

# Appendix 6-C

## WCCT Strategic Plan



Western Cape Communities Trust

Western Cape Communities  
Coordinating Committee

S T R A T E G I C   P L A N   2 0 0 9 - 2 0 1 2



**WCCCA**  
our country...our future

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## ACKNOWLEDGMENTS

The Western Cape Communities Trust and the Western Cape Communities Coordinating Committee would like to acknowledge:

- The work of Steering Committee Members Raymond Ah Mat (Northern Sub-Regional Trust Director), Anthony Boxer (Central Sub-Regional Trust Director), Mayor Neville Pootchemunka (Southern Sub-Regional Trust Director), Coordinating Committee Chairman Robinson Salee, Coordinating Committee Member Tullia Grego, Executive Officer Georgina Richters, and Special Projects Officer Samuel Kutnick for finalising the content and design of the Strategic Plan.
- Rio Tinto Alcan Weipa for the use of pictures and maps included in the Strategic Plan.

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# Messages from the Chairpersons:

## WESTERN CAPE COMMUNITIES TRUST

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

It is with great pleasure I present the inaugural Strategic Plan 2009 – 2012 of the Western Cape Communities Trust (WCCT). We have come a long way over the past seven years since the signing of the Agreement; however, we must acknowledge that we still have a very, very long way to go.

It is imperative that the WCCT and its Sub-Regional Trusts have a clear vision for the future of our communities, thus enabling us to focus on the objectives and strategies necessary for that vision to be fulfilled. We must continue to work closely with the Western Cape Communities Coordinating Committee (WCCCC), as the established body under the Agreement, to ensure all parties monitor and implement their responsibilities.

Following Strategic Planning workshops held in July 2008 with the Company Directors and WCCCC Members, this Strategic Plan defines our vision and lists the objectives and strategies we wish to achieve over the coming three years. The objectives are:

- Preservation of Culture, Environment and Heritage
- Governance and Management
- Community Development (Social and Economic)
- Partnerships.

I would like to thank our partners to the Agreement, Rio Tinto Alcan Weipa, the Queensland State Government and the Cape York Land Council, and I look forward to strengthening relationships with these partners in the coming years.

I also look forward to establishing new and exciting partnerships that will assist the WCCT and its Sub-Regional Trusts to source social, commercial and economic development opportunities within the Western Cape Region for now and the future.

**Janita Motton**  
**Chairperson**  
**Western Cape Communities Trust**

## WESTERN CAPE COMMUNITIES COORDINATING COMMITTEE

I am honoured to be able to co-present the inaugural Strategic Plan 2009 – 2012, alongside the Chairperson of the Western Cape Communities Trust (WCCT).

The Western Cape Communities Coordinating Committee (WCCCC) was established by the Western Cape Communities Coexistence Agreement (WCCCA) to ensure all parties to the agreement carry out their obligations and responsibilities. It is the monitoring and implementation arm of the Agreement and has very different responsibilities from those of the WCCT.

We acknowledge the need to work closely with the WCCT to ensure they are informed about the progress of implementation of the Agreement. Of equal importance is working collaboratively with all parties to the WCCCA: they all must actively participate for the WCCCC to function effectively.

Through working collaboratively with Rio Tinto, we have seen the mine increase Aboriginal employment and traineeships, and implement heritage and environmental management processes and cultural awareness training for mining staff and contractors in the region. We are excited by these achievements, but also acknowledge we have a long way to go.

This plan will provide strategic direction to meet the long-term objectives of the WCCCC, and assist us in achieving our objectives under the WCCCA.

I thank all WCCCC Members, past and present, our partners and staff for their tireless commitment in working together for the future of the communities of the Western Cape Region.

**Peter Guivarra**  
**Former Chairperson**  
**Western Cape Communities Coordinating Committee**

*(N.B. Robinson Salee is the current Chairperson for the Western Cape Communities Coordinating Committee)*





## Background:

The Western Cape Communities Trust (WCCT) and the Western Cape Communities Coordinating Committee (WCCCC) were established by the Western Cape Communities Co-Existence Agreement (WCCCA). It is important to note that the WCCT and the WCCCC are not parties to the Agreement, but rather created by the Agreement, and serve very different roles.

