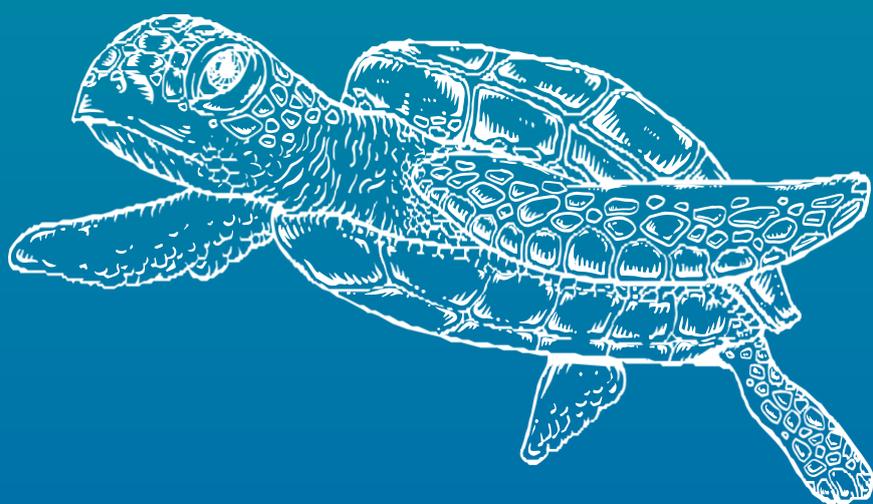


# Corporate Plan

2017-2030

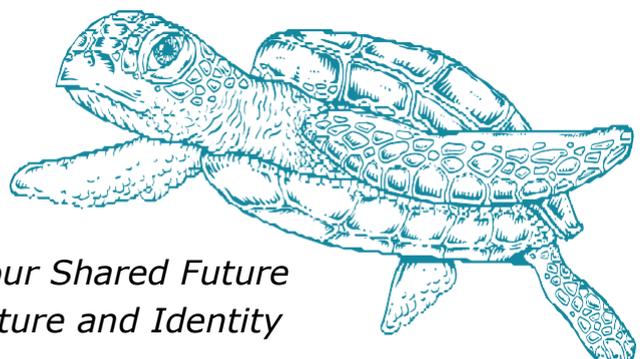
*Investing in our Shared Future  
United in Focus, Spirit, Culture and Identity*



**PCCC Port Curtis Coral Coast Trust Limited**  
Bunda, Byellee, Gooreng Gooreng and Gurang People

# Contents

Elder's Foreword	3
Introduction	4
About Us	5
<i>Our Vision</i>	5
<i>Our Purpose</i>	5
<i>Our Values</i>	5
<i>Our Guiding Principles</i>	6
<i>Our People</i>	7
<i>Our Native Title Rights</i>	7
<i>Our Land and Sea Boundaries</i>	8
Key Result Areas, Priorities and Performance Measures	9
<i>Culturally Inclusive Leadership and Governance</i>	10
<i>Education Engagement and Excellence</i>	11
<i>Social Enterprise Development</i>	12
<i>Land, Sea and Cultural Heritage Rehabilitation and Preservation</i>	13
<i>Supporting and Caring for our People our Culture</i>	14
Leadership and Governance Framework	15
Planning and Reporting Framework	16
PCCC Trust Director Profiles	17



*Investing in our Shared Future  
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# Elder's Foreword

We are pleased to present the Port Curtis Coral Coast (PCCC) LTD Corporate Plan 2017-2030: *Investing in Our Shared Future - United in Focus, Spirit, Culture and Identity.*

This Plan replaces our inaugural Strategic Plan and continues the legacy we leave for our children and their children's children. Our Vision, "to see our people become strong, proud and empowered through cultural knowledge, quality education and economic participation" remains strong in our hearts and firm in our minds.

This plan provides our people with a solid foundation and strategic framework to deliver quality outcomes for our families against the following key result areas:

- Culturally Inclusive Leadership and Strong Governance
- Education Engagement and Excellence
- Social Enterprise Development
- Land, Sea and Cultural Heritage Rehabilitation and Preservation
- Supporting and Caring for our People and our Culture

We remain committed to working in partnership with government agencies and industry proponents who:

- Understand, value and respect our people's ancient interconnection with our land, sea and environment and commit to minimising negative impacts through effective consultation and best practice management;
- Respect our native title, cultural heritage and economic rights.
- Commit to quality vocational training, real jobs and business development opportunities for our people;
- Commit to fair and reasonable equity arrangements as an integral part of land use agreements

Our people have never been obsessed with power, superiority, ego or greed. We however, acknowledge that our sovereignty has never been ceded and therefore continue to fight for authentic recognition and respect for our human, social, economic, land and Cultural heritage rights.

