



WIRADJURI CONDOBLIN  
CORPORATION

# STRATEGIC PLAN

2025-30



Artwork by **Bev Coe**, a Wiradjuri woman from Condobolin, NSW, who has been weaving and teaching arts and crafts across inland New South Wales for more than 30 years. She is recognised as one of the region's most skilled, knowledgeable, and prolific Master weavers and fibre artists. Bev's work is inspired by her Wiradjuri heritage and her strong bond with Country.

The artwork titled "Yindyamarra" depicts communities, families, and kin working side by side for the betterment of all. By gathering and coming together on Country and sitting by the banks of the Lachlan River, we remain strong. Sitting in circle, listening and following Yindyamarra, we continue to be guided by the teachings of our Ancestors and Elders. Connection to Country enhances our sense of belonging and identity, allowing us to continue strengthening our language, culture, and our people.



## WELCOME & ACKNOWLEDGEMENT

*We acknowledge the owners of the land on which we meet, work and live. We recognise and respect the continuing connection to the land, waters and communities. We pay our respects to Elders past and present and to all First Nations people.*

*Artwork by Bev Coe. Photography by Marion Packham, with additional images sourced via WCC websites and Facebook pages.*

# GOALS

## ORGANISATIONAL GOAL

The Wiradjuri Condobolin Corporation (WCC) aims to create a better quality of life for the people of the Wiradjuri Condobolin community. To establish a sustainable, smarter community and a knowledge economy through the business activities and the programs emanating from the Wiradjuri Study Centre (WSC).

### SUPPORTING INTERORGANISATIONAL GOALS:

**YOUTH STRATEGY:** Empower Condobolin youth with a positive cultural identity and voice, nurturing vibrant and rich cultures.

**WCC LANGUAGE PROGRAM (WCC LP):** Strong, supported, and flourishing Indigenous languages.

## THEORY OF CHANGE

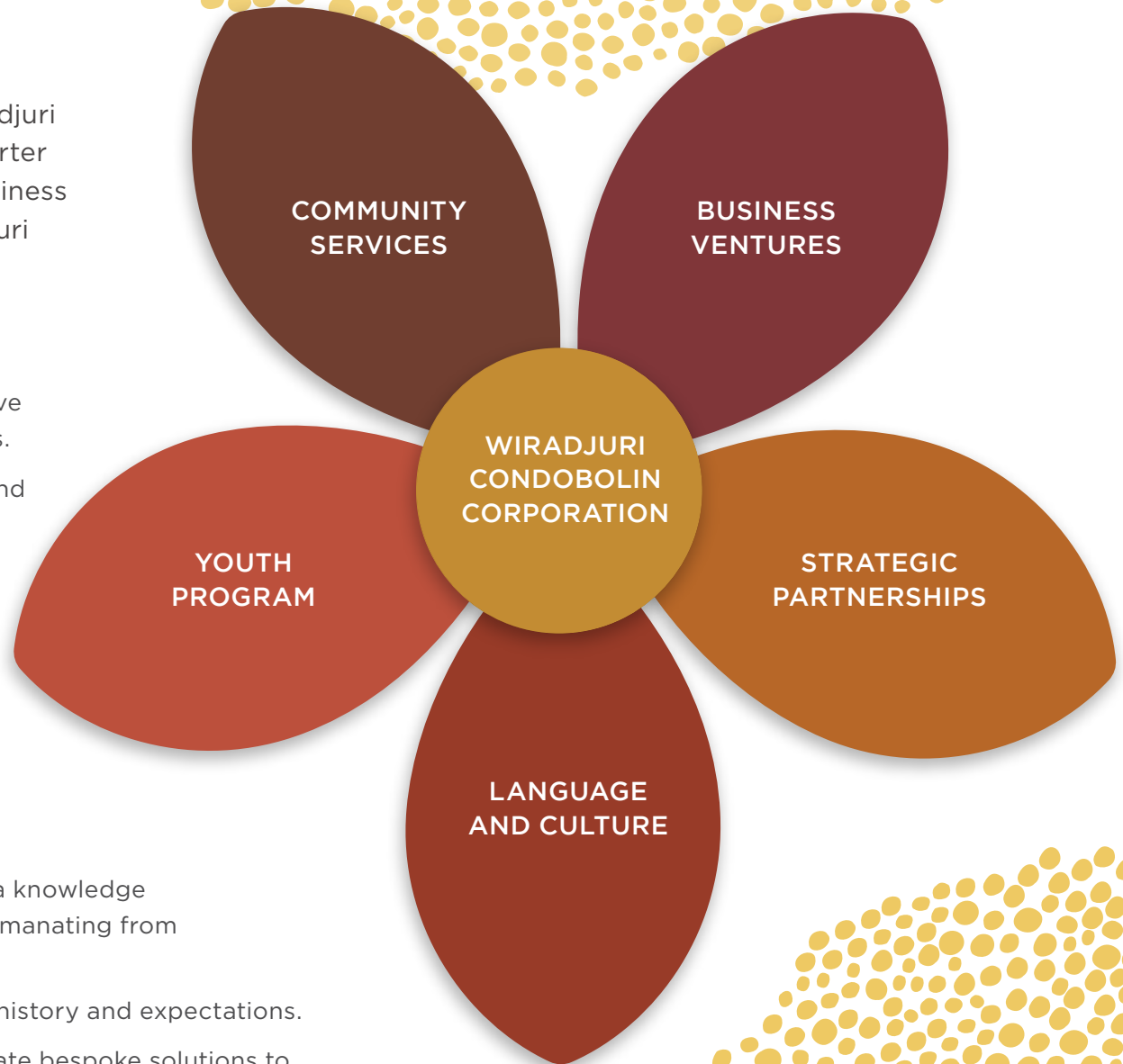
A theory of change can be summarised in this three-part statement:

