
Mandandanji Strategic Plan 2017 - 2022

Caring for Country.
Creating opportunity.



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Chairman's Message



Our Strategic Plan provides a clear statement for our members, our clients, our partners and the community of the aspirations the Mandandanji Limited Board and companies have for ourselves and the Mandandanji people.

I encourage all futures Board's maintain a focus on this plan, which has been built with feedback from our staff and members. Together we can meet all the aspirations of Mandandanji people and make a genuine difference to the lives of Mandandanji and all Australian Aboriginals.

The Board believes it is possible to create a future where all Mandandanji people are employed, living in communities of their choice and are leaders who have been able to achieve all this because Mandandanji businesses are profitable and successful.

Our businesses will open up choices to all Mandandanji people.

Our businesses will change and extend training and education pathways and develop stronger communities, provide more jobs which allow us to care for all our people at all stages of their lives.

The board has adopted this strategic plan as a guiding document. I encourage all future boards and our members to keep this document alive and useful.

Darren Manns,
Chair.

Our Story So Far.

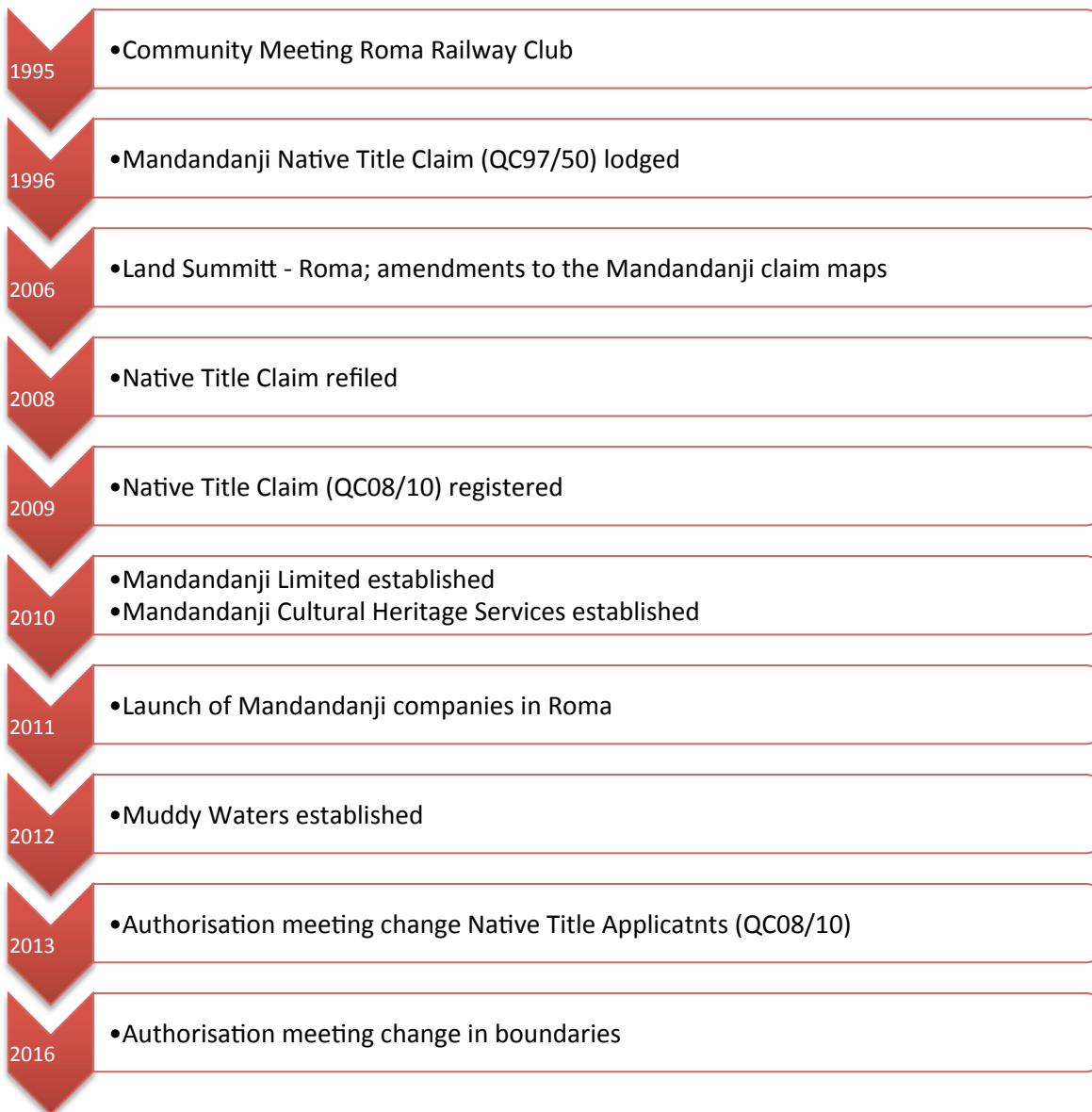


Mandandanji people have been involved in the Western district of Queensland, around Roma long before occupation. The oldest dated site on Mandandanji country records this as far back as 9343 (+/- 50BP) Mandandanji people were involved in trade since this time.

Since occupation Mandandanji people have worked on stations, at the abattoir, in town, in government and on the railways.

Mandandanji cares for country. Since 1995 we have been actively and formally involved in the Native Title process.

The time line below details our journey to date.



