



CLCAC CARPENTARIA LAND COUNCIL
ABORIGINAL CORPORATION

Strategic Plan 2021-2025

OUR COUNTRY - OUR CULTURE - OUR FUTURE

OUR VISION

To be the leader of sustainable indigenous community development in the lower Gulf region, where our people are self-determined and empowered to take control of country, culture and their economic future.



OUR GOALS

An accessible, responsive and well managed organisation

We will improve opportunities for communities to engage with our activities and programs. We will share information about our programs and performance and let people know about how we will respond to future opportunities and challenges. We will manage resources sustainably, develop our staff to meet current and future needs and deliver services our clients are happy with.

Country is well managed

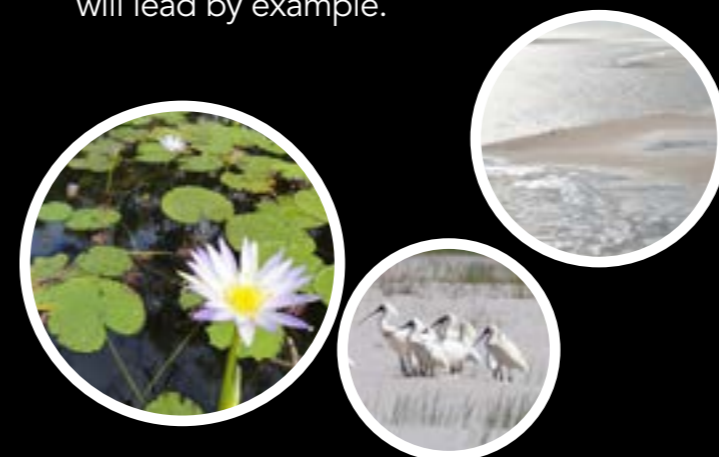
We will have the best land and sea unit across Northern Australia. We will achieve this through combining the best available science with traditional knowledge and practices. We will constantly improve how we manage country and in partnership with others grow the range of services we deliver. We will encourage our community and others to take positive actions in relation to environmental sustainability and will lead by example.

Strong, sustainable region

We will support and foster regional development, entrepreneurs, enterprises and small businesses helping them to establish in local and regional markets. We will collaborate with government, industry and others to achieve this objective and form partnerships to ensure success and a higher standard of living for all. We will encourage our community and others to take positive actions in relation to developing a strong and sustainable regional economy.

Obtain positive determinations of Native Title and assist Prescribed Body Corporates

We will provide high quality professional services to secure positive native title outcomes for Traditional Owners. We will also continue to assist Native Title Holders to protect their rights and interests and successfully access financial opportunities which may flow. We will support and foster Prescribed Body Corporates to carry out their statutory responsibilities, charting and managing their own direction. We will seek out organisations and supporters who share similar social investment objectives and build long term sustainable partnerships that will assist in these endeavours.





OUR PRINCIPLES

In pursuing our vision and objectives we will adhere to the following key principles:

- CLCAC's Board will continue to maintain equal representation for each of the nine constituent Traditional Owner groups.
- CLCAC will support the cultural and economic aspirations of Traditional Owner groups.
- CLCAC's Board will continue to provide a credible and effective forum for regional discussion, planning and action.
- CLCAC will invest in the continued development of its people to build capacity within the region.
- CLCAC recognises the need to continue to strive for the recognition of native title and to assist Traditional Owners to protect and manage country.



WELCOME

This Strategic Plan sets the direction for Carpentaria Land Council Aboriginal Corporation for the next decade. It is the blackprint for the future management of the Indigenous estate to ensure the rights and interests of Traditional Owners in the Southern Gulf are protected and advanced.

CLCAC has an important role to play in not only ensuring that we help protect the rights and interests of Traditional Owners, but also do what we can to empower our people to take advantage of opportunities and respond to the challenges of the future.

This plan sets the tone for how we will plan for and deliver future economic and social development outcomes for Traditional Owners. It also sets out the broad strategies we will implement to facilitate development opportunities, build capacity and protect the unique environment and culture that has sustained us for thousands of years.

Chairperson



WHO WE ARE

Formed in 1982 and incorporated in 1984, CLCAC is the oldest Land Rights based organisation in Queensland.

The corporation represents the rights and interests of Traditional Owners in the southern Gulf of Carpentaria, with its membership drawn from the following nine Aboriginal language groups whose traditional lands and waters are located in the Gulf:

KURTIJAR GANGALIDDA KUKATJ

GKUTHAARN KAIADILT WAANYI

YANGKAAL LARDIL GARAWA

On 30 June 1994, CLCAC was recognised as the native title representative body under the Native Title Act for the Gulf of Carpentaria Region. The area represented by CLCAC encompasses land and waters from the Northern Territory border to east of Normanton and includes the Wellesley Islands.

In 2007, CLCAC established a Land and Sea Ranger Program as an extension of its role as a native title service body. The Land and Sea Program undertakes management activities that enhance the protection and management of natural resources in the lower Gulf region for the long-term benefit of Traditional Owners and Communities.

In 2011, CLCAC established a Business and Economic Development Program. The program is building on current initiatives, like the Land and Sea Management Program and successful native title determinations, driving new economic development opportunities that will contribute to improved social and community development outcomes.

Today, CLCAC is the largest and most eminent corporate entity representing the rights and interests of Traditional Owners in the southern Gulf of Carpentaria.

WHAT WE WILL DO

Accessible, responsive and well-managed organisation

GOALS:

- Create further opportunities for Traditional Owners to engage and participate in our activities and programs.
- Share information about our programs and performance and let people know about how we will respond to future opportunities and challenges.
- Manage resources sustainably.
- Develop staff to meet current and future needs and deliver services our clients need and are happy with.

