompanying notes form part of these financial statements

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting

(b) Goods and Services Tax received from the Australian Taxation Office (ATO) is presented on a net basis.

Statement of changes in equity ^(a)

For the financial year ended 30 June 2025

	(\$)	(\$)
	Accumulated Surplus	Total
Balance at 1 July 2023	57,783	57,783
Comprehensive result for the year	11,723	11,723
Balance at 30 June 2024	69,506	69,506
Balance at 1 July 2024	69,506	69,506
Comprehensive result for the year	(29,347)	(29,347)
Balance at 30 June 2025	40,159	40,159

The accompanying notes form part of these financial statements

(a) This format is aligned to AASB 1049 Whole of Government and General Government Sector Financial Reporting.

1. ABOUT THIS REPORT

The Dhelkunya Dja Land Management Board (DDLMB) is a statutory authority of the State of Victoria.

A description of the nature of its operations and its principal activities is included in the “**Report of Operations**” which does not form part of these financial statements.

The principal address is: Dheulkunya Dja Land Management Board, 43 Hattam Street, Golden Square, Bendigo Vic 3550. (Mailing: P.O. Box 1026 Bendigo Vic 3552)

Basis of preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* (AASB 1060) and Financial Reporting Direction 101 *Application of Tiers of Australian Accounting Standards* (FRD 101).

DDLMB is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. DDLMB's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As DDLMB is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

These financial statements cover DDLMB as an individual reporting entity and include all the controlled activities of DDLMB. There is no entity consolidated into DDLMB.

All amounts in the financial statements have been rounded to the nearest \$1 unless otherwise stated.

Compliance information

These general purpose financial statements have been prepared in accordance with the Portfolio Financial Management Compliance Framework issued by the Department of Energy, Environment and Climate Action, the *Financial Management Act 1994*, applicable Australian Accounting Standards (AAS) including interpretations, issued by the Accounting Standards Board (AASB).

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2. FUNDING DELIVERY OF OUR SERVICES

Introduction

The Dhelkunya Dja Land Management Board (DDLMB) is a public entity of the State of Victoria established under the *Conservation, Forests and Lands Act 1987 (Vic)* on 17 July 2014 and has a responsibility to oversee the implementation of the first Joint Management Plan (JMP) for the Dja Dja Wurrung Parks (DDWP).

To enable DDLMB to fulfil its objective, it receives funding from the Victorian Government as a result of the State's Recognition and Settlement Agreement 2013 (RSA) with the Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC).

2.1 Summary of income that funds the delivery of our services

	(\$)	(\$)
	2025	2024
Grant	410,763	449,000
Total	410,763	449,000

DDLMB receives grant funding as part of the Recognition and Settlement Agreement (RSA) renegotiations between the Dja Dja Wurrung People and the State and DDLMB which is income is recognised in accordance with under AASB 1058 *Income of Not for Profit Entities*.

3. THE COST OF DELIVERING SERVICES

Introduction

This section provides an account of the expenses incurred by the Dhelkunya Dja Land Management Board (DDLMB) in delivering services. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded.

3.1 Expenses incurred in delivery of services

	(\$)	(\$)
	2025	2024
Administration services	280,968	277,810
Other operating expenses	159,142	159,467
Total	440,110	437,277

Administration services are paid to Dja Dja Wurrung Clans Aboriginal Corporation (Corporation) in relation to the provision of administration and staff support services, including Board member fees which are reported under 7.1, provided to DDLMB and generally represent the day-to-day running costs incurred in normal operations. DDLMB does not directly employ staff, the Corporation supplies the resources required to support the Board.

3.1.1 Other operating expenses

	(\$)	(\$)
	2025	2024
Contractors and professional services expenses	91,628	73,684
Travel and subsistence expenses	31,530	31,682
Office and general expenses	29,752	44,155
Communication and Information technology expenses	6,232	9,946
Total supplies and services	159,142	159,467

Other operating expenses relate to the cost of the office general expenses incurred in operating the business and are recognised as an expense in the reporting period in which they are incurred.

4. OTHER ASSESTS AND LIABILITIES

Introduction

This section sets out those assets and liabilities that arose from the Dhelkunya Dja Land Management Board (DDLMB) operations.

