



Waanyi

NATIVE TITLE ABORIGINAL CORPORATION RNTBC

Newsletter 7

May 2025

A Year of Renewal and Progress Welcome to our Latest Update

Dear members, traditional owners and community,

As the 2025 financial year draws to a close, we take a moment to reflect on what has been a year of significant transition and renewed momentum for Waanyi PBC. It has been a time of re-establishing internal capability, restoring transparency, and re-engaging our people and partners.

Over the past 12 months, Waanyi PBC has made important progress — from strengthening financial systems to re-aligning governance structures and embedding community priorities into everyday decision-making. These changes have laid a strong foundation for future growth.

Much of this work has involved quietly rebuilding — strengthening the pillars of internal management, updating our compliance frameworks, and ensuring that Waanyi voices shape our strategic direction. Together, we are establishing a more resilient, community-governed organisation with the skills and tools to lead confidently into the next decade.

We have moved from a period of financial uncertainty to a place of confidence and capability. Our new systems, executive team, and policies are helping deliver real outcomes — from surplus budgets and audit compliance to widespread stakeholder engagement and clear guidance on payments.

This journey has been led by the Board, Staff, Elders, and members — each committed to seeing Waanyi people at the centre of decision-making, service delivery, and land management. It has been driven by values, not just strategy. By unity, not just systems.

This year was about reclaiming our capability and setting a clear course for the future. We now have the confidence, structures and people to take Waanyi PBC forward — with integrity, stability and ambition.

Yours sincerely,

Michael “Mick” Miller

Chief Executive Officer
Waanyi PBC

Financial Overview and Progress

The 2024–2025 financial year was a time of getting back on track for Waanyi PBC. This was a big step forward, especially after the 2023–2024 year, when the Corporation lost more than \$212,000 and spent too much in some key areas.

To fix this, the Executive team made changes to how money is managed. They kept a closer watch on spending, used fewer outside workers, and made better plans for how to use the money. Because of these changes, Waanyi PBC has moved from having money trouble to being in a stronger, more confident place.

Highlights of the 2024–2025 financial year included:

- **We expect to have more than \$1 million left over by 30 June. Last year, we lost \$212,000.** This shows we're now looking after the money better and making smarter choices for the future.
- **We spent 73% less on outside workers.** This means we could spend more on our own people, tools, and buildings.
- **All reports and money checks were done and handed in on time.** This shows we're running things properly and can be trusted.

Income sources at a glance:

- **Century Mining Royalties (\$452,714):** Ongoing money from the mining agreement. This money helps pay for operations, leadership, and services. It includes the payment from 2023/24 (which was delayed because of a dispute) and the new payment for 2024/25.
- **Waanyi Enterprises Trust Distribution (\$800,000).** 50% distribution from the Waanyi Joint Venture.
- **Boodjamulla Park Grant Funding (\$870,506):** Funds received to support Boodjamulla project works, jobs, and keeping culture strong.
- **Environmental Monitoring Revenue (\$366,553):** Money from agreements with mining companies like Santos, Anglo American, Rio Tinto, Red Metals, Aeon and others. This also includes money for cultural heritage surveys and work done on Country by Waanyi teams.
- **CLCAC Contribution (\$71,587):** Money received for supporting the Waanyi business
- **DESI Cultural Heritage Grant (\$45,475):** Seasonal grant for employing Traditional Owners to care for cultural sites and support young people learning culture.

This result came from better project management, using new tools to manage money, and keeping a closer watch on spending. Money is now tracked clearly for each project, so it's easier to see where it goes and make sure it follows the Strategic Plan.

Waanyi PBC's financial position is not only stronger — it is more stable, with better systems in place to help plan ahead, make smart choices, and grow for the future.

Building Our Own Strength

Waanyi PBC is staying strong by focusing on self-determination — making decisions for our own future. In 2024–2025, the organisation stopped depending so much on outside consultants and started building up its own team from within the community.

