



Strategic Plan >
2019 – 2021



Background

Karlka Nyiyaparli Aboriginal Corporation RNTBC (Karlka) is the registered native title body corporate holding the native title in trust for the Nyiyaparli People pursuant to section 56 of the Native Title Act 1993 (Cth), following the approved determination of native title in Stock on behalf of the Nyiyaparli People v State of Western Australia (No 5) [2018] FCA 1453 (Nyiyaparli Determination).

Subsequent to the Determination Karlka realises its responsibility to plan for the future of the corporation and its members with particular reference to its new role as the RNTBC, specifically to preserve and protect the Nyiyaparli Lands, Heritage and Culture.

Karlka understands the need to efficiently manage core business elements and proactively pursue opportunities which provide sustainable outcomes for its members. This document summarises the desired process of planning and resourcing a staged approach to priority development over the next three years.

Corporate profile

Karlka has been operating for more than ten years with its role developing over that time, culminating in its appointment as the PBC and RNTBC. Current corporate functions are;

- Responsibility for all matters relating to Native Title
- Provision of Heritage Survey Services
- Acts as the Local Aboriginal Corporation (LAC) pursuant to the Rio Tinto Iron Ore Claim Wide Participation Agreement and BHP Billiton Iron Ore Comprehensive Agreement;
- Advocates and facilitates the delivery of benefits and programs to Nyiyaparli people from the various trusts established for their benefit;
- Acts as the "Nyiyaparli Registrar" and maintains the Register of Nyiyaparli People;
- Supports Nyiyaparli economic development.

Mission

To consistently maintain best practice corporate stewardship, from this solid foundation KNAC will have the capacity and capability to respond to the changing needs and aspirations of members.

Vision

Nyiyaparli People are equipped and enabled to realise their aspirations.

Values

Preservation The responsibility to maintain Nyiyaparli's culture, connection and country influences everything we do.

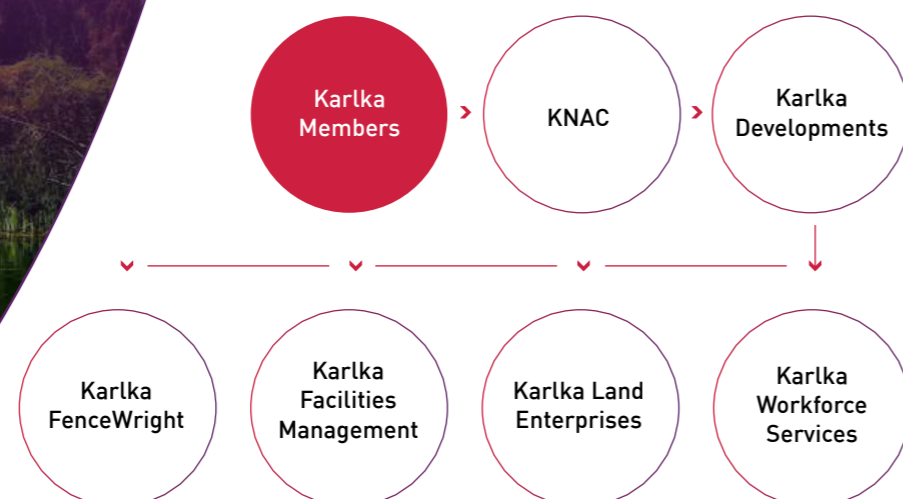
Respect We will treat everyone with respect

Integrity We are uncompromising in our commitment to act honestly and ethically at all times.

Our priorities

Community	Culture	Commerce
<ul style="list-style-type: none"> • Education, training and employment 	<ul style="list-style-type: none"> • Country 	<ul style="list-style-type: none"> • Best practice governance
<ul style="list-style-type: none"> • Health and wellbeing 	<ul style="list-style-type: none"> • Heritage 	<ul style="list-style-type: none"> • Prudent financial management
<ul style="list-style-type: none"> • Advocacy 	<ul style="list-style-type: none"> • Language 	<ul style="list-style-type: none"> • Effective relationship, stakeholder and compliance management
		<ul style="list-style-type: none"> • Economic sustainability

