



Western Cape Communities Trust and Western Cape Communities Coordinating Committee

## Contents:

Messages from the Chairpersons	0
Message from the Executive Officer	03
Our History	0ŧ
Background	06
Introduction	08
Vision and Values	10
Joint Mission Statement	12
Structure	14
Key Objectives and Goals	16

#### **ACKNOWLEDGEMENTS:**

The Western Cape Communities Trust (WCCT) and the Western Cape Communities Coordinating Committee (WCCCC) wish to thank all those individuals and groups who took part and contributed to the development of the 2015-2022 Strategic Plan, which is a collaboration of the Traditional Owners, Shire Councils; Aurukun, Mapoon, Napranum, New Mapoon (as part of NPARC) and their Communities, along with all other Stakeholders under the Western Cape Communities Co-Existence Agreement (WCCCA).

We value your wisdom, knowledge, support and participation and acknowledge your valuable contribution.



## Messages from the Chairpersons:



#### WESTERN CAPE COMMUNITIES TRUST (WCCT)

I would firstly like to acknowledge and pay my respects to the Traditional Owners, both past and present, of the eleven Traditional Owner Groups who are signatories to the Western Cape Communities Co-Existence Agreement (WCCCA).

It is with great pleasure that I present the Strategic Plan 2015 - 2022 of the Western Cape Communities Trust (WCCT) and Western Cape Communities Coordinating Committee (WCCCC). The purpose of the Strategic Plan is to provide strategies, objectives, goals and a clear vision for the future.

In developing this Strategic Plan a series of workshops were held over several months and included Company Directors, Members, Elders, Youth, Council representatives, our partners to the Agreement - Rio Tinto Weipa, Queensland State Government and the Cape York Land Council, and the WCCT Administration team. Furthermore, extensive engagement was carried out in each of the Communities with Traditional Owners and community members, thus enabling their voices, aspirations and vision to be captured in the objectives and goals. I sincerely thank all for giving their time and sharing your aspirations.

The Strategic Plan defines our vision, objectives and goals and provides the strategies for the WCCT and its Sub-Regional Trusts to focus on and work in partnership with the WCCCC, Rio Tinto, Queensland State Government, Cape York Land Council and other stakeholders. The five key objectives defined in the plan are:

- Culture and Country
- Community Well-being
- Social Development
- · Economic Development
- · Corporate Management

It is imperative that we continue to engage with our Traditional Owners and partners in the Communities and ensure that the keys objectives are progressed and communicated in partnership. I also welcome the community engagements to identify further opportunities to develop the future of our communities and region.

I look forward to maintaining the partnerships under the WCCCA and strengthening our relationships to grow future social and economic opportunities. I also welcome new opportunities and partnerships to ensure the social and economic advancement of the Traditional Owners and Communities of the Western Cape Region both now and in the future.

Loyla Chevathen Western Cape Communities Trust



#### **WESTERN CAPE COMMUNITIES COORDINATING COMMITTEE (WCCCC)**

I am honoured to be able to co-present the WCCT and WCCCC Strategic Plan 2015 - 2022 together with the Chairperson of the WCCT and also would like to acknowledge and pay my respects to the Traditional Owners, both past and present, of the eleven Traditional Owner Groups who are signatories to the WCCCA.

The Western Cape Communities Coordinating Committee (WCCCC) was established by the WCCCA to ensure all parties to the agreement carry out their obligations and responsibilities. The role of the WCCCC is to monitor, implement and review the WCCCA and has a very different role and responsibilities from those of the WCCT.

The WCCCA is a relationship agreement between all signatories and I acknowledge the importance of all parties to the WCCCA working collaboratively in true partnership to implement the agreement.

