



Mackay Whitsunday Isaac Traditional Owner

STRATEGIC PLAN

2017 - 2027

Definition: Traditional Owners – all Aboriginal people with rights and responsibilities for the land and sea that falls within the Mackay Whitsunday Isaac region.

This includes people of the following seven tribes: Juru, Gia, Ngaro, Yuwibara, Koinmerburra, Barada and Wiri

www.reefcatchments.com.au/community/traditional-owners



Acknowledgement

We would like to acknowledge the Traditional Owners past and present. We acknowledge their spiritual and cultural connection and their responsibility as Traditional Owners to maintain and care for Country.

Additionally, we would like to acknowledge all Aboriginal people who instigated, and who have since that time, participated in the development of the Mackay Whitsunday Isaac Traditional Owner Reference Group, in particular those that have participated in meetings relating to the development of this plan. Reef Catchments Limited for facilitating meetings and assisting in the development and production of this plan. The Commonwealth Department of the Environment and Energy for funding this plan.

Current and future partners including but not limited to Queensland Parks and Wildlife Services for ongoing support in assisting the Traditional Owner Reference Group with on Country activities. And under the instruction and guidance of the Mackay Whitsunday Isaac Traditional Owner Reference Group and Reef Catchments Limited, Terra Rosa Consulting for assisting in the facilitation of this plan.

Forward

This document presents a high-level Strategic Plan for the direction, aims and goals of the Mackay Whitsunday Isaac (MWI) Traditional Owner Reference Group (TORG) as they develop from an advisory body within Reef Catchments Limited (RCL) to a more active agency in the region. The MWI TORG aspires to be self-sufficient and will consider joint venture possibilities, consortium arrangements or partnerships with appropriate organisations and agencies to establish a Non-for-Profit (NFP) entity that is able to attract investment in its own right. The MWI TORG will use Federal, State and Local Government funding as a catalyst to attract other investments to build capacity to take on contracts, tenders and fee-for-services to achieve their goal of independence.

This document will be used by the MWI TORG to seek financial and other support from its partners to assist in delivering its aspirations. As such, the plan will remain a living document; part reference material, part aspirational. Regular review will ensure that the plan continues to reflect and thereby adapt as the MWI TORG objectives are met.

The plan has been developed after numerous consultations and workshops of TORG members. It is not a legal document nor is it an assertion of native title; it is however a means for the MWI TORG to communicate its aspirations.



Who we are

We are Traditional Owners and representatives of the seven tribal groups of Country bound by the Mackay Whitsunday Isaac (MWI) Natural Resource Management (NRM) boundary.

Collectively, we are known as the MWI Traditional Owner Reference Group (TORG) and consist of members of the Juru, Gia, Ngaro, Yuwibara, Koinmerburra, Barada and Wiri people committed to managing, maintaining and protecting our tribal lands and sea within the MWI region. We discuss, develop and deliver opportunities to build capacity within the group and share cultural heritage and environmental values.

As representatives of the seven tribal groups of the region, we are provided opportunities to reconnect with Country. We direct and participate in on Country activities to restore and protect cultural heritage and are charged with the responsibility to disseminate this material to the wider Indigenous community, as appropriate.

The MWI TORG consist of the following:

Juru peoples Country includes lands north of Bowen.

Gia peoples Country includes the mainland adjacent to the Whitsunday Islands, north to Bowen, south to O'Connell River and east to the Clarke Connor Ranges.

Ngaro peoples Country includes the Whitsunday Islands and the mainland coastlines where they traded with Gia people.

Yuwibara boundary is north to Midge Point, south to Cape Palmerston, west to the Clarke Connor Range and 10 nautical miles east of the coastline.

Koinmerburra peoples Country includes Pine Mountain (Normanby Range) across to Styx River, north along the coast to Cape Palmerston, west to the Clarke Connor Range.

Barada boundary is west of the Clarke Connor Ranges, south of Homevale National Park.

Wiri boundary is west of the Clarke Connor Ranges, north of Homevale National Park.



Our vision

We, the Traditional Owners of Juru, Gia, Ngaro, Yuwibara, Koinmerburra, Barada and Wiri are committed to developing an active role in managing, maintaining and protecting our tribal lands and sea within the MWI region.