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

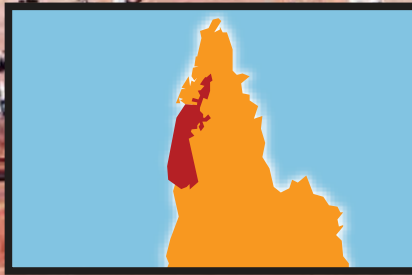
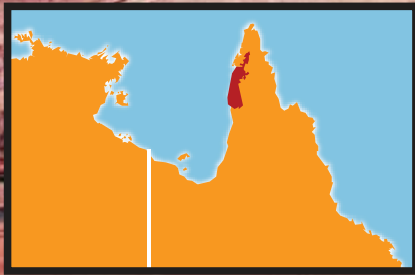
The eleven Traditional Owner Groups are Alngith, Anathanangayth, Ankamuthi, Peppan, Taepadhighi, Thanikwithi, Tjungundji, Warranggu, Wathayn, Wik and Wik-Way, and Yupungathi (See map on page 3).

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

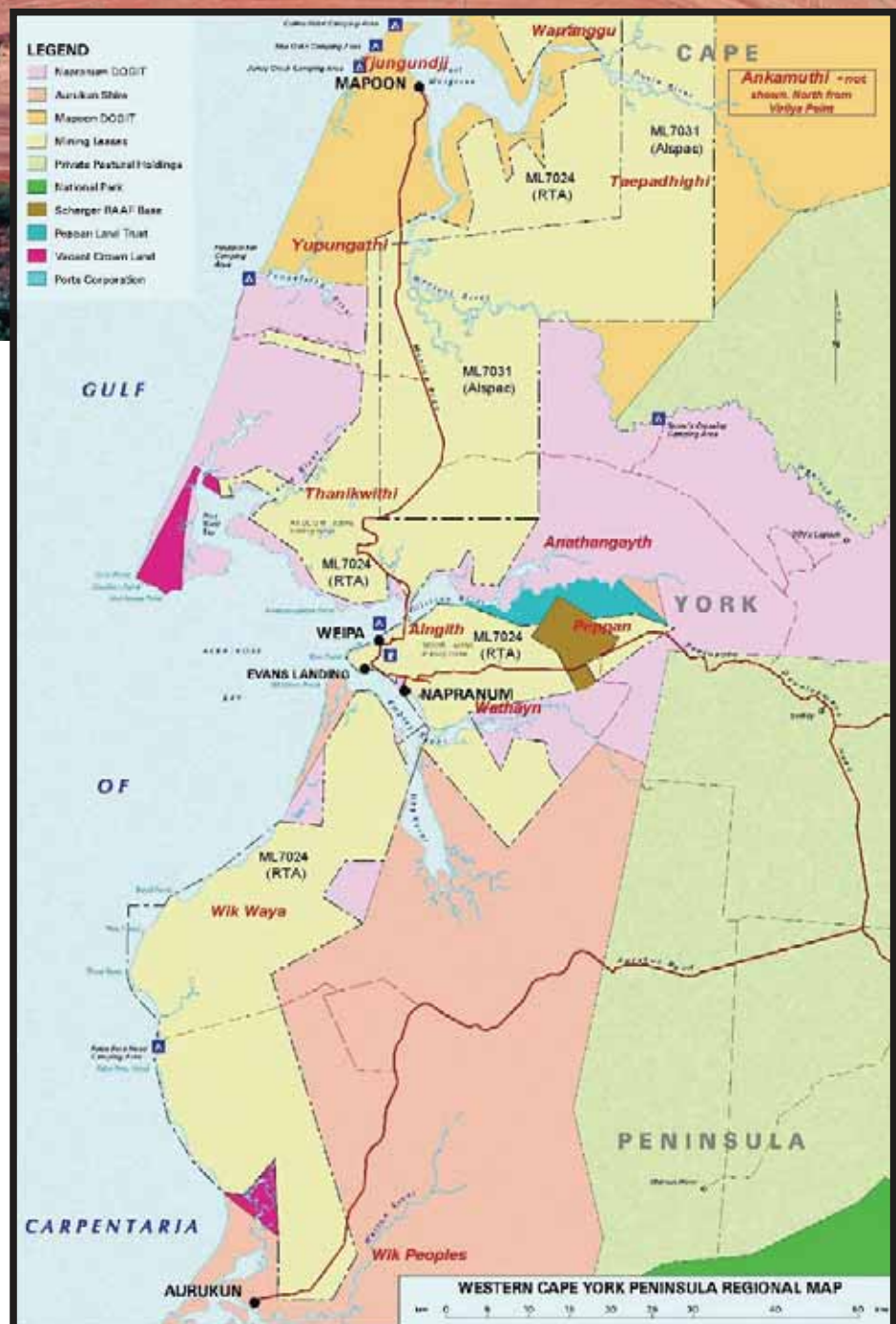
The WCCT and its Sub-Regional Trusts were formalised on 23 September 2002 to receive contributions from Rio Tinto Alcan and the Queensland Government in return for use of lands and support for Rio Tinto Alcan's activities. The Trusts are charitable trusts for the purposes of community development for Traditional Owner Groups' benefit and not for individual benefit. There are four linked Trusts: the WCCT (Main Trust), and the Southern, Central and Northern Sub-Regional Trusts. This structure reflects Sub-Regional independence, aspirations and decision-making.