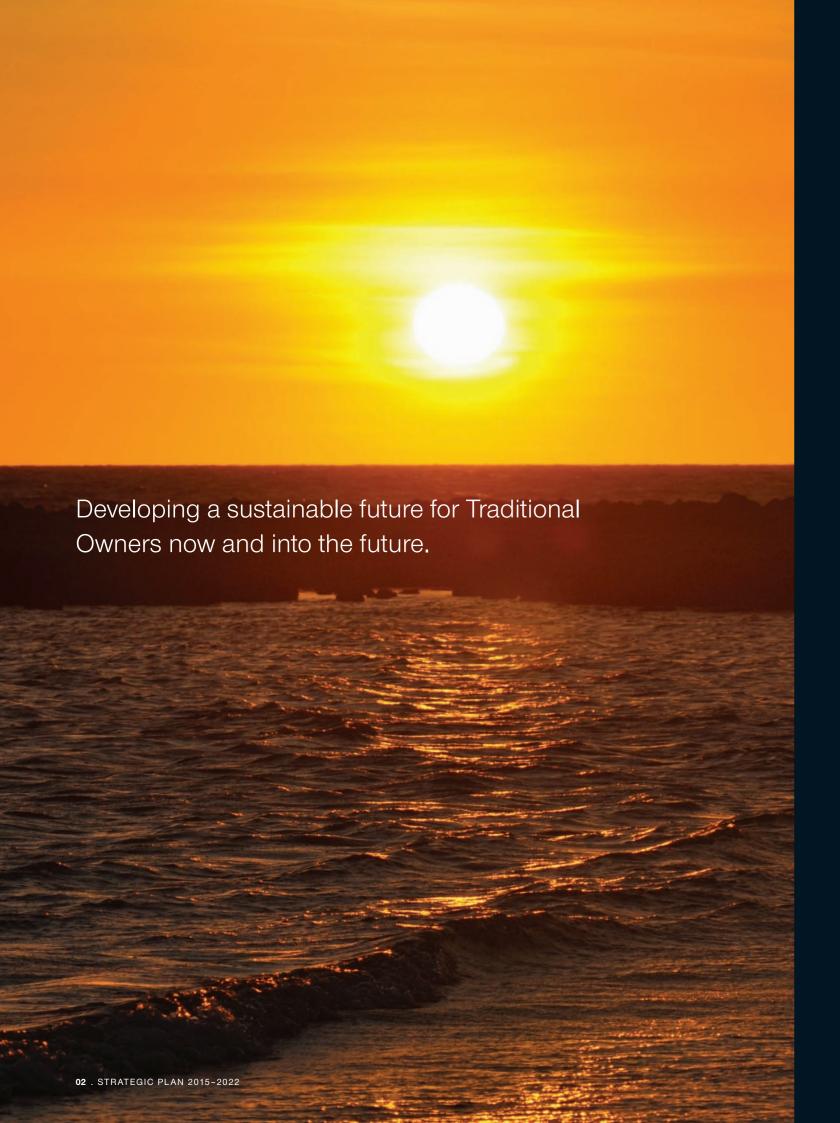
The opportunity to engage with the Traditional Owners and community members during the development of this Strategic Plan acknowledged the achievements to date but also identified the key objectives for the future. This plan will not only provide strategic direction to meet the objectives of the WCCCC under the WCCCA, it will assist us in achieving the objectives of the Traditional Owners.

With the expansion of mining to South of the Embley River our focus is to ensure: our culture is recognised with a Cultural Awareness strategy; our connection to the land is preserved and managed by Traditional Owners caring for Country; the environmental, heritage and cultural areas of significance are managed and respected; growth in Aboriginal employment and training opportunities; and a program for sustainable land surrender of mining leases including immediate surrender of parts of mining lease under the WCCCA be developed.

I thank Rio Tinto for working in partnership with the WCCCC in achievements to date and look forward to working together to realise the objectives for the Traditional Owner and future of the Western Cape Region.

Lastly I would like to sincerely thank all the Traditional Owners, community members and stakeholders who afforded their time and commitment in sharing their valuable knowledge and vision to develop the Strategy Plan for the WCCCC and WCCT and look forward to implementation for the future.

Florence Charger **Western Cape Communities Coordinating Committee** 



# Message from the Executive Officer:



#### MESSAGE FROM THE EXECUTIVE OFFICER

As Executive Officer of the Western Cape Communities Trust (WCCT) I am excited about this strategic plan that targets achievement of many of the aspirations of the people and communities within the eleven Traditional Owner Groups who are signatories of the WCCCA. I would like to acknowledge and pay my respects to the Traditional Owners, both past and present, of these eleven Traditional Owner Groups.