Working together with mutual respect and understanding, we plan to make the region a leader in proactive cultural heritage and environmental management. Within 5 to 10 years we also aim to make management of Country a viable career path for our people; utilising the skills and abilities we learn during this process to mentor and provide leadership to our people.

To achieve our vision, whilst building a successful pathway into the future, we will implement the following programs:

Cultural heritage environmental management programs including:

- Training and development opportunities to increase Traditional Owners capacity to manage Country.
- Management plans that are focused on the safekeeping and interpretation of culturally significant areas within the MWI region.
- Conservation and land and sea management programs.

Community communication and education programs including:

- Indigenous cross-cultural awareness training.
- School based cultural educational programs.
- Community forums with local government and other stakeholders.

Our values

To achieve our vision we rely on our demonstrated values of:

- **Commitment:** we are starting as volunteers and are working to develop from an advisory body to an active NFP entity under our own steam.
- **Respect:** we listen, actively work and share Country and knowledge with each other and the people that we work with.
- **Consensus:** we make decisions through group discussion and consent.
- **Country is the future of the region:** by looking after and promoting the value of Country to the whole of the community we aim to simultaneously preserve and protect the environment whilst increasing appreciation of the regions cultural values.
- **Traditional Knowledge** is our platform and key strength.

Our principles

We have maintained much of our history and culture and wish to ensure its survival and prosperity into the future. Critical to this is ensuring Indigenous protocols and lores/laws are continued.

This is particularly important for us, as Traditional Owners, but it is also critical that non-Indigenous people respect, understand and acknowledge our unique responsibilities and rights on Country.

The MWI TORG follows traditional protocols and lore/law and delivers the following to partners:

- A singular entry point to discuss business pertaining to Country within the MWI region.
- A unification of groups with rights and interests associated with the MWI region.
- Future development of professional management tools including: this document and other significant documents (e.g. Cultural Heritage Environmental Management plans (CHEMP)), engagement protocols, cultural heritage assessments and surveys, traditional knowledge recordings and flora and fauna assessments of culturally significant species. These tangible products will inform partners on Traditional Owner knowledge; interests and rights associated with Country and will assert best practice management of cultural heritage within the region. It is important to note that these tools do not replace a proper, culturally appropriate consultation process to engage with Traditional Owners.
- The practice of traditional governance and leadership by the MWI TORG provides a critical service to their own communities - strengthening social connectedness; providing a defined social network of roles and responsibilities; enabling participation in services for the betterment of community life and providing a space and ability to build individuals and communities capacity and confidence. These are important outcomes being delivered for Traditional Owners by their nominated leaders. Provision of these services is particularly valued by the Indigenous community and is of interest to the Australian and State Governments under the Closing the Gap initiative.



Our purpose

We seek to play a central role in supporting Traditional Owners and partners to participate in the delivery of Natural Resource Management (NRM) and contribute to wider economic and social benefits within the region.

It is anticipated that by 2020, we will have independent capacity to take part in NRM planning and activities within the region and that cultural heritage information and priorities will be integrated to benefit NRM and biodiversity conservation decisions and land and sea management actions.

The MWI TORG will assert the inclusion of cultural values in planning and delivery of future investment by:

- Providing a cohesive and consistent first point of contact for partners wishing to engage with the Traditional Elders and Traditional Owners of the region.
- Providing positive leadership for all community members within the region.
- Participating as natural resource users and managers through engagement and employment.
- Developing a wide-ranging and proactive communications plan and strategy to increase promotion of cultural heritage and conservation awareness throughout the region.
- Identifying, documenting and recording, protecting and through appropriate management, preserving cultural heritage sites within the region.
- Developing management plans and frameworks to generate long-term positive outcomes for cultural heritage values and the environment within the region.

- Working with partners to integrate and implement management plan actions.
- Establishing structured and measurable outcomes for cultural heritage and conservation management within the region.
- Increasing Traditional Owners capacity to manage Country by delivering positive training and development opportunities.
- Developing and implementing indigenous land and sea management activities and skills into programs and projects.
- Exploring and fostering partnerships with industry, government and the community to better manage areas of cultural and environmental concern and importance.
- Garnering support from our partners to develop and promote the MWI TORG as an independent NFP entity.
- Collaborating with partners to maintain and manage traditional and cultural use of land and sea resources.
- Leveraging opportunities and/or attract funding to undertake cultural resource management, environmental management and training within the region.
- Working with Traditional Owners and partners to increase access, custodianship and management of public and private land and sea for cultural traditional social and environmental purposes.
- Revisiting the potential to establish Indigenous Protected Areas (IPA) within the region.
- Promoting best practice cultural heritage management through research, monitoring and adaptive management.
- Being proactive in communicating this plan throughout the region.
- Engaging in events.

