



# STRATEGIC PLAN

## 2022-2027

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## ACKNOWLEDGMENTS

Gur A Baradharaw Kod Torres Strait Sea and Land Council ("GBK") acknowledges and respects the Country, sovereignty, knowledge, Ancestors and Elders of all Aboriginal Countries and Zenadth Kes nations.

Our plan acknowledges the traditional owners of our region at family, clan, tribe and nation levels and acknowledges the land in which we operate and deliver services in Torres Strait and on the mainland.

While GBK has made every effort to ensure this Strategic Plan does not contain material of culturally sensitive nature, Aboriginal and Torres Strait Islander readers should be aware that there could be images or names of deceased people.

## COPYRIGHT

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# ACRONYMS AND DEFINITIONS

ALA	Aboriginal Land Act 1991 (Qld)
CATSI Act	Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth)
CHB	Cultural Heritage Body
DOGIT	Deed of Grant in Trust
GBK	Gur A Baradharaw Kod Torres Strait Sea and Land Council ICN 7689
ILUA	Indigenous Land Use Agreement
IPCC	Intergovernmental Panel on Climate Change
JV	Joint Venture
MGNM	Meriba Ged Ngalpun Mab
MPA	Marine Protected Area
NGO	Non-government Organisation
NPA	Northern Peninsula Area
NIAA	National Indigenous Australians Agency
NNTC	National Native Title Council
NPARC	Northern Peninsula Aboriginal Regional Council
NTA	Native Title Act 1993 (Cth)
NTSP	Native Title Service Provider
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
PNG	Papua New Guinea
RNTBC	Registered Native Title Body Corporate
TOs	Traditional Owners
TSC	Torres Shire Council
TSILA	Torres Strait Islander Land Act 1991 (Qld)
TSIRC	Torres Strait Island Regional Council
TSRA	Torres Strait Regional Authority
Zenadh Kes	Traditional term for the Torres Strait

# ABOUT THIS PLAN

Gur A Baradharaw Kod Torres Strait Sea and Land Council (“GBK”) was established in 2012 and developed its first Strategic Plan (the Plan) in 2014 on Poruma with the aspiration of one day becoming the native title service provider for Yumi region.

A review of the plan was undertaken by the board of directors in 2018. Since then, our directors, staff and volunteers have worked tirelessly to secure the recognition as the lead native title service provider for our region which is now supported by Hon. Minister Ken Wyatt. For this aspiration to now become a reality, a new plan has been developed to provide a clear direction and course of action to continue to empower traditional owners of the Torres Strait region.

In reviewing our plan, it reflects and aligns to grassroots, traditional owners’ rights, interests, and aspirations to the steady growth of our organisation as a peak body, a cultural authority, key partners, solution broker and effective leader for our region.

Our planning is an integral part of strong governance and leadership. The plan allows our organisation to commit to measurable goals, identify, and set priorities for implementation which allows employees and stakeholders to work towards a common goal. The board and staff will also commit to reviewing the strategies as GBK’s internal and external change overtime.

GBK would like to recognise the National Indigenous Australians Agency (NIAA) who provided capacity building funding to review our Strategic Plan.

## CHAIRPERSON’S MESSAGE

**WANEH MAN BILD EM, MAN KEN BROK EM. EN WANEH MAN BILDIM EN  
MAN CAN BROKEM, MAN CAN FIX EM.”**

George Wakaisu Mye OAM AM

Maiem. Sew Ngapa.

Gur A Baradharaw Kod was formed to be a unified, representative organisation through which we could more effectively advance our shared goals as Native Title Holders. Our purpose was and continues to be advocating for the best interests and protecting the rights of all First Nations Peoples and securing the future of the region. Since 2012, we have taken a stand together and collectively demanded that anyone seeking to conduct business, undertake research or provide a service in the Endeavour and Torres Straits must adhere to set protocols and respect the rights and cultural authority of First Nations Peoples.

As we navigate the course ahead, GBK continues to grow on a solid foundation of 10 years of unity, strength, Prapa collaboration, advocacy, perseverance, and resilience. From Mina humble beginnings, our organisation has expanded to include all RNTBCs, Land trusts, and a core team of great staff. Throughout these 10 years, our work has involved clear pathways for all our First Nation Peoples through democratic decision making and education. Our key achievements include the roll out of the Regional ILUAs, the Traditional Boundary Projects and numerous forums aligned to the key aspiration of Greater Autonomy.

The 2022–2027 GBK Strategic Plan outlines how we will progress our work within and beyond our organisation. Our internal focus is strengthening and streamlining our six program areas — Native Title, Land and Sea, Meriba Ged Ngalpun Mab, Culture, Policies and Research and Corporate Services — whilst considerably expanding organisational capability and the size of our team. Our external focus includes the current claims in the system, DOGIT transfers and more importantly building the capacity of all RNTBCs and Land Trusts.

