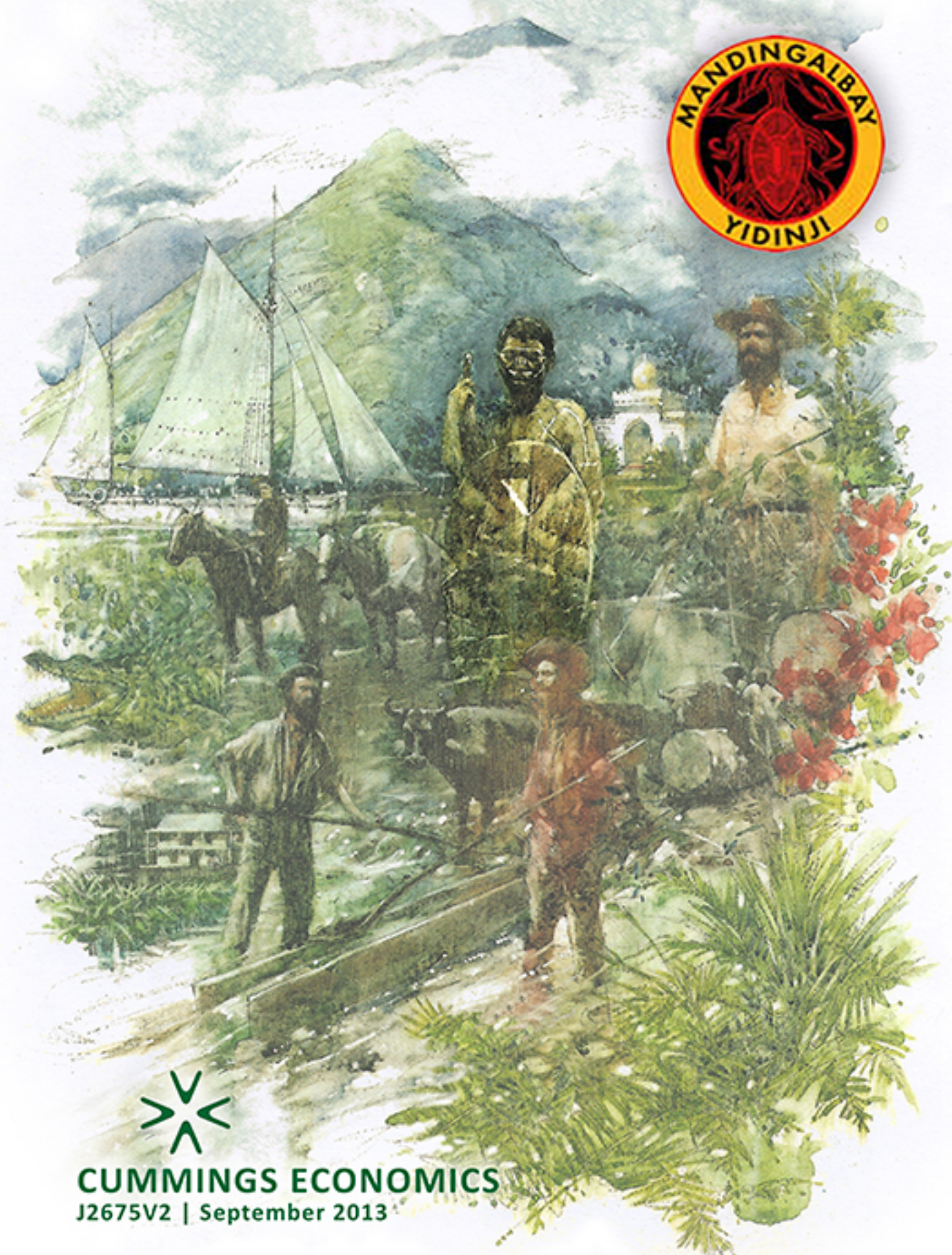


Mandingalbay Yidinji

ABORIGINAL CORPORATION

STRATEGIC BUSINESS PLAN 2013-2018



CUMMINGS ECONOMICS

J2675V2 | September 2013



MANDINGALBAY YIDINJI ABORIGINAL CORPORATION

Strategic Business Plan 2013-2018

Ref : J2675-V2
September 2013

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Abbreviations

MYAC.....	Mandingalbay Yidinji Aboriginal Corporation
IPA.....	Indigenous Protected Area
DOGIT	Deed of Government in Trust
ILUA.....	Indigenous Land Use Agreements
MOU	Memorandum of Understanding
CBD	Central Business District



1. INTRODUCTION

This Strategic Business Plan for the Mandingalbay Yidinji Aboriginal Corporation (MYAC) for the five years 2013 to 2018 has been developed following a planning workshop, review of the Strategic Plan for the Corporation prepared in 2009 and follow up research. The Strategic Plan identifies the aspirations of the Mandingalbay Yidinji people including a wish to develop and attract businesses to create much needed employment opportunities.

Appendix 1 gives 'Terms of Reference'. Among other requirements, the 'Terms of Reference', Appendix 2, provides a non-exclusive list of 24 potential opportunities that MYAC asked to be assessed grouped under broad headings of:

- Primary production
- Tourism
- Commercial
- Community services/infrastructure

2. COMMUNITY & CORPORATE BACKGROUND

2.1 Mandingalby Yidinji People & Country

This strategic Business Plan has been developed against the following community and corporate background.

The Mandingalbay Yidinji people occupied areas of Yarrabah and the Murray Prior and Malbon Thompson Ranges, the Mulgrave Valley and eastern Tablelands area prior to European settlement in the late 1800s.

Most of the traditional Mandingalbay Yidinji lands are now used for cane farming under freehold tenure. However determined and recognised native title rights and interests exist over the State Forest and National Park areas on the eastern side of the Murray Prior and Malbon Thompson Ranges through to Russell Heads. The Mandingalbay Yidinji people and Gunggandji group have an agreement in relation to the use of lands and cultural areas of responsibility adjoining the Yarrabah township on the eastern side of the ranges.

Map #1 gives an indicative map of Mandingalbay Yidinji country and **Map #2** indicates that East Trinity area has been included as an Indigenous Protected Area (IPA).

Many of the Mandingalbay Yidinji people live in Yarrabah comprising an estimated 40% of the population with others living in the Gordonvale and Cairns area. The Yarrabah population includes traditional groupings, families and individuals brought from other parts of the State during the removal of indigenous people to reserve communities in the late 1800s.

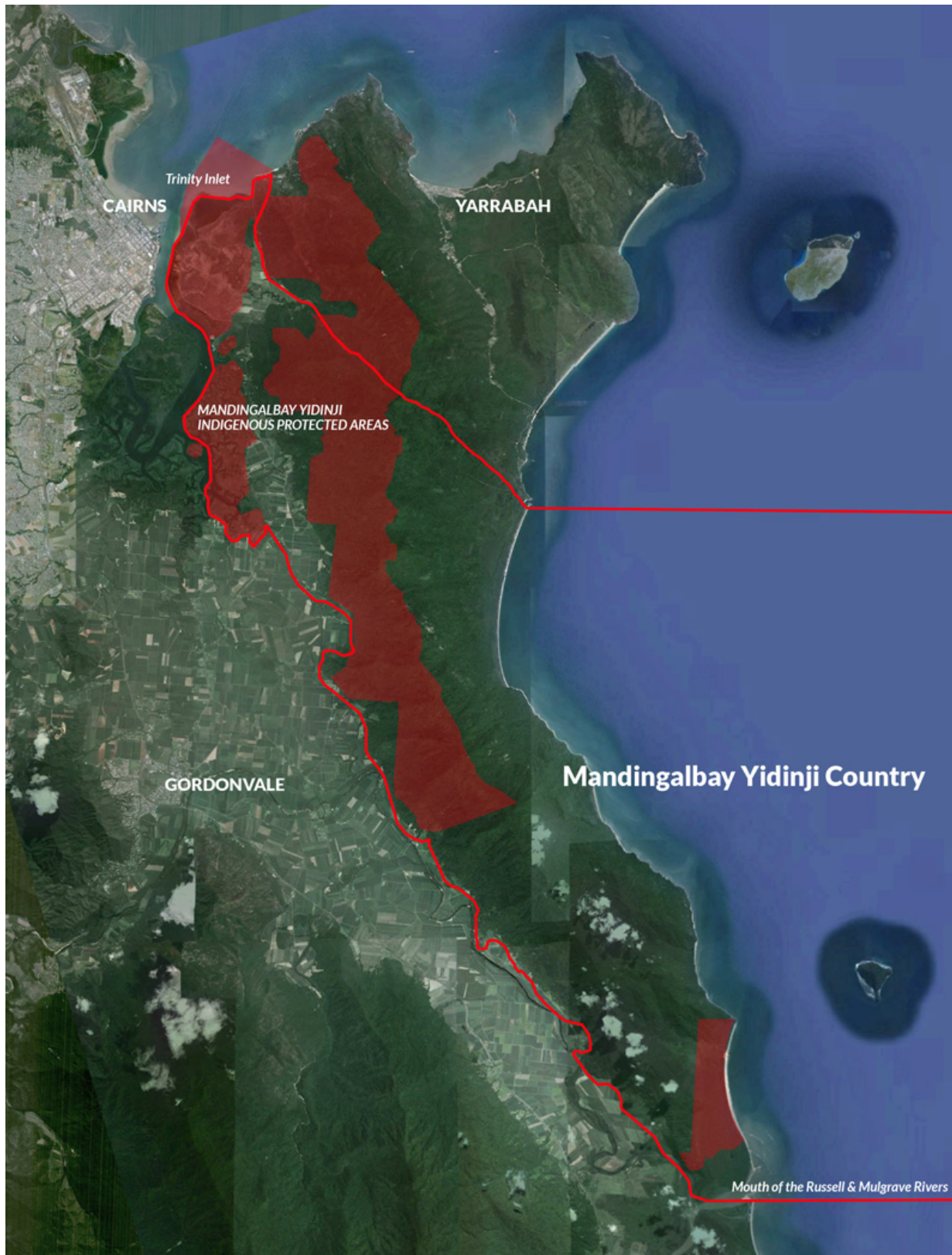
The Mandingalbay Yidinji Aboriginal Corporation has strong aspirations to develop employment for its people and those of the Yarrabah community in general with the intent of creating an economic hub of opportunities and intergenerational planning.

Further details of the Mandingalbay Yidinji Aboriginal Corporation are given in Appendix 3.

Map #1 – Mundingalbay Yidinji Traditional Lands



Map #2 – Indigenous Protected Areas



2.2 Vision & Values

MandingalbayYidinji Aboriginal Corporation (MYAC) has adopted the following vision for its peoples:

Healthy Country, Healthy People

MYAC will help the people achieve this vision by embracing the following mission:

MYAC will use inter-generational planning to develop self-sustaining industries that will make a real and measurable contribution towards *Closing the Gap*.

To guide MYAC, the following eight core values have been adopted:

- Protecting out sacred place;
- Maintaining and passing on our Culture, Knowledge and Practices;
- Caring for all the animals plants and their environments;
- Using our traditional resources sustainably;
- Repairing the damage caused by others in the past;
- Developing an economy that is respectful of our Country;
- Sharing our Country and Culture with visitors from near and far;
- Working in partnership with others who support our Vision.

The following Strategic Business Plan has been developed with these values in mind.

2.3 Corporate Structure

MYAC is the corporate entity through which overall planning and management matters are governed.

It is envisaged that most commercial activities to be developed under the Strategic Plan will be undertaken by Djunbunji Ltd, a wholly owned entity which to date has been responsible for land and sea management on behalf of the MYAC. It is envisaged Djunbunji Ltd will evolve to establish new businesses identified in this strategic plan.

However it is envisaged that in some cases where appropriate and consistent with MYAC objectives and values, outside capital and skills will be accessed through joint ventures and liaising arrangements.

2.4 Corporate Goals

This Strategic Business Plan has been developed against the following corporate goals developed by the MandingalbayYidinji Aboriginal Corporation.

2.4.1 Economic Outcomes

Goal: To develop a growing and sustainable economy based on appropriate use of our Country

MYAC will support a growing and sustainable economy through pursuit of the following commercial and related activities:



- Attracting new industries to create new jobs (eg. primary production, tourism, commercial, services).
- Developing supporting infrastructure across the MandingalbayYidinji Country (eg. roads, walking trails, visitors centre).
- Training and support for Mandingalbay Yidinji people to participate in new industries (value adding).

2.4.2 Social Outcomes

Goal: To replace a welfare dependent community with a community empowered to determine its own future

MYAC will support a higher level of social capital through pursuit of the following outcomes:

- Facilitating higher levels of education and training.
- Promoting healthier lifestyles and well-being.
- Encouraging home ownership.
- Better/more coordinated service delivery by providers (eg. between State/ Federal agencies).

2.4.3 Environmental Outcomes

Goal: To enhance the natural environment by Working on Country

MYAC will support 'Working on Country' initiatives through pursuit of the following outcomes:

- Maintaining active engagement and better coordination with natural resource management agencies like Wet Tropics and DERM.
- Developing relevant environmental plans to achieve higher level outcomes (eg. developing pest management plans).

2.4.4 Political Outcomes

Goal: To be a voice that influences policy in a positive way

MYAC will influence policy through pursuit of the following outcomes:

- Delegations to political and bureaucratic representatives on behalf of the Mandingalbay Yidinji people are coordinated and targeted.
- A positive image of the Mandingalbay Yidinji community and its activities is portrayed.

2.4.5 Corporate Outcomes

Goal: To be relevant and well governed

MYAC will be relevant and well governed through the following outcomes:

- Good corporate governance is practised by the Board which is comprised of MY people with a range of professional competencies, supported where necessary by external specialist advice.
- MYAC, and its subsidiary entities, will drive a sustainable economic future through sound commercial practices, supported at appropriate junctures with government funding.

3. SOCIO & ECONOMIC DEMOGRAPHIC BACKGROUND

3.1 General

The Mandingalbay Yidinji people account for an estimated 40% of the population of the Yarrabah Aboriginal community.

Although this is a Strategic Business Plan for the Mandingalbay Yidinji Aboriginal Corporation, its primary aim is to provide employment opportunities for the wider Yarrabah community, most of whom live in the Yarrabah township in the Yarrabah DOGIT (Deed of Government in Trust) area. There are however also Yidinji people living in the wider Gordonvale/Cairns area.

The following gives a socio economic profile of the Yarrabah community and an analysis of implications for the Strategic Business Plan. To highlight how the structure of the Yarrabah community is different, comparisons are made with Queensland as a whole, and the Babinda, Kuranda and Douglas areas.

Map #3 shows the boundaries of the Yarrabah Statistical Area Level 2 and other relevant areas.

3.2 Age & Gender

Table #1: Percent Male & Female Balance

Gender	Yarrabah	Babinda	Kuranda	Douglas	Qld
Male	49.9%	51.3%	49.9%	51.4%	49.6%
Female	50.1%	48.7%	50.1%	48.6%	50.4%

Source: Cummings Economics from ABS Census 2011 data.

Proportion for Yarrabah is similar to State levels. It will be important to create jobs for females as well as males.

Table #2: Median Ages

Median age	
Yarrabah	22
Babinda	45
Kuranda	41
Douglas	39
Queensland	36

Source: Cummings Economics from ABS Census 2011 data.