4.1 Payables

	(\$)	(\$)
	2025	2024
Contractual		
Supplies and services	16,227	15,164
Total payables	16,227	15,164
Represented by:		
Current payables	16,227	15,164

Payables consist of contractual payables, classified as financial instruments and measured at amortised cost and current payables represents accruals for supplies and services

Payables for supplies and services have an average credit period of 30 days.

The terms and conditions of amounts payable to the government and agencies vary according to the particular agreements and as they are not legislative payables, they are not classified as financial instruments.

5 HOW WE FINANCED OUR OPERATIONS

Introduction

This section provides information on the sources of finance utilised by the Dhelkunya Dja Land Management Board (DDLMB) during its operations and other information related to financing activities of the DDLMB.

This section includes disclosures of balances that are financial instruments (such as cash balances). Note 5.1 provides additional, specific financial instrument disclosures.

5.1 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

For cash flow statement presentation purposes, cash and cash equivalents are indicated below.

	(\$)	(\$)
	2025	2024
Cash and Deposits disclosed in the balance sheet	56,369	84,670
Balance as per cash flow statement	56,369	84,670

5.2 Commitments for expenditure

DDLMB has no commitments payable for 2024/25 (2023/24 \$Nil).

6. FINANCIAL INSTRUMENTS, CONTINGENCES AND VALUATION JUDGEMENTS

Introduction

It is often necessary for Dhelkunya Dja Land Management Board (DDLMB) to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for DDLMB related mainly to fair value determination.

6.1 Financial instruments specific disclosures

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the DDLMB's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by the DDLMB to collect the contractual cash flows, and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The DDLMB recognises the following assets in this category:

- cash and deposits.

Categories of financial liabilities.

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method. DDLMB recognises the following liabilities in this category:

- payables (excluding statutory payables)

6.1.1 Financial instruments: Net gain/(loss) on financial instruments by category

	Carrying amount	Net gain/(Loss)	Total interest income/(expense)	Fee Income/(expense)
2025				
Financial assets at amortised cost				
Cash and Deposits	56,369	-	-	-
Total financial assets at amortised cost	56,369	-	-	-
Financial liabilities at amortised cost				
Trade payables ^(a)	16,227	-	-	-
Total contractual financial liabilities	16,227	-	-	-

	Carrying amount	Net gain/(Loss)	Total interest income/(expense)	Fee Income/(expense)
2024				
Financial assets at amortised cost				
Cash and Deposits	84,670	-	-	-
Total financial assets at amortised cost	84,670	-	-	-
Financial liabilities at amortised cost				
Trade payables ^(a)	15,164	-	-	-
Total contractual financial liabilities	15,164	-	-	-

Notes

(a) The total amounts disclosed here exclude statutory amounts (e.g. amounts owing from Victorian government and GST input tax credit recoverable and taxes payable).

6. FINANCIAL INSTRUMENTS, CONTINGENCES AND VALUATION JUDGEMENTS

6.2 Contingent assets and contingent liabilities

6.2.1 Contingent assets

DDLMB has no contingent assets (2024: \$Nil).

6.2.2 Contingent liabilities

DDLMB has no contingent liabilities (2024 \$Nil).

6.3 Fair value determination

This section sets out information on how DDLMB determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

6.3.1 Fair value hierarchy

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy.

These levels are as follows:

- Level 1 Quoted (unadjusted) market prices in active markets for identical assets and liabilities,
- Level 2 Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable, and
- Level 3 Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

DDLMB determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

DDLMB hold no assets or liabilities on its balance sheet, other than cash and deposits and payables.

7. OTHER DISCLOSURES

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

7.1 Responsible persons

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Names

The persons who held the positions of Ministers and Accountable Officers in the DDLMB are as follows:

Minister for Tourism, Sport and Major Events, Minister for Environment, Minister for Outdoor Recreation	The Hon Steve Dimopoulos MP	(1 July 2024 to 30 June 2025)
Accountable Officer	Michele Braid	(1 July 2024 to 30 June 2025)

The individuals who held the positions of Responsible Officers, other than the Minister and Accountable Officer in the DDLMB are as follows:

Name	Position	Period
Graham Atkinson	Chairperson	(1 July 2024 to 30 June 2025)
Nikita Charles	Deputy Chairperson	(1 July 2024 to 30 June 2025)
Marilyne Nicholls	Board Member	(1 July 2024 to 30 June 2025)
Rodney Carter	Secretary's Nominee	(1 July 2024 to 30 June 2025)
Stephen Hamilton	Board Member	(30 July 2024 to 30 June 2025)
Kane Weeks	Board Member	(30 July 2024 to 30 June 2025)
Ronald Kerr Jr	Board Member	(1 July 2024 to 20 August 2024)

Remuneration

The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

Remuneration received or receivable by the Accountable Officer in connection with the management of DDLMB during the reporting period was in the range: \$130,000–\$139,000, now paid through the Administration Services costs (2024: \$140 000–\$149,000).

The number of responsible persons, other than the Minister and the Accountable Officer and their total remuneration is shown below:

Band Range	Total number 2025	2024
\$0-\$9,999	7	5
\$10,000 - \$19,999	-	-
\$20,000 - \$29,999	1	1
Total	8	6
Total remuneration	39,012	44,559

7. OTHER DISCLOSURES

7.2 Related parties

The DDLMB is a wholly-owned and controlled entity of the State of Victoria.

Related parties of the DDLMB include:

- all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities and other related parties

The DDLMB received funding from the following:

	2025	2024
Dja Dja Wurrung Clans Aboriginal Corporation	410,763	449,000
Total	410,763	449,000

The DDLMB made payments to the following:

	2025	2024
Government related entities		
Victorian Managed Insurance Authority	13,677	10,912
Victorian Auditor General's Office	13,750	13,200
Total	27,427	24,112
Other related parties		
Dja Dja Wurrung Clans Aboriginal Corporation ^(a)	328,610	313,629
Total related party transactions	356,037	337,740

Note:

(a) The Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) provides hosting arrangements and administration services under agreement to the Dheulkunya Dja Land Management Board (DDLMB). DDWCAC is a related party as it has some of the same KMPs as DDLMB.

Remuneration of Key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives.

	2025	2024
Total ^(a)	182,428	179,943

Notes:

(a) Total remuneration paid to KMPs is through the Corporation and expensed to the Administrative Services line in the Operating Statement. Note that KMPs are also reported in the disclosure of remuneration of accountable officer (Note 7.1).

7.3 Remuneration of auditors

	2025	2024
Victorian Auditor General's Office		
Audit of the financial statements	12,750	12,500
Total remuneration of auditors	12,750	12,500

7.4 Subsequent events

The Board considers that there has been no matters or circumstances have arisen subsequent to 30 June 2025, that would require adjustment of, or disclosure in, the financial statements.

APPENDIX 1: DISCLOSURE INDEX

The Annual Report of the Board is prepared in accordance with all relevant Victorian legislation and pronouncements. This index has been prepared to facilitate identification of the Board’s compliance with statutory disclosure requirements.

LEGISLATION
Establishing Act and Instruments
<i>Conservation, Forests and Lands Act (1987) Vic. (CF&L Act)</i>
<i>Traditional Owner Land Management Agreement (TOLMA) 2013</i>
<i>DEECA Portfolio Financial Management Compliance Framework (PFMCF)</i>
Other Legislation
<i>Building Act 1993</i>
<i>Disability Act 2006</i>
<i>Financial Management Act 1994 (FMA)</i>
<i>Freedom of Information Act 1982 (FOI)</i>
<i>Local Jobs First Act 2003</i>
<i>Privacy and Data Security Act 2014 (PDP Act)</i>
<i>Public Interest Disclosures Act 2012</i>

LEGISLATION	REQUIREMENT	PAGE REFERENCE
Portfolio Financial Management Compliance Framework (PFMCF) and Financial Reporting Directions		
REPORT OF OPERATIONS		
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	Page 12
FRD 22	Purpose, functions, powers and duties	Page 16
FRD 8	Board objectives, indicators and outputs	Page 16
FRD 22	Key initiatives and projects	Page 12
FRD 22	Nature and range of services provided	Page 12
Management and structure		
FRD 22	Organisational structure	Page 30
Financial and other information		
FRD 8	Performance against output performance measures	N/A
FRD 8	Budget portfolio outcomes	N/A
FRD 10	Disclosure index	Page 75
FRD 12	Disclosure of major contracts	Page 47
FRD 15	Executive officer disclosures	Page 43
FRD 22	Employment and conduct principles	Page 42
FRD 22	Occupational health and safety policy	Page 42
FRD 22	Summary of the financial results for the year	Page 24
FRD 22	Significant changes in financial position during the year	Page 25
FRD 22	Major changes or factors affecting performance	Page 25
FRD 22	Subsequent events	Page 25
FRD 22	Application and operation of Freedom of Information Act 1982	Page 47
FRD 22	<i>Compliance with the Building Act 1993</i>	Page 48
FRD 22	Statement on Competitive Neutrality Policy	Page 48
FRD 22	Application and operation of the Public Interest Disclosures Act 2012	Page 49
FRD22	Details of consultancies over \$10,000	Page 46
FRD22	Details of consultancies under \$10,000	Page 46
FRD 22	Disclosure of government advertising expenditure	Page 46
FRD 22	Disclosure of ICT expenditure	Page 47
FRD22	Statement of availability of other information	Page 50
FRD 25	Local Jobs First disclosures	Page 46
FRD 22	Workforce Data disclosures	Page 43
Compliance attestation and declaration		
PFMCF 5.1.3	Attestation for compliance with PFCMF	Page 3
PFMCF 5.2.3	Declaration in report of operations	Page 51
FINANCIAL STATEMENTS		
Declaration		
PFMCF 5.2.2	Declaration in financial statements	Page 58
FRD 10	Disclosure index	Page 75
FRD 12	Disclosure of major contracts	Page 67
FRD 25	Local Jobs First disclosures	Page 46

APPENDIX 2: DETERMINATION TO ESTABLISH DHELKUNYA DJA LAND MANAGEMENT BOARD

Victoria Government Gazette G 29
17 July 2014 – pp 1553-1558

Conservation, Forests and Lands Act 1987 (Vic.)

I, Ryan Smith, Minister for Environment and Climate Change, make the following Determination to establish the:

Dhelkunya Dja Land Management Board.

This Determination is made under the powers conferred by section 82B of the *Conservation, Forests and Lands Act 1987 (Vic.)* and is established to give effect to, and in regard to, the Dja Dja Wurrung Clans Aboriginal Corporation Traditional Owner Land Management Agreement dated 28 March 2013, pursuant to section 82P of the Act. This Determination takes effect on the date it is published in the Victoria Government Gazette.

1. Definitions and Interpretation

1.1 In this Determination, unless inconsistent with the context or subject matter:
Act means the *Conservation, Forests and Lands Act 1987 (Vic.)* as amended from time to time, or any other reenactment or consolidation thereof.

Agreement Area means the area shown and described in the map and the written description in Schedule 1 of the Recognition and Settlement Agreement. Where there is any inconsistency between the map and the written description, the written description shall prevail.

Appointed Land means the area described in Part 3 of this Determination.

Board means the Dhelkunya Dja Land Management Board established by this Determination.

Corporation means the Dja Dja Wurrung Clans Aboriginal Corporation.

Minister means the Minister for the time being with responsibility for the administration of Part 8A and where required includes the relevant land Minister within the meaning of that Part.

Part 8A means Part 8A of the Act.

Recognition and Settlement Agreement

means the recognition and settlement agreement entered into by the Corporation and the State under section 4 of the **Traditional Owner Settlement Act 2010 (Vic.)** dated 28 March 2013.

Secretary means the Secretary to the Department of Environment and Primary Industries within the meaning of Part 2 of the Act.

State means the Crown in right of the State of Victoria.

Traditional Owner Group Entity means the Dja Dja Wurrung Clans Aboriginal Corporation (Indigenous Corporation Number: 4421) registered under the **Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth)**.

Traditional Owner Land Management Board has the same meaning as in section 82P of the Act.

2. Establishment of the Board

2.1 Effective from the date of this publication there is established a Traditional Owner Land Management Board known as the Dhelkunya Dja Land Management Board.

2.2 Under section 82C of the Act, the Board is a body corporate with perpetual succession and has an official seal. The Board may:
(a) sue and be sued;
(b) acquire, hold and dispose of personal property;
(c) acquire, hold and dispose of leases or sub-leases in real property; and
(d) do and suffer all acts and things that a body corporate may, by law, do and suffer.

2.3 Under section 82D of the Act, the **Public Administration Act 2004 (Vic.)** applies to the Board as if the Board were a public entity (but not a small entity) within the meaning of that Act.

Victoria Government Gazette G 29 17 July 2014 - p1554

3. Appointed Land

3.1 The Appointed Land of the Board comprises the public land known as:

(a) **Hepburn Regional Park**¹

The pieces or parcels of land containing 3,733 hectares, more or less, and being referred to in the final recommendations A10 and A11 of the Melbourne Area District 1 – Review Final Recommendations, dated June 1987, by the Land Conservation Council.

(b) **Greater Bendigo National Park**

All those pieces and parcels of land containing 17,340 hectares, more or less, situate in the Parishes of Bagshot, Egerton, Huntly, Lockwood, Mandurang, Neilborough, Nerring, Sandhurst, Strathfieldsaye and Whirrakee, County of Bendigo, being the land delineated and coloured pink or coloured yellow or coloured blue in plans lodged in the Central Plan Office and numbered N.P. 105A/3 and N.P. 105B/1and, in the case of the land shown by hatching or cross-hatching on those plans, that is at or above a depth of 100 metres below the land surface and, in the case of that part of Crown Allotments 260K and 260U, Section H, Parish of Sandhurst that is included in the park, that is at or above a depth of 100 metres below the land surface.

(c) **Kooyoora State Park**

All those pieces and parcels of land containing 11,350 hectares, more or less, situate in the Township of Kooyoora and the Parishes of Brenanah, Glanallybyn, Kangeraar, Kingower, Tchuterr and Wehla, County of Gladstone, being the land delineated and coloured pink or coloured green or coloured yellow in a plan lodged in the Central Plan Office and numbered N.P. 64/2.

(d) **Wehla Nature Conservation Reserve**

The land containing 400 hectares, more or less, delineated and coloured pink or coloured green or coloured yellow on the plan lodged in the Central Plan Office and numbered LEGL./04-040.

(e) **Paddys Ranges State Park**

All those pieces or parcels of land containing 2,010 hectares, more or less, situate in the Parishes of Amherst, Bung Bong and Maryborough, County of Talbot, being the land delineated and coloured pink or coloured green or coloured yellow in a plan lodged in the Central Plan Office and numbered N.P. 96/3.

(f) **Kara Kara National Park**²

All those pieces and parcels of land within the Agreement Area comprising Kara Kara National Park containing 13,990 hectares, more or less, situate in the Parishes of Barkly, Boola Boloke, Carapooee West and Redbank, County of Kara Kara, being the land delineated and coloured pink in a plan lodged in the Central Plan Office and numbered N.P. 107/2 excluding those parts of the land in the following parcels and Crown allotments as described below:

P370830 (part) Crown allotment 2002, Parish of Boola Boloke that falls outside of the Agreement Area

P120780 (part) Crown allotment 1B, Section E, Parish of Boola Boloke that falls outside of the Agreement Area

P123975 (part) Crown allotment 54B, Section E, Parish of Barkly that falls outside of the Agreement Area

P123586 (part) Crown allotment 3B, Section K, Parish of Redbank that falls outside of the Agreement Area

P123976 (part) Crown allotment 54C, Section E, Parish of Barkly that falls outside of the Agreement Area

¹ This plan is subject to final survey by Surveyor General and any necessary variations resulting from survey.

² This plan is subject to final survey by Surveyor General and any necessary variations resulting from survey.

Victoria Government Gazette G 29 17 July 2014 - p1555

P370862 (part) Crown allotment 2001, Parish of Redbank that falls outside of the Agreement Area
P108126 (whole) Crown allotment 4A, Section K, Parish of Redbank.

4. Role of the Board in relation to the Appointed Land

4.1 The role of the Board is to enable the knowledge and culture of the Dja Dja Wurrung to be recognised and incorporated into the management of the Appointed Land, through the carrying out by the Board of its functions, powers and duties as set out in this Determination.

