



Mulloon Institute

Strategic Plan 2025–28

Executive Summary



Vision – Where we want to go

As global leaders in landscape restoration, we aim to rehydrate landscapes using world-class scientific research, education and demonstration in partnership with rural communities, First Nations and collaborators to rebuild climate-resilient landscapes that provide food and water security and support healthy ecosystems.

Mission – What we do

We actively demonstrate, validate and share landscape rehydration learning, expertise and skills to deliver restoration, and nature repair, to meet the challenges of climate change and create sustainable, profitable, and resilient agricultural and environmental systems, now and into the future.

Actions – How we will get there

We will promote the repair of landscape function through the delivery of landscape rehydration infrastructure, conducting research, educating the public and supporting farmers and First Nations communities to heal country and adapt to climate change.

OUR VALUES

We are an innovative, collaborative, and community-oriented organisation that operates with respect and accountability, is evidence-based, maintains a strong commercial focus, embraces ambition and entrepreneurship, and is deeply committed to First Nations engagement.

CEO/Managing Director

	Operating Units					Corporate Services	
OPERATION	Mulloon Creek Natural Farms	Mulloon Consulting	Learning & Development	Mulloon Research	Mulloon Advocacy	Marketing	Finance
MANAGER	General Manager, Mulloon Creek Natural Farms	General Manager, Mulloon Consulting		Manager, Mulloon Research, Science Advisory Committee	Chief Executive Officer, Executive, Mulloon Law Committee, Board	Chief Marketing Officer	Chief Financial Officer/ Company Secretary
WHAT	Manage MCNF as a profitable farming enterprise, modelling holistic management, regenerative practices and contributing to funding the Institute's objectives.	Deliver landscape rehydration infrastructure on-ground works & provide extension and capacity building across agriculture and Natural Resource Management.	Build knowledge, skills, and capacity across society in the effective use of nature-based solutions with a focus on the water cycle and our landscape rehydration activities.	<ol style="list-style-type: none"> 1. Provide monitoring data & evidence of benefits of landscape rehydration infrastructure. 2. Add rigour and depth to the data we produce. 3. Collaborate with external bodies to build & apply knowledge. 4. Develop and regularly publish results. 	<ol style="list-style-type: none"> 1. Advocate for regulatory reform to support the delivery of landscape rehydration infrastructure. 2. Develop Mulloon Institute's national and international reputation. 3. Host VIPs at Mulloon. 4. Deliver presentations and reports. 	<ol style="list-style-type: none"> 1. Build core messages. 2. Pursue opportunities for further corporate & benefactor partnerships & collaborations. Raise Mulloon group profile for growth via: <ol style="list-style-type: none"> a) Targeted media engagement b) Build storytelling expertise that is integral to BD. 	<ol style="list-style-type: none"> 1. Accounting & Finance. 2. Legal. 3. HR. 4. IP. 5. Company Sec activities. 6. Financial grant management. 7. Cyber security.
HOW	<ol style="list-style-type: none"> 1. Continue to improve farm operations, becoming a true 'model farm' 2. Holistic Management approach 3. Staff skill building for future continuity. 4. Build brand equity in the Mulloon Creek Natural Farms brand 	<ol style="list-style-type: none"> 1. Project development & management with more conscious management of third-party costs & improved profit margins. 2. Generate revenue via: <ul style="list-style-type: none"> • Project Fees • Advisory & Consulting. 	<ol style="list-style-type: none"> 1. Develop learning to enhance business objectives. 2. Identify government funding. 3. Undertake regular market analysis. 4. Build a marketing strategy and program. 5. Implement best practice recruiting and onboarding via MI training. 6. Seek grants for learning programs. 	<ol style="list-style-type: none"> 1. Secure ongoing MRI funding. 2. Attract external researchers. 3. Develop science comms. 4. Review, rationalise & improve array & data display. 5. Link data to education program. 6. Develop LR measure methodology for NC markets. 7. Ground truth and expand CReST. 8. Continue to implement the integrated monitoring plan for the MRI. 	<ol style="list-style-type: none"> 1. Advocate for regulatory reform across Govts (develop media strategy). 2. Run VIP tours at Mulloon and other sites. 3. Undertake national & international activities & speaking engagements. 4. Submissions on policy. 5. Seek grants for MI activities. 6. Seek philanthropic & corporate support for MI activities. 7. Develop strategic partnerships. 	<ol style="list-style-type: none"> 1. Website rebuild/renewal. 2. Proof Points collateral. 3. Enhanced media relations. 4. Comprehensive marketing plan to promote MCNF products at retail. 5. Adding resources to meet comms' needs. 6. Build comprehensive collateral. 7. Update and maintain a dynamic pitch deck. 8. Collaborate with implementation partners. 	<ol style="list-style-type: none"> 1. Ensure financial processes are in place. 2. Generate policies. 3. Monitor imp of WH&S. 4. Oversee recruitment, onboarding and contracts. 5. Ensure compliance. 6. Oversee HR. 7. Monitor financial status & delivery of grants outcomes. 8. Oversee IT & cybersecurity. 9. Communicate with Members. 10. Good governance & strong policies.
OUTCOMES	<ol style="list-style-type: none"> 1. Deliver revenue for MI. 2. Financially and operationally resilient farms that model a holistic approach. 3. Increased ecosystem health, abundance and resilience. 4. Progress to Net Zero. 	<ol style="list-style-type: none"> 1. Deliver revenue for MI. 2. Larger scale clients & active in carbon & natural capital markets. 3. Effective partnership management. 4. Increased profile and expanded national footprint. 5. Develop and maintain a professional team. 6. Consistent and profitable work pipeline. 	<ol style="list-style-type: none"> 1. Increased uptake of programs & Mulloon farm-based programs. 2. Increased market position. 	<ol style="list-style-type: none"> 1. Produce peer-reviewed scientific papers presenting our results. 2. Satisfy Grant funders. 3. Sustainable financial model for the MRI, Science and Research programs. 4. Increased uptake & use of technology & ag tech. 5. Expanded engagement. 	<ol style="list-style-type: none"> 1. Reduced regulatory burden. 2. Raised profile with a range of stakeholders. 	<ol style="list-style-type: none"> 1. Deliver revenue across the group. 2. Consistent internal & external messaging. 3. High quality & frequent public engagement. 4. MI positioned as the 'go to' resource for landscape rehydration. 5. Improved brand awareness. 6. Tactical collaborative programs. 7. Delivery of larger more complex projects. 8. A wider range of high-impact projects. 	<ol style="list-style-type: none"> 1. Resilient financial funding model. 2. Effective financial reporting to the Board & Members. 3. Provision of adequate Board decision making information. 4. High levels of legal compliance in HR, finance & WHS. 5. Safety key part of culture. 6. Successful grant delivery and reporting. 7. Ensure the organisation has cybersecurity measures implemented. 8. Engaged Company Members.

