

**Butchulla Native Title  
Aboriginal Corporation  
Strategic Plan 2023-28**



## First Principle

The BNTAC Board respectfully acknowledges the Butchulla First Nation as the traditional custodians of Butchulla Country (land, sea and sky), which includes all of K'gari and the Fraser Coast. In addition, we respectfully and peacefully assert our First Nations Native Title rights and responsibilities to Butchulla Country as custodians of this place. Furthermore, we also acknowledge elders past present and emerging as well as the significant and ongoing cultural, social, community, economic and spiritual relationship and connection that we have with Country (land, waters – salt/fresh and sky).

\*Throughout this Strategic Plan, all references to the 'sea' include all bodies of water.

### **Butchulla Native Title Aboriginal Corporation (BNTAC) Strategic Plan 2023–2028**

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This document was written by Shawn Wondunna-Foley with contribution from Murray Saylor (Tagai Management Consultants) on behalf of BNTAC.



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Our logo represents the 3 Butchulla lores, 3 fish traps, for the sea. The flowering wattle for the land.

When the wattle flowers it signifies the start of the mullet and tailor season.

## The 3 main Butchulla lores

### 1. What is good for the land must come first:

For the Butchulla people, the land is not just a place to live on, it is a living entity with its own seasons, rhythms and natural life cycles. We believe that the wellbeing of Country (land, sea and sky) is of utmost important, as it sustains us physically, culturally and spiritually. Our lore teaches us that we are caretakers of this land, sea and sky. Our actions must prioritise its health, wellness and vitality. By nurturing and protecting the Country, we ensure a harmonious existence for all living creatures and maintain a deep connection to our people, place and home.

### 2. Do not take or touch anything that does not belong to you.

Respect and reciprocity are fundamental principles in Butchulla lore. We understand that every element of Country (land, sea and sky) from the tiniest grain of sand to the tallest tree, has its place and purpose. Our lore guides us to take only what we need and to do so respectfully, seeking permission and acknowledging the custodianship of others. We belong to our Country as much as it belongs to us. By adhering to this lore, we maintain balance and harmony within our community and with the land, the waters (fresh and salt) and sky we hold dear.

### 3. If you have plenty, you must share.

Sharing is an integral part of Butchulla culture, reflecting our deep sense of community and interconnectedness with all life on Country and this living planet. We believe that abundance is to be shared, not hoarded. Whether it's food, resources or knowledge, 'our lore' teaches us that 'our way' is not ego focused, it is spirit centered, this means we actively extend a helping hand to those in need. This principle reinforces our bonds as a community and ensures that everyone's wellbeing is upheld. Through sharing, we celebrate unity and demonstrate our commitment to the wellbeing of all Butchulla people and the wider community on the Fraser Coast.

# Forword

## Embracing the Spirit of Our Ancestors, 'Old People' and Elders

*Galangoor djali* [lit. Good today] — Greetings, dear kin.

As a senior Butchulla woman (Aunty) and a custodian of our First Nations community on the Fraser Coast and K'gari, I am honoured to introduce you to the BNTAC Strategic Plan 2023-2028. This plan represents our commitment to walk together, create positive change, nurture our living interconnectedness with all life, share our vision, and secure a future of prosperity and abundance through self-determination, cooperation, collaboration and co-existence.

Through strategies like 'Walk-With', 'Arts Culture and Community on Country', 'Together-Way', 'Caring for Country,' and 'Traditional IP and Integrated Digital Intelligence,' we affirm our mind-body-spirit relationship and special connection to Country (land, sea and sky), renew our ways, express our arts, celebrate our culture and embrace new technology. Let us inspire and empower one another, and walk together in harmony, peace and balance upon Butchulla Country (land, sea and sky).



A handwritten signature in black ink, appearing to read 'V. Bird'.

Veronica Bird (Aunty 'V')

**General Manager**

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# Welcome to Butchulla Country

On behalf of the Butchulla Native Title Aboriginal Corporation (BNTAC), we extend a warm and heartfelt welcome to all who engage with our organisation and join us on our journey on Butchulla Country (land, sea and sky). As we embark on the path outlined in our Strategic Plan for 2023-2028, we acknowledge the importance of recognising our elders past-present-emerging and the deep connection between our community and our Country (land, sea and sky) on the Fraser Coast, Queensland – Australia.

Butchulla Country is a place of rich traditions, living wisdom and unique beauty. It is a place where our ancestors, 'old people', elders, families, and *ghandu's* (children) have walked for countless generations, and it continues to be the heart and soul of our identity today.

In this Strategic Plan, we honour our responsibilities as custodians of this extraordinary Country. We commit to preserving, protecting and promoting the cultural, environmental and spiritual values that have sustained our people since the beginning.

As we work towards achieving our goals, we extend our hands in partnership to all who share our vision of a future where the rights, aspirations and wellbeing of the Butchulla people are upheld and celebrated. We invite collaboration, understanding and respect as we create positive change for our community.

The Butchulla community has a profound respect for the land-sea-sky and its enduring power. Our traditions, stories and connections to Country are the foundation upon which we build our future. We are committed to ensuring that these values remain strong and resilient, passed down from one generation to the next.

As we progress along this journey, we recognise the strength that diversity brings. We celebrate the unique perspectives, voices and talents of all who join us, irrespective of background or origin. Together, we are united in our shared commitment to a brighter future for the Butchulla people.

In the spirit of reconciliation and mutual respect, we look forward to working together, sharing our knowledge, and learning from one another. Together, we can achieve the vision outlined in this Strategic Plan and create lasting positive change for the Butchulla community and for Butchulla Country (land, sea and sky).

Thank you for joining us on this important journey. Together, we will honour our past, empower our present, and shape a future that respects the traditions, values and aspirations of the Butchulla people.

“We have a responsibility to those that have gone before us and a bigger responsibility to those that come after us.”

Uncle Ian De Satge — Butchulla Elder



## Chairperson's Message

BNTAC represents a unique solution to the Native Title, social, cultural, economic and spiritual issues we currently face on Butchulla Country (land, sea and sky), Fraser Coast, Queensland — Australia.

I am honoured to present BNTAC's Strategic Plan 2023-2028, a roadmap that embodies our shared vision and commitment to the Butchulla community. Through collaboration, inclusivity, and investing in our people, places, and projects, we will create a brighter future for all.

Our plan is grounded in the belief that by working together in partnership, we can achieve transformative outcomes. We recognise the importance of creating a pathway for young people, investing in their potential, and empowering them to become future leaders. By nurturing our cultural heritage, promoting sustainable economic development, investing in social enterprises, and preserving our cultural legacy for future generations, we will ensure prosperity and abundance for the community on Country (land, sea and sky).