The WCCT Administration Team is tasked with assisting Traditional Owners to implement projects and activities that will address and achieve the aspirations of Traditional Owners as outlined in this strategic plan. In addition the Administration Team represents the interests of Traditional Owners to the many stakeholders of the WCCCA.

Already key aspects of the Strategic Plan are being targeted by the Administration Team and the two key areas are improved communication with communities and the development of the Trust Administration Centre at Achimbun in Weipa.

The improved communication plan includes development of a Trust Facebook page, a new WCCT quarterly newsletter, a relaunch of the WCCT website and the recommencement of regular Community visits in Napranum, Aurukun, Mapoon, New Mapoon and Hopevale. The aim is to inform and empower community members through improved communication of the work of the Main Trust, Coordinating Committee, Sub-Committees and the three Sub-Regional Trusts and issues of importance for Traditional Owners with the stakeholders to the WCCCA, particularly Rio Tinto.

The Trust Administration Team through the WCCCA Sub-Committees is seeking to improve a number of key issues of importance for Traditional Owners including; employment, the delivery of Cultural Heritage for Country, Cultural Awareness Training for people on the Western Cape, Education and Training and the return and re-engagement to Country by Traditional Owners when mining ceases.

We are working towards the development of an exciting Traditional Owner precinct at Achimbun in Weipa. Stage one will involve the development of a new WCCT Administration Centre, a meeting centre for Traditional Owners and an Elders Area and Keeping Place. Stage two will involve the development of the present Cultural Centre and park into an area of Aboriginal Culture that is of benefit to and embraces all cultures. It will be an area that showcases and celebrates the culture of the people of the Western Cape and my aspiration is that it will be the premier Aboriginal Cultural precinct in Australia.

I am very proud to lead the WCCT Administration Team and to delivering on the aspirations of the communities we serve, as outlined in this strategic plan. I thank our Traditional Owners for the confidence and trust they have placed in me and my team for realisation of these aspirations and I thank our many partners in this process particularly Rio Tinto in developing a sustainable future for Traditional Owners now and into the future.

**Geoffrey Fahey Executive Officer Western Cape Communities Trust** 



## Background:

The Western Cape Communities Trust (WCCT) and the Western Cape Communities Coordinating Committee (WCCCC) were established by the Western Cape Communities Co-Existence Agreement (WCCCA).





## It is important to note that the WCCT and the WCCCC are not parties to the Agreement, but rather created by the Agreement, and serve very different roles.

The Agreement was signed in March 2001 and is an Indigenous Land Use Agreement (ILUA) over the mining lease areas, and it was registered with the National Native Title Tribunal under the Native Title Act 1993 on 24 August 2001. The Agreement is between eleven Traditional Owner Groups, four Shire Councils (Aurukun, Napranum, Mapoon and New Mapoon), Comalco (now Rio Tinto), the Queensland State Government and the Cape York Land Council on behalf of the Native Title Parties. The Queensland Government agreed to provide additional financial benefits on registration of the Agreement as an ILUA.

The eleven Traditional Owner Groups are Alngith, Anathangayth, Ankamuthi, Peppan, Taepadhighi, Thanikwithi, Tjungundji, Warranggu, Wathayn, Wik and Wik-Waya, and Yupungathi.

Traditional Owner Groups represent the three Regions in the Western Cape:

#### **NORTHERN:** · Ankamuthi,

- Taepadhighi, · Tjungundji,
- · Warranggu, · Yupungathi.

## **CENTRAL:**

- · Alngith,
- · Anathangayth,
- · Peppan,
- · Thanikwithi,
- · Wathayn.

#### **SOUTHERN:** · Wik and Wik-Waya.

The Agreement recognises traditional ownership and provides support for Rio Tinto activities in return for land use, and provides a range of benefits including employment, training, cultural heritage and site protection, cultural awareness, support for ranger programs and educational bursaries, relinquishment of land, and a royalty stream to charitable trusts for community benefit purposes. The agreement also sets out a number of obligations on all parties, particularly the Traditional Owner Groups and Rio Tinto.

The WCCT and its Sub-Regional Trusts were formalised on 23 September 2002 to receive contributions from Rio Tinto and the Queensland Government in return for use of lands and support for Rio Tinto's activities.