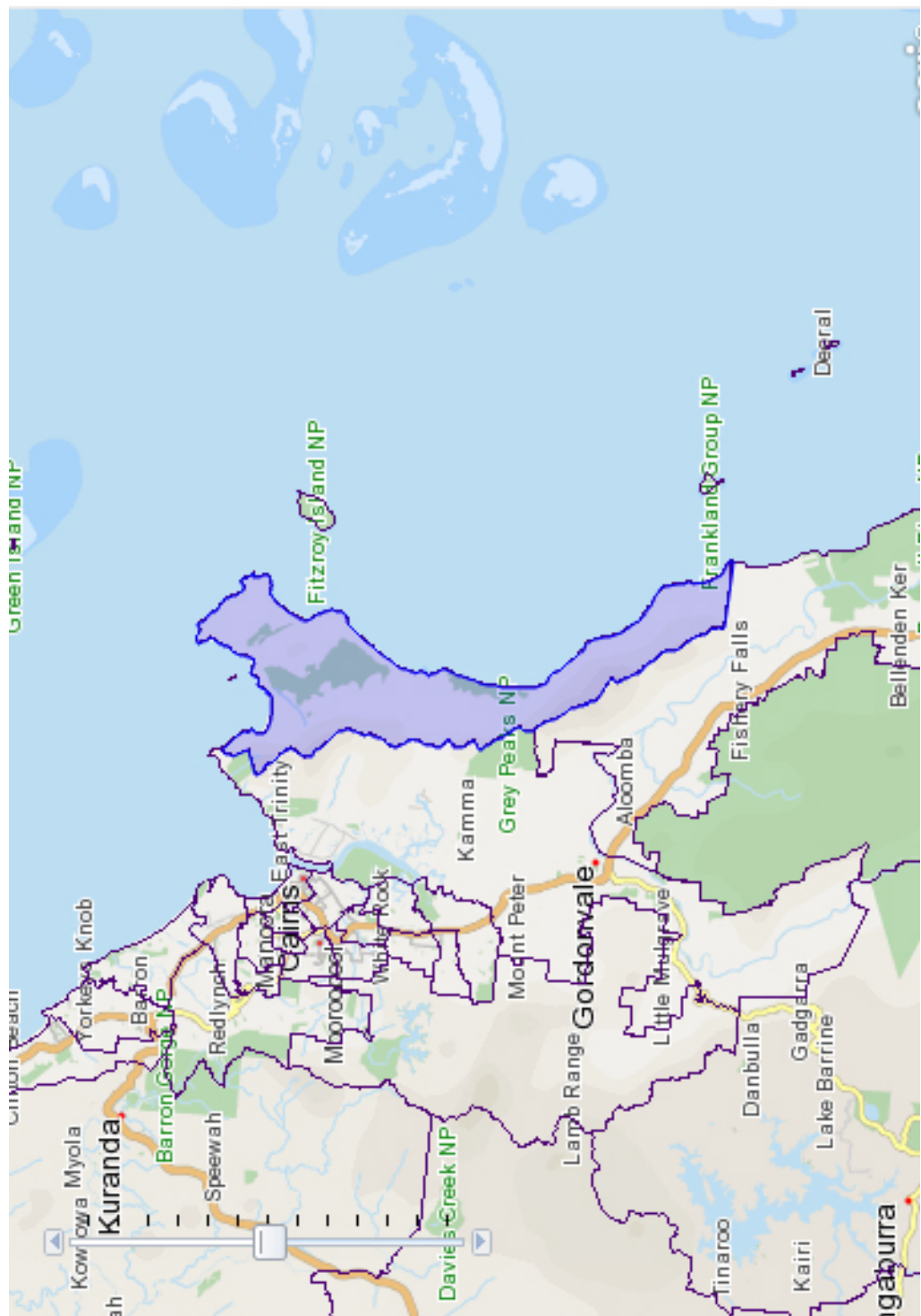
Table #3: Population Age Profile

Years	Yarrabah	Babinda	Kuranda	Douglas	Qld
0 – 14	34.5%	18.6%	20.7%	14.8%	20.2%
15 – 24	24.5%	10.7%	9.2%	10.8%	14.6%
25 – 29	7.1%	4.2%	4.4%	9.0%	6.9%
30 – 44	18.3%	16.8%	19.4%	22.8%	20.9%
45 – 64	16.7%	33.5%	33.3%	30.7%	25.3%
65 plus	3.1%	16.1%	13.1%	11.9%	13.2%

Source: Cummings Economics from ABS Census 2011 data.



Map #3 – Yarrabah SA2 Boundaries



The age profile for Yarrabah in common with other indigenous communities has very high proportions of children and youths and very low proportions of 45 to 64 and especially 65 plus.

There are large numbers of children entering working age as a potential workforce but a special need for workforce training and education.

3.3 Household & Family Composition

Table #4: Registered Marital Status (population 15 plus)

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Registered marriage	16.6%	53.3%	38.3%	40.5%	47.9%
(Defacto)	(19.8%)	(9.1%)	(18.7%)	(18.7%)	(11.3%)
Separated	1.8%	2.4%	3.6%	3.6%	3.3%
Divorce	1.3%	6.1%	13.3%	12.4%	9.1%
Widowed	4.2%	6.0%	4.2%	3.4%	5.0%
Never married	76.2%	30.1%	40.6%	40.0%	34.7%

Source: Cummings Economics from ABS Census 2011 data.

Yarrabah has very low Registered marriages and very high Never married (high proportion age 15 to 24).

Table #5: Household Composition & Size

Household Composition	Yarrabah	Babinda	Kuranda	Douglas	Qld
Family households	89.3%	70.7%	71.1%	61.9%	72.4%
Non family households	10.0%	27.5%	24.4%	29.9%	22.8%
Group households	0.7%	1.8%	4.5%	8.2%	4.7%
Household size (persons)	4.9	2.4	2.6	2.2	2.6

Source: Cummings Economics from ABS Census 2011 data.

Family households are above average in Yarrabah. Average household size is extremely high at Yarrabah at 4.9 reflecting a high proportion of children.

Table #6: Family Composition

Families	Yarrabah	Babinda	Kuranda	Douglas	Qld
Couple family with children	37.2%	43.0%	34.7%	32.0%	42.8%
Couple families without children	12.2%	42.6%	44.5%	54.4%	39.7%
One parent family	45.2%	13.5%	19.5%	12.5%	16.1%
Other family	5.3%	0.9%	1.3%	1.2%	1.7%

Source: Cummings Economics from ABS Census 2011 data.

For Yarrabah, one parent families are very high. There is a special need for childcare facilities if parents with children are to enter the workforce.

3.4 Dwellings & Tenures

The following looks at dwelling structures and tenures.

Table #7: Dwelling Structures

Dwelling structures	Yarrabah	Babinda	Kuranda	Douglas	Qld
Separate houses	82.0%	96.1%	88.5%	53.2%	78.5%
Semi detached	0.0%	0.6%	6.0%	20.4%	8.4%
Flat, unit or apartment	8.3%	0.8%	1.5%	21.6%	11.7%
Other	9.7%	2.5%	3.8%	4.6%	1.3%

Source: Cummings Economics from ABS Census 2011 data.

Table #8: Dwellings Number of Bedrooms

	Yarrabah	Babinda	Kuranda	Douglas	Qld
None	4.0%	0.8%	1.6%	1.0%	0.6%
1 bedroom	6.4%	4.1%	0.8%	9.1%	4.2%
2 bedrooms	12.6%	16.8%	21.8%	34.0%	16.8%
3 bedrooms	25.6%	48.8%	44.0%	33.7%	42.1%
4 or more bedrooms	50.5%	26.6%	21.6%	20.4%	34.4%
Not stated	0.9%	2.9%	1.1%	1.8%	1.9%

Source: Cummings Economics from ABS Census 2011 data.

Separate houses are high and flats low in Yarrabah.

Reflecting large families, a high proportion of dwellings in Yarrabah have 4 bedrooms or more.

Table #9: Dwelling Tenures

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Owned outright	8.3%	43.7%	35.6%	23.7%	29.0%
Owned with mortgage	0.0%	27.5%	35.9%	26.4%	34.5%
Rented	87.9%	24.8%	26.0%	47.1%	33.2%
Other	3.1%	0.8%	0.9%	4.5%	0.9%
Not stated	0.7%	3.1%	1.5%	2.3%	2.4%

Source: Cummings Economics from ABS Census 2011 data.

The bulk of dwellings in Yarrabah are rented reflecting a low level of family capital upon which to raise bank finance for start up of small businesses.

3.5 Cultural Background

The following table summarises.

Table #10: Cultural Background

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Born Australia	99.5%	81.9%	72.0%	60.8%	73.7%
Both parents born overseas	0.5%	17.6%	26.5%	33.7%	26.3%
No religion	7.9%	19.2%	34.1%	32.0%	22.1%
English only spoken at home	81.7%	87.0%	86.0%	80.4%	84.8%
Indigenous	97.3%	8.0%	19.2%	1.6%	3.6%

Source: Cummings Economics from ABS Census 2011 data.

Yarrabah is almost all born in Australia and both parents born in Australia, with 78.7% Anglican, over 80% speak English only at home and almost all are indigenous.

3.6 Education

Table #11: Attendance at an Education Institution

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Preschool	6.9%	3.5%	4.5%	2.9%	3.9%
Primary	56.7%	29.9%	29.0%	21.4%	29.7%
Secondary	23.3%	23.3%	19.4%	11.8%	20.2%
Technical & TAFE	1.3%	3.7%	4.2%	5.6%	6.2%
University	1.9%	6.4%	9.2%	5.4%	13.5%
Other	1.5%	1.6%	3.2%	2.1%	2.2%
Not stated	8.4%	31.6%	30.6%	50.8%	24.3%

Source: Cummings Economics from ABS Census 2011 data.

Given the young population at Yarrabah, proportions attending pre, primary and secondary schooling was high, but very low for technical/TAFE and university level.

Table #12: Proportion Completed Year 12 or Equivalent

Yarrabah	24%
Babinda.....	37%
Kuranda	52%
Douglas.....	51%
Queensland.....	53%

Source: Cummings Economics from ABS Census 2011 data.

All areas were below State average. Yarrabah was very low.

The Strategy will need to include a very strong education/training element.

3.7 Workforce

The following table gives workforce composition by workforce status.

Table #13: Workforce Status

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Worked full time	23.6%	59.1%	50.1%	62.1%	59.7%
Worked part time	11.7%	28.9%	33.4%	28.6%	28.7%
Away from work	2.8%	6.1%	5.9%	5.5%	5.9%
Unemployed	61.8%	5.9%	10.5%	3.7%	5.6%

Source: Cummings Economics from ABS Census 2011 data.

Over 60% in Yarrabah were unemployed highlighting the need to create employment and for programs to assist long term unemployed into the workforce.

Table #14: Industry of Employment

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Agriculture, forestry & fishing	-	19.6%	4.1%	3.6%	2.7%
Mining	2.3%	1.7%	1.2%	1.6%	2.9%
Manufacturing	1.0%	9.4%	4.7%	4.6%	8.4%
Electricity, gas, water & waste services	-	0.6%	0.8%	0.9%	1.2%
Construction	1.6%	9.5%	7.1%	9.0%	9.0%
Wholesale trade	-	3.2%	1.1%	1.9%	3.6%
Retail trade	1.0%	8.6%	10.6%	11.9%	10.7%
Accommodation & food services	-	36.8%	24.7%	6.9%	7.0%
Transport, postal & warehousing	-	3.7%	8.5%	5.3%	5.3%
Information media & telecommunications	-	0.6%	0.8%	1.0%	1.2%
Financial & insurance services	-	0.9%	1.1%	0.8%	2.7%
Rental, hiring & real estate services	-	1.0%	2.8%	1.6%	1.8%
Professional, scientific & technical services	-	2.9%	3.1%	7.1%	6.5%
Administration & support services	2.6%	2.1%	5.5%	4.4%	3.2%
Public administration & safety	2.9%	6.6%	3.8%	6.8%	6.7%
Education & training	36.2%	8.6%	5.5%	10.2%	7.9%
Health care & social assistance	17.3%	10.7%	7.0%	12.0%	11.9%
Arts & recreation services	2.2%	0.8%	1.8%	4.2%	1.4%
Other services	9.8%	3.1%	3.2%	3.2%	3.9%
N/S	3.2%	2.5%	2.6%	2.9%	2.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

■ Denotes higher than State average.

Source: Cummings Economics from ABS Census 2011 data.

The little employment there is at Yarrabah, is mainly in education and health services but also in arts and recreation and other services.

Table #15: Workforce by Occupation

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Managers	6.5%	19.4%	13.2%	15.0%	12.0%
Professionals	19.5%	12.4%	22.2%	11.3%	18.9%
Technicians & trades	8.1%	14.9%	15.8%	17.3%	14.9%
Community & personal service workers	27.4%	9.3%	11.6%	14.8%	10.0%
Clerical & administration	13.7%	12.0%	11.2%	10.6%	14.7%
Sales	0.0%	6.5%	9.5%	10.2%	9.8%
Machinery operators & drivers	3.6%	10.5%	5.7%	5.6%	7.3%
Labourers	17.9%	13.5%	9.2%	13.5%	10.6%
N/S	3.3%	1.5%	1.9%	1.7%	1.8%
Total	100.0%	100.0%	100.0%	100.0%	100.0%

■ Denotes higher than State average.

Source: Cummings Economics from ABS Census 2011 data.

The figures again emphasise the need for a strong training content if non-government and technical trade jobs are to be accessed.

Table #16: Vehicles Per Household

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Vehicles per household	1.1	1.9	1.7	1.4	1.8

Source: Cummings Economics from ABS Census 2011 data.

Table #17: Number of Registered Vehicles per Dwelling, 2011 Census

	Yarrabah	Babinda	Kuranda	Douglas	Qld
None	31.7%	4.8%	5.6%	10.8%	8.6%
1	39.8%	34.0%	37.1%	46.4%	35.8%
2	18.3%	37.0%	38.8%	31.2%	36.1%
3 or more	9.3%	21.5%	15.5%	8.7%	16.5%
Not stated	1.0%	2.7%	3.0%	2.9%	3.0%

Source: Cummings Economics from ABS Census 2011 data.

Yarrabah vehicle numbers are very low. There is a special need to address implications for transport to work.

The following gives place of work outside own area.

Table #18: Place of Work, Outside Own Area

<u>Cairns South residents</u>	
Cairns North.....	2863
Yarrabah.....	98
Babinda.....	87
Kuranda.....	82
Douglas.....	56
<u>Yarrabah residents</u>	
Cairns South.....	11
Cairns North.....	0
<u>Babinda residents</u>	
Cairns South.....	345
Cairns North.....	21
<u>Kuranda residents</u>	
Cairns South.....	471
Cairns North.....	206
<u>Douglas residents</u>	
Cairns South.....	53
Cairns North.....	23

Source: Cummings Economics from ABS Census 2011 data.

The table indicates substantial numbers resident in Cairns South work in Yarrabah.

Some 11 Yarrabah residents were identified as working in Cairns South.

3.8 Transient Population & Visitors

Residents

Table #19: Place of Residence One Year Ago

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Same address/Same SA2	94.8%	91.7%	90.0%	82.2%	84.7%
Queensland	4.9%	6.7%	7.8%	7.2%	11.7%
Interstate	0.3%	1.4%	1.3%	7.5%	1.9%
Overseas	0.0%	0.1%	0.8%	3.2%	1.6%

Source: Cummings Economics from ABS Census 2011 data.

Table #20: Place of Residence Five Years Ago

	Yarrabah	Babinda	Kuranda	Douglas	Qld
Same address/Same SA2	91.8%	77.7%	70.6%	56.1%	59.2%
Queensland	7.3%	17.4%	20.5%	14.9%	28.8%
Interstate	0.7%	3.7%	6.5%	18.9	5.8%
Overseas	0.1%	1.3%	2.4%	10.0%	6.3%

Source: Cummings Economics from ABS Census 2011 data.

Visitors

Table #21: Usual Place of Residence by Place of Enumeration

	Yarrabah	Babinda	Kuranda	Douglas	Qld
At home or same statistical area (SA2)	97.2%	90.0%	94.6%	56.3%	92.2%
Visitors from:					
Queensland	2.7%	4.6%	3.1%	4.6%	3.9%
Interstate	-	4.6%	1.3%	24.7%	2.4%
Overseas	-	0.7%	1.0%	14.3%	1.5%
Sub total	2.7%	9.9%	5.4%	43.6%	7.8%

Source: Cummings Economics from ABS Census 2011 data.

The Yarrabah population is very self contained and stable with few movements in and out and few visitors.

3.9 Household Finances

Table #22: Household Family & Personal Income

Household income	Yarrabah	Babinda	Kuranda	Douglas	Qld
Less than \$600 gross weekly	21.6%	32.0%	28.9%	23.9%	22.8%
More than \$3000 gross weekly	0.7%	6.0%	4.9%	4.9%	10.2%
Median household income	\$1011	\$926	\$991	\$1088	\$1235
Median family income	\$727	\$1192	\$1160	\$1371	\$1453
Median personal income	\$274	\$491	\$466	\$654	\$587

Source: Cummings Economics from ABS Census 2011 data.

Personal incomes are very low but large households build up household figures.

Table #23: Median Rents & Mortgages

	Yarrabah	Babinda	Kuranda	Douglas	Qld
<u>Weekly Rental:</u>					
Median	\$120	\$165	\$200	\$275	\$300
<u>Monthly Mortgage Repayment</u>					
Median	na	\$1404	\$1825	\$1733	\$1850

Source: Cummings Economics from ABS Census 2011 data.

Rents are very low and monthly mortgage payments virtually non existent reflecting lack of home ownership.

3.10 Health & Wellbeing

It should be noted that the social profile outlined in the preceding sections leads to serious health and wellbeing issues in the population and life expectancies well below the national averages.

3.10 Analysis

The foregoing profile highlights that the Strategic Business Plan needs to accommodate:

- A major need to find employment for a high proportion of children and youths coming into working age.
- A current high level of unemployment in the existing workforce and low levels of relevant skills and workforce experience.

Note: Both of these indicate a need for any Strategic Business Plan to include a high component of workforce development through education and training and a likely need for special support to achieve this. The Business Plan will need to provide for creation of internal structures or alliances with others to achieve this.

- A poor internal capacity within the community for individuals and families to create their own business and employment due to lack of capital resources.

