

**Gooreng Gooreng, Gurang, Bailai and Bunda Peoples**

# **Strategic Plan 2012-2030**

**Investing in our Shared Future**  
*United in Focus, Spirit, Culture and Identity*



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## Foreword from our Elders

It is with immense pride that we introduce the *Gooreng Gooreng, Gurang, Bailai and Bunda* People's inaugural Strategic Plan 2012-2030: Investing in Our Shared Future - *United in Focus, Spirit, Culture, and Identity*.

Whilst we are immensely proud we are also very humbled by the introduction of our very first Strategic Plan.

Since colonisation, our people have been forced to survive in social, political, cultural and economic environments which have not been truly respectful, dignified, fair or favourable toward our rights as human beings or our sovereignty.

As Elders we have lived through the appalling and oppressive times of our history. We have suffered the indignity and hurt that came with the dispossession of our people from our traditional homelands. We have felt, and still feel the psychological scarring and trauma associated with the devastation to our culture, the ripping apart of our families, kinship and Clan structures and the breakdown of language and culture.

Despite these hardships, we have never forgotten and or severed our strong spiritual and cultural links to our land and sea, forgotten our ancient lores, values and customs and have always stood tall to fight for our rights as human beings.

As people from the oldest continuous living culture in the world, we are keen to embrace all people within our land and sea boundary in an effort to raise mutual awareness, appreciation, respect, tolerance and understanding.

Our sovereignty is it is not about *power, superiority, ego* or *greed* rather, it is about a genuine recognition and respect for us as people from the world's oldest continuous living culture within the region. As human beings, we have the right to expect the same quality of social, political, cultural and economic infrastructure, programs and services as that of all Australians

Our Plan provides the foundation and framework for our people to build stronger futures for themselves. The following four themes have been identified as the future directions for our people's activities during the period 2012-2030:

- Investing in our People and Culture
- Investing in our Cultural Heritage, Land and Environment
- Investing in Knowledge, Innovative Partnerships and Economic Participation and Growth
- Investing in Cultural Leadership and Governance

This Plan is our legacy for our current and future generations.

As Elders across our four tribal groups we present this Plan to our people and encourage you to come together to invest in our shared future – united in Focus, Spirit, Culture, Identity.

As Elders across our four tribal groups we present this Plan to our government and non-government partners and ask that you work in collaboration and partnership with our people to ensure the successful implementation of our Plan.

Mr Colin Johnson

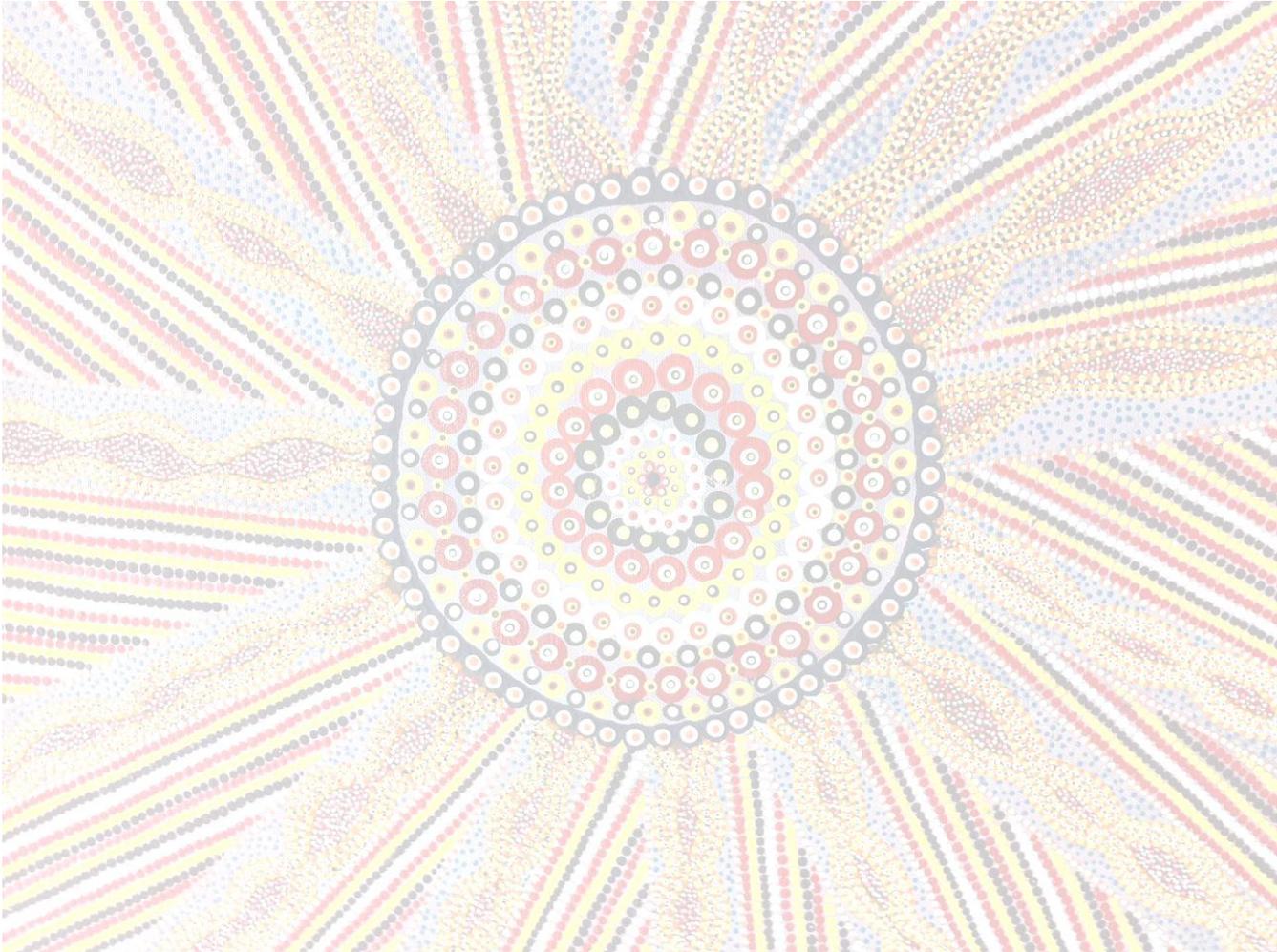
Mr Evan Blackman

**Senior Elder, Gooreng Gooreng People**

**Senior Elder, Gurang People**

Mrs Maureen Eggmolesse

Mrs Norma Sarra



# Our Future Direction

## Vision

*Our people will be strong, proud and empowered through cultural knowledge, quality education and economic participation.*

## Statement of Commitment

We will work in collaboration and partnership with key government and non-government stakeholders and with each other, to align our effort, preserve our cultural sovereignty, dignity and human rights and invest in opportunities from within our land and sea boundary which improve the quality of life for our people.

## Core Values

Our traditional Aboriginal values of **Care**, **Share** and **Respect** for our land, our people and our environment remain the foundation of our cultural belief system, custom and practice:

- We **Care** for the physical, spiritual, cultural, emotional, social and economic security, peace of mind and well being of our people.
- We **Share** a passion for moving beyond ignorance, fear, denial, hurt and blame to restore happiness, harmony and dignity among our people through social, cultural and economic participation.
- We **Respect** the diversity, strengths, rights, views, values and expectations of our people and stand united in the investment of our collective future.