“We are looking for (intended outcome) ... & we know (evidence above) ... therefore, we will do (something, in a particular way) ... ‘the activity!’”.

**AIMING TO:** establish a sustainable, smarter community and a knowledge economy, through the business activities and the programs emanating from the Wiradjuri Study Centre.

**AND KNOWING:** and understanding the community’s needs, history and expectations.

**WE WILL:** focus on the following strategic directions and create bespoke solutions to succeed with or progress each specific opportunity/problem.





## ABOUT WIRADJURI CONDOBOLIN CORPORATION

The Wiradjuri Condobolin Corporation (WCC) was established in 2003 to implement the provisions of the Ancillary Deed on behalf of Native Title Party and to create a better quality of life for the people of the Wiradjuri Condobolin community.

WCC receives an Ancillary Deed payment annually and generates further funding. Government funding supports the language program and other initiatives, such as SkyFest.

WCC is governed by a constitution and a board of directors. Directors are appointed by WCC members at an Annual General Meeting (AGM) and serve for six years to ensure continuity and stability.

The Wiradjuri Condobolin Corporation comprises over 30 employees working at the centre, around the region, and remotely.

*By honouring our Elders and the past, empowering our people today, and embracing new opportunities, WCC is building a stronger future for generations to come.*

*When we invest in our mob and embrace traditional knowledge and practices, we don't just grow – we sustain our culture and thrive.*

*– Ally Coe, WCC CEO*



# 1 COMMUNITY SERVICES

## OBJECTIVE

**Enhance the wellbeing and sustainability of the Wiradjuri Condobolin community through targeted community services.**

*“Support our mob, country and culture.”*

## PRIORITIES

### CULTURAL PRESERVATION & PROMOTION

Prioritise initiatives that preserve, promote, and celebrate the cultural heritage of Indigenous Australia and the Wiradjuri Condobolin community. Organising cultural events, workshops, and programs that educate all community members about traditional practices, languages, and customs.