Note: The Business Plan will need to meet this challenge in three potential ways:

- a) Create an organisational structure through MYAC/Djunbunji Ltd that can raise the capital resources necessary to establish business operations and employment opportunities.
- b) Strengthen capital resources available through achieving freehold title to land and assets:
 - i. Through MYAC
 - ii. Through individual families gaining freehold title to land and houses in the community that can be used as a bank security.
- c) Entering into joint ventures or leasing arrangements with suitably structured outside individuals and organizations with the capital and skills to create businesses that will provide opportunities for employment of community members.
- Although the community is one of the largest indigenous communities in Australia, it represents a very small market upon which to establish a range of business services with the situation made worse by current low income levels.
- Social conditions within the community tend to rule out creation of employment in a number of directions and especially tourism which provides major employment opportunity in the region.

Note: The combination of the above two factors raises the desirability of creation of employment opportunities outside the community at locations as close as possible to the community but in locations favourable to development of activities like tourism.

- Vehicle ownership is low and there is currently poor access for transport to employment outside the community.

Note: For jobs created away from the community, there will be a special need to pay attention to transport from the community to the locations where the jobs are created.

4. GEOGRAPHICAL FACTORS

4.1 Topography

Most of the traditional Mandingalbay lands that are currently not alienated and under production for cane farming or otherwise, consist of mountain areas with steep slopes or mangrove swamps.

Although these areas have some potential uses, topography means they are very limited, with usage further restricted by environmental constraints including being in the Wet Tropics Management Area and Wetland Reserve restrictions and other Government Reserves.

There are only three areas of relatively flat land (**Map #4** illustrates).

- a) The Woolanmaroo area on the northern side of Russell Heads.

There is no road access to this area and cutting a road to it along steep banks fronting the lower reaches of the Mulgrave River would be difficult and costly. In any event it is included in the Wet Tropics Management Area.

- b) The Buddabadoo Area on the eastern seaward side of the ranges, immediately south of the Yarrabah township.

Road access into this area is available through Yarrabah. However most of the area is included in the Wet Tropics Management Area.

- c) The area immediately adjacent to the city across the inlet currently forming the East Trinity Reserve. This is an environmental rehabilitation area. The government acquired the land following failed attempts to turn into cane farming land and subsequently rejection of proposals to develop the area for urban expansion purposes. This area is not included in the Wet Tropics Management Area.

4.2 Vegetation

Rainfall in the area is relatively high with vegetation being mainly rainforest verging into wet sclerophyll forest.

Apart from a few small lots in the Buddabadoo area only the Trinity East area is currently cleared.

4.3 Infrastructure

The main sealed access road in the area is the Yarrabah Road.

For access from Cairns, vehicles have to travel almost to Gordonvale to the Kamma Road and thence via the Green Hill area, the eastern side of Trinity Inlet, the Trinity East area, the Second Beach residential area and over a steep road to Yarrabah.

Access from Yarrabah into Buddabadoo is via a short distance of unsealed road.

In road distance terms, accessing Yarrabah from Cairns is equivalent to travelling from Cairns to Mirriwinni (ie. approaching the distance to Innisfail).

Map #4 – Topography



The other sealed access is the southern end where a sealed road crosses via a bridge to the eastern side of the Mulgrave River and runs close to the forest reserve boundaries for a limited distance.

Power and water supply follow the road past East Trinity to the Second Beach area with power crossing to Yarrabah.

Of the three reasonably flat areas, East Trinity is the most easily accessible.

East Trinity is also potentially easily accessible by water taxis/ferries from the Cairns Central Business District (CBD).

While there have been proposals in the past for ferry services from Cairns CBD around False Cape to the Yarrabah community, such a service has so far not proved viable. A short distance ferry across the inlet to East Trinity combined with road transport (private car or small bus) to Yarrabah, as part of development of East Trinity, would improve access between Yarrabah and the Cairns CBD.

4.4 World Heritage Areas

Apart from the rainforests in the area being part of the declared Wet Tropics World Heritage Area, the offshore areas are part of the declared Great Barrier Reef World Heritage Area.

5. LAND USE CONSTRAINTS

5.1 Tenure Constraints

There are substantial constraints to Mandingalbay Yidinji use of their traditional lands. Much has been freeholded. The area not freehold is composed of the following tenures.

<u>Type</u>	<u>Details</u>	<u>Title</u>
National Parks	Grey Peaks	State
Conservation Park/National Park	Malbon Thompson	State
Forest Reserves	Malbon Thompson	State
Deed of Grant in Trust	Yarrabah peninsula and eastern side of ranges	Yarrabah Shire Council in Trust (1)
Environmental Reserves	East Trinity	State
Great Barrier Reef Coast Marine Park	Trinity Inlet	State
Unallocated State land	North side Russell Heads	State
Reserve for Public Purposes	Old Woolanmaroo site	State

Overlaying much of the area are the restraints of the World Heritage Wet Tropics Area.

Overlaying the western side of the ranges (ie. the area other than the Yarrabah DOGIT) are restraints deriving from the Cairns Regional Council Town Plan. Current town plan classification for the area would need adjustment to make way for any substantial commercial development.

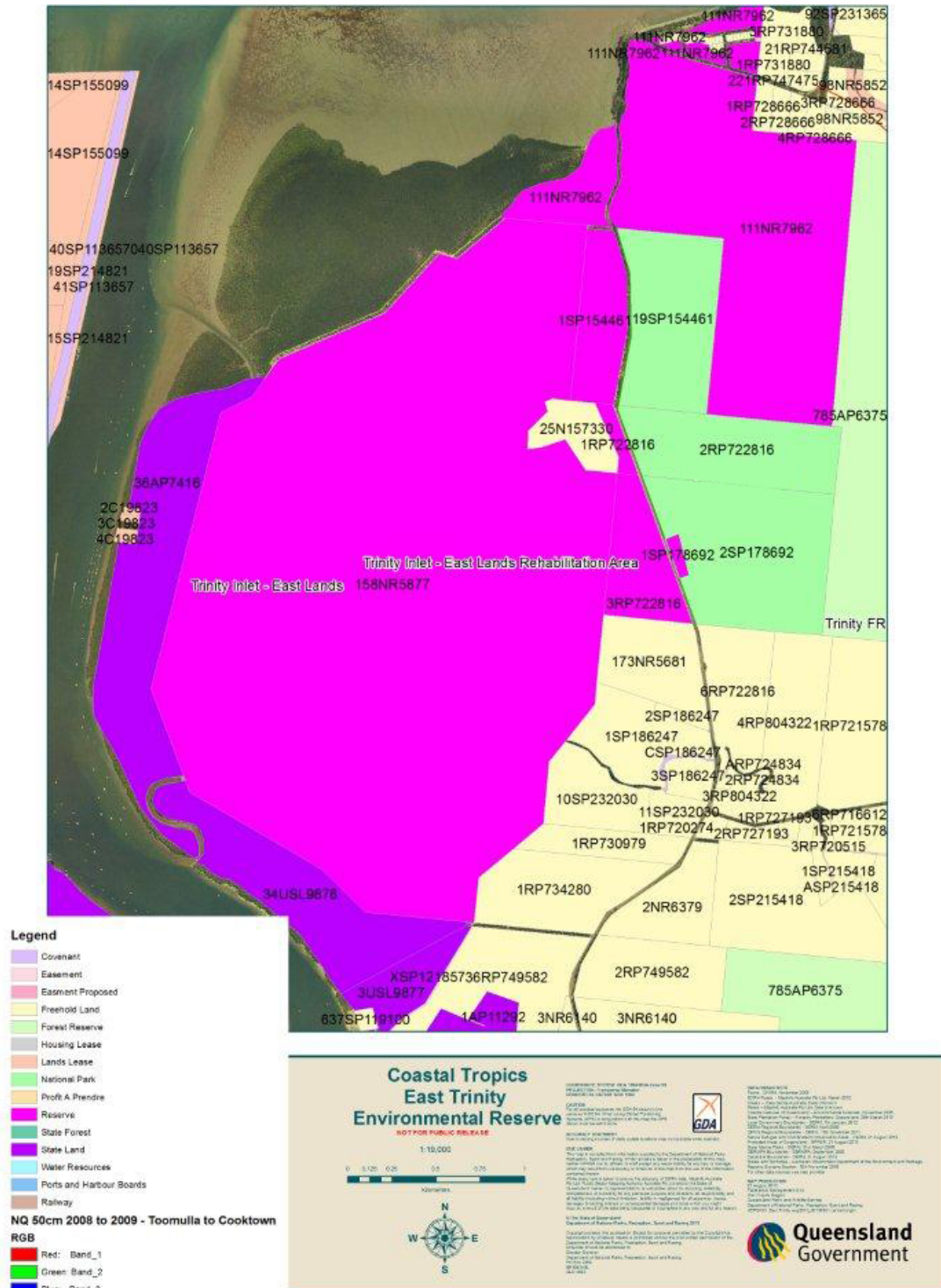
Map #5 shows tenures East Trinity area.

Map #6 shows Wet Tropics Management Area in relation to tenure and **Maps #7 & #8** shows Wet Tropics Zoning.

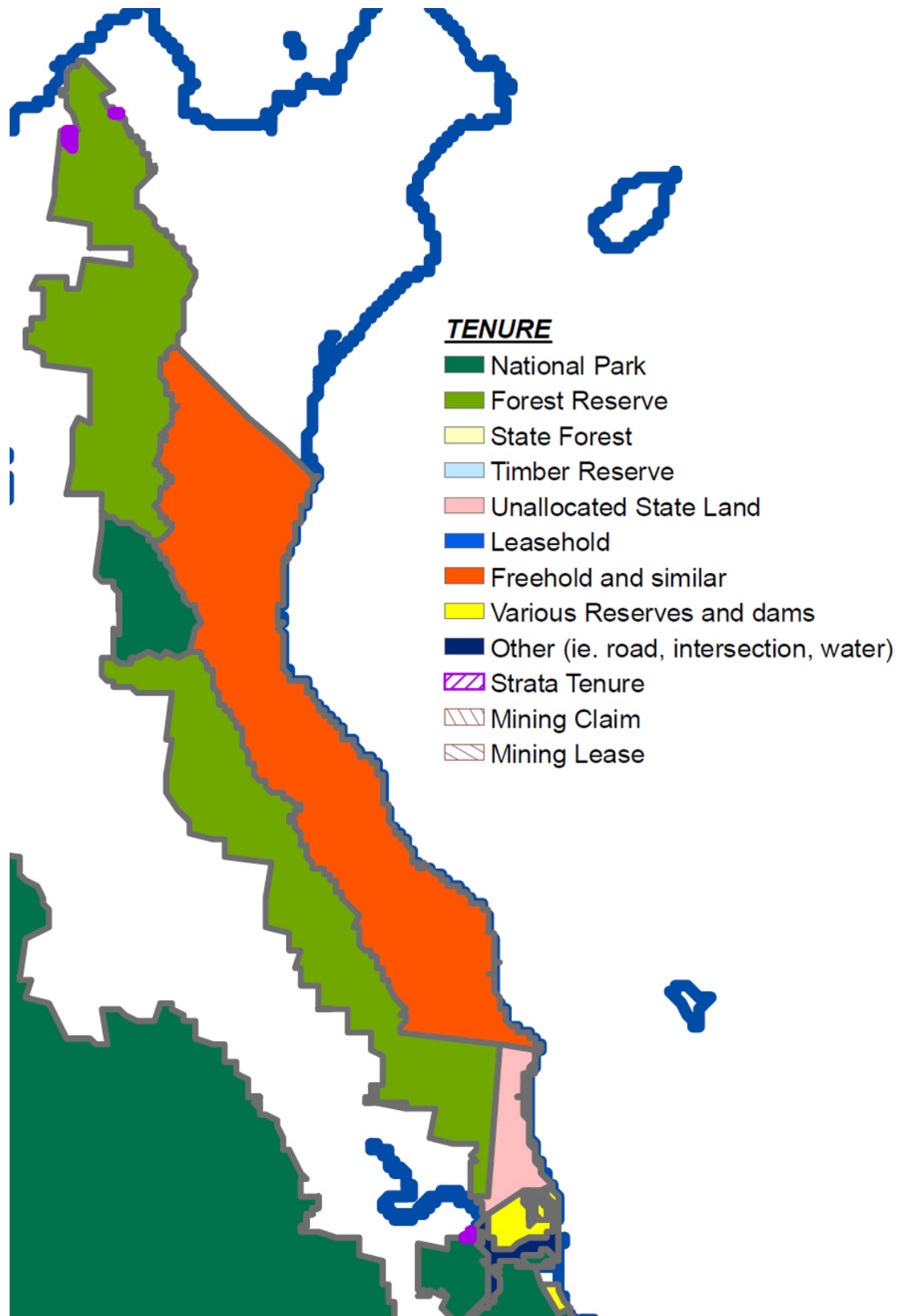
The Buddabadoo area is in the Yarrabah DOGIT. East Trinity is in an environmental reserve and the Woolanmaroo area is in a reserve for public purposes or unallocated State land.

Parts of the Buddabadoo area are in Wet Tropics' least restrictive Zone C, but most of the Woolanmaroo area is in Zone A and Zone B.

