

Kullilli Bulloo River Aboriginal Corporation RNTBC

Strategic Plan 2018-2021

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About this plan

This strategic plan creates a strong foundation for the Kullilli Bulloo River Aboriginal Corporation and guides our decision-making to meet our obligations and responsibilities as trustees of the Kullilli native title rights and interests and to realise the aspirations of our people.

To support these aspirations a number of strategic priorities have been identified and a Plan of Action specifies how these priorities will be accomplished. We have identified the risks that may impede our progress and how we will measure our success. This Strategic Plan and its accompanying Action Plan are intended to be working documents that will be refined over time as priorities are met and in conjunction with the wishes of Kullilli People.

At the heart of this Plan is our pride in our identity and our resilience as Kullilli People. This Plan prioritises opportunities for Kullilli people to reconnect our people with our country, to share our stories and be involved in cultural and natural resource management activities with a long term view to regaining ownership of Kullilli lands. One of the first steps under this Plan is to promote Kullilli presence in our own country and to invest in and build relationships that can grow into strong partnerships over time.

We are conscious of our role in nation building and so this plan takes a long view – of our economic development as well as our future leaders. The facilitation of education and training pathways that combine Kullilli and other science and knowledge traditions is at the forefront of our education and employment strategy. Our economic strategy casts forward to see our vision of success in 20-30 years will depend on what we do in the next two to three years – we intend to start small and start now.

While we foster our partnerships and people we must also foster or organisational capacity. To do this, the plan lays the groundwork for the future capabilities of our corporation, through good governance systems and practices. Without this foundation, we cannot plan, resource and carryout these important goals.

Our story

Kullilli People's country is animated by the spirits of the ancestors who protect and watch over the land and its people. The country can feel the presence of those who walk upon it, and it has the power to nurture people who look after the country, or to harm people who do wrong.¹ Our country makes us healthy and feeds our spirit.

Kullilli country is located in the Channel Country bioregion of South West Queensland. It is spectacular red earth country characterized by vast floodplains, channels fringed by gidyea and eucalypt woodlands, sand dunes, gravel plains, and mulga shrublands.² It is harsh country, but it is our home – it is the country of our mothers and fathers, our ancestors; and it's our time to rekindle our relationship with this land.

[insert photos]

The Bulloo River is the heartland of Kullilli country and is known by Kullilli people to have been carved out during Creation times by the underground travels of a legendary serpent creature who still inhabits the river and its waterholes today.³ These stories are the inheritance of our children and we will ensure that this knowledge is their strength and joy.

On 2 July 2014, the Federal Court made a consent determination recognizing the rights and interests of the Kullilli people over roughly 2,958.067 hectares / 32 200 Km² of land in South West Queensland, including the township of Thargomindah and areas of the Bulloo, Paroo, and Quilpie Shires. The determination

¹ Babidge 2010 Connection Report p. 21.

² Agricultural Management Company Pty Ltd (2010) *Property Assessment Thargomindah Station for Kullilli Bulloo river Aboriginal Corporation*, August 2010, pp. 8-10.

³ For story see Affidavit of Debra Bennet, 3 May 2013 (D12/23123). See also 'Kullilli Transcription of video footage 'on country' meeting with the State May 2012' (D12/19842 & D12/18826).

marked the end of almost twenty years of native title claims and negotiations in which the Kullilli people and their representatives fought for recognition of their rights to their country.

Our vision

Promote Kullilli culture to empower future generations to be self-determined and economically sustainable.

Our purpose

To establish good governance and work in unity with our Kullilli people to encourage self-determination through strengthening culture, land management, education, training and economic development opportunities.

Our values

- Identity
- Self determination
- Culture and spirit
- Unity for future generations
- Good governance
- Respect and Trust
- Integrity

Our priorities and goals

| Priority Area | Goal |
|--|--|
| Kullilli culture, history and identity | 1. Strengthening our presence on our Country and sharing and celebrating our history and culture |
| Health and Wellbeing | 2. Reconnecting our people with their country and identity |
| Economic development | 3. Investing in partnerships that build our economic foundation for the future |
| Education and Employment | 4. Facilitating education and employment pathways that build a self-determining Kullilli nation |
| Land and Cultural Heritage management | 5. Getting back on country, engaged in the management of place and renewing our stories |
| Good governance systems and practices | 6. Setting an example and establishing foundations for future Kullilli leaders |

Our risks

- Disunity and disagreement about priorities among the board resulting in lack of action
- Lack of trust and keeping of cultural knowledge and reluctance to share and teach
- PBC not being seen as the authoritative and appropriate point of contact for Kullilli business
- Missing out on benefits under agreements because of poor information systems and processes

Our measures of success

- Our people feel connected country; both physically and spiritually
- Kullilli people are learning about their history and culture
- PBC is entering into partnerships and joint ventures for activities on country
- Young people are engaged with activities of the PBC