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





## Map of region and mining lease area:



The boundaries shown on the above maps provide approximate locations only. The boundaries should not be used or interpreted for any other reason than to give a general indication of the areas to which the Agreement applies.



# Roles and functions

The WCCT and its three Sub-Regional Trusts and the WCCCC comprise a multi-faceted structure with five distinct entities.





## WESTERN CAPE COMMUNITIES TRUST

The primary role of the WCCT (the Main Trust) is to assume responsibility for the administration, investment, allocation and custody of funds sourced from Rio Tinto Alcan and the Queensland State Government under the WCCCA. Disbursements also occur through three Sub-Regional Trusts.

The WCCT has a Board of Directors that consists of:

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

The Board has a Chairperson and a Secretary.

## SUB-REGIONAL TRUSTS

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

## WESTERN CAPE COMMUNITIES COORDINATING COMMITTEE

It is the job of the WCCCA to ensure that all the parties to the agreement carry out their obligations and responsibilities. Representatives on the Committee are Members, not Directors. The WCCCA has three sub-committees: Environment and Heritage; Employment and Training; and Operations. Additional sub-committees can be formed to deal with specific projects.

Membership consists of:

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

Appointment to the WCCCA is for a period of two years.

## SUB-COMMITTEES

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

## WESTERN CAPE CENTRE PROPERTY TRUST

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

## GOVERNANCE AND ACCOUNTABILITY FUNCTIONS

### The Custodial Trustee

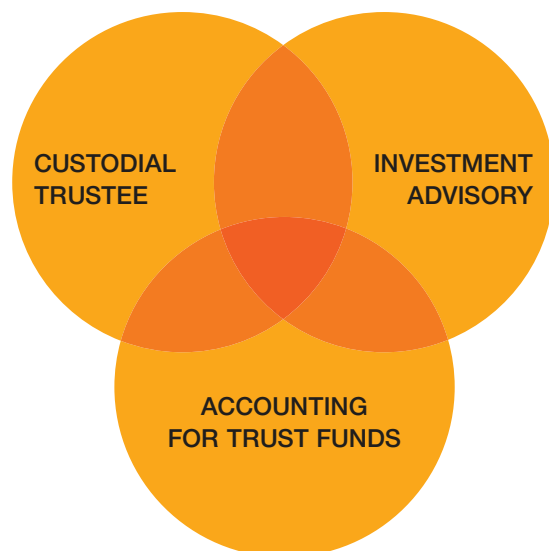
The Custodial Trustee holds the WCCT's property, invests the WCCT's property and disposes of the WCCT's property in accordance with legal regulations and the Trust's Deeds. The Custodial Trustee is instructed by WCCT Directors to carry out these actions.

### The Investment Advisory

The Investment Advisory manages the purchase, sale, administration and retention of WCCT investments.

