



# **STRATEGIC PLAN 2014 - 2018**



**THE MYUMA GROUP**

## The Myuma Group

### Dugalunji Aboriginal Corporation

- Cultural heritage management
- Land management
- Ranger programs
- Traffic control

### Myuma Pty Ltd

- Economic development
- Training and pre-employment services
- Civil and general construction
- Remote facilities management
- Corporate services

### Rainbow Gateway Ltd

- Remote Jobs and Communities Program (RJCP)
- Remote School Attendance Strategy (RSAS)

The Myuma Group is a group of non-profit corporations owned by the Indjalandji-Dhidhanu People – the traditional Aboriginal landowners of the upper Georgina River region in far north-west Queensland.

Since our establishment in the late 1990's, the Myuma Group has founded a range of successful enterprises that provide employment, training, economic and cultural development opportunities for our region's predominantly Aboriginal communities.

Our enterprises are integrated to provide a broad suite of civil construction, road maintenance, traffic management, mining and exploration, hospitality, training, cultural heritage and land management services to public and private sector clients from north-west Queensland and beyond.

Forward-looking and resourceful in our approach, the Myuma Group cultivates enduring partnerships with Indigenous communities and organisations, employers, researchers, investors and government and non-government agencies, to enhance the reach and impact of our social enterprise activities.

## Our Vision

*The Myuma Group's vision is to sustain people and country through Aboriginal enterprise.*

We at the Myuma Group believe that our people have strength and resilience, and that our traditional owners' land, law and culture give us the foundation we need to respond to opportunities and create a future in which our people can thrive.

Central to our vision are two principles that frame our operations:

- First, our understanding that contemporary Aboriginal communities need **meaningful and sustainable employment opportunities** for their people, in order for these communities to endure as places that allow people to maintain culture and care for country, and thereby support their material and spiritual well-being.
- Second, our belief that **access to these employment opportunities is most effectively provided by Aboriginal enterprises** - enterprises that are owned and managed by Aboriginal people, to compete successfully within the mainstream economy, while respecting a recognisably "Aboriginal way" of operating and responding to local needs and demands.

The Myuma Group is committed both to assisting our region's communities to access employment, training and development opportunities through our own enterprises, and to working with Indigenous people and organisations from other locations to assist them, in turn, to develop viable enterprise models for their own communities.

## Our Values

“Myuma” means “do good” in the language of the Indjalandji-Dhidhanu people. In all of our operations we adopt values that allow us to respect our traditions, advance our people and care for our country.

Our core values are:

**Leadership.** We are led by strong traditional owners with a united approach to the future. However, every member of our team is a leader. We encourage all of our people to step up to their role as leaders in all aspects of their lives.

**Respect.** Respect for country and Aboriginal law is our foundation. Respect for ourselves and for each other is also central to us. Our people bring many skills from diverse backgrounds and we are enriched by their contributions. We know that everyone has something of value to offer and our job is to provide the right environment to allow individuals to flourish.

**Sustainability.** The health of our country and our enterprises is vital to our success. We use our resources in the most efficient way, sustaining our country, business and the life of our people.

**Collaboration.** We achieve our goals by working together with integrity. We reach outside of ourselves to collaborate with others, to bring new opportunities for our people to grow and prosper.

**Creativity.** The initiative and creativity that is shown by our traditional owners inspires us to develop our enterprises in innovative ways.



## Our Working Culture

To realise our vision and honour our values, we work as a team to achieve outcomes that are best for the Myuma Group as a whole.

In our working lives, we are committed to respecting the principles of:

**Interdependence.** Our enterprises are integrated to support each other in times of need. Working together, they create an economy of scale that allows us all to enjoy services that would otherwise not be available in our remote location.

**Solidarity.** Through our efforts, we all win or we all lose. All of our decisions are made on a “best for Myuma Group” basis.

**Shared responsibility.** All opinions are valid, but once a decision is taken, we all support and share responsibility for our collective actions.