The Trusts are Charitable Trusts for the purposes of community development for Traditional Owner Groups' benefit and not for individual benefit. There are four linked Trusts: the WCCT (Main Trust), and the Southern, Central and Northern Sub-Regional Trusts. This structure reflects Sub-Regional independence, aspirations and decision-making.

The WCCCC was also formalised on 23 September 2002. Its role is to protect the integrity and to monitor, implement and review the WCCCA, ensuring all parties to the Agreement meet their obligations.

## Introduction:

The WCCT and WCCCC and Associated Companies and Committees embarked on a journey to formulate, develop and adopt the WCCCA Strategic Plan 2015 – 2022 for all associated organisations operating under the WCCCA.

#### THE STRATEGIC PLANNING PROCESS ESTABLISHED:

- Where we are today: Bring all stakeholder groups together to work towards common goals and a uniting vision
- Where do we want to be in the future: Prepare a strong way forward... a strategic direction for the Traditional Owners through to 2022
- . What should we focus on: In order to ensure we will be where we want to be in the future

#### **KEY MILESTONES OF THE STRATEGIC PLANNING PROCESS**

#### **Steering committee meetings:**

- 20 August 2014
- 10 October 2014
- 27 November 2014
- 18 February 2015

#### **Indigenous Directors and Members Sessions:**

- 8 September 2014
- 1 December 2014
- 9 March 2015

## Our freedom and fulfillment come from the creation of a future we believe in.

#### **Community / Traditional Owner / Clan engagement:**

• Napranum 31 August - 4 September 2014

Aurukun 14-18 September 2014New Mapoon 22-25 September 2014

Mapoon 29-30 September & 1 October 2014

#### Stakeholder workshop to consolidate draft plan:

• 17-19 November 2014

#### **WCCCC Meeting:**

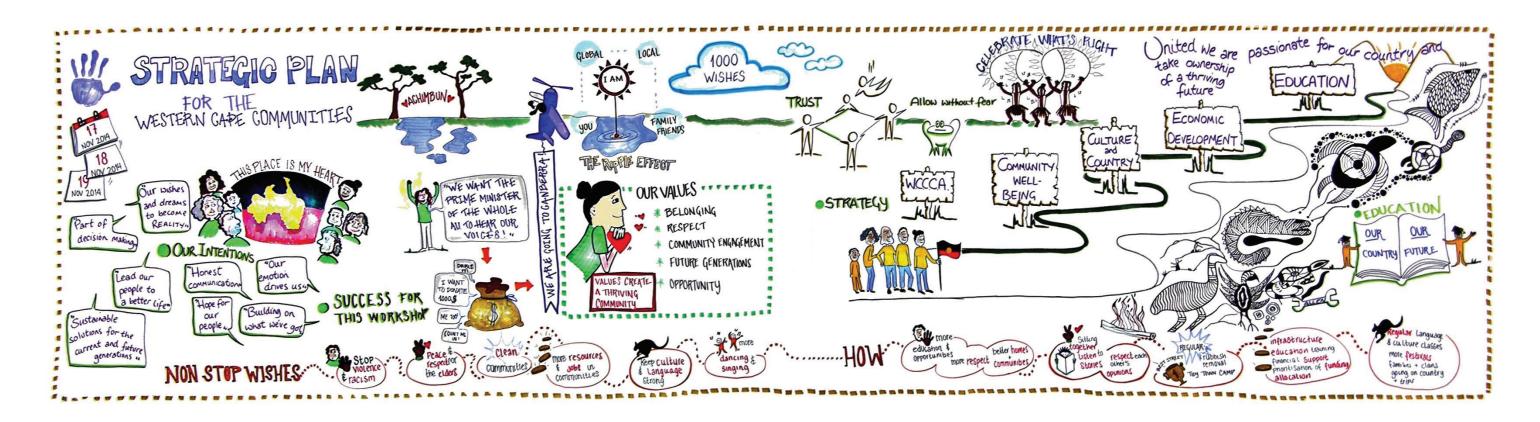
- 2 December 2014
- 10 March 2015

#### **Main Trust Meeting:**

- 3 December 2014
- 11 March 2015

**LAUNCH OF THE STRATEGY - APRIL 2016** 

"A dynamic new beginning for our people"



08 . STRATEGIC PLAN 2015-2022 . 09

# Vision and Values of the WCCCA Strategic Plan: United we are passionate for our country and take ownership of a thriving future!

