





# Our Strategic Plan

The Cape York Land Council (CYLC) Strategic Plan 2020 –2026 maps out the road ahead and guides our mission to empower Cape York Aboriginal people (also referred to as Pama) to continue to establish and manage their rights and interests in land and sea to produce social, cultural and economic benefits.

This plan reflects CYLC's dynamic approach to changing social and political environments and adapting our work to be continuously current, relevant and effective. CYLC continues to develop and implement priorities so that the work we do values our founding Elders' design, intent and experience, whilst resonating with future generations who will continue to realise their vision.

## Acknowledgment

Aboriginal and Torres Strait Islander persons are warned that this document may contain images and or names of deceased Indigenous persons or sites of cultural significance.

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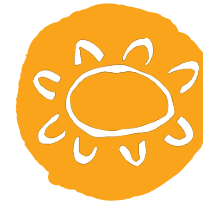


# Our Mission, Vision, Values and Commitments



## OUR MISSION

Through our consultation, engagement, advocacy and leadership, CYLC will empower Cape York Aboriginal people to assert, establish and manage their rights and interests in land and sea to produce social, cultural and economic benefits.



## OUR VALUES

- Honesty, integrity and fairness in dealings with Cape York Aboriginal people and other stakeholders.
- Determination to drive reform through innovative delivery of services.
- Respect for the people and culture that we represent.
- Protect Aboriginal cultural heritage rights and interests.



## OUR VISION

To be recognised as the lead support and advocacy organisation for Cape York Aboriginal land and sea rights and interests, and to create opportunities for current and future generations of Cape York Aboriginal people.



## OUR COMMITMENTS

- Ensure Pama's long term visions for the future will drive CYLC operations.
- Advocate for Pama's rights to manage and use land for cultural, economic and social purposes.
- Ensure Traditional Owners speak for their country.
- Develop future leaders by building the capability of individuals and corporations.

# Our History, Achievements & Challenges

Over our thirty-year history CYLC has remained steadfastly anchored to and guided by our founding Elders' vision. For thirty years we've successfully striven to support Pama to regain rights to land and sea, to preserve their culture, to make empowered decisions about their country, and to improve their lives and the lives of future generations.



*CYLC Board October 2020*

In 1990 Cape York Aboriginal people were amongst Australia's landless poor with no native title or legally recognised rights to land. However, despite their dispossession and marginalisation, Pama still knew who they were and knew their links and responsibilities to their ancestors' country.

Pama also knew they needed modern legal recognition of their rights to land and sea to provide a better future for themselves and their families. As individuals these rights could not be achieved, but at the 1990 Cape York Land Summit people united and moved forward as one. Inspired by this constructive discontent CYLC was formed and began committed efforts to restore Pama's rights to country.

Restoring rights to country is a challenging task, fraught with resistance and competition from powerful external interests and the uncertainty of pioneering reform through an uncharted domain.

Despite these challenges, CYLC has forged ahead and we look back over our thirty years proud of how we have influenced the national Indigenous affairs agenda, and the extent of land and sea rights and interests we have helped to restore.

From humble beginnings CYLC has grown to be an iconic land council renowned for its professionalism, determination, cutting edge advocacy and innovative approaches to restoring and supporting the management of

Pama land and sea rights.

Looking ahead, we are determined to continue to use our skills and experience to accelerate progress and achieve greater rights for Cape York Aboriginal people.

By 2020, in our role as the Cape York Native Title Representative Body, CYLC has:

- delivered native title determinations over 45 per cent of Cape York land;
- established 13 Registered Native Title Bodies Corporate (RNTBCs);
- established the first Prescribed Body Corporate Support Unit in Australia to support and assist RNTBCs to manage native title rights and interests;
- lodged the Cape York United Number 1 native title claim covering almost all remaining unclaimed Cape York land;
- established sea country rights with one native title determination, two claims lodged, and more sea claims under preparation; and
- negotiated 102 Indigenous Land Use Agreements (ILUAs), 39 conservation agreements and indigenous management agreements, 18 cultural heritage agreements, 31 mining tenement agreements, and 67 other agreements (leases, licences, MOUs).



CYLC has also supported the transfer of land to Aboriginal freehold tenure with:

- over two million hectares transferred and jointly managed as Cape York Peninsula Aboriginal Land National Park;
- over three million hectares transferred and held as unencumbered Aboriginal freehold tenure by Aboriginal trustees; and
- support for Indigenous Land Holding Bodies (ILHBs) to manage Aboriginal freehold land.

CYLC's legal battles have included:

- support for the Wik peoples' challenge to the assumption that pastoral leases extinguished native title rights, leading to the High Court decision that native title rights could coexist with pastoral leasehold rights throughout Australia;
- a successful challenge to the *Wild Rivers Act 2005* (Qld) and its impositions on Cape York Aboriginal peoples' rights to use their Aboriginal freehold land; and
- involvement in Commonwealth and State statutory and policy reform processes that affect Aboriginal interests in Cape York land and sea, including environmental management, land use planning, cultural heritage, tenure and native title processes.

CYLC also:

- ensures the protection of cultural

heritage is included in all land dealings;

- consults regularly with Pama at Land Summits to report our operations and seek directions to progress our mission;
- has established an extended suite of services to support mediation and dispute resolution; and
- is establishing anthropology and cultural heritage spatial datasets that will protect the vast catalogue of materials for future generations.