Our traditional values of caring, sharing and respect for our land, our people and our environment continue to be upheld with honour, integrity, dignity and humility and will not be compromised in the conduct of our business.

We commend this Plan to our people and encourage our families to stand united in focus, spirit, culture and identity as we collectively invest in our shared future.

We commend this Plan to our current and future government, non-government and industry partners and ask that you work in an authentic partnership with our people to ensure the realisation of our Vision.

**Mr. Colin Johnson**  
Elder, Gooreng Gooreng People

**Mrs. Maureen Eggmolesse**  
Elder, Byellee People

**Mr. Evan Blackman**  
Elder, Gurang People

**Mr. Tom Brown**  
Elder, Bunda People

# Introduction

Port Curtis Coral Coast Ltd (PCCC) was established in November 2013 to provide projects, programs, services, assistance, support, education, health and training for PCCC Persons (Bunda, Byellee, Gooreng Gooreng and Gurang Peoples) on such terms and conditions as determined by its Trust Deed.

Without limiting the generality of its purpose, the PCCC Trust seeks to provide for:

- a) The relief of poverty, sickness, distress and the special needs of the aged and others who are PCCC Persons;
- b) The development and implementation of quality educational outcomes for PCCC Persons;
- c) Other purposes beneficial to the communities in relation to the PCCC Persons, including but not limited to:
  - (i) Developing and assisting community facilities, housing cooperatives and medical centres;
  - (ii) Providing family support and youth services; promoting health and welfare;
  - (iii) Promoting art, dance, culture and history;
  - (iv) Developing community and social infrastructure;
  - (v) Strengthening social and moral wellbeing; and
  - (vi) Research;
- d) Recognition of the relationship of PCCC Persons with their ancestral land, coastal sea, waters, sites, sacred sites and other cultural treasures;
- e) Maintenance and advancement of PCCC Persons ancestral connection to their land, sacred sites, environment and other cultural heritage;
- f) The preservation and advancement of traditional, historical and cultural knowledge of the historical landscape of the PCCC Persons;
- g) Development of knowledge proliferation in the PCCC Persons' communities including investment in knowledge, innovative partnerships and economic participation and growth with the primary aim of improving opportunities for and the wellbeing of PCCC Persons;
- h) The development and implementation of quality.

# About Us

## Our Vision

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

## Our Purpose

We work together in partnership with government, non-government and industry partners to:

- uphold our sovereignty and human rights
- preserve our ancient culture, heritage and interconnection with our land, sea and environment;
- maximise education, vocational training, employment and commercial business opportunities from all project development within our land and sea boundary; and
- achieve self-determination.

## Our Values

The traditional Aboriginal values of *Caring*, *Sharing* and *Respect* for our land, our people and our environment form the foundation of our culture, belief system, customs and practices:

- We *Care* for the physical, spiritual, cultural, emotional, social and economic security, peace of mind and wellbeing of our people.
- We *Share* a strong passion and commitment to move beyond ignorance, fear, denial, hurt and blame to build pride and dignity and restore balance and harmony among our people through genuine social, educational, cultural and economic participation and growth.
- We *Respect* the diversity, strengths, rights and expectations of our people and remain resolute in our dedication and commitment to strengthening our *Shared Future - United in Focus, Spirit, Culture and Identity*.

# Our Guiding Principles

Our corporate focus is guided by the following principles:

- The Articles contained in the United Nation's Declaration on the Rights of Indigenous Peoples and other international human rights instruments that support our commitment and desire to create more positive and meaningful futures for our people.
- As part of the world's oldest continuous living people and culture we are responsible for keeping our ancient and evolving lore, people, culture and customs alive, healthy and proud.
- Our ancient lore does not tolerate abuse against men, women or children or disrespect toward the wisdom of Elders - it will not be compromised or devalued in the conduct of our business.
- Our leadership and corporate governance will remain culturally inclusive, accountable, effective and transparent.
- We work together and in partnership with government, non-government and industry partners to achieve our shared *Vision*.
- Investment in sustained economic growth and participation will deliver opportunities, generate wealth and build individual and community pride, image, confidence, dignity and self esteem.
- Access to quality education is the fundamental building block in our children's future.
- We have the right to expect the same level and quality of social, cultural, spiritual, educational and economic opportunities and outcomes as that of all Australians.
- Our children are the future of our people and culture - as adults and as parents, we are their most significant role models.