## Guiding Principles

The following principles are designed to support and guide our future direction:

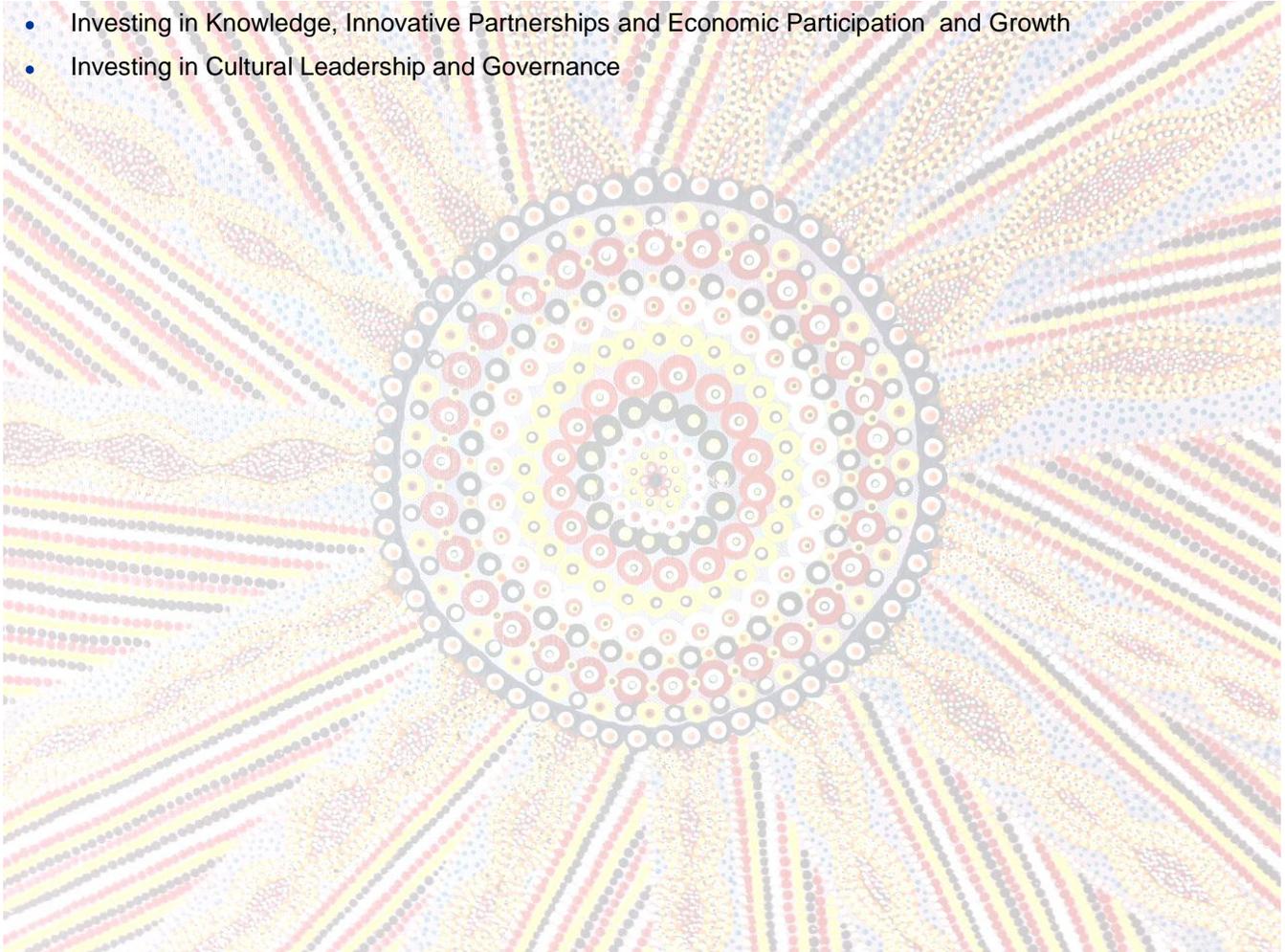
- The Articles contained in the United Nation's Declaration on the Rights of Indigenous Peoples and other international human rights instruments underpin our commitment and our desire to create a positive and more meaningful future for our people.
- As part of the world's oldest continuous living culture, we are responsible for keeping our people, community and ancient and evolving lore and culture strong, healthy and proud.
- We acknowledge, value, honour and respect our customary lore. It will not to be compromised or devalued in the conduct of our business.
- Our lore, customs and values do not tolerate abuse against women or children, and nor do they tolerate abuse and or disrespect toward the wisdom of our Elders.
- All of our decisions and actions will be informed by strong cultural knowledge, leadership and governance.
- Our integrity will be measured by the way we put our values into practice and through our accountable and transparent communication and business systems.
- We will work in collaboration and partnership with each other and with our key government and non-government partners to realise our Vision.
- Strong economic participation and growth will deliver opportunity, create wealth and build individual and community image, pride, confidence, self esteem and dignity.
- Access to quality education is the fundamental building block in our children's future
- Our people have the right to expect the same quality of social and community infrastructure, programs and activities as that of all Australians.

- Our children are the future of our people, community and culture - as adults and as parents, we are their most significant role models.

## Strategic Themes

The following four themes have been identified as the future directions for our people's activities during the period 2012-2030:

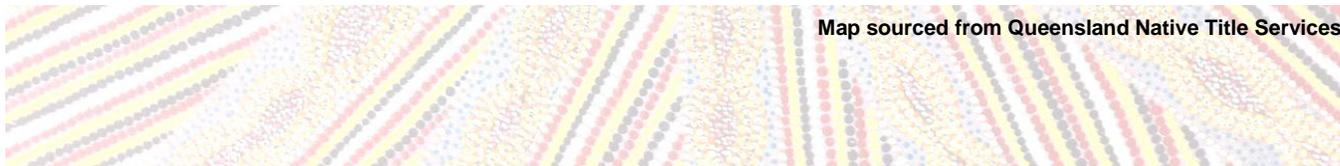
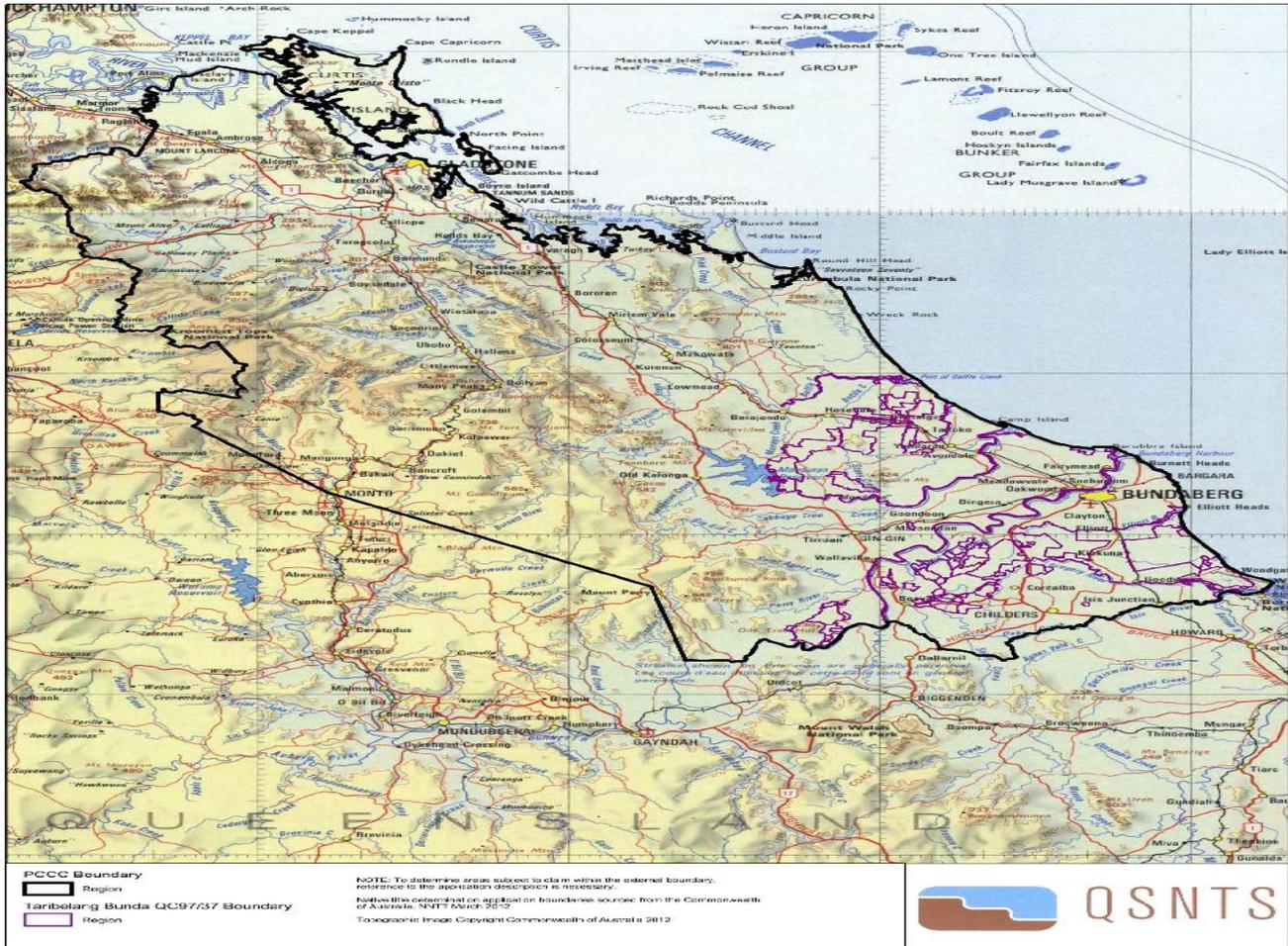
- Investing in our People and Culture
- Investing in our Cultural Heritage, Land and Environment
- Investing in Knowledge, Innovative Partnerships and Economic Participation and Growth
- Investing in Cultural Leadership and Governance