Our Membership



The Mandandanji Limited and subsidiary, Mandandanji Cultural Heritage Services are unique;

- They are 100% Indigenous owned
- 100% of our employees are Indigenous.
- They are accountable to the membership of Mandandanji Limited.
- Every year they distribute benefits to Mandandanji people through MAF and MEF program

Mandandanji Limited report to members, at the Annual General Meeting in November each year.

Our membership and Mandandanji people benefit directly from the profitability of Mandandanji Cultural Heritage Services and the businesses they run. The;

- Mandandanji Assistance fund (MAF) and
- Mandandanji Enterprise fund (MEF)

were developed by the Mandandanji Limited board in 2014 to provide direct support and assistance to Mandandanji people. Each year the Mandandanji Limited board determine what resources can be allocated to the funds. The funding rounds open immediately after the AGM each year.

These funds help Mandandanji people access education; sporting; cultural opportunities; support management of funeral expenses and emergency situations and are a catalyst to business ideas.

Membership Facts.

To be a member of Mandandanji Limited you must be over 18yrs and recognised as a Mandandanji who is descendent from one of four apical ancestry groups; Nellie Edwards, Combarngo Bill, Mary Weribone and Weribone Jack Senior.

It costs \$10 to join Mandandanji Limited, all applications are reviewed by the Mandandanji Limited board and must be supported by two existing members of Mandandanji Limited. Currently Mandandanji invites members who are 18years and older.

Total Membership (as at April 2017) : 400

51% Male vs 49% Female

< 25yrs- 16%

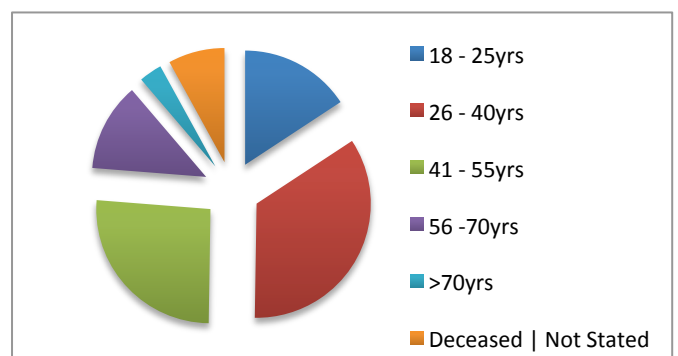
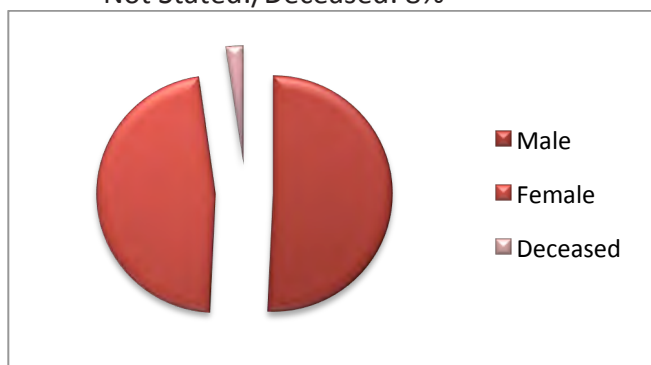
25-40 Yrs - 34%

40-55 – 26%

56-70 - 12%

>70 yrs- 4%

Not Stated:/Deceased: 8%



Organisation Chart



Vision



Leaders for the past, present, future generations.