This plan provides us with an opportunity to reinforce our desire to participate in environmental, social and economic development within our region.

In particular to actively pursue a range of business, employment, innovation, partnerships, research and wealth creation to improve our people's economic and social opportunities. We have a diverse range of experience and knowledge and have worked as Project Officers, Senior Parks Rangers, Executive Officers, Senior Cultural Heritage Officers/Advisors and Finance Officers in past occupations. It is our aspiration to build our capacity and acquire a significant skills base to develop and implement sound business strategies and increase ownership and participation in sustainable economies. It is important for our community that we are able to establish proper career pathways for our youth in all positions, including culture-based jobs. In this way, all of our jobs inspire and motivate our people, especially our younger generations.

The MWI TORG will provide cultural heritage advice, cultural heritage monitoring, cultural heritage and conservation management plans, and surveys and will train future employees to deliver services appropriate to the following business and industry opportunities:

- Tourism
- Natural and cultural resource management
- Mining
- Arts and creative Industries
- Knowledge and culture, including interpretive information
- Government and community services
- Employment and training



Our partners

This plan's development and implementation is dependent on relationships and collaboration between us, the communities we represent and our partners.

Partners are identified as those with specific interest and/or responsibilities whether legal, strategic or operational. We will work with our partners to identify and action the most appropriate investment strategy. Moreover we seek to draw upon the experience of our partners as mentors to advance the MWI TORG towards its our goal of independence.

To become operational, we will rely on investments from our partners. Working towards financial autonomy will provide our people with the opportunity for independence, options and choices that will lead towards enhanced cultural health. We will work with our partners to identify and action the most appropriate means to operate.

In turn, we will provide a long-term, secure and independent funding source for advancing Caring for Country outcomes within the region. The MWI TORG NFP entity will stand as a legacy to the vision of our people and their supporters and will continually grow over time with other contributions

Partners have been categorized as follows:

Landowners and Land and sea managers include the State Government Departments of National Parks, Sport and Recreation; Queensland Parks and Wildlife Services (QPWS), Environment and Heritage Protection (DEHP), Department of Transport and Main Roads (DTMR), the Great Barrier Reef Marine Park Authority (GBRMPA), North Queensland Bulk Ports (NQBP), Local Government Associations including Isaac Regional Council, Mackay Regional Council, Whitsunday Regional Council, and freehold landholders.

We seek support from landowners/land and sea managers to achieve the following objective:

- Agreement to investigate through a consultative process, formalised co-management and /or leverage arrangements such as that supported by the Australian Government Indigenous Protected Areas (IPA) program.

We are interested in exploring steps to strengthen Indigenous governance, management and participation of our people on Country. Establishment of legal partnerships and management structures through co-management arrangements would allow for the incorporation of Traditional Owners rights, interests and obligations, as well as those of the relevant government[s], acting on behalf of the wider community. Managing land within the region would provide a significant asset for all community members to establish:

- An Indigenous cultural and educational centre for the safekeeping of Indigenous cultural material, stories, family histories and values.



- An interpretive and information centre for other Aboriginal people, visitors and tourists.
- An Aboriginal accommodation and conferencing centre for hosting meetings, functions and events for Indigenous and non-Indigenous people.

Agencies and organisations include the Commonwealth Department of Environment and Energy (DoEE) and the State Government Departments of Aboriginal and Torres Strait Islander Partnerships (DATSIP), Department of State Development (DSD), Department of Infrastructure, Local Government and Planning, the Great Barrier Reef Marine Park Authority (GBRMPA), North Queensland Bulk Ports (NQBPA), Whitsunday Tourism, Local Government Associations including the Greater Whitsunday Council of Mayors, Educational institutions and other agencies and organisations such as Reef Catchments Limited etc.

We seek support from agencies and organisations to achieve the following objectives:

- Support the MWI TORG to realise environmental, social and economic opportunities for Traditional Owners
- Support strong indigenous leadership and governance arrangements, to continue to empower Traditional Owners to make informed decisions about Country within the region.
- Provide strategic support to assist the MWI TORG to establish strong partnerships, organisational and business systems.