### EDUCATION AND SKILLS DEVELOPMENT

Supporting education and skills development is crucial for the empowerment and growth of the Indigenous community. Establish support programs, mentorship opportunities, and vocational training initiatives that help community members gain the necessary skills for personal and professional advancement.

### EMPLOYMENT AND ECONOMIC DEVELOPMENT

Creating employment opportunities within the community is a priority. Develop initiatives such as job fairs, vocational training programs, or partnerships with local businesses to provide job placements for community members.

### HEALTH AND WELLBEING

Prioritising the health and wellbeing of community members is essential. Support health clinics, wellness programs, and initiatives that address prevalent health issues in the Indigenous community. Potential partnering with healthcare organisations or organising health campaigns focused on prevention, education, and access to healthcare services.

### ENVIRONMENTAL SUSTAINABILITY

Prioritise initiatives that promote sustainable practices, environmental conservation, and land management within the community. This can include supporting conservation projects, organising tree planting events, or advocating for sustainable resource utilisation.

### COMMUNITY INFRASTRUCTURE

Support the construction or renovation of community centres, recreational facilities, or other infrastructure projects that serve the needs of the Indigenous community.

### SOCIAL SERVICES AND SUPPORT

Collaborate with local organisations to provide resources and support for issues such as mental health, domestic violence, substance abuse, or homelessness within the community.

### COLLABORATION AND PARTNERSHIPS

Collaborating with government agencies, non-profit organisations, and community groups can leverage resources and expertise to address a broader range of community needs effectively.



## ACTIONS

- a. Develop and implement cultural preservation programs, including language/dance classes and traditional craft workshops.
- b. Establish educational support and vocational training centres tailored to the needs of the Wiradjuri Condobolin community.
- c. Launch health and wellness initiatives, including mental health support, and traditional healing practices.
- d. Initiate environmental sustainability projects, such as land care groups and cultural burning practices.
- e. Build or upgrade community infrastructure to support cultural, educational, and health services.
- f. Partner with local organisations to provide comprehensive social services.
- g. Engage in strategic partnerships to enhance resource sharing and program effectiveness.

## METRICS

- Number of cultural events and participants.
- Enrollment and completion rates in educational and skills development programs.
- Employment rates before and after job fairs or training programs.
- Health outcomes and community health service usage rates.
- Environmental project participation and impact assessments.
- Usage and satisfaction rates of new or improved community infrastructure.
- Number of individuals accessing social services and reported outcomes.
- Number and quality of strategic partnerships formed.



## PROPOSED MEASURABLE OUTCOMES FROM CDN SCHEMA

### CULTURAL:

Deepened sense of belonging to shared cultural heritage.

### ECONOMIC:

Employment-enhancing skill development facilitated.



# 2 YOUTH PROGRAM

## OBJECTIVE

**Empower Condobolin youth with a positive cultural identity and voice, fostering vibrant cultures.**

*“Our youth are the future of our culture. We must support them with the lessons and knowledge from the past for a bright future.”*

## PRIORITIES

### CULTURAL EMPOWERMENT

The youth program will prioritise cultural empowerment by providing opportunities for young participants to connect with their Indigenous heritage, language, traditions, and customs. This can include cultural workshops, language classes, storytelling sessions, and cultural immersion experiences.

### EDUCATION AND ACADEMIC SUPPORT

Supporting the educational journey of Indigenous youth is to be a priority. The program can offer tutoring services, study groups, mentorship programs, and workshops focused on academic success. Emphasising the importance of education and providing resources to help youth navigate their educational paths..

### LEADERSHIP AND PERSONAL DEVELOPMENT

Nurturing leadership skills and personal development is crucial for Indigenous youth. The program can offer leadership training, mentorship programs, and workshops that focus on communication skills, self-confidence, goal setting, and resilience. Empowering youth to become leaders in their communities will contribute to their personal growth and the overall wellbeing of the Indigenous community.