In addition, the strategic plan charts our course to rapidly expand the scope of our roles in the region's Community Development Program and Native Title matters. Collectively, both areas will require that our staff experience an exponential growth. The substantial body of work in assuming accountability for Native Title Service Provision across the Zenadth Kes in the 2022–23 financial year, will see GBK take a lead role in managing our own affairs and governing our land and sea territories.

As a relatively young, expanding organisation, our foremost challenges are to ensure that we:

- continue to build capacity at the grass roots level
- drive financial sustainability through productive investment partnerships
- continue to prioritise and deliver on our core business
- position ourselves to provide the highest quality of service to communities in the CDP and Native Title spaces, and
- act in accordance with our cultural and organisational values as we advance key priorities for and with the region.

The development of this strategic plan included consultation with all Directors over a 12 month period. The importance of community and grassroots engagement from all levels of Native Title Holders, maintaining high standards and furthering our core business featured strongly in all the feedback. The strategic plan clearly articulates our vision, Keriba Gesep, Ngalpun Mabaygal, Yumi Time, (Our Homeland, Our People, Our Time) and demonstrates the implementation of the mission statement, Papek, Minalai Wak, (Working together to keep and safeguard the peoples of the four winds).


I stand with all GBK members in my belief that it is vitally important that the people who are affected the most by a decision are the ones who should have the right to exercise self-determination. I will continue to advocate that we as First Nations Peoples should be making decisions for ourselves.

I am proud that GBK has now been given its rightful due with formal recognition by the federal government as the Native Title Service Provider for the region from July 2022. This recognition fulfills a key aspiration of First Nations Peoples since the High Court decision on 3 June 1992. It has taken us 30 years of advocacy and unity to get to this stage. We look forward to the exciting work before us in serving our people.

Au Esoau, Koeyma Eso,

[Lui Ned David](#)

Chairperson: Gur A Baradharaw Kod Torres Strait Sea and Land Council



# ABOUT GBK

## OUR REGION



In the region, the Federal Court of Australia has recognised 26 determinations of exclusive native title rights and interests covering 18 inhabited islands, numerous uninhabited islands and 44,000km<sup>2</sup> of non-exclusive native title rights and interests of sea country. Our native title rights and interests recognise that our society has existed since time immemorial governed by our laws and customs unique to us. Those laws and customs govern our daily life and the use and ownership of land and waters of our communities.

The Torres Strait is a unique part of Queensland and Australia. Whilst all communities have their own unique challenges, strengths and opportunities, we are the only part of Queensland and Australia that shares an international border and is directly impacted by rights protected under the Torres Strait Treaty. As our organisation is driven by traditional owners, we are best placed to understand the complexities of our region. We want to drive initiatives in a strengths-based, community-led approach to enable positive change, improve national statistics of inequality and build sustainable communities.

**Total area:**

Total area of 4,791,000 square km

274 small islands

Total land area is 566 km<sup>2</sup> (219 sq mi)

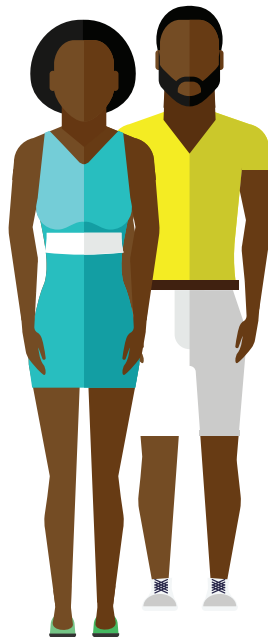


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- 28 Native Title Consent Determinations (covering 99 islands, islets and cays)
  - 99 Registered Indigenous Land Use Agreements in the region
  - 21 Registered Native Title Body Corporations
  - 3 local government councils (TSC, TSIRC and NPARC)
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**People: 4,514**

Female: 49.2%

Male: 50.8%



Median Age: 24

Born in Australia: 94.0%

Families: 967

Average Children per Family: 2.2

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Average People per Household: 3.8  
Median Weekly Rent: \$115  
Households where a Non-English Language is Spoken: 83.4%



Local Jobs: 901

Median Weekly Household  
Income: \$929



Full Time Workers: 46.6%

Unemployment: 15.9%



## OUR BACKGROUND

- 2012** Incorporation
  - 2014** Planning meeting held a Poruma
  - 2017** JV with My Pathways
  - 2018** JV funding received, and strategic plan updated
  - 2019** First staff members employed  
Successful roll out of the Regional ILUA across 8 communities  
Regional Autonomy Symposium
  - 2020** Funding received from NIAA for traditional boundaries project  
Metara Mirapu Torres Strait Housing Forum
  - 2021** Magani Lagaugal Traditional Boundaries Project completed
  - 2022** Recognition as the NTSP
- 

## OUR GOVERNANCE

GBK was incorporated on 26 March 2012 under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act). GBK is required to comply with various conditions of the CATSI Act and Corporations Law which cover such matters as the setting up and functioning of the corporate governance of the organisation, holding of the Annual General Meetings (AGM) and the provision of the yearly financial statements.