Let us inspire and support one another as we shape the future for our beloved Butchulla community.

As we embark on this journey, let us embrace our shared vision and draw strength from the wisdom of our elders and the resilience of our ancestors. Together, we will build a future where our culture thrives, our people prosper, and our community stands strong. I am privileged to serve as the Chairperson of BNTAC, and I have full confidence in our collective ability to achieve greatness.

**Davena Monro**  
Chairperson  
BNTAC



BNTAC is about creating new ways of living, working, playing and being on Country (land, sea and sky). It is learning and sharing a new way of doing business for 'Us Mob' and co-creating shared solutions to improve the wellbeing and quality of life of Butchulla people today so it enables a better tomorrow for all generations of Australians.

Veronica Bird, General Manager - BNTAC



## Living on Country - An Interconnected Journey

Living on Country is a fundamental aspect of Butchulla First Nations' people's identity, culture, and connection to the land, sea and sky. It recognises that everyone's journey is separate yet interconnected, emphasising the importance of setting the right cultural and social foundation during the formative years (0-7) and acknowledging the changing roles and responsibilities that impact individuals at different stages of life. This holistic approach nurtures the wellbeing of all community members and creates a deep sense of belonging and connection to people, place and prosperity.

It is not merely a physical presence on the land or sea, but a profound and interconnected journey that shapes the identity, culture, and spiritual connection of Butchulla First Nations' people. It goes beyond individual experiences and recognises the collective tapestry of stories, customs, and traditions that are interwoven with the land, sea, and sky. This deep connection to Country is rooted in the understanding that every person's path is distinct yet intimately connected to others, reinforcing the importance of unity and shared responsibility.

***“Living on Country is a life-long relationship infusing One’s mind-body-spirit with the land, waters (salt/fresh) and sky — Shawn Wondunna-Foley.”***

As individuals progress through different stages of life, their roles and responsibilities within the community evolve. Youth and young adults, filled with energy and passion, carry the torch of cultural renewal and innovation. They are the custodians of traditions, bridging the past and the future through their creativity and engagement.

Meanwhile, adults take on the responsibilities of leadership, providing guidance and wisdom to the community, and contributing to the overall prosperity and development.

Senior men and women, revered as elders, hold the knowledge and experience that enriches the community's collective wisdom, guiding decision-making and ensuring cultural continuity.

This holistic approach to living on Country nurtures the holistic wellbeing of all community members. It cultivates a profound sense of belonging, creating social cohesion, and promoting mental, physical and spiritual health and wellness within families and the community.

By embracing the interconnectedness of all aspects of life, including cultural practices, language, land management, and spiritual connection, Butchulla First Nations' people experience a deep-grounded sense of belonging, pride, resilience and purpose. Living on Country creates a fabric of intergenerational relationships, where the knowledge, stories, and traditions are passed down from one generation to the next, and the reciprocal care for the land, sea, and sky ensures the sustainability and prosperity of the community as a whole.

It is through this interconnected journey that Butchulla people find peace, support, strength, and inspiration, co-creating a path towards a future that embodies cultural continuity, environmental custodianship, and holistic wellbeing.



## **Our Vision**

Our vision is a place where Butchulla people thrive, contribute and co-create a culturally vibrant and sustainable community now and for future generations.

We honour and continually enhance our cultural heritage-knowledge-wisdom, improve our quality of life, express our living and spiritual connections to Country (land, sea and sky) through inclusive collaborative governance practices and respectful relationships with members, community and partners.

## **Our Business Action Statement (Mission)**

To provide cultural heritage, cultural tourism, land-sea and resource management, and human services on Country (land, sea and sky) that nurtures the wellbeing of Butchulla people.

We actively support a thriving, culturally rich and sustainable community through enabling positive partnerships, projects, enterprises, programs and approaches with people so they reach their full potential.

# Our Values

In developing our Strategic Plan 2023-2028, we have woven these core values into our vision for the future. They guide our actions, decisions and aspirations as we work together to create a brighter future for the Butchulla community and Country (land, sea and sky).

## Respect

At BNTAC, respect is at the core of everything we do. We value and honour the traditions, knowledge and experiences of the Butchulla community. In our strategic plan, we commit to creating an environment where respect is not just a word but a way of life. We respect the land, sea, and sky of Butchulla Country, and we respect the diverse voices of our people within our community.

*“Respect your Country and others.”*

Aunty Sandra Page — Butchulla Elder

## Governance

Our commitment to governance is unwavering. We recognise that good governance is essential to effectively represent and protect the Native Title rights and responsibilities of the Butchulla people. Our strategic plan reaffirms our dedication to transparent, accountable and culturally appropriate governance that empowers our community to make informed decisions.

## Education

Education is the key to empowerment and growth. We believe in providing educational opportunities that strengthen our community's capacity. Our strategic plan emphasises the importance of accessible, culturally relevant education and training initiatives to support the Butchulla community in achieving our aspirations.

## Butchulla Connections

Our strategic plan acknowledges the significance of Butchulla connections – to the land, sea, and sky, and to each other. We are committed to preserving, protecting, and promoting these connections, ensuring they remain strong for future generations. Our plan outlines strategies to nurture and celebrate the unique bonds that define our community.

## Culture and Heritage

The Butchulla culture and heritage are the foundation of our identity. We are dedicated to safeguarding and revitalising our cultural heritage. Our strategic plan underscores the importance of cultural preservation, knowledge sharing, and cultural activities that strengthen our ties to our Country (land, sea and sky) practices, customs, ways of living and traditions.

## Trustworthiness

Trust is the cornerstone of our relationships, both within the Butchulla community and with external partners. Our strategic plan reaffirms our commitment to honesty, integrity, and accountability. We aspire to be a trusted and reliable organisation that acts in the best interests of our community.

*“Keep in mind fairness among all Butchulla people, also unity and having respect for one another. Remembering those laws/lores of the Butchulla. We have many obstacles, obstructions and challenges – unity is our strength.”*

Uncle Dean Walker — Butchulla Elder

## Sustainability

Sustainability isn't just an environmental concept; it's a commitment to the longevity and prosperity of the Butchulla community. Our strategic plan outlines our dedication to sustainable practices, ensuring that our actions today do not compromise the opportunities of tomorrow.

## Leadership

Leadership is essential for driving positive change. Our strategic plan recognises the importance of nurturing leadership qualities within our community. We aim to empower individuals to become leaders who can advocate for the rights, responsibilities and interests of the Butchulla people effectively.