CORPORATE STRUCTURE



Strategic priorities	OBJECTIVES	ACTIONS (Year 1)	PERFORMANCE MEASURES (Year 1)	TIMING
COMMUNITY	<ul style="list-style-type: none"> Improve education, training and employment outcomes for members 	<ul style="list-style-type: none"> Establish where and how KNAC can assist members to achieve their aspirations 	<ul style="list-style-type: none"> Comprehensive member survey and community consultation undertaken. 	December 2019
	<ul style="list-style-type: none"> Improve the health and wellbeing of members 	<ul style="list-style-type: none"> Establish how KNAC can assist members to achieve better physical and mental health outcomes 	<ul style="list-style-type: none"> Establish baseline data through member consultation. Construct priority reports Develop a directory of NGO, government and other service providers. Establish relationships with key providers and monitor member interaction. 	October 2019 Ongoing
	<ul style="list-style-type: none"> Advocacy: increase members input into design and delivery of distribution policy and generate transaction and financial efficiencies. 	<ul style="list-style-type: none"> Undertake the necessary planning to establish an internal Executive Office and application processing function. 	<ul style="list-style-type: none"> Research and build a business plan, including use of technology, to internalise the EO and application processing trustee functions. Preparation for delivery of the EO function 	Complete by February 2020
CULTURE	<ul style="list-style-type: none"> Caring for Country 	<ul style="list-style-type: none"> Design, develop and implement a comprehensive cultural heritage plan. 	<ul style="list-style-type: none"> Ranger program feasibility study complete. 3-year plan developed 	EOFY 2019 EOFY 2019
	<ul style="list-style-type: none"> The advancement of language, lore and custom 	<ul style="list-style-type: none"> Production of ethnobotanical education materials Transfer of heritage and litigation materials to KNAC software platform. 	<ul style="list-style-type: none"> First 3 of a series of related learning materials produced for varied audiences Heritage materials policy drafted Materials transferred to The Keeping Place. 	Complete December 2019 December 2019
COMMERCE	<ul style="list-style-type: none"> Operate under best practice governance principles 	<ul style="list-style-type: none"> Develop the board charter and policy, establishing planning and performance assessment cycles. 	<ul style="list-style-type: none"> Board charter complete Board policy complete 	October 2019
		<ul style="list-style-type: none"> Strategic and annual and communication plans developed Board assessment annually 	<ul style="list-style-type: none"> Plans completed Performance measured Assessment complete and recommendations accepted. 	October 2019 May 2019 Annually
	<ul style="list-style-type: none"> Exercise prudent financial management 	<ul style="list-style-type: none"> Annual budgets are linked to strategic and annual plans. Audit materials provided on time 	<ul style="list-style-type: none"> Budgets approved Budgets maintained Unqualified audit achieved 	Annually Annually Annually
	<ul style="list-style-type: none"> Foster positive stakeholder relationships and successfully manage agreement compliance 	<ul style="list-style-type: none"> All stakeholder compliance commitments are achieved. 	<ul style="list-style-type: none"> No agreement breaches, attributable to KNAC, reported 	Annually
	<ul style="list-style-type: none"> Economic sustainability 	<ul style="list-style-type: none"> Build a successful commercial entity, which funds the total operating budget of the corporation by 2030. 	<ul style="list-style-type: none"> Undertake a structural and business review of the commercial entity. Implement accepted review recommendations. 	September 2019 EOFY 20

From planning to outcomes | Year 2

Strategic priorities	OBJECTIVES	ACTIONS (Year 2)	PERFORMANCE MEASURES (Year 2)	TIMING
COMMUNITY	<ul style="list-style-type: none"> Improve education, training and employment outcomes for members Improve the health and wellbeing of members Advocacy: increase members input into design and delivery of distribution policy and generate transaction and financial efficiencies. 	<ul style="list-style-type: none"> Implement strategic initiatives as identified from comprehensive member surveys. Implement the business plan and begin delivery of executive office and application assessment services. 	<ul style="list-style-type: none"> Established key areas of resource deployment. Implement plans with leveraged support from government, industry and NGOs Year one of EO and application processing trustee functions complete. Move to standard operating environment Performance assessment review 	<p>July 2020</p> <p>By May 2021</p>
	<ul style="list-style-type: none"> Caring for Country The advancement of language, lore and custom 	<ul style="list-style-type: none"> Implement the caring for country program. Production of ethnobotanical education materials Transfer of heritage and litigation materials to KNAC software platform. 	<ul style="list-style-type: none"> First year of recommended programs complete. Review program and timing and plan for year two implementation. Second series of education materials published Heritage materials policy implemented Materials transferred to The Keeping Place. Stories identified for publishing in the public domain. 	<p>EOFY 2020</p> <p>May 2020</p> <p>December 2020</p> <p>July 2020</p> <p>Ongoing</p> <p>December 2020</p>
COMMERCE	<ul style="list-style-type: none"> Operate under best practice governance principles Exercise prudent financial management Foster positive stakeholder relationships and successfully manage agreement compliance Economic sustainability 	<ul style="list-style-type: none"> Review the board charter and policy. Review the planning and performance assessment cycles. Review the progress and validity of the strategic and annual plans Board assessment annually Annual budgets are linked to strategic and annual plans. Audit materials provided on time All stakeholder compliance commitments are achieved. Build a successful commercial entity, which funds the total operating budget of the corporation by 2030. 	<ul style="list-style-type: none"> Review complete, edits ratified. Review complete, alterations made where required. Review completed, additions approved and noted. Assessment complete and recommendations accepted. Budgets approved Budgets maintained Unqualified audit achieved No agreement breaches, attributable to KNAC, reported Implement accepted review recommendations. Track and report on change management 	<p>May 2021</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>September 2020</p>