Key milestones included:

- **Cutting back spending on outside consultants and contractors** compared to last year.
- **Hiring a strong leadership and support team** including a CEO, admin staff, and project workers. We still get help from outside when needed, but only when it gives the best value for money.
- **Setting up Microsoft 365 and SharePoint** to help keep our documents safe, work better together online, and manage files under Waanyi PBC's own control.
- **Creating our own systems for regular reports** like monthly finance updates, risk checks, and tracking of cultural payments.
- **Making clear rules and ways of working** (policies and procedures) for things like HR, money, cultural payments, and legal responsibilities — all managed by our own team.

Looking Ahead: Planning for 2025–2030

This year, Waanyi PBC started work on a big five-year plan — the Strategic Plan 2025–2030. It brings together ideas from the Board, staff, and advisors to set a clear path for the future.

At our first planning meeting, we agreed on the key values that guide our work. These values spell out **TRACS**:

- **Trust** — We act with honesty and consistency, fostering confidence among our members, partners, and each other.
- **Respect** — We uphold cultural protocols and value every voice, ensuring that all decisions honour our people and our Country.

- **Accountability** — We take responsibility for our actions and are transparent in our governance, finances, and commitments.
- **Cultural knowledge** — We embed Waanyi lore, language, and land-based wisdom in all we do, strengthening our identity and resilience.
- **Strategic outlook** — We plan for the long term, balancing immediate needs with future generations' aspirations and sustainability.

These five principles will guide everything Waanyi PBC does — from services and jobs to managing money and working with partners.

The Strategic Plan is on track to be finished by 30 June 2025 and will be a useful guide to help keep us on track, support our community, and build a strong future. Even before the plan is done, it's already helping us work better together by showing us what's important and how to reach our goals, and deliver community benefit.

Ongoing Expert Support

During and after the Special Administration period, it was very important to make sure the new Board and leadership team had the right training and support to do their jobs well.

This support came from expert partners:

- Hirn Newey (accountants),
- Chalk & Behrendt (lawyers), and
- NLH Group (governance experts)

Their help was needed to steady the organisation and build it back up. But it's also important to say that outside costs have now gone down significantly compared to the year before Special Administration. This shows that things are running more smoothly, the Waanyi team is stronger, and money is being used in smarter ways.

Key achievements from this expert support include:

- A fully integrated accounting and document management system
- A complete 12-month budget developed by individual grant — a first for Waanyi PBC
- Direct control over our filing systems and records — ending reliance on third-party consultants
- A groundbreaking new Stakeholder Forum for job creation — bringing together all mining companies, government, and training providers to talk about creating long-term jobs for our people
- Stronger tools to track budgets and keep projects on time
- Recruitment of a new executive management team
- Launch of online Board reporting tools
- Professional grant writing and funding applications

These achievements have made Waanyi PBC stronger, more confident, and better prepared to deliver real, lasting benefits for our people.

How Was the Board and Chair Appointed?

When Special Administration ended on 14 February 2025, Waanyi PBC returned to being led by its own people. But many community members have asked: how was the Board picked? And who chose the Chairperson?

The process started during the Special Administration. At that time, all Waanyi people were invited to put their names forward to join a trial group called the Corporation Advisory Group (CAG). This group gave the Special Administrator a chance to see who had the right skills, leadership, and commitment to later serve on the Board.

The CAG was made up of volunteers. Their job was only to focus on the business side of the Corporation — not Lore, culture, or heritage. These cultural matters always stay with the Waanyi Elders.

Being part of the group was not automatic. People had to show they could do the job, work for all Waanyi people (not just one or two families), and understand how to read financial reports and join in on important discussions.

The Special Administrator asked many times for people to join the CAG. But if some family groups didn't put anyone forward, the Administrator could only choose from those who did. Because of this, not all 10 Board spots were filled. This was done on purpose — to keep the process fair, and to give other families a chance to take part in future elections, to expand representation across more Waanyi families.

Board members were chosen from the CAG based on the skills and strengths they showed. Two extra independent Directors were also added — both with strong experience in running organisations and looking after money — as allowed under the new Rulebook.