*“My message to the young group and the next generation coming through after us older ones is respect! For yourself and others while you are on Country. Help care for the land and the Country, if we look after Country, it will look after us.”*

Uncle John Gundy — Butchulla Elder

## Language

Our language is a precious part of our cultural heritage. Our strategic plan underscores the importance of language preservation and revitalisation efforts. We are committed to ensuring that the Butchulla language continues to be spoken and celebrated within our community.

## Partnerships

Partnerships are fundamental to achieving our goals. Our strategic plan emphasises the value of building strong, mutually beneficial partnerships with external organisations, government agencies and stakeholders. Together, we can work collaboratively to create positive change and uphold the Native Title rights, responsibilities and interests of the Butchulla people.



# Our Approach

BNTAC is committed to working in partnership with the local community, local Council/(s), government agencies, social enterprises, small businesses, First Nations community-controlled organisations to provide Native Title services that will improve the wellness, wellbeing and quality of life of Butchulla people. Our member services (place-based), mainstream services (people and partnership-centred) and co-designed and co-solutions approaches (outcomes focused) guides the organisation to achieve the best outcome now and in the future.

These approaches form the basis of the actions being delivered through this plan.

BNTAC's Members Services Approach is centred on the people and the unique sense of place within the Butchulla community. It aims to provide tailored services that meet the specific needs and aspirations of community members, nurturing cultural identity, and promoting overall well-being. By fostering a deep connection to Country and prioritising community engagement, BNTAC creates a strong sense of belonging and empowerment.

## **Members Services Approach (People and Place-Based Focus)**

The Mainstream Services Approach adopted by BNTAC focuses on building partnerships and collaborations with external stakeholders to provide inclusive and culturally sensitive services to a broader audience. Through these partnerships, BNTAC ensures that mainstream services are accessible and responsive to the needs of the wider community. By centering on people and nurturing relationships, BNTAC establishes a platform for meaningful engagement and mutual understanding between diverse communities.

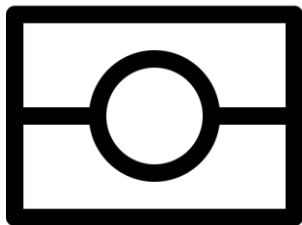
## **Mainstream Services Approach (People and Partnerships-Centered)**

BNTAC's Co-Design and Co-Solutions Approach embraces a collaborative and innovative mindset. It involves actively involving community members, stakeholders, and partners in the design, development, and implementation of programs and initiatives. By harnessing collective knowledge, expertise, and diverse perspectives, BNTAC creates sustainable solutions that address community needs effectively. This approach enables ownership, shared responsibility, and a sense of togetherness in shaping the future of the community on Butchulla Country (land, sea and sky).

## **Co-Design and Co-Solutions Approach (Outcomes Focused)**

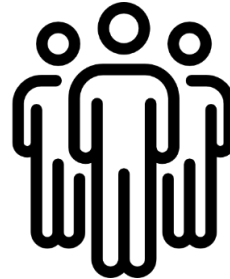
# Strategy Highlights

A range of outcomes have been achieved since the registration of BNTAC and this Strategic Plan 2023-2028. Here are some highlights to date:



1

New First Nations Corporation registered and commenced



7

New board members Onboarded, 13 Directors positions available



BNTAC develops new relationships with key stakeholders



1

New formal partnership formed with UniSC to support BNTAC's service delivery capacity



Office location and Corporate Services established



4

Staff appointed to key positions



BNTAC Land and Sea services activated



2

Land and Sea (Djaa-Narawi) Rangers onboarded

# Strategy Highlights Continued

A range of outcomes have been achieved since the registration of BNTAC and this Strategic Plan 2023-2028. Here are some additional highlights to date:

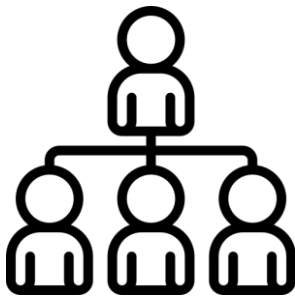


BNTAC identifies information strategy and design for members and mainstream Native Title services

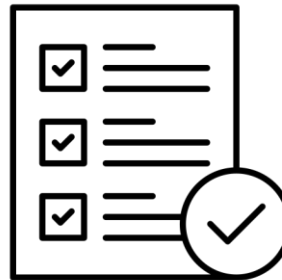


1

New website upgraded and launched – [butchullantac.org.au](https://butchullantac.org.au)