CYLC has achieved these outcomes because of the capacities we have built in anthropological research, native title functions, land and resource transfers, cultural heritage protection, corporate governance support, use and management of land and sea rights and interests to produce benefits, maintaining good relations between stakeholders, advocating for improved laws and systems, and continuously improving our corporate operations.

Despite our achievements and capacities CYLC continues to face significant challenges as we move forward to achieve our mission.

Many competing interests have their own ideas about who should hold and manage rights and interests in Cape York land and sea. Tensions exist around how country should be used, with influential forces seeking to suppress Cape York Aboriginal peoples' rights to use their land as they

choose.

Cape York Aboriginal people too have a varied range of aspirations for their country and how to achieve them. Maintaining a united movement that serves the interests of all people presents its own range of challenges.

Despite these challenges we take succour from the example of our peoples' endurance and resilience in the face of much greater

difficulties. Times have been tough before but as a people and as an organisation we have survived and our optimism and hope remains as reliable as wet season rain.

The success we have achieved to date does not go unnoticed, our challenges can be overcome, and the merits of Cape York Aboriginal people managing their country to produce benefits for themselves and the broader Australian society will continue to resonate and grow.

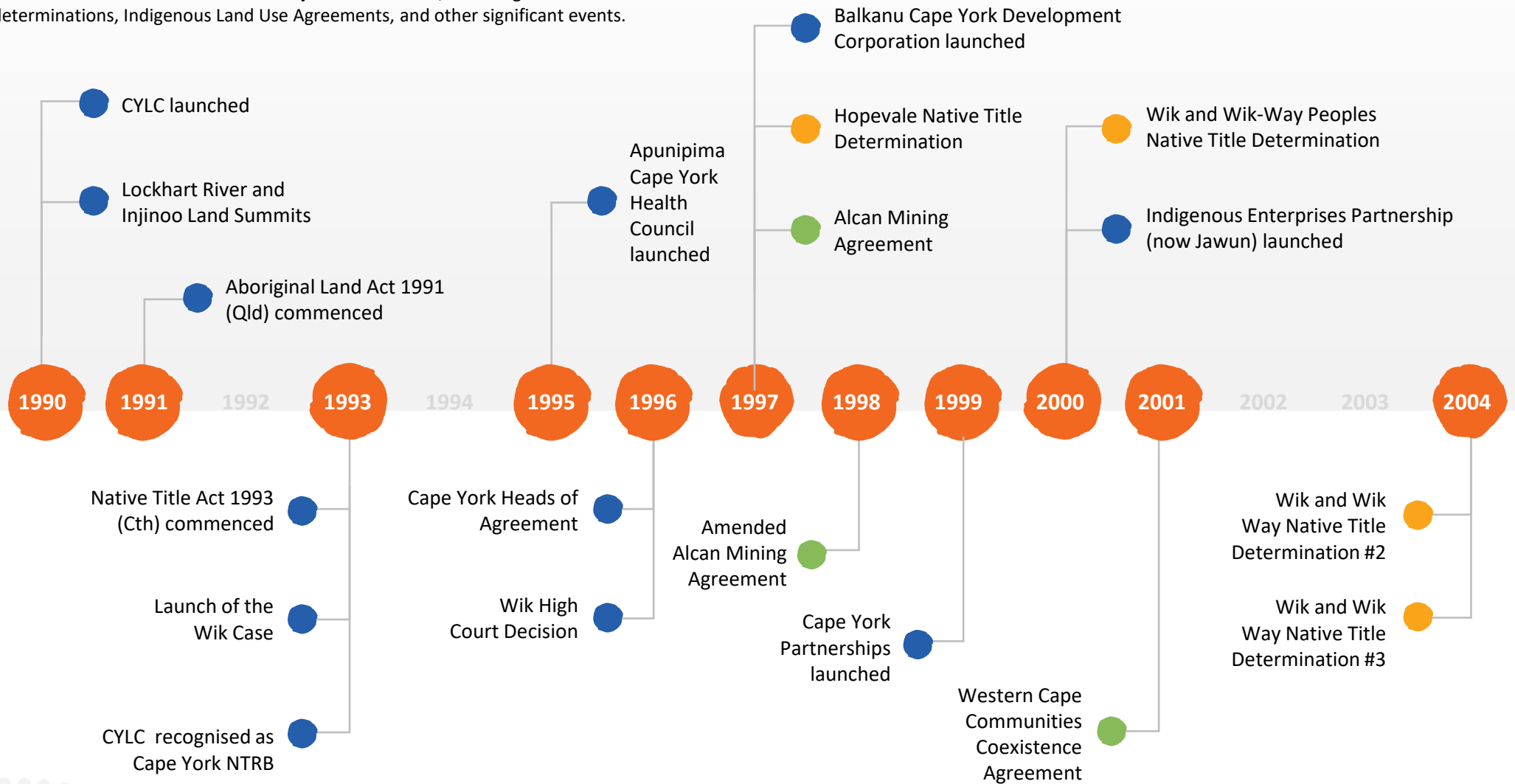


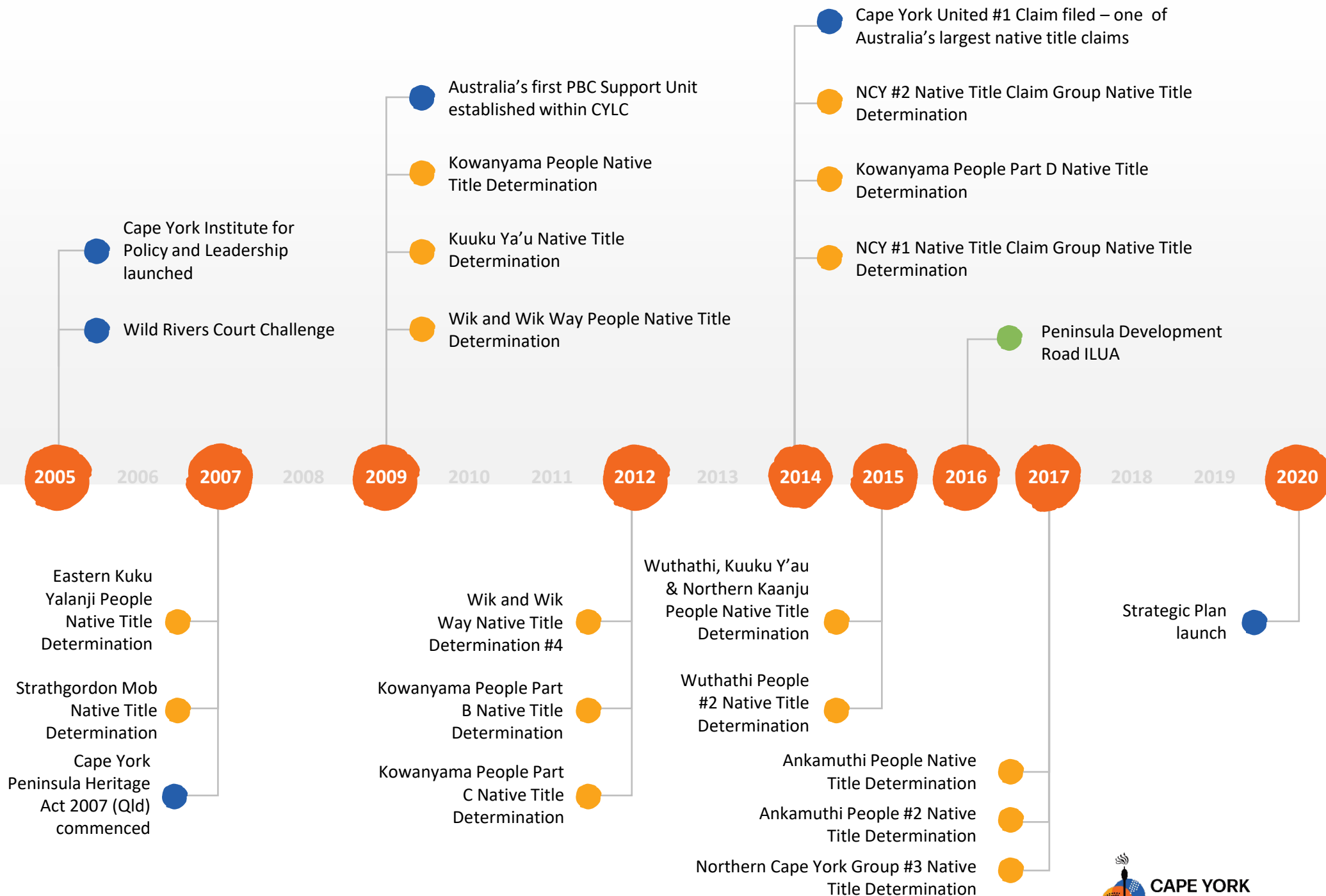
CYLC Staff October 2020

# Thirty Years Strong...

- Native title determinations
- Indigenous Land Use Agreements
- Other significant events

This timeline shows some of CYLC's major achievements, including native title determinations, Indigenous Land Use Agreements, and other significant events.