### HEALTH AND WELLNESS

Prioritising physical, mental, and emotional wellbeing of Indigenous youth is essential. The program can offer activities such as sports, recreational programs, mindfulness sessions, and workshops on mental health awareness. Promoting a healthy lifestyle and providing support for youth to address mental health challenges will contribute to their overall wellbeing.

### COMMUNITY ENGAGEMENT AND VOLUNTEERING

Encouraging youth to engage with their community through volunteer activities fosters a sense of belonging and social responsibility. The program can offer community service projects and cultural events that help youth build strong connections and develop a spirit of giving back.

### CAREER DEVELOPMENT AND EMPLOYMENT READINESS

Assisting youth in their career development and preparing them for future employment is a priority. The program can provide career guidance, skills training, internships, and job placement support. Emphasising the importance of education, exploring career pathways, and developing job readiness skills will empower Indigenous youth to pursue their professional aspirations.

### CULTURAL EXCHANGE AND NETWORKING

By creating cultural and networking opportunities for Indigenous youth from various communities it allows the sharing of experiences, knowledge and continued connections. Youth camps, conferences and cultural exchange programs are necessary for our youth to gain more of an understanding of themselves and the world around them.



## ACTIONS

- a. Facilitate language learning programs, including immersive language camps, physical resource development and digital learning tools.
- b. Promote sustained language use through community events and signage in the Indigenous language.
- c. Implement mentorship programs connecting elders with youth for language and cultural transmission.
- d. Organise cultural events open to all community members to showcase Indigenous practices.
- e. Maintain and improve existing digital resources for language learners on and off country, implementing current technology adaptations.
- f. Nurture and build on existing support streams (Indigenous Language and Arts program & Aboriginal Languages Trust).

## METRICS

- Number of language program participants and proficiency levels achieved.
- Frequency of Indigenous language use in community settings.
- Mentorship pairings and the transfer of knowledge reported.
- Attendance and community feedback on cultural events.

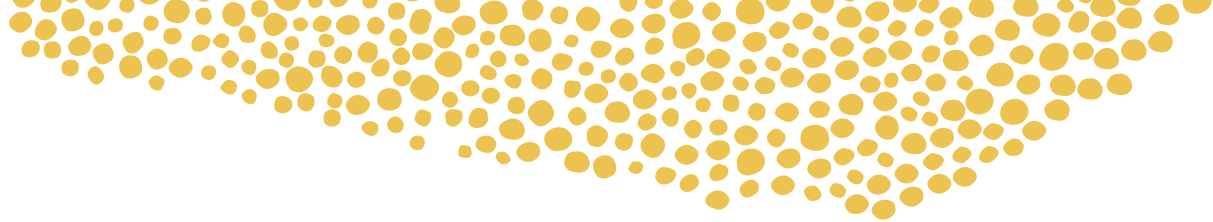
## PROPOSED MEASURABLE OUTCOMES FROM CDN SCHEMA

### CULTURAL:

Knowledge, ideas, and insight gained; Diversity of cultural expression appreciated.

### SOCIAL:

Wellbeing (physical and/or mental) improved; Social connectedness enhanced.



# 3 LANGUAGE & CULTURE

## OBJECTIVE

Strengthen Indigenous language and cultural practices.

*“Wiray ngiyang, wiray mayiny.”  
– Uncle Stan Grant and Aunty Flo Grant.  
No language, no people.*



## PRIORITIES

### INCREASE IN LANGUAGE LEARNING

Cultivate a sense of pride and enthusiasm for Indigenous language through community-driven language learning initiatives. This can include interactive workshops, language classes, physical resources and online resources accessible to all community members.

### PROMOTE SUSTAINED LANGUAGE USE

Establish and support platforms that encourage the continuous use of Indigenous language in everyday life. This may involve creating language immersion environments, developing language-friendly spaces within the community, and integrating the language into various aspects of daily communication.

### MENTORSHIP AND TEACHING OF YOUTH

Foster intergenerational connections by implementing mentorship programs that pair experienced community members with younger individuals eager to learn. Through these programs, the richness of Indigenous language and culture, including language nuances can be shared, working towards seamless transmission to the next generation.