The function of the Board of Directors (the Board) is to set the broad policies and directions of the organisation. The rules provide for a separation of powers which keeps the Board at arm's length from the day-to-day management of the corporation.

All 21 Registered Native Title Body Corporations (RNTBCs) within the five nation groups Kemer Kemer Meriam, Guda Maluilgal, Maluilgal, Kulkalgal and Kaiwalagal are a member of GBK. Aboriginal and Torres Strait Islander Land Trusts in the region are also eligible to become a member. Each member appoints a director to represent them on the board of GBK.

### Board of Directors



Kemer Kemer Meriam	Guda Maluilgal	Maluilgal	Kulkalgal	Kaiwalagal
Mer Gedkem Le (Torres Strait Islanders) Corporation RNTBC	Dauanalgal (Torres Strait Islanders) Corporation RNTBC	Mura Badulgal (Torres Strait Islanders) Corporation RNTBC	Garboi (Torres Strait Islanders) Corporation RNTBC	Kaurareg Native Title Aboriginal Corporation RNTBC
Erubam Le Traditional Land and Sea Owners (Torres Strait Islanders) Corporation RNTBC	Malu Kiái (Torres Strait Islanders) Corporation RNTBC	Mer Gedkem Le (Torres Strait Islanders) Corporation RNTBC	Gebaralgal (Torres Strait Islanders) Corporation RNTBC	
Ugar Ged Kem Le Zeuber Er Kep Le (Torres Strait Islanders) Corporation RNTBC	Saibai Mura Buway (Torres Strait Islanders) Corporation RNTBC	Goemulgal (Torres Strait Islanders) Corporation RNTBC	Kulkalgal Torres Strait Islanders) Corporation RNTBC	
		Badu Ar Mua Migi Lagal (Torres Strait Islanders) Corporation RNTBC	Magani Lagaugal Torres Strait Islanders) Corporation RNTBC	
		Maluilgal (Torres Strait Islanders) Corporation RNTBC	Urapun Tubudal Gal Land Trust	
			Masigalgal Torres Strait Islanders) Corporation RNTBC	
			Porumalgal Torres Strait Islanders) Corporation RNTBC	
			Wakeyama Torres Strait Islanders) Corporation RNTBC	
			Warraberalgal Torres Strait Islanders) Corporation RNTBC	

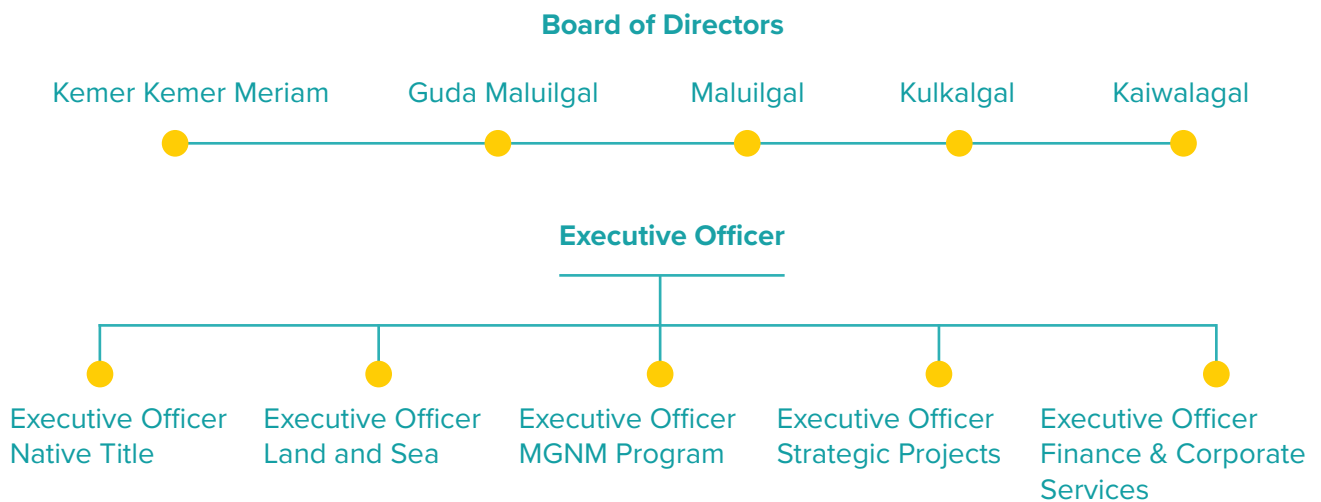
When a determination recognising native title is made by the Federal Court, the Native Title Act 1993 (Cth) requires traditional owners to establish a corporation to represent them and their interests. These organisations are prescribed for the purposes of the native title determination and referred to as prescribed bodies corporate (PBCs).