Empowering our people to be proud, fearless and respectful of where they come from.

Maintaining our culture, traditions, connections to family and country.

Developing opportunities for economic prosperity and sustainable business.

Values

Mandandanji people have built their businesses on values of:

- Respect
- Unity
- Independence
- Passion
- Loyalty
- Connection to Country
- Caring for Country
- Resourcefulness
- Enthusiasm
- Pride
- Integrity
- Good governance
- Transparency & Openness
- Sustainability

Our businesses create opportunity for social and economic development opportunities for Mandandanji people.

Purpose

Mandandanji Limited and their associated businesses purpose is to;

- Protect family and country
- Ensure Mandandanji people have a say and ability to protect and access country (as deigned in QC2008/10)
- Maintain a strong identity as Mandandanji people
- Ensure there is recognition and acceptance of Mandandanji people in the broader community
- Make a profit for the Mandandanji people and future.

SWOT



The Mandandanji Strategic Plan (2017-2022) has been developed recognising all the challenges, which face Indigenous groups in Queensland and Australia in the 21st Century.

The board, together with the Applicants undertook an assessment of the Strengths; Weaknesses; Opportunities and Threats which confront us as we build robust, sustainable and profitable businesses.



Strategic Direction



Place

Our businesses will ensure Mandandanji peoples' rights and interests are protected and maintained at the highest possible standards in all matters relating to Cultural Heritage and the management of land and natural resources.

Economic Development

Mandandanji peoples' opportunity will grow and be enhanced when we grow and establish sustainable, profitable and viable commercial businesses.

Purpose

Mandandanji Limited will support and develop opportunities, which extend and increase participation in primary, secondary and tertiary education and workplace training for Mandandanji people.

People

We will foster a development approach, which will foster recognition of a fulfilled and complete lifestyle with a commitment to continued improvements in the health and well being of Mandandanji people.

Strength

We will ensure we are well managed, administered and legally compliant. Our businesses and organisation are accountable to our members.

Place



Our businesses will ensure Mandandanji peoples' rights and interests are protected and maintained at the highest possible standards in all matters relating to Cultural Heritage and the management of land and natural resources.

STRATEGIC DIRECTION

1. Establish a significant presence celebrating the Culture and History of Mandandanji
2. MCHS will be a leading Cultural Heritage Service business in Australia.
3. Support Mandandanji people to maintain cultural knowledge and connection.
4. Promote the rights and interests of Mandandanji people at a strategic and policy level regionally, statewide, nationally and internationally.

ACTIONS

1. Establish a significant presence celebrating the Culture and History of Mandandanji

- 1.1 Seek funding to improve and extend the amenity of Roma Parklands (ie; install permanent water; bbq's, toilet block ; yarning circle and history boards)
- 1.2 Seek funding to record history and collate photographic records of each Apical family group.
- 1.3 Investigate the commercial viability of a multi-function (ie: retail; meeting rooms; performance; cafe and visitor area) Cultural Centre in Roma
 - 1.3.1 Develop a business plan and seek funding to establish a Cultural Centre
 - 1.3.2 Progress application for DGR status to enable the development of a Cultural Centre
- 1.4 Investigate opportunities for roadside signage which would recognise and promote Mandandanji country
- 1.5 Ensure Mandandanji is a focal point and primary contact point for all enquiries about Mandandanji people and the cultural interests of Indigenous people from the Surat Basin in Qld.
- 1.6 Participate in projects, which introduce Mandandanji as Traditional Owners in the Maranoa region and provide opportunities to catalogue and showcase Mandandanji history and traditions.

2. MCHS will be a leading Cultural Heritage Service business in Australia.

- 2.1 Ensure all Cultural Heritage (field) Officers are Mandandanji people who are trained in all aspects of identifying; recording and preserving cultural heritage.
- 2.2 Establish a centralized digital record of all Mandandanji cultural heritage which has been identified;
- 2.3 Investigate the commercial viability of MCHS becoming a Cultural Heritage service provider and administration body for Indigenous groups across Queensland.



