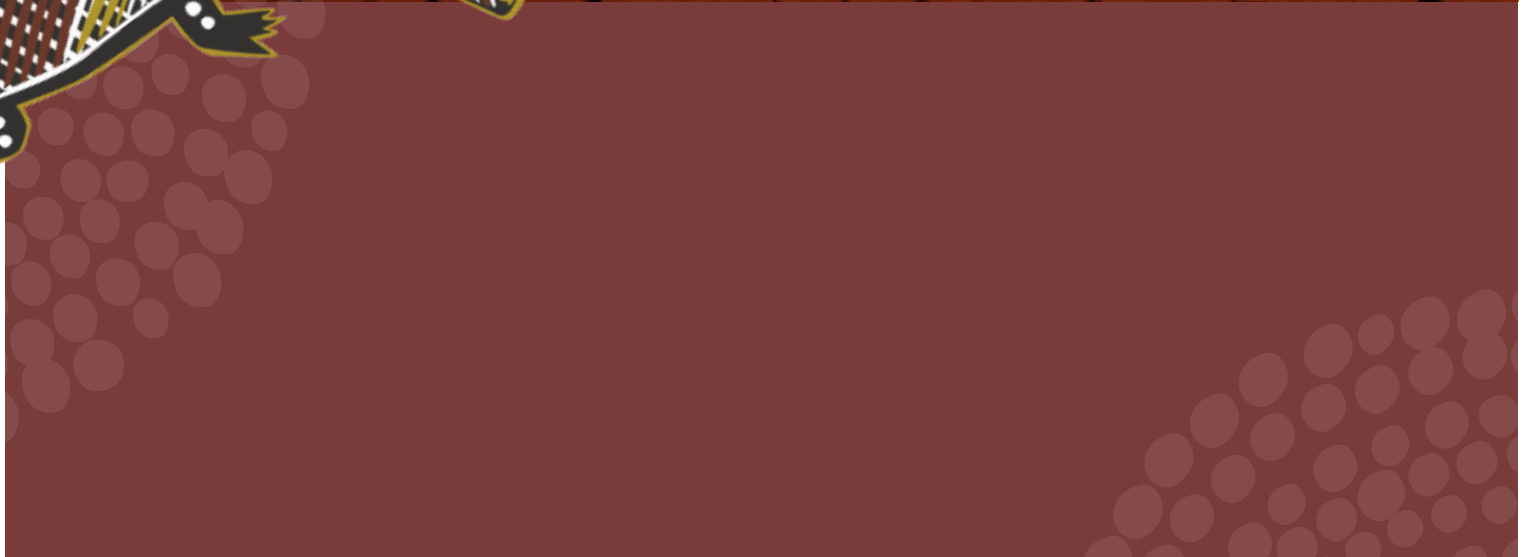




# *Strategic Plan*

2020 - 2024





## Our Vision

Larrakia saltwater people;

- living stronger
- living longer



## Our Mission

Larrakia saltwater people working together;

- to care for our people
- to preserve our culture and language
- to protect our land and seas
- to educate and assist visitors to our land
- to build a sustainable future



## Our Values

Our values are important to our social and cultural identity and guide our actions and behaviours;



**Respect** – for our history, country, culture and people



**Transparency** – in all our dealings



**Integrity** – in all we do



**Compassion** – for everyone we meet



**Reliability** - at all times



**Responsiveness** – in every situation



**Accountability** – for all our stakeholders





## **The Organisation**

LNAC was set up in 1997 to collectively represent the interests and aspirations of the eight Larrakia family groups. We were incorporated in 1998 and are registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006.

