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NGADJU NATIVE TITLE ABORIGINAL CORPORATION  
(RNTBC)

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STRATEGIC PLAN  
2020 – 2022

(Approved by the Special Administrators and the Advisory Group to the Special  
Administrators)



Ngadju

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MAY 2020

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## Background

Ngadju Native Title Aboriginal Corporation (RNTBC) ABN 40829460147 ICN 8297 (NNTAC) is the registered native title body corporate holding the Native Title in trust for the Ngadju People pursuant to section 56 of the Native Title Act 1993 (Cth), following the approved determination of Native Title on 21<sup>st</sup> November 2014 and Part B, 17<sup>th</sup> July 2017 (Ngadju Determinations).

Management of the native title rights was undertaken by GLSC prior to NNTAC commencing operations in its own right in 2017.

Since the Ngadju Determinations NNTAC has spent considerable monies on consultants and programs with the aim of improving outcomes for the Ngadju People. These have not delivered the outcomes hoped for by the Ngadju People. The members now wish for NNTAC to focus on its core business being negotiations with proponents (mainly Mining Companies) to maximise payments for use of Ngadju country and heritage survey business. Programs for improvement of Ngadju health and life quality will stay as part of the charitable trust's core business.

This focus on core business will:

- Significantly reduce expenditure by NNTAC as compared to FY17 to FY19; and
- Increase funds that flow to the charitable trust for the benefit of members.

## Corporate Profile

NNTAC has a number of objects as per the Rule Book but commencing from Financial Year 2020/2021, its core focus will be:

- Responsibility for all matters relating to Native Title;
- Provision of Heritage Survey Services;
- Liaison with the charitable trust to understand the benefits and programs available to Ngadju People from the trust to assist members in applying for those benefits and programs;
- Act as the "Ngadju Register" and maintain the Register of Ngadju members;
- Negotiate with all proponents who wish to use Ngadju country and seek to maximise the monetary and non-monetary (such as jobs, business opportunities, scholarships) benefits that flow from any agreement with such proponents;
- Liaise with the Ngadju Conservation Aboriginal Corporation to:
  - Ensure a comprehensive cultural heritage management framework is established for the Determination area;
  - Ensure the cultural knowledge accumulated by NCAC is shared through the group;
  - Collaborate on opportunities for protection and promotion of the laws, culture and traditional rights and interest of the Ngadju People;
- Explore all available opportunities within the group (i.e. not by using consultants) for cultural knowledge and materials to be preserved, captured or shared including through stories, writing and education.

## Our Structure

A quick reminder that NNTAC is a key part of the Ngadju People’s Benefit Management Structure (BMS):

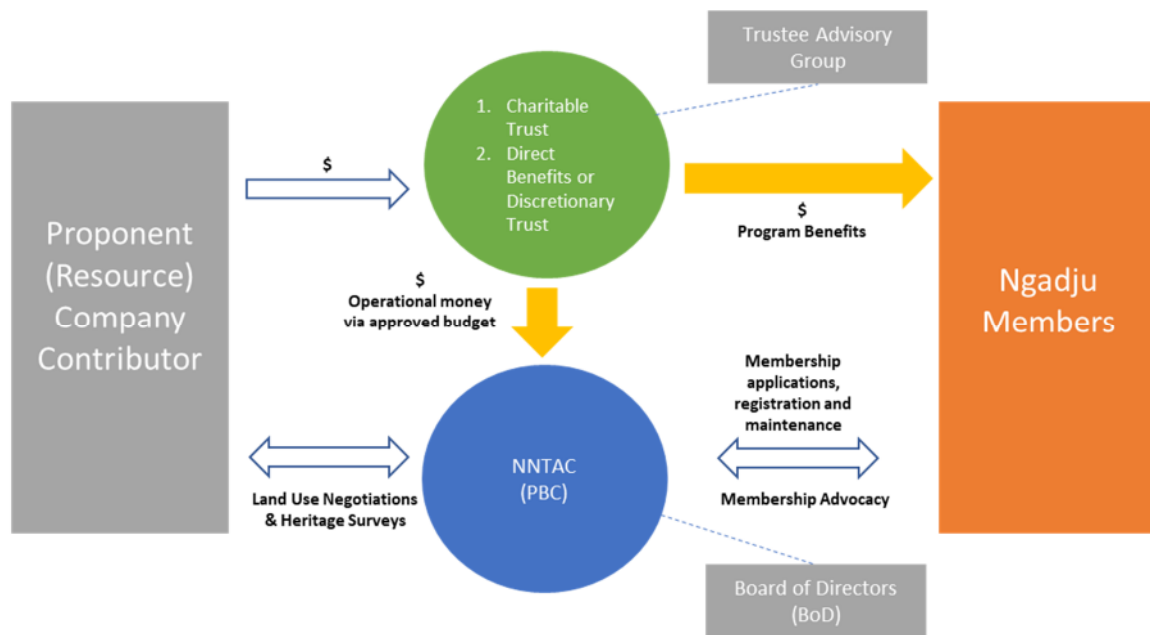


Diagram 1: Benefit Management Structure (BMS)

As can be seen from the above, the PBC’s role in the BMS is to negotiate with the proponent company in relation to heritage and land use but then all compensation monies flow to one of the trusts. The PBC receives an operational budget from the trust and some reimbursement of legal fees but otherwise receives minimal money from either the resource companies or the trust.