3. Assist Mandandanji people to maintain cultural knowledge and connection.

- 3.1** Investigate ways of introducing a school-based program on cultural heritage; language; dance and traditions of Mandandanji.
- 3.2** Ensure MAF includes a category and invites applications, which support and acknowledge Mandandanji culture; language and traditions.
- 3.3** Mandandanji will regularly participate in regional and state events (ie: NAIDOC week), Easter in the Country, to promote Indigenous Cultural Heritage and achievement.
- 3.4** Mandandanji will retail in Roma , on-line and at special events Arts , Crafts and products which promote the uniqueness and breadth of Australian Aboriginal culture and identity.
- 3.5** Investigate and (where appropriate) support the repatriation (and storage) of Mandandanji remains and artifacts to and on country.

4. Promote the rights and interests of Mandandanji people at a strategic and policy level regionally, statewide, nationally and internationally.

- 4.1** Participate in policy forums, which promote the preservation and protection of Indigenous cultural heritage.

Economic Development



Mandandanji peoples' opportunity will grow and be enhanced when we grow and establish sustainable, profitable and viable commercial businesses.

STRATEGIC DIRECTION

1. In co-operation with Applicants, maximise and extend economic benefits associated with ILUA's, CHMPS and other agreements from proponents.
2. Ensure services are charged at commercial rates and achieve high service standards.
3. Foster new and creative business ideas of Mandandanji people and support their growth and development.
4. Actively pursue commercial business opportunities and partnerships, which provide real jobs and training opportunities for Mandandanji people.
5. Investigate the viability of Mandandanji operating a job placement project/agency in Roma.

ACTIONS

1. In co-operation with the Applicants, maximise and extend economic benefits associated with ILUA's, CHMPS and other agreements from proponents.

- 1.1 Pursue every possibility to engage with proponents and the wider community to present Mandandanji capability across all businesses and service areas
- 1.2 Ensure all commercial activity/services provided by Mandandanji are supported by a contract; purchase order or approved line of credit.

2. Ensure services are charged at commercial rates and achieve high service standards.

- 2.1 Continue to promote and expand the customer base of MCHS as service provider.
- 2.2 Regularly review service agreements to ensure contractors are providing Mandandanji with the highest levels of service at best value.
- 2.3 Regularly review and ensure the Quality Assurance Standards are implemented.
- 2.4 Ensure all staff are aware of the Mandandanji Strategic Plan and committed to the Vision and Values identified by Mandandanji

3. Foster new and creative business ideas of Mandandanji people and support their growth and development.

- 3.1 Establish and actively promote the Mandandanji Enterprise Fund
- 3.2 Build partnerships with proponents and funding sources to increase the financial opportunity of the MEF program.
- 3.3 Investigate funding sources and the commercial viability of an incubator in Western Queensland to specifically support the development of Indigenous business and partnerships.

Economic Development




4. Actively pursue commercial business opportunities and partnerships, which provide real jobs and training opportunities for Mandandanji people.

- 4.1 Investigate the expansion of the Muddy Waters (wash down and vegetation management) business to other parts of the Surat Basin and the opportunity to 'franchise' elsewhere in Australia.
- 4.2 Actively pursue the expansion of the Muddy Waters vegetation management services throughout the Surat Basin.
- 4.3 Explore opportunities to commercialise services of MCHS ie:; Cultural Heritage training and Inductions.
- 4.4 Investigate at least three other business ventures, in which Mandandanji can invest and diversify interests beyond Surat Basin.
- 4.5 Investigate joint venture opportunities for Mandandanji , particularly with current clients and Teri 1 service providers.
- 4.6 Participate in regional and state forums, which support economic development and Indigenous business.

5. Investigate the viability of Mandandanji operating a job placement project/agency in Roma.

- 5.1 Establish a steering committee to investigate the commercial viability of a Job Placement agency in Roma
- 5.2 Work with Indigenous WorkStars to offer targeted placement service for Indigenous people in Roma
- 5.3 Establish a training program (quarterly) for Mandandanji people to improve job readiness.

Purpose



Mandandanji Limited will support and develop opportunities, which extend and increase participation in primary, secondary and tertiary education and workplace training for the Mandandanji people.

STRATEGIC DIRECTION

1. Develop strategies, which foster excellence at all levels of learning.
2. Ensure all Mandandanji businesses provide mentor and training opportunities for members.