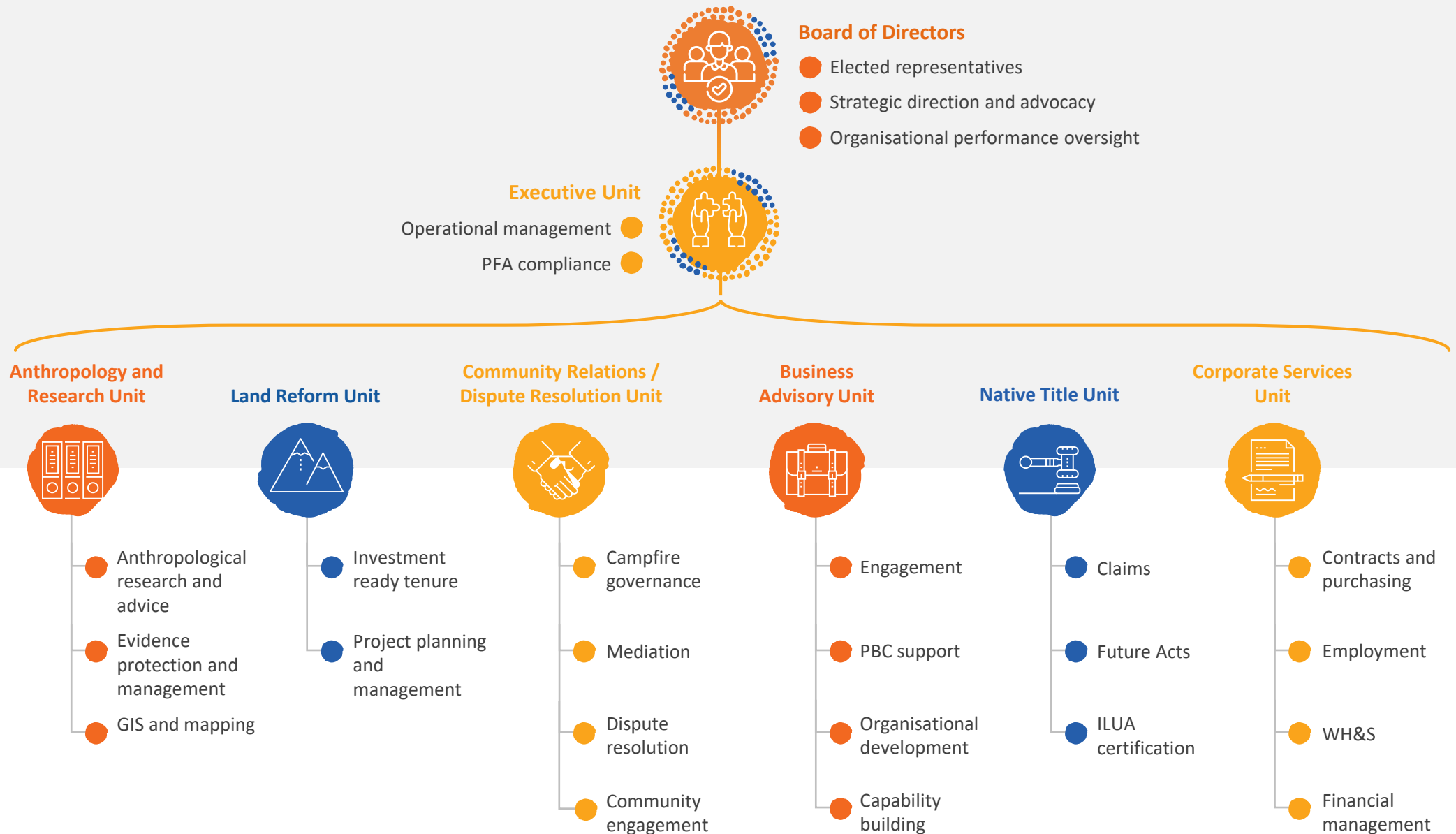








# Our Governance and Operational Structure



# CEO Foreword

Connections to country, to land and sea, define the Aboriginal peoples of Cape York. Connections define our family, ancestors and society, our culture and livelihoods, our health, wealth and wisdom, our past and our future. For thirty years CYLC has persevered to protect, restore, strengthen and perpetuate these connections.

United by common purpose behind CYLC's mission, Aboriginal people have stood up, asserted and defended our place on Cape York. Reconnection is not easy, sometimes progress has been slow and difficult, and we have a long way to go, but when I look back and see how far we've come I'm proud to say Pama are much better off now than we were back then.

Cape York Aboriginal people are no longer without land, rights or a voice, and CYLC is still here, planning and fighting to restore more and better rights for all our people. By learning through doing we have developed effective approaches and have confidence in our proven ways to restore peoples' rights and interests in land.

Over my time at CYLC I've witnessed our peoples' lives revive as connections to country are recognised and restored. We've helped people reconnect with their extended families and country and reclaim their identity and culture.

Our old people finally feel at ease, knowing their grandchildren's birthright is now enshrined under traditional and modern law, that they can walk their country together, be nourished by what country provides and share its stories. Helping our people reconnect with their country helps them reconnect with their life and livelihoods. It is a privilege for CYLC to play a critical role in achieving these life changing outcomes.

We've achieved what we've achieved because CYLC provides the forum for Cape York Aboriginal people to plan and organise the best ways to move forward together with assistance from CYLC's skilled staff.

If we are to continue to move forward we must maintain the momentum of reform generated by the blood, sweat and tears of our founding Elders and the people who have stepped up over the past thirty years to form CYLC's Board of Directors. These leaders know a valued future, like our valued past, depends on strong connections to country, so we will continue to seize every opportunity, as a strong united group, to restore connections and improve lives.

We will continue to pursue our mission by using our collective capacities and resolute commitment to achieve the priorities, initiatives and targets identified by this Strategic Plan. The CYLC Strategic Plan 2020 – 26 reveals the wide range of work we're involved in, and how we'll continue to work in an organised and effective way over the next six years to achieve our strategic targets.

We'll continue anthropological research to connect people to each other and to their country. We're empowering Traditional Owners with training and support to build the management capacity of their corporations, and to produce benefits from their country.

We'll continue to pressure governments to transfer rights and enable economic development opportunities on Aboriginal land. We're ensuring people know about and agree to what happens on their land. We're building our internal capacities so that we can deliver the constantly evolving services that are required of CYLC. We'll continue to be guided by the elected leaders who form our Board of Directors, and invest in the capacity of our youth as our next generation of leaders.

I look forward to moving ahead together with you, and seeing you and your families thriving on country once again, as we implement the CYLC 2020 - 26 Strategic Plan. I commend this plan to you and invite you to join us on our mission.