BNTAC develops organisational structure and key documents



3

-Strategic Plan  
-Policies and Procedures 2023  
-Business Plan 2023



BNTAC reviews income, investment and financial management strategies

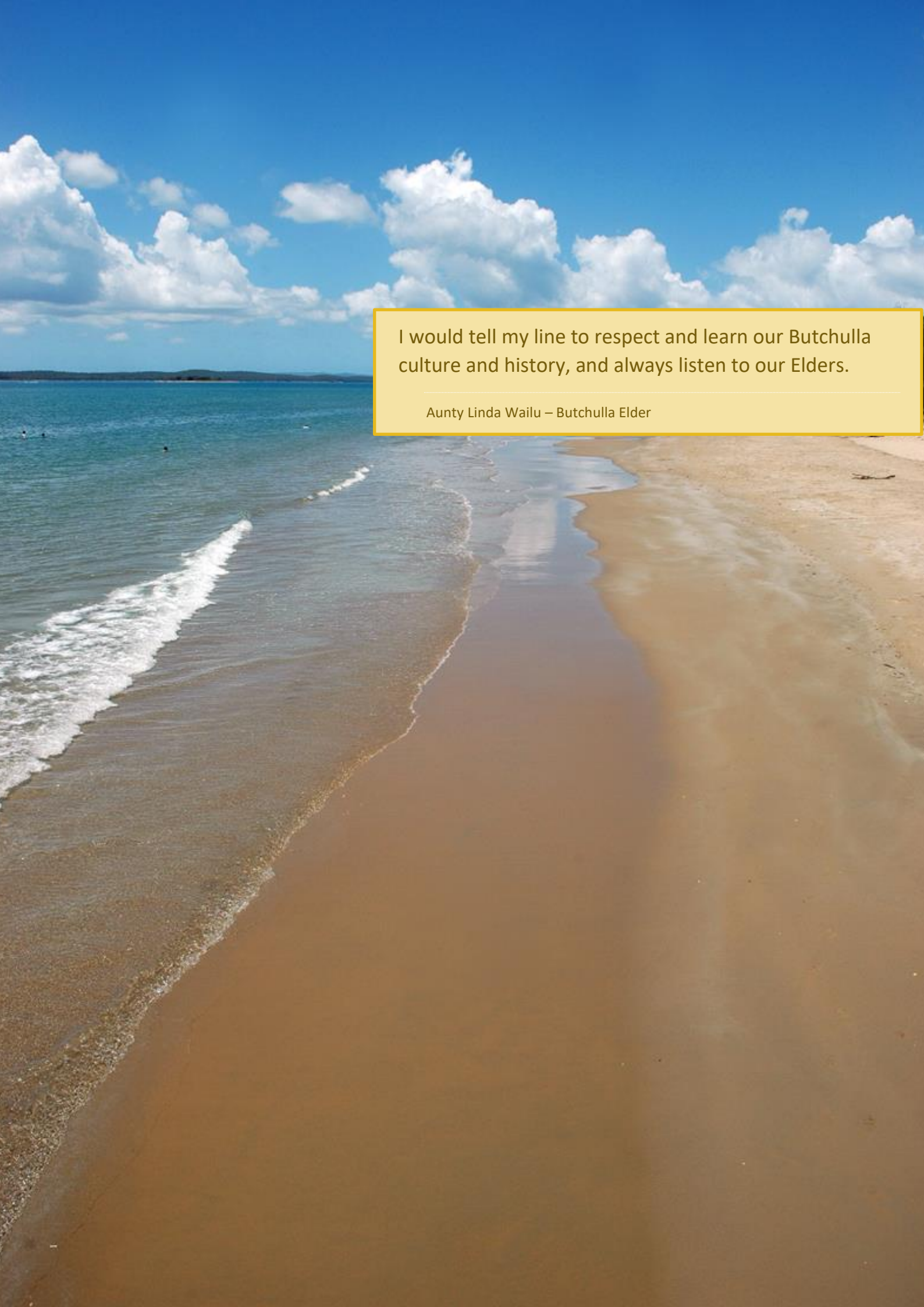


1

Accounts Officer onboarded via external contract







I would tell my line to respect and learn our Butchulla culture and history, and always listen to our Elders.

Aunty Linda Wailu – Butchulla Elder



## **Creating new and innovative First Nations strategies and solutions on Butchulla Country (land, sea and sky)**

Wellbeing, social inclusion, prosperity, abundance and cultural continuity are important issues for Butchulla people. To create new outcomes, we'll need to all work together using new innovative and collaborative strategies for the improvement of First Nations people so that it will also benefit the wider community on Butchulla Country (land sea and sky).

At BNTAC, we firmly believe that our people together with playing, living, working and being on our land, sea and sky hold the key to unlocking a prosperous and sustainable future for our community.

One of the cornerstones of our vision is the ongoing commitment of new and innovative strategies that celebrate the rich cultural heritage of the Butchulla people while embracing modern solutions to address contemporary work-life challenges. We understand that the world is constantly evolving, and so are the needs of our community. Therefore, we actively engage with our community members, elders, and stakeholders to ensure that our strategies are grounded in their wisdom, insights and aspirations.

By adopting a culture of creativity and innovation, we are empowering our people to take the lead in shaping their own destiny. Our commitment to cultivating an environment where diverse perspectives are valued ensures that every member of the community has a voice and role in co-creating these strategies.

One of the most remarkable aspects of our approach is the integration of traditional knowledge with cutting-edge technologies and practices. By harnessing the wisdom of our ancestors, elders and combining it with the latest advancements, we are not only preserving our cultural identity but also carving a unique path towards progress. This holistic approach to problem-solving creates resilience and sustainability, safeguarding the precious resources of Butchulla Country for future generations.

Furthermore, BNTAC recognises the importance of collaboration and partnerships. We actively seek alliances with governmental agencies, NGOs, academic institutions, and industry leaders who share our vision of positive change. Through these collaborations, we tap into a vast pool of knowledge, expertise and resources, amplifying the impact of our strategies and solutions.

As we move ahead on this transformative journey, we are committed to achieving meaningful outcomes for our community together with the broader community. Improved economic opportunities, enhanced social wellbeing and environmental conservation on Country (land, sea and sky) are among our priority goals. By creating a platform for First Nations people to lead and innovate on our Country, we are setting a powerful example for others to follow.

BNTAC's commitment to creating new and innovative First Nations strategies and solutions on Butchulla Country is a sign of our ongoing dedication to the wellbeing and prosperity of our people. Through collaboration, cultural integration and forward-thinking, we are empowering our community to shape a brighter, more promising future that respects and celebrates our cultural heritage while embracing the possibilities of tomorrow. Together, we are creating a path of progress, prosperity and abundance for the Butchulla First Nation or community, leaving a living legacy for those who will walk in our footsteps.



Land and Sea (Djaa and Narawi) Ranger Kaile Clarke rescuing a Turtle in trouble on Country

## 5 Key Strategies

There are 5 key strategies that BNTAC will be focusing on to enable people in the community and the organisation to achieve our desired outcomes. These include:



Walk-With Strategy



Arts, Culture and Community on Country Strategy



Together-Way Strategy



Caring for Country Strategy



Traditional IP and Digital Intelligence Strategy





## Walk-With Strategy

In implementing the Strategic Plan, BNTAC will adopt an inclusive strategic approach that aligns with the values and principles of our First Nations community. This approach is known as the 'walk-with strategy,' which emphasises collaboration, mutual respect and shared decision-making.

The 'walk-with strategy' recognises that sustainable progress and meaningful change occur when all stakeholders, both within and outside BNTAC, come together in a spirit of good will to address the challenges and opportunities we face. It emphasises the importance of building strong partnerships based on trust, understanding, and a shared vision for the future.

By adopting the 'walk-with strategy,' BNTAC can establish meaningful relationships with various partners, including government agencies, non-government organisations, academic institutions, and industry stakeholders. This collaborative approach ensures that decisions are made collectively, drawing upon the diverse expertise, perspectives, and experiences of all involved.

The likely outcomes of implementing the 'walk-with strategy' are many. Firstly, it fosters a sense of ownership and empowerment among all partners, as they have an equal voice in shaping the strategic direction and activities. This inclusive approach strengthens relationships, promotes trust-building, and creates a supportive environment for innovative ideas and solutions.

Secondly, the 'walk-with strategy' encourages knowledge sharing and mutual learning. It recognises that each partner brings unique strengths and knowledge to the table, and by leveraging these collective resources, we can overcome challenges and seize opportunities more effectively. This approach facilitates the exchange of cultural knowledge, traditional practices, and modern expertise, leading to a deeper understanding and appreciation of one another's perspectives.

Furthermore, the 'walk-with strategy' promotes capacity building and skill development among all partners. By engaging in joint initiatives, workshops, and training programs, we can enhance our collective capabilities, ensuring the sustainable implementation of our strategic plan. This strategy supports the growth and empowerment of individuals and organisations, fostering self-determination and shared prosperity.