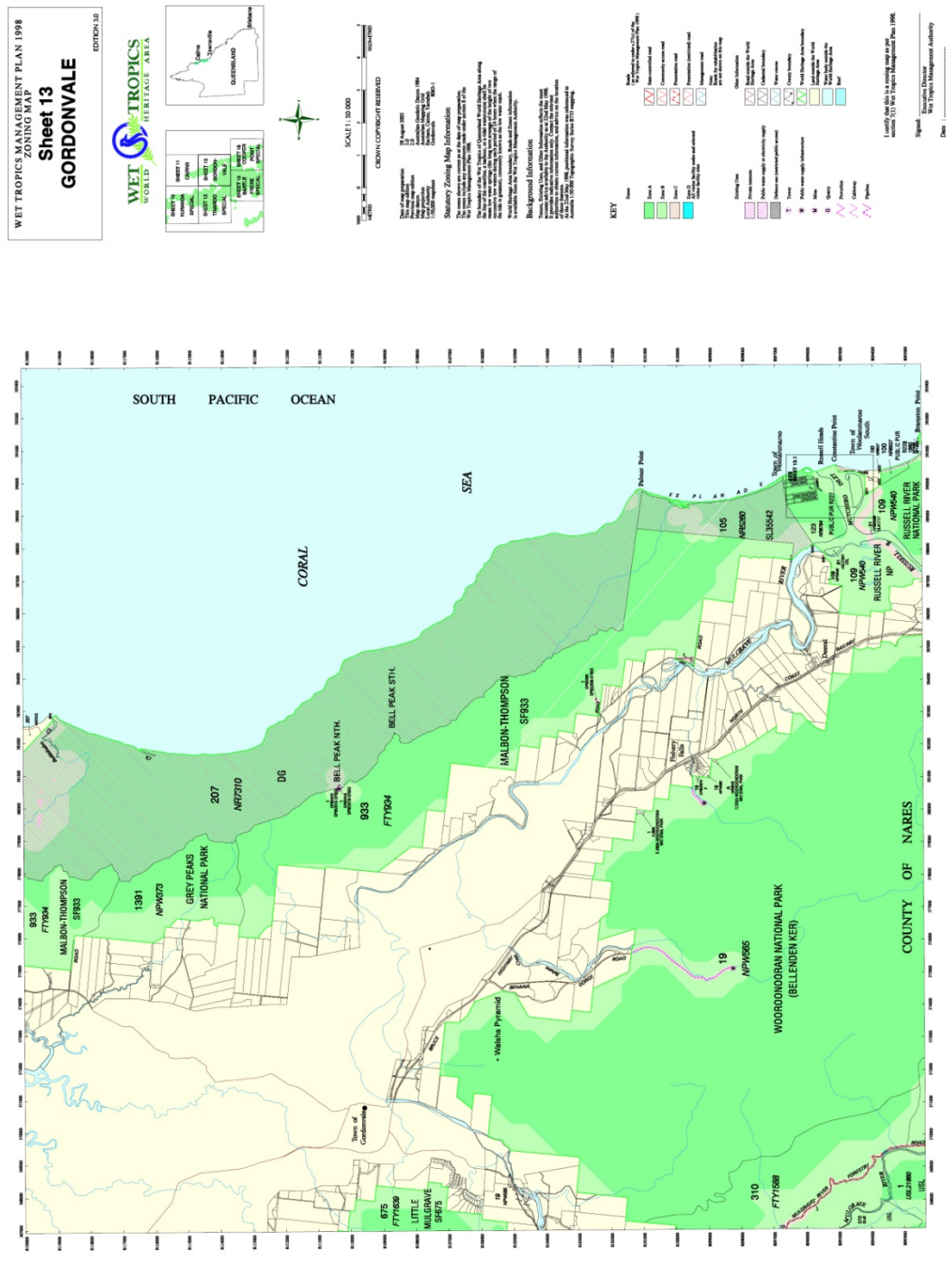
Map #5 – East Trinity Area Tenures



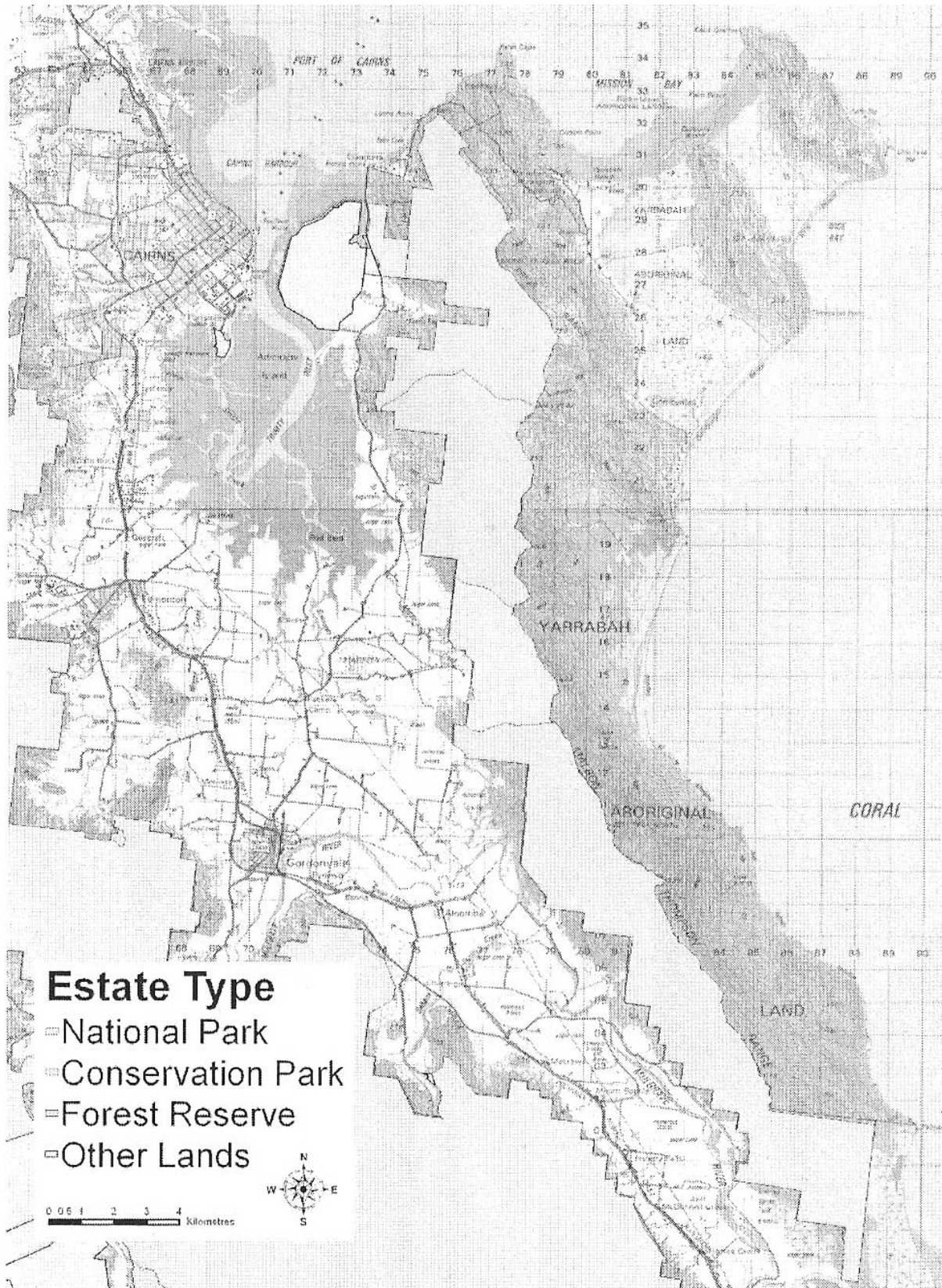
Map #6 - Wet Tropics Management Area Tenures



Map #8 – Wet Tropics Zoning



Map #9 – Memorandum of Understanding (MOU) Area West of Ranges



5.2 Access Rights

Current Mandingalbay Yidinji usage rights derive from:

1. Indigenous Protected Area determinations (IPAs).
2. Indigenous Land Use Agreements (ILUAs).
3. Memorandums of Understanding (MOUs).

Previous **Map #2** shows the extensive Indigenous Protected Area. The IPA is a declaration indicating international recognition under a charter of planning and management that recognises an indigenous interest in the area for protection and conservation of the environment. An IPA has no legal standing

Indigenous Land Use Agreements (ILUAs) have been negotiated as follows.

2006	Queensland State Government (Department of Natural Resources, Mines and Water) and Wet Tropics Management Authority Area – Lot 5 and 6 on AP9675
2006	Cairns Regional (City) Council
2006	Telstra Corporation Ltd
2012	Combined Mandingalbay Yidinji Gunggandji Yarrabah DOGIT with State of Queensland (Department of Environment and Resources Management).

The Indigenous Land Use Agreements are established as part of gaining Native Title determination over areas in favour of Prescribed Boundary Corporates representing indigenous people under Sections 56 and 57 of the Native Title Act.

There are three major determinations in the relevant area. This MYAC Business Plan is particularly concerned with the first and third.

1'	Mandingalbay Yudinji Aboriginal Corporation	Area on the west side of the Murray Prior and Malbon Thompson Range not covered by the DOGIT.
2.	Gunggandji Aboriginal Corporation	Main Yarrabah township and remainder of Yarrabah peninsula in the DOGIT area.
3.	Jointly Mandingalbay Yudinji and Gunggandji Aboriginal Corporations	Buddabadoo area south along the eastern side of the ranges comprising the rest of the DOGIT area.

The Woolanmaroo area has not been subject of Native Title determination.

Memorandum of Understandings have been reached as follows.

2011	With State of Queensland through National Parks and Wildlife Service in relation to: execution of a land and sea management "Working on Country" program. Implementation of an Indigenous Protected Area Management Plan (cooperative management) over areas of responsibility and interest of QPWS and Mandingalbay Yidinji people (Map #7 shows area).
2011	With Fisheries Queensland re cooperative and strategic partnering in fisheries protected area.
2011	With Wet Tropics Management Authority re implementation of the Mandingalbay Strategic Plan and the Indigenous Protected Area Management Plan in Wet Tropics areas.

5.3 Overall Tenure Assessment

Although Native Title interests exist over a large area of government reserves and the foregoing IPA, ILUA and MOUs provide some basis for establishment of commercial activities, there would appear to be limited security of tenure available and certainly no generally transferable title rights that could provide security to normal providers of business finance. Under Indigenous land Use agreements, while MYAC would have right of access to areas, it would require permission to make any improvements and erect structures in the areas covered.

Almost certainly any significant commercial activities established by the Mandingalbay Yidinji people will first require negotiation of transferable tenure on property (freehold or leasehold) if normal commercial finance is to be secured. Most areas will require suitable Council town planning classifications and meet requirements by such bodies as Wet Tropics.

The Queensland Government's recent changes in policy in relation to allowing commercial venture on leasehold in National parks is of potential significance for this strategic business plan. However the existence of Wet Tropics zoning over the North Russell Heads (Woolanmaroo) area and Buddabadoo area would require engagement with the Wet Tropics Management Authority before any developments could proceed.

6. ASSESSMENT OF OPPORTUNITIES

6.1 General

As identified in the introduction, **Appendix 2** gives a list of potential opportunities that were to be assessed as part of the Corporate Plan that can be divided into:

- Primary production
- Tourism
- Commercial
- Community services and infrastructure

The following groups the opportunities under these headings.

While assessment gives some preliminary comment on potential viability, it also assesses the likelihood of MYAC having the resources and ability to take on projects in the immediate medium or longer time frame as part of the process of prioritisation as follows.

- **Phase 1** – with first 12 to 18 months – projects most likely to succeed and provide the basis for achieving major employment opportunities.
- **Phase 2** – three to five year horizon – lower priority or dependent on Phase 1 successes.
- **In the future** – 6 to 20 years out – either very low priority or dependent on successes in achieving Phases 1 and 2.

6.2 Primary Production

6.2.1 General

The range of opportunities listed tend to fall into:

- Marine
- Farming
- Rainforest harvest

6.2.2 Marine

There are two opportunities listed:

- Fishing
- 'Aquaculture

Fishing

Commercial – While there is scope for some local harvesting of fish and crabs in the immediate Yarrabah waters, the fishery is not likely to sustain more than one or two small scale operations based in Yarrabah. This type of commercial fishing would only be viable as a business if carried out by owner operators with low overheads. This type of business is best for an individual or family and while MYAC might help someone interested to gain the low level of finance necessary, it is not the type of business for a corporate structure to engage in.

Commercial fishing operating further afield beyond local waters involves a larger capital investment in suitable vessels. It also, involves a necessity to unload catch close to storage facilities in Cairns and to access supply and repair services for vessel operations. It is doubtful that any advantages would outweigh the disadvantages of locating and operating larger fishing vessels from Yarrabah or East Trinity.

Recreation

Most of the fishing of local waters is for recreation purposes. Boat ramps are essential infrastructure and commercial income is derived from:

- Boat storage yards adjacent to boat ramps.
- Sale of bait, tackle, fuel, etc.

There is already a boat storage yard at the head of the inlet at Redbank Landing. MYAC might look at the possibility of buying and expanding services in that area as a potential source of revenue and employment. The possibility of a ramp at East Trinity with associated boat storage and recreation fishing supplies being available from a commercial development in that area, would appear to be worth pursuing as part of any development in that area. This could be either by MYAC itself or through a sublet of land or land and facilities. (See Marine Facilities Area concept as part of separate document, *"Mandingalbay Tourism Park (East Trinity) Outline Development Proposal."*)

6.2.3 Marina Development

There is likely to be a growing demand for marina type berths in the region in future years. There are very limited opportunities on the western side of Trinity Inlet/port area.

Provision of facilities has taken place at Yorkeys Knob to the north.

Assuming cross inlet ferry services could be established, any plan for a Marine Facilities Area as part of Trinity East might include marina development in longer term planning.

Ports North already provides mooring piles adjacent to Trinity East.

6.2.4 Aquaculture/Mariculture

There is an existing prawn farm on the inlet south of Trinity East and the Crocodile Farm at Redbank Landing (originally set up and owned by the Edward River Crocodile Farm based at Pormpuraaw Aboriginal Community).

Both are significant employers and MYAC might look at:

- a) Potentially investing in both of these businesses.
- b) Entering into labour supply agreements.

While there is sufficient land at East Trinity on which this type of facility might be replicated, it seems unlikely the capital expenditure involved to establish them would be justified in the light of the existing investment in the existing two operations.

However tourism facilities at East Trinity as canvassed in the Tourism section 6.3 may provide a potential outlet for product from each. For the Crocodile Farm especially, a tourism facility at East Trinity could provide a source of visitors and tourism revenue that would justify special financial and employment alliances being developed with MYAC.

There have been substantial developments in breeding and 'grow' out of tropical rock lobsters. Yarrabah has been canvassed as a possible location for such a facility. Discussions with those involved in the research indicated that the most viable commercial operation would be to establish offshore cage type 'grow out' facilities as opposed to on-shore pondage.

Possibilities were examined for both in relation to the East Trinity area and the Yarrabah area with the following results.

For Offshore Cages

- a) Water traffic would be a problem for offshore cages located in the inlet just off East Trinity. Further out, opposite Second Beach and Browns Bay, water depths are too shallow. (Advice has been that depths of 3 to 4 meters would be required.)
- b) The outer east coast off Buddabadoo is too weather exposed.
- c) There could be opportunities in Missionary Bay but by and large, depths are shallow.

For Inshore Facilities

Note: Economies are doubtful for Australian cost conditions.

- a) Facilities could be established at Trinity East but there would be a potential oil spill pollution problem drawing water from Trinity Inlet.
- b) At Yarrabah itself, shallow depths would necessitate drawing water from a long way out.
- c) At Buddabadoo, there is a problem with the freshwater flows into the ocean from the creek.

While there might be suitable locations elsewhere on the Yarrabah Peninsula, access is a problem and it would be away from Mandingalbay Yidinji land.

6.2.5 Farming

The only available cleared land are small areas on the Yarrabah DOGIT (outside the Mandingalbay traditional areas) or at East Trinity.

For the main crop in the region, sugar, problems were experienced at Trinity East in bringing the area into sugar production. Sugar growing, if established, would only provide employment for a few. There is limited land at Yarrabah and transport of cane to mill is likely to be uneconomic.

There would seem to be little problem with growing some of the higher value horticultural crops:

- o At Yarrabah (eg. bananas, pawpaws, rambutans, etc.);
- o On limited areas at East Trinity.

However this is only likely to be carried out efficiently by owner/operator farmers with secure land tenure who would need to have the requisite skills and finance. The role of MYAC in this is likely to be limited to being a facilitator rather than being an operator. For East Trinity other possibilities associated with tourism are canvassed in Section 6.3.

In the Buddabadoo and Woolanmaroo areas, substantial forest clearing would be involved that would have complications under World Heritage listing.

6.2.6 Rainforest Harvesting

The area's rainforests are believed to be rich in "bush tucker" foods and could be a target of search for pharmaceutical products.

However in both cases, supply potential let alone markets have not been assessed and both would need to be investigated thoroughly in the first place. Scale of employment generated is likely to be low.

Carbon farming income would need to involve new plantings of trees. Income per ha is likely to be very low. There are no extensive areas of land available.

6.3 Tourism

6.3.1 General

The Mandingalbay Yidinji traditional lands are:

- Within a short distance of the biggest concentration of tourist accommodation and visitation in northern Australia and one of the biggest outside of metropolitan centres.
- At the heart of the biggest concentration of residential population in northern Australia in Cairns and the immediate Tablelands, Cassowary Coast, Douglas area.

The Cassowary Ck/Buddabadoo area is the closest area of lowland rainforest to the city of Cairns and the area is a prime prospect for the presentation of indigenous culture.

Provided access to the area from the Cairns CBD area can be improved by establishment of regular ferry services and with appropriate investment in facilities, tourism potential of the area is substantial.

6.3.2 Social Interaction Factors

Tourism involves persons from outside an area visiting an area to experience its attractions. Of necessity it involves interaction with local residents and the places they live in and frequent.

The Mandingalbay Yidinji and other people of Yarrabah represent a population that has had a limited tradition of receiving and coping with visitors. They have a deep spiritual type relationship with their traditional lands.

It is only in relatively recent years that permits designed to keep out undesirable visitors have not been required for visitation to the community. There are still some sensitivities to receiving uncontrolled visitors into the Yarrabah community and even to having visitors generally intrude into the remoter parts of the DOGIT area especially those with cultural significance.

Essentially the area covered by this business strategy can be divided into three areas:

- a) The main parts of the DOGIT area including Yarrabah township and Buddabadoo where sensitivity is high and where substantial controls would need to be exercised.
- b) The western and northern side of the ranges not in the DOGIT area, where, apart from a few sites of high cultural significance, the area is not commonly frequented by people from the community and visitors could roam about freely.
- c) The southern parts of the DOGIT area and Woolanmaroo area that is not heavily frequented by people from the community where visitors could roam about freely.

There are two important aspects here for tourism development.

- a) The community itself is not a suitable place for overnight stays, and independent day visitors would need to be directed to specific areas and attractions.
- b) The Buddabadoo area, with its basin of lowland rainforest beside the sea, is attractive for potential visitation and accommodation, will need to be treated with caution. There will be a need for the community to consider the question and set down rules for any tourism development in this area.

The subject is canvassed further in Section 6.3.5.

6.3.3 Attractions General

Potential attractions become tourism 'products' once infrastructure is put in place to visit and experience the attraction.

At present, there is no real tourism 'product' in the Mandingalbay Yidinji and Yarrabah area. Apart from a few curious independent visitors finding their way by car for generally, very brief visits to Yarrabah, there is effectively no existing tourism to the area.

Historically, there was an attraction at Browns Bay of a picnic area and zoo that included crocodiles serviced by boat trips from Cairns but that closed many years ago.

The crocodile farm at Redbank Landing is believed to have stopped receiving visitors in recent years. However boats travelling to Frankland Island loading at Deeral pass by the Woolanmaroo/northern Russell Heads area but visitors don't land there.

6.3.4 Mandingalbay Yidinji Attraction East Trinity

Given all the foregoing factors, main potential areas for the establishment of an attraction seems to be the East Trinity area. The market potential is large if a shuttle boat access can be established.

Core of the attraction envisaged would be a natural environmental presentation area combined with an indigenous cultural presentation.

Clustered around this presentation could be a number of other attractions and presentations and services. Employment potential could be very substantial.

It is recommended that the prime immediate target of a business development strategy to be:

- a) For MYAC to pursue with the State Government the prospects of obtaining tenure in the area:
- b) Completion of a feasibility study and business plan for such a project.

A separate document developed as part of researching this Business Development Strategy entitled "Mandingalbay Tourism Park (East Trinity) Outline Development Proposal" sets out what a tourism development in the area might cover and the employment it might generate. (Appendix 4 sets out a summary of the main elements envisaged.)