Once a determination is made and registered on the National Native Title Register the corporation then becomes a registered native title body corporate (RNTBC). At that point the corporation's registered name is changed to acknowledge that it is an RNTBC.

The Native Title Act 1993 (Cth) requires all RNTBCs to be incorporated under the CATSI Act. However, RNTBCs are still commonly referred to as PBCs.

The Aboriginal Land Act 1991 and the Torres Strait Islander Land Act 1991 were introduced to transfer land the existing Deed of Grant in Trust community lands and some lands reserved for particular purposes to Aboriginal or Torres Strait Islander people. The transfer was to enable them to manage the land according to their tradition or custom. In the Torres Strait there are a number of land trusts that have been established under these laws that are able be members of GBK.

## ORGANISATIONAL STRUCTURE



# YUMI STRATEGIC DIRECTION

## VISION

Keriba Gesep; Ngalpun Mabaygal; Yumi Time  
Our Homeland; Our People; Our Time

## MISSION

Papek; Minalai Wak  
Working together to keep and safeguard the identity of the peoples of the four winds

## VALUES

### Respect

We respect the Ailan Kastom and Aboriginal Lore of our people and respect the cultural diversity, values, and beliefs of others.

### Culture

Yumi Culture is the core of our business. Our decisions and our actions will be guided by our Aboriginal Lore and Ailan Kastoms.



### Honesty

We provide a professional and ethical service in accordance with our responsibilities and always demonstrate honesty and integrity.

### Unity

We provide a strong and unifies voice for traditional owners and our region.



## GUIDING PRINCIPLES



### **Accountability and Transparency**

We promote accountability and transparency as a standard of strong governance and good practice for NGOs and peak bodies representing RNTBCs and native title holders.



### **Environmental Sustainability**

We embrace sustainable business practices and promote environmentally sustainable development solutions to minimise our carbon footprint and we operate in a manner to protect our land and sea resources.



### **Innovation**

We are creative in problem solving by putting people and culture at the centre and demonstrate excellence.



### **Collaboration & Partnership**

We have respectful partnerships with our stakeholders and collaborate effectively with our employees, members, and communities to be innovative.



### **Responsiveness**

We are responsive to the changing operating environment we work in and the needs of our communities.



### **Truth-Telling**

Sharing our story, history, and culture by having honest conversations and restoring relationships and harmony.



# GOALS

1. GBK aligns resources to the goals and priorities of this Strategic Plan and is accountable to members for performance.
2. Provide an authentic and authoritative voice for traditional owners and the laws of the peoples of the region.
3. Provide an independent, culturally appropriate, and responsive native title service for our region.
4. Build capacity of Registered Native Title Body Corporations (RNTBCs) to become self-sufficient to meet native title and community development needs.
5. Protect and promote sustainable management of the environment and resources of the region.
6. Operate traditional owner led employment and training services - Meriba Ged Ngalpun Mab to increase economic outcomes for our region.
7. Stronger, respectful, and enduring partnerships for First Nations Peoples with stakeholders to achieve economic, social, and cultural development for our region.
8. Educate our people and our partners about the importance of native title and the Aboriginal Lore and Ailan Kastoms of our peoples.
9. Taking urgent action on climate change so that we can support the needs of the present and future generations.



# GOAL 1: A STRONG GBK

*GBK aligns resources to the goals and priorities of this Strategic Plan and is accountable to members for performance.*

## WHAT SUCCESS LOOKS LIKE

- Directors and executive leadership of GBK are strategic, results oriented and accountable.
- GBK practices strong governance and meets all compliance requirements, obligations and commitments.
- Member Registered Native Title Body Corporations are committed to GBK and perceive that they are benefiting from their engagement and services.
- GBK has a stable and more diverse income stream and demonstrate responsible financial stewardship.
- GBK has capable and respected team who are achieving progress when measured against the priorities, goals, and results in this framework.
- GBK delivers our commitments and grows our organisational profile as a high value asset for the region.
- GBK has robust information management and communication systems, which facilitate remote collaboration and promote the work of our corporation.