By adopting the 'walk-with strategy,' BNTAC can establish collaborative partnerships in the community that fosters inclusive decision-making, knowledge sharing, and capacity building. This approach promotes a sense of ownership, empowers individuals and organisations, and creates an environment where our collective strengths can thrive. Using this strategy, we can build a resilient and thriving community that honours the spirits of our ancestors or 'old people', elders, cultural, spiritual and living connections on Country, and prepares the way for a brighter future.

## **1. Walk-With Strategy for Young People**

The 'walk-with strategy' for young people embodies a commitment to nurturing their potential, fostering cultural pride, and empowering them as future leaders. This approach involves creating safe spaces that encourage youth to actively participate in decision-making processes, share their perspectives, and contribute to community initiatives. It includes mentorship programs, educational opportunities that incorporate traditional knowledge, and platforms for creative expression. By walking alongside young people, listening to their aspirations, and providing support, BNTAC can cultivate a sense of belonging, identity, and purpose among the younger generation.

## **2. Walk-With Strategy for Adults**

The 'walk-with strategy' for adults emphasises collaboration, empowerment, and skill development. From a First Nations perspective, it involves engaging adults in meaningful ways, ensuring their voices are heard, and providing opportunities for personal and professional development and growth. This approach may include training programs, capacity-building workshops, and initiatives that promote economic self-sufficiency and cultural competency. By walking with adults, recognising their expertise, and inspiring a sense of agency, BNTAC strengthens the community fabric, encourages self-determination, and enables individuals to contribute effectively to the community's overall wellbeing and collective wellness.

## **3. Walk-With Strategy for Families/Family Groups**

The 'walk-with strategy' for families recognises the fundamental importance of family units as the building blocks of the community. It involves supporting families in their roles as caregivers, nurturers, educators and cultural transmitters. This approach may encompass initiatives such as family wellness programs, parenting workshops, and intergenerational activities that promote cultural continuity and connection to Country (land, sea and sky). By walking alongside families, offering guidance and resources, and creating spaces for shared learning and celebration, BNTAC strengthens family bonds, preserves cultural values, and supports the holistic and mindful development of individuals within the community.

## **4. Walk-With Strategy for Elders**

The 'walk-with strategy' for elders honours the wisdom, knowledge and life experiences of the community's respected elders. It involves creating avenues for elders to share their traditional knowledge, stories and teachings with younger generations. This approach may include cultural mentorship programs, elders' committee and initiatives that provide opportunities for elders to be actively involved in decision-making processes. By walking with elders, valuing their guidance, and upholding their cultural significance, BNTAC ensures the preservation of cultural heritage, promotes intergenerational connections and enables community resilience.

## **5. Walk-With Strategy for Staff**

The 'walk-with strategy' for staff centers on creating a supportive and inclusive work environment that promotes their professional and personal growth. It involves providing ongoing training and professional development opportunities that incorporate cultural knowledge and practices. BNTAC can establish mentorship programs where experienced staff members guide and support their colleagues, fostering a collaborative and learning-oriented culture. By walking with staff members, acknowledging their expertise, and valuing

their contributions, BNTAC can enhance employee satisfaction, productivity, and overall well-being.

## 6. Walk-With Strategy for the Board

The 'walk-with strategy' for the board focuses on building strong partnerships and relationships within the board structure. BNTAC can ensure that board members have access to cultural awareness and heritage training and opportunities to engage with the community. This approach includes creating spaces for open dialogue and collaboration, where board members can share their perspectives and collectively make informed decisions that align with the community's values and aspirations. By walking with the board, providing support and resources, and promoting effective governance practices, BNTAC can strengthen board engagement and effectiveness in fulfilling its responsibilities.

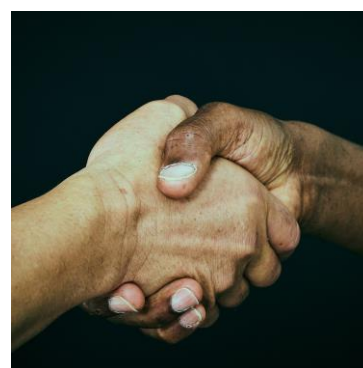
## 7. Walk-With Strategy for Advisors

The 'walk-with strategy' is designed to recognise and honour their valuable wisdom, experience and guidance. BNTAC can establish formal structures, such as an advisory committee, to provide advisors with a direct role in advising and informing decision-making processes. This approach involves actively seeking their input, respecting their perspectives, and creating platforms for their voices to be heard. By walking with advisors, BNTAC can ensure the integration of their expertise, knowledge and professional experience into the organisation's strategic direction and initiatives, supporting intergenerational exchange and cultural continuity. This strategy enables advisors to play a significant role in shaping the organisation's actions and reinforces their status as trusted partners in the community's journey.

By implementing these walk-with strategies for different segments of the community, BNTAC embraces a holistic and inclusive approach that recognises the unique needs, contributions, and aspirations of each group. These strategies create spaces for growth, learning, and mutual support within the organisation. It also cultivates a sense of belonging, spiritual good will, intergenerational learning, and empowerment, ensuring that the organisation creates stability, and the community thrives both now and for generations to come.

1	Walk-With Actions	
1.1	<p><b>Sound Governance</b> Ensure BNTAC governance is accountable, transparent, responsive, effective and efficient, equitable and inclusive that adheres to both Butchulla cultural protocols and corporate governance.</p> <p>Develop a sound governance framework, risk management and training solutions that support all BNTAC Board members to confidently fulfill their obligations, responsibilities and requirements under various local government, state government and commonwealth government Acts and legislation.</p> <p>Develop comprehensive policies and procedures to support the BNTAC Board in its decision making and management processes of the organisation.</p>	

1.2	<p><b>Elder participation</b> Provide opportunity for Butchulla Elders to contribute to sharing their knowledge, wisdom and contributing to the continuation of Butchulla culture, law and connection to country through the Butchulla Elders Committee (BEC).</p> <p>Honour the wisdom of elders through cultural mentorship and active involvement in decision-making, creating intergenerational connections and resilience.</p>	
1.3	<p><b>Language education</b> Enable Butchulla people to develop a wider recognition and understanding of their language and its importance to culture, country, land, water, sea and sky.</p>	
1.4	<p><b>Youth and Young People Focus</b> Create supportive pathways for Butchulla youth to realise their potential and strengthen their connection to family, country and culture. Empower young people through mentorship, education, and creative expression, cultivating cultural strength, unity, identity and nurturing future leaders.</p> <p>In addition, enable collaboration and skill development among adults, promoting self-determination and economic self-sufficiency within the community. Support and celebrate families as cultural transmitters, offering wellness programs and intergenerational activities to strengthen bonds and cultural continuity.</p>	
1.5	<p><b>Inclusive Work Environment</b> Create an inclusive work environment with cultural awareness training and ongoing professional development opportunities, ensuring all staff wellbeing, workplace health and safety, diversity, productivity, support, supervision and effective day-to-day social cohesion is actively provided to all.</p>	
1.6	<p><b>Strong Partnerships</b> Create strong partnerships within the board structure, good governance, encouraging open dialogue and informed decision-making that aligns spirit with community values. <i>'Ask not what the community can do for you, but what you can do for the community and future generations'.</i></p>	







