

APPROVED
31 JULY 2024



NGARLAWANGGA

STRATEGIC PLAN

JULY 2024 - JUNE 2028



A STRATEGIC APPROACH

This Strategic Plan is relevant to both the Ngarlawangga prescribed body corporation and the Decision Making Committee which works with the Professional Trustee to develop and implement distribution policies on behalf of the Ngarlawangga People. The Present appointed Trustee is Perpetual Trustee Company Limited.

Ngarlawangga Aboriginal Corporation (ICN:7755)

The Ngarlawangga Aboriginal Corporation RNTBC was registered with ORIC on 24 July 2012.

The Ngarlawangga Aboriginal Corporation RNTBC was established to be the Local Aboriginal Corporation ('LAC') under the NCWPA with Rio Tinto Iron Ore. The role of the LAC is to take full responsibility on behalf of the Ngarlawangga People for ensuring that the agreement works properly. The Ngarlawangga Aboriginal Corporation is also responsible for maintaining a 'Register of Ngarlawangga People'. This is intended to be the official list of all the Ngarlawangga People. No one is allowed to be a member of the corporation or a beneficiary of the trust unless they are first on the Register of Ngarlawangga People, so it is a very important document.

The Ngarlawangga Aboriginal Corporation RNTBC also keeps a register of "Associate" Members. Which have rights as Common Law Native Title Holders however cannot be beneficiaries of the Ngarlawangga Trusts. This is to avoid members from "double dipping" Native Title Benefits, this is a Trust Policy and not a Corporation Policy.

Ngarlawangga Aboriginal Corporation was set up on 24 July 2012 and is the Registered Native Title Body Corporate to hold the determined Ngarlawangga Native Title rights and interest for the Ngarlawangga People. On the 7 December 2016, the Ngarlawangga Native Title Claim was recognised in a Federal Court Determination.

Mining in Ngarlawangga country only started in 2018 and all mining benefit payments goes to the Ngarlawangga Charitable Trust managed by Perpetual Trustee. Since the inception of the Trust, NAC did not seek any operational funding assistance from the Trust until 2021, much to the credit of the NAC Board with its prudence and diligent management spending!

Ngarlawangga Trusts Decision Making Committee

Although Perpetual is an expert in trust law and financial investment, it still needs to know what Ngarlawangga People want to spend their money on. They get these instructions through the Ngarlawangga Decision Making Committee ('DMC') and the Ngarlawangga Council.

The DMC is responsible for setting the Distribution Policy for the trust (i.e. for telling the trustee what it can spend Ngarlawangga's money on). The trust deeds require that one representative from the trust also sits on the DMC, but the trust representative only has a veto-vote and is only to ensure that any distribution policy isn't in breach of the trust deed or a sub-fund agreement. This means that although the trustee can give advice, the decisions on what to spend the money on ultimately come from the Ngarlawangga People.