The new Board had its first meeting on 18 February 2025. At that meeting, they voted for who would be Chairperson. After a few rounds of voting between three people, Warren Smith was chosen through a clear and fair process. Warren now leads the Board under the new TRACS values: Trust, Respect, Accountability, Cultural Knowledge, and Strategic Outlook.

This process shows how far Waanyi PBC has come — from a difficult time to a stronger future. The Board still has some empty seats, and these will be open for election at the next Annual General Meeting in November 2025.

Stories from the Year

This year wasn't just about systems and planning — it was about taking real steps that build trust, show accountability, and bring Waanyi people back to purpose and Country.

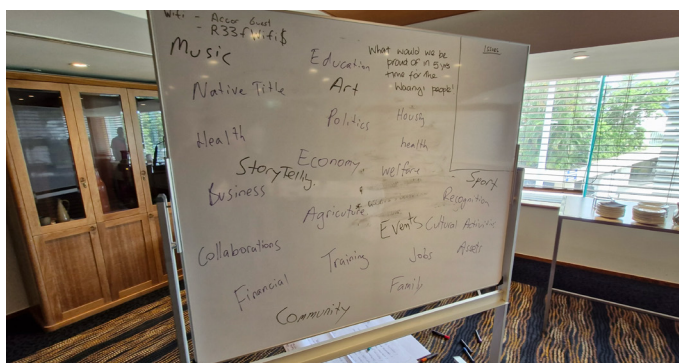
One quiet but proud moment was when the Waanyi PBC team finished a big grant report early. It was all done in-house, using new tools created by our own staff. Getting the job done on time shows that Waanyi PBC can meet its responsibilities and be trusted by partners.

Out on Country at Boodjamulla, Elders led seasonal cultural surveys, sharing knowledge with the younger ones. They taught language names, showed how to act with respect at sacred sites, and passed down the right way to look after the land. These moments bring the

old and new generations together and keep culture and leadership strong.

In Doomadgee, Mount Isa, and Gregory, Waanyi PBC held community meetings that connected over 60 members at the same time. It was the first time many people got to see the Corporation's updated financials and governance work. Even more important, it showed how open and inclusive communication helps everyone feel part of the journey.

We also started the new Cultural Payments Policy. Payments are made fairly, on time, and handled with care and respect. Even though we've had to keep the payments small for now, it's helped keep things steady — and means we can offer more support in the future.



Partnerships and Building Skills

In 2025, Waanyi PBC worked with others in a stronger way — not just making connections, but really working together on shared goals. A big moment was our first-ever Stakeholder Day. It brought together government, mining companies, Traditional Owners, and training providers to talk about real jobs, youth development, and looking after Country.

The day focused on three big questions:

- What can we do better to strengthen relationships?
- How do we support young people to learn and grow?
- How do we create jobs with the right training?

Everyone who came was asked to answer four important questions:

- What are we already doing well?
- What needs to improve quickly?
- What jobs can we create now and later?
- What training is needed for these jobs?

Waanyi PBC also stayed active on the UNESCO Riversleigh World Heritage Advisory Committee (RWHAC). This group helps protect the important Miyumba (Riversleigh) fossil site. Waanyi voices helped shape how this area is looked after — not just in Australia, but around the world.

Our partnership with CLCAC grew stronger, especially in cultural heritage inspections, ranger work, and land management. Together, we helped look after Country and keep cultural authority strong.

We also worked closely with DETSI (Department of Environment, Tourism, Science and Innovation) to run heritage surveys and mentor younger Traditional Owners. These projects created jobs and helped build safer ways to work on Country, with respect for cultural knowledge.

Partnerships with mining companies like Century Mining, Rio Tinto, Anglo American, Aeon Metals, and others are improving. These companies now work with Waanyi PBC in a better way — not just ticking boxes, but listening and learning. Elders have led cultural inductions to teach workers how to act respectfully on Waanyi land. We're also working with them to create jobs and training pathways for Waanyi people.

They've helped bring systems together, move governance tools online, and train our staff in important rules and processes. Their support wasn't just about doing the work — it was about teaching our team how to do it themselves, so Waanyi PBC can manage things on its own in the future.