Champion the aspirations set out in this plan in all relevant negotiations with the Commonwealth, State and Local Government agencies, and corporate and private sectors;

- Provide funding through relevant Indigenous specific and mainstream funding programs to implement strategies outlined in this plan.
- Provide a central coordination role for integrated funding and strategic partnership creation.
- Provide mentoring and governance support to the MWI TORG.

Acknowledging the long-term relationship we have had with Reef Catchments Limited (RCL), we seek support for RCL to:

- Continue to facilitate meetings, networking opportunities, training and on Country events, auspicing funding on behalf of the group until these responsibilities can be transitioned to the NFP entity or an alternative arrangement.
- Continue to build capacity and resourcing to assist the MWI TORG in attaining independence.

Other partners are identified as those people or organisations that strategically support Indigenous involvement in Caring for Country and related activities and include industry, philanthropic, universities and research institutions, community and environmental groups and influential and prominent individuals. We seek the following support from other partners:

- Sponsor participation in training, development, leadership and cultural programs.
- Provide 'in-kind' specialist advice, mentoring, coaching, facilitation and support.
- Support culturally appropriate research within the region.

Our communication

The MWI TORG will develop a communication strategy that will guide communication to our people and partners. Some elements of this strategy include:

- **Webpage/site:** The webpage/site will provide regular updates on the groups activities and events. Key documents and strategies like this plan and any CHEMPs will be made available on this webpage/site. The webpage/site will provide a mechanism for comment and feedback and will facilitate opportunities for sponsorship, donations and other support.
- **Newsletter:** A biannual newsletter will be developed and distributed widely. It will provide an important medium for informing our people and partners on our progress, upcoming opportunities and other key messages.
- **Meetings:** A range of meetings will be conducted to progress this plan. It is expected that meetings and forums will also stem from this plan.



Where we are

In our pursuit to achieve a healthy and prosperous cultural and environmental landscape, the MWI TORG has undertaken a variety of activities over its 10 years of operation.

We have developed a range of documents including *Working Together on Country (2010)*, *Koinmerburra* and *Ngaro Country Plans (2010)* and have assisted in several cultural heritage assessments within the region, the most recent being the *Healthy Rivers to Reef 2015 Report Card*. We facilitated an *Emersion Training Cultural Awareness Camp (2009)* to promote cultural awareness and community support.

We have established appropriate protocols surrounding the collection, storage and use of culture, heritage and have developed a resource database for the storage, dissemination and use of this knowledge where appropriate. Importantly, we continue to maintain communication with our people in accordance with the Terms of Reference, ensuring that Traditional Owners are informed and involved in the management, care and celebration of Country. Monumental to the creation of this plan are those activities performed within the past two years.

Key achievements include:

- **MWI TORG gaining momentum:** In a space of two years we have become focused on future directions, which has allowed for increased confidence and participation. This in turn has improved our ability to work cohesively and provided us with the conviction to approach and discuss our aspirations with our partners. Numerous members believe that the regular outings on Country and the past two years of training have provided a clear focus and direction for the group, as well as a catalyst for further discussions, development and confidence in our ability to move towards

independence. The discussions and planning undertaken thus far will be critical to the next 3-5 years as we undertake our transition towards independence.

- **Training and capacity building:** We continue to exhibit the ability to carry out complex tasks and deliverables cohesively, as a group. We have been trained to conduct a variety of field-based tasks and office-based skills, such as heritage surveys, digital data management and recording, and broad cultural landscape analysis and management.
- **On-Country visits:** Site visits have allowed for us to reconnect to Country, ancestors, family, and self and continue to provide a deeper sense of place, connection and belonging.
- **Management of sites:** on Country we have begun to effectively identify and assess threats to cultural sites, developing priority actions to be including into cultural heritage and environmental management plans (CHEMPs). Pending discussions with partners, CHEMPs will focus on implementing controls and monitoring and evaluation to continue to build and enhance our skill-sets whilst facilitating positive outcomes for cultural site management across the region. Incorporation of cultural heritage indicators into the MWI Healthy Rivers to Reef Partnership report card, and development of this plan are testament to our ability to carry and deliver complex tasks cohesively as a group.