**Open communication.** We encourage honesty in our discussions by respecting individual beliefs, ideas and situations, whilst being frank in our conversations.

**Responsiveness.** We survive by taking advantage of new opportunities and adapting quickly to our ever-changing environment. To do this, we adopt responsive procedures that meet the unique requirements of and context for our operations.

**Excellence.** We strive to achieve excellence in all our endeavours. Our goal is to set new standards for what is possible in the industries in which we operate.

**Care.** By Aboriginal law, we are strictly responsible for the well-being of people and country affected by our operations. We never compromise the safety of our people or the health of our country by the actions that we take.

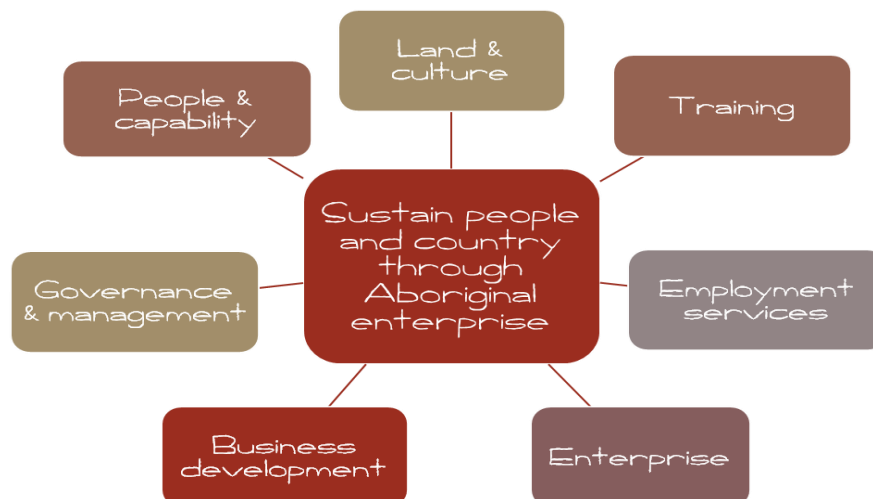




## Our Goals

During the next five years, we will strive to achieve the following goals:

Area	Our goals	Our key performance indicators (by 2018)
Training	1. Excellence in training Aboriginal and Torres Strait Islander people for employment	We will be nationally recognised as the leading provider of pre-vocational training for Aboriginal and Torres Strait Islander people
Employment Services	2. Career pathways for Aboriginal and Torres Strait Islander people	Most of the people we work with will be progressing to suitable and sustainable jobs
Enterprises	3. A competitive and profitable, first choice commercial enterprise	We will be generating sufficient revenue to support a growing full-time workforce and sufficient profits to support our social investments
Business Development	4. Thriving new industries and businesses in the bush	We will have created a substantial number of new jobs in new businesses
Land and Culture	5. Traditional Owners able to maintain their cultural connections and responsibilities to country	Traditional Owners who we work with will be happy that they are better meeting their responsibilities to country
Governance and Management	6. Best practice corporate management in our organisations	We will have reached relevant best practice and Quality Assurance (QA) benchmarks in all areas of our organisation
People and Capability	7. Strong investment in our people	We will have a high level of retention and a high percentage of Aboriginal and Torres Strait Islander staff



## Our Strategies

To achieve our goals, we will pursue the strategies set out below:

### Training

#### **Goal 1: Excellence in training Aboriginal and Torres Strait Islander people for employment**

Our strategies to achieve this goal are to:

- (a) Pursue partnerships with other Traditional Owner groups to deliver training programs that leverage their economic opportunities (e.g. native title agreements)
- (b) Better understand industry needs and diversify and tailor our training in response
- (c) Deliver best practice and innovative models for pre-vocational training and cultural appreciation
- (d) Achieve relevant Quality Assurance (QA) accreditation
- (e) Share our expertise in training Aboriginal and Torres Strait Islander people for employment (e.g. train the trainer)

### Employment services

#### **Goal 2: Career pathways for Aboriginal and Torres Strait Islander people**

Our strategies to achieve this goal are to:

- (a) Engage with our RJCP jobseekers to get them more active and motivated
- (b) Better assess our RJCP jobseekers' skills, needs and aspirations
- (c) Actively engage employers about job opportunities and training requirements
- (d) Provide training that meets employers' and jobseekers' requirements
- (e) Apply for upcoming Australian Government employment services contract for Mt Isa
- (f) Develop tailored training plans for our pre-vocational program participants to support the pathway to their desired job
- (g) Address other (non-vocational) areas of need for pre-vocational program participants
- (h) Maximise 'real work' (non-simulated) training in our pre-vocational programs
- (i) Provide post-placement support to RJCP jobseekers and prevocational program graduates
- (j) Develop Myuma Group recruitment and staff development policies and processes to better support career pathways

Enterprise

**Goal 3: A competitive and profitable, first choice commercial enterprise**

Our strategies to achieve this goal are to:

- (a) Secure new contracts and opportunities, with more focus on marketing ourselves
- (b) Ensure our tenders are competitive and high-quality
- (c) Ensure quality of our work
- (d) Improve project management
- (e) Explore relocation of the workshop and machinery to Mount Isa
- (f) Review organisational structure of the Works Department
- (g) Combine Works and Traffic Control units
- (h) Explore revenue opportunities from provision of labour hire services

Business development

**Goal 4: Thriving new industries and businesses in the bush**

Our strategies to achieve this goal are to:

- (a) Further develop the opportunity for a new spinifex harvesting industry
- (b) Assist small business development in communities in our region
- (c) Explore joint ventures or alliances with other Indigenous groups and non-Indigenous contractors for civil and mining contracts (e.g. Cape York, Bowen Basin, Galilee Basin)

Land & culture

**Goal 5: Traditional Owners able to maintain their cultural connections and responsibilities to country**

Our strategies to achieve this goal are to:

- (a) Develop a comprehensive cultural induction for people visiting and working on Indjilandji/Dhidhanu country
- (b) Engage stakeholders (Traditional Owners, pastoralists, local governments etc) throughout Lake Eyre basin in culturally appropriate land management activities
- (c) Perform work as the prescribed Cultural Heritage Body (e.g. site clearances, site protection, land management, reporting etc)
- (d) Partner with other agencies and groups for land and cultural heritage management activities (QPWS, other land and sea ranger groups, etc.)



- (e) Further develop the Indjilandji/Dhidhanu cultural database
- (f) Ensure that the rights of Traditional Owners and the protocols for accessing land are respected in all of Myuma Group's business activities
- (g) Develop RJCP activities that maintain and strengthen cultural connections

Governance  
&  
management

**Goal 6: Best practice corporate management in our organisations**

Our strategies to achieve this goal are to:

- (a) Gain accreditation for those business functions that require it
- (b) Explore Registered Training Organisation (RTO) status
- (c) Implement best practice policies and procedures
- (d) Formalise inter-company processes within the Myuma Group
- (e) Identify the funds necessary to deliver the strategies in the strategic plan
- (f) Develop Achievement and Development Plans linking to the Strategic Plan
- (g) Develop robust monitoring and evaluation of our performance
- (h) Pursue compliance with relevant standards in governance, management and administration
- (i) Establish an Executive Committee of Myuma Group directors to meet to develop and communicate strategies and financial planning
- (j) Create a coordinator's position to assist with board and stakeholder communication

People &  
capability

**Goal 7: Strong investment in our people**

Our strategies to achieve this goal are to:

- (a) Develop and implement a Workforce Development Strategy for our staff
- (b) Provide regular training opportunities for staff
- (c) Ensure staff receive qualifications and accreditation wherever possible
- (d) Include support for upskilling and career planning in Achievement and Development Plans
- (e) Ensure we have adequate resources for staff professional development