## Western Cape Communities Trust Vision

We recognise honour and respect our past, and in unity we seek sustainable advancement and development for the future of our communities.

## Western Cape Communities Coordinating Committee Vision

We will be transparent in monitoring, implementing and reviewing the objectives of the WCCCA to ensure that all parties' obligations under the Agreement are met.

### **Values**

#### **BELONGING**

Aligned, empowered and enlightened Communities with a healthy sense of purpose, wellbeing and connection to country

#### **COMMUNITY ENGAGEMENT**

Listen to us and we can build our future together

#### **FUTURE GENERATIONS**

Courageous in demonstrating personal and organisational leadership to make the changes for our future sustainability – future leaders created from our youth to our elders speaking with ONE voice

#### **OPPORTUNITY**

Individuals, groups and Community engaged in activities which provide employment, economic opportunity and self determination

#### **RESPECT**

Respectful and committed to one another and to the Western Cape fostering healthy Communities with a pride of achievement and a thriving future

#### QUOTE FROM A MEMBER OF THE YOUTH:

The duty is passed onto our younger generation.

We the next generation will all have to try to make our less fortunate communities, become a better place.

I will work towards this plan and see it thru until this duty is completed.

#### MASSI

10 . STRATEGIC PLAN 2015-2022 STRATEGIC PLAN 2015-2022 . 11

# Joint Mission Statement:

To manage the WCCT and the WCCCC in a manner that will achieve the best possible social, cultural, environmental and economic outcomes for the communities of the Western Cape Region.

To empower our Indigenous Directors and Members of the WCCT and the WCCCC by providing education, experience and knowledge to improve ability and performance in carrying out their corporate responsibilities whilst remaining true to their cultural identities.

#### Western Cape Communities Trust

The primary role of the WCCT (the Main Trust) is to assume responsibility for the administration, investment, allocation and custody of funds received from Rio Tinto and the Queensland State Government under the WCCCA.

Disbursements also occur through three Sub-Regional Trusts.

#### THE WCCT HAS A BOARD OF DIRECTORS THAT CONSISTS OF:

- 3 Directors from each Sub-Regional Trust
- 1 Director from each of the four Aboriginal Shire Councils, i.e. Aurukun, Napranum, Mapoon and New Mapoon
- 1 Independent Director to be elected
- 1 invitee from each of the following: Rio Tinto; the Queensland State Government; and the Cape York Land Council (CYLC).

The Board has a Chairperson and a Secretary.

#### **Sub-Regional Trusts**

The Northern, Central and Southern Sub-Regional Trusts are all separate charitable trusts operating under the WCCT to oversee community development projects. The three Sub-Regional Trusts jointly receive 35% of all financial contributions made to the Main Trust, and all have separate Boards of Directors elected from the Traditional Owner Groups from their respective regions. There is also Shire Council representation on the Sub-Trusts.

#### Western Cape Communities Property Trust

The Western Cape Communities Property Trust (WCCPT) is an investment arm under the WCCT. Its function is to quarantine real estate and property investments under a discrete entity. The WCCPT is governed by the WCCT Board of Directors.

#### Western Cape Communities Coordinating Committee

The function of the WCCCC is to protect the integrity of the WCCCA and to ensure that all parties carry out their obligations and responsibilities under the Agreement. Representatives on the Committee are Members, not Directors. The WCCCC has four sub-committees: South of the Embley Project; Operations; Employment and Training; and Environment and Heritage. However, only three are operational as the Operations Sub-Committee has not been operating for several years.