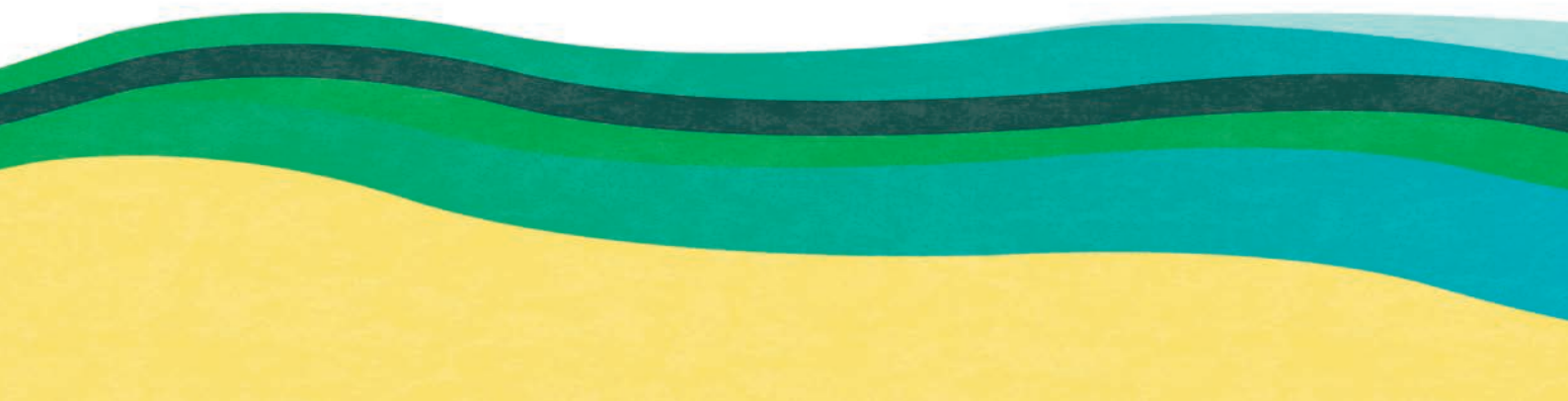
## WHAT ACTIONS WE WILL TAKE

### Governance

- Further refine our governance model and practices to improve strategic leadership and accountability.
- Ensure our organisation has mechanisms to listen to and take account of member views, communicates effectively, and reviews and improves its performance.

### Resources

- Invest in business processes, systems and technology that support learning, efficiency, compliance, and performance.
- Align our teams, resources, and development of systems to the Strategic Plan through its operational plans and budgets.




- Pursue new sources of income that provide a more diverse and sustainable funding base.
- Provide strategic reporting, financial management and insights to support our staff and board decision making.
- Model efficient and transparent management of finances to ensure value for money.
- Conduct a detailed needs analysis with our members and develop a number of initiatives to meet these needs including identifying funding opportunities and partnerships.

## Communication

- Implement a cohesive communication and marketing strategy that increases visibility of our vision, values and work, and fosters collaboration with external and internal stakeholders.
- Manage effective and efficient Information, Communication & Technological services to enable staff and directors to work better together to deliver on their core objectives.
- Coordinate the Regional PBC forums and other events to bring together RNTBCs and stakeholders, to allow for agenda-setting, debate and learning.
- Recruit Communications and Marketing Officer to lead development of a communication strategy. That strategy will identify key stakeholder groups, reinforce messaging behind how GBK creates outcomes, develop materials translated into local languages, and define distribution channels.

## People and culture

- Build a corporate culture that supports our people – including employees, Directors, PBCs and wider communities – to engage in and contribute to the achievement of our strategic vision.
  - Embed appropriate systems support employees in the delivery of our services and through their employment life cycle - from selection and appointment to wellbeing, payroll and development.
  - Promote a culture of high performance, creativity and learning and be willing to take managed risks to strengthen our effectiveness.
  - Maintain strong member participation in advisory groups, expert task groups and other committees.
- 


# GOAL 2: AN AUTHENTIC VOICE

*Provide an authentic and authoritative voice for traditional owners and the laws of the peoples of the region.*

## WHAT SUCCESS LOOKS LIKE

- Effective leadership and advocacy roles to bring regional leadership together to streamline funding, solutions, services, and programs for our region.
- Native Title rights and interests are included and integrated into all local, regional, State, National and International committees, and arenas to ensure improved outcomes for our region and our people.
- Genuine engagement and partnership agreements with all key stakeholders to support our long-held aspiration for regional autonomy.
- Providing an avenue for our Registered Native Title Body Corporates (RNTBCs) to build capacity to support their long-held aspiration for community and regional autonomy.
- Working collectively with our member organisations to build capacity to support our collective long-held aspiration for regional autonomy.
- GBK and PBCs become a member to relevant peak bodies to contribute to and provide advice on policy matters of national and regional significance.
- Championing community disadvantage with tailored, place-based interventions and advocating for system-level reforms.
- Build our RNTBCs to have a strong organisational foundation including resources and avenues to advocate
- Providing an independent voice for our constituency and communities.
- Working with the community, industry and government to build on GBK and PBCs capacity to attract investment, improve services and encourage employment opportunities in our region
- Advocating for critical infrastructure and support improvements for our region.