## Arts, Culture and Community on Country Strategy

BNTAC's 'Arts, Culture and Community on Country Strategy' is a strategic approach that focuses on affirming, enjoying and celebrating the Butchulla community's connection with their art, culture (including crafts) and its expression on Country. This is supported by the creation and use of dedicated spaces for the creation and showcasing of First Nation's arts, crafts and culture. In addition, it is further enhanced through access to places of significance, emphasising the integral (mind-body-spirit) relationship between culture, arts and Country (land, sea and sky). It recognises that the ongoing maintenance, renewal and expression of cultural and artistic practices and traditions are deeply intertwined with the custodianship of the land, waters (fresh/salt) and sky together with people's living wellbeing.

***'Ego asks: What's in it for me? Spirit says: How can I be helpful?'***

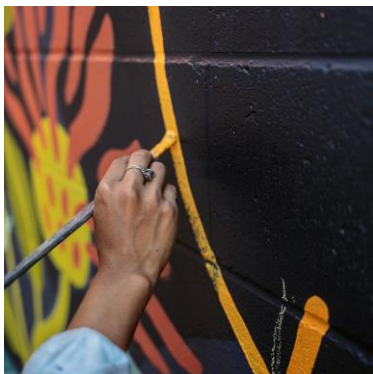
The 'Arts, Culture and Community on Country Strategy' is likely to have a significant impact it has on individuals, families/family groups and community wellness. This strategy promotes a holistic approach to wellness, encompassing the mind, body and spirit. The outcome of adopting this strategy can influence and empower individuals to rise to meet and exceed their potential in the community. The more a person is able to embrace their unique gifts, skills and abilities. The more they become an asset in their own life and the lives of others in the community. 'Ask not what the community can do for you – but what you can do for the community'.

The 'Arts, Culture and Community on Country Strategy' involves initiatives that promote active engagement with First Nation's artists and the community. It also includes cultural camps, arts-cultural guided tours, arts workshops, cultural education activities, and arts and crafts programs. It aims to create opportunities for community members to immerse themselves in their cultural heritage, arts and crafts, learn from elders about traditional practices and land-sea-sky knowledge, and strengthen their connection with Country.

By implementing the 'Arts, Culture and Community on Country Strategy', BNTAC can enable a deep sense of belonging, identity, cultural liveliness and contemporary expression among community members. This strategy allows for the transmission of cultural knowledge, the showcasing of cultural and artistic expression, the renewal of traditional practices, and the continued maintenance of Butchulla arts and cultural heritage management. It also promotes cultural custodianship, as the connection with Country reinforces the importance of sustainable land-sea management practices and the protection of natural resources.

Through the 'Arts, Culture and Community on Country Strategy', BNTAC can support the renewal and celebration of Butchulla culture, empowering the community to actively participate in their own cultural journey. This strategy strengthens both the cultural fabric of the Butchulla community and nurtures a sustainable and harmonious relationship with the land-sea-sky, ensuring that the cultural and artistic legacies of the people living on Country are preserved for future generations.

<b>2</b>	<b>Arts, Culture and Community on Country Actions</b>	
2.1	<p><b>Connecting Communities and Families</b>          Deliver inclusive business, education, training and employment opportunities for all Butchulla people and contributing to community unity within the region.</p>	
2.2	<p><b>Establish Dedicated Arts and Cultural Spaces</b>          Create dedicated spaces on Country for the creation and showcasing of First Nations arts, crafts, and cultural expressions, creating a vibrant and accessible hub for artistic and cultural exploration including a Learning/Knowledge Centre.</p>	
2.3	<p><b>Cultural Engagement Initiatives</b>          Initiate cultural camps, guided tours, workshops, and educational activities that actively engage community members with their cultural heritage, traditional practices, and land-sea-sky knowledge, promoting a deep connection with Country.</p>	
2.4	<p><b>Holistic Wellness through Arts and Culture</b>          Promote a holistic approach to wellness, encouraging individuals to embrace their unique gifts and skills, becoming assets to both their own lives and the community, thus creating and enabling a thriving and connected community.</p>	
2.5	<p><b>Preserve and Renew Cultural Heritage</b>          Support the renewal and celebration of Butchulla culture through the transmission of cultural knowledge, showcasing artistic expressions, and revitalising traditional practices, ensuring the preservation of cultural heritage for future generations.</p> <ul style="list-style-type: none"> <li>- Welcome to Country</li> <li>- Cultural Awareness Training</li> <li>- Arts and Cultural Workshops</li> <li>- Arts and Culture Scholarships, Traineeships, Awards, Competitions etc</li> </ul>	
2.6	<p><b>Create Sustainable Cultural Custodianship</b>          Emphasise the integral relationship between culture, arts, and the land-sea-sky, promoting sustainable land-sea-sky management practices and the protection of natural resources, while nurturing a harmonious and respectful bond with the Country.</p>	





## Together-Way Strategy

BNTAC's 'Together-Way Strategy' is a strategic approach for focusing on working with external partners and stakeholders. This strategy aligns with First Nations principles of collaboration, respect, and shared goals, as well as the development of joint initiatives and operations for mutual benefits now and into the future.

The 'Together-Way Strategy' is about building strong relationships with our external partners and stakeholders based on trust, transparency and shared values. It recognises that by working together, we can achieve greater impact, generate positive outcomes, and create a sustainable future for our community.

Through the 'Together-Way Strategy,' BNTAC aims to create partnerships that go beyond mere cooperation. We seek meaningful collaborations where all parties are active contributors, co-design and co-decision-makers, working in harmony towards shared goals. This approach ensures that our external partners and stakeholders have a genuine stake in the initiatives and operations we undertake.

By adopting the 'Together-Way Strategy,' BNTAC can create a space for open dialogue, where ideas are shared, concerns are addressed, and aspirations are aligned. This inclusive approach enables us to draw upon the expertise, perspectives, and resources of our external partners and stakeholders, ensuring that our joint initiatives are comprehensive, culturally appropriate and sustainable.

