

Waanyi Native Title Aboriginal Corporation RNTBC



Waanyi

Strategic Plan

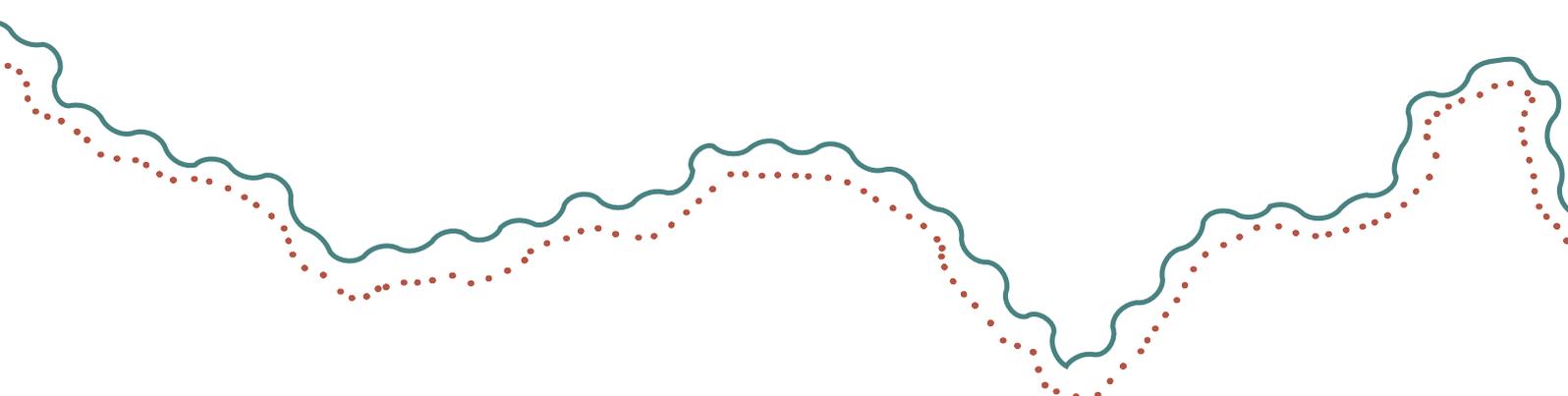
2025 - 2030

Waanyi Native Title Aboriginal Corporation RNTBC



Waanyi

**Strategic
Plan**
2025 - 2030



Contact details

Waanyi Native Title Aboriginal Corporation RNTBC
Email. admin@waanyipbc.org
Website. <http://waanyipbc.org>

Acknowledgements

We acknowledge and honour all Waanyi people. We pay our respects to the spiritual Ancestors, Elder Custodians, and knowledge holders of the Waanyi Nation, whose enduring connection to land, waters, culture and community continues to guide and inspire.

We also acknowledge the leadership, wisdom and cultural authority of the Waanyi Native Title Aboriginal Corporation (WNTAC) Board of Directors: **Warren Smith, Kay Langtree, Anthony Saltmare, Everyl Johnny, Sheryl Hedges, Hayley Iles, and Brett Ingram.** Who's guidance strengthens the collective voice and vision of the Waanyi people.

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Our Passion

Empowering Waanyi people through
culture, education, training, and
on-Country services.



What we do Best

Delivering community-led solutions on Waanyi Country through
**CULTURAL KNOWLEDGE, ENVIRONMENTAL STEWARDSHIP
AND LOCAL WORKFORCE DEVELOPMENT**
and supported by building sustainable funding platforms
for generations to come.

Our Core Values

T

Trust

We act with honesty and integrity. We honour our commitments and build trust with community, partners, and one another.

R

Respect

We respect our Elders, our Country, our culture, and each other. Diversity of opinion is welcomed, and all voices are heard.

A

Accountability

We take responsibility for our actions, our decisions, and our stewardship of community resources. We are transparent and answerable to our members.