## WHAT ACTIONS WE WILL TAKE

- Undertake a skills analysis of all GBK Directors and member directors to identify necessary training especially in priority areas such as public speaking, advocacy and leadership.
  - Work with GBK Directors to determine the formal policy position and authoritative stance on the broad spectrum of issues, needs, and areas within our region.
  - Provide authentic and authoritative advice and direction at all levels of decision making.
  - Enabling and supporting strategic partnerships
  - Identify available funding sources and outcomes and support RNTBCs with grant submissions
  - Secure funding to implement priority projects and initiatives
  - Meet with and participate in all regional leadership forums to ensure traditional owner input, direction, needs and outcomes are included.
  - Identify all gaps in service delivery/regional policy and recommend solutions at all forums.
  - Facilitate and coordinate Regional Forums/Summits to bring all parties together to create stronger partnerships and joint funded problem-solving opportunities/initiatives.
  - Improve relationship RNTBCs in our region so that we have greater awareness of the issues and problems being experienced on ground
  - Develop inhouse tools and standards that document best practice and culturally appropriate governance and service delivery approaches. Collaborate with partners to improve overall quality of governance capability building offerings in the region
  - Develop tools to allow PBCs to engage with their community prior to attending meeting
  - Recognise the urgent need to respect and promote the inherent rights of the native title holders which derive from their political, economic and social structures and from their cultures, spiritual traditions, histories and philosophies, especially their rights to their lands, territories and resources
- 


# GOAL 3: RESPONSIVE NATIVE TITLE SERVICES

*Provide an independent, culturally appropriate, and responsive native title service for our region*

## WHAT SUCCESS LOOKS LIKE

- Successful transition of Native Title Representative Functions (the functions) under the Native Title Act 1993 (Cth) from TSRA to GBK by 30 June 2022.
  - GBK receives ongoing recognition and funding from 2022 – 2027 as the Native Title Service provider for the region performing the Native Title Representative Body functions.
  - RNTBCs are fulfilling their responsibilities to hold, protect and manage their sea and lands on behalf of traditional owners in Accordance with their law.
  - All Native Title Determination Applications for the Torres Strait have been determined.
  - Traditional owners receive maximum benefit for compensation in agreement making.
  - Local government transfers DOGIT to RNTBCs with adequate funding from stakeholders in place to support process.
  - Regional Compensation Strategy is developed for the region and progressed.
  - Agreement making is increased, and disputes are resolved.
- 

## WHAT ACTIONS WE WILL TAKE

- Establish a new Native Title Service Model that suits the new direction of RNTBCs and traditional owners.
  - Support and assist native title holders with positive native title determinations.
  - Support RNTBCs and native title holders in effectively managing and negotiating future acts and Indigenous Land Use Agreements.
  - Empower and support RNTBCs to fulfill their responsibilities to hold, protect and manage their sea and lands on behalf of traditional owners in accordance with their law.
  - Negotiate settlements or pursue determinations of compensation on behalf of native title holders
  - Build robust dispute resolution and management capability among RNTBCs and advocate for funding for traditional or tribal boundaries projects.
  - Identify all post-determination requirements for our region.
  - Designing and coordinating projects aimed at resolving Land Tenure and DOGIT transfers to RNTBCs and ensure resources are provided to build capacity.
  - Advocate for the recognition and protection of native title rights and interests in government legislation and policy.
  - Design a service delivery model that creates opportunities for native title holders to influence developments affecting them and their lands, territories and resources.
  - Design a service delivery model that will enable native title holders to maintain and strengthen their institutions, cultures and traditions, and to promote community development in accordance with their aspirations and needs.
  - Work collaboratively with all stakeholders to develop a regional partnership and strategy that focuses on the creation of economic opportunities and industries for our region.
- 

# GOAL 4: SELF-SUFFICIENT RNTBCS

*Build capacity of Registered Native Title Body Corporations (RNTBCs) to become self-sufficient to meet native title and community development needs.*

## WHAT SUCCESS LOOKS LIKE

- Economic benefits are generated through the effective and sustainable management of their land.
- GBK and PBC's successfully obtain funding to carry out local and regional PBC capacity building.
- All PBCs have developed a fee for service model for the management of future acts.
- All PBCs are compliant and up-to-date with reporting, as required by CATSI Act

## WHAT ACTIONS WE WILL TAKE

- Ensure each RNTBC has a tailored development plan to build their capacity and capability to meet current and future needs.
- Develop a PBC Support Model that supports PBCs to fulfill their responsibilities under the CATSI Act and other legislation.
- Support PBCs to obtain funding and identify other income.
- Develop a Director Induction pack for all PBC Directors as a part of a comprehensive onboarding process.
- Identify common gaps and needs and identify funding to build capacity to deliver a suite of activities to raise the capability of as many RNTBCS as possible.
- Empower and support our RNTBCs to strengthen their cultural, social, economic and governance systems and networks
- RNTBCs rule books are updated in line with the legislative changes to the Native Title Legislation Amendment Act 2021 and CATSI Act, whilst protecting their native title rights and interests.
- Develop a Fee for Service Model that is tailored for each RNTBC in the region
- Support RNTBCs to develop fee for service processes and procedures
- Coordinate and host regional PBC forums to provide opportunity for PBCs

- Support local, regional, and international joint projects.
- Lead the integration of Traditional Owner rights and interests into all local, regional, state, national and international committees, and arenas to ensure improved outcomes for our region.
- Develop RNTBC strategy, planning and budgets, including policies and procedures
- Support each RNTBC to document a development plan to build their capacity and capability to meet current and future needs.
- Develop culturally appropriate protocols for return of research materials.
- Strengthen GBK's capacity to provide all RNTBCs with support for finance, human resources and IT services.
- Resourcing for virtual consultation processes (e.g: Hub in Cairns and TI facility or video facility for each PBC).



# GOAL 5: SUSTAINABLE MANAGEMENT OF OUR LAND AND SEAS

*Protect and promote sustainable management of the environment and resources of the region*

## WHAT SUCCESS LOOKS LIKE

- Land and sea resources are sustainably managed in accordance with Ailan Kustom, Aboriginal Lore and Native title rights and interest.
  - Transfer of Indigenous Ranger funding to GBK or RNTBC's to deliver services to protect and manage our land and sea and resources.
  - Building capacity of RNTBC to conserve and protect environmental and cultural resources.
  - Our next generation are educated about natural and cultural resource management, and the importance of caring for our region.
  - Stronger regional and research capacity and partnerships.
  - Traditional Ecological Knowledge is captured, protected and sustained for future generations to manage our unique environment.
  - Yumi Indigenous Protected Area's and Cultural Heritage sites are managed for biodiversity conservation.
  - Milestones in the Torres Strait Land & Sea Strategy for Torres Strait 2016-2036 are being progressed and achieved.
- 

## WHAT ACTIONS WE WILL TAKE

- Facilitate native title holder input to and leadership of regional Land and Sea Management planning.
- Assist native title holders to exercise greater control over their lands and seas resources.
- Support traditional owners in processes to protect and manage cultural heritage.
- Work with RNTBCs and key stakeholders to implement the milestones in the Torres Strait Land & Sea Strategy for Torres Strait 2016-2036.
- Ensure each Determination Area has clear protocols.
- Develop cultural induction for each RNTBC for their determination area.
- Support all RNTBCs to be recognised as the Cultural Heritage Body (CHB) for their determination area.
- Develop partnership agreements with key stakeholders to contribute to the implementation of the Torres Strait Land & Sea Strategy for Torres Strait 2016-2036.



# GOAL 6: INCREASED ECONOMIC OUTCOMES

*Operate traditional owner led employment and training services - Meriba Ged Ngalpun Mab - to increase economic outcomes for our region.*

## WHAT SUCCESS LOOKS LIKE

- Meriba Ged Ngalpun Mab is the preferred regional provider for supporting local and traditional owners with employment outcomes
- Increase in employment outcomes in our region
- Increase in support of small businesses owned in our region
- Improve support in business skills, access to business networks and capital, and link business development with community economic development priorities
- Thriving families and communities that are safer, healthier and more resilient
- Support to improving workplace culture in our region and working with employers to build their capacity

## WHAT ACTIONS WE WILL TAKE

- Deliver key employment and training activities and programs for our communities.
- Customise the support job seekers need to find and secure employment as the economy recovers.
- Identify all plans for the region and at each community level, review and identify all economic development opportunities for traditional owners including ways forward.
- Work with RNTBCs to develop individual workforce and economic development plans.
- Identify key industries, business standards and partnerships to progress traditional owner led economic development for our region.
- Work collaboratively with all stakeholders to develop a regional partnership and strategy that focuses on identifying and strengthening economic development opportunities and industries for our region.
- Support and participate in a Regional Economic Development Summit for the Torres Strait.
- Endorse the development of a regional partnership and strategy to create opportunities and industries for our region.
- Ensure Traditional Owners and RNTBCs are directly involved and leading the Torres Strait Regional Economic Development Summit, Strategy and its implementation.
- Build commercial capability of GBK and RNTBCs.
- Develop and implement programs targeted at youth in the region, including school leavers and disengaged youth.
- Develop and implement programs targeted at disadvantaged cohorts in our region.
- Implement a community advisory structure and process into employment and training programs, initiatives and services delivered by GBK for our region.