# Our People

The Bunda, Byellee, Gooreng Gooreng and Gurang People are four tribal groups with a continuous connection to the land and sea area defined as the Port Curtis Coral Coast region of Queensland.

Within our tribal groups, traditional custodian families with Native Title rights and interests descend from the following Apical Ancestors:

- Dina;
- Jessie;
- Dolly, (mother of Johnson Matemate and George Swain);
- Molly Jones;
- Dulhu/Doolan;
- Buller Tolsen (Norman Buller);
- Nellie Murray (Also known as Nellie Watcho and Alice Murray);
- Jane;
- Betsy;
- Rosie;
- Maggie Little;
- Rosie Blackman;
- Emma Jones (wife of John Broom/e);
- John Hill ("Pig Pig");
- Elizabeth Tanwatt/Daniels;
- Kitty of Gladstone; and
- Margaret Grant.

## Our Native Title Rights

Our Native Title rights and interests, include the right to:

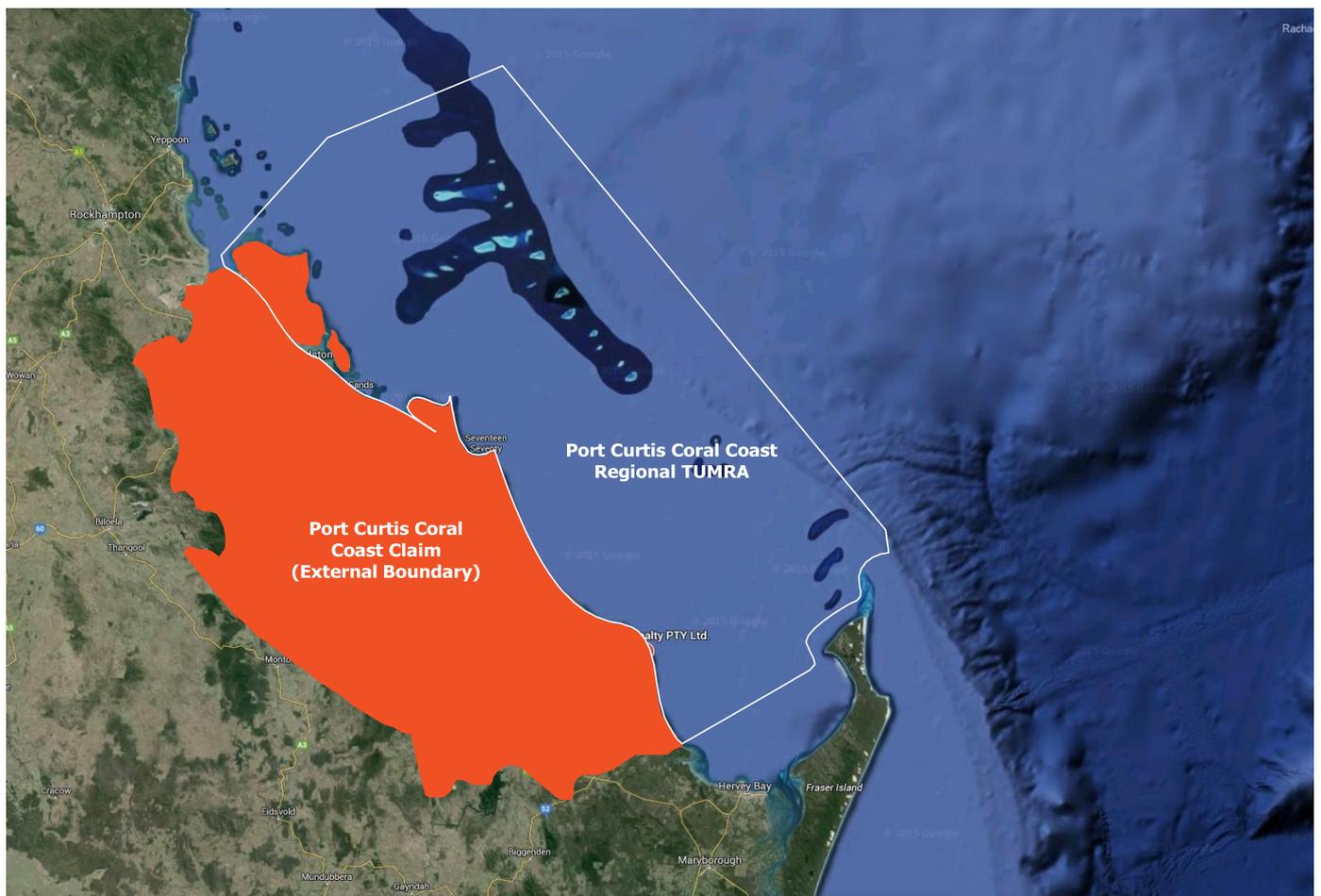
- speak for, on behalf of and authoritatively amongst our people about our land and sea, in accordance with our lores and customs;
- inherit and transmit our Native Title rights and interests;
- speak for and make non-exclusive decisions about the area;
- access to the areas within our boundary;
- control access to and use by other Aboriginal people of the area, in accordance with traditional lores and customs;
- hold meetings and participate in cultural activities;
- conduct burials;
- live, camp, and establish residences;
- 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 lore's 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 and 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.