ACTIONS

1. Develop strategies, which foster excellence at all levels of learning.

- 1.1 Retain a category in the MAF program for education to continue to encourage Mandandanji families to participate in lifelong learning.
- 1.2 Establish a 'Pathway Project' with proponents which provides Mandandanji school students with an impression of work opportunities and incentive to remain at school.
- 1.3 Seek funding to support establishing a University Scholarship program for Mandandanji people.
 - 1.2.1 Parameters of scholarship to include full term of degree; up to \$10,000 per year in the fund; subsequent financial support based on results.
- 1.4 Participate in awards sponsorship (ie: ROMA NAIDOC Awards) by recognising and nominating Mandandanji peoples' achievement and sponsoring award categories.
- 1.5 Communicate with schools in the Mandandanji Claim area seeking their support to promote the MAF program for Mandandanji families.

2. Ensure all Mandandanji businesses provide mentor and training opportunities for members.

- 2.1 Ensure formal training opportunities (ie: school based traineeships; apprenticeships and cadetships) are included in all business plans.
- 2.2 Establish an annual training calendar which is open to employees and Mandandanji people.
- 2.3 Ensure all part-time and full-time staff of Mandandanji participate in annual performance reviews which nominate and plan for training.
- 2.4 Ensure all commercial agreements include a budget allocation for inductions, training and professional development for staff.
- 2.5 Ensure all employees and Directors participate in a formal induction program annually.
- 2.6 Ensure all contractors to Mandandanji consider and provide training opportunities

People



We will foster a development approach, which will foster recognition of a fulfilled and complete lifestyle with a commitment to continued improvements in the health and well being of Mandandanji people.

STRATEGIC DIRECTION

1. Seek to extend and improve the range of services available to Mandandanji people.
2. Engage with Mandandanji members (at least annually) to ensure their expectations and service needs are being met where financially possible.
3. Advocate for improvements in service provision, which will improve outcomes and living standards for Mandandanji people.
4. Create and foster opportunities for Mandandanji to be an integral part of the Maranoa Region community.

ACTIONS

1. Seek to extend and improve the range of services available to Mandandanji people.

- 1.1 Retain a category in the MAF program for (emergency) community support; medical equipment and living aids and funeral assistance, and ensure the MAF program is widely promoted to members.
- 1.2 Endeavor to leverage the MAF funding program with proponents and other philanthropic sources to extend the opportunities available to Mandandanji.
 - 1.2.1 Seek advise from ATO on eligibility of MAF as a tax deductible donation.
- 1.3 Meet regularly with key service providers (ie: Maranoa Council) to ensure the needs of Mandandanji people are represented.

2. Engage with Mandandanji members (at least annually) to ensure their expectations and service needs are being met where financially possible.

- 2.1 Promote and extend functions of the Mandandanji members portal
- 2.2 Produce and distribute a quarterly Mandandanji newsletter
- 2.3 Promote the 'Meet the Board' forums for members at the Quarterly Board Meetings, as a forum for members to share ideas and concerns.
- 2.4 Conduct an annual survey of members and recipients of MAF and MEF funding.

3. Advocate for improvements in service provision, which will improve outcomes and living standards for Mandandanji people.

- 3.1 Investigate the commercial opportunity and regulatory standards of a Mandandanji owned and operated Health Care Service in Roma; including the development of a business plan.
- 3.2 Investigate the commercial opportunity and regulatory standards of a Mandandanji owned and operated Aged Care Service in Roma including the development of a business plan.
- 3.3 Investigate the commercial opportunity and regulatory standards of a Mandandanji owned and

People



operated Child Care Service in Roma; including the development of a business plan.

4. Create and foster opportunities for Mandandanji to be an integral part of the Maranoa Region community.

- 4.1 Be an active participant in community events including Easter in the Country and Roma Show.
- 4.2 Seek funding to host 'film nights' at Walkabout Park' in Roma, as an opportunity to bring together the community.
- 4.3 Investigate support in the community to extend the Adungadoo Pathway to Walkabout Park.
 - 4.3.1 Pending support, establish a reference group and seek funding to extend the Adungadoo Pathway.

Strength



We will ensure we are well managed, administered and legally compliant, along with being accountable to all members.