#### **MEMBERSHIP CONSISTS OF:**

- 2 members from each of the 11 Traditional Owner Groups
- 1 member from each of the four Aboriginal Shire Councils, i.e. Aurukun, Napranum, Mapoon and NPARC (New Mapoon elected representative only)
- 1 member from each of the following: Rio Tinto; the Queensland State Government; and the Cape York Land Council
- 1 invitee from the Weipa Town Authority (no voting rights)
- WCCT Executive Officer (no voting rights)

12 . STRATEGIC PLAN 2015-2022 STRATEGIC PLAN 2015-2022 . 13

#### Structure: **Shire Councils:** Napranum, 11 Traditional Queensland Cape York Land **Rio Tinto** Mapoon, **Owner Groups** Government Council NPARC. Aurukun WESTERN CAPE COMMUNITIES CO-EXISTENCE AGREEMENT Western Cape Western Cape Communities **Communities Trust** Coordinating Committee South of Employment Environment Northern Central Southern the Embley Operations and Sub-Sub-Sub-Investment **Executive** Project Sub-Training Heritage Regional Regional Regional Committee Officer Committee Sub-Sub-Trust Trust Trust Committee Committee Committee Western Cape Western Cape Communities Communities Trust **Property Trust** Administration Lease Arrangement Western Cape Centre Ltd

#### **SUB-COMMITTEES**

The sub-committees are formed from the WCCCC and deal with specific areas of the WCCCA: South of the Embley Project; Operations; Employment and Training; and Environment and Heritage. These sub-committees provide forums for all parties to drive the implementation, monitoring and review of the WCCCA.

#### Governance and Accountability Functions

#### THE CUSTODIAL TRUSTEE

The Custodial Trustee holds the WCCT's property, invests the WCCT's property and disposes of the WCCT's property in accordance with legal regulations and the Trust's Deeds. The Custodial Trustee is instructed by WCCT Directors to carry out these actions.

#### THE INVESTMENT ADVISORY

The Investment Advisory manages the purchase, sale, administration and retention of WCCT investments. This function is carried out by the Portfolio Manager with guidance and advice from Independent Advisors to the Investment Committee as required.

#### **ACCOUNTING FOR TRUST FUNDS**

Strict Accounting Standards that are world's best practice are adhered to concerning the assets, income and transactions of the WCCT and the Sub-Regional Trusts. This allows true and accurate accounts to be prepared and enables audits to occur annually. WCCT and the Sub-Regional Trusts have had unqualified audits for the past 6 years.

#### **ADMINISTRATION**

The WCCT Office is the administration arm of all Trusts and the WCCCC. It manages the overall business of the Company, including servicing, assisting and supporting all of the above entities.

#### **KEY OBJECTIVES**

Culture and Country
Community Well-Being
Social Development
Economic Development
Corporate Management

# Key Objectives and Goals:

#### **KEY OBJECTIVE A – CULTURE AND COUNTRY**

- 1. Ensure our Culture is recognised and respected and the cultural and spiritual links to the land are preserved, managed and passed down to future generations.
- 2. Ensure that the mine expansion South of the Embley River exhibits respect for the Traditional Owners' environmental, heritage and cultural areas of significance, and that the lessons learned from mining North of the Embley River are identified and acknowledged and new processes and controls implemented to ensure that the mistakes are not repeated South of the Embley.
- 3. To establish a broader Cultural Awareness strategy in partnership with Traditional Owners, Rio Tinto, Western Cape Centre Ltd and other relevant stakeholders for Western Cape Region.
- 4. To develop programs and processes to support Traditional Owners through the WCCCC and Sub-Committees in managing their Country and obligations under the WCCCA.
- 5. To develop a program for immediate surrender of parts of mining lease and a sustainable land surrender of mining leases program, incorporating the establishment of rehabilitation end-point criteria, to assist Traditional Owners to maximise the successful use of that land for social, cultural and economic purposes.
- 6. Establish a three yearly review process to discuss with Traditional Owners, Communities, Rio Tinto and State Government the implementation of the WCCCA.