Ngarlawangga Aboriginal Corporation RNTBC

Phone: (08) 9268 7000

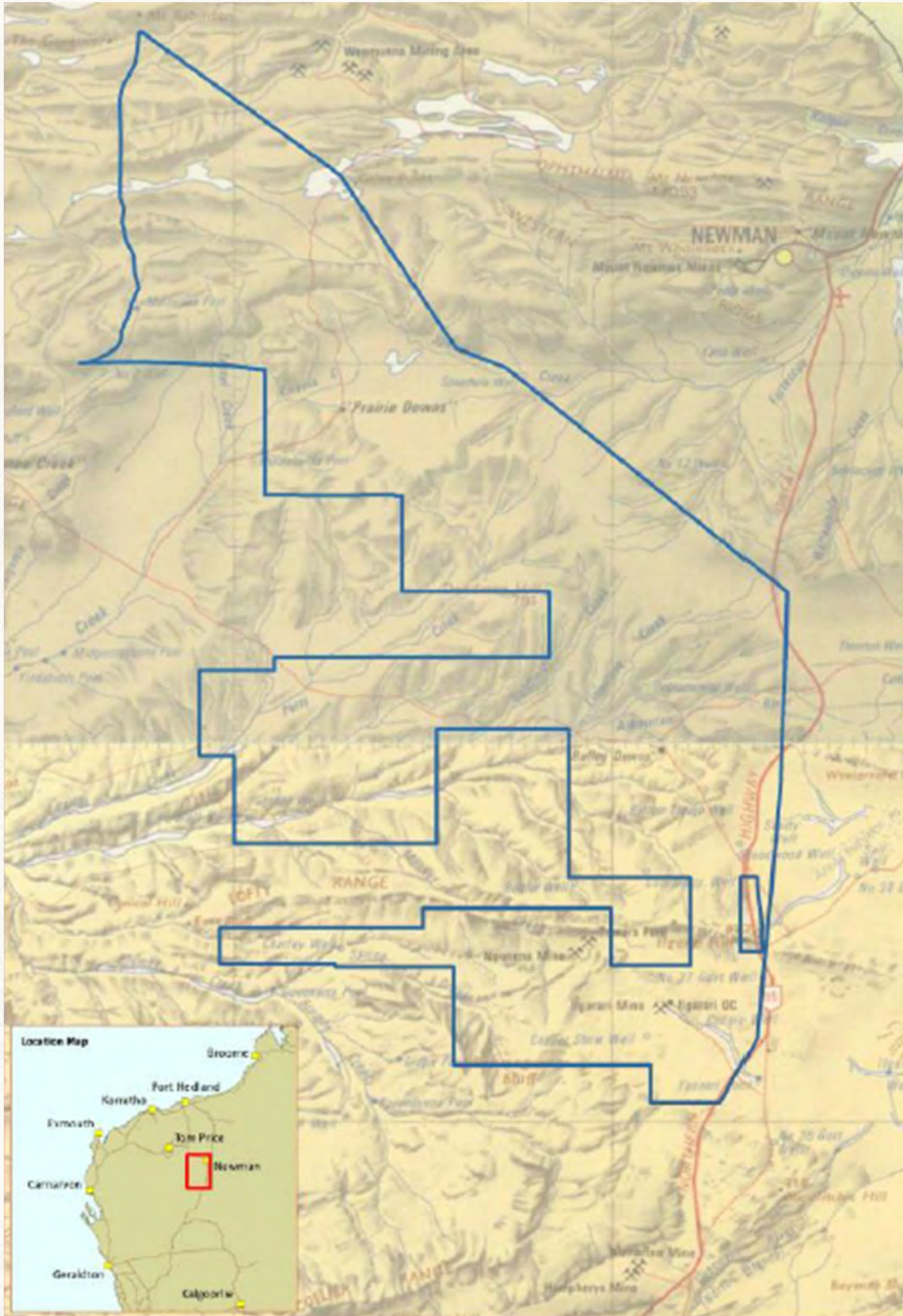
Email: admin@ngarlawangga.com.au

Location:

Level 8, 12 The Esplanade Perth WA 6000 | PO Box 3072, 249 Hay Street East Perth WA 6892

OUR COUNTRY

The Ngarlawangga Native Title Claim (WAD78/2005 and WC05/03) was registered in 2005. It covers approximately 6,117 square kilometres of land in the Central Pilbara region and sits within the shires of East Pilbara and Meekatharra.



OUR WAY

RESPECTFUL AND STRONG, UNITED IN VOICE, STANDING PROUD, FUTURE IN OUR HANDS

- We are Ngarlawangga, the First People of our Country.
- We have been on our land for thousands of years.
- We have cared for our land, passed on our stories and our traditions to our children.
- We continue to pass our knowledge on, maintaining connection to our Country and to our ancestors.

OUR VISION

- A future for the **Ngarlawangga People** where we maintain a proud community who are strongly committed to being united in Culture and respect.

OUR PURPOSE

- **Ngarlawangga Aboriginal Corporation**

To be a voice for our people, for our land and for our culture.