### EXPOSE COMMUNITY MEMBERS (INDIGENOUS AND NON-INDIGENOUS) TO LANGUAGE AND CULTURE

Enrich community engagement by organising diverse events that showcase Indigenous language and cultural practices. This includes interactive exhibitions, storytelling sessions, and cultural festivals open to both Indigenous and non-Indigenous community members. By fostering an environment of inclusivity, these events aim to promote a deeper understanding and appreciation for Indigenous heritage.

## ACTIONS

- a. Work closely with the community to participate and contribute to culturally significant days and events.
- b. Provide teaching and learning opportunities. Supporting access to tutoring and scholarship assistance.
- c. Develop leadership and personal development programs, focusing on skills like public speaking and community organising.
- d. Implement health and wellness programs, including sports leagues and mental health workshops.
- e. Foster community engagement and volunteering opportunities. Such as caring for country training.
- f. Create career development workshops and job readiness training.
- g. Facilitate cultural exchange and networking events with other Indigenous youth groups.

## METRICS

- Number of language program participants and proficiency levels achieved.
- Frequency of Indigenous language use in community settings.
- Mentorship pairings and the transfer of knowledge reported.
- Attendance and community feedback on cultural events.

## PROPOSED MEASURABLE OUTCOMES FROM CDN SCHEMA

### CULTURAL:

Knowledge, ideas, and insight gained;  
Diversity of cultural expression appreciated.

### SOCIAL:

Wellbeing (physical and/or mental) improved;  
Social connectedness enhanced.



# 4 BUSINESS VENTURES

## OBJECTIVE

Ensure financial sustainability and promote innovation within WCC and its staff.

*“Inspire and support our organisation and our mob.”*



## FINANCIAL SUSTAINABILITY:

Upholding financial stability through robust financial management, effective budgeting, and strategic investments. This involves implementing transparent financial reporting, regularly reviewing financial performance, and identifying opportunities for cost-saving measures. Focus on sustainable revenue generation will ensure the long-term financial health of WCC.

## ENCOURAGE INNOVATION AND ADAPTABILITY:

Cultivate a culture of innovation within WCC by fostering an environment that encourages employees to think creatively and embrace change. Establish mechanisms for continuous improvement in products, services, and processes. Encourage staff to contribute ideas for innovation and provide platforms for collaborative problem-solving, ensuring WCC remains dynamic and responsive to evolving business landscapes.

## EMPLOYEE ENGAGEMENT AND DEVELOPMENT:

Prioritise the wellbeing and professional growth of WCC staff through initiatives that enhance employee engagement and development. This includes creating a positive work environment that values diversity and inclusion, providing ongoing learning opportunities, and recognising and rewarding contributions. Regular training programs and mentorship opportunities can contribute to the continuous development of skills, fostering a motivated and skilled workforce.

## SOCIAL AND ENVIRONMENTAL RESPONSIBILITY:

Embed a commitment to corporate social responsibility (CSR) within the core values of WCC. This involves adopting sustainable business practices that minimize environmental impact, engaging in community initiatives, and promoting social responsibility. WCC can actively participate in local community projects, support environmental conservation efforts, and contribute to the broader wellbeing of the community. By aligning business practices with social and environmental responsibility, WCC not only fulfills its ethical obligations but also enhances its reputation and connection with the community.

## ACTIONS

- Conduct financial management workshops and establish a financial oversight committee.
- Host innovation brainstorming sessions and implement an idea submission platform.
- Offer professional development programs and recognise staff achievements.
- Develop a CSR (corporate social responsibility) policy and engage in community projects that align with business operations.

## METRICS

- Financial performance metrics, such as revenue growth and cost savings.
- Number of new initiatives launched from staff ideas.
- Employee satisfaction surveys and professional development participation rates.
- Impact assessments of CSR initiatives and environmental footprint reductions.

