



MWCONSULTANCY



MAYUMA-LI WIIMPATYA:

Song lines to Impact & Empowerment

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ACKNOWLEDGEMENT OF COUNTRY

Mayuma-Li Wiimpatya (MLW) respectfully acknowledges the Traditional Custodians of the lands on which we work and live, and we pay our respects to Elders past, present, and emerging. We honour the enduring connection of Aboriginal and Torres Strait Islander peoples to Country, culture, and community, and recognise their ongoing contributions to these lands and waters.

As an Aboriginal-owned consultancy, we are committed to fostering partnerships that support equity, self-determination, and reconciliation. We walk alongside communities with respect, integrity, and a shared vision for a future where all voices are heard and valued.

ACKNOWLEDGMENTS.

MLW acknowledges the tireless efforts of the sector leaders, advocates, and everyone that has positively contributed to seeing greater outcomes, dedicating their lives to advancing equity and improving outcomes for communities spanning right across the Nation; also inclusive of those of our non-Indigenous counterparts. It is through this unity; that the work of our old people and all of those before us, to keep us resilient even through hardship and barriers- too 'keep the fire burning'. Despite the challenges we face and the work still ahead of us, we remain committed to listening to those who need us now, as well as those quietly watching, whom we also have a duty to support. It is our responsibility to embody the versions of ourselves that we would expect them to become.

Finally, we extend our gratitude to our previous employers who have afforded us with opportunities, instilling trust in our autonomy of which saw to excelling within all our professional endeavours and allowed us to achieve, observe and contribute to the successes and improvements. Throughout this, it is important to acknowledge the shortfalls and how these have contributed to our enhanced knowledge to the evolving complexities that are at hand, being the catalyst to the birth of our next journey, for "our people, our heart, our belonging".



ABOUT OUR CONSULTANCY

At MLW, we are driven by a deep commitment to fostering meaningful change through a collective journey of healing. With a profound understanding and experiences of the complexities and challenges that communities face, paired with the dynamics of navigating governance structures and service delivery in resource-constrained environments, we aim to be a beacon for transformation.

Our work has enhanced our awareness of the operational and systemic shortfalls that persist in many sectors, allowing us to address gaps in service delivery and policy frameworks. This awareness includes recognising the limitations and inefficiencies embedded within existing structures and advocating for more responsive, inclusive approaches. This breadth of knowledge and experience enables MLW to provide strategic guidance that not only acknowledges the complexities communities face but also addresses the systemic factors that influence their outcomes. Our commitment is to contribute meaningfully to the ongoing effort of reshaping systems, ensuring they are better equipped to serve all people with equity, integrity, and purpose.

ABOUT OUR NAME

Mayuma-Li Wiimpatya Consultancy (MWC) represents our commitment to empowering communities by ensuring better service delivery and accessibility. The name, created by combining words from two different language groups, symbolises the strength in unity and togetherness:

‘Mayuma-Li’, from the ‘Kamilaroi language’, translates to “To Heal,” representing the importance of wellness, restoration, and the nurturing of individuals and communities.

‘Wiimpatya’, from the ‘Paakantyi language’, conveys the deep sentiment of “My People, My Heart, My Belonging” Speaking to the enduring connection we feel to our people—our ancestors, our families, and our future generations.

The name Mayuma-Li Wiimpatya serves as a bridge between generations, honouring the wisdom, resilience, and sacrifices of those who came before us—our ancestors who paved the way and shaped the foundations of the work we continue today. MWC pays tribute to their influence, recognising both the struggles and successes in the pursuit of justice, equity, and empowerment.

As the founders of MWC, we hold this name close to us, recognising how deeply it flows and the intense connection its meaning has with our people’s timeless connection to land, culture, and kin. This connection serves as a powerful reminder to stay focused on our purpose, recognising that our efforts are not confined to the present moment. Rather, they are part of a continuum that links the past, present, and future; encompassing the teachings of our ancestors, the realities we face today, and the aspirations of future generations. Reflecting and listening deeply to the whispers and the echoing across time and space, “Mayuma-Li Wiimpatya”.