6.3.5 Buddabadoo/Cassowary Ck Rainforest Experience

Buddabadoo lowland rainforests running down to beaches and the sea represent a potential attraction against a background of the social factors outlined in 6.3.2 above.

Access can be from two directions:

- a) By road (car/coaches) via the Yarrabah community.
- b) By walking track with a trail-head off the Yarrabah Road at Pine Ck via Cassowary Ck over the low saddle in the ranges to Buddabadoo.

The access over the Cassowary Ck saddle is via an old forestry road that was closed following Wet Tropics World Heritage declaration. **Map #10** illustrates. The track passes through thick forest all the way to the coast. Distance is approximately 8km.

It is recommended:

- a) That on the western end, road access be built into the rainforest area with parking, toilet and trail head facilities established, camping area and local walking tracks into the rainforest and along the creek, for those who do not wish to take the walk across the saddle to the east coast.
- b) That a mid point lookout be established where those who only wish to walk to that point can see the sea.
- c) That a trail head be established, if possible on the beach, at the eastern end.

The Buddabadoo area on the beach is a potential site for a tourism lodge subject to the social factors outlined in 6.3.2 above.

6.3.6 Woolanmaroo/North Russell Heads Area

This area, with its intact natural environment and difficult access could eventually be the site of a small up market 'wellbeing get away' lodge and residences.

Land tenure would need to be gained.

6.3.7 The Mountain Ranges

For capable bushwalkers and trail explorers, it is envisaged that walking trails could be developed from the East Trinity area south via Grey Peaks area to the Cassowary Ck Rainforest Centre and then from the Rainforest Centre south to the end of the road along the east bank of the Mulgrave River or eventually through to the Woolanmaroo area.

This would be a long term project to be developed in association with National Parks and Wildlife Service.

6.3.8 Bio Diversity/Bio Security

A platform for each of the initiatives above will need to be a much better understanding of the area's bio diversity aspects that will form the basis for most of the tourism presentations of the area and it will be important that research activity in this field is continued and if possible accelerated.

Map #10 – Buddabadoo – Cassowary Ck Saddle Track



6.3.9 Other Suggested Opportunities

Land Tours

There are two types:

- Guided walking tours;
- Coach tours.

It is envisaged that short guided walking tours would become an integral part of the East Trinity development and eventually the Cassowary Ck rainforest development.

The other opportunity would be longer distance guided tours over the proposed extensive trail network.

Substantial training would be needed for the guides and links might be developed with other groups involved in environmental guiding (eg. Savannah Guides, Mossman Gorge) to develop expertise.

It is envisaged that East Trinity would become a base for coach tours to Yarrabah, Buddabadoo, Cassowary Ck Rainforest Centre, the Crocodile Farm and Gordonvale.

Cableway

Proposal for a cableway to one of the peaks preferably as an add-on from the Trinity East base would only be a project that could be developed with substantial preplanning and feasibility assessment. Large amounts of capital would be required and the project would probably need to be developed in association with a major partner experienced in this type of business.

It needs to be seen as a possible add-on to the East Trinity project or possibly the Cassowary Ck Rainforest Centre.

The possibility of a “through the rainforest/under the canopy cableway” might be explored in the Cassowary Ck Rainforest Centre area.

Farm Visits

See Mandingalbay Tourist Park proposal.

Horse Riding

Potential add-on from Mandingalbay East Trinity proposal.

Heli Tours

There are existing operators in this field based at Cairns Airport. Qualified pilots are needed. However helipads should be planned into the Tourism Park and possibly on one of the peaks.

Fishing Tours

Fishing tours of the inlet and offshore already exist. It is a competitive business and suited to low overhead owner/operator.

The role of MYAC would seem to be in helping an individual/family to move into the business by raising sufficient funds to purchase the necessary equipment. Best target would appear to be inlet as opposed to offshore fishing but boating tours of the inlet already exist.

Boat Tours of Inlet

The possibility of incorporating a visit to an environmental/indigenous attraction at Trinity East as part of inlet tours would add to the attraction.

The Trinity East development will require MYAC to involve itself in development of a shuttle/ferry service and examination of possibility of inlet boat tours as part of this, should be included. Options would appear to be MYAC operating a new operation itself, buying out an existing operation or sub-contracting an existing operator, with indigenous employment conditions

6.4 Other Opportunities

6.4.1 General

A number of other potential opportunities were included in the Terms of Reference. The following comments.

6.4.2 Water Shuttle

There were two possibilities here:

- a) A boat service to Yarrabah;
- b) A shuttle across to Trinity East.

The possibility of a boat service to Yarrabah has been raised in the past. It would involve approximately 15km one way (30km return) and the improvement of landing facilities at Yarrabah. Although a full feasibility study has not been carried out as part of this research, factors likely to make it unviable are:

- Although the distance compared with road is shorter from Cairns, boat operating costs are likely to be much higher than a road transport minibus.
- While not high, there is a level of family car ownership and the marginal cost of traveling to Cairns is likely to be lower than a sustainable boat fare.
- Population at Yarrabah while large for an Aboriginal community, is comparatively small with limited levels of income and a regular dedicated service of a number of times a day is not likely to be sustainable.
- Additional capital costs would be needed to upgrade landing facilities at Yarrabah.

Overall, it seems likely that a service could only be sustained if there was an additional demand develop in addition to community demand through tourism. For the reasons outlined in Section 6.3.2, prospects of achieving substantial numbers would seem to be low.

The other possibility is a shuttle service across the inlet. Obviously demand from the Yarrabah and East Trinity community is not likely to sustain such a service even if investment was undertaken in requisite landing and associated parking facilities. However if the tourism development canvassed for East Trinity were to proceed, community demand from Yarrabah and East Trinity could provide a supplementary source of passengers to assist with viability of a shuttle across the inlet.

6.4.3 Boat Storage Yard

The real possibility for this to form part of an East Trinity Marine Precinct development is canvassed in the previous section on Recreation Fishing 6.2.3.

6.4.4 Café Restaurant

There are already facilities available at Yarrabah.

It is envisaged that as part of the East Trinity Mandingalbay Tourism Park concept, café restaurant facilities based on tourism would be developed as part of the project.

The kitchen facilities developed for this purpose could have a secondary role of providing café type and takeaway for traffic generated along the road. This aspect needs to be included in the East Trinity proposal.

6.4.5 Service Station

A service station associated with the East Trinity development including sale of petrol, store and mechanical repairs could draw in the following markets:

- = The vehicle fuel and servicing requirements for the tourism complex;
- = Camping ground/accommodation developed as part of the East Trinity development;
- = Users of the Marine Precinct for their vehicles and boats;
- = East Trinity and Yarrabah community needs including of those parking vehicles to use a water shuttle to and from the city.

The service station at Yarrabah itself has recently been upgraded.

6.4.6 Laundromat

A detailed feasibility research would be necessary. However it is not clear that given population and incomes at Yarrabah anything but a very small laundromat would be viable with low overheads through operation by an individual or family. Role for MYAC might be to assist an individual/family at Yarrabah look into this.

6.4.7 Day Care Centre

It is believed that there are already day care facilities at Yarrabah.

Viability of a day care centre as part of East Trinity would depend on the amount of families from East Trinity and Yarrabah communities working in the city or Gordonvale passing through the area. This would seem to be somewhere in the future.

6.4.8 Human Resources Centre & Registered Training Organisation

The core motivation for this strategy is to create and find employment for Mandingalbay Yidinji and Yarrabah people.

If the Business Strategy is to succeed, it will be very important that attention is paid to recruitment and training:

- a) For MYACs own operations;
- b) For placement of indigenous people in employment in joint venture businesses, lessees, etc.

Given a need for MYAC to have capacity in this field, it is logical to formalise and extend MYAC's capacity to providing general services as an employment agent and a registered training organisation.

Skills are needed for this type of business of a standard necessary to obtain government certification.

It is recommended that as a first step, development of a specific business plan be undertaken by MYAC.

6.4.9 Nursing Home

The proportion of the population in the aged care category in Yarrabah is not high. However it can be expected to increase. Aged care and health facilities are usually large employers.

6.4.10 Cyclone Shelter

Cyclone shelters are normally delivered by way of public buildings, built for other purposes, being constructed to a standard sufficient to become shelters when high category cyclones occur.

Action by MYAC in this field might be to look out for opportunities for construction of some facilities to cyclone shelter standards when construction of suitable public buildings is being investigated.

7. FINANCE & BUSINESS STRUCTURES

7.1 General

Part of any business strategy needs to be an assessment of corporate structures and sources of finance.

7.2 Corporate Structures

Mandingalbay Yidinji Aboriginal Corporation Pty Ltd needs to attend to two special aspects if it is to succeed in creating successful business outcomes.

While representing the Mandingalbay Yidinji people's social, economic and wellbeing aspirations and being accountable, MYAC must structure itself to be able to make 'hard headed' business decisions free of any great deal of internal 'politicizing'. The creation of a business subsidiary/ies seems to be a step in the right direction.

Within itself, the corporation has limited business experience and skills. It needs to build around it a professional team that shares its aspirations and works well together.

In some cases, MYAC will be only acting as a conduit to assist individuals and families to set up businesses. That team can play a role of being, or identifying, 'mentors' to assist.

7.3 Capital Assets

As identified elsewhere in this report, the whole Mandingalbay Yidinji and Yarrabah community have a major disadvantage in creating economic and business opportunities because of a lack of accumulated capital in the form of assets. In these circumstances, there is a very limited capacity to provide asset backing as a security upon which to raise capital for ventures.

While there are substantial avenues for special government funding to be received to support indigenous enterprises and MYAC will need to be skilled in tapping into these sources, it is recommended that a major part of MYAC's business strategy be to gain asset backing in the form of grants of freehold title to traditional lands not currently alienated and currently in government hands.

The opportunities are:

- a) For MYAC itself and the individuals;
- b) Families it represents.

With much of the area of interest under major environmental constraints and subject to World Heritage listing, the opportunities would appear to be:

- a) First and foremost the East Trinity Reserve;
- b) A core facilities area in the Cassowary Creek area;
- c) Some lots for development in the Buddabadoo area;
- d) Some lots for an upmarket eco resort, 'wellbeing away from it all' residential development in the Woolanmaroo area.

For individuals and families, the need is for transferrable freehold/long term leases of houses and residences and business properties in the Yarrabah community.

7.4 Sources of Finance

7.4.1 General

There are essentially a number of potential sources of finance:

- a) Special government grant projects targeted at achieving outcomes:
 - i. Indigenous specific;
 - ii. Non-indigenous specific.
- b) Special finance available for indigenous enterprises:
 - i. Through special government backed agencies like IBA (Indigenous Business Australia) and the ILC (Indigenous Land Corporation);
 - ii. Through commercial banks and business organisations.

7.4.2 Special Government Grants

Mandingalbay will need to depend on government grants or special government programs for funding for project design and feasibility studies.

Appendix 5 gives results of a non-exhaustive research into sources.

7.4.3 Special Finance Available by Indigenous Enterprises

IBA and ILC

Appendix 6 gives an outline of the roles of IBA (Indigenous Business Australia) and ILC (Indigenous Land Corporation).

The basic role of the IBA is to provide special funding for indigenous businesses and that of the ILC to provide funds for indigenous groups to acquire land upon which to establish businesses.

There are a number of enterprises in the region known to have been funded by IBA and ILC.

The Major Banks & Business Community

The major commercial banks have developed “good corporate citizen” special arrangements to support indigenous businesses.

Appendix 7 gives an outline of the activities of National Australia Bank, Westpac, the ANZ and Commonwealth Bank.

Interactions between the banks, the business community and indigenous organisations have also led to the creation of special business initiatives. Appendix 7 also gives details of two of these, “Jawun” and “GenerationOne”.

The research has determined that corporate Australia has quietly embraced Jawun as a means of satisfying corporate social responsibilities.

In addition, some 358 Australian businesses and organisations have a “Reconciliation Action Plan” or an “Indigenous Action Plan” lodged with Reconciliation Australia including some of the largest private companies in Australia, Commonwealth and State Government agencies, local councils, not for profit organisations, peak bodies, small businesses, schools and universities. Checking some of the more developed RAPs (those with goals) may unearth some more funding opportunities.

8. STRATEGIC BUSINESS PLAN

8.1 General

This section seeks to assess the information from the previous sections of the report to set out a Strategic Business Plan for the corporation to develop the range of potential opportunities identified.

8.2 Foundation Strategies

As identified in Sections 7.2 and 7.3, foundation strategies need to be aimed at overcoming current limitations in corporate business knowledge and skills and asset base by:

- a) Assembling outside assistance to build corporate project assessment and managerial capacity in the form of on-going corporate advisory team and mentors.
- b) Acquiring freehold title to potentially productive land to provide asset backing and upon which to develop enterprises.

Achieving (b) will only occur if a viable project that can service capital within a relatively short period of time can be developed.

This will mean that (a) and (b) above needs to proceed together.

Scan of the opportunities points to East Trinity as the major opportunity with a need to:

- 1) Assemble a corporate team to pursue it.
- 2) With assistance, carry out detailed project development and feasibility studies to pursue it.

Proposals for East Trinity will of necessity need to be phased and the following Section 8.3 suggests a timetable sequence:

- a) Phases of development of different elements;
- b) Action steps to achieve different elements.

It is suggested that next in priority for development might be the Cassowary Ck/Buddabadoo rainforest experience including the Cassowary Ck Trail Head Centre, the track system across to Buddabadoo and north to East Trinity and trail head and potential eco lodge development in the Buddabadoo area.

It is suggested that next in priority would be the development of the Woolanmaroo eco lodge 'get away from it' residential opportunities.

Underlying all these elements as part of both tourism product development and meeting environmental sensitivities will be a need for in-depth research activities into the area's bio diversity and bio security aspects in flora and fauna.

8.3 East Trinity Development Plan

The critical need will be to develop a feasible project plan that will be capable of securing tenure and financial support. Suggested steps are:

- 1) Approach potential support team and mentors.
- 2) Prepare proposals for funding of studies.
- 3) Secure funding for studies.
- 4) Carry out initial "Proof of Concept" with heavy orientation to proving potential market.
- 5) Gain preliminary approval for tenure.
- 6) Complete detailed feasibility studies.
- 7) Negotiate tenure agreements.
- 8) Negotiate financial backing.
- 9) Complete detailed studies, due diligence.
- 10) Receive funding and commence.

Project phasing might include:

Phase 1

- 1.1 Initial development of basic indigenous/nature park including core cultural presentations centre, tracks, boardwalk, boat shuttle landing facilities, boat shuttle services.
- 1.2 Accommodation park.
- 1.3 Marine activities area.
- 1.4 Road related community services.

Phase 2

Expansion to other elements, extension of accommodation and marine services area.

8.4 Cassowary Ck Buddabadoo Development

Project phases envisaged would be:

- a) Initial track planning and development as funds become available.
- b) Rainforest trail head development at Cassowary Creek (need to secure land tenure).
- c) Buddabadoo trail head and lodge development.

Steps would be:

- a) Preliminary discussion with Queensland Government and others re securing title for trail head/rainforest presentation centre.
- b) Assemble support team and mentors.
- c) Develop preliminary proposal including phases and identification of potential funding sources.
- d) Secure in principle tenure interest.
- e) Prepare proposal to detailed project development and feasibility studies.
- f) Secure funding for (e) above.
- g) Secure agreement on tenure.
- h) Secure financing agreement.

For this, project elements, eg. track development, might be able to be funded by special grants and arrangements with other parties.

8.5 Woolanmaroo Development

It is envisaged that approach would be similar to Cassowary Ck/Buddabadoo.

8.6 Bio Diversity & Bio Security Program

MYAC has an existing funded program in this field and there needs to be a plan to continue and extend this activity.

8.7 Other Opportunities

The following table lists the various opportunities the study was asked to investigate.

The table shows rating of:

Phase 1 - to be pursued as a priority during the rest of 2013 and 2014;

Phase 2 - to be pursued once that Phase 1 is will progressed, and

In the future – to be left in abeyance for re-examination at some time in the future.

Within the above context, the following notations denote:

E – Part of East Trinity project.

CB – Part of Cassowary Ck/Buddabadoo project.

W – Part of Woolanmaroo project.

O – Other.

COM – Community type project.

(?) – Viability doubtful.