C

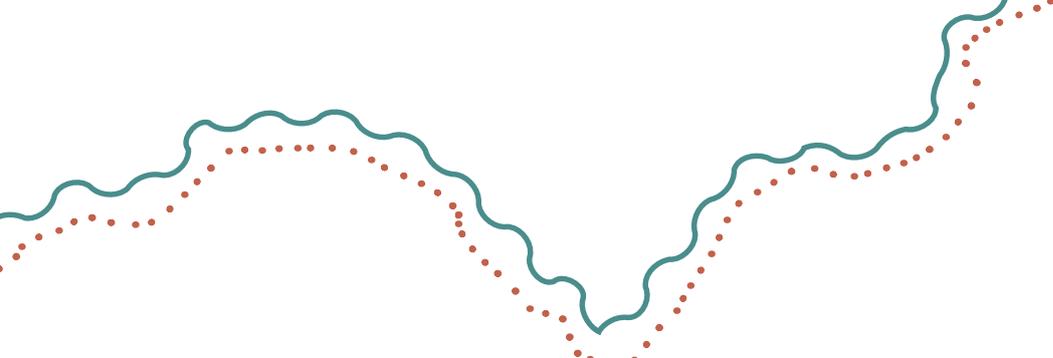
Cultural Knowledge

Our cultural heritage guides our governance, strategy, and identity. We promote and protect Waanyi knowledge in everything we do.

S

Strategic Outlook

We plan for the long-term. We balance immediate needs with bold, future-focused thinking to ensure sustainability and growth for generations to come.



Introduction

On 9 December 2010, the Federal Court recognised the native title rights of the Waanyi People across more than 17,000 square kilometres of Country in north-west Queensland. This determination remains a foundational moment — a legal and cultural affirmation of the Waanyi People’s connection to land, waters, and heritage.

In the years since, Waanyi Native Title Aboriginal Corporation (Waanyi PBC) has faced both opportunities and challenges in translating this recognition into practical benefits for its people. Following a period of Special Administration from April 2024 to February 2025, the Corporation has now returned to community governance with a renewed focus on accountability, cultural integrity, and sustainable development.

This Strategic Plan marks a new chapter. Under the leadership of a reconstituted Board and new executive team, Waanyi PBC has stabilised its financial position, strengthened internal systems, and restored community trust. The TRACS values — Trust, Respect, Accountability, Cultural Knowledge, and Strategic Outlook — now underpin all decisions, setting a clear direction for how the Corporation operates and delivers value.

Waanyi PBC is transitioning from dependence on legacy income streams toward diversified, community-led growth. While royalty income from the Century Mine remains important, it is no longer seen as the sole foundation for progress. New economic pathways are being pursued in cultural heritage, environmental services, tourism, and local enterprise, alongside ongoing efforts to secure government and philanthropic funding.

Importantly, the Board and management acknowledge that long-term success depends not only on sound governance and economic opportunity, but on a deep and enduring connection to culture, Country, and community voice. The Strategic Plan 2025–2030 reaffirms this balance — integrating cultural priorities with structured planning, and placing Waanyi people at the centre of decision-making.

This document outlines how the Corporation will deliver on its responsibilities over the next five years, with a focus on employment pathways, cultural and environmental stewardship, organisational capability, and long-term self-determination. It reflects what Waanyi people have asked for: real outcomes, respectful leadership, and a strong, independent future.