OUR VISION & OUR VALUES

"To create a future where Aboriginal and underserved communities are empowered, thriving, and leading the way in shaping culturally safe, equitable systems that foster long-lasting well-being, opportunity, and justice for all."

- Our work is grounded in **integrity**, ensuring transparency, honesty, and accountability in every interaction. We build partnerships & governance structures that uphold ethical standards, driving meaningful and sustainable change.
- We approach each engagement with **cultural humility**, respecting the diverse backgrounds and lived experiences of those we work with. By fostering openness and a willingness to learn, we strive to create solutions that are culturally appropriate and aligned with the values of the communities we serve.
- Through **empowerment**, we aim to equip individuals, organisations, and communities with the tools and knowledge to take control of their future, fostering **resilience** and independence.
- We are committed to ensuring **equity** by addressing systemic barriers and creating fair access and opportunities for all, fostering an environment where underserved communities receive the support they need to thrive.

OUR TARGET GROUPS

COMMUNITIES



All communities, particularly Aboriginal and Torres Strait Islander People communities.

FUNDING & REGULATORY BODIES



Federal, state, and local government departments responsible for developing policies, funding programs, and regulating healthcare services.

WORKERS & SERVICES



Aboriginal Community Controlled Organisations (ACCHOs), all Non-Government and Government Services & workforce that deliver direct services to communities.



STRATEGIC AREAS & GOALS



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STRATEGIC AREA 1

COLLABORTIVE GOVERNANCE & COMPLIANCE

GOAL:

Support organisations to develop, implement & maintain governance structures that support accountability, transparency & leadership, that incorporates corporate governance, strategic planning and regulatory compliance.



STRATEGIC AREA 2

BUILDING CAPACITY &
WORKFORCE
DEVELOPMENT

GOAL:

Build a skilled workforce that is equipped in addressing the needs of communities and promote equitable, community-led solutions.



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STRATEGIC AREA 3

ADVOCACY & POLICY REFORM

GOAL:

Strong partnerships with government to influence policy reform that promotes equity and cultural integrity.



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STRATEGIC AREA 4

RECONCILIATION & CULTURAL IMMERSION

GOAL:

Bridge gaps in knowledge and promote shared values of reconciliation, where historical truths are acknowledged, and future actions are rooted in justice, healing empowerment



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STRATEGIC AREA 5

ORGANISATIONAL INNOVATION & SUSTAINABILITY

GOAL:

Provide support in building & implementing sustainable innovative frameworks through guiding diversifying revenue streams, adopting innovative delivery models & integrating technology and new approaches that align to needs.

MEASURING IMPACT

The following provides an overview and broad indication of key performance indicators (KPIs) that will be used to measure success, being essential for tracking progress and ensuring that the strategic goals are being effectively met in alignment with values, need and expectation. Actual measures and impact towards indicators will be tailored to meet the work requirements MLW are engaged for.

Collaborative Governance & Compliance

Organisations will adopt culturally informed governance structures, ensuring compliance with regulatory standards while upholding cultural integrity. Success will be measured by the formation of strong partnerships with Aboriginal organisations and stakeholders, and the implementation of culturally safe practices throughout governance processes

Building Capacity & Workforce Development

Success will be measured by the increase in Aboriginal representation in leadership and professional roles, the delivery and participation in cultural competence and development programs, higher retention rates of Aboriginal employees, and the progression of Aboriginal professionals into leadership positions.

Advocacy & Policy Reform

Success will be gauged by the influence on policy changes addressing inequities, active engagement with policymakers, the number of policy submissions leading to shifts, and positive legislative changes resulting from advocacy efforts.

Reconciliation & Cultural Immersion

Success will be measured by improved cultural competence, the creation and implementation of actionable Reconciliation Action Plans (RAPs), high engagement in cultural immersion activities, and the formation of partnerships that foster reconciliation and mutual respect.