Prioritisation of Listed Opportunities

Project	Description	Phase 1	Phase 2	In the future
Primary Production				
- Indigenous Fishing License	Inlet/sea harvesting			O
- Agriculture	Fruit & veg		E2	
- Aquaculture	Fish/cray farming			(?)
- Biofuels	Pongamia/other			(?)
- Bush Tucker Nursery	Food source for tourism		E2	
- Carbon Offsets	Land management			(?)
- Pharmaceutical Products	Rainforest medicines		E2	
- Crocodile Farming	Crocodile products			(?)
Tourism				
- Guided Tours (using transport)	E.Trinity, False Cape...	E1		
- Interpretative Centre	Cultural displays – static/live	E1		
- Tourist Accommodation	Resort – camping	E1	E2	E3
- Walking Trails	Guided day/multi-day hikes	CB1		
- Farm Visits	Tourism experience		E2	
- Fishing & Boating Tours	Inlet, Kings Point, Fitzroy Island		E2	
- Eco Lodge	Exclusive resort		CB2	W3
- Horse Riding	Beach/rainforest trails		CB2	
- Skyrail	Natural/cultural experience			CB
- Heli-tours	Scenic tour			CB?
Commercial				
- Water Shuttle	Tourism + residential market	E1		E3
- Boatyard	Redbank Boatyard option	E1		
- Café / Restaurant	Food & beverage	E1		
- Laundromat	Tourist accom& private		E2	
- Service Station	Own fleet/equip. + retail		E2	
- Day Care Centre	Residential market			COM3
Service				
- Human Resource Centre	Community services	COM1		
- Training Provider (RTO)	Trainee & Apprenticeships	COM1		
- Nursing Home	Ageing in community			COM3
Infrastructure				
- Cyclone Relief Centre	Emergency response			COM3

MANDINGALBAY YIDINJI ABORIGINAL CORPORATION

Strategic Business Plan 2013-2018

APPENDICES



APPENDIX 1

MANDINGALBAY YIDINJI STRATEGIC BUSINESS PLAN

Terms of Reference

1. BACKGROUND

The Mandingalbaysidinji Aboriginal Corporation have been granted a range of land tenures and rights over traditional land in the Yarrabah, Murray Prior Range and East Trinity area in their own right and jointly with the Gungandjipeople..

The Corporation has developed a Strategic Plan for their traditional lands in this area.

As part of this Strategic Plan, the Corporation wishes to proceed with the development of a Strategic Business Plan with a view to generating Economic and Community Development through generation of employment opportunities to reduce community welfare dependence.

2. ANALYSIS OF COUNTRY

It is envisaged that the Strategic Business Plan will need to take into account a range of economic, social and natural environmental factors.

It is proposed that the Strategic Business Plan will link especially with an Indigenous Protected Area (IPA) Management Plan.

Analysis by community factors is envisaged to include:

Geographical & Natural

- Accessibility (boat, air, road and other ground);
- Topography, rainfall patterns, soils and vegetation.

Social

- Stakeholders;
- Cultural factors;
- Charitable Trust adaptability;
- Current demographic patterns relating to the area.

Economic

- Markets and potential clients;
- Capital availability and support;
- Potential opportunities (short, medium and long term);
- Interconnecting regional opportunities;
- Relationship with existing economic hubs and generation of economic hubs in the area;
- Existing business enterprises and partnership opportunities.

Governance

- Tenures;
- Permits and licenses;
- Cairns Plan 2009 and any proposed zoning changes;
- Other constraints and restrictions.



Personal Skills Development

- o Capacity building requirements.

To carry out this analysis, it is envisaged the consultants will need to engage with persons with expertise in economics, business, environmental planning and the Queensland Department of State Development.

3. IDENTIFICATION OF OPPORTUNITIES

The major role of the Strategic Business Plan will be to identify potential opportunities in the area, to analyse, prioritise and identify how they might be pursued.

Appendix 2 gives a list of potential opportunities that it is required to be considered. However it is expected the consultant will identify and explore other potential opportunities.

4. THE PLAN

It is envisaged the plan will include:

- o Identification and prioritisation opportunities;
- o Implementation strategies including staging;
- o Goal setting;
- o Monitoring and review mechanisms.

It is envisaged that out of the process, there will be recommendations for establishment of an “Indigenous Business Mentoring Group”.

APPENDIX 2

MANDINGALBAY YIDINJI STRATEGIC BUSINESS PLAN

Non-Exclusive List of Potential Opportunities to be Considered

- Production and harvesting of pharmaceutical products;
- Eco-tourism – land and estuary guided tours; fishing tours;
- Aquaculture – oyster, barramundi, prawn, painted crayfish, crab, red claw and shellfish;
- Indigenous fishing licences;
- Service station – outlet, food, petrol and mechanic;
- Performance and cultural arts centre;
- Water taxi service – transport, freight/people;
- Food outlet, including bush tucker;
- Skills training centre/cultural/healing/language centre – infrastructure and land management; MYAC/Djunbunji Ltd as RTO; partnering with agencies such as TAFE;
- Eco Lodge – resort accommodation;
- Production of Biofuels;
- Skyrail;
- Helicopter – guided tours; helipad exists;
- Carbon offsets;
- Laundry matt;
- Bush tucker nursery;
- Day care centre;
- Infrastructure;
- Human resource services – community services;
- House and nursing home;
- Accommodation;
- Agriculture;
- Cyclone relief centre;
- Housing authority.

APPENDIX 3

FURTHER DETAILS OF THE CORPORATION

MANDINGALBAY YIDINJI ABORIGINAL CORPORATION

CLASS OF CORPORATION

The members acknowledge that:

- (i) the Corporation is currently to be recorded as a Medium sized Corporation by the Registrar.
- (ii) The classification of the size of the Corporation may be changed by the Registrar from time to time in accordance with the CATSI Act and Regulations.
- (iii) Different financial reporting requirements may be required by the CATSI Act and Regulations depending on the registered size of the Corporation.

Should at any stage the classification of the Corporation be changed by the Registrar to “Large” then:

- (a) the Board of Directors shall have the power to do all such things as may be required to comply with the provisions of the CATSI Act that apply to Corporations classified as “Large” including but not limited to:-
 - (i) appointing a secretary.
 - (ii) arranging for the Corporation to have a registered office.
 - (iii) arranging for all documents that are required to be kept at a registered office are kept at the registered office and that the office is open as required by the CATSI Act.
- (b) (i) The secretary may but does not have to be the same person who immediately before the classification of the Corporation was the Contact Person for the Corporation.
(ii) The secretary may but does not have to be a member of the Board.

© Where any provision of these Rules refer to a matter or requirement which under the CATSI Act only apply to Corporations registered as “Small” or “Medium” (for example reference to a “Contact Person”), then reference shall, to the maximum extent possible to taken to be a reference to the equivalent matter or requirement applying to a “Large” Corporation (for example reference to a Contact Person shall be taken as reference to a secretary).

Objects

The objects for which the Corporation is establish are to:

- (a) provide direct relief from poverty, sickness, suffering, misfortune, destitution or helplessness of Aboriginal persons, to promote education, housing, health and employment among them and especially among the Native title Holders;
- (b) be and perform the functions of a Prescribed Body Corporate (and following registration as a Registered Native Title Body Corporate, the functions of a Registered Body Corporate) holding Native Title in trust pursuant to a determination of the Court made pursuant to section 56 of the Native Title Act.
- (c) Be and perform the functions of a Prescribed Body Corporate (and following registration as a Registered Native Title Body Corporate, the functions of a Registered Native Title Body Corporate) holding Native Title not in trust but as agent for the common law holders pursuant to a determination of the Court made pursuant to section 57 of the Native Title Act.
- (d) Upon becoming a Registered Native Title Body Corporate to perform the functions of a registered native title body corporate as required by the Native Title Act or regulations made under the Act;
- (e) Protect, preserve and advance the traditions, laws, languages, special knowledge, culture and customs of Aboriginal persons, especially of the Native Title Holders;
- (f) Advance the economic and social wellbeing of Aboriginal persons especially the Native Title Holders.



In carrying out its objects, the Corporation must ensure that no portion of its funds or property are paid or applied directly or indirectly by way of dividends, bonus or otherwise howsoever by way of profits to any Member, except for the payment of good faith of reasonable and proper remuneration of any Member, officer, servant, agent or employee of the Corporation for, or in return for, services actually rendered to the Corporation.

Powers of the Corporation

The Corporation will, subject to the provisions of the CATSI Act, The Native Title Act, and any Regulations made under either of those Acts, have the power to do all such lawful things as may be considered by the Directors, or the Members in general meeting, necessary or expedient to carry out the objects of the Corporation and to manage the affairs and functions of the Corporation, including but without limiting but without limiting the generality of the foregoing, the power to:

- (a) raise funds by way of public appeal, grants, bequests, gifts or otherwise, on such terms and in such manner as the Corporation considers appropriate;
- (b) open accounts of any kind, deposit funds in cash or under any instrument, withdraw, operate on, draw and cash cheques and other negotiable instruments, and close any account or accounts whether savings, current or howsoever invested at call or on fixed term deposit, with any “Authorised Deposit-taking Institutions” within the meaning of the Banking Act 1959 (Cth) and thereby manage and account for the funds of the Corporation;
- (c) borrow money as required, secured or unsecured, upon such terms and conditions as may be agreed, by the Corporation provided always that the Corporation will not thereby become insolvent;
- (d) appoint attorneys under power and agents to advise the Corporation and to transact any business of the Corporation on its behalf;
- (e) receive, spend or apply any grants, gifts, bequest or donated funds from the Commonwealth, a State, Local Government or from any person, charity or other lawful sources;
- (f) enter into any arrangements with any government or authority, that are considered conducive to the Corporation’s objects; and
- (g) obtain from any government or authority any rights, privileges or concessions and carry out, exercise and comply with any such rights, privileges and concessions;
- (h) act as trustee and manage the affairs of trusts;
- (i) pay any of the Corporation’s money to the trustee of any charitable trust or fund having objects consistent with the objects of the Corporation and in particular to itself as trustee of any such trust or fund so long as the trust or fund remains charitable;
- (j) operate and maintain a “Gift Fund” within the meaning of Division 30 of the Income Tax Assessment Act 1997 (Cth);
- (k) except as otherwise provide in the Act or these Rules, the Board will have power to appoint and remove or suspend employees and agents and to determine the powers, duties and payment of employees and agents.

The Board may, by power of attorney made under the seal of the Corporation, appoint any person to be the attorney of the Corporation for such purposes and with such powers, authority, discretion, terms and conditions as it considered appropriate.

Any power of attorney granted will be a special power and will be limited both as to subject matter and as to time. No irrevocable or unlimited power of attorney will be given save to a financial institution, for value given to the Corporation and coterminous with the repayment of any indebtedness due to the financial institution by the Corporation.

Notwithstanding the powers conferred on the Directors in accordance with (Rule 7 of the Constitution) nothing will authorise the Board or any Director thereof, to cause, or to suffer the Corporation to operate insolvently.

Without limiting the generality of Sub-Rule 7.1, the Corporation may:

- (a) provide environmental, social and cultural benefits to Aboriginal persons especially the Native Title Holders;
- (b) maintain, protect, promote and support the culture, native title traditions and customs, economic development, interests and social progress of Aboriginal persons, especially the Native Title Holders;
- (c) support and provide education, training and employment for Aboriginal persons, especially the Native Title Holders;
- (d) invest, raise funds or generate revenue both income and capital for the purpose of achieving or sustaining the achievement of the primary objects referred to in paragraphs 6.1 (a) to (f) of the Rules;
- (e) do any other Act that is ancillary to, incidental to, or is necessary or expedient to achieving the primary objects in Rule 6.1 (a) to (f).

Functions of the Corporation as a Prescribed Body Corporate and Registered Native title Body Corporate

Subject to the provisions of the Native Title Act, the PBC Regulations and the Rules:

- (a) Where Schedule 1 includes a reference to an existing Native Title Determination made in favour of the Native Title Holders, then the Corporation consents to and will act to carry out the functions of a PBC, and once registered under the provisions of the Native Title Act, the functions of a Registered Native Title Body Corporate with respect to the area over which the Native Title was determined to exist.
- (b) Where the Native Title Holders obtain a Determination of Native Title over any area after the incorporation of this Corporation and the Board consents to the Corporation so acting, then the Corporation will carry out the function of a PBC and, once registered under the provisions of the Native Title Act as a Registered Native Title Body Corporate, the functions of a Registered Native Title Body Corporate with respect to the area over which Native Title was determined to exist.

Without limiting the generality of Sub-Rule 8.1, the Corporation may:

- (a) initiate and participate in transactions for, on, or relating to, the Determination Area;
- (b) receive and spend grants of money from the Commonwealth or the State of Queensland or from any other lawful source;
- (c) consult other persons or bodies;
- (d) enter into agreements;
- (e) exercise procedural rights arising from the operations of the Native Title Act or other law of the Commonwealth of Australia or State of Queensland; and
- (f) accept notices required by any law of the Commonwealth of Australia or of the State of Queensland to be given to the Native Title Holders.



The Board

- (a) the governing body of the Corporation must be a Board constituted of Members elected to the Board as provided for in Rule 47;
- (b) the number of persons comprising of the Board will (unless the Registrar approves a lesser number) be no fewer than five (5) persons;
- (c) the number of persons comprising the Board will (unless the Registrar approves a higher number) not exceed twelve (12) persons.

There will always be Chair, Contact Persons and Treasurer who will be the office bearers and will be elected by the members of the Board at the first meeting of the Board after the first general meeting of the Board after each Annual General Meeting of the Corporation.

Powers and Functions of Board

The Board will manage and control the affairs of the Corporation and for that purpose may exercise the powers of the Corporation as if they had been expressly conferred on the Board by a general meeting of the Corporation.

The Board may exercise all the powers of the Corporation except any powers that the Act or the Rules require to be exercised by the Corporation in general meeting. Subject to the Rules, the Board will have the power to appoint and remove or suspend employees and agents and to determine the powers, duties and remuneration of employees and agents.

No person may make any public statement on behalf of the Corporation unless prior permission has been given by the Board to that person to make such public statement on behalf of the Corporation.

No Director of the Corporation will be required to give a personal guarantee or indemnity to secure the performance of a contract or agreement of the Corporation.

For the Corporation, or an entity that the Corporation controls, to give a financial benefits to Related Party of the Corporation:

- (i) the Corporation or entity must:
 - (A) obtain the approval of the Members in the way set out in Division 290 of the CATSI Act; and
 - (B) give the benefit within 15 months after the approval, or (ii) the giving of the benefit must fall within an exception to the requirement for Member approval set out in Division 287 of the CATSI Act.

If:

- (i) the giving of the benefit is required by a contract.
- (ii) The making of the contract was approved in accordance with Rule 12.6(a)(i)(A); and
- (iii) The contract was made:
 - (A) within 15 months after the approval, or
 - (B) before that approval, if the contract was conditional on the approval being obtained.

Member approval for the giving of the benefit is taken to have been given and the benefit need not be given within the 15 months.

Disclosure of Interest

A Director who has a material personal interest in a matter that relates to the affairs of the Corporation must give the other Directors notice of the interest unless rule 13.1(b) says otherwise.



A Director does not need to give notice of an interest under rule 13.1(a) if:

- (i) the interest:
 - (A) arises because the Director is a member and is held in common with the other members.
 - (B) Arises in relation to the Director's remuneration as a Director.
 - (C) Relates to a contract the Corporation is proposing to enter into that is subject to approval by the Members and will not impose any obligation on the corporation if it is not approved by the Members.
- (ii) all the following conditions are satisfied:
 - (A) the Director has already given notice of the nature and extent of the interest and its relation to the affairs of the Corporation under Rule 13.1(a) was given is appointed as a Director, the notice is given to that person,
 - (B) if a person who was not a Director when the notice under Rule 13.1(a) was given is appointed as a Director, the notice is given to that person,
 - (C) The nature or extent of the interest has not materially increased above that disclosed in the notice or
- (iii) the Director has given a standing notice of the nature and extent of the interest and that notice is still effective.

The notice required by rule 13.1(a) must:

- (i) give details of:
 - (A) the nature and extent of the interest,
 - (B) the relation of the interest to the affairs of the corporation.
- (ii) be given at a directors meeting as soon as possible after the director becomes aware of their interest in the matter.
- (iii) The details must be recorded in the minutes of the meeting.

A contravention of Rule 13.1(a) by a Director does not affect the validity of any act, transaction, agreement, instrument, resolution or other thing.

The Rule 13.1(a) does not apply to the Corporation if the Corporation has only one (1) Director.

Eligibility for Membership

A person is eligible for Membership if:

- (a) the person is an Aboriginal Person who falls within the description of the Mandingalbay Yidinji People in clause 3.9; and
- (b) attained eighteen (18) year of age.

Only natural persons are eligible for membership.

Membership of Corporation

The Members of the Corporation will be those Aboriginal persons who:

- (a) qualify for membership;
- (b) fulfil the eligibility requirements of the Corporation; and
- (c) whom the Board resolve to accept to membership.



APPENDIX 4

SUMMARY OF ELEMENTS THAT MIGHT BE INCLUDED IN A MANDINGALBAY YIDINJI TOURISM PARK (EAST TRINITY)

The Broad Concept

The proposed development is mainly aimed at the tourism and local leisure market supplemented by opportunities to provide commercial services to local and Cairns resident population.

It is proposed to blend presentations of the cultural history and natural environment of the area with other commercial opportunities.

Underlying the proposal is a desire to create business and employment opportunities for MYAC and the Mundingalbay people and wider Yarrabah community.