How we will implement our plan

We see this plan as a starting point to focus efforts for increased Traditional Owner involvement in the MWI region. We acknowledge this will be achieved over time through the dedication of all people working in partnership.

This plan provides us with a roadmap to reduce the gap in Traditional Owner disadvantage for our region and will provide us with the framework to enter into conversations, partnerships and negotiations around co-management arrangements. The inclusion of ongoing consultation, involvement and input from the group and our community is paramount throughout the plans implementation. Most importantly, as the actions captured within this plan are realised, the spirit of our people strengthens.

The plan will be used by the MWI TORG to apply for funding and garner support to increase Traditional Owners involvement in Caring for Country business within the MWI region. It will be reviewed annually on the anniversary of its implementation and progress will be reported annually. The MWI TORG will undertake a full and complete review of all components of the plan at the end of its implementation phase.



As members of the MWI TORG, we commit to undertaking the following actions:

Our strategies	Our activities	Our desired outcomes	Our timeframe
<p>Incorporate the MWI TORG</p>	<ol style="list-style-type: none"> 1.1 Incorporate the MWI TORG as an NFP entity that can manage contracts, tenders and fee-for-service. 1.2 Conduct a skills audit on MWI TORG members and identify professional development and training opportunities. 1.3 Appoint roles and responsibilities to individual MWI TORG members. 1.4 All MWI TORG members undertake governance capacity development. 1.5 Develop and/or review governance framework, including the following policies and procedures: <ul style="list-style-type: none"> • Terms of Reference • Working Together on Country • Strategic plan • Communication plan • Implementation plan • Copyright 1.6 Seek support for a comprehensive analysis of business, employment and training opportunities for the MWI TORG. 1.7 Develop a schedule of local, state and federal funding opportunities within the next 12 months to resource establishment costs. 1.8 Seek support from partners to provide: <ul style="list-style-type: none"> • Sponsorship and contributions • Training and development <p>Invite participation of partners in key MWI TORG meetings to foster and maintain strong communications</p>	<ol style="list-style-type: none"> 1.1 The MWI TORG strengthens its profile and capacity as an NFP entity that can manage contracts, tenders and fee-for-service, positioning itself to independently manage cultural and environmental contracts within the MWI region by 2020/21. 1.2 Continually building the capacity of the MWI TORG to manage data and provide a positive leadership influence in the MWI region 1.3 A comprehensive business analysis is conducted on and around MWI region to inform and establish sustainable industries. 1.4 Partners contribute resources (in-kind or financial) to support operational costs for the establishment of the MWI TORG NFP entity including: <ul style="list-style-type: none"> • Assistance for meeting, venue, transport and catering costs • Professional business advice • Training and development • One resourced and dedicated support position <p>Maintain consistent and transparent communication with partners to foster and build strong relationships</p>	<p>The MWI TORG will become incorporated in 2018, where upon incorporation, governance framework (i.e. roles and responsibilities) and other critical business needs (i.e. plans and resources) will be revised/established.</p> <p>Partners will be engaged during 2018. Support will be sought to build capacity and achieve a capital base through grants, sponsorship and contributions.</p>
<p>Obtain resources to fund the MWI TORG</p>	<ol style="list-style-type: none"> 2.1. Market and provide contracts, tenders and fee-for-service activities within the MWI region 2.2. Actively seek funds through grant submissions and other funding opportunities (i.e. private, corporate and philanthropic ventures) 2.3. Work with landowners/managers (i.e. QPWS, 	<ol style="list-style-type: none"> 1.10The MWI TORG NFP entity operates autonomously, maintaining collaborative relationships. 1.11Reef Catchments Limited successfully transitions all responsibilities to the MWI TORG NFP entity 1.12An increase in the number of Traditional Owners 	<p>Ongoing once the MWI TORG is incorporated</p>