Organisational Innovation & Sustainability

Success will be measured by the adoption of innovative service models and technologies, diversification of funding for financial sustainability, the integration of sustainable practices in planning, and the implementation of community-led, culturally informed solutions that drive innovation and long-term success.

Overall, the objective is to ensure that the strategic directions across all areas are met through measurable progress, cultural integrity, and sustainable development, providing long-term benefits to Aboriginal and underserved communities.



OUR RISK MANAGEMENT & CONTINGENCY

MWC aims to identify, assess, and manage potential risks that could impact the organisation's operations, strategic objectives, and mission to promote equity, cultural integrity, and sustainable community-led solutions. This plan ensures that risks are mitigated while preserving MWC's cultural values and service delivery commitments.

MWC recognises the following categories of risks and assures that informed practices to identify in accordance with individual engaged area's will take place through comprehensive plans and mitigation strategies.

RISK IDENTIFICATION

Mayuma-Li Wiimpatya identifies key areas of risk that could impact its operations, stakeholders, and mission. These risks are categorised into five primary areas:

Strategic Risks: Including changes in policy, reputation management, and the strength of partnerships.

Operational Risks: Related to service delivery, resource availability, and compliance with cultural and legal standards.

Financial Risks: Involving funding stability, cash flow management, and financial accountability.

Technological Risks: Addressing digital infrastructure, cybersecurity, and adoption of innovative solutions.

Cultural and Social Risks: Ensuring alignment with Aboriginal cultural protocols and maintaining community trust.

By identifying these risks, MWC ensures it can proactively address potential challenges, protecting its mission and promoting cultural integrity and operational resilience.

RISK ASSESSMENT

Each identified risk will be assessed based on the following criteria:

- **Likelihood:** How likely is the risk to occur (low, medium, high)?
- **Impact:** What would the potential impact be if the risk occurs (low, medium, high)?
- **Risk Rating:** Combined score based on likelihood and impact, used to prioritise the risk (low, medium, high).

RISK MITIGATION

MWC is committed to proactively identifying, assessing, and addressing potential risks to ensure the continuity and integrity of its operations. Through tailored risk mitigation strategies, MLW promises to uphold cultural integrity, regulatory compliance, and operational excellence. By implementing informed, area-specific plans, MLW ensures that all risks are managed effectively to protect its mission, stakeholders, and the communities it serves, fostering a safe and resilient environment for all.

RISK MONITORING & REPORTING

MLW will monitor risks continuously through the following steps:

- **Regular Review:** The leadership team will conduct quarterly reviews of the risk management plan, assessing the effectiveness of mitigation strategies.
- **Risk Reporting:** Any significant risks or breaches will be reported to the Board of Directors immediately, with proposed actions to address the issue.
- **Key Risk Indicators:** Establish key risk indicators (KRIs) to track early warning signs of potential risks.

WHY US, MWC?

MWC is uniquely positioned to deliver the required work, thanks to its deep-rooted connection to Aboriginal communities, extensive experience in service delivery, and commitment to promoting equity, cultural integrity, and sustainable development. As an Aboriginal-owned consultancy, MWC brings a culturally informed, community-led approach that ensures the work is not only effective but also respectful of the values, traditions, and aspirations of Aboriginal peoples.

MWC's commitment is to be the best partner to deliver the required work due to its unique blend of cultural insight, technical expertise, and a strong commitment to closing the gap and promoting equity. MWC's community-led approach, focus on innovation, and proven track record make it a leader in delivering culturally appropriate and sustainable solutions that create meaningful change for Aboriginal communities and broader society.

Key areas that inherently suggest our engagement consist of, but are not limited to;

Culturally Safe and Community-Led Approach

Proven Expertise Across Multiple Sectors

Commitment to Closing the Gap and Addressing Inequities

Tailored Solutions with a Focus on Innovation and Sustainability

Compliance and Accountability

Strong Partnerships and Collaboration

MWC are more than a consultancy—we are a partner in the journey towards equity, justice, and cultural empowerment. Our commitment is to walk alongside Aboriginal communities, government, and stakeholders, building meaningful partnerships and delivering impactful solutions that honour past, present, and future generations.