Underlying the proposal is also a belief that tourism related facilities in the area are best presented in locations away from the Yarrabah residential area. The development is proposed to act as a gateway to visitors exploring further into the Yarrabah and Murray Prior Range area.

The location of the site close to the Cairns CBD represents an opportunity but also a challenge to create viable water shuttle services across the inlet.

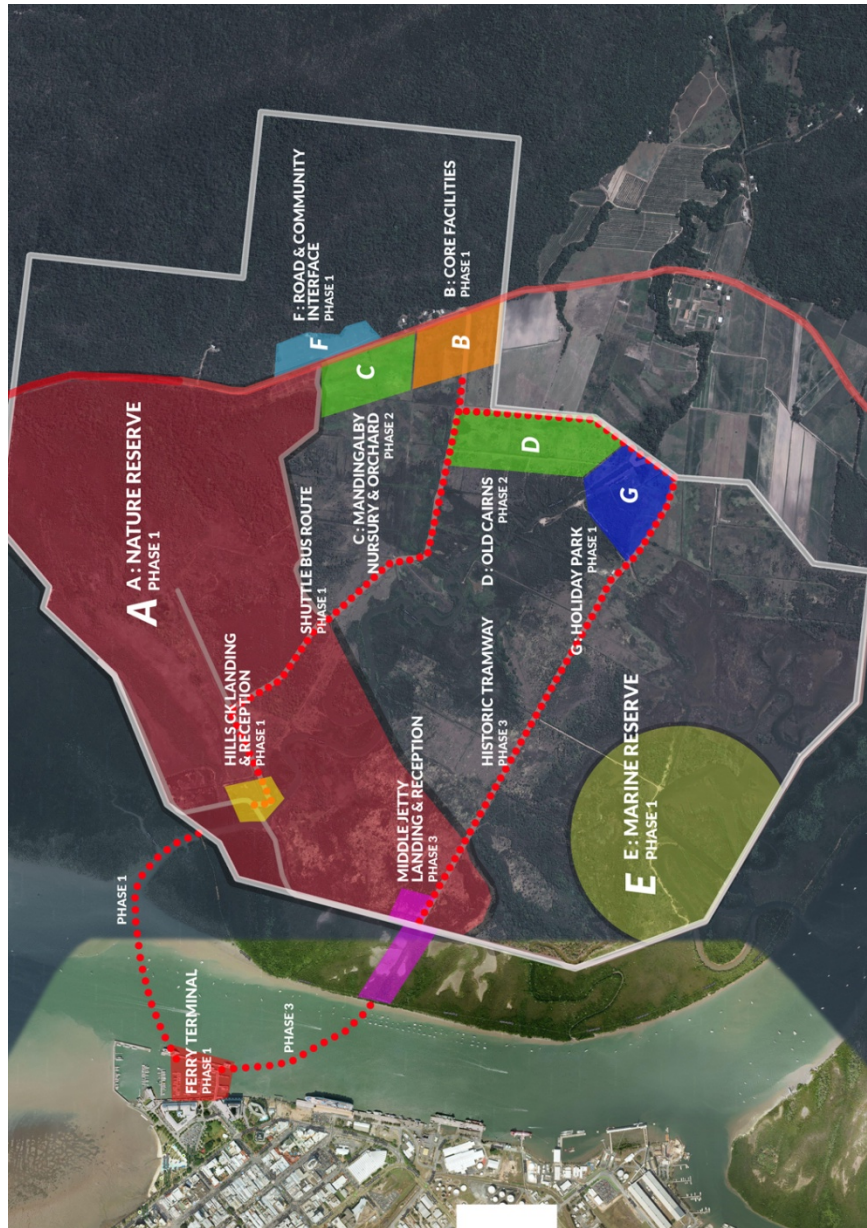
A further important element in the proposal is one of partnership with other stakeholders in the area especially Queensland National Parks, Wet Tropics Management Authority, Ports North and Cairns Regional Council (including the Botanic Gardens), the Cairns Historical Society and the local community. The collaborative partnerships are set out in Indigenous Land Use Agreements and the establishment of MoU's.

The development is not inconsistent with eventual development of the area well into the future for more intensive urban use.

Outline of Proposal

The proposal includes ten elements to be developed progressively over a period of time. Locations are set out in following **Map**.

Map – Layout of Proposed Mandingalbay Tourism Park



APPENDIX 5

IDENTIFIED SOURCES OF GOVERNMENT GRANTS TO FUND

PROJECT DESIGN & FEASIBILITY STUDIES FOR INDIGENOUS PROJECTS



BACKGROUND INFORMATION ON INDIGENOUS BUSINESS AUSTRALIA (IBA)

APPENDIX 6

Business Ownership

Owning your own business can mean hard work, long hours and financial risk. But it can also provide many personally rewarding experiences, and the opportunity to create a source of financial security for yourself and your family. Many Australians have created successful businesses out of things they are passionate about. You too are more likely to work hard to make your business a success if you are doing something that you really enjoy.

To get started, you need some relevant experience in your chosen industry, an idea of the products and services you will offer, and an understanding of your target market. The better developed your vocational and management skills are, the greater your likelihood of success.

Through its Business Development and Assistance Program, Indigenous Business Australia (IBA) assists eligible Indigenous Australians to establish, acquire and grow small to medium businesses, by providing business support services and business finance.



Fired up: owner of Aboriginal Steel Art, Wayne McGinness at work in his home-based workshop.

Eligibility

To be eligible to participate in the Business Development and Assistance Program:

- you must be over 18 years of age
- at least one applicant must be of Aboriginal and/or Torres Strait Islander descent
- at least 50 per cent of the ownership of your business must be by a person(s) of Aboriginal and/or Torres Strait Islander descent. (View our current list of [Organisations confirming Aboriginal or Torres Strait Islander descent](#))
- it must be evident that you do not have the capacity to meet a business consultant's costs from your own financial resources.

If you are interested in participating in this program, please [phone us](#) and follow the prompts to discuss your business idea with one of our staff.

What assistance is available?

Business support

IBA provides eligible prospective and existing business operators with financial assistance to access expert advice, and information and guidance on business related matters. Read more about [Business Support](#).

Business finance

IBA provides business finance to eligible applicants who satisfy its lending criteria. Loans are generally provided on commercial lending terms similar to a bank, except at a discounted interest rate (subject to conditions). Read more about [Business Finance](#).

Community Business Finance Program

IBA has partnered with the Commonwealth Bank to deliver the [Community Business Finance \(PDF 1.8MB, new window\)](#) package of assistance to Indigenous business owners. The program provides

- up to \$50,000 in a financial package that can comprise a loan and/or transactional banking facilities (overdraft, credit card, merchant banking services etc)
- up to three year repayment period on loans
- business advice, support and mentoring from IBA.

Indigenous Entrepreneur Microenterprise Program

IBA has partnered with the National Australia Bank (NAB) to deliver the [Indigenous Entrepreneur Microenterprise Program \(IEMP\) \(external website, new window\)](#). This program provides:

- up to \$20,000 microfinance (through the NAB)
- business advice, support and mentoring (through IBA)

to assist Indigenous entrepreneurs who have a sound small business idea, but limited financial resources.

IBA provides IEMP clients with business advice, support and mentoring through its national network of business consultants. This means new businesses receive the assistance they need during the crucial establishment period of their business, while forming an ongoing relationship with a major bank.

Indigenous Social Enterprise Fund

In partnership with Reconciliation Australia and Social Ventures Australia, IBA has established the Indigenous Social Enterprise Fund to provide investment and business support to Indigenous commercially-focussed social enterprises. The Fund aims to develop and nurture these enterprises so they might more successfully access further investment funds or mainstream finance in the future. Read more about the [Social Enterprise Fund \(external website, new window\)](#).

For more information

Find out more about the Business Development and Assistance Program by reading:

- the [Your Business and IBA brochure \(PDF 2.3MB, new window\)](#)
- our Business Ownership [Good News Stories](#)
- IBA also suggests you visit [business.gov.au \(external website, new window\)](#) for up-to-date small business information and resources. This valuable, whole-of-government resource provides some of the information, forms and services you may need to plan, start and grow your business, including business plan templates and information on applying for an ABN.

Investments

*'What has happened since 4 July 2011 [Native Title Determination] is exciting, it excites the spirit. I am confident that great things can happen and will happen. Goodwill, that's the key; things happen with goodwill'.
– Uncle Bob Anderson, Quandamooka Elder and Director, Minjerribah Camping Pty Ltd.*

Indigenous Business Australia's (IBA's) Equity and Investments Program aims to promote self-management, self-sufficiency and economic independence for Aboriginal and Torres Strait Islander peoples.

We do this by building and managing a substantial and diverse portfolio of commercial investments, using our capital base, skills and expertise. Through this portfolio, IBA brings together Aboriginal and Torres Strait Islander peoples and industry capability partners in sustainable investments which provide meaningful opportunities for:

- asset ownership
- capability transfer
- wealth accumulation
- stable and enduring income streams
- employment and training
- supply chain benefits for Indigenous-owned businesses.



Head of Acquisitions IBA, David Vigar with Will Tynan (Manager Acquisitions) and Minjerribah Camping Pty Ltd Directors Cameron Costello and Uncle Bob Anderson.

Our Investment Philosophy

IBA has more than 25 years experience in investing alongside Aboriginal and Torres Strait Islander peoples, and has achieved sound outcomes by: undertaking thorough and rigorous assessment and due diligence; focusing on management; adhering to strong corporate governance principles; and applying sound commercial judgment.

Key to achieving our goal has been the building of mutually respectful and responsible partnerships with Indigenous organisations, communities and individuals, as well as private sector business and industry capability partners.

Through these actions, and by being open, receptive and easy to deal with, IBA strives to be the partner of choice for Indigenous groups considering a significant investment.

Read more about [Our Investment Philosophy](#) and the factors and guiding principles IBA takes into consideration when selecting investments.

Our Impact



For further information

We invite you to find out more about:

- [Our Investment Philosophy](#)
- [Our Investment Portfolio](#)
- [Our Impact](#)
- [Our Good News Stories](#)

For further information about IBA's Equity and Investments Program, or to discuss an investment opportunity please [email \(new window\)](#) or Freecall 1800 107 107*.

(*Calls to 1800 numbers from your home phone are free. Calls from public and mobile phones may be timed and charged at a higher rate.)

BACKGROUND INFORMATION ON INDIGENOUS LAND CORPORATION (ILC)

The ILC (Indigenous Land Corporation) is an independent statutory authority of the Australian Government, established in 1995. The enabling legislation is the **Aboriginal and Torres Strait Islander Act (2005)** Cth.

The purpose of ILC is to assist Indigenous people to acquire and manage land to achieve economic, environmental, social and cultural benefits.

New projects are developed by applications submitted by Indigenous organisations or landholders, or by the ILC in collaboration with other organisations and government agencies. The ILC also operates commercial businesses to deliver training and employment opportunities for Indigenous people in agriculture and tourism.

Our priorities

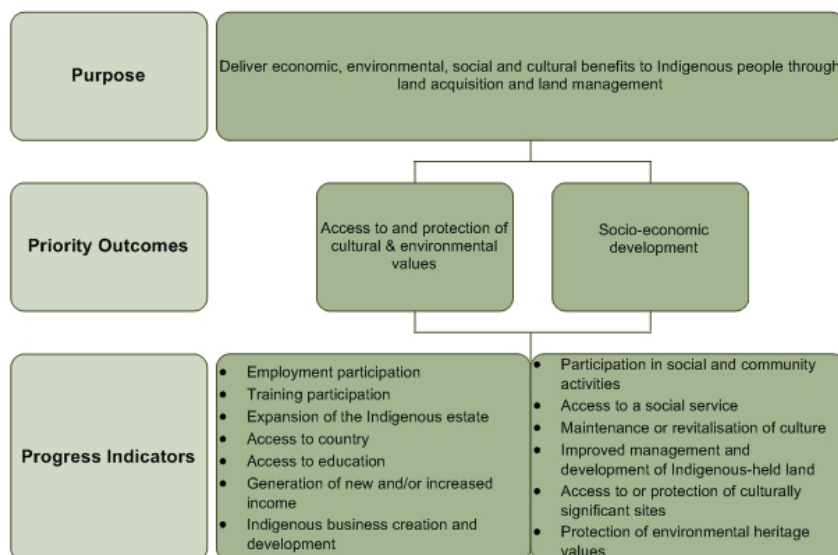
The ILC has the following priority outcomes for achieving Indigenous benefits through acquiring and managing land:

1. Access to and protection of cultural and environmental values
2. Socio-economic development

By committing to these priorities, the ILC is helping to Close the Gap between Indigenous and non-Indigenous Australians and build a secure and sustainable Indigenous land base now and for future generations.

Measuring our success

The ILC defines Indigenous benefits as 'long-term improvements in Indigenous wellbeing'. In the short to medium term, the ILC uses the above priority outcomes, and progress indicators, to measure its performance in achieving Indigenous benefits.



Policy and planning

The ILC's major policy statement is the National Indigenous Land Strategy 2013-2017. The NILS outlines the policies, strategies, and priorities that guide the ILC's Land Acquisition and Land Management functions.

See [link](#). In addition, the ILC has developed Regional Indigenous Land Strategies for each State and territory. eg Qld 2007-2012. See [link](#). The RILS give regional information about the operating environment in each state. A range of documents guide effective operation and performance, including the Corporate Plan 2008-2010 see [link](#) and an Evaluation Framework.

Governance

The ILC Board is the primary decision-making body, overseeing governance, considering Land Acquisition and Land Management proposals, and monitoring performance. The Board consists of seven Directors of which five, including the Chairperson, must be Indigenous.

The Board is appointed by the Minister for Families, Housing, Community Services and Indigenous affairs, in consultation with the Minister for Finance.

The ILC receives an annual payment of at least \$45m, derived from investment returns of the Aboriginal and Torres Strait Islander Land Account. This payment is used to run the ILC and its programs (the ILC cannot access or use the capital of the Land Account because its purpose is to fund the ILC into the future).

ILC Businesses - Locations



See [link](#) to ILC submission to House of Reps Economic Committee regarding indigenous economic development in Qld and Wild Rivers legislation.

See [link](#) to case study on Mossman Gorge and Ayers Rock. ILC has 3 advantages: funding source (annual applications for \$45 million pool), leverage other funding eg DEEDI and can assist with training outcomes/programs.

The 2013 call for Land Acquisition applications has closed. Applications for both the Land Acquisition and Land Management programs will reopen in early 2014.

Jenny Macklin issued [this](#) in June 2013 and ILC responded with [this](#). Main point is Minister wants to know about transactions over \$1 million.

Abbott has taken indigenous issues extremely seriously and personally and the make up of his new Indigenous Advisory Council chaired by Warren Mundine - 50 nominations only 8 positions - is yet to be determined. Nominations only closed last Friday. Mundine meeting with Abbott tomorrow to discuss role and function and composition of council.

APPENDIX 7

BACKGROUND INFORMATION ON SPECIAL FUNDING FOR INDIGENOUS BUSINESSES BY THE MAJOR COMMERCIAL BANKS & OTHER NON-GOVERNMENT ORGANISATIONS

(1) General

The following gives details for the four major banks.

However coming out of interaction between the banking and business community and indigenous organisations have been two other major initiatives, “Jawun” and “GenerationOne”, background on which is also given in this appendix.

(2) National Australia Bank

In NAB's Reconciliation Action Plan for 2012, it stated the following target:

Support Indigenous organisations and traditional owners commercialise native title opportunities with appropriate financial services

NAB stated that it had met the target due to the following actions:

A Memorandum of Understanding (MOU) was signed with the Kimberley Land Council to explore commercial opportunities. An MOU is in place with the Northern Land Council to identify opportunities for enterprise development. An internal steering committee has been established.

This is the NLC media release on 17th August 2011:

“Northern Land Council (NLC) Chief Executive Officer Mr Kim Hill said today's signing of a memorandum of understanding (MOU) between the NLC and National Australia Bank represented a major step towards building sustainable economic development in the Northern Territory's coastal Aboriginal communities.

The MOU for the commercialisation of the Blue Mud Bay High Court decision (2008) was signed by Mr Hill, National Australia Bank's Director of Finance Mark Joiner and other senior NAB executives, at Darwin's Frances Bay Marina this morning.

Mr Hill said the MOU would see NAB provide financial expertise to assist the NLC in developing long-term business enterprises to capitalise on the anticipated settlement of the Blue Mud Bay High Court decision.

“The Northern Land Council is committed to assisting Aboriginal peoples who reside near the inter-tidal zone to capitalise on any settlement, and develop the rights recognised by the High Court,” he said.

“Having NAB on board will assist the NLC to create the maximum benefits for Aboriginal traditional owners.”

Mr Hill said the Blue Mud Bay High Court decision represented a unique opportunity for coastal Aboriginal peoples.



"The signing of the MOU with NAB is another step towards building viable Aboriginal economic interests and to properly respect the rights of Aboriginal peoples," he said.