### Accounting for Trust Funds

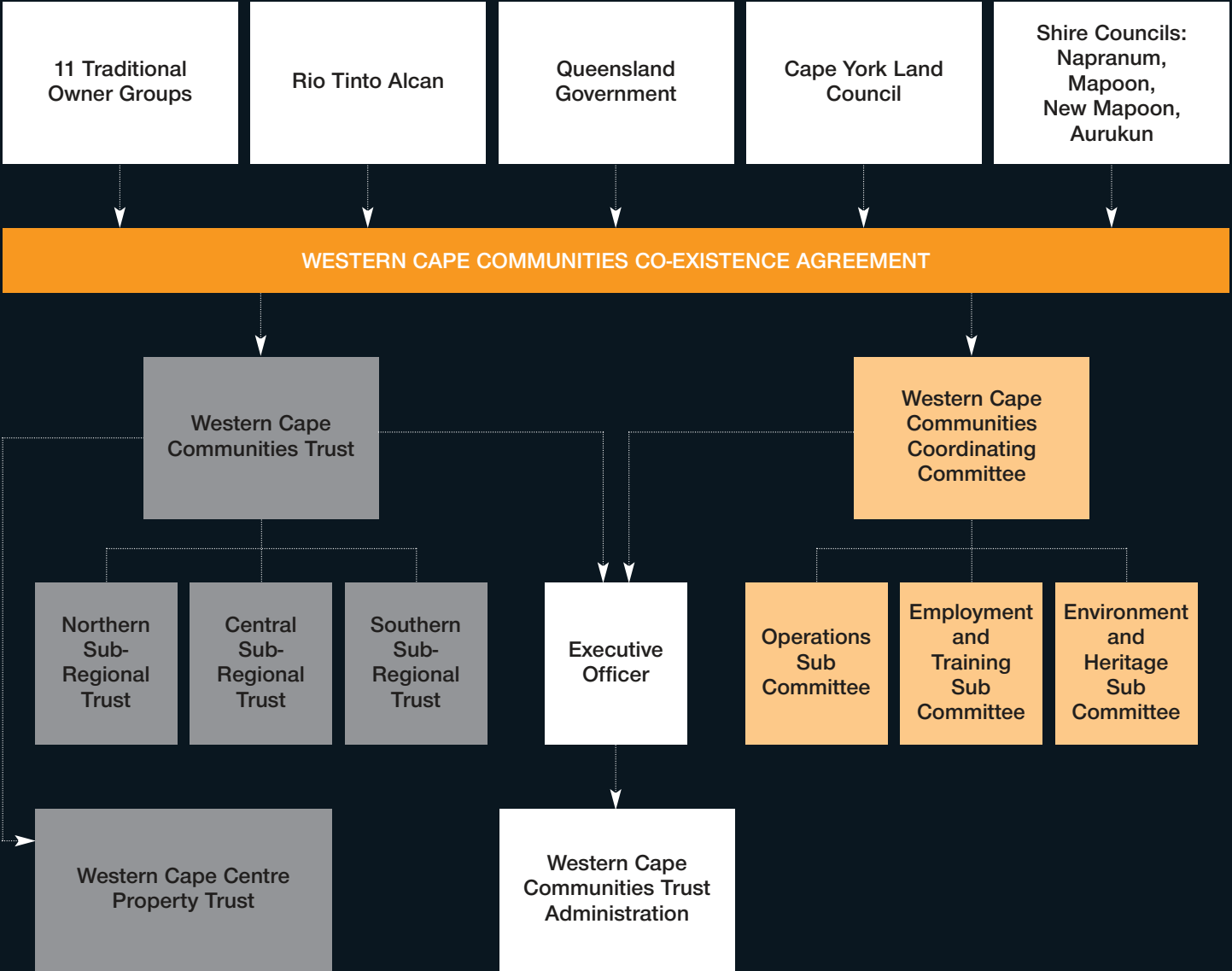
Proper accounting records are kept concerning the assets, income and transactions of the WCCT. This allows true and fair accounts to be prepared and enables audits to occur annually.



## ADMINISTRATION

The Western Cape Communities Trust Office is the administration arm of all the Trusts and the WCCCA. It manages the overall business of the Company, including servicing, assisting and supporting all of the above entities.

# Structure





#### **WESTERN CAPE COMMUNITIES TRUST VISION**

As members of the WCCT and its three Sub-Regional Trusts, we recognise, honour and respect our past, and in unity we seek sustainable advancement and development for the future of our communities.

#### **WESTERN CAPE COMMUNITIES COORDINATING COMMITTEE VISION**

As members of the WCCCA and its three Sub-Committees, we will transparently monitor, implement and review the objectives of the WCCCA to ensure that all parties' obligations under the Agreement are met.

#### **JOINT MISSION STATEMENT**

- To manage the Western Cape Communities Trust and the Western Cape Communities Coordinating Committee in a manner that will achieve the best possible social, cultural, environmental and economic outcomes for the communities of the Western Cape Region.
- To empower the Indigenous members of the Western Cape Communities Trust and the Western Cape Communities Coordinating Committee to improve their corporate responsibilities continually whilst remaining true to their cultural identities.