ACTIONS:

- Develop and implement a sustainable business model that will provide the financial investment required to carry our vision, objectives and programs forward in a post-determination environment.
- Develop and implement an effective communication strategy ensuring all stakeholders, current and prospective, are well informed of our services, achievements and partnering opportunities.
- Undertake effective workforce planning and development to ensure we have the right skills and capabilities to deliver our vision.
- Ensure we comply with all reporting and other obligations under the Corporations (Aboriginal and Torres Strait Islander) Act 2006.
- Ensure we effectively represent the interests of constituent Traditional Owner groups.

STRATEGIES, PLANS AND ONGOING ACTIVITIES THAT WILL SUPPORT DELIVERY OF THIS OBJECTIVE:

- Five Year Strategic Plan
- Strategic Risk Management Plan
- Fraud Risk Management Plan
- Annual Operational Plan and Six-Monthly Performance Reports
- Annual Report
- CLCAC Constitution
- Investment Prospectus
- Post Native Title Determination service provision modelling and business planning
- Operational Policies and Procedures
- Corporate planning and performance
- Strong financial management
- Best practice human resource management
- Information management



Country is well managed

GOALS:

- Be the best land and sea unit across Northern Australia.
- Combine the best available science with traditional knowledge and practices.
- Improve how we manage country and in partnership with others grow the range of services we deliver.
- Encourage our community and others to take positive actions in relation to environmental sustainability and to lead by example.

ACTIONS:

- Support and promote the use of Traditional Knowledge combined with the best available science to better understand the natural values of the region and ensure they are effectively managed.
- Protect our land, rivers and sea country from unsustainable practices.
- Support and grow the capacity of Indigenous Rangers to conduct best practice land and sea natural resource management.
- Develop and implement a Regional Land and Sea Environmental Management strategy that supports expansion over time of the Land and Environment program while supporting self-sufficiency and sustainability.
- Expand the areas under the national reserve system in the southern Gulf.
- Develop partnerships with neighbours, landholders, government, research agencies and other key stakeholders to build capacity and to protect and manage the land and sea resources of the southern Gulf.
- Promote the activities and achievements of the Land and Sea Rangers.
- Identify and pursue environmental fee for service opportunities.
- Advocate for sustainable development and protection of the southern Gulf natural and cultural values.

STRATEGIES, PLANS AND ONGOING ACTIVITIES THAT WILL SUPPORT DELIVERY OF THIS OBJECTIVE:

- Area specific management plans and strategies
- Operational Plans
- Natural resource management
- Scientific research
- Specialisation of skillsets for all Land & Environment people resources
- Cultural heritage protection
- Advocacy and community awareness
- Newsletters and social media



Strong, sustainable region

GOALS:

- Support and foster regional development, entrepreneurs, enterprises and small businesses and help them establish in local and regional markets.
- Collaborate with government, industry and others to achieve this objective and form partnerships to ensure success and a higher standard of living for all.
- Encourage our community and others to take positive actions in relation to developing a strong and sustainable regional economy.

ACTIONS:

- Work with all people in the southern Gulf to build a stronger and more sustainable region.
- Assist Traditional Owner groups to identify existing and emerging business and economic development opportunities and develop short, medium and long-term strategies and plans that will guide their business and economic development into the future.
- Identify and assess the impacts of any factors limiting community and regional growth, such as lack of suitable housing and other infrastructure, and lobby State and Federal Government for funding or implementation of government-led projects designed to alleviate pressure on existing infrastructure and to enable growth and development in the region.
- In consultation with Traditional Owner groups develop a ten-year regional economic development plan.
- Identify and pursue environmental tourism opportunities that further promote the protection and conservation of the region's natural values.
- Support and facilitate the development and diversification of Indigenous-owned enterprises across varied business sectors.
- Support the development of and access to appropriate Indigenous business support services.
- Support and facilitate programs and initiatives that promote access to capital and

STRATEGIES, PLANS AND ONGOING ACTIVITIES THAT WILL SUPPORT DELIVERY OF THIS OBJECTIVE:

- Indigenous Economic and Business Opportunities in the Gulf of Carpentaria Region Report
- CLCAC Tourism Destination and Product Development Plan
- Economic development planning
- Business Support services
- Newsletters and social media
- Advocacy and community awareness

Obtain positive determinations of Native Title and assist Prescribed Body Corporates

GOALS:

- To provide high quality professional services to secure native title or alternative settlement outcomes for Traditional Owners.
- To assist Native Title Holders to protect their rights and interests and successfully access financial opportunities which may flow.
- Support and foster Prescribed Body Corporates to be self-sufficient, charting and managing their own direction.
- Seek out organisations and supporters who share similar social investment objectives and build long term sustainable partnerships that will assist in these endeavours.

ACTIONS:

- Providing high quality legal advice and professional services to secure positive native title outcomes for Traditional Owners.
- Assist PBCs to establish business, legal and governance arrangements that will see them operate sustainably into the future.
- Assist PBCs to apply for grants and pursue contract and business opportunities from native title agreements.
- Support PBCs to develop capacity and expertise necessary to be viable, independent and functional organisations.
- Support PBCs to develop a Land and Sea management capacity to eventually have Land and Sea roles.

STRATEGIES, PLANS AND ONGOING ACTIVITIES THAT WILL SUPPORT DELIVERY OF THIS OBJECTIVE:

- Provide expert advice in relation to claims
- Strategic and business planning support
- Mentoring and capacity building
- Grant and submission writing
- Regional Planning

FOR FURTHER INFORMATION:

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