3				
	PRIORITY	GOALS FOR OUR STRATEGIC PLAN		
	PRIORITI	1 YEAR	5 YEAR	7 YEAR
	HIGH	<ul> <li>✓ Traditional Owners have ongoing access to traditional country</li> <li>✓ Outstations provide opportunities for cultural expression and increased connection to country</li> <li>✓ All WCCCA Traditional Owners and stakeholders maintain support and promote reconnection to country</li> <li>✓ Develop a Regional Permit system managed by Traditional Owners which ensures all people on country are authorised</li> <li>✓ Foster open and transparent communications between our Traditional Owner groups and stakeholders to build strategic alliances</li> <li>✓ Cultural Awareness and celebrations of Country</li> </ul>	<ul> <li>✓ Outstation infrastructure improved and Traditional Owners supported to maintain outstation to an agreed standard</li> <li>✓ Develop and implement agreed criteria for rehabilitated land standards prior to mining lease surrender</li> <li>✓ Comprehensive land and sea ranger programs established</li> </ul>	✓ Traditional and modern cultures are thriving and expressed through art, language, dance, festivals and supporting infrastructure
	MEDIUM	Keep culture and language strong and more dancing and singing		

#### **KEY OBJECTIVE B – COMMUNITY WELL-BEING**

- 1. To allow free flowing, honest open and respectful dialogue within and between Traditional Owner Groups, Management and Stakeholders by providing forums where Community views can be voiced, heard and respected and where consensus can be attained through togetherness, co-operation and the development of new and stronger relationships between the individual Traditional Owner groups and the Stakeholders alike.
- 2. Develop open minded thinking by giving hope to the people in Communities through a level of autonomy with decisions and opportunities for celebration, achievement and being happy and content from building pride in developing and progressing Community Projects and initiatives for the better of the "whole of community".
- 3. Facilitate partnerships that will assist in building long-term stability for prosperous futures in the Western Cape Communities.

DRIABITY	GOALS FOR OUR STRATEGIC PLAN		
PRIORITY	1 YEAR	5 YEAR	7 YEAR
HIGH	✓ Men's groups and women's groups resourced	✓ Sports and recreation facilities	
	<ul> <li>Respect for our culture through shifting mindsets, attitudes and behaviours</li> </ul>	✓ Self determination through shift from government control to community growth	
	<ul> <li>Peace and respect for elders</li> <li>Elders knowledge becoming integrated into everyday practices</li> </ul>	✓ Support the establishment of Community halls	
	<ul> <li>Develop our communities to promote ownership by the youth</li> </ul>		
	<ul> <li>✓ Government to deliver on our values and visions</li> <li>✓ Policing with compassion and understanding</li> </ul>		3
MEDIUM	Clean communities	✓ Call us 'towns' not communities	
		Drug and alcohol rehab centre (accessibility to services for 'whole family')	
		✓ Programs and services to provide support for parents	

**LEGEND**: Goals and aspirations from the Youth.

**LEGEND:** Goals and aspirations from the Youth.

16 . STRATEGIC PLAN 2015-2022 STRATEGIC PLAN 2015-2022 . 17

# Key Objectives and Goals (cont.):

#### **KEY OBJECTIVE C - SOCIAL DEVELOPMENT**

- 1. Develop a process to assist Youth and our Elders to bridge the gap and establish a forum to collaborate on Social and Cultural initiatives and wishes to benefit the Communities and Community groups.
- 2. To pursue and invest through Social Investment in social projects within the Western Cape Communities which provide social return in response to community needs.
- 3. Establish strategic linkages with stakeholders and partners to plan and coordinate an environment to optimize social opportunities in the Western Cape region.
- 4. Ensure investment opportunities of the WCCT, Sub-Regional Trusts, WCCCC and partners that will assist and promote greater education, training and employment for a prosperous future of the Western Cape Communities.

PRIORITY	GOALS FOR OUR STRATEGIC PLAN		
PRIORITY	1 YEAR	5 YEAR	7 YEAR
HIGH	To build a sound education foundation through numeracy and literacy.	✓ Getting kids to school and keeping them there with parent and elder involvement	
	✓ Engagement and transition programs for youth	✓ Ensuring a welcoming school environment	
	<ul> <li>Secondary education to lead to more opportunities</li> <li>To develop and support resources to encourage employment opportunities and careers</li> </ul>	Grow our region without violence and racism to foster greater opportunities and deeper appreciation and understanding of each other	
	omproyment opportunities and suresis	✓ Promote mainstream education for all Western Cape children	
		✓ Rio Tinto Weipa Commitment:	
		Minimum 5 specified cadetships in 5 years	
		Development of careers into senior levels within the next 5 years	
		✓ Promote Adult Learning Centres	
MEDIUM	✓ Providing afterschool and holiday activities both in communities and outstations	✓ Elders education, including technology, numeracy and literacy	✓ Primary schools to stay in communities
			✓ Language programs