# Our People, Land, Sea and Rights

## Our Land Boundary

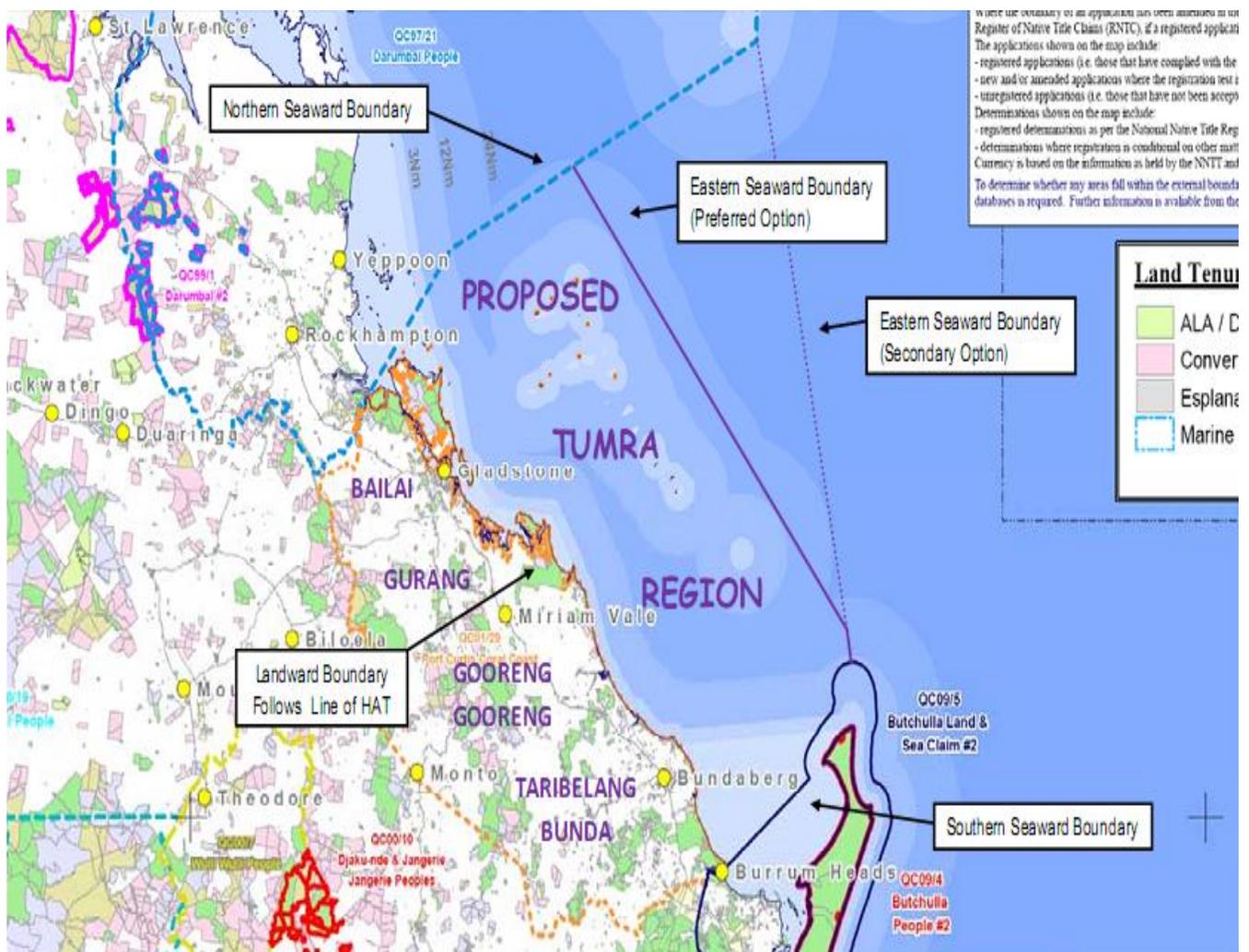
The *Gooreng Gooreng, Gurang, Bailai* and *Bunda* Peoples are the traditional custodians of the land (approximately 19,583 square kilometres) that commences TO BE FINALISED BY ACCURATE NORTHERN, WESTERN AND SOUTHERN BOUNDARY POINTS



Map sourced from Queensland Native Title Services

## Our Sea Boundary

The *Gooreng Gooreng*, *Gurang*, *Bailai* and *Bunda* Peoples are the traditional custodians of the sea (covering an area of 26,386.130 square kilometres) TO BE FINALISED WITH ACCURATE BOUNDARY POINTS.



Our sea boundary includes the following islands, rocks and reefs:

- Curtis Island
- Balaclava Island
- Facing Island
- Hummocky Island
- Rundle Island
- Masthead Island
- Erskine Island
- Heron Island
- Wreck Island
- Wilson Island
- Tyron Island
- North West Island
- One Tree Island
- Ship Island
- Fairway Rock
- Keppel Rocks
- North Reef

## Our People

We have four distinct tribal groups – Gooreng Gooreng, Gurang. Bailai and Bunda people within our land and sea boundary. People with Native Title rights within our land and sea boundary are descendant from the following Apical Ancestors:

- Dina
- Jessie
- Johnson Matemate and George Swain
- Sandy and Fanny
- Dulhu/Doolan
- Buller Tolsen (Norman Buller)
- Alice Murray
- Jane
- Betsy
- Rosie
- Elsie Myers
- Maggie Little
- Rosie Blackman
- Emma Jones
- Mary Jane
- John Hill/Pig Pig
- Elizabeth Tan att/Daniels

## Our Rights

Our Native Title rights and interests, within our land and sea boundary, include the right to:

- speak for, on behalf of and authoritatively amongst our people about our land and sea, in accordance with our lores and customs;
- inherit and transmit the Native Title rights and interests;
- speak for and make non-exclusive decisions about the area;
- access to the areas within our boundary;
- control access to and use by other Aboriginal people of the area, in accordance with traditional lores and customs;
- hold meetings;
- conduct burials;
- camp;
- live;
- establish residences;
- participate in cultural activities;
- protect and care for the natural or cultural resources;
- maintain and protect sites of significance under our lores and customs;
- gather and use natural products (including food, timber, medicinal plants, stones, ochre and resin) in line with our lores and customs;
- manufacture materials, artefacts, objects and other products from resources in the area;
- dispose of cultural resources taken from, and manufactured items by customary trade, exchange, or gift to other Aboriginal people;
- engage in production, customary trade and other customary economic activities as they relate to other Aboriginal people with respect to Indigenous cultural resources;
- care for the area for the benefit of Native Title holders;
- hunt in line with traditional lore and customs;
- fish in line with traditional lore and customs;
- take and use waters and other resources accessed in accordance with our lore and customs for personal, domestic, social, cultural, religious, spiritual, ceremonial and communal needs;
- use the area for ceremonial, cultural, social, customary, religious and traditional purposes; and
- transmit knowledge of culture, including knowledge of particular sites.