#### **VALUES**

- Community values, aspirations and concerns
- Culture, environment and heritage
- Continuous improvement
- Employee wellbeing
- Accountability and transparency
- Social responsibility





# Key objectives

## KEY OBJECTIVE 1

### Preservation of Culture, Environment and Heritage

To ensure our culture is recognised and respected and the cultural and spiritual links to the land are preserved, managed and passed down to future generations.

#### Our key strategies are to:

1. Establish strategic linkages with the WCCCC, its Sub-Committees and partners to facilitate the planning and coordination of projects to implement and monitor the environment and heritage objectives under the WCCCA.
2. Develop environment and heritage policies and processes to support the WCCCC and its Sub-Committees in meeting their obligations under the WCCCA.
3. Develop a sustainable land relinquishment program, incorporating the establishment of rehabilitation end-point criteria, to assist Traditional Owners to maximise the successful use of that land for social, cultural and economic purposes.
4. Ensure that the Environmental Impact Study for the mine expansion South of the Embley River exhibits respect for the Traditional Owners' environmental, heritage and cultural areas of significance, and that the lessons learned from mining North of the Embley River are implemented.
5. Ensure the allocation of sufficient human and financial resources to meet the obligations under the WCCCA.
6. Assist with programs to preserve culture and tradition.

## KEY OBJECTIVE 2

### Governance and Management

To ensure the WCCT and its Sub-Regional Trusts establish a governance and management regime of the highest corporate standard.

#### Our key strategies are to:

1. Conduct a comprehensive strategic, legal, financial and operational assessment of the current environment of the WCCT and its Sub-Regional Trusts.
2. Establish the foundations required to secure, protect and manage the WCCT and its Sub-Regional Trusts in the future.
3. Design and instigate a continuous improvement process to ensure enhancement of the governance, management and operations of the WCCT and its Sub-Regional Trusts.
4. Develop strategies to assist the WCCCC to monitor the implementation of the WCCCA, whilst also meeting its own obligations.





### KEY OBJECTIVE 3

#### Community Development (Social and Economic)

To manage the WCCT and its Sub-Regional Trusts in a manner that will achieve the social and economic advancement of the communities of the Western Cape Region.

##### Our key strategies are to:

1. Create an environment that will enable the WCCT to optimise social and economic opportunities in the Western Cape Region.
2. Ensure investment strategies of the WCCT that will assist in building long-term social and economic stability for prosperous futures in the Western Cape Communities.
3. Assist the Sub-Regional Trusts in developing frameworks to support strategic and business planning for their respective regions and communities.
4. Improve the service delivery provided by the Administration arm of the WCCT to Sub-Regional Trusts.
5. Establish effective lines of communication among the Sub-Regional Trusts, the communities and the Traditional Owners whom they represent.
6. Ensure quality training, mentoring and coaching are available in the areas of social, economic and corporate development.

### KEY OBJECTIVE 4

#### Partnerships

To develop and maintain constructive partnerships with relevant stakeholders and other parties.

##### Our key strategies are to:

1. Identify and establish partnerships required to meet the strategic direction of the WCCT, its Sub-Regional Trusts and the WCCCC.
2. Establish strategic linkages with the WCCCC, its Sub-Committees and partners to plan and coordinate projects to implement and monitor the employment and training objectives under the WCCCA.
3. Facilitate partnerships to assist the WCCT and its Sub-Regional Trusts to source social, commercial and economic development opportunities.
4. Provide strategic leadership to the Regional Partnership Agreement and encourage a cohesive approach among partners, stakeholders and service delivery agencies.
5. Strengthen current partnerships among partners to the WCCCA.



**TULLIA** GREGO PROFILE



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Tullia developed the design concept for the new WCCCA logo, she is from the Tjungundji Traditional Owner Clan Group from the Mapoon area of the Western Cape Region of Queensland. Tullia was born in Weipa in 1978 and has been involved with the WCCCA since 2002 and currently represents the Tjungundji Traditional Owner Clan Group on the Western Cape Communities Coordinating Committee, the Employment and Training and South of the Embley River Sub-Committees.

Tullia's design depicts the 11 Traditional Owner Groups signatories to the WCCCA represented by footprints. The handprint over the Western Cape Region of Queensland representing the signing of the Agreement and moving forward together in a spirit of reconciliation. The colours of black, white, red and ochre represent the "body paint" colours of ceremonial dances.

Tullia is passionate about seeing her people get a quality education, develop sustainable businesses whilst always remaining true to their cultural identity and heritage.