



**Application to Deliver the Remote Australia  
Employment Service (RAES) – Version 1.0**

**Applicant:** Mudnunn Aboriginal Corporation (MAC)

**Contact:** Rosanna Angus (Director)

**Location:** Mudnunn, Dampier Peninsula,  
West Kimberley (RAES Region)

**Submission Date:** 25 July 2025

# 1. Executive Summary

The Mudnunn Aboriginal Corporation seeks funding through the Australian Government's Remote Australia Employment Service (RAES) to rebuild the Mudnunn community as a thriving, self-determined hub of culture, healing and employment. The grant will allow us to employ 23 local people while we implement the Mudnunn Community Sustainable Pathways plan. That plan is a three-phase roadmap to restore essential services, build sustainable economic pathways and embed cultural knowledge into every aspect of community life. We are not asking for charity – we are asking for an opportunity to prove that our people, when properly resourced, can run our own employment service, generate income and drive local development.

RAES funding will complement our existing co-investment partnerships. Corporate supporters will be asked to commit \$3.2 million under iSupplyAU's "Corporate Kindness" model to build infrastructure such as a cultural facility, training workshop, community housing and food sovereignty infrastructure. We request \$2.8 million from RAES to support the wages, training and employment costs of 23 community roles over two years. The RAES allocation will be spent on co-designed community projects, consistent with RAES requirements.

## 2. Need and Community Involvement

Mudnunn has been left without reliable water, power or housing for more than a decade. Families live in overcrowded, damaged dwellings and rely on diesel generators for power. Community members have already spent over \$20 000 of their own money cleaning up houses and buying generators. This violates our basic rights under the International Covenant on Economic, Social and Cultural Rights. The employment rate for Indigenous Australians is 49.2 per cent compared with 75.2 per cent for non-Indigenous Australians (ABS 2021), and 40 per cent of our youth aged 15–24 are disengaged from school or work. Without significant intervention we will remain on the fringes.

The Mudnunn Community Sustainable Pathways plan outlines how we will restore essential services, empower young people and create sustainable economic independence through cultural tourism, bush tucker enterprises and training programs. The plan was developed through community meetings and is overseen by a Board of Directors comprised of Elders, women and youth. The community will continue to co design all projects and employment services. MAC already collaborated with iSupplyAU and the Reece Foundation to develop the \$475 000 "Oolah Project", which will install water and sewerage infrastructure entirely through private donations, demonstrating our capacity to lead and manage infrastructure works.

### 3. Eligibility and Organisational Details



- **Incorporated entity:** MAC is incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act and has an ABN: 39970721027
- **Operating in RAES region:** Mudnunn is located in the West Kimberley, which is a defined RAES region. MAC will deliver services exclusively within this region.
- **Financial viability and insurance:** The Corporation is financially solvent and has the capacity to hold public liability and workers' compensation insurance. We have rectified any previous compliance issues and are not subject to outstanding notices.
- **Governance:** The Board provides strategic oversight and is responsible for cultural integrity, transparency and risk management. Key personnel include
  - Chairperson: Therese BinSali,
  - Directors Rosanne and Bernadette Angus

### 4. Service Delivery Model (Criterion 1)



RAES requires providers to deliver strengths based, culturally safe case management, mentoring and wrap around support for remote job seekers. Our service model leverages the community's cultural authority and the professional expertise of iSupplyAU to provide:

- **Individualised case management:** Each participant will complete a skills assessment and develop a personalised employment plan. Case managers will coordinate referrals, training and wrap around support (transport, childcare, interpreters and technology), consistent with eligible service delivery activities.
- **Job readiness training:** Participants will receive training in literacy, numeracy, digital skills, workplace health and safety and cultural tourism. We will partner with the Regional TAFE and RJED employers to provide accredited training and traineeships.
- **Community Projects:** RAES funds will support community designed projects, such as establishing a bush tucker garden, developing Baniol Tours for cultural tourism, constructing sustainable accommodation pods and running healing and wellness programs. These projects align with RAES priorities for community co designed initiatives and will create paid work experience and enterprise opportunities.

- **Integration with the Sustainability Plan:** Employment activities will be embedded in the three phases of the Mudnunn Community Sustainable Pathways plan. For example, phase one's restoration of water and power services will employ local laborers; phase two's tourism development will train youth as guides and artisans; phase three's self sufficiency initiatives will support micro enterprises and governance training.
- **Monitoring and evaluation:** Outcomes will be measured by number of job seekers engaged, training completions, participants placed into jobs or enterprises, revenue generated and community satisfaction. An independent evaluator will report progress to the Board and to NIAA each quarter.

## 5. Local Knowledge and Engagement (Criterion 2)

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Our program is community owned. We use established cultural governance and stakeholder networks to design and deliver services. Elders and Traditional Owners lead decision making on Country. Women's and men's business are respected with separate ceremonial spaces and gender specific roles. Youth are represented through the Board and advisory committees, ensuring services meet their needs.

We will continue to build local trust by:

- Hosting regular yarning circles, on Country camps and school visits to explain RAES participation options and obtain feedback.
- Partnering with Cygnet Bay Pearl Farm, Southern Cross at Lullumb and Oolin Sunday Island Tours to provide job placements and co develop tourism products that protect culture while generating income.
- Collaborating with neighbouring communities (Djarindjin, Ardyaloon) and government agencies to reinstate essential services and share training resources. These partnerships are part of our sustainability plan's commitment to regional collaboration.
- Engaging with employers through an Employer Advisory Group to ensure training meets labour market needs and participants transition into jobs.

## 6. Tailored Support for Participants (Criterion 3)

Participants in Mudnunn face complex barriers – trauma, low literacy, health issues and cultural obligations. Our approach is holistic and culturally safe. Cultural facilitators and an Elder in Residence will guide all activities. Specific program elements include:

- **Cultural Healing and Wellness:** A Cultural Healing Coordinator will run bush medicine workshops, wellbeing sessions and connection to Country retreats to address trauma and build resilience.
- **Youth Engagement:** A Youth Engagement & Sports Officer will coordinate sports programs, mentoring and cultural camps to re engage disengaged youth. Work Readiness Mentors will help young people transition into the workforce.
- **Gender specific spaces:** Facilities will include separate areas for women's and men's business and quiet healing grounds.
- **Inclusive participation options:** Participants can choose from full time employment, part time work, community projects or self employment pathways. All options are designed to be accessible to people with disability and those caring for family.
- **Language and cultural competency:** Staff will receive cultural competency training and, where possible, services will be delivered in local languages.

## 7. Organisational Capability (Criterion 4)

MAC and its partners have the experience and infrastructure needed to deliver RAES.

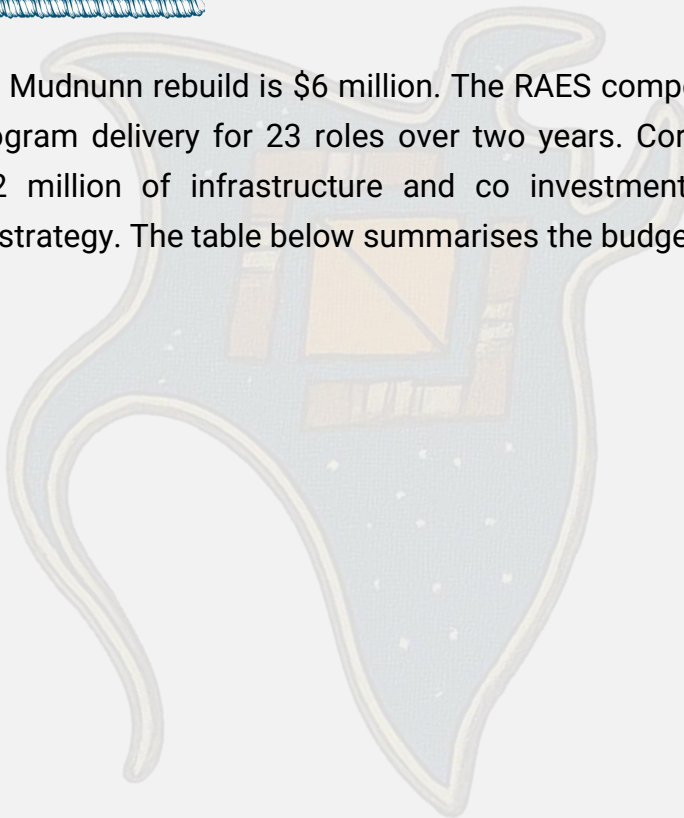
- **Track record:** The Oolah Project delivering essential water and sewerage infrastructure is currently on budget and on time. MAC also ran Baniol Tours – the first Indigenous operated tourism business on the Dampier Peninsula – which now forms the core of our tourism enterprise.
- **Project team:** Our governance team includes Chairperson Therese BinSali (community leader), Directors Rosanne Angus and Bolo Angus (cultural authority), Managing Director Clarence Bruinsma (Yeagl Fella with expertise in education) and Interim CEO Geoff Rowan (25 years experience in logistics and project management). Operational roles funded under RAES include a Project Manager, Cultural Facilitators, Training & Education Officer, Tourism Coordinator, Garden Coordinator, Work Readiness Mentors and more. Full details of roles are provided in Appendix A.



- **Systems and risk management:** We are committed to adopting best-in-class systems to ensure strong governance and accountability. As we scale this project, the Mudnunn Aboriginal Corporation – with the support of iSupplyAU – will implement the appropriate software for finance and workforce management, along with the ImpactBridge platform to track Corporate Kindness contributions and co-investment. These systems have been selected for their reliability and alignment with Indigenous-led business practices. Risk management plans will cover occupational health and safety, cultural risk, environmental impacts, cyber security, and financial controls. We will also seek Right Fit For Risk (RFFR) cyber accreditation if required.
- **Staff development:** All staff will receive training in cultural competency, trauma informed care, first aid, customer service, and digital literacy. Mentors will undertake Certificate IV in Mentoring and Leadership. Succession planning will prioritise local youth.

## 8. Budget and Funding

The total cost of the Mudnunn rebuild is \$6 million. The RAES component (\$2.8 million) will fund wages and program delivery for 23 roles over two years. Corporate partners will be asked to fund \$3.2 million of infrastructure and co investment projects through the Corporate Kindness strategy. The table below summarises the budget.



Budget Item	Cost (AUD)	Funding Source
Employment, wages & program delivery (23 roles, 2 years)	\$2,800,000	RAES grant –fully allocated to community projects and enterprise development
Site preparation & civil works	\$300,000	Corporate Kindness
Multi-purpose cultural facility	\$600,000	Corporate Kindness
School camp infrastructure & amenities	\$200,000	Corporate Kindness
Healing grounds & ceremonial spaces	\$250,000	Corporate Kindness
Training workshop fit-out (tools, ICT)	\$100,000	Corporate Kindness
Community housing & accommodation pods	\$450,000	Corporate Kindness
Food sovereignty infrastructure (garden, kitchen)	\$200,000	Corporate Kindness
Transport & maintenance vehicle	\$500,000	Corporate Kindness
Cultural tourism infrastructure	\$150,000	Corporate Kindness
Project management & compliance	\$150,000	Corporate Kindness & RAES (in-kind)
Contingency (5%)	\$300,000	Corporate Kindness & RAES
<b>Total</b>	<b>\$6,000,000</b>	

None of the RAES funds will be used for ineligible expenditures such as pre-1 November 2025 costs, loan repayments, relocation assistance, alcohol or other banned items.

## 9. Sustainability and Revenue Plan

The RAES funding is a catalyst, not a crutch. The sustainability plan commits us to achieving full wage self sufficiency by the end of the two year funding period. Revenue streams will include:

- Cultural tourism – Baniol Tours, Full Moon events, bush tucker walks, storytelling workshops and pearl farm collaborations. Indigenous tourism is worth about \$6 billion a year and growing by 13 per cent annually (Tourism Australia 2021).
- School camps and education programs offering truth telling and connection to Country for schools across Australia.
- Healing retreats and cultural competency workshops for corporate and government clients.
- Sale of bush tucker products, crafts and merchandise produced by local artisans and supported through our training programs.
- Events aligned to the Songline Revitalisation Journey that will be launched in the Dampier and finish at the 2032 Brisbane Olympics.

All surplus revenue will be reinvested into community initiatives such as renewable energy, water infrastructure, youth programs and housing. Our sustainability plan emphasises governance, transparent reporting and reinvestment to ensure long term resilience.

## 10. Project Timeline & Milestones

Key milestones include:

- **October 2025:** Completion of the Oolah Project (water and sewerage).
- **Nov–Dec 2025:** Site preparation and community co design workshops.
- **Jan–Feb 2026:** RAES employment commencement – 23 roles onboarded; participants commence case management.
- **Feb–Jun 2026:** Construction of cultural facilities, garden and accommodation pods; community projects underway.
- **Mid–late 2026:** Pilot school camp and tourism programs; first merchandise and bush tucker products launched.
- **Early 2027:** Independent revenue begins to sustain roles; RAES funding tapers as enterprises generate income.



- **2027–2028:** Visitor traffic and partnerships ramp up; evaluation and refinement of service model.
- **2029–2032:** Mudnunn hosts events as part of the Songline Revitalisation Journey culminating at Brisbane 2032.

## 11. Risk Management and Mitigation

- **Workforce risk:** Recruitment difficulties will be mitigated by training local youth, offering flexible work arrangements and engaging volunteers when needed.
- **Infrastructure delays:** We have contracted experienced construction partners and will stage works to avoid rainy season interruptions.
- **Financial risk:** Strict financial controls will be implemented; RAES funds will be quarantined for eligible expenditures and audited quarterly.
- **Cultural risk:** Elders will oversee all project decisions to ensure cultural protocols are respected.
- **Cyber security:** We will obtain RFFR accreditation and maintain secure IT systems as required.

## 12. Conclusion

Mudnunn has been marginalised for too long. This application is our opportunity to prove that remote communities can run their own employment services when they are trusted and resourced. We have a clear plan, a strong team and co investment in place. RAES funding will allow us to employ 23 local people, co design community projects and lay the foundation for a self sustaining future. Our proposal meets RAES eligibility criteria: we are an incorporated Aboriginal corporation operating in a RAES region, we provide a culturally safe service model, we have deep community involvement and partnerships, and we have demonstrated capability and governance. Funding us will deliver real jobs, restore dignity and create a model for other communities across Australia.

## Appendix A – Roles Funded by RAES

Role Title	Purpose	Primary Pillars
<b>Project Manager</b>	Leads delivery, reporting, stakeholder engagement and workforce coordination.	Community
<b>Cultural Facilitators (x2)</b>	Host cultural events, teach local knowledge, guide visitors through authentic experiences.	Culture & Community
<b>Grounds &amp; Maintenance (x2)</b>	Maintain infrastructure, ensure safety and support logistics.	Country & Community
<b>Tourism &amp; Visitor Coordinator</b>	Manages bookings, visitor experiences and local economic partnerships.	Culture & Community
<b>Training &amp; Education Officer</b>	Coordinates school camps, workshops and community learning.	Community & Culture
<b>Admin Support Officer</b>	Supports record-keeping, finance, compliance and communications.	Community
<b>Cultural Healing Coordinator</b>	Leads wellbeing programs, bush medicine and reconnection activities.	Culture & Country
<b>Camp Support Staff (x4)</b>	Provide cleaning, preparation and hosting support for school camps and tourists.	Culture & Community
<b>Bush Tucker &amp; Garden Coordinator</b>	Leads food sovereignty efforts, gardening, harvesting and education.	Country & Culture
<b>Driver &amp; Logistics Officer</b>	Transports guests, manages supply runs and supports remote engagement.	Community & Country
<b>Cleaner / Site Hygiene Officer</b>	Ensures all facilities meet safety and hygiene standards.	Community
<b>Work Readiness Mentors (x3)</b>	Mentor youth into roles, support skill development and track progression.	Community
<b>Youth Engagement &amp; Sports Officer</b>	Runs youth programs, connecting young people with culture, activity and belonging.	Culture & Community
<b>Governance &amp; Compliance Advisor</b>	Supports the corporation with reporting, governance and external engagement.	Community
<b>Digital Storytelling Officer</b>	Captures and shares stories for education and cultural tourism.	Culture & Community
<b>Community Connector (Elder)</b>	Elder-in-Residence who ensures cultural alignment across all programs.	Culture & Community