Message from CEO Carolyn Hall



The Mulloon Group (Mulloon) consists of our holding company The Mulloon Institute Ltd (MI), a not-for-profit with DGR status, and its two subsidiaries Mulloon Consulting (MC) and Mulloon Creek Natural Farms (MCNF). We are a diverse group brought together by our common values and our shared commitment to repair and rehydrate Australia's agricultural landscapes.

Mulloon has undergone significant growth since our last strategic plan in 2020. We number 24 staff across MC and MI, an increase from a team of 5 in 2017. We have delivered a truly national footprint of works across North Queensland, Western Australia, New South Wales, Victoria and Northern Territory. Our education and capacity building program is now national with communities of practice spread across the country.

This strategic planning process involved significant and detailed discussions across our entire team and Board. This plan builds on our foundations whilst establishing a new vision for the future of our unique national organisation. We are now a key player in rehydrating and restoring Australia's landscapes.

Over the last four years, Mulloon has developed resilience in the Country we have healed and in our organisation. The loss of our inaugural Chairman Gary Nairn AO to cancer last year has focussed our attention on the work still to be done. This plan will help guide us and concentrate our efforts.

A handwritten signature in black ink that reads "C Hall".

Carolyn Hall – CEO Managing Director GAICD



Mulloon Creek, Westview. 2025



Mulloon Institute

PO Box 126, Bungendore, NSW 2621

e. info@mullooninstitute.org

w. mullooninstitute.org



Mulloon Institute honours Traditional Owners of the lands we work on. We recognise the deep cultural, social, environmental, spiritual, and economic connection these communities have with their lands and water.