Actions

| Goal 1: Strengthening our presence on our Country and sharing and celebrating our history and culture | | | | |
|---|--|----------|-----------|----------|
| | Actions | Priority | Timeframe | Progress |
| 1.1 | Negotiate with Bulloo Council to include Kullilli signage and dual place naming in Thargominda and surrounding region | | | |
| 1.2 | Indicate intention to Council and develop information for display in Kullilli room of local council sharing stories pictures and art with an emphasis on survival and cultural practice | | | |
| 1.3 | Promote and encourage storytelling, family history research and other cultural activities among families | | | |
| 1.4 | Plan and hold a story telling session in conjunction with the 2018 AGM ('bimba') | | | |
| 1.5 | Building on AGM/bimba experience, plan and hold a Kullilli cultural festival for 2020 | | | |
| 1.6 | Encourage involvement and engage families through inclusive and broad communication | | | |
| 1.7 | Develop systems to hold and manage information and records of Kullilli knowledge and heritage | | | |
| 1.8 | Negotiate process for access, control and return of native title claim materials from QSNTS: <ul style="list-style-type: none"> • Connection information and research (including data and reference material) • Genealogical information (with family permissions) | | | |
| 1.9 | Seek copies of materials held in AIATSIS and other cultural institutions | | | |
| 1.10 | Develop projects and research partnerships to interpret material and communicate with native title holders and wider community | | | |

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|------|---|--|--|--|
| 1.11 | Develop and promote cultural protocol for people working with Kullilli or on Kullilli country | | | |
| 1.12 | Develop cultural resources for families to teach and learn including stories, language, plants, animals <ul style="list-style-type: none"> - Send seed package and instructions with stories and language to be replanted on country at AGM? | | | |

| Goal 2: Reconnecting our people with their country and identity | | | | |
|--|--|-----------------|------------------|-----------------|
| | Actions | Priority | Timeframe | Progress |
| 2.1 | Facilitate opportunities to visit country and open communication channels with land holders | | | |
| 2.2 | Provide information to Kullilli people about opportunities and procedures <ul style="list-style-type: none"> - Develop a calendar of on country visits and activities and seek permissions and funding | | | |
| 2.3 | Develop protocol, procedure and any documentation for on country visits <ul style="list-style-type: none"> - visits hosted by the PBC (first aid, etc) - visits facilitated by PBC (waiver, code of conduct) | | | |
| 2.4 | Establish relationships with lease holders and occupants of Kullilli native title lands with a view to: <ul style="list-style-type: none"> - Accessing lands - Engaging in land management activities - accessing information, photos, artefacts and materials - return of artefacts and materials | | | |
| 2.5 | Identify charities and philanthropic funds for return to country activities | | | |
| 2.6 | Work with QSNTS to review tenure and lease terms to identify options for purchase or return of lands | | | |

Goal 3: Investing in partnerships that build our economic foundation for the future

| | Actions | Priority | Timeframe | Progress |
|-----|---|----------|-----------|----------|
| 3.1 | Engage with stakeholders (letter and meeting) to establish the PBC as the authority and contact point for representation and consultation on Kullilli country and with Kullilli people <ul style="list-style-type: none"> - communicate with previous contacts/applicants to explain new process and register their interest in heritage assessment work | | | |
| 3.2 | Manage cultural heritage business within determination and manage cultural heritage assessment teams <ul style="list-style-type: none"> - develop policy and procedure for allocation of work, - explore traineeships and cultural apprenticeships - develop full cost recovery fee structure that includes corporate and program administration costs | | | |
| 3.3 | Develop stakeholder list and top ten priorities to inform stakeholder meetings and information campaign <ul style="list-style-type: none"> - review each quarter | | | |
| 3.4 | Negotiate opportunities for benefits under proposed Carbon agreements that support/deliver priorities under this Plan (education and training, regeneration, contracts etc.) | | | |
| 3.5 | Explore equity partnership, joint venture or other arrangements with existing corporations currently operating in Kullilli country. <ul style="list-style-type: none"> - Negotiate employment and contract opportunities Kullilli people | | | |
| 3.6 | Explore tenders and grants for local government contracts <ul style="list-style-type: none"> - Discuss first right of refusal option - Discuss preference for companies partnering with PBC - Discuss requirement of Indigenous employment strategies and outcomes under contracts | | | |
| 3.7 | Register with Supply Nation to facilitate business opportunities | | | |

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| 3.8 | Review existing agreements for contract opportunities | | | |
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Goal 4: Facilitating education and employment pathways that build a self-determining Kullilli nation

| | Actions | Priority | Timeframe | Progress |
|-----|--|----------|-----------|----------|
| 4.1 | Approach universities to offer projects for students on ethno botany or other science projects (Deakin as first point of access) | | | |
| 4.2 | Identify scholarships or training and match Kullilli young people seeking educational opportunities | | | |
| 4.3 | Develop research partnership agreement/policy and ethics and intellectual property arrangements | | | |