# Our Land and Sea Boundaries

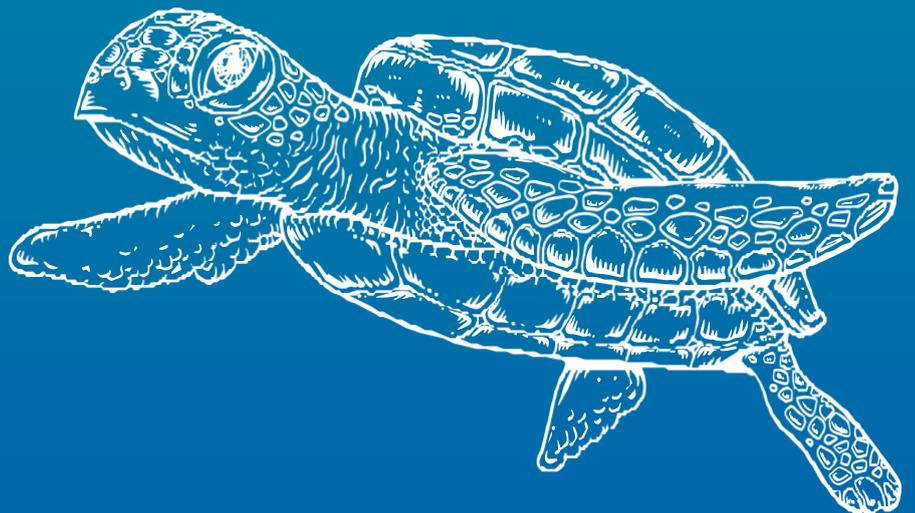
The PCCC Native Title interests cover an area of approximately 19,430 square kilometres and extends in the south from Burrum Heads to Raglan Creek in the North, in the East from the Coastline (High Water Mark) to Monto in the West and includes Gladstone, Bundaberg and the following islands, rocks and 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

As detailed in the Port Curtis Coral Coast Regional Traditional Use of Marine Resources Agreement (TUMRA) our Land and Sea covers an area of approximately 26,510 square kilometres.



# Key Result Areas, Priorities and Performance Measures



# Culturally Inclusive Leadership and Governance

We will ensure the PCCC Trust acts with integrity and impartiality and remains accountable and transparent, culturally inclusive and focused on the common good of all apical family groups and publicly defensible.

Our Board membership and structure will be of appropriate size, composition and capacity to effectively and efficiently manage and administer our strategic and operational responsibilities and maximise the delivery of quality outcomes for all apical ancestor families. As and when required the Board will appoint specialist sub-committees to research and develop innovative projects that contribute to continuous improvement or enhance opportunities and outcomes for our apical ancestor families.

## Priority

## Performance Measure

Maintain effective governance, operational performance standards and financial stability.

- Finances, assets, investments, debts, properties and facilities are ethically managed in compliance with the Trust Agreement and for the common good of all apical ancestor families.
- Code of Conduct, corporate policies and procedures ensure:
  - Responsible corporate behaviour;
  - Accountable and transparent decision making;
  - Effective budgeting, accounting, auditing, financial reporting;
  - Effective management of risk and opportunity;
  - Effective performance monitoring, evaluation and reporting.
  - Effective succession planning and sustained best practice corporate governance standards.

Maintain proficient planning investment and delivery strategies and procedures.