With help from private mentors and business advisors, Waanyi PBC has also started planning for new opportunities — like tourism, social enterprises, and local contracting.

These partnerships show how Waanyi PBC is changing the way we work — stronger, clearer, and always focused on community-led outcomes.



Challenges and Opportunities

Moving from Joint Venture to Our Own Path

In 2025, Waanyi PBC made the decision to end the Waanyi Joint Venture. This means something important — we are now running things ourselves. This gives us more control and helps us make decisions that match our values and community needs.

Looking Beyond Royalties

Mining royalties won't last forever. That's why Waanyi PBC is finding new ways to earn money that are more stable and better for the future. We're growing services in cultural heritage, environmental work, and tourism. We've built the foundation — now we're ready to turn these ideas into real jobs and long-term success and support long-term independence.

Keeping Culture Strong While Meeting Rules

As we take on more work and more rules to follow, it's important to keep culture at the centre. Waanyi PBC has made our systems stronger, but we still need to balance cultural knowledge with paperwork and reporting. It's not easy, but it's something we're committed to doing with care and respect.

Looking After Country in Changing Times

Changes in the weather — like new fire patterns and shifting rivers — are already affecting Waanyi Country. Elders, rangers, and scientists are working together to bring back cultural fire practices and mix them with modern tools. This will help keep Country strong and healthy for the future.

Staying Connected with Our People

Most of 2025 has been focused on quietly fixing our systems and the way Waanyi PBC is run. But we know that real success means staying connected and talking with our people.

We are committed to holding on-Country meetings when needed, so we can sit down and talk about important Waanyi business. These meetings will help keep Traditional Owners informed and involved in making decisions about our future.

The CEO will also visit communities regularly to stay in touch and listen to people directly.

We are working on setting up Drop-In Centres in key communities. These will be safe and welcoming places where people can come for advice, support, and to stay connected with the Corporation.

This local, face-to-face engagement will go hand in hand with a renewed focus on creating jobs, supporting training, and protecting Waanyi lore and Country. All of this shows our long-term commitment to building trust, strengthening relationships, and doing things with — not just for — our people.

Strong Future Through Strong Leadership

Even with challenges, Waanyi PBC is in a good place. Government and mining companies see us as a strong leader — especially in cultural work and land management, and helping our people get into jobs.

We're no longer starting from scratch. We are moving forward with clear goals, guided by our Strategic Plan and the strength of our people. We are walking together, with confidence and purpose.

Looking Ahead: 2025 to 2030

The next five years are about building a strong future — led by Waanyi people, for Waanyi people. Everything we do will be based on our values: Trust, Respect, Accountability, Cultural Knowledge, and Strategic Outlook (TRACS).

By 2030, Waanyi PBC wants to be a leader in how Aboriginal organisations run — with strong culture, steady income, and support for our next generations. Our plan is clear, but the way forward will come from our people — Elders, youth, members, and staff — working together.

Instead of locking in one way of doing things, Waanyi PBC will build local, community-based solutions. Over the next few years, this could include:

- Creating local hubs — places where people can

come for support, community programs, and youth activities.

- Running training programs in the region that include cultural knowledge and help people get ready for real jobs.
- Growing Waanyi-led work to care for Country and culture, in ways that follow traditional ways of decision-making.
- Starting cultural and eco-businesses that create jobs and help share Waanyi stories and identity.
- Making our governance stronger by setting up special groups for youth, Elders, and women to give advice and leadership.
- Finding new ways to earn income, not just from mining royalties — like running businesses, making smart investments, and offering services for a fee.

This vision is not about deciding everything now. It's about listening to what matters to our people, and letting our shared values lead the way forward.

Clear and honest communication will be a big part of this journey. Staying in touch will therefore be very important. We ask all members to please make sure your contact details are up to date.

We also encourage you to visit www.waanyipbc.org regularly. This website is the first place where important information, announcements, and opportunities will be posted.

"We walk forward with our feet on Country, our eyes on the future, and our hearts grounded in lore." — Michael "Mick" Miller