# Strategic Themes – Objectives, Priorities and Desired Outcomes

## Theme 1 Investing in our People and Culture

As people from the oldest continuous living culture in the world, we are keen to embrace all people within our land and sea boundary in an effort to raise mutual awareness, appreciation, respect, tolerance and understanding. As people from the oldest continuous living culture in the world, we maintain a unique spiritual connection to our land and sea boundary along with a deep sense of respect and responsibility for ensuring that our cultural obligations toward the care of our land, our people and our environment is sustained throughout time.

Our investment in our people and culture is focused on moving beyond the ignorance, fear, denial, hurt and blame that has inhibited our progression in the past. We are committed to creating future social, political, cultural and economic environments and settings which recognise and respect our sovereignty and our human right to evolve and prosper into a fair, modern and progressive future.

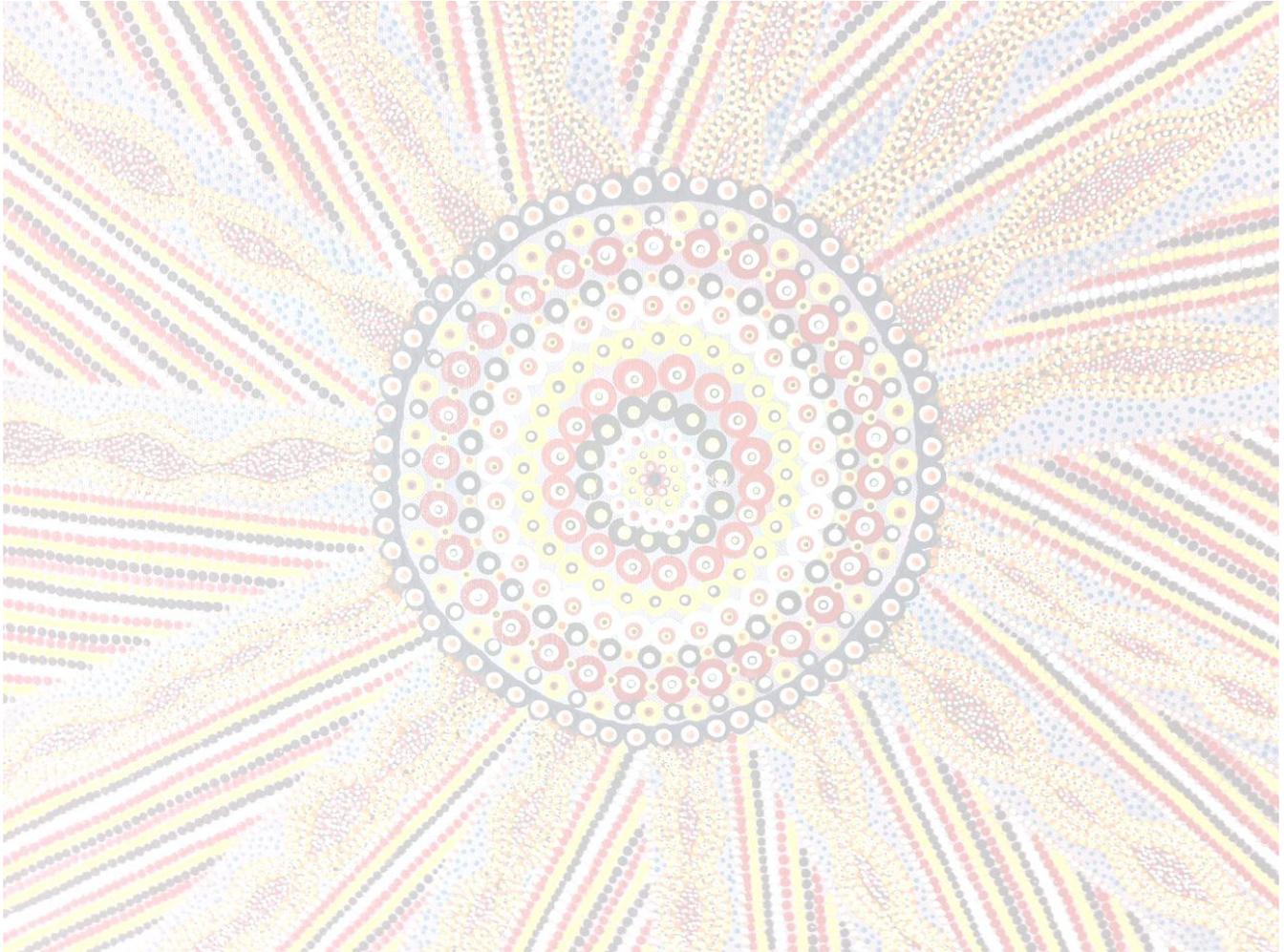
We have a deep sense of respect for our children and Elders and our focus will be to ensure that they can live their lives with absolute dignity, integrity and humility.

We want our current and future generations to feel strong, proud and empowered through cultural knowledge, quality education and economic participation.

Objective	
Priority	Desired Outcomes
<p><b>To ensure that our sovereignty, integrity, dignity and humility as the oldest continuous living culture within the region is recognised and respected throughout our land and sea boundary.</b></p>	
<p>Conduct annual cultural festival promoting local art and craft, culture, dance and stories.</p> <p>Maintain Cultural Art and Craft workshop to nurture the development and commercial manufacturing of local traditional arts and crafts.</p> <p>Maintain cultural programs, activities and events that link youth to local history, lore, custom and culture.</p> <p>Maintain an Older People’s Home and Community Care Centre to ensure ongoing care and respite for Elders living independently, totally dependent or partially dependent.</p> <p>Maintain a Traditional Custodian Health Service in Bundaberg and Gladstone with satellite offices in other relevant and viable locations within our land and sea boundary.</p>	<ul style="list-style-type: none"> <li>▪ Cultural festivals conducted on annual basis in relevant regional locations.</li> <li>▪ Apical Ancestor members have access to quality programs, increased cultural knowledge and skills and an enhanced capacity to generate commercial wealth.</li> <li>▪ Our youth will understand and appreciate our local history and acknowledge and respect their values, obligations and responsibilities in accordance with lore, custom and culture.</li> <li>▪ Our Elders will receive culturally appropriate kinship care in accordance with our cultural obligations.</li> <li>▪ Local Apical Ancestor members will be actively employed.</li> <li>▪ Centre will have strong linkages and partnerships with mainstream primary, secondary and tertiary health care bodies.</li> <li>▪ Our Apical Ancestor members will have access to culturally appropriate health services within close proximity to their residential location.</li> <li>▪ Local Apical Ancestor members will be actively employed.</li> <li>▪ Services will have strong linkages and partnerships with mainstream primary, secondary and tertiary health care bodies.</li> </ul>

Maintain an affordable Traditional Custodian Funeral Plan.

- All Apical Ancestor members will have access to an affordable funeral plan.



## Theme 2 Investing in our Cultural Heritage, Land, Sea and Environment

Our cultural heritage, land, sea and environment are our most valued, respected and prized possessions and each need to be afforded the utmost respect, care and attention.