- Planning, investment and delivery framework includes:
  - Corporate Plan;
  - Three-Year Business Plan [aligned to Board Member terms of appointment];
  - Annual Operational Plans;
  - Communication Strategy;
  - Investment Strategy;
- Social, cultural, education, commercial business and economic development and land acquisitions strategies.

Maintain productive stakeholder partnerships and apical ancestor family engagement.

- Partnerships with government, non-government and industry partners contribute to:
  - Continuous improvement;
  - Maximum social, cultural, education, commercial business and economic development, land acquisition and financial investment opportunities and outcomes.
- Effective Apical Ancestor engagement sustained via PCCC Website: [www.pccctrust.com.au](http://www.pccctrust.com.au), Quarterly Newsletter and Summits.

Maintain strong advocacy and representation.

- Native Title, Social, Cultural, Economic and Human Rights of all PCCC apical ancestor families are upheld.

# Education Engagement and Excellence

We will build constructive partnerships and provide education leadership in advocacy, policy development and research to create pathways which promote, develop and support education engagement and excellence for our people.

Our cohesive education framework is designed to prepare our people for life. We want our people to remain connected to the richness and strength of culture while simultaneously being afforded opportunities to build capacity and enhance engagement in quality education and achieve excellence, above and beyond what has been achieved before.

## Priority

## Performance Measure

Maintain a Prep to Year 6 (Primary School) Back to School Support Program.

- Maximum participation in Prep to Year 6 primary schooling supported by continuous performance improvement.

Maintain a Year 7 to Year 12 (Secondary School) Back to School Support Program.

- Maximum participation in Year 7 to Year 12 secondary schooling supported by continuous performance improvement.

Maintain a Post Year 12 (Tertiary) Access to Tertiary-Level Study Program.

- Maximum participation in post Year 12 tertiary study supported by continuous performance improvement.

Maintain a Scholarship and Specific Placement Program to support.

- Quality support and continuous performance improvement for:
  - Boarding students.
  - Disengaged students
- Increased participation of students re-engaged in education supported by continuous improvement and completion of study.

Maintain an Excellence in Education Support Program for Academic Engagement and Social, Cultural and Sporting Enhancement.

- Maximum participation at all levels of education supported by continuous performance improvement and ongoing social, cultural and sporting development.

# Social Enterprise Development

We will maximise economic participation for our people by ensuring access to quality vocational training and the pursuit of real jobs and business opportunities from all project developments within our land and sea boundaries.

We are committed to working in productive partnerships with government agencies and industry proponents who are equally committed to delivering opportunities for our people from all project developments within our land and sea boundaries.

## Priority

## Performance Measure

Maintain a PCCC Social Enterprise development strategy to maximise Vocational Training, Employment and Business Development.

- All major project development works conducted within our land and sea boundary maximise the participation of our people in quality vocational training, real jobs and business opportunities.

Maintain a PCCC Small Business Certification Program.

- New and innovative business opportunities can be developed in response to Trust and individual, family or group business interests and aspirations.

- Facilitates financial support options to develop small to medium business opportunities (including joint ventures) in response to Trust and individual, family or group business interests and aspirations.

Maintain a PCCC Cultural Appreciation Program.

- All government and industry employees participate in compulsory cultural appreciation programs prior to commencement of any major project work conducted within our land sea boundaries.

# Land, Sea and Cultural Heritage Rehabilitation and Preservation

We will ensure that our ancient land, sea and cultural heritage is rehabilitated following all project development work and adequately preserved for the enjoyment and use of our future generations.

As traditional custodians we maintain an ancient and ongoing interconnection with our land, our sea and our environment. As part of this connection we maintain important obligations and responsibilities to ensure our land, sea and environment are preserved. We are committed to working in partnerships with government agencies and industry partners who respect our Native Title and Cultural Heritage aspirations and rights, understand, appreciate, value and respect our interconnection along with our obligations and responsibility to preserve our land, sea and environment.