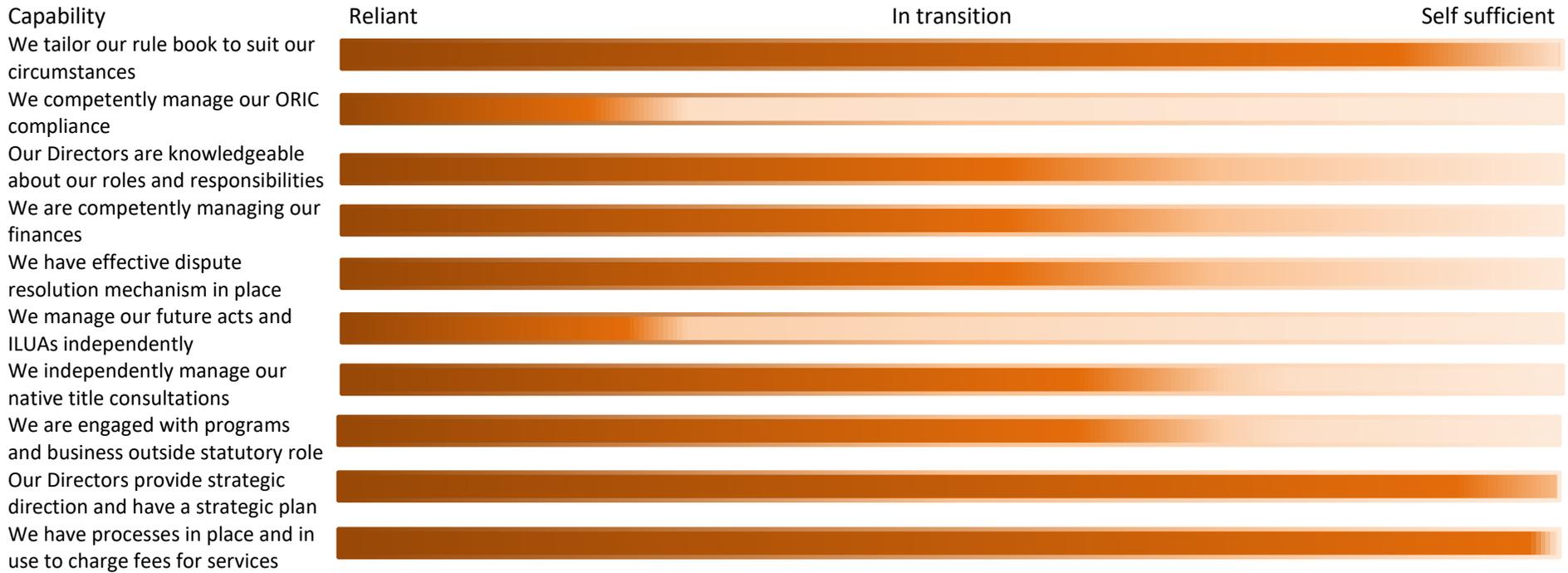
Goal 5: Getting back on country, engaged in the management of place and renewing our stories

| | Actions | Priority | Timeframe | Progress |
|-----|--|----------|-----------|----------|
| 5.1 | Undertake land regeneration and bush tucker projects <ul style="list-style-type: none"> - planning now for contract opportunities at end of mine - approach companies for traineeships in horticulture - investigate plant nursery - at home planting | | | |
| 5.2 | Negotiate with DNRM to include Kullilli people in environmental monitoring and management activities <ul style="list-style-type: none"> - work with other Queensland PBCs and QSNTS to achieve change in government practice. - Identify opportunities with school STEM (science) programs, CSIRO and others | | | |

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|-----|---|--|--|--|
| 5.3 | Work with South West NRM to develop proposals and applications for regional land management and/or ranger program and working on country money at state and Commonwealth level, including training and knowledge transfer | | | |
| 5.4 | Offer consultancy services to South West NRM for strategic planning with other groups | | | |
| 5.5 | Seek return, ownership of data from monitoring activities from agencies | | | |

| Goal 6: Setting an example and establishing foundations for future Kullilli leaders | | | | |
|--|---|-----------------|------------------|-----------------|
| | Actions | Priority | Timeframe | Progress |
| 6.1 | Investigate options for Directors and future directors to undertake training | | | |
| 6.2 | Target activities with Elders and youth for leadership training through cultural transmission to nurture succession plans for PBC Board | | | |
| 6.3 | Identify potential future directors and provide leadership opportunities such as leading projects or working groups under this plan, attending meetings | | | |
| 6.4 | Finalise and adopt Strategic Plan, and decide on short term actions | | | |
| 6.5 | Communicate Strategic Plan to key stakeholders and membership | | | |
| 6.6 | Finalise and adopt policies and procedures | | | |
| 6.7 | Obtain native title list from QSNTS for regular communication | | | |
| 6.8 | Match funding opportunities to actions and priorities under the Plan and make applications | | | |
| 6.9 | Consider establishing a youth group for native title holders under 18 (this could be virtual, website based, with annual on country camps for example) | | | |

Our Capability Assessment



Review

This Strategic Plan will be reviewed by the Board in January-February 2019. Progress against the Plan will be assessed and evaluated. In addition, the Strategic Plan will be audited as a holistic document to ensure that the needs of all Kullilli people are being addressed.