STRATEGIC DIRECTION

1. Ensure a clear operational structure and functioning boards of all businesses.
2. Ensure all businesses are well managed, with transparent and accountable operating policies and procedures.
3. Foster communication and working relationships with (Native Title) Applicants

ACTIONS

1. Ensure a clear operational structure and functioning boards of all businesses.

- 1.1 Provide an Induction program for all employees
- 1.2 Provide an Induction program (annually) for all Directors (Board Members) of Mandandanji businesses.
- 1.3 Regularly review and update the Mandandanji Organisational Chart with a copy available on the member portal.
- 1.4 Encourage Directors to participate in training to improve their corporate/management skills

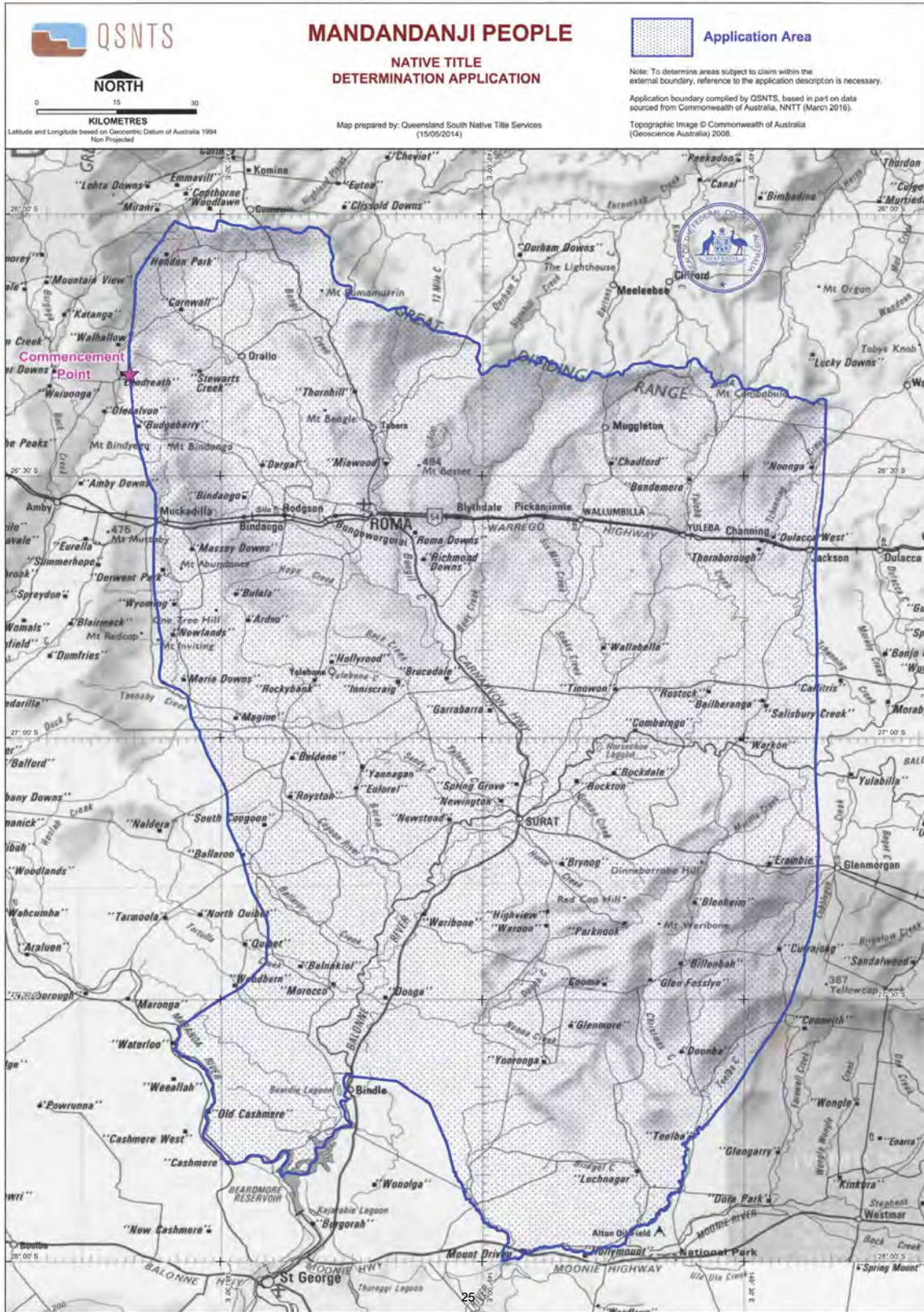
2. Ensure all businesses are well managed, with transparent and accountable operating policies and procedures.