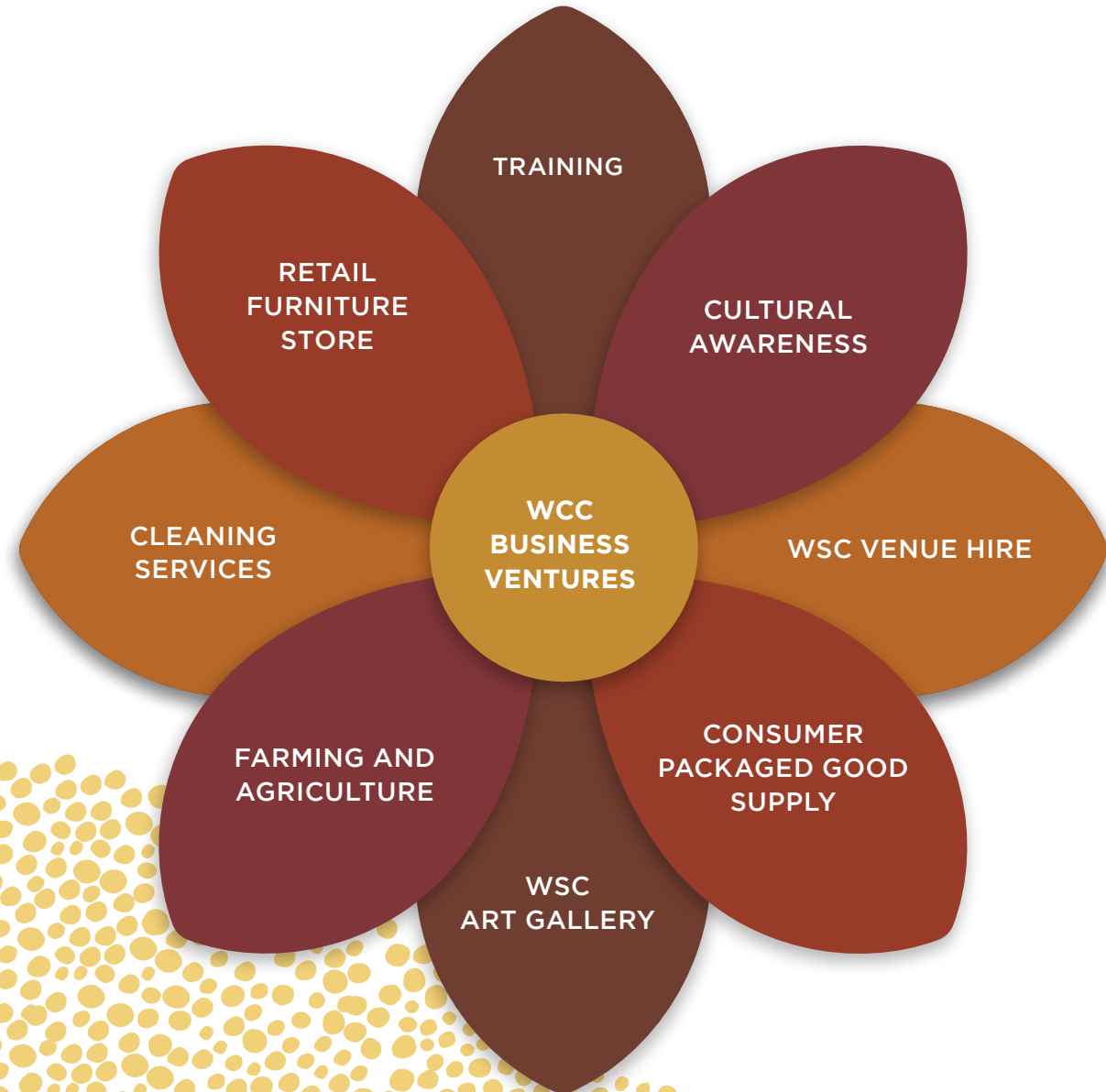
## PROPOSED MEASURABLE OUTCOMES

### ECONOMIC:

Professional practice capability enhanced; Local economy supported.