The likely outcomes of implementing the 'Together-Way Strategy' are numerous. Firstly, it promotes a sense of ownership and shared responsibility among all parties involved. By actively involving our external partners and stakeholders in decision-making processes, we foster a deep sense of commitment and investment in the outcomes we strive to achieve together.

Secondly, the 'Together-Way Strategy' enables us to leverage the diverse strengths and resources of our partners. Each organisation brings unique expertise, networks, and experiences to the table. By combining our collective knowledge and capacities, we can overcome challenges, seize opportunities, and implement initiatives that have a more significant and lasting positive impact on our community.

Furthermore, the 'Together-Way Strategy' cultivates a culture of collaboration, learning and innovation. It encourages the sharing of best practices, innovative ideas, conscious solutions and lessons learned. By fostering a spirit of continuous improvement and mutual support, we can collectively enhance our operations, achieve greater efficiency, and adapt to evolving needs and present circumstances.

In addition, the 'Together-Way Strategy' paves the way for long-term partnerships built on trust, respect, and shared visions. By nurturing enduring relationships with our external partners and stakeholders, we create a solid foundation for sustained collaboration, growth, and collective impact. Together, we can navigate the challenges of the present and future, secure funding, advocate for change, and amplify our collective voices for the betterment of our community.

The 'Together-Way Strategy' embraces the principles of collaboration, respect, and shared goals to create meaningful partnerships with external partners and stakeholders. By working together in a spirit of mutual trust and transparency, we can achieve more significant outcomes, create lasting change, and build a prosperous future for our community. Through joint initiatives, operations, and a commitment to shared benefits, we can collectively shape a future that honours our ancestors, elders and culture, strengthens our community's presence on Country (land, sea and sky), and ensures the wellbeing of all who live here.

3	<b>Together-Way Actions</b>	
3.1	<p><b>Establish Long-Term Partnerships</b> Build supportive long-term relationships with external partners and stakeholders, laying the foundation for sustained collaboration, growth, and collective impact, securing funding, advocating for change, and promoting community wellbeing now and into the future. Seek out partnerships and sign Partnership Agreements with the following agencies and organisations, for example:</p> <ul style="list-style-type: none"> <li>- Non-government organisations</li> <li>- First Nations (Aboriginal and Torres Strait Island) controlled organisations</li> <li>- Butchulla Aboriginal Corporation (BAC)</li> <li>- Local Government/(s) e.g. Fraser Coast Regional Council, Gympie Regional Council</li> <li>- State and Federal Government Agencies/Departments</li> <li>- University of the Sunshine Coast</li> <li>- Small Business/(s) and Private Enterprises</li> <li>- Queensland Enterprise Council (QEC)</li> <li>- Queensland Council of Social Services (QCOSS)</li> </ul>	
3.2	<p><b>Co-Design Joint Initiatives for Projects and Viable Social Enterprises</b> Create and/or purchase businesses to establish viable social enterprises that will serve BNTAC members effectively with the capacity to sustain itself financially, grow and meet BNTAC corporate goals and those of its members and Butchulla people.</p> <p>Embrace an inclusive approach, actively involving external advisors, consultants, partners and stakeholders as co-designers and co-decision-makers in our joint initiatives and local social enterprises etc. creating a sense of ownership and shared responsibility.</p>	
3.3	<p><b>Leverage Diverse Strengths</b> Leverage the diverse expertise, networks, and resources of our partners, combining collective knowledge and capacities to overcome challenges, seize opportunities, and create lasting positive impacts on the community.</p>	
3.4	<p><b>Cultivate a Culture of Collaboration and Trust</b> Nurture a culture of collaboration, learning, and innovation, encouraging the sharing of best practices, innovative ideas, and conscious solutions for continuous improvement and mutual support both internally and externally.</p>	



# Caring for Country Strategy

BNTAC's 'Caring for Country Strategy' is a strategic approach that acknowledges the deep connection between the Butchulla community and our traditional lands and waters (salt/fresh), highlighting the ongoing responsibility and duty to care for and protect Country (land, sea and sky). The 'Caring for Country Strategy' recognises that the wellbeing of the people is intricately linked to the health and sustainability of the environment or Country.

The 'Caring for Country Strategy' entails initiatives, services and activities that promote land-sea-sky (including salt/fresh water) custodianship, conservation and sustainable land-sea management practices. It involves engaging community members in activities such as land and water monitoring, land-sea maintenance and management, aquatic or marine research, cool burning practices, habitat-eco restoration and the preservation of biodiversity. This strategy also includes educational activities and junior ranger programs that raise awareness about the importance of environmental sustainability and traditional ecological knowledge on Country.

By implementing the 'Caring for Country Strategy,' BNTAC can instil a sense of responsibility and respect for Country within the community. It is important to promote 'good ways' to look after Country as this will assist in creating 'healthy ways' for this and future generations. This strategy nurtures a deeper understanding of the interconnections between culture, wellbeing and Country. It enables the community to actively contribute to the protection and preservation of traditional Butchulla lands, waters (salt/fresh), and sacred and significant sites.

Through the 'Caring for Country Strategy,' BNTAC empowers community members to become custodians of the land-sea-sky, passing down traditional ecological knowledge and sustainable practices to future generations. This strategy strengthens the cultural identity and resilience of the Butchulla community as well as ensuring the long-term sustainability of the natural resources and ecosystems that are vital to our way of life.

By embracing the 'Caring for Country Strategy,' BNTAC can demonstrate our commitment to the wellbeing of the community and the preservation and maintenance of our cultural heritage. This strategy allows for the harmonious coexistence of the Butchulla people with Country, enabling a deep ongoing living connection and interdependence that will create a natural way of being for present and future generations.

4	Caring for Country Actions	
4.1	<p><b>Preserving Sacred and Significant Sites and Biodiversity</b> Manage and protect Butchulla land and sea Country for the benefit of all Butchulla people and future generations.</p> <p>Prioritise the preservation and protection of sacred and significant sites, as well as the conservation of biodiversity within the Butchulla traditional lands and waters.</p>	