	<p>Regional Councils, NQBP and other landowners/manager), to resource, develop and implement a <i>MWI Working on Country Ranger Program</i>.</p> <p>1.9 Ensure Traditional Elders and Traditional Owners are involved in the establishment, recruitment and retention of Indigenous Rangers in the <i>MWI Working on Country Ranger Program</i>.</p>	<p>employed in Caring for Country related activities on Country within the MWI region</p> <p>1.13 Partners facilitate the development and longevity of a <i>MWI Working on Country Ranger Program</i></p> <p>1.14 Traditional Elders and Traditional Owners actively participate in recruitment and retention processes for all mainstream and Indigenous specified <i>MWI Working on Country Ranger Programs</i></p> <p>Business and corporate sectors support Indigenous business and employment opportunities within the MWI region</p>	
<p>Ensure cultural Protocols and lores/laws are observed and maintained</p>	<p>3.1. Conduct men's and women's cultural awareness/workshops to reinforce and reconnect Indigenous and non-Indigenous people with Country, lores/laws and Traditional Elders.</p> <p>3.2. Review protocols written in <i>Working Together on Country</i> document.</p> <p>3.3. Develop and pursue opportunities to integrate school based education programs into the curriculum of all regional education institutions.</p>	<p>3.1. Traditional Owners traditions, culture and lores/laws continue to be expressed and celebrated.</p> <p>3.2. All partners within the region become culturally aware.</p> <p>3.3. All partners within the region become capable of developing their own Indigenous specific policies and plans (e.g. Indigenous Employment, Recruitment and Retention Policies, Reconciliation Action plans, Cultural Capability Framework</p> <p>3.4. Indigenous traditions, culture and lores/laws are institutionalised into regional educational programs.</p>	<p>Protocols written in <i>Working Together on Country</i> (2010) will be reviewed in 2018.</p> <p>Education to improve cultural awareness within the region will be ongoing.</p>
<p>Undertake a comprehensive cultural heritage and environmental value assessment for the MWI region and develop cultural heritage and environmental management plans (CHEMP)</p>	<p>4.1. Engage suitably qualified consultant(s) to work with MWI TORG to assess the cultural heritage values and Traditional Ecological Knowledge within the region.</p> <p>4.2. Develop cultural heritage and environmental management plans (CHEMP).</p> <p>4.3. Complete traditional knowledge recording of Traditional Elders and knowledge holders</p>	<p>4.1. A suitably qualified consultant(s) is agreed by the MWI TORG to work with them on the assessment of the cultural heritage values and traditional ecological knowledge.</p> <p>4.2. CHEMPs are developed based on the cultural heritage values assessment and oral history recordings.</p>	<p>Cultural heritage, traditional knowledge assessments and oral history recordings ongoing.</p> <p>CHEMP development ongoing.</p>

<p>Working with our partners to share Country for conservation, cultural, economic and social purposes</p>	<p>Landowners /land and sea managers</p> <p>1.5 Hold discussions with conservation groups (e.g. Greening Australia, Trust for Nature) to discuss funding support for purchasing of land.</p> <p>5.1. In partnership with conservation groups and NRM bodies, undertake an assessment of potential land for purchase for conservation, cultural, economic and social purposes.</p> <p>5.2. Support application submissions to the Indigenous Land Corporation, National Reserve System (Indigenous Protected Area) and others (Governments, philanthropic, corporate and private) for the purchase of land within the region.</p> <p>5.3. Pursue the establishment of Indigenous Protected Areas and co-management arrangements across the MWI region.</p> <p>5.4. Promote opportunities for the MWI TORG to contract, tender and undertake fee-for service park management activities within the region.</p> <p>5.5. Sponsor Traditional Owner/youth participation in training, development, leadership and cultural programs.</p> <p>5.6. Provide 'in-kind' specialist advice, mentoring, coaching, facilitation and support to Traditional Owner/youth</p> <p>Agencies and organisations</p> <p>5.7. Support contracting land and sea management services to the MWI TORG</p> <p>5.8. Sponsor Traditional Owner/youth participation in training, development, leadership and cultural programs.</p> <p>5.9. Provide 'in-kind' specialist advice, mentoring, coaching, facilitation and support.</p> <p>Other partners:</p> <p>5.10. Sponsor traditional owner/youth participation in training, development, leadership and cultural</p>	<p>5.1 Potential lands identified for purchase for conservation, cultural, economic and social purposes.</p> <p>5.2 Collaborative funding submission are developed and submitted to secure Traditional Owner held lands within the region.</p> <p>5.3 Land and sea within MWI is established under Indigenous Protected Areas or co-management arrangements and provided to Traditional Owners for cultural and/or economic purposes.</p> <p>5.4 The MWI TORG builds capacity to confidently manage major contracts for the betterment of Country within the region</p> <p>5.5 Contracted park management services are delivered by Traditional Owners trained by the MWI TORG.</p> <p>5.6 Traditional Owners are more involved in the management of Country, providing advice, direction and leadership across the MWI region.</p> <p>5.7 Traditional Owner perspectives and cultural values are more prominent in the management of Country.</p>	<p>Ongoing once the MWI TORG is incorporated</p>
--	--	--	--