## Mission

To hold and manage Ngadju Native title rights and interests on behalf of all Ngadju People while identifying, preserving and protecting Ngadju heritage and culture.

## Vision

Making a difference for the Ngadju People.

## Values

**Culture over dollars**

The responsibility to maintain Ngadju’s culture, connection and country influences everything we do.

**Respect**

We will treat everyone with respect.

**Integrity**

We are uncompromising in our commitment to act honestly, transparently and fairly at all times.

**Elders**

We are guided by our elders.

## Our Pillars and Strategic Objectives

### NNTAC Pillars

### NNTAC Objectives

#### Commerce

1. Maximise the benefits available to Ngadju People from third parties using Ngadju country
2. Operate under best practice governance principles
3. Exercise prudent financial management
4. Establish best practice heritage management and survey practice, allowing opportunity for all members to earn income while ensuring important cultural sites are protected

#### Culture

1. Caring for Country
2. Advancement of language and custom
3. Review membership criteria to ensure robust process required
4. Establish Elders Committee

#### Community

1. Foster positive stakeholder relationships with all proponents, members and material stakeholders including NCAC, trustee of Ngadju trusts and ORIC

## Planning Outcomes

Pillar	Strategic Objectives	Action – Year 1	Performance Measures (Year 1)	Action – Year 2	Performance Measures (Year 2)	Action – Year 3	Performance Measures (Year 3)
Commerce	1. Maximise the benefits available to Ngadju People from third parties using Ngadju country	<ul style="list-style-type: none"> <li>Benchmark monetary and non-monetary Terms and Conditions so we can negotiate from an informed position</li> </ul>	<ul style="list-style-type: none"> <li>Completion of benchmark document by 31 December 2020</li> </ul>				
		<ul style="list-style-type: none"> <li>Establish usable agreement compliance and management system so that we receive every monetary and non-monetary benefit that is promised to Ngadju under agreements</li> </ul>	<ul style="list-style-type: none"> <li>Completion of management system by 31 December 2020</li> </ul>				
		<ul style="list-style-type: none"> <li>Negotiate in a firm, fair and timely fashion to achieve the best result for Ngadju People while also establishing industry credibility</li> </ul>	<ul style="list-style-type: none"> <li>Survey of NNTAC proponents at completion by FY 2020/2021</li> </ul>	<ul style="list-style-type: none"> <li>Minimise costs of external lawyers in negotiations by utilising NNTAC office staff</li> </ul>	<ul style="list-style-type: none"> <li>Legal costs for FY2021/2022 compared against FY2019/2020 and FY 2020/2021 to see if trend is downward</li> </ul>		
		<ul style="list-style-type: none"> <li>Finalise transfer of all GLSC monies and agreements to PBC or Trust as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>All monies and agreement are identified and transferred by 30 June 2020</li> </ul>				
	2. Operate under best practice governance principles	<ul style="list-style-type: none"> <li>Review and refine board structure, charter and policy</li> </ul>	<ul style="list-style-type: none"> <li>Board is restructured to achieve ongoing resilience and stability with updated Rule Book, charter, policies and</li> </ul>				

Pillar	Strategic Objectives	Action – Year 1	Performance Measures (Year 1)	Action – Year 2	Performance Measures (Year 2)	Action – Year 3	Performance Measures (Year 3)
			performance criteria by 31 July 2020				
		<ul style="list-style-type: none"> <li>Strategic plan developed and reviewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Plan updated and approved by Board of Directors by 30 June 2020</li> </ul>				
		<ul style="list-style-type: none"> <li>Board members sign letter of appointment setting out expectations of them</li> </ul>	<ul style="list-style-type: none"> <li>Each Board member signs letter of appointment</li> </ul>	<ul style="list-style-type: none"> <li>Board assessed annually</li> </ul>	<ul style="list-style-type: none"> <li>New board from July 2020 assessed against agreed criteria</li> </ul>	<ul style="list-style-type: none"> <li>Board assessed annually</li> </ul>	<ul style="list-style-type: none"> <li>Board assessed against criteria</li> </ul>
		<ul style="list-style-type: none"> <li>Meet all reporting requirements of ORIC post special administration monitoring program (which is usually in place for 12 months post SA)</li> </ul>	<ul style="list-style-type: none"> <li>ORIC confirm the Corporation has met the required standard during post SA monitoring ended after 12 months</li> </ul>				
	3. Exercise prudent financial management	<ul style="list-style-type: none"> <li>Annual budgets prepared and approved by the board and the trust, actuals versus budget presented to each Board Meeting including explanations for all variances greater than 10%</li> </ul>	<ul style="list-style-type: none"> <li>FY 2020/2021 Budget approved by special administrators and Trustee of trust</li> <li>CEO of NNTAC provides actuals versus budgets cash flow to each Board meeting and charitable trust in FY2020/2021</li> </ul>				
		<ul style="list-style-type: none"> <li>Organisation structure is reviewed, costed and approved by Board as appropriate to</li> </ul>	<ul style="list-style-type: none"> <li>Organisation structure as approved is successful in actioning Year 1</li> </ul>	<ul style="list-style-type: none"> <li>Review Organisation structure to ensure is still fit for purposes to achieve strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Organisation structure as approved is successful in actioning Year 2</li> </ul>		

Pillar	Strategic Objectives	Action – Year 1	Performance Measures (Year 1)	Action – Year 2	Performance Measures (Year 2)	Action – Year 3	Performance Measures (Year 3)
		achieve Strategic Plan	Actions from this strategic plan		Actions from this strategic plan		
	4. Establish best practice heritage management and survey business, allowing opportunity for members to earn income while ensuring important cultural sites are protected	<ul style="list-style-type: none"> <li>Appointment of experienced heritage professional to be responsible for heritage business</li> <li>Prepare and implement practical, fit for purpose processes and procedures to guide heritage surveys from start to finish with a focus on giving all members an opportunity to participate in surveys</li> <li>Investigate and implement procedures for survey participants to learn cultural knowledge for assistance in completion of heritage surveys</li> </ul>	<ul style="list-style-type: none"> <li>Survey of all proponents and members to ascertain level of satisfaction (Target <math>\geq</math> 80% feel satisfied)</li> </ul>				
Culture	1. Caring for Country	<ul style="list-style-type: none"> <li>NNTAC work with NCAC to understand the work being done by NCAC and opportunities for collaboration and enhancement</li> </ul>	<ul style="list-style-type: none"> <li>Agreement reached between NCAC and NNTAC on state of care for country planning and roles to be played by both organisations</li> </ul>	<ul style="list-style-type: none"> <li>Execute what was agreed from Year 1 Action</li> </ul>		<ul style="list-style-type: none"> <li>Implement and monitor compliance against agreed plan.</li> </ul>	
	2. Advancement of language and custom	<ul style="list-style-type: none"> <li>NNTAC to review work done on Ngadju language dictionary and investigate cost</li> </ul>	<ul style="list-style-type: none"> <li>Action plan and timetable is established for</li> </ul>	<ul style="list-style-type: none"> <li>Produce further publication of learning materials for varied audiences</li> </ul>			



Pillar	Strategic Objectives	Action – Year 1	Performance Measures (Year 1)	Action – Year 2	Performance Measures (Year 2)	Action – Year 3	Performance Measures (Year 3)
		effective methods of progressing work with Elders	completion of the Ngadju dictionary	including Ngadju children, mining companies and the public			
	3. Review membership criteria to ensure robust process required	<ul style="list-style-type: none"> <li>Establish robust criteria for admission as NNTAC member with focus on connection to country including amendments to the NNTAC Rule Book if required</li> </ul>	<ul style="list-style-type: none"> <li>Applications for Ngadju memberships are processed within 3 months of application date in a fair, objective and transparent manner</li> </ul>				
	4. Establish Elders Committee	<ul style="list-style-type: none"> <li>Review best practice processes for establishment of Elders Committees with focus on ensuring choice of elders is directed to those with requisite cultural authority by 30 June 2020</li> <li>Create process for establishment and maintenance of Elders Committee including any necessary amendments to the Rule Book of NNTAC</li> <li>Discuss with the Elders Committee in establishing a cultural mentoring programme where it will assist members</li> </ul>	<ul style="list-style-type: none"> <li>Elders Committee is constituted with resilient system and processes by 31 December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Elders Committee is used as a guiding voice and influence by NNTAC across the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Survey of members to ascertain if Elders Committee working well (Target <math>\geq</math> 80% of responding members satisfied)</li> </ul>		

Pillar	Strategic Objectives	Action – Year 1	Performance Measures (Year 1)	Action – Year 2	Performance Measures (Year 2)	Action – Year 3	Performance Measures (Year 3)
		to continue Ngadju culture and traditions					
Community	1. Foster positive stakeholder relationships with all proponents, members and material stakeholders including NCAC, trustee of Ngadju trusts and ORIC	<ul style="list-style-type: none"> <li>Establish an engagement strategy to ensure all active proponents are met and communicated with at least quarterly and all members receive regular feedback from NNTAC activities and member advocacy available with opportunity to meet CEO in person at least quarterly</li> </ul>	<ul style="list-style-type: none"> <li>Survey of all proponents and members to ascertain level of engagement (Target <math>\geq 80\%</math> feel engaged)</li> </ul>	<ul style="list-style-type: none"> <li>Review and monitor against established engagement strategy</li> </ul>	<ul style="list-style-type: none"> <li>Survey of all proponents and members to ascertain level of engagement (Target <math>\geq 80\%</math> feel engaged)</li> </ul>		