"NAB launched its Reconciliation Action Plan earlier this year and this MOU confirms the organisation's commitment to using its corporate knowledge to improve the lives of Aboriginal peoples."

"I am thrilled that NAB and the NLC are building a strong working relationship to better achieve commercial and economic benefits."

As a result of the Blue Mud Bay High Court decision, recreational fishers must now apply to the NLC to get a free recreational fishing licence and permit. No fees apply.

Anindilyakwa Land Council and Northern Land Council

Recreational Fishing Licence and Permit Application Form

Issued under the Commonwealth of Australia Aboriginal Land Rights Act 1976 and the Northern Territory of Australia Aboriginal Land Act 1980

Please note: All personal information provided is private and confidential and will be dealt with in accordance with the Privacy Act 1988 (Commonwealth).

I wish to apply for a licence and permit to enter and remain on tidal waters overlying Aboriginal land in the Anindilyakwa Land Council and Northern Land Council regions, and take fish or aquatic life for recreational or amateur fishing purposes.

I understand this licence and permit does not entitle me to enter or remain on Aboriginal land.

1. Applicant's name:
2. Applicant's address:
3. Applicant's contact details:
Phone:
Email:
Fax:
4. Additional persons:
(The applicant may include persons under 18 years in your immediate family, or other persons residing at the same address. Each additional person will be bound by the same conditions as the applicant.)
5. Optional survey information:
Preferred fishing locations

This is an application form and I am aware that I will be required to read and abide by the conditions of the Fishing Recreational Fishing Licence and Permit.

(Please tick the box)

Applicant's signature:

Date signed:

For more information about fishing licences and permits, please access the NLC website www.nlc.org.au For further information, phone 1800 645 299.

To have your application processed, either email, fax or present this form in person at any NLC office.



Furthermore the Blue Mud Bay decision granted traditional owners exclusive native title rights to the intertidal zone. It means that fishing licences issued by the NT government are illegal. It's the Aboriginal Land Council that is entitled to grant these licences. Moreover it means that commercial fishers cannot enter Aboriginal land without permission which means they can't fish there either.

This was bad news for commercial fishers who mainly fish for Barramundi, mud crabs and trepang (sea cucumber). All three species are almost always caught between the low and high water marks.

In April 2013 the NT Minister for Primary Industry and Fisheries announced an in principle agreement with traditional owners for an initial 3 year trial period in a region that included Kakadu National Park. The NT Govt are negotiating with other land councils and traditional owners in other regions. See [link](#) to Minister's press release.

This is the [link](#) to 4 pages of Frequently Asked Questions from the National Native Title Tribunal regarding the Blue Mud Bay decision. There is some discussion that the Blue Mud Bay **native title** decision can't be replicated outside the NT. However there is a distinct difference between native title and land rights. Land rights schemes are in place in NT, Qld, NSW, SA and Victoria.

A successful land rights claim usually results in a special grant of freehold title or perpetual lease which is held by a community or organisation. Special restrictions are placed on how the land can be dealt with. So land rights involve a grant of title from the government to an indigenous group whereas native title rights are pre-existing rights recognised by the court.

(3) Westpac

Strengthening Local Communities

- [Cape York Partnership](#)
- [Redfern partnerships](#)
- [Support through the Westpac Foundation](#)
- [Collaboration](#)

Cape York Partnership

- Almost 450 Westpac Group employees have participated in a secondment to Cape York since 2001, through our partnership with Jawun Indigenous Corporate Partnerships (formerly Indigenous Enterprise Partnerships)
- Westpac specifically supports the reform agendas of Cape York Partnerships and Balkanu Cape York Development Corporation led by Noel and Gerhardt Pearson
- Cape York leaders acknowledge that this sustained support has built their capability and credibility with government, thus easing access to welfare reform funding.

To further support individuals we have adapted account opening and identification processes to support remote communities.

Redfern Partnerships

Our purpose is to support the long term sustainability of 5 Indigenous partners. We partner with each organisation for 2 years to allow time to build organisational capacity and long term impact. The Indigenous partnerships currently in Redfern, NSW cover a diverse range of businesses:



- Aged care services (Wyanga Aboriginal Aged Care)
- An adult learning centre (Tranby College)
- A property development company focusing on the infamous 'block' (Aboriginal Housing Company)
- A national Aboriginal radio station, Koori Radio (Gadigal Information Services).
- A women & children centre (Mudgin - Gal)

Support through the Westpac Foundation

- Since 1999, the Foundation has funded 136 projects and awarded over \$20 million in grants to over 100 different Australian not-for-profit organisations
- 22 % of total funds committed have gone to support Indigenous projects since 2001 covering over 30 initiatives, rising to 40% of total funds in 2009
- Support for Djarragun College's initiative Djarragun Enterprises (until 2013) whose aim is to help Indigenous students successfully transition to open employment jobs in Far North Queensland. The program provides a supportive environment where students have the opportunity to succeed while nurturing and promoting their cultural identities.

Our purpose is to support the long term sustainability of 5 Indigenous partners. We partner with each organisation for 2 years to allow time to build organisational capacity and long term impact. The Indigenous partnerships currently in Redfern, NSW cover a diverse range of businesses:

- Aged care services (Wyanga Aboriginal Aged Care)
- An adult learning centre (Tranby College)
- A property development company focusing on the infamous 'block' (Aboriginal Housing Company)
- A national Aboriginal radio station, Koori Radio (Gadigal Information Services).
- A women & children centre (Mudgin - Gal)

Collaboration

Westpac participates in a number of forums and working groups to work with others in addressing issues of disadvantage or required support. These include:

- Indigenous Financial Services Network
- Business Council of Australia Indigenous Network
- Australian Financial Inclusion Network
- Indigenous Tourism Industry Advisory Panel to Tourism Australia (until August 2010)

(See also special relation with 'Jawun' below.)

(4) ANZ

ANZ says they were the first major Australian company to launch an Indigenous Action Plan (formerly known as our Reconciliation Action Plan (RAP).

“Our Indigenous Action Plan (2011-2014) builds on our past four years achievements under our [previous three Reconciliation Action Plans](#). It outlines our specific commitments in the areas of Indigenous employment, cultural recognition and capability, financial capability and inclusion as well as capacity building areas that are directly related to our business, our staff and the communities in which we operate.

By delivering on these commitments, our aim is to contribute to increased financial and social well-being for Aboriginal and Torres Strait Islander peoples. These commitments also reflect our corporate responsibility priorities and [our approach to respecting human rights](#).

- [Our Indigenous Action Plan 2011-2014 \(PDF 212kB\)](#)

In May 2012 ANZ was selected to manage all of the Indigenous Land Corporation’s (ILC) transactional banking. The ILC is an independent statutory authority of the Australian Government. A deciding factor in our winning the tender, in addition to our core banking skills, was ANZ’s clear commitment to Indigenous communities demonstrated by our Indigenous employment and trainee programs on MoneyBusiness.”

ANZ grants

The trusts and foundations managed by ANZ Trustees allocate grants to a wide variety of charitable organisations across Australia. Some of these grants are made following deliberations by trustees from open applications, invited applications and named beneficiary organisations.

Every three months, approved grants are listed providing an insight into the contribution to the community being provided by the numerous trusts and foundations managed by ANZ Trustees. (Note: Recipients don’t appear to be economic more social and health.)

(5) Commonwealth Bank

From Reconciliation Action Plan 2013-14, CBA has had 15 secondment projects with Jawun with ongoing secondment in Inner Sydney, the NSW Central Coast and North East Arnhem land. To date CBA have had 6 business units participate in the program, working on a range of products ranging from strategic reviews, new business ventures to establishing a website.

Walkabout Your Business Program – The CBA is a founding partner of Walkabout Your Business Program for indigenous entrepreneurs. In 2012 WYB Program is in part funded by the Australian Govt’s Department of Education, Employment and Workplace Relations through the Indigenous Employment Program. WYB Program is run by Ambrose Business Solutions a chartered accountancy based consultancy firm that also does economic development. WYB is also for non-indigenous but CBA is sponsoring indigenous participants as the program directly supports their Reconciliation Action Plan.

Indigenous Community Team – The team has offices in Cairns and Sydney and provides indigenous customers with the highest quality business expertise and customer service. We want to ensure indigenous people have access to the same opportunities for wealth creation as other Australians. (Note: This shows that Cairns is one of 2 teams in Australia.)

Commonwealth Community Grants – only up to \$10 000 – must benefit the health and wellbeing of Australian children and youth up to 21 years and be a Deductible Gift Recipient.



(6) Jawun

Jawun Indigenous Corporate Partnerships is an initiative brought about due a meeting between Noel Pearson and Ann Sherry, then CEO of Westpac. Ann sent Westpac staff to Cape York for staff professional development under the former name of Indigenous Enterprise Partnerships and convinced other corporates to second their staff to Cape York.

Its about capacity and capability build – working on projects identified by indigenous elders. Jawun is 13 years old and has worked with the Mossman mob for 10 years. Jawun is an enabler - gathering corporate partners with at least a 5 year commitment eg Boston Consulting Group 13 years, Westpac 13 years, KPMG 7 years. Secondees placed in community for 5 weeks to 1 year, most secondees are 5 weeks. In 2011/12 Jawun deployed 198 high calibre corporate and government secondees to support over 40 indigenous organisations which equated to an in kind contribution of \$6.9 million.

Jawun deliberately tries to fly under the radar as they believe its up to the indigenous organisations to talk on their own behalf.

In the 2011/12 report Jawun had 21 corporate partners and 4 philanthropic partners supporting over 40 indigenous partners. Corporate partners include Westpac, NAB, CBA, Tourism Australia, Qantas, Boston Consulting Group, Leighton Holdings, Wesfarmers, BHP Billiton, Woodside, Rio Tinto and Australian and Western Australian governments. The ANZ has been part of the National Navigator initiative on indigenous employment.

The Australian Government joined Jawun in 2012, adding a further collaborative dimension to the partnership.

"I can only see an upside from government involvement." Paul Benson, GM Corporate Responsibility, NAB.

There is a photo of Mick Mundine (CEO Aboriginal Housing Company) meeting with Jawun secondees in Redfern.

See page 28 of this [Jawun report](#) on how Westpac is helping Balkanu Cape York Development Corporation with a bio-fuel (pongamia) project on Cape York. Elizabeth Henderson married Warren Mundine (Abbott's key indigenous advisor) in February 2013.

Elizabeth Henderson is:

- Director of strategic partnerships at Westpac
- Director and company secretary of Indigenous Chamber of Commerce (Warren Mundine is Executive Chairman & John Hewson is a director)
- daughter of Gerard and Anne Henderson (Gerard is executive director and Anne is deputy director of think tank The Sydney Institute and Gerard was Chief of Staff to John Howard between 1984 to 1986 when Howard was Deputy Leader and later leader of the Liberal Party).

Alan Tudge is the current Federal member for Aston (Victoria) and is the Parliamentary Secretary to the Prime Minister.

Prior to entering parliament, Alan spent most of his career in business, including several years with the [Boston Consulting Group](#) in Australia, Malaysia and New York, and running his own advisory business.

He was also Senior Adviser to former Education Minister Brendan Nelson and Foreign Minister Alexander Downer.



He also spent several years as the Deputy Director of Noel Pearson's [Cape York Institute](#) where he oversaw the design of the welfare reform program, which is now being implemented and seen as a model for the rest of Australia. His experience with Cape York began in 2000 where he was the first corporate secondee into remote Indigenous Australia. Jawon which has now sent 1000 secondees from Australia's leading companies.

Alan has had a long term commitment to improving our education systems. As well as his work in parliament, Alan is a co-founder of [Teach for Australia](#), a national non-profit which supports top graduates into disadvantaged schools.

Ann Sherry (ex Westpac) is now CEO of Carnival Australia and is on the board of Jawun. Noel Pearson is the patron of Jawun. Great connection for the MYAC project to the cruise industry and Cairns Port.

All roads lead to Warren Mundine and his new third wife Elizabeth Henderson (Westpac) which is a direct road via Alan Tudge (Jawun devotee) straight into the PM's office.

(7) GenerationOne

Why join GenerationOne?

GenerationOne is a national movement for all Australians, Indigenous and non-Indigenous.

GenerationOne asks every day Australians to join this movement by becoming a supporter. By joining GenerationOne, you believe we can end the disparity between Indigenous and non-Indigenous Australians through employment, and you are willing to play your role. By joining together in one national movement, we can be the last generation to experience the disparity.

As an employer, you can join GenerationOne through the Australian Employment Covenant initiative.

We motivate all Australians to play their part, by taking action in their sphere of influence.

What does GenerationOne do?

Through our campaigns, we aim to break down stereotypes and negative opinions by promoting stories of success and opportunity. GenerationOne collaborates and promotes other organisations that are doing good work in the fields of education and employment.

GenerationOne's flagship initiative is the Australian Employment Covenant. The Covenant aimed to build the demand for an Indigenous workforce by securing 50,000 sustainable jobs for Indigenous Australians, to break the vicious cycle of unemployment and poverty among Indigenous Australians. To date, the Covenant has secured 61,717 employment opportunities for Indigenous Australians from 338 employers, and over 15,000 of these jobs have already been filled.

GenerationOne advocates for Government policies that will enable demand-driven training models to become the rule and not the exception.

GenerationOne operates the Pathway Program, a school-work transition program in NSW and QLD in partnership with the State Governments.

It is financially supported by a number of business leaders such as Andrew and Nicola Forrest, James Packer, Kerry Stokes and Lindsay Fox and others who want to make a difference.

The steering committee is: Andrew Forrest, Marcia Langton, Dr Sue Gordon, Sir Rod Eddington (Chairman of ANZ), Noel Pearson, Warren Mundine and David Bussau.



Jeremy Donovan is Development Director and spokesperson for GenerationOne and is a Kuku Yalanju descendant.

Election 2013: Tony Abbott promises \$45 million for Indigenous training, employment scheme – Radio National August 2013

Opposition Leader Tony Abbott has pledged \$45 million for the Generation One scheme, which is designed to assist Indigenous Australians with training and finding employment. Mr Abbott made the announcement during a visit to Western Australia's Pilbara region this afternoon, where he met with mining boss Andrew Forrest. He also announced that the Coalition will review all Indigenous training and employment schemes within six months, if it wins the election.

Opposition Leader Tony Abbott has pledged \$45 million for the Generation One scheme, which is designed to help train and employ Indigenous Australians.

Mr Abbott made the announcement during a visit to Western Australia's Pilbara region on Saturday afternoon, where he met with mining boss Andrew Forrest.

The Generation One scheme was established by Mr Forrest to provide practical training to Indigenous people and give them a guaranteed job.

Mr Abbott expects the funding will help 5,000 people get work.

"The quickest way to get better outcomes for Aboriginal people is to significantly improve employment outcomes for Aboriginal people," he said.

Mr Abbott also announced that the Coalition will review all Indigenous training and employment schemes within six months, if it wins the election.

The review will be headed by Mr Forrest, who runs Fortescue Metals.

"I can't think of a better person to make a difference in the lives of Aboriginal people," Mr Abbott said.

Mr Forrest, who is a passionate advocate for Indigenous employment, says there is enormous potential for getting thousands of people off welfare and into work.

"It's employment that allows Indigenous people to walk amongst the giants of their traditional cultures and also to have economic independence which brings self-reliance, freedom and pride," he said.

"Careers can light up independent and sustainable Indigenous lives, promoting the preservation of our First Australians' beautiful culture, traditions and language - as opposed to watching it destroyed by good intentions and the cash hand out mentality.

"On a bipartisan basis we must stop the disparity in its tracks."

Mr Abbott, who has long taken a personal interest in Indigenous affairs, last week unveiled [plans to establish an Indigenous advisory council](#) to help tackle disadvantage in Aboriginal communities.

He also vowed to do whatever he can to improve Aboriginal land rights if he wins office.

(8) List of Key Persons Involved

The following gives a list of some of the key persons involved in Jawun and GenerationOne.



- Ann Sherry – CEO Carnival Australia (since 2007 to present), 12 years with Westpac including CEO Westpac NZ, Jawun board member, Noel Pearson friend
- Alan Tudge – Parliamentary Secretary to the PM and Jawun devotee
- Jeremy Donovan – Development Director, GenerationOne
- Noel Pearson – Patron of Jawun, Steering Committee of GenerationOne, etc etc
- Warren Mundine – Chair of Abbott’s new Indigenous Advisory Council, Executive Director of Australian Indigenous Chamber of Commerce, Steering Committee of GenerationOne, Governor on Committee of Economic Development of Australia (CEDA) – Professor Sandra Harding, John Howard, Ken Henry are also a Governors of CEDA
- Elizabeth Henderson – Westpac Director of Strategic Partnerships, Director of Australian Indigenous Chamber of Commerce, alternative way to get to a busy Mundine
- John Hewson – Director of Australian Indigenous Chamber of Commerce
- Caroline Hewson – Chair of Westpac Foundation