- **Ngarlawangga Trusts Decision Making Committee**

Optimise trust benefits and achieve positive outcomes for the Ngarlawangga People

OUR VALUES

1. **Respect** - Ourselves and others
2. **Pride** - In our Country and Culture
3. **Unity**- Working together for a better future for Ngarlawangga People
4. **Keeping Culture Strong** - For now and future generations



STRATEGIC OBJECTIVES, GOALS AND ACTIVITIES

Ngarlawangga Strategic Plan - 2024 to 2028

STRATEGIC OBJECTIVE: Health and Wellbeing

Goal: To Have a Strong, Healthy and Happy Mob

Key Focus Areas	Activities
- Trust Funds available to support our people's health and wellbeing. - Trust contribution to purchase of property for lease back to staff - housing grant for staff by government	By December 2025 we will have conducted a face to face (or telephone) survey with 100% of our adult members to discuss their current health, wellbeing, and aspirations. We will be cautious to not build unrealistic expectation in this survey, but explain it is to help build personalised plans for each member.
- The key physical needs of our people are met. - Our people are safe - People have food - People have a house to live in	Housing/leasing for NAC Staff in Karratha and Hedland
Our most vulnerable are cared for, including our elders and our young ones;	By December 2027/8, we will increase the number of our people who have adequate and stable housing by 25%. We will achieve this goal by conducting a study and report of housing options for members, assisting our people with rental applications and subsidies, and building or renovating houses in collaboration with other organizations.
- Our mob stay connected and meeting regularly to celebrate our culture - NAC staff increase to cope with increasing workload, negotiations and business development for self-management and sustainability for the future	- By December 2024 five additional NAC staff will be employed to pursue the goals of NAC of self-management, training and sustainability - By the end of 2025 and annually thereafter, we will run at least one cultural event or gathering. We will achieve this goal by planning and promoting at least one event, and activities that celebrates our culture, history, and identity, and by encouraging our people to participate and invite others for Language and Back to Country trips.



STRATEGIC OBJECTIVES, GOALS AND ACTIVITIES

Ngarlawangga Strategic Plan - 2024 to 2028

STRATEGIC OBJECTIVE: Community Engagement

Goal: To be respected as Traditional Owners of Our Country

Outcome	Activities
7. Maintain a strong and effective corporation recognised as the peak body, representing the interests of the Ngarlawangga People and training opportunities	- NLW AC and the Trust will achieve 100% compliance with all relevant audit and accounting standards on an ongoing basis. - By end 2024 we will distribute two newsletters (including online) to all members updating them on Ngarlawangga events/activities.
8. Maintain strong communication and engagement among all members, to support community events and training opportunities, on an annual basis.	- Increase member attendance at Annual General Meeting, and provide training opportunities to members each year. - Ngarlawangga Website operational and in place by end of 2024. - Membership cards available for all Ngarlawangga members



STRATEGIC OBJECTIVES, GOALS AND ACTIVITIES

Ngarlawangga Strategic Plan - 2024 to 2028

STRATEGIC OBJECTIVE: Investing in the Future

Goal: To have greater economic independence

Outcome	Activities
9. An increased percentage of people participating in the workforce, to become financially secure and self-reliant.	In 2025 we will provide training for Committees and community members for the following purposes: increase participation in the workforce; become financially literate and self-reliant; improve governance skills.
10. An increase in financial, investment and governance skills for decision-making members and bodies;	- NAC will support the development of Ngarlawangga businesses identified by the Business Development Officer. - Ngarlawangga AC will begin the journey towards becoming independent and economically sustainable over the next five to seven years, by: developing forecast financial projections for the next seven years in order to establish capacity for independence, and then a high-level business transition plan by the end of 2027.
11. NAC becomes independently and economically sustainable	- NLW Board members to be involved in selection of senior staff with the Executive Officer team in 2024 - Senior staff positions appointed and in place by end of 2024