5. Manner and timing of the making of joint management plans

- 5.1 For the purposes of sections 82B(5)(ba) and 82PA(2)(b) of the Act, preparation of joint management plans subsequent to the first joint management plan of the Board:
- (a) may commence at any time within 3 years before the relevant date; and
 - (b) must be completed, and agreement to the plan must take place, within 3 months before the relevant date.
- 5.2 In paragraph 5.1, *relevant date* means:
- (a) the expiry date in the previous joint management plan; or
 - (b) if there is no expiry date in the previous joint management plan, the date that is 10 years after the commencement of the previous joint management plan.
- 5.3 Under section 82PA(2)(a) of the Act, preparation of the first joint management plan of the Board must occur within 3 years of the appointment of the Board, unless a later date is determined by the Minister.
- 5.4 Under Division 5A of Part 8A of the Act:
- a) once a joint management plan is complete, it is required to undergo a public consultation process under sections 82PE, 82PF and 82PG;
 - (b) once the public consultation process is complete and any modifications have been made to the joint management plan as a result of that process, the Secretary and the Board must agree on the final plan under section 82PH; and
 - (c) once the plan is agreed under section 82PH, the Minister may approve the plan under section 82PH and the plan then takes effect under section 82PI.

6. Functions, Powers and Duties of the Board

- 6.1 Functions of the Board
- 6.1.1 The functions of the Board are:
- (a) to prepare joint management plans under Division 5A of Part 8A;
 - (b) to comment or make submissions to any person or body on matters affecting or concerning the use or management of the Appointed Land;

- (c) to prepare policies about the Board and its operation and engagement with external parties;
- (d) to provide advice and make recommendations to the Minister and the Secretary in relation to the management of the Appointed Land, including in relation to policies that affect the management of the Appointed Land;
- (e) any other functions pursuant to section 82H of the Act in relation to the management functions conferred by management agreement or delegation to the Board; and
- (f) to monitor and encourage compliance with and performance of the Joint Management Plan. *Victoria Government Gazette G 29 17 July 2014 - p1556*

- 6.1.2 In addition to the functions specified above, the Board has the following management functions under section 82H of the Act:
- (a) those management functions conferred on the Board by agreement under the Act, under which the Appointed Land is managed;
 - (b) those management functions that are delegated to the Board by a person or body who has those management functions in relation to the Appointed Land; and
 - (c) those functions in relation to joint management plans conferred under Division 5A of the Act.

- 6.2 Powers of the Board
- Subject to this Determination and the Act, the Board may exercise such powers as are necessary and convenient to perform its functions and duties, including the power to:
- (a) employ staff, including an executive officer to be responsible to the Board for implementing the decisions of the Board and carrying out its functions and duties;
 - (b) enter into arrangements or agreements with any other person or body for the carrying out of its functions and duties;
 - (c) carry out works on the Appointed Land if required by one of the functions of the Board;
 - (d) delegate any of its functions, powers or duties to a member of the Board or an employee of the Board; and

- (e) act as delegate or agent of a person or body who has management functions, powers or duties in relation to the Appointed Land when so appointed by that person or body.

6.3 Duties of the Board

6.3.1 The Duties of the Board are to:

- (a) diligently carry out its functions in accordance with:
 - (i) the Act and this Determination;
 - (ii) the Board's powers; and
 - (iii) any management agreement in force with the Secretary; and
- (b) keep full and proper records of its proceedings.

6.3.2 Under section 82J of the Act, any function, power or duty conferred or imposed upon the Board is subject to the provisions of the Act under which the Appointed Land is managed.

7. Membership of the Board

7.1 Number of positions

The Board has seven members appointed by the Minister by further Determination published in the Government Gazette.

7.2 Method of appointment of Chair and Deputy Chair

- (a) The Chairperson and Deputy Chairperson of the Board are to be appointed from among the members of the Board by the Minister. The Chairperson of the Board shall be a member of the Board nominated by the Corporation and appointed to it under section 82M(3)(a) of the Act. The Deputy Chairperson shall be a member of the Board of the Minister's choosing.
- (b) Under section 82M(3)(a) of the Act, the Minister is required to ensure that a majority of the positions on the Board are occupied by persons nominated by the Traditional Owner Group Entity. *Victoria Government Gazette G 29 17 July 2014 - p1557*
- (c) Under section 82M(3)(b) of the Act, the Minister is required to ensure that all members of the Board have the qualifications, attributes, skills and experience that are relevant to the role, functions and operation of the Board.

- (d) Under section 82M(3)(c) of the Act, the Minister is required to ensure that one member of the Board is appointed on the nomination of the Secretary.