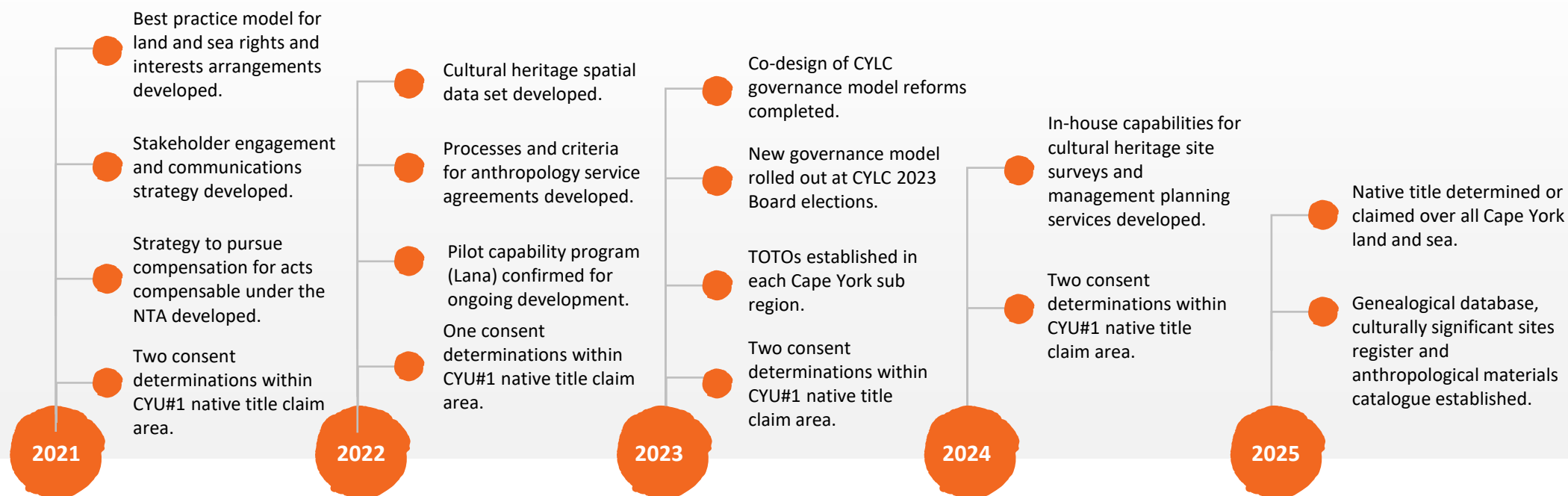


**Kirsty Broderick**  
CYLC Acting CEO



# Our Key Outputs at a Glance

CYLC's functions and outputs are many and varied, as laid out in Our Priorities in following pages. This page summarises some of CYLC's key outputs and ongoing functions.



## ONGOING FUNCTIONS – Simultaneous with CYLC's delivery of key outputs we will continue to deliver core functions, including:

Engaging with Pama to co-design plans and actions that empower Pama's assertion and management of their land and sea rights and interests.

Progressing the Cape York United Number 1 Claim towards a determination, and preparing native title claims for remaining land and seas.

Building the capacity of Aboriginal bodies corporate to manage their land and sea rights and interests for their cultural, social and economic benefit.

Providing services to assist the resolution of disputes concerned with Aboriginal land.

Supporting Traditional Owner discussions and decision making through campfire governance.

Developing networks within government and across Cape York

to form effective working relationships to realise the aspirations of CYLC and Cape York Aboriginal people.

Developing tools that educate future generations to protect and preserve our culture.

Maintaining historical records of elders who contributed to achieving Cape York land and sea rights.

Developing innovative ways to engage future generations of Cape York Aboriginal people to participate as rights holders in CYLC processes.

Maintaining transparent, honest and inclusive engagements with Cape York Aboriginal people to provide guidance and direction about CYLC strategies and actions.

Maintaining the highest level of internal governance, compliance and management of CYLC operations to ensure

ongoing capacity to fulfil our functions and deliver services.

Continuing to advocate for Cape York Aboriginal people to be properly consulted, informed and empowered to make decisions related to their rights in land and sea.

Developing a secure and growing funding stream for non-core functions to provide extended support to Cape York Aboriginal people, as part of a network of Cape York Regional Organisations.

Developing communication tools to promote our success and take guidance from stakeholders to continually develop our operations..



# Our Priorities to support Pama land & sea





# Our Priorities



## Strategic Advocacy

Advocating and achieving changes to laws, policies, processes and services to expand rights and interests in land and sea on Cape York.



## Anthropology

Anthropological and genealogical research and information.



## Tenure & Resources

Establishing tenure and resource rights, enabling their use, and supporting their management.



## Rights & Benefits Management

Supporting the governance and operations of Indigenous land holding bodies, and their management of land and sea rights and interests, to produce and distribute benefits.



## Stakeholder Relations

Maintaining and expanding strong functional relationships with and between all stakeholders.



## Native Title

Facilitating and assisting the positive determination and management of native title rights and interests.



## Cultural Heritage

Protection and management of cultural heritage.



## CYLC Governance & Operations

Maintain and build CYLC's corporate governance and operational capacity to support achievement of our mission.

# Strategic Advocacy

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Enhancing Cape York  
Aboriginal peoples' rights  
and interests in land and  
sea by advocating and  
achieving changes to laws,  
policies, processes and  
services.

## WE WILL WORK TOGETHER TO:

Advocate and achieve reforms to laws, policies and services related to Cape York land and sea to promote the interests and aspirations of Cape York Aboriginal people.

Encourage and support Cape York Aboriginal people to utilise laws, policies and services to enhance their management of rights and interests and the production of benefits.

## WE ARE GOING TO DO THIS BY:

Identifying desirable law, policy and service reforms that support and promote Cape York Aboriginal peoples' rights, interests and aspirations in land and sea.