#### **KEY OBJECTIVE D - ECONOMIC DEVELOPMENT**

- 1. Deliver value growth for WCCT Investment Portfolio ensuring sustainable returns while minimising risks.
- 2. To grow Investment Capital of the WCCT to a sufficient level to enable long term sustainability of Sub-Regional Trusts funding for Community Development and Traditional Owner Group projects.
- 3. To manage the WCCT and its Sub-Regional Trusts in a manner that will achieve economic advancement and development within the Western Cape Communities.
- 4. To develop the knowledge of Directors, Members and WCCT staff in relation to the WCCT Investment Strategy to ensure proper management, control and governance of the Investment Portfolio.
- 5. Strengthen partnerships to identify, develop and communicate economic opportunities to support the growth and development within the Western Cape Communities.

PRIORITY	GOALS FOR OUR STRATEGIC PLAN		
PRIORITI	1 YEAR	5 YEAR	7 YEAR
нідн	<ul> <li>✓ Support eligible corporations to work collaboratively with Councils to build social and economic enterprise</li> <li>✓ Support eligible local business development opportunities</li> <li>✓ Support camping sites in communities</li> <li>✓ Work with government to identify local social housing needs across each community</li> </ul>	✓ Promote and educate home ownership opportunities in the Western Cape	
MEDIUM	<ul> <li>Ensure relevance to economic development in communities by leveraging internal resources before going outside by identifying:         <ul> <li>Local contractors</li> <li>The current skill gap in employment and skills development.</li> </ul> </li> </ul>	<ul> <li>✓ Identify agriculture opportunities within the Western Cape Communities</li> <li>✓ Promote the opportunity for livestock industry within the Western Cape Region</li> </ul>	

**LEGEND:** Goals and aspirations from the Youth.

18 . STRATEGIC PLAN 2015-2022 . 19

# Key Objectives and Goals (cont.):

#### **KEY OBJECTIVE E – CORPORATE MANAGEMENT**

- 1. Design and instigate a continuous improvement process to ensure enhancement of the governance, planning, financial management, project management and operations of the WCCT and its Sub-Regional Trusts.
- 2. Ensure quality training, mentoring and coaching are available to Traditional Owners and WCCT staff in the areas of social, economic, financial and corporate governance & development.
- 3. Develop a Communications Plan which engages Traditional Owners, Stakeholders and WCCT staff and ensures that their concerns about any changes are addressed well before the implementation phase to build a sense of shared ownership, belonging and support.
- 4. Continually improve marketing and community relations and implement processes to promote the WCCT as a responsible and caring organisation by providing support and information and looking after the best interests of the eleven Traditional Owner groups.
- 5. Information to be put forward that is easy to digest and easy to share for all Stakeholders.
- 6. Develop a culture that fosters leadership, enabling Directors, Members and WCCT staff to excel.
- 7. Build trust between stakeholders to take business from within to the broader region and stakeholders, fostering transparency, accountability and honesty.

PRIORITY	GOALS FOR OUR STRATEGIC PLAN		
PRIORITI	1 YEAR	5 YEAR	7 YEAR
HIGH	<ul> <li>✓ New Traditional Owner and WCCT Administration Building</li> <li>✓ Establish WCCCA Cultural Heritage precinct in support and recognition of the Traditional Owners</li> <li>✓ Foster relationships between all stakeholders to support Traditional owners</li> </ul>		
	✓ Community engagement strategy developed and implemented to include quarterly community visits and newsletters		
MEDIUM		✓ Work with the community to identify and prioritise social investment and grant funding	







#### Incorporating:

Western Cape Communities Trust ABN 47 223 656 890 Northern Sub-Regional Trust ABN 63 549 473 409 Central Sub-Regional Trust ABN 54 737 842 050 Southern Sub-Regional Trust ABN 57 687 065 776 Western Cape Communities Coordinating Committee and its Sub-Committees

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