Priority	Performance Measure
Maintain a PCCC Cultural Heritage, Land, Sea and Environment Rehabilitation and Preservation Policy and Management Plan.	<ul style="list-style-type: none"> <li>All major projects conducted within our land or sea boundary, comply with our Cultural Heritage, Land Sea and Environment Policy and Management Plan standards and conditions and include strategies and resources to ensure the effective rehabilitation and preservation of all areas adversely affected.</li> </ul>
Maintain a PCCC Cultural Heritage, Land, Sea and Environment Unit and Learning and Keeping Place.	<ul style="list-style-type: none"> <li>The Unit works in direct partnership with Government Agencies and proponents to identify project impacts in advance and develop strategies to ensure adverse impacts are effectively managed.</li> <li>Artefacts recovered are appropriately stored and preserved and sites of significance are adequately protected and preserved.</li> </ul>
Maintain a PCCC Cultural Heritage Register.	<ul style="list-style-type: none"> <li>Register remains up-to-date and record physical location and significance of sacred and other important sites, song lines and stories within our land and sea boundaries.</li> </ul>
Maintain a PCCC Land Use and Acquisition Policy and Management Plan.	<ul style="list-style-type: none"> <li>All Land Use Agreements and acquisitions comply with the standards and conditions of our Land Use and Acquisition Policy and Management Plan and relevant standards and conditions detailed in the National Native Title Act and Queensland Aboriginal Cultural Heritage Act.</li> </ul>
Maintain a proactive approach to re-acquiring traditional lands on behalf of Apical Ancestor groups and families.	<ul style="list-style-type: none"> <li>All Apical Ancestor groups and families are afforded opportunity to re-acquire and or gain access to their traditional land areas in accordance with rights under the National Native Title Act.</li> </ul>

# Supporting and Caring for our People our Culture

We will continue to proudly follow in the steps of our ancestors to ensure our traditional values and kinship systems are sustained and our interconnection to our land, our sea and our environment are never stolen, destroyed or broken.

We form part of the world's oldest continuous living people and culture and are forever committed to ensuring that our people and culture remain strong, proud and healthy. Our commitment is underpinned by a strong desire to move beyond negative elements that have impeded our progress and building on the strength and richness of our lore, culture, values and customs to restore honour, integrity, dignity and pride among our people.

## Priority

## Performance Measure

Maintain effective Kinship Care and Support Programs.

- Elders, individuals and families in need have access to quality kinship care and support programs and services.

Maintain primary, secondary and tertiary health care and support program and services.

- Individuals and families have access to quality primary and secondary health care and receive quality advice, direction, support and access to tertiary health services.

Strengthen Apical Ancestor family group connections to traditional land and sea area, kinship system, lore, culture, customs and values.

- Ancient cultural footprints, stories and customs applicable to sacred sites and places of significance are restored for individual families within and across our respective internal land and sea boundaries.
- All apical ancestor families have their family tree formally developed and recorded.

Re-establish and strengthen our ancient cultural connections, shared stories and customs with our neighbouring tribal groups.

- Traditional land and sea boundaries identified and strengthened and contribute to restored balance and harmony with our neighbours.

Maintain a proactive participation in cultural, healing, sport and recreational events and family kinship gatherings and ceremonies.

- All families enjoy active engagement and participation in organised events, gatherings and ceremonies.

Maintain a proactive approach toward the development of new and innovative projects, programs and services targeting the health and wellbeing needs of our people.

- Feasibility study to assess the viability of establishing a PCCC Old People's Home and other culturally appropriate and respectful care and support programs.
- Ongoing delivery of substance abuse, healing, health and wellbeing programs and activities.