- 2.1 Annually review all company policies and procedures for approval by Directors and management teams.
- 2.2 Management teams will develop (annual) operating budgets for all businesses, for approval by Directors
- 2.3 Ensure all businesses have accurate and up to date business plans.
- 2.4 Publish and promote the Mandandanji Strategic Plan to customers, members and proponents
- 2.5 Ensure all business opportunity is in accordance with Mandandanji Vision and strategic direction
- 2.6 Conduct annual audits of all businesses, with reports available to members at the AGM

3. Foster communication and strong working relationships with (Native Title) Applicants

- 3.1 Provide administration services to the Applicants in accordance with the Service Agreement and as resourced by proponents.

Appendix 1
Mandandanji Claim Area





**As outlined in the Mandandanji Limited Constitution (October 2010)*

The objects for which the Company is established are:

(a) To advance charitable purposes for the benefit of the Mandandanji Community including, but not limited to:

- (i) the relief of poverty, sickness, distress and the special needs of the aged and others;
- (ii) the advancement of education; and
- (iii) other purposes beneficial to the Mandandanji Community, including, but not limited to:

- Developing and assisting community facilities, resource centers, housing
- Cooperatives and medical centers;
- Providing family support and youth services;
- Promoting health and welfare;
- Promoting art, dance, culture and history;
- Developing community and social infrastructure;
- Strengthening social and moral wellbeing; and
- Research.

(b) to advance and enhance the welfare and capacity of the Mandandanji Community including;

- (i) to create and develop social benefits;
- (ii) to improve infrastructure within the Mandandanji Community; and
- (iii) to strengthen, build up and contribute to the identity, sense of purpose and culture of the Mandandanji Community;

(c) to encourage and support indigenous community initiatives and strategies in areas of community development in the Mandandanji Community;

(d) to promote the cultural values of the Mandandanji Community to the broader community;

(e) to encourage and develop social, cultural, economic and educational programs for the Mandandanji Community;

(f) to identify, protect, maintain and preserve traditional and contemporary cultural sites within the Mandandanji Community's lands and waters;

(g) to act as trustee of any trust the purpose of which is to distribute money, property or benefits to entities whose primary purposes relate to the matters set out in clause 3.1;

(h) to enter into any form of amalgamation, affiliation, alliance or union with or co-operate, combine or join with, either in whole or in part, any club, association, company, organisation or body having objects altogether or in part similar to any of those of this Company or make any arrangements relating to those objects;

(i) to promote and foster philanthropy generally and to promote the community benefits derived from the gifting of resources to entities whose primary purposes relate to the matters set out in clause 3.1;

(j) to promote and foster the interests of entities whose primary purposes relate to the matters set out in clause 3.1;

(k) to co-operate and take an active interest in the securing of rational legislation and the formation of proper rules and regulations governing philanthropy, charities and nonprofit organisations, including, legislation relating to taxation;

(l) to do all such other things as may be deemed incidental or conducive to the attainment of the objects of the Company or any of them



Mandandanji Cultural Heritage Services Pty Ltd (MCHS) was established in 2010, by the Mandandanji Traditional Owners Group to engage with mining, gas and other proponents of development in order to advocate and promote Mandandanji people's rights and interests in the management, protection and conservation of Mandandanji cultural heritage, land and natural resource management.

MCHS has a number of business units, including

➤ **Cultural Heritage Services Unit**

This unit is responsible for engaging and training Mandandanji people to act as Cultural Heritage Officers and provide Cultural Heritage Monitoring services.

These services include;



*Mandandanji Cultural Heritage
Services Pty Ltd*

- Identification and recognition of Indigenous people's rights and interests in the management, protection and conservation of Indigenous cultural heritage;
- Land and natural resource management advice and services;
- Evaluation of Indigenous cultural heritage;
- GIS global services that cover the Mandandanji Native Title claim;
- Training of Indigenous Cultural Heritage Officers Service provider arrangements for Indigenous groups

➤ **Muddy Waters**

Based in Chinchilla, Muddy Waters business unit is responsible for providing vegetation management services and 3rd party weed certification and wash down services.

These services include;



- Perimeter monitoring staff to manage entry/exit of vehicles and machinery to ensure DAF compliance.
- Roadside and well-site vegetation management.
- Repairs and maintenance to well-site parameter fencing, reporting to client requirements/standards.
- Sub-contract staff to operate your machinery and fulfill your well-site maintenance requirements.
- Mobile high pressure wash down service

MCHS is a company, which is wholly owned by Mandandanji Limited.