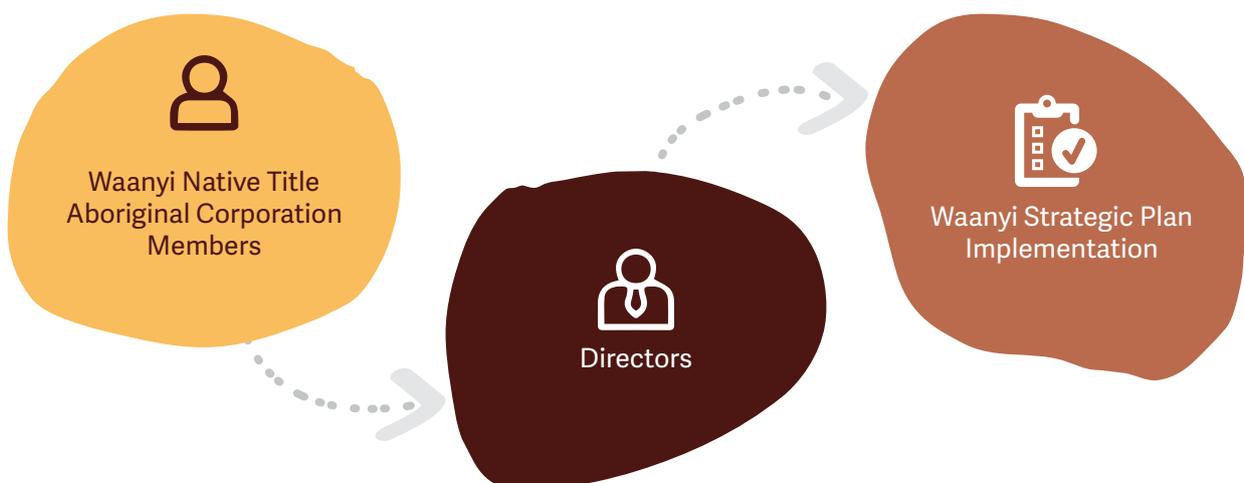
The Role

of the Waanyi Native Title Aboriginal Corporation

The Corporation represents the Waanyi People in respect of any matters relating to their native title rights and interests.

The Waanyi PBC will take action to:

- 1 Protect the Native Title Rights and Interests, and the Customary Law Rights and Interests of the Waanyi People (including by supporting further claims for recognition of those Native Title Rights and Interests authorised by the Waanyi People)
- 2 Protect and promote the culture of the Waanyi People
- 3 Protect the Aboriginal cultural heritage of the Waanyi People, including representing the Waanyi People in respect of matters relating to Aboriginal cultural heritage
- 4 Promote the economic advancement of the Waanyi People
- 5 Protect the physical environment on Waanyi Country







The
land
is the
Sacred Heart
of
Waanyi
Spirit

where Ancestors walk, where songlines flow,
and where the spirit of our people lives eternal.



To the Waanyi People, the Land is not merely earth, stone, or mineral it is a living, breathing spirit. It is Country: a sacred whole that nourishes and is nourished by its People. It holds memory, law, and life itself. The environment is not separate it is us, and we are it.

10 Year Target

How are we gonna achieve this?

- 40+ staff employed primarily across Waanyi Country
- \$5M+ in investments
- Cultural Centre built and operational
- Rangers and training programs fully embedded
- Waanyi language and heritage revitalised across schools and community
- 5 active revenue-generating enterprises across training, tourism, land management, and cultural services
- Own fleet and assets established for service delivery including vehicles and accommodation infrastructure
- Strong governance reputation with model compliance and leadership recognition under CATSI Act



Communication - Strategy



Position Waanyi as a trusted cultural and economic leader on Waanyi Country through values-driven governance and transparent operations.

Promote On-Country impact through storytelling, video, and visual materials that highlight real people, real places, and real outcomes.

Develop strategic partnerships with government, mining, education, tourism, and environmental sectors that align with Waanyi values and goals.

Build brand identity through consistent language, professional design, and visible community engagement (events, signage, uniforms, vehicles).

Showcase success stories—grants won, programs delivered, jobs created, and cultural projects launched—to build confidence and support.

Use digital platforms (website, email, social media) to inform, engage, and connect members, partners, and the broader public.

Leverage the Cultural Centre and Ecotourism plans as flagship projects to attract interest, media, and investment.

Showcasing successful grant, training, and cultural programs.



3 Year Picture

July 2025 - July 2028



What Does it Look Like?

A Cultural Centre is either built or in final construction phase, acting as a flagship for Waanyi identity and cultural celebration, housing artefacts, yarning spaces, and cultural exhibitions.

Drop-in Centres are fully operational in at least two locations, providing culturally safe access points for Waanyi people to seek support, connect, and participate.

The Gregory Training and Operations Base is completed and in active use, supporting rangers, trainees, and visiting staff.

Ecotourism enterprises are launched with income-generating cultural tours and employment for local people.

A fully implemented multi-format Cultural Awareness Program is offered to staff, partners, and industry, with visual and on-country delivery options.

The Monitor Pool is stable and integrated into Waanyi's cultural heritage protocols, coordinated effectively with environment, mining and development projects.

A diverse and stable income base is in place, blending grants, fee-for-service, tourism, and commercial partnerships.

Strong governance practices are evidenced through regular Board meetings, clean audit reports, high levels of compliance, and ORIC recognition.