# Leadership and Governance Framework

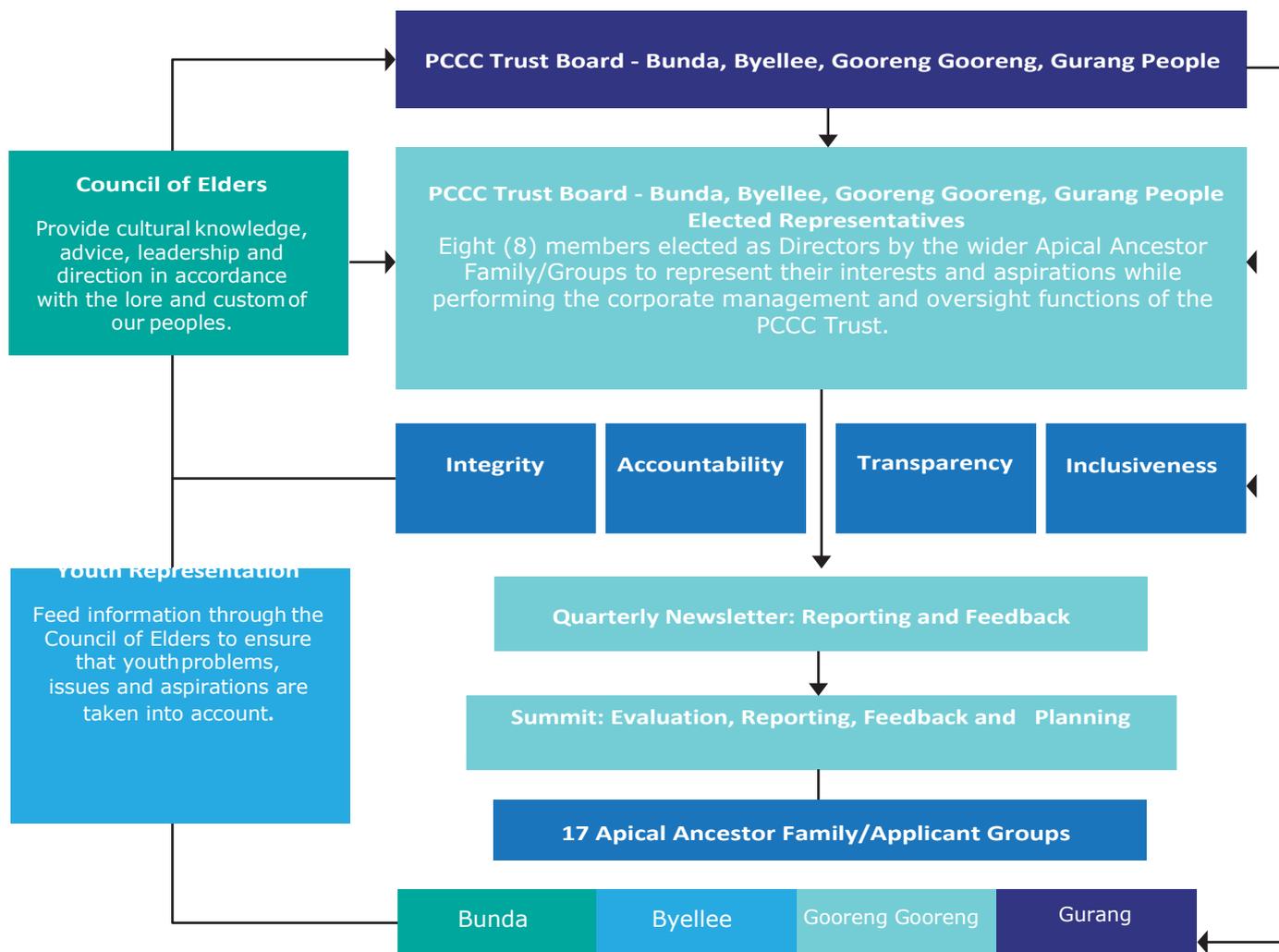
The PCCC Trust is managed in a culturally inclusive, accountable and responsible manner and our corporate governance is guided by the following principles:

- Accountability and Transparency
- Integrity and impartiality
- Inclusiveness and the promotion of the Common Good
- Public Defensibility

These principles are reflected in the following practices:

- Accountable management and financial reporting
- Transparent and ethical decision making
- Productive stakeholder and apical ancestor family engagement
- Proficient planning, investment and delivery
- Responsible information management
- Effective management of risk and opportunity