Advocating desirable land and sea law, policy and service reforms by:

- proactively engaging with governments and other parties to raise awareness of Cape York Aboriginal land and sea issues and the need for reform; and
- reactively engaging with government processes, such as proposed acts of Parliament, statutory land use and management planning processes, and government service delivery.

Working with Indigenous Land Holding Bodies (ILHBs) to raise their awareness of their land and sea rights and interests, and how to make best use of them.

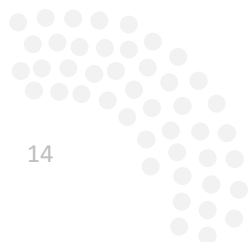
## OUR SUCCESS WILL BE MEASURED BY:

By 2021 a model for best practice Aboriginal land and sea rights and interests arrangements on Cape York will be developed to guide advocacy of law, policy and service reforms, and to guide management of land and sea rights and interests.

All requests from ILHBs to assist their transition under a Service Agreement to best practice Cape York Aboriginal land and sea rights and interests model will be supported.

Governments will be proactively engaged and lobbied to raise awareness of issues and to reform laws, policies and services relevant to Cape York Aboriginal land and sea.

Participation in government processes proposing changes to law, policy and services related to Cape York Aboriginal land and sea, and achieving positive reforms.





# Stakeholder Relations

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Maintaining and expanding strong functional relationships with and between all Cape York land and sea stakeholders.

## WE WILL WORK TOGETHER TO:

Ensure Cape York Aboriginal people, all levels of government and other parties with an interest in Cape York land and sea recognise, engage with and support CYLC as the regional provider of information and services relating to Cape York Aboriginal land and sea rights and interests.

Ensure Cape York Aboriginal people and other stakeholders are well informed about Cape York land and sea rights and interests, and the corporate structures and processes that support their management.

Seek to resolve disputes about Cape York native title and land and sea management issues, and maintain good relationships between all stakeholders.

Develop and maintain cooperative and productive partnerships with allied groups to achieve common goals.

Encourage, nurture and build the capability of Pama youth to be future leaders for Cape York land and sea matters.

## WE ARE GOING TO DO THIS BY:

Developing and implementing a stakeholder engagement and communications strategy.

Hosting Cape York Land and Sea Summits for Cape York Aboriginal people to provide them information about land and sea matters, and receiving feedback to identify Traditional Owners' aspirations, wishes and opinions about those matters.

Providing dispute resolution services to assist ILHBs and other parties to resolve native title and other land and sea related disputes.

Maintaining partnership, coordination and cooperation with Cape York Regional Organisations (CYROs), and continuing to cooperate with governments and other organisations with common priorities.

Confirming ongoing commitment to Lana Prescribed Body Corporate (PBC) Capability Program.

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## OUR SUCCESS WILL BE MEASURED BY:

By 2021 a stakeholder engagement and communications strategy will be developed and implemented.

Relationships with all levels of government and other parties are strong and functional and contribute to achieving CYLC priorities.

Cape York Land and Sea Summits will be held at least every two years.

Accredited dispute resolution services are provided as necessary to promote agreement about NTDAs, future acts, Indigenous Land Use Agreements (ILUAs) and rights of access, and address other land and sea related disputes

CYROs and other allied groups continue to engage and cooperate with CYLC on matters of mutual interest.

Completion of Lana youth traineeships and career pathway development programs.

# Anthropology

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Providing comprehensive Cape York Aboriginal anthropological and genealogical research and information capabilities.

## WE WILL WORK TOGETHER TO:

Provide anthropological research and information services to CYLC and other stakeholders.

Hold and manage anthropological, genealogical and ethnohistorical information in trust for Traditional Owners in secure and culturally appropriate ways.

Invigorate, maintain and strengthen Cape York Aboriginal culture by improving Traditional Owner control of anthropological materials and information.

## WE ARE GOING TO DO THIS BY:

Providing anthropological advice and assistance to the Native Title Unit to progress current and future claims and post determination matters.

Sharing anthropological, genealogical and ethnohistorical information held by CYLC with communities of provenance through locally planned and directed programs, and in innovative and culturally appropriate ways.

Establishing and maintaining a Cape York Aboriginal genealogical database, register of culturally significant sites and catalogue of anthropological materials to enable:

- identification of Cape York Traditional Owners to support CYLC's native title, tenure, cultural heritage initiatives, and other information requirements;
- providing ILHBs, such as Registered Native Title Bodies Corporate (RNTBCs) and Land Trusts, and Aboriginal Cultural Heritage Bodies with anthropological information under Service Agreements; and
- assisting land use proponents, under Service Agreements, to identify and engage with Traditional Owners.

## OUR SUCCESS WILL BE MEASURED BY:

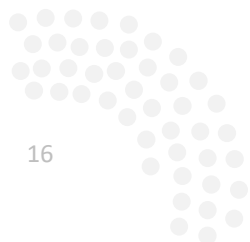
By 2021 an Information Management Policy will be developed and ratified.

By 2021 processes and criteria will be developed for the sharing of anthropological, genealogical and ethnohistorical materials and information held by CYLC with communities of provenance, and by 2023 sharing processes will have commenced and will be ongoing.

By 2022 processes and criteria for Service Agreements will be developed, and by 2025 CYLC will be recognised as the primary authority and "go to" agency for Cape York Aboriginal peoples' anthropological research and information services.

By 2025 a secure and best practice Cape York Aboriginal genealogical database, register of culturally significant sites and catalogue of anthropological materials will be established. Data entry will be ongoing to maintain currency of the data set.