	<p>programs.</p> <p>5.11. Provide 'in-kind' specialist advice, mentoring, coaching, facilitation and support. Protected area managers contract Traditional Custodians to work on Country (e.g. <i>MWI Working on Country Rangers</i>)</p>		
Establish an Indigenous Cultural Centre within the MWI region	<p>6.1. Submit funding applications for the design and development of an Indigenous Cultural Centre that includes the following elements:</p> <ul style="list-style-type: none"> • Educational and interpretive centre • Keeping place for important cultural materials and remains • Meeting place and conference centre for Indigenous and non-Indigenous people <p>6.2. Place of business for Traditional Elders, Rangers and others.</p>	6.1. An Indigenous Cultural Centre is established in the MWI region, providing a permanent Aboriginal presence and cultural focal point.	Ongoing once the MWI TORG is independent
Involve our young leaders	<p>7.1. Identify suitable funding bodies and programs in Government, private, corporate and philanthropic sectors</p> <p>7.2. Develop and submit funding proposals:</p> <ul style="list-style-type: none"> • To hold a youth forum in the region • To establish a <i>Junior Ranger Program</i> • To undertake language and culture work with our youth <p>7.3. Support young Traditional Owners to attend appropriate leadership and training programs.</p> <p>7.4. Ensure young Traditional Owners are involved in cultural activities and camps associated with the MWI TORG.</p> <p>7.5. Ensure young Traditional Owners are involved in decision-making and leadership roles affecting the MWI TORG</p>	<p>7.1. Appropriate funding support is identified.</p> <p>7.2. Traditional Owners lead the development of appropriate youth programs.</p> <p>7.3. Young Traditional Owners identify their aspirations and expectations within the MWI region</p> <p>7.4. Young Traditional Owners and (where appropriate) non-indigenous youth participate in a <i>Junior Ranger Program</i>.</p> <p>7.5. Young Traditional Owners are involved in cultural and business activities (e.g. attendance at TORG meetings, on Country workshops etc.)</p> <p>7.6. Young Traditional Owners participate in leadership activities and programs that support their personal and professional development. (i.e. Young Indigenous Leaders program)</p> <p>7.7. Sponsorship is sought and received for a range of youth initiatives like Junior Ranger Program, Kids on Country Camps, Young Indigenous Leaders Forums/Programs)</p>	Ongoing once the MWI TORG is independent

<p>Indigenous leadership in research over Country within the region</p>	<p>8.1. Seeks funding to support research within MWI region. 8.2. Host a research forum and invite participation from scientists, universities and research bodies. 8.3. Establishes a research hub.</p>	<p>8.1. MWI TORG hosts a research forum. 8.2. Traditional Owners have an increased and ongoing role in all research affecting the region. 8.3. A research hub is formed for within the region where Traditional Owners inform research questions and methodology.</p>	<p>Ongoing once the MWI TORG is independent</p>
<p>Hold regular events to celebrate the 7 tribal groups within MWI region</p>	<p>9.1. Identify suitable funding bodies and programs in the government, private, corporate and philanthropic sectors to sponsor events. 9.2. Develop and submit funding proposals to deliver regular events</p>	<p>9.1. Funding is secured to hold events that reconnect Traditional Owners with Country, each other and the wider community.</p>	<p>2018 and ongoing</p>
<p>Communicate with influence</p>	<p>10.1. Develop and implement a communication strategy. 10.2. Initiate and/or maintain a range of communication mediums (website, newsletter, events) in the interim.</p>	<p>10.1. A culturally appropriate communication strategy is developed to guide important business for the MWI TORG. 10.2. The MWI TORG develops own communication collateral as a community asset. 10.3. Community and TORG partners are informed and engaged in the communication strategy, including the promotion of the MWI TORG as proactive communications NFP entity to serve as a first point of contact for stakeholders wishing to engage with the Traditional Owners of the area.</p>	<p>2018</p>

Thank you

If you would like any further information of your Strategic Plan or if you would like to get involved then please get in touch with us.

You can find our contact details here:

<http://www.reefcatchments.com.au/community/traditional-owners>