## PCCC Trust Leadership and Governance Framework



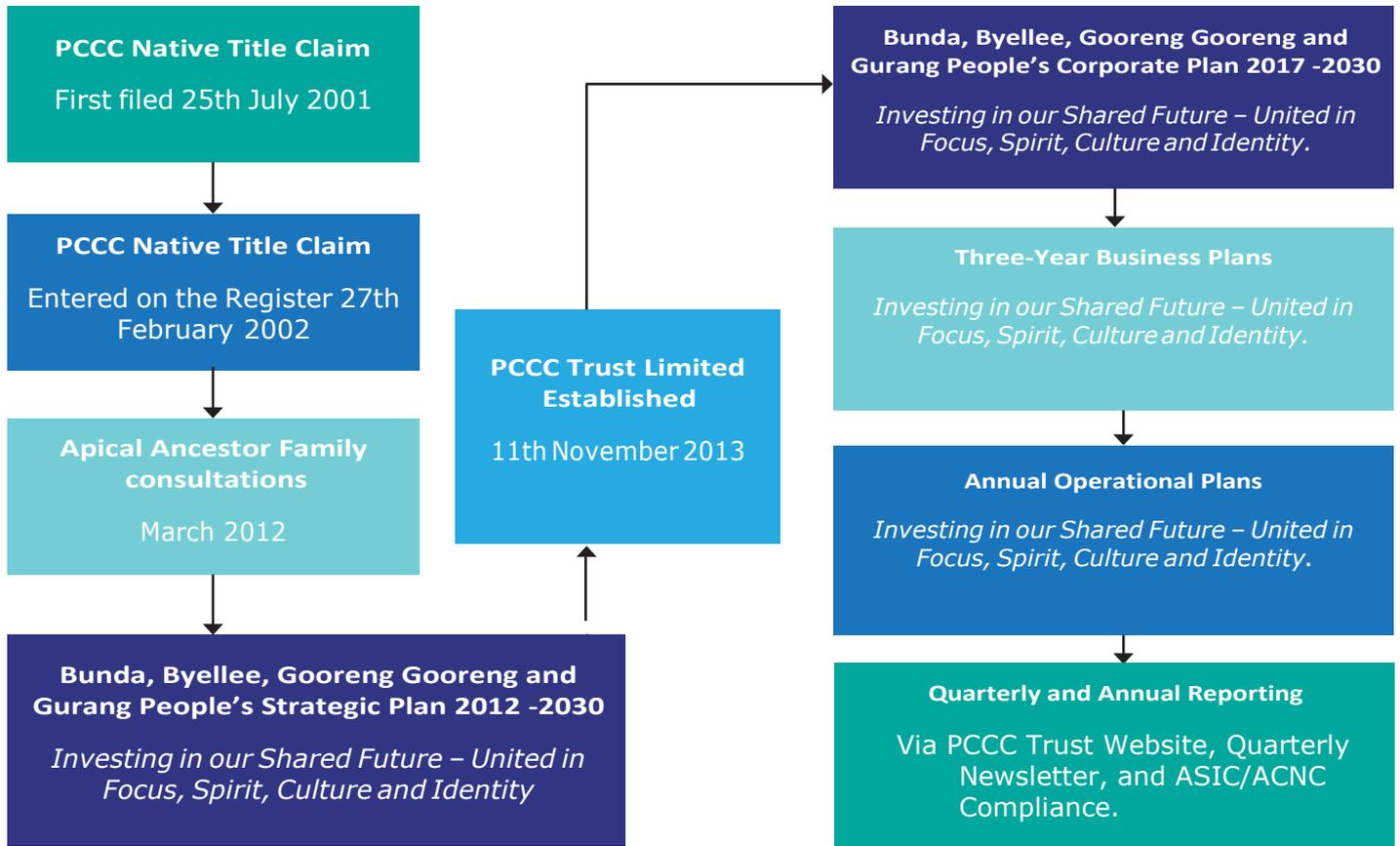
The Trust's Board is designed to be of an appropriate size, composition and capacity to fairly represent the interests and aspirations all Apical Ancestor family groups. Our governance framework embraces the wisdom of our Elders and acknowledges the right of young people to be engaged in leadership and decision making processes.

While the Trust primarily seeks to generate opportunities for common good of all Apical family groups it respects the individual rights of the Bunda, Byellee, Gooreng Gooreng and Gurang people to make their own decisions on relevant cultural matters within their land and sea boundaries.

# Planning and Reporting Framework

Our Corporate Plan provides the long term focus which guides the future directions of the PCCC Trust.

## Planning and Reporting Framework



Three-year Business Plans will be aligned to the three-year terms of elected Board members. Upon appointment, Board members will consider strategies and key outcomes under each priority within Three-Year Business Plans and commit to the effective implementation and management of these strategies and outcomes through an Annual Operational Planning process.

Monitoring and reporting of the Trust's performance will be communicated to all Apical Family groups via the PCCC Trust's Website, quarterly newsletters and as an integral part of PCCC Summits.

# PCCC Trust Director Profiles



**Tony Johnson (Chair)**  
GoorengGoorengDirector1@pccctrust.com.au

Gooreng Gooreng



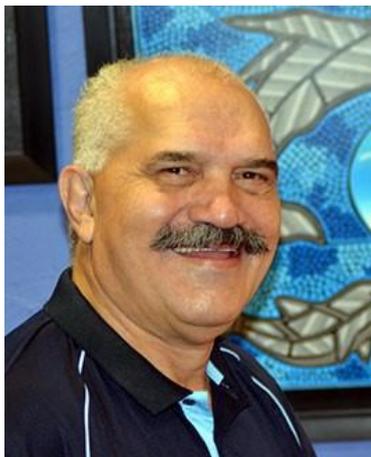
**Lurleen Blackman**  
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Gurang/ Toolooa



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Bunda/ Gooreng Gooreng



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