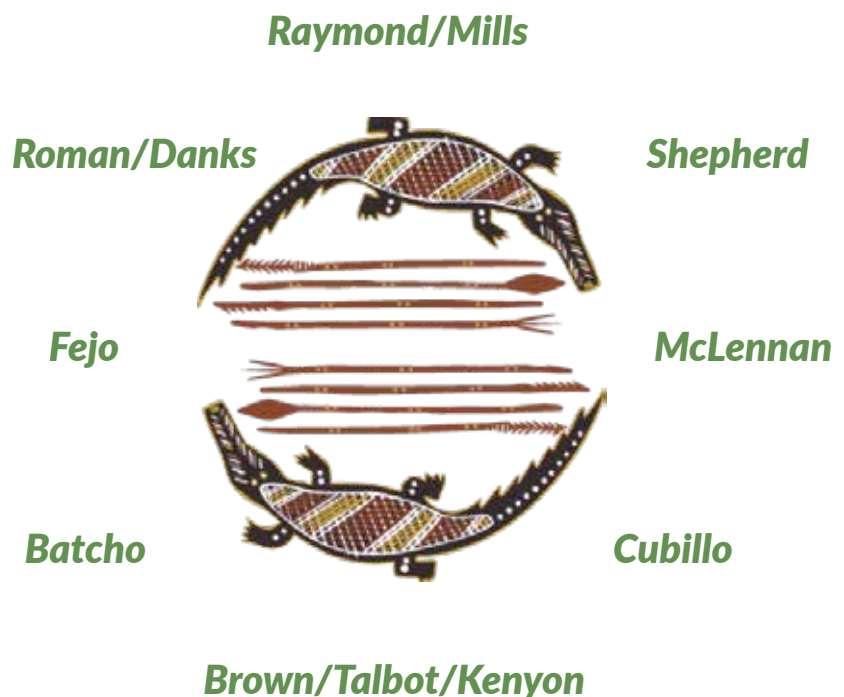


## **Our Overarching Purpose**

We want to maintain and develop our language and culture and heighten recognition on our land and sea. To do this we need a robust business staffed by Larrakia and engaged members to support our activities and pass on learnings.

## **Our Identity**

Our eight Family Groups are represented on our Brand by eight spears. Our crocodile totem, Danggalaba, surrounds the spears.

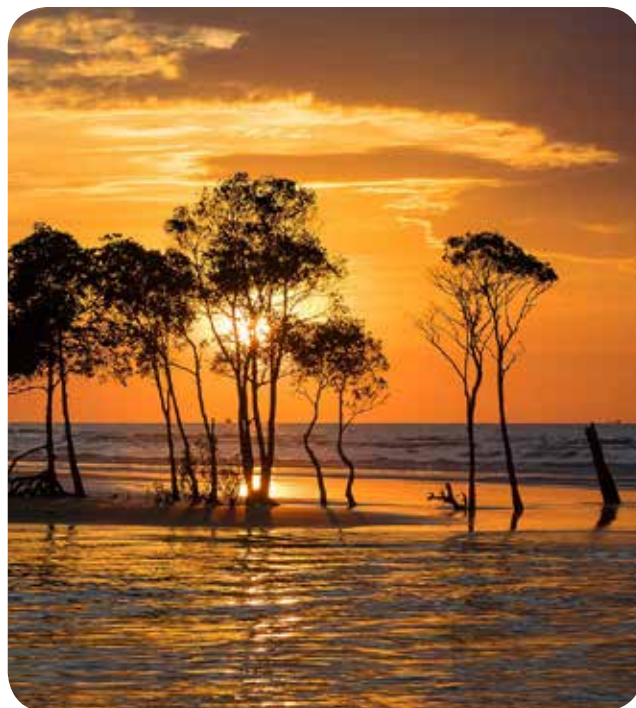


## ***Realising our Vision***

To realise our vision of **Larrakia Saltwater People - Living Stronger - Living Longer** we need to bring together our people, strong organisational finances and corporate ownership of land and infrastructure. This is not just for our generation but most importantly for future generations.

We have our strategic priorities of **COUNTRY, CULTURE, PEOPLE** and **BUSINESS** to achieve this.

Our staff will work within these themes to develop their aligned activities operating within budget in a robust framework that aligns to our values and includes regular performance monitoring and strong governance.



## ***How Our Business Comes Together***

LNAC is made up of Larrakia members. Larrakia people apply to LNAC to be accepted as LNAC members.

The organisation is comprised of business groups with the majority of staff Larrakia members. The business groups report to the CEO who has overall management of the organisation. There is a Rule Book and Corporate Governance Charter that provides the regulatory and internal framework for the running of the organisation.

LNAC is governed by a Board of Directors that comprises member directors and independent directors. The CEO reports to the Board on business activities and outcomes. The Board is

there to serve the members and provide direction to the corporation through the CEO. The Board reports to the members through the Annual Report and the Annual General Meeting.

LNAC undertakes programs that align with our Vision and Mission and focus on providing employment opportunities to our members. Most of our programs have tied funding in that we receive payments for the individual programs. There is little opportunity for discretionary spending. To grow our own source income we look at growing business opportunities such as our Welcome to Country Program. This allows us to have discretionary income we largely use for cultural based activities.

# Our Strategic Priorities

## Our Country

**Working to protect, manage and show respect for our land and seas**

**We demand respect for our country but it is important we work together to protect and respect it.**

We do this by;

- Pursuing long term protection (in perpetuity) of land that can rightfully be the domain of Larrakia people.
- Developing and using our land that will be of long-term benefit to our people.
- Having a strong Rangers and Junior Rangers Program that undertakes environmental monitoring and management
- Gathering, preserving and sharing our knowledge of our land and seas
- Educating visitors to our country on the cultural importance of our lands
- Educating visitors to our country on how Larrakia expects them to respect our country.
- Ensuring our sacred sites are registered, protected and respected
- Larrakia people speaking for Larrakia land and welcoming people to our country
- Engaging with those responsible for development activities on our country
- Identifying opportunities to manage our country

## Our People

**We support Larrakia people and our employees and positively engage with those that live and visit our country.**

**We focus on employing and developing Larrakia people that contribute to the organisation and the community. We work with all that visit and live on our country to promote our values and wishes for our country.**

We do this by;

- Encouraging Larrakia people to join the corporation.
- Developing skills and pathways for Larrakia people to maintain independent and healthy lifestyles
- Ensure opportunities are developed to train and engage Larrakia members.
- Providing services and activities that address disadvantage for our members.
- Having strong values, with respect and compassion for each other and those we interact with
- Undertaking business with transparency, integrity and with strong governance
- Being reliable, responsive and accountable.
- Not accepting inappropriate behaviours in the workplace and having strong mechanisms in place to provide appropriate support and redress.
- Promoting unity by having appropriate conflict resolution processes.

## Our Culture

**Understanding, preserving and sharing our history, culture and language.**

**We are proud of our culture and history but it will take all members to be engaged to preserve this knowledge.**

We do this by;

- Having a strong Elders group
- Having a strong and united membership
- Having programs to preserve and share our history and language
- Delivering cultural activities to our members
- Educating others to understand and show respect for our culture
- Partnering in the vision of the of the Larrakia Cultural Centre
- Leading the Larrakia language project.

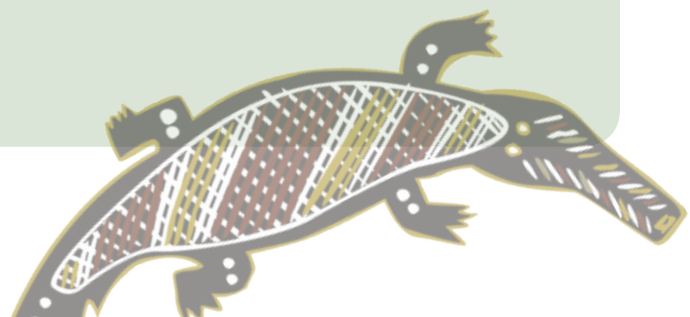
## Our Business

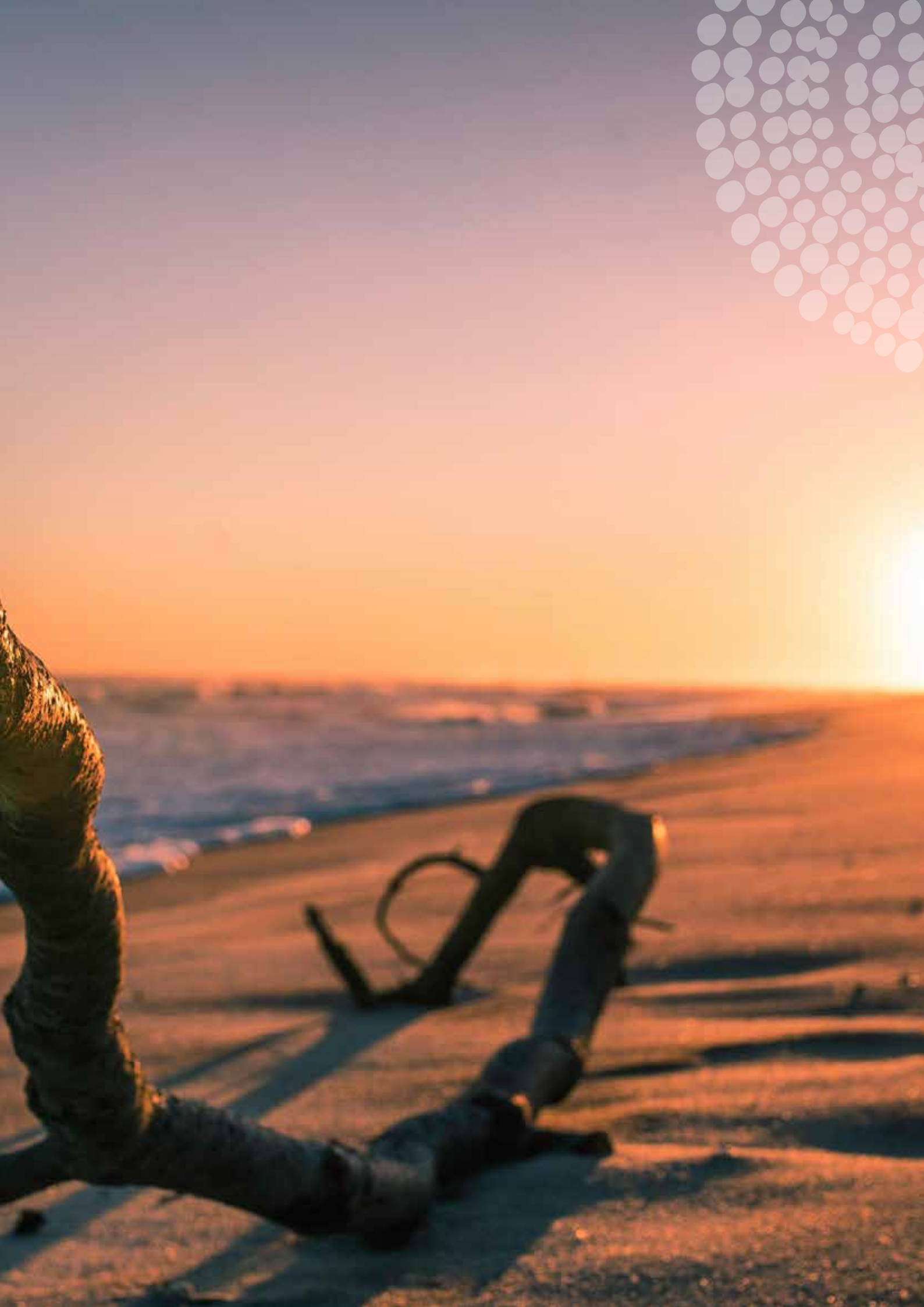
**We support our members by having a strong business.**

**We must have a business that makes money. This supports employment for our members and our activities that help Larrakia people and visitors to our country.**

We do this by;

- Participating in Community Service programs to support our people such as Aged Care, Tenancy Support, Kinship, Palmerston Family and Cultural Centre.
- Participating in Outreach Programs to support visitors to our country such as Return to Country, Outreach and the Hosts Program
- Ensuring diversity of sources of income including diversity of funding sources, income generation, fundraising and philanthropy.
- Ensuring our programs have funding to support corporation expenses.
- Advocating for our people by identifying, developing and fostering strategic partnerships to achieve strategic priorities.
- Having a strong and united skills-based Board and subcommittees.
- Having strong accountable and transparent leadership.
- Growing a profitable and sustainable organisation
- Diversifying income to reduce reliance on external funding.
- Having an infrastructure program to maintain and purchase assets.
- Protecting and promoting the Larrakia Brand.
- Planning for the future at all levels of the organisation.
- Setting KPI's and reporting annually to the members and to the Office of the Registrar of Indigenous Corporations (ORIC) of our activities.







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