4.2	<p><b>Land-Sea-Sky Custodianship Initiatives</b></p> <p>Initiate and undertake a range of activities including land and water monitoring, cool burn practices, habitat restoration and rehabilitation, construction and maintenance of walking tracks, fencing and recreational facilities on protected areas/exclusive native title lands, cleaning and maintenance of amenities, cultural heritage management, fire management, pest/feral animal and weed control programs, visitor/public education programs, Fresh Water Country and Sea Country research-surveying-monitoring-management of river/marine life (e.g. Moonaboola (Mary) river cod, lung fish, snapping turtle/whales, dugong, sea turtles etc.) and aquatic resources (e.g. sea grass beds etc.), to promote traditional land-sea-sky custodianship and sustainable practices with key partners and external stakeholders on Country (land, sea and sky).</p>	
4.3	<p><b>Environmental Education and Junior Ranger Programs</b></p> <p>Establish educational activities and junior ranger programs to raise awareness about the importance of environmental sustainability and traditional ecological knowledge and practices on Country.</p>	
4.4	<p><b>Empower Community as Custodians and Cultural Ambassadors</b></p> <p>Enable community members to become custodians of the land-sea-sky, passing down traditional ecological knowledge and practices to future generations within culturally appropriate frameworks for the transmission of important information to the next generation of knowledge custodians and wisdom keepers.</p>	
4.5	<p><b>Nurturing Cultural Resilience</b></p> <p>Promote a deeper understanding of the interconnections between culture, wellbeing, and Country, nurturing cultural resilience and a harmonious coexistence with the land, waters (salt/fresh) and sky for generations to come.</p>	





# Traditional IP and Digital Intelligence Strategy

BNTAC's 'Traditional Intellectual Property (IP) and Digital Intelligence Strategy' (TIPDI) is a forward-thinking strategy and approach that harnesses the power of Traditional Intellectual Property (IP), Artificial Intelligence (AI) and digital technologies to enhance all aspects of BNTAC's business operations, projects and cultural programs. This strategy recognises the transformative potential of traditional knowledge and AI in driving innovation, efficiency and community engagement.

The TIPDI strategy involves the integration of AI technologies and digital solutions into various areas of BNTAC's work. This includes utilising AI for data analysis and insights, collation of traditional knowledge base systems, streamlining administrative processes, and improving decision-making through predictive modelling and analytics. It also involves leveraging digital platforms and tools to enhance communication, collaboration, and knowledge sharing within the organisation and with external stakeholders.

By implementing the TIPDI strategy, BNTAC can achieve numerous benefits. Firstly, it enhances operational efficiency by automating repetitive tasks, reducing manual workloads, and optimising resource allocation. This allows staff members to focus on more strategic and value-added activities, ultimately increasing productivity and effectiveness in the community resulting in better outcomes for all.

Secondly, the TIPDI strategy enables data-driven decision-making by leveraging AI algorithms to analyse large volumes of data, identify patterns, and generate valuable insights. This empowers BNTAC to make informed decisions, develop evidence-based strategies, and evaluate the impact of its initiatives more effectively.

Furthermore, the TIPDI strategy better supports community engagement and participation through digital platforms. It enables the sharing of cultural knowledge, stories, and traditions with a broader audience, both within the community and beyond. By leveraging digital technologies, BNTAC can create immersive and interactive experiences that preserve and promote Butchulla cultural heritage, arts and culture while also promoting and enabling cross-cultural awareness, understanding, appreciation and competency.

Additionally, the TIPDI strategy opens up new opportunities for collaboration and partnerships. By embracing traditional knowledge and digital intelligence, BNTAC can connect with external stakeholders, such as academic institutions, technology companies, and research organisations, to explore innovative projects, co-design programs, co-create solutions, and advance the use of AI in cultural heritage management, improve land-sea resource management, increase access to the arts, support social enterprise initiatives and community development on the Fraser Coast.

Ultimately, the Traditional IP and Digital Intelligence Strategy empowers BNTAC to leverage Traditional knowledge, AI and digital technologies to enhance its organisational effectiveness, undertake cultural heritage management, and enable community engagement. By embracing digital innovation, BNTAC can unlock new possibilities, drive sustainable progress and prosperity, and ensure the continued relevance and impact of its work in a rapidly evolving digital landscape now and in the future.

<b>5</b>	<b>Traditional IP and Digital Intelligence Strategy</b>	
5.1	<p><b>Native Title</b> Ensure BNTAC is a robust, strong and well managed organisation, where Native Title rights of members are secure and our Native Title agreements are flexible, durable and have real positive impact for the benefit of Butchulla people today and future generations to come.</p>	
5.2	<p><b>Embrace Technology</b> Leverage technology to BNTACs advantage in order to prioritise data-driven decision-making, cloud computing, cybersecurity and develop digital skills to remain competitive and ensure Butchulla culture and heritage sustainability.</p> <p>Create a user-friendly website (<a href="http://www.butchullantac.org.au">www.butchullantac.org.au</a>) and utilise AI to automate repetitive tasks and streamline administrative processes, increasing operational efficiency and enabling staff to focus on strategic activities.</p>	
5.3	<p><b>Enhance Digital Communication and Collaboration</b> Leverage digital platforms such as Facebook etc. and tools to improve communication and collaboration within BNTAC and with external stakeholders, promoting community engagement and cultural knowledge sharing.</p>	
5.4	<p><b>Promote Cross-Cultural Awareness</b> Use digital technologies to preserve and promote Butchulla cultural heritage and arts, creating cross-cultural awareness, understanding and appreciation both within the community and beyond.</p>	
5.5	<p><b>Explore Innovative Partnerships</b> Connect with academic institutions, technology companies and research organisations to explore innovative projects and co-create solutions using traditional knowledge and digital intelligence.</p>	
5.6	<p><b>Implement AI for Data Analysis and Insights</b> Integrate AI technologies to analyse data, collate traditional knowledge base systems, and gain valuable insights, enhancing decision-making and evidence-based strategies.</p>	

## Review

This Strategic Plan will be reviewed by the Board annually. 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 Butchulla people are being addressed.



# Acknowledgements

## Image Icon and Information Credit/(s)

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## Contributors

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## Photograph

The photograph on page 18 includes:

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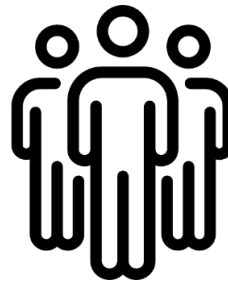
## Notes

# Appendix A

A snapshot of First Nations (Aboriginal and Torres Strait Islander) people on the Fraser Coast, as per 2021 Census Aboriginal and/or Torres Strait Islander people QuickStats ([2021 Fraser Coast, Census Aboriginal and/or Torres Strait Islander people QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](#))

## Fraser Coast

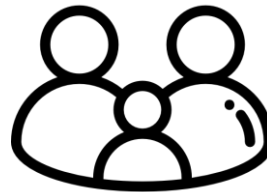
Aboriginal and Torres Strait Islander people



**5,652**  
(5.1%)

On the Fraser Coast  
male (51.5%)  
female (48.5%)  
QLD (4.6%)  
Australia (3.2%)

Aboriginal and Torres Strait Islander families



**2,107**

Families on the Fraser Coast

Average number of people per household



**3.2**

Persons per household

# Appendix B – Determination Area: Map of Butchulla Country (land, sea and sky)