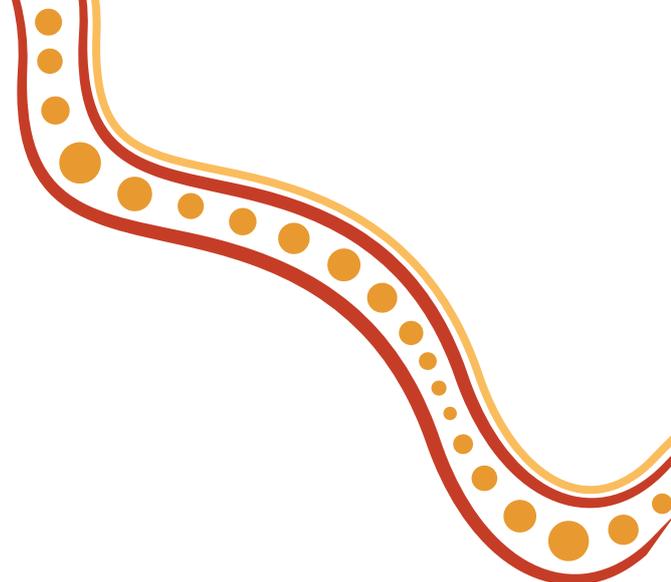
Cultural revitalisation initiatives are embedded in schools, youth programs, and Waanyi community events.

1 Year Plan

by 1 July 2026

We plan to establish a pool of 20 monitors, conduct regular on-country visits, establish drop-in centres, complete all reporting obligations, secure new grant funding, hold at least 10 Board meetings, and finalise ORIC reporting requirements following the Special Administration transition.

Goals for the Year



1. Pool of Monitors & EPM Coordination

By 30 June 2026, maintain a minimum of 3–4 trained monitors for each of the Waanyi countries in Queensland, using a register to track attendance.

2. Drop in Centres

By 30 June 2026, establish a minimum of two Drop-in Centres across Doomadgee, Gregory and/or Mt Isa, subject to funding and facilities. Each will aim to be staffed by a trainee and a mentor, and visited by the Waanyi Executive team regularly.

3. Grants Role and Capacity

Submit at least 5 grant applications by 30 June 2026, with internal reporting on outcomes and capacity development.

4. Cultural Centre Plan

By 30 June 2026, deliver a Cultural Centre Plan identifying: Recommended location; Concept design with museum artefacts, yarning circle space, and ranger/staff presence; Construction timeline targeting 2028 completion; Funding and partnership opportunities.

5. Ecotourism Plan

By 30 June 2026, complete a Waanyi Ecotourism Development Plan focusing on Gregory: Accommodation, convenience store/shop, and fuel depot; Boodjamulla National Park: Culturally led ecotourism initiatives; Miyumba (Riversleigh) World Heritage Area: Cultural and ecological tourism development.

6. Office/Training Base in Gregory

By 30 June 2026, create a training facility at Gregory including facilities, short term accommodation and allowance for ranger base.

7. Cultural Awareness Training

By 30 June 2026, design and begin delivery of a multi-format Cultural Awareness Training Program, including: In-person, On-Country, and Online delivery options; Exploration of digital/visual computing tools (e.g. 3D visualisation of Country).

Year 2 Picture

July 2027

- 1. Cultural Centre Development - from Planning to Approval Step**
Approved DA in place with funds applications submitted
- 2. Gregory Base Completion**
Handover complete + operating
- 3. Ecotourism Enterprise Launch - Pilot Tours**
Minimum of 3 tours with 50 participants
- 4. Cultural Awareness Training - Scaled Delivery**
Online Platform developed
- 5. Grants + Revenue Diversified**
Grants officer in place
Multiple tendered opportunities realising 25% of turnover



Year 3 Picture

July 2028

- 1. Cultural Centre - Construction Plans**
- 2. Fully Operational Ecotourism Business**
- 3. Multi-location Drop in Centres Fully Operational**
- 4. Monitor Pool Integrated Seamlessly within Waanyi PBC Board**
- 5. Strong Governance and Compliance**







Waanyi Native Title Aboriginal
Corporation RNTBC
Email. admin@waanyipbc.org
Website. <http://waanyipbc.org>



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