### GOVERNANCE:

Access to beneficial networks and other resources increased.





# 5 STRATEGIC PARTNERSHIPS

## OBJECTIVE

**Collaborate with allies to support Wiradjuri Condobolin community goals by building strategic partnerships and collaborations locally and nationally.**

*“Work with allies to support our goals and our mob locally and nationally.”*

## PRIORITIES:

### MUTUALLY BENEFICIAL RELATIONSHIPS WITH STAKEHOLDERS

Prioritise the establishment of mutually beneficial relationships with all stakeholders involved, including government agencies, non-profit organisations, local businesses, and community groups. Recognise the unique strengths and contributions each stakeholder brings to the table, ensuring that partnerships are built on shared values, trust, and a commitment to achieving common goals.

### GOVERNMENT AGENCIES

Collaborate with government agencies to access additional resources, funding, and support for community initiatives. Work together on policy advocacy, ensuring that the needs of Wiradjuri Condobolin are considered in broader decision-making processes.

### NON-PROFIT ORGANISATIONS

Partner with non-profit organisations to enhance the reach and impact of community service programs. Leverage the expertise and networks of these organisations to implement culturally sensitive and effective interventions for the betterment of the community. Establish joint programs that address specific social challenges, such as mental health, domestic violence, and homelessness. Collaborate on fundraising events and awareness campaigns to amplify the impact on social issues affecting the community.

### LOCAL BUSINESSES

Foster relationships with local businesses to create employment opportunities, support economic development initiatives, and strengthen the local economy. Seek partnerships that align with sustainable business practices and promote the wellbeing of both the community and businesses.

### COMMUNITY GROUPS

Collaborate with various community groups to ensure inclusivity and representative decision-making. By working together, the community can identify and address specific needs, fostering a sense of shared ownership and responsibility.

### SHIRE PARTNERSHIP

Develop a robust partnership with the local shire authorities to jointly address community needs, undertake infrastructure projects, and promote overall development. Collaborate on initiatives that align with both the community's aspirations and the broader goals of the shire. This partnership should encompass joint planning, resource sharing, and coordinated efforts to enhance the quality of life for residents.

## ACTIONS

- Facilitate dialogue between Wiradjuri Condobolin representatives and potential partners to explore shared values and goals.
- Establish clear frameworks for collaboration, outlining the roles and responsibilities of each partner.
- Foster open communication and feedback mechanisms to ensure a shared understanding of community priorities and collaborative opportunities. Leading to ongoing, adaptable, fit-for-purpose partnerships.

## METRICS

- Number and diversity of strategic partnerships formed.
- Community engagement levels in partnership-driven programs.
- Feedback from community members on the effectiveness of joint initiatives.
- Financial and resource contributions from partners and their impact on community projects.

## PROPOSED MEASURABLE OUTCOMES

### CULTURAL:

Sense of civic pride enhanced; Civic trust inspired.

### ECONOMIC:

Individual economic wellbeing increased; Support for local economy.



# HOW WILL WE KNOW IF WE ARE ACHIEVING OUR GOALS?

SO THAT WE CAN MONITOR AND REPORT ON OUR PROGRESS FOR EACH STRATEGIC PRIORITY WE WILL:

- Collect relevant quantitative and qualitative data
- Use this data to assess our progress and adapt our approach where necessary
- Use those assessments to adapt our approach where necessary in order to most effectively work towards achieving our goals

Our strategic priorities where applicable have been aligned with the Cultural Development Network's (CDN) framework and its platform TAKSO. This is to instill reporting and outcomes in our activities. Proposed measurable outcomes have been identified in this document for each strategic direction from the CDN schema. More details can be found at [culturaldevelopment.net.au/outcomes](http://culturaldevelopment.net.au/outcomes)



**WIRADJURI CONDOBLIN CORPORATION**

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