Our spiritual connection and sense of belonging to our land, people and environment, which includes, plants, animals, waterways, sacred sites and other places of cultural significance and importance, is derived from our ancient belief system. At the heart of our belief system lie the ancestral beings that shaped the land, the waterways and all other living things, and created the lores and customs for our people to care for and protect it.

Our belief system describes how the ancestral beings, which appeared in half human, half animal form, fought battles over many thousands of years. Eventually, some of the ancestors settled back into the land and now form geographical features such as mountains, ranges and waterways, some reappear as plants or animals, while others are said to have left the land to settle in the sky, creating star formations which guide and support our people today. Our land, sea and environment are revered by our people.

The land is our Mother, and this is why we have a strong need and obligation to care for and protect it.

Our ancient beliefs are no different from the ancient beliefs of other cultures throughout the world in that they provide our people with a sense of spiritual peace, happiness and harmony and therefore should be respected.

It is vitally important for our people to have government and non-government partners appreciate, understand, value and respect our spiritual connection in the process of any planning and development within our land and sea boundary.

Objective	
Priority	Desired Outcomes
<p><b>To insist on sustainable planning and development to ensure the absolute care and protection of our cultural heritage, land, sea and environment.</b></p>	
<p>Identify and secure available lands of cultural importance and significance within our land and sea boundary in accordance with the provisions of the Native Title Act.</p> <p>Maintain respect for defined inter-group and neighbouring Traditional Custodial Land and Sea boundaries.</p> <p>Maintain an effective and efficient Cultural Heritage Unit to advise, manage, coordinate and report on all cultural heritage activity within our land and sea boundary.</p> <p>Maintain the formal recruitment of local people into ranger positions supported by an accredited cultural heritage training program and process.</p>	<ul style="list-style-type: none"> <li>▪ Each Apical Ancestor group will have re-established connection and ownership of available land of cultural importance and significance.</li> <li>▪ All Apical Ancestor groups will be informed of their land and sea boundaries, language and skin groups.</li> <li>▪ Our land and sea boundaries will be understood and respected by neighbouring Traditional Custodial groups, public and private sector developers.</li> <li>▪ Our cultural heritage will be monitored, managed and preserved to minimise the impact of residential, commercial, industrial and resource planning and development within our land and sea boundary.</li> <li>▪ All Apical Ancestor groups will be informed and actively engaged in cultural heritage matters relevant to their land and sea boundary.</li> <li>▪ Our Cultural Heritage Unit will be appropriately resourced and managed by a qualified Cultural Heritage Coordinator and support staff recruited from within our Apical Ancestor groups.</li> <li>▪ Our people will work in partnership with relevant government agencies to care for and protect our cultural heritage.</li> </ul>

Maintain effective, efficient and informed local Cultural Appreciation Program.

Maintain effective, efficient and accurate regional mapping and data base.

Maintain a cultural learning and keeping place to manage and preserve cultural artefacts, history, song lines and stories.

Maintain a Cultural Heritage Policy and Engagement Protocol.

- All Cultural Heritage survey work within our land and sea boundary will be completed by qualified personnel.
- The general public and public and private sector bodies will have access to quality Cultural Appreciation Programs delivered by qualified local people.
- All mapping of cultural heritage sites of importance and significance and other relevant data will be recorded and maintained and be available for perusal by Apical Ancestor members.
- All Apical Ancestor groups, and where appropriate, the general public, private and private sector developers will be informed via a localised Cultural Heritage Website.
- Cultural artefacts, history and stories are managed and preserved in a central location and are accessible to all Apical Ancestor groups.
- Apical Ancestor members will have access to local cultural excursions and tours, artefacts, history, song lines and stories.
- Where appropriate, the general public will have access to local cultural excursions and tours which showcase local artefacts and promote local history, song lines and stories.
- All government agencies and proponents will be aware of, and operate in compliance with our policy and protocol.

## Theme 3 Investing in Knowledge, Innovative Partnerships, Economic Participation and Growth

Our investment in knowledge, innovative partnerships, economic participation and growth is designed to provide opportunities for our people to actively participate and prosper from commercial developments within our land and sea boundary so that they can build stronger futures for themselves.

We recognise the benefits that come through employment and commercial development and are therefore committed to establishing and maintaining the appropriate infrastructure, resources, programs and activities required to develop, prepare and mentor our people into employment or business.

In a commercial context, we acknowledge opportunities to invest and grow our joint and shared equity and funds to increase our wealth creation. We are also keen to develop joint venture opportunities and exploit new technology to advance our commercial interests, growth and wealth.

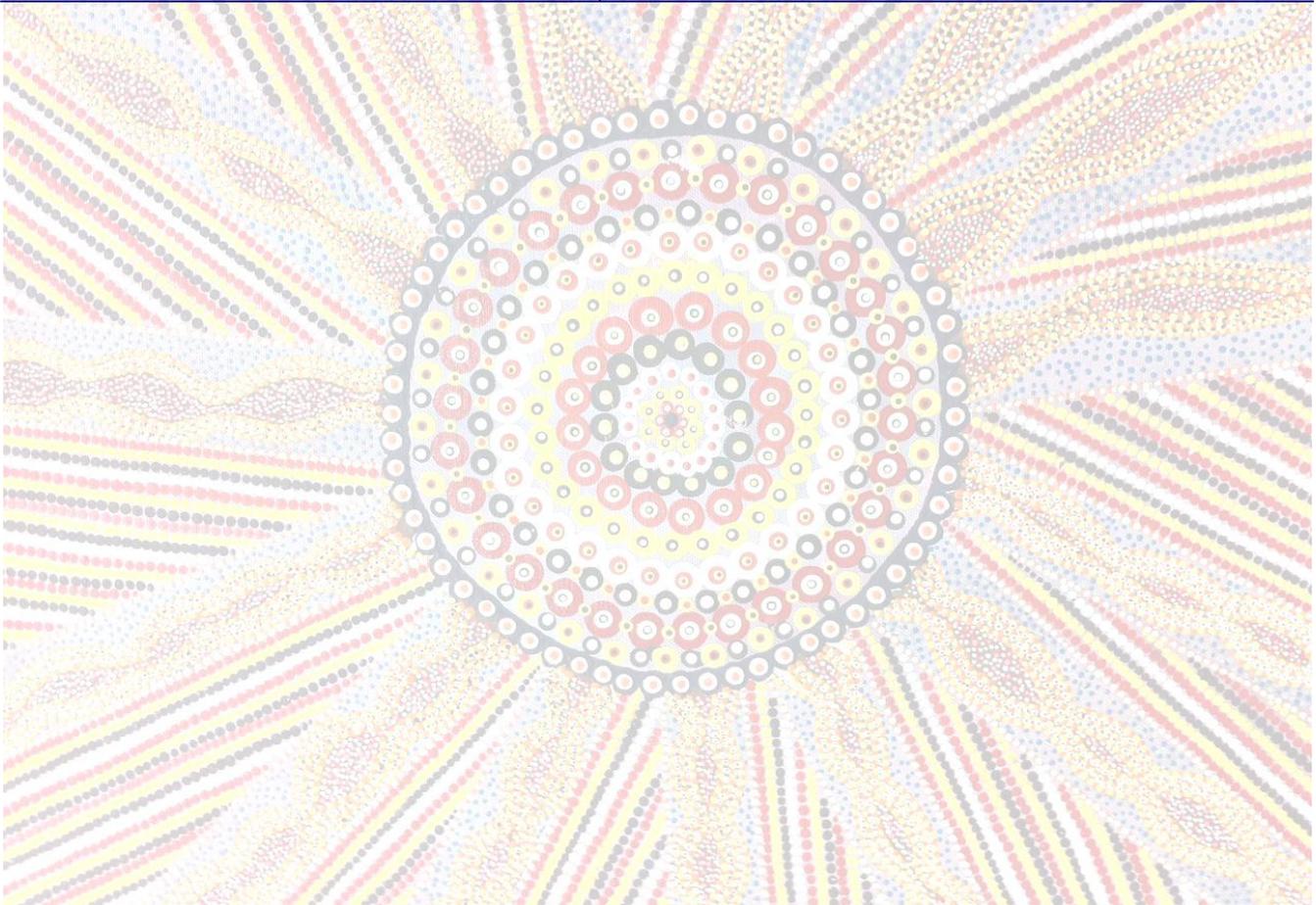
Objective	
Priority	Desired Outcomes
<p><b>Objective</b></p> <p>To ensure that our people are actively engaged and participating in quality education, innovation, economic participation and growth.</p>	
<p>Maintain a PCCC Trust Fund and Investment Strategy.</p> <p>Maintain autonomous Apical Ancestor Trust Fund and Investment Strategy.</p> <p>Maintain a proactive economic development focus to promote commercial opportunities (small and large businesses including joint ventures) in areas of:</p> <ul style="list-style-type: none"> <li>- Cultural heritage,</li> <li>- Culture, Arts and Crafts</li> <li>- Agriculture</li> <li>- Tourism</li> <li>- Sustainable Timber Farming/Forest Plantation</li> <li>- Carbon sequestration and land management</li> </ul> <p>Maintain a PCCC Business Development Hub.</p> <p>Maintain innovative approach toward the investments in business and other technology (domestic and international) for the benefit of PCCC members.</p> <p>Maintain the management and implementation of all initiatives contained in the Traditional Owner Marine Resource Agreement.</p>	<ul style="list-style-type: none"> <li>▪ Fund and strategy contribute significant increase annual financial growth, equity and overall wealth.</li> <li>▪ Advice and direction provided by reputable financial advisers.</li> <li>▪ Each Apical Ancestor group will have the capacity to manage and invest their own funds.</li> <li>▪ Increased number of our people successfully operating their own business or in joint ventures</li> <li>▪ Apical Ancestor members with business aspirations have access to quality advice, programs, direction and mentoring support.</li> <li>▪ Increased number of our people successfully operating their own business or in joint ventures.</li> <li>▪ PCCC and Apical Ancestor members have access to, and benefit from new technologies.</li> <li>▪ Initiatives successfully implemented in accordance with the Agreement.</li> </ul>