OUR COMMITMENT STATEMENT

At Mayuma-Li Wiimpatya Consultancy (MWC), our commitment is rooted in the deep respect for Aboriginal culture, knowledge, and community leadership. We are dedicated to advancing equity, cultural integrity, and sustainable development in every project we undertake. Our work is driven by a core belief in the power of community-led solutions, ensuring that Aboriginal voices and perspectives are at the forefront of decision-making processes that impact their futures.

Additionally, we oath to ensure our engagement requirements can be influenced by areas of priority including:

Remain dedicated to advocating for the full implementation of UNDRIP in Australia, recognising that closing the gap is essential for achieving justice, self-determination, and equity for Aboriginal and Torres Strait Islander peoples. MWC continues to work with communities, government bodies, and stakeholders to push for greater legal recognition, better healthcare, improved education, land rights, and economic opportunities in line with the principles of UNDRIP, particularly in domains whereby there are identified shortfalls, inclusive of:

Legal & Constitutional Recognition

Efforts of advocacy to ensure the rights of Indigenous peoples is enshrined in the Constitution.

Free, Prior, and Informed Consent (FPIC)

Influence work to ensure all decision-making processes involving Aboriginal lands, resources, and communities have the rightful, respective and required representation.

Land Rights and Sovereignty

Improve law that restricts full land ownership and control, leading to a lack of autonomy over land use.

Health Disparities

Contribute to Indigenous prosperity and ensure compliance to required outcomes of Indigenous people having the highest standard of health.

Economic and Social Development

Monitor and hold accountability to economic self-sufficiency and social development.

Education and Cultural Preservation

Identify, Assess Feasibility and Improve policies & practices aimed at improving educational outcomes.

Justice and Incarceration Rates

Contribute to advocacy efforts regarding equal protection before the law.

Redress and Restitution

Identify, Assess, Consult & Advocate for greater rights to redress and restitution for historical injustices.



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OUR COMPLIANCE

Regulatory & Registration Requirements

Mayuma-Li Wiimpatya Consultancy (MWC) is committed to maintaining the highest standards of compliance to ensure its operations are legally sound, culturally safe, and aligned with its mission. Upholding regulatory and registration requirements is essential for fostering trust with stakeholders, including government bodies, Aboriginal communities, and service partners. This document outlines the key regulatory, registration, and compliance obligations that MWC adheres to in its daily operations and long-term strategic planning.

ORGANISATIONAL REGISTRATION

Australian Business Number (ABN)

MWC is registered with the Australian Business Register and holds an Australian Business Number (ABN). This registration ensures MWC's recognition as a legal entity able to engage in business, including entering contracts, receiving funding, and conducting operations in Australia.

Goods and Services Tax (GST) Registration MWC is registered for Goods and Services Tax (GST) under the A New Tax System (Goods and Services Tax) Act 1999, ensuring compliance with taxation obligations. This allows MLW to charge GST on goods and services provided, and to claim GST credits on business expenses.

LEGAL & GOVERNANCE REQUIREMENT

Corporations Act 2001

MWC adheres to the requirements set out under the act which governs the conduct and operations of corporate entities in Australia. MLW complies with:

- **Financial Reporting:** Submission of annual financial statements to ensure transparency.
- **Board Governance:** Regular board meetings and maintenance of governance practices in line with the Act.
- **Director Responsibilities:** Ensuring that directors act in the best interest of MLW and its mission.

Fair Work Act 2009

MWC ensures compliance with the Fair Work Act 2009, which governs workplace rights and obligations. This includes:

- **Employment Standards:** Upholding the National Employment Standards (NES) regarding leave, work hours, and entitlements.
- **Workplace Safety:** Maintaining a safe and healthy workplace under the Work Health and Safety (WHS) Act 2011.