By 2025 all of CYLC's anthropological research pertaining to Traditional Owner identification will be produced accurately and efficiently in house, except when independent expert researchers are required.





# Native Title

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Facilitating and assisting the positive determination and management of Cape York native title rights and interests.

## WE WILL WORK TOGETHER TO:

Ensure CYLC's ongoing recognition as the Cape York Regional Aboriginal and Torres Strait Islander Body (RATSIB), and perform Native Title Representative Body (NTRB) functions consistent with requirements of the *Native Title Act 1993* (NTA).

Support the determination and management of the most extensive native title rights and interests possible within the Cape York NTRB area.

Establish and support Aboriginal corporations to hold and effectively manage native title rights and interests.

Secure compensation for acts which are compensable under the NTA.

## WE ARE GOING TO DO THIS BY:

Performing NTRB functions, including to:

- facilitate and assist Traditional Owners, RNTBCs and native title holders with Native Title Determination Applications (NTDAs), future acts, ILUAs and rights of access;
- certify native title processes, including for NTDAs and ILUAs;
- resolve disputes and promote agreement about NTDAs, future acts, ILUAs and rights of access;
- notify RNTBCs and native title holders of proposed future acts and support their response.

Establishing RNTBCs to hold native title rights and interests, and supporting RNTBCs to manage rights and interests consistent with native title holder directions, and to achieve statutory compliance.

Developing and implementing a strategy to pursue compensation for acts which are compensable under the NTA.

## OUR SUCCESS WILL BE MEASURED BY:

For 2021 - 2026 CYLC will be recognised as the Cape York RATSIB.

By 2025 95% of claimable Cape York land will have been the subject of a native title determination, remaining land will be under claim, the Northern Cape and Torres Strait sea claim will be determined, and claims in relation to remaining sea country will be filed.

By 2030 all Cape York land and sea will have been the subject of a native title determination, and the rights and interests established will be the most extensive possible.

RNTBCs with best practice rulebooks are established as native title rights and interests are determined.

Traditional Owners, RNTBCs and native title holders are supported to effectively manage rights and interests with services including:

- professional and effective native title dispute resolution;
- assessment, distribution and response assistance for Future Act Notices; and
- legal advice and other support negotiations in relation to ILUAs and other agreements.

By 2021 a strategy will be developed to pursue compensation for acts which are compensable under the NTA, and the strategy will be implemented over 2021 – 2026.

# Tenure & Resources

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Establishing, supporting the management, and enabling the use of Cape York Aboriginal tenure and resource rights.

## WE WILL WORK TOGETHER TO:

Support the establishment and management of the most extensive Aboriginal tenure and resource rights possible within Cape York.

Establish and support Aboriginal corporations to hold and effectively manage Aboriginal tenure and resource rights.

Enable the economic use of Aboriginal tenure and resource rights by identifying opportunities and addressing constraints on the use of Aboriginal land and resources.

## WE ARE GOING TO DO THIS BY:

Advocating and facilitating the transfer of Cape York land and resource rights to Aboriginal freehold tenure, and the transfer of natural resource rights that do not run with tenure, to an ILHB.

Establishing and supporting ILHBs to manage tenure and resource rights consistent with community directions, and to achieve statutory compliance.

Enabling the economic use of tenure and resource rights by addressing land use constraints, such as statutory regulations, land administration processes and native title consent requirements, so that land and resources are ready for use and investment.

Seeking to collaborate with the Queensland Government to progress tenure and resource reforms.

## OUR SUCCESS WILL BE MEASURED BY:

In collaboration with the Queensland Government, by 2025 100% of land identified as transferable under the *Aboriginal Land Act 1991* will be transferred to Aboriginal freehold tenure.

By 2025, remaining National Park areas will be transferred under State Land Dealings processes

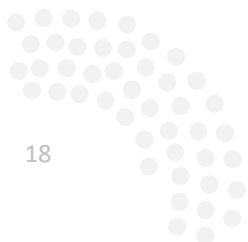
The participation of relevant Cape York Aboriginal people is facilitated in all land transfer processes and agreement negotiation processes.

CATSIA compliant Aboriginal corporations with best practice rulebooks are established to hold and manage tenure and resource rights as they are determined.

Rights to natural resources that do not run with tenure, such as water, carbon and fish, are held by Aboriginal corporations.

Constraints on the use of Aboriginal freehold land with good prospects for economic activity, such as native title consent requirements, land use planning and environmental regulations, are overcome.

Collaboration agreement in place with Queensland Government that identifies reform objectives, roles of each party and resourcing for CYLC to fulfil its role.





# Cultural Heritage

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Protecting and supporting the management of Cape York Aboriginal peoples' cultural heritage.

## WE WILL WORK TOGETHER TO:

Support *Aboriginal Cultural Heritage Act 2003* (ACHA) registered Aboriginal Cultural Heritage Bodies (ACHBs) and native title applicants with anthropological information to identify Aboriginal parties for an area.

Support Aboriginal party engagement and influence in ACHA processes.

Support the protection and management of Aboriginal cultural heritage during land use activities.

## WE ARE GOING TO DO THIS BY:

Providing anthropology research and information services to support registered Cape York ACHBs and native title applicants perform ACHA functions to identify Aboriginal parties for an area.

Developing and maintaining an extensive spatial data set of Cape York cultural heritage sites.

Supporting the leadership and engagement of Traditional Owners in processes to protect and manage cultural heritage.

Providing cultural heritage site survey and management planning services, under Service Agreements, to support the identification and protection of cultural heritage.

Supporting Aboriginal parties to negotiate Cultural Heritage Agreements (CHAs) and Cultural Heritage Management Plans (CHMPs).

Supporting Aboriginal parties to ensure third party compliance with ACHA Duty of Care, CHA and CHMP requirements.

## OUR SUCCESS WILL BE MEASURED BY:

Provision of anthropological information regarding Aboriginal parties for an area in response to requests for advice from ACHBs and native title applicants.

By 2022 a spatial database will be established using existing information from determined area materials. Data entry will be ongoing to maintain currency of the data set .

Traditional Owners will be involved in protecting and managing Aboriginal cultural heritage for all new Cape York land use activities.

By 2024 processes and criteria for Service Agreements, and in-house capabilities for cultural heritage site surveys and management planning services, will be developed.

All Cape York Traditional Owners will be supported with legal advice and other assistance when engaged in the negotiation and implementation of CHAs and CHMPs.

# Rights & Benefits Management

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Supporting the governance and operations of Cape York Indigenous land holding bodies, and their management of land and sea rights and interests, to produce and distribute benefits that achieve positive social, cultural and economic outcomes for Cape York Aboriginal people.

## WE WILL WORK TOGETHER TO:

Develop ILHBs corporate governance capacities so they are statutorily compliant and provide effective governance.

Build ILHBs' operational capacities to manage land and sea rights and interests, according to the directions of Traditional Owners, to produce social, economic and cultural benefits.

Build Traditional Owner group capacities to effectively manage their land and sea rights and interests and make decisions to speak for country.

Support ILHBs to invest and/or distribute benefits to Traditional Owner groups and individuals according to agreed rules and processes.

Support Traditional Owner groups to invest and/or distribute benefits to individuals according to agreed rules and processes.

## WE ARE GOING TO DO THIS BY:

Seeking additional resources so that support can be provided to all ILHBs.

Providing corporate governance support services to ILHBs, including statutory compliance, financial management and organisational development training and support.

Providing operational advice and training to ILHBs to support their management of land and sea rights and interests, including for future act responses, ILUA negotiations and implementation, and leasing of Aboriginal freehold land.

Supporting ILHBs to produce benefits, including compensation, rent and employment, from management of native title, tenure and resource rights and interests.

Providing training and development opportunities for Traditional Owner groups to effectively exercise their rights to speak for country and make decisions about land use and management.

Supporting ILHBs to establish and implement structures, rules and processes for the distribution of benefits to eligible parties.

Supporting Traditional Owner groups to establish and implement structures, rules and processes for the distribution of benefits to eligible parties.

## OUR SUCCESS WILL BE MEASURED BY:

Additional resources secured to support ILHBs.

ILHBs, and Traditional Owner groups as appropriate, under a Service Agreement will receive:

- annual corporate governance training workshops and support to comply with corporate governance requirements;
- support to manage land and sea rights and interests with legal and operational advice and other assistance as necessary;
- assistance to meet accountability standards to comply with RNTBC support funding requirements; and
- support to establish and implement structures, rules and processes for the investment and distribution of benefits to eligible parties.

By 2023 Traditional Owner Titles Offices (TOTOs) will be established to provide a range of ILHB and Traditional Owner group land and sea rights and interests management support services.

Social, cultural and economic circumstances of Cape York Aboriginal people improve as a result of benefits produced from management of their land and sea rights and interests.



# CYLC Governance & Operations

STRATEGIC  
PRIORITY



## KEY PRIORITY:

Maintaining and building CYLC's internal governance and operational capacities to deliver continuously improving corporate services.

## WE WILL WORK TOGETHER TO:

Ensure CYLC's governance, management and operations reflect best practice.

Enhance CYLC's management systems and processes so they are integrated and effective.

Create a positive and progressive workplace with high levels of staff capacity and satisfaction.

## WE ARE GOING TO DO THIS BY:

Supporting the operations of an elected Board of Directors, representative of Cape York Traditional Owners, that oversees and directs CYLC functions, services and strategic directions.

Co-designing CYLC best practice governance model in consultation with Pama and in accordance with CATSIA and amend the CYLC Rule Book to reflect this model.

Maintaining CYLC Management Team operations to oversee internal and external service delivery functions, as per Board directions.

Maintaining and continuously improving corporate services processes and systems, such as for human, financial, knowledge and workplace resource management.

Recruiting and developing staff members with appropriate experience, skills and capacities to deliver necessary internal and external services.

## OUR SUCCESS WILL BE MEASURED BY:

Board elections occurring every four years, and Board meetings occurring at least four times per year and providing clear directions for CYLC operations.

Cape York sub-regional corporations have greater involvement and influence in CYLC operations.

CYLC Management Team meeting weekly and providing effective management of service delivery to achieve Strategic and Operational Plan goals.

CYLC corporate services demonstrating capacity to deliver essential operational services such as travel and information technology requirements, and achieve standards required for human resource management, financial accountability, workplace health and safety, asset management, workplace agreements, and other requirements.

Staff members demonstrating capacity, and trained to upskill as necessary, to deliver CYLC services to support Cape York Aboriginal peoples' rights and interests in land and sea.



# CAPE YORK LAND COUNCIL

YUK PUYNGK

## **Cape York Land Council Aboriginal Corporation**

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