Maintain productive commercial relationships and partnerships with other Aboriginal groups, key government and non-government stakeholders including Indigenous Business Australia, Banks and Industry.

Maintain a proactive Traditional Custodian training and employment focus across our region.

Maintain positive and proactive relationships with national, State and local Government Ministers, Shadow Ministers and their staff.

- Quality relationships and partnerships established and maintained.
- Increased numbers of commercial joint ventures established with our people.
- Increased employment opportunities will be available to Apical Ancestor members.
- Our Strategic Plan will be understood by government.
- The integrity and professional image of our people will be valued and respected.



## Theme 4 Investing in Cultural Leadership and Governance

Good governance practices ensure that the business affairs of an organisation or company are effectively and efficiently directed and controlled.

Our Elected Applicants are chartered with the responsibility of ensuring that our affairs are directed and controlled in accordance with the foundation principles of our lore and custom and compliant with the modern day principles of democracy, governance and the functions of management - *Planning and Decision Making, Organising, Leading and Controlling*.

The implementation and maintenance of good governance will facilitate robust decision making and improve *Strategy, Performance, Compliance and Accountability* added by ongoing monitoring and evaluation<sup>1</sup>. Effective governance will help our Elected Applicants to deliver against our four strategic themes to achieve our Vision.

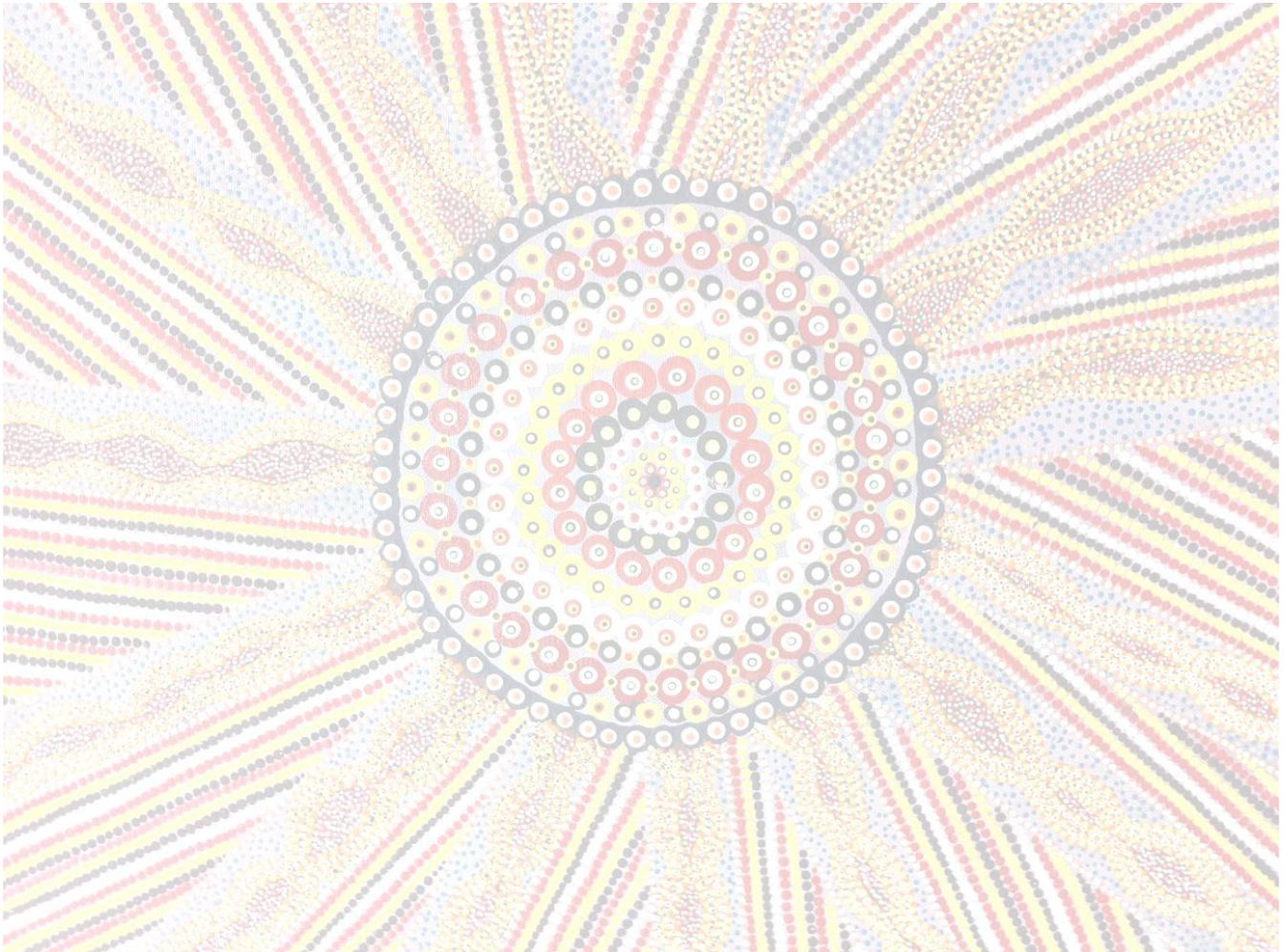
Our governance model and structure provides the framework for establishing a shared and mutual responsibility among the Elected Applicants, each Tribal Group and the broader Apical Ancestor Applicant/Family groups as well as our government and non-government partners.

Objective	
<p>To ensure that our governance practices are underpinned by accountability, transparency and cultural integrity and leadership.</p>	
Priority	Desired Outcomes
<p>Maintain consistent cultural leadership and governance.</p>	<ul style="list-style-type: none"> <li>▪ Our leadership and governance structure will be of appropriate size and composition to reflect, and respond to the needs, interests and aspirations of each Apical Ancestor group.</li> <li>▪ Our leadership and governance will reflect sound:                             <ul style="list-style-type: none"> <li>- Strategic and business planning</li> <li>- Policies, procedures and practices for risk management, financial management and reporting, compliance and accountability and environment and cultural heritage</li> <li>- Apical Ancestor Connection Reporting</li> <li>- Local engagement policy and protocol</li> <li>- Meeting practices and procedures (respectful of each Tribal Group)</li> <li>- Ongoing Corporate governance training</li> <li>- Transparent and culturally appropriate decision making</li> </ul> </li> <li>▪ All Apical Ancestor meetings, government and proponent consultations and negotiations and cultural activities will be conducted with dignity and integrity in alcohol and drug free environments.</li> <li>▪ All Apical Ancestor groups will be informed of project negotiations, activities and decisions via quarterly Newsletters, postal, electronic and localised internal website.</li> <li>▪ Our Strategic Plan will be understood by all government and non government stakeholders.</li> </ul>
<p>Maintain an effective, efficient and transparent (internal and external) communication strategy.</p>	

<sup>1</sup> Australian Government, Department of Families, Housing, Community Services and Indigenous Affairs – Corporate Governance Handbook for Company Directors and Committee Members, Second Edition, 2010.

Maintain the conduct of a PCCC Summit.

- Two Summits conducted on an annual basis.



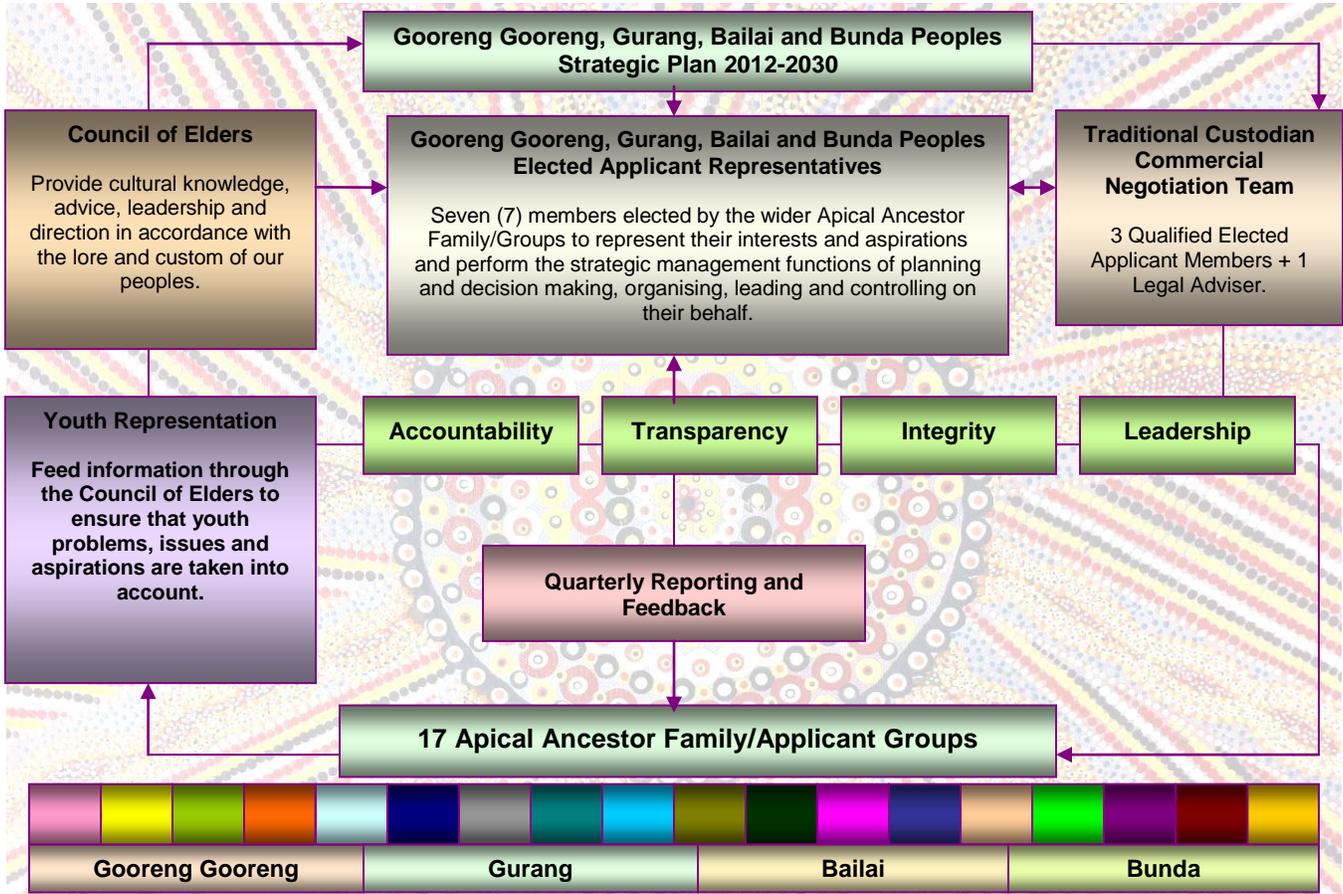
# Governance Model and Structure

Our Governance model and structure respects, and reflects the traditional cultural decision making processes that have practiced by our people throughout time.

Our model and structure embraces the foundation principles of our lore and custom and complies with the modern day principles of democracy, governance and the functions of management - *Planning* and *Decision Making*, *Organising*, *Leading* and *Controlling*.

As part of our lore and custom, we acknowledge and respect that one Tribal or tribal group does not have the right to speak and or make decisions on behalf of another Tribal group.

## Gooreng Gooreng, Gurang, Bailai and Bunda People's Governance Model and Structure

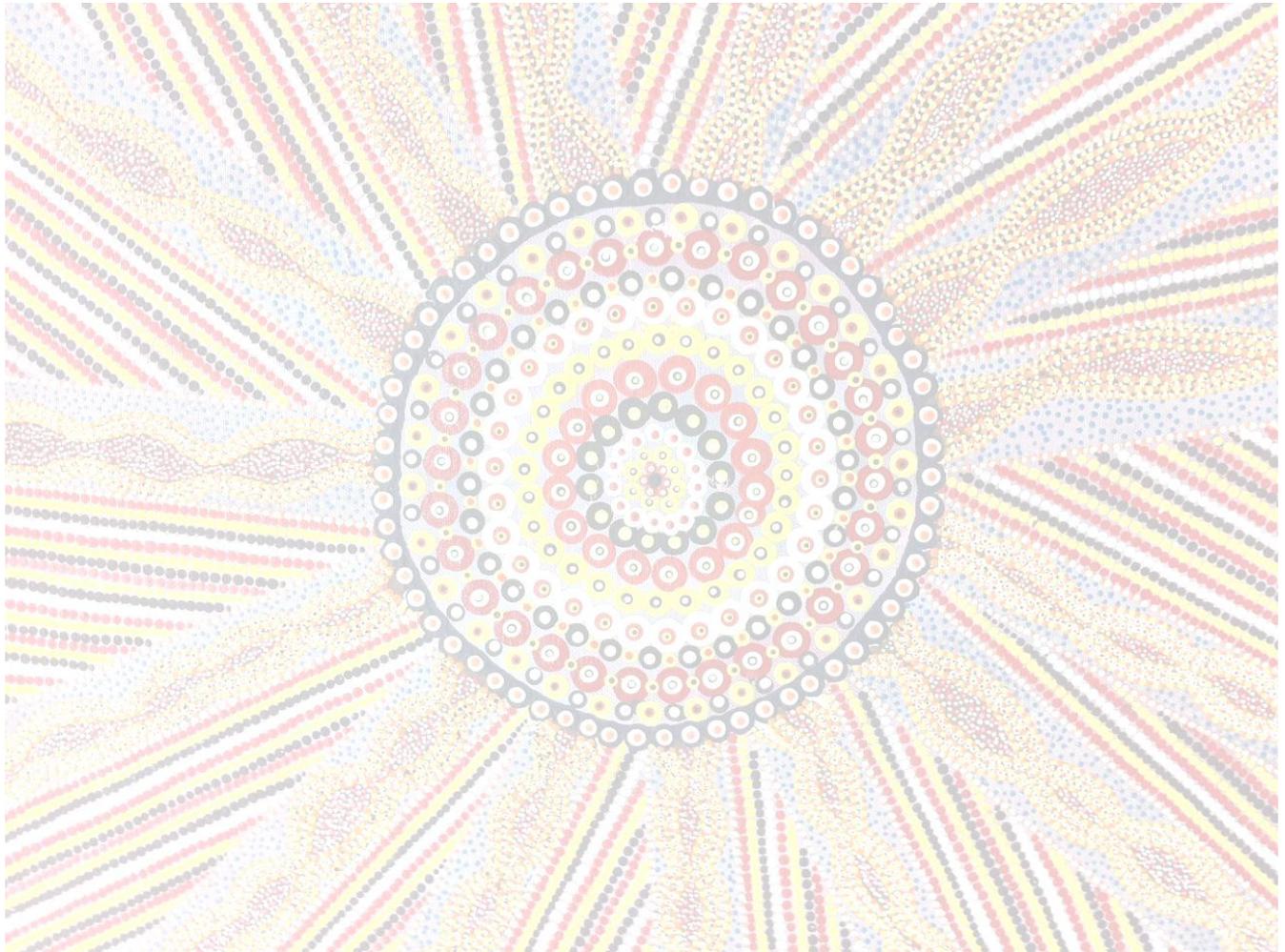


Our governance model and structure and decision making practice respects the autonomy and right of each Tribal group - *Gooreng Gooreng*, *Gurang*, *Bailai* and *Bunda* peoples to maintain their sole responsibility for all decisions made with respect to activities and events that may impact upon their Tribal group (each of which will include individual Apical Ancestor family groups) land and sea boundary.

Our model and structure values and respects the ongoing wisdom and contributions of our Elders and acknowledges and respects the right of our youth to be engaged in our leadership and decision making processes.

Our model and structure also provides for a Traditional Custodian Commercial Negotiation Team to act as the first point of contact for government agencies, developers and proponents.

The Commercial Negotiation Team will conduct initial assessments and appraisals for proposed project activities and organise appropriate follow up meetings between the relevant parties and the Elected Applicant Group as and when required. When and if required, they will also coordinate meetings between the relevant parties and the wider Apical Ancestor Family/Applicant Groups.

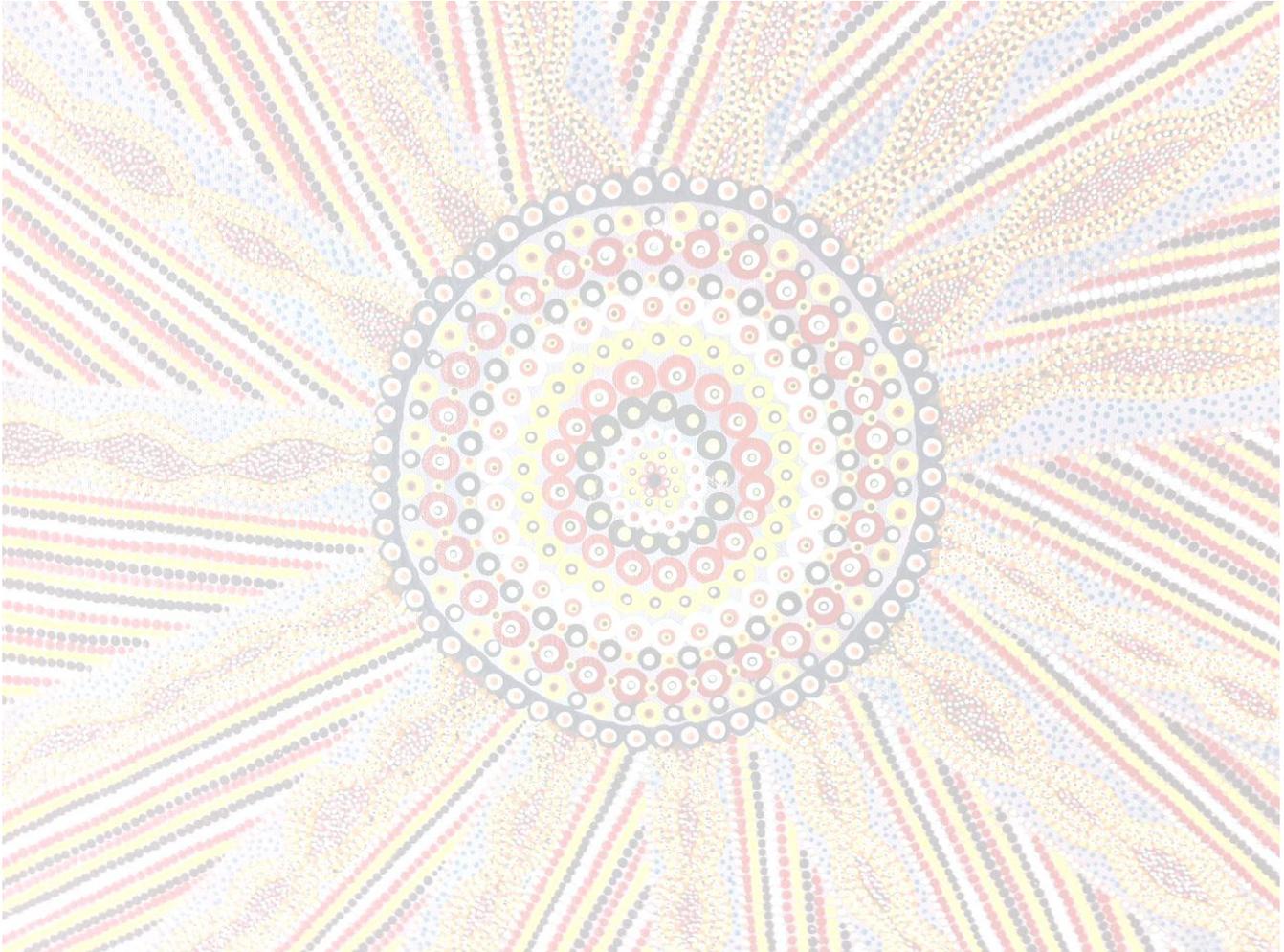


## Planning, Monitoring and Reporting

Our inaugural Strategic Plan represents a long term investment in our shared future. It will become operational from July 2012 and remain in place (for next eighteen years) through to July 2030.

The annual project management and implementation of each *Priority* under the four *Strategic Themes* outlined in our Plan will be the responsibility of our Elected Applicants. The Elected Applicants will also monitor and review the Strategic Plan and develop Annual Action Plans to guide the project management and implementation process.

In addition to providing the Elected Applicants with an annual planning, management and implementation framework in which to conduct business, the Annual Action Plan also provides the means in which to monitor project progress and provide up-to-date progress reports to the wider Claim Group.



# Contact Details

Can add contact details for each of Elected Representatives – this would look very business like I think and add pride and status to our Elected Representatives.

Either way, if government agencies, council, proponents or the general public want to contact our people for what ever reason they will need to have some contact details.