FINANCIAL & TAXATION COMPLIANCE

Australian Taxation Office (ATO)

MWC complies with all tax-related obligations as required by the Australian Taxation Office (ATO), including:

- **Income Tax:** Ensuring that any taxable income is reported and that all income-generating activities comply with tax laws.
- **Payroll Tax:** Accurately reporting and paying payroll taxes for staff, where applicable.
- **Superannuation Contributions:** Ensuring that staff superannuation contributions are made as per legal requirements.

Financial Reporting Obligations

As part of maintaining financial transparency and accountability, MWC:

- Conducts annual financial audits.
- Prepares and submits annual financial reports to the ACNC and ATO.
- Complies with financial management and reporting requirements under applicable grant agreements.

PRIVACY & DATA PROTECTIONS COMPLIANCE

Privacy and Data Protection Compliance

Privacy Act 1988

MWC complies with the Privacy Act 1988, which governs how personal information is collected, stored, and used. This ensures that:

- **Confidentiality:** Personal information, particularly that of Aboriginal communities and partners, is kept confidential and protected.
- **Consent:** Individuals are informed and provide consent for the collection and use of their data.
- **Data Security:** Appropriate measures are in place to protect sensitive data from misuse or unauthorised access.



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Australian Privacy Principles (APPs)

MWC adheres to the Australian Privacy Principles (APPs) in managing personal information, ensuring transparency in its data-handling processes.

CONTRACTUAL & GRANT COMPLIANCE

MLW operates in compliance with all funding agreements from government, non-governmental organisations (NGOs), and philanthropic sources. This includes:

- Adherence to Grant Conditions: Ensuring that funds are used for their intended purposes and all reporting obligations are met.
- Financial Accountability: Maintaining clear records of how funding is allocated and used.

Service Delivery Contracts

MWC ensures that all contracts for service delivery meet the necessary legal and compliance requirements, including:

- Performance Standards: Delivering services in line with agreed contractual obligations.
- Evaluation and Reporting: Providing progress reports and outcomes to funding bodies as required.

RISK MANAGEMENT & COMPLIANCE AUDITS

MWC conducts internal compliance audits to assess its adherence to governance, financial, and regulatory requirements. This

- Regular internal reviews of operational and financial practices.
- Continuous monitoring of compliance with cultural safety standards.

External Audits

MWC engages external auditors to ensure independent verification of its compliance with legal, regulatory, and financial obligations.

INDIGENOUS CULTURAL SAFETY & COMPLIANCE

Cultural Safety Standards

MWC upholds the highest standards of cultural safety in all its operations and interactions with Aboriginal and Torres Strait Islander communities. This includes:

- Cultural Competency Training: All staff and partners are required to undergo training in cultural competency to ensure services are culturally safe and respectful.
- Engagement Protocols: Adhering to traditional protocols and obtaining informed consent when working with Aboriginal communities.

Compliance to the National Agreement on Closing the Gap

MWC is fully committed to aligning its operations and strategies with the National Agreement on Closing the Gap, which aims to improve the lives of Aboriginal and Torres Strait Islander peoples by addressing systemic inequalities.

Compliance to the National Skills Agreement

MWC is committed to adhering to the requirements and priorities outlined in the

Agreement (NSA), which aims to strengthen Australia's vocational education and training (VET) system and support workforce development. MWC's compliance with the agreement ensures alignment with national goals for skills development, workforce participation, and the promotion of equity and inclusion in the training and education sector. **Compliance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)** MWC upholds and aligns its operations with the principles set forth in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This declaration is a comprehensive framework that affirms the rights of Indigenous peoples to maintain and strengthen their institutions, cultures, and traditions while pursuing development in accordance with their own needs and aspirations. MWC's commitment to UNDRIP ensures that its activities and services are deeply rooted in promoting self-determination, cultural integrity, and social justice for Aboriginal and Torres Strait Islander peoples.