7.3 Terms and conditions for individual members

7.3.1 A member of the Board:

- (a) is, subject to the Act, entitled to hold office for such term not exceeding 3 years as is specified in the instrument of appointment and is eligible for reappointment;
- (b) is entitled to be paid such remuneration and travelling and other expenses, if any, as fixed by order made by the Minister; and
- (c) is subject to the Public Administration Act 2004 (Vic.) (other than Part 3 of that Act) in respect of the office of the member.

7.3.2 A member of the Board is not liable for any loss or damage arising from any bona fide exercise or non-exercise of a power or duty or authority or discretion conferred or imposed upon him or her under the Act, or any other Act, or this Determination save and except loss and damage resulting from a wilful act, default, negligence or fraud.

7.3.3 Under section 82M(2) of the Act, the Minister may at any time dismiss a member of the Board but in doing so the Minister must have regard under section 82M(4) to any traditional owner land management agreement.

7.3.4 Under section 82N of the Act, a person who is a member of the Board ceases to hold the office of a member of the Board if the person:

- (a) resigns in writing addressed to the Minister; or
- (b) dies; or
- (c) is dismissed by the Minister under section 82M of the Act; or
- (d) is absent from three consecutive meetings without approval of the Board to be so absent; or
- (e) becomes an insolvent under administration; or
- (f) is convicted of an indictable offence.

8. General Proceedings of the Board

- 8.1 Meetings of the Board must be presided over by the Chairperson, or if the Chairperson is absent by the Deputy Chairperson of the Board.
- 8.2 If, at any time fixed for the commencement of any meetings of the Board the Chairperson and Deputy Chairperson is not present, the members present must elect one of their number to preside at the meeting.
- 8.3 The number of members required to constitute a quorum of the Board is four provided always that the majority of members of a quorum shall be members appointed under section 82M(3)(a) of the Act.
- 8.4 Subject to presence of a quorum the Board may act notwithstanding a vacancy in its membership.
- 8.5 The Board members will strive to reach a consensual position in their deliberations.
- 8.6 If matters cannot be resolved by consensus they are to be determined by a majority of votes.
- 8.7 In the event of an equality of votes being cast on any question for decision of the Board, the Chairperson, or presiding member shall have a second or casting vote. *Victoria Government Gazette G 29 17 July 2014 - p1558*

- 8.8 Any member of the Board having a pecuniary interest whether directly or indirectly in any business of the Board shall declare the interest on every occasion where any business in which he or she has a pecuniary interest is being considered at a meeting at which he or she is present and shall not be entitled to vote on any subject in which he or she has such a pecuniary interest.
- 8.9 The official seal of the Board must be kept in the custody that the Board directs and must not be used except as authorised by the Board.
- 8.10 The Board shall meet as often as is required to perform the duties of the Board and in any case at least four times each year.
- 8.11 Subject to the Act and this Determination the Board may regulate its own procedures.

GLOSSARY

AASB	Australian Accounting Standards Board
Caretaker / Caretaker Period	Refers to Government arrangements in place prior to an election
CFO	Chief Finance Officer
DDLMB	Dhelkunya Dja Land Management Board
DDWCAC	Dja Dja Wurrung Clans Aboriginal Corporation
DEECA	Department of Energy, Environment and Climate Change (Formerly DELWP)
Djaara	Dja Dja Wurrung People
DJAARA	Dja Dja Wurrung Clans Aboriginal Corporation (DDWCAC) trading as DJAARA
DJANDAK	Dja Dja Wurrung Enterprises trading as DJANDAK (wholly owned by DDWCAC)
FMA	Financial Management Act 2014
FRD, SD	Financial Reporting Direction (FMA Standing Directions 2018)
FTE	Full-time Equivalent
JMP	Joint Management Plan
JMPIT	JMP Implementation Team
MRO	Model Report of Operations, Dept of Treasury and Finance (DTF)
NGO	Non-government organisation
OH&S	Occupational health and safety
PFMCF	DEECA (DELWP) Portfolio Financial Management Compliance Framework (PFMCF)
PV	Parks Victoria
RSA	Recognition and Settlement Agreement 2013
RNTBC	Registered Native Title Bodies Corporate
TOLMA	Traditional Owner Land Management Agreement
TOLMB	Traditional Owner Land Management Board



10 YEARS
ANNIVERSARY
2014 – 2024