# GOAL 7: STRONGER, RESPECTFUL, AND ENDURING PARTNERSHIPS

*Stronger, respectful, and enduring partnerships for First Nations Peoples with stakeholders to achieve economic, social, and cultural development for our region.*

## WHAT SUCCESS LOOKS LIKE

- Traditional Owner rights and interests are included and integrated into all Local Regional, State, National and International committees, and arenas to ensure improved outcomes for our region.
- Stronger partnerships and jointly funded problem-solving opportunities and initiatives are identified and implemented.
- Cultural Respect is incorporated and increased in all service and project delivery in our region.
- Respectful and collaborative partnerships with other NGOs and with all levels of government - local, state, federal, and internationally.

## WHAT ACTIONS WE WILL TAKE

- Advocate for the development of new agreements and to co-design a way forward for self-government, self-management and self-determination, which guarantees that the rights and interests of First Nations People are paramount and respected.
- Collaborate with strategic partners that share our vision and support our agenda.
- Build strategic partnerships and alliances to influence policy makers and opinion leaders to lead and influence change for native title holders in the region.
- Meet with and participate in all regional leadership forums to ensure traditional owner input, direction, needs and outcomes are included.
- Identify gaps in service delivery and regional policy and recommend solutions at all forums.
- Facilitate and coordinate Regional Forums or Summits to bring all parties together to create stronger partnerships and joint funded problem-solving opportunities and initiatives.
- Advocate for good community governance, local involvement in decision making, building skills and developing community capacity.
- Attract and grow philanthropic support.
- GBK support and progress the PBC led partners program (Initiative of NNTC) for partners sign on with in kind or pro bono support and provide PBCs with ongoing advice, information and support in specific areas for 12-24 months in areas such as trauma/healing informed practice, business mentoring and financial literacy, IT, communications and social media or legal advice.


# GOAL 8: EDUCATE OUR PEOPLE & PARTNERS

*Educate our people and our partners about the importance of native title and the Aboriginal Lores and Ailan Kastoms of our peoples.*

## WHAT SUCCESS LOOKS LIKE

- We will encourage our community and others to take positive actions in relation to developing prosperous and sustainable communities.
- Builds strong stakeholder relationships based on an understanding and respect for truth telling and cultural protocols.
- Improve support in business skills, access to business networks and capital, and link business development with community economic development priorities
- Thriving families and communities that are safer, healthier and more resilient
- Support to improving workplace culture in our region and working with employers to build their capacity

## WHAT ACTIONS WE WILL TAKE

- Develop a suite of Native Title, Lores and Kastoms educational products for our all people and partners including staff, directors and schools (all age levels).
  - Develop and promote greater understanding of Torres Strait History, Native Title, Torres Strait Culture and Heritage for the broader Torres Strait Islander and mainstream audiences.
  - Develop subscription services for Native Title, Lores and Kastoms educational products to all mainstream audiences.
  - Develop a fee for service model to deliver cultural awareness training and workshops for mainstream audiences.
  - Design a framework and implement cultural capability standards to be adopted across the region.
  - Develop cultural protocols for ethical research clearances in the region
  - Identify research priorities and ethics framework and engage with research institutions.
  - Strengthen Language and Kastom.
  - Strongly advocate on critical legislation, policy and issues affecting native title holders.
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# GOAL 9: URGENT ACTION ON CLIMATE CHANGE

*Taking urgent action on climate change so that it can support the needs of the present and future generations.*

## WHAT SUCCESS LOOKS LIKE

- The Regional Adaptation and Resilience Plan is funded and implemented
- Partnerships are identified to increase the use of green energy in the region
- We have the power to influence to lead, and effect change for native title holders in the region.
- Our organisation and members take positive actions in relation to environmental sustainability and will lead by example.
- Outcomes from climate change cases influence government policy

## WHAT ACTIONS WE WILL TAKE

- Build community awareness and understanding about climate change.
- Work closely with RNTBCs to develop a plan to monitor, record and report impact of climate change in their respective determination area.
- Work with key partners to finalise the development of the proposed Regional Adaptation and Resilience Plan.
- Identify all key advocates and establish relationships/partnerships to raise awareness on impact of climate change in Torres Strait
- Identify and implement short, medium and long terms strategies to protect islands and waters of Torres Strait.
- 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.
- Establish standards and benchmarking to elevate the importance of protecting our land, and sea country from unsustainable practices