STRATEGIC OBJECTIVES, GOALS AND ACTIVITIES

Ngarlawangga Strategic Plan - 2024 to 2028

STRATEGIC OBJECTIVE: Culture and Heritage

Goal: To protect and practice our culture

Outcome	Activities
12. To actively maintain our strong connection to Country and Culture 13. To ensure Ngarlawangga language, culture and history is documented and shared.	- By the end of 2025 we will have begun Ranger activities on country including recce trips. - During 2025 we will develop and deliver two on-country experiences that involve our members. We will also include younger Ngarlawangga people to pass on customs and traditions and mentor them on their cultural journey.
14. To ensure Ngarlawangga people pass on our customs and traditions to future generations;	- By December 2025 we will have established discussions and a pathway with Rio Tinto towards sourcing a Ngarlawangga block of land for cultural education and ceremonial purposes. Continue to progress the following projects: - WAN & HD2 Social Surroundings and Environmental Review Document (ERD).
15. To increase access to resources for commercial, cultural and ceremonial purposes.	- Living Culture Partnership (RIO Social Investment Agreement): - Ngarlawangga Healthy Country Planning (HCP) - Ngarlawangga Ranger Program - Ngarlawangga Cultural Mapping Program - Ngarlawangga Language Program (PLSP)
16. To come together to heal on country and heal country.	- Ngarlawangga Back 2 Country Fieldtrip - Ngarlawangga Women's Cultural Immersion Experience.
17. Increase access to resources for commercial, cultural and ceremonial purposes	- Ngarlawangga Traditional Ecological Knowledge (TEK) Project. - Development of Cultural Protocol Booklet. - Development of further Cultural Immersion/Tourism experiences.

SWOT ANALYSIS

Ngarlawangga Strategic Plan - 2024 to 2028

Strengths

Mutually beneficial relationships with our partners	Strong connection to culture and country
Strong relationships between Ngarlawangga entities and partners	Relatively small and cohesive group
Committed to achieving a common goal	Organisational stability and sustainable financial funds
Good reputation with our partners	

Weaknesses

Limited financial resources	Relatively short mine life impacts the need for future sustainability
Limited human resources	Concerns that resource companies don't meet their obligations
Variable quarterly income, impacting ability to budget accurately	Concerns and lack of clarity about liability and insurances
Governance constraints on delivering programs	Limited housing for our staff

Opportunities

Agreement modernisation provides opportunity for additional resourcing	Cultural awareness education and immersion required by resource companies
Cultural education and immersion is a strong requirement of our clients	Renewable program presents an opportunity
Income likely to increase from 2025 onwards	New staff will enable NLW to take advantage of opportunities and lead towards economic independence.
Significant opportunities in business development with resource clients	

Threats

Renewable projects may have negative impact on our country and culture	Downturn in mining or economic changes affects our income
Mining companies not meeting their obligations	Staff turnover or lack of organisational stability
Significant impacts on important heritage and cultural sites	



SUMMARY 2024 TO 2028 (STRATEGIC PLAN ON A PAGE)



OUR WAY

RESPECTFUL AND STRONG, UNITED IN VOICE, STANDING PROUD, FUTURE IN OUR HANDS

- We are Ngarlawangga, the First People of our Country.
- We have been on our land for thousands of years.
- We have cared for our land, passed on our stories and our traditions to our children.
- We continue to pass our knowledge on, maintaining connection to our Country and
- to our ancestors.

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Ngarlawangga Trusts Decision Making Committee

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- 4. Keeping Culture Strong** - For now and future generations

FOCUS AREA HEALTH AND WELLBEING COMMUNITY ENGAGEMENT INVESTING IN THE FUTURE CULTURE AND HERITAGE

Health And Wellbeing

GOAL: To have a strong, healthy, and happy mob

- Trust Funds available to support our people's health and wellbeing
- The key physical needs of our people are met:
 - Our people are safe
 - People have food
 - People have a house to live in
- Our most vulnerable are cared for, including our Elders and our young ones.
- Our mob stay connected and meeting regularly to celebrate our culture

Community Engagement

GOAL: To be respected as Traditional Owners of our Country

- Our Corporation is strong and effective and recognised as the peak body representing the interests of the Ngarlawangga People
- Stronger communication, hold and support community events and training opportunities created annually.

Investing In The Future

GOAL: To have greater economic independence

- An increased percentage of people participate in the workforce, are financially secure and self-reliant.
- Decision makers increase their financial, investment and governance skills.
- A Future Fund is developed for future generations.
- NAC becomes independently economically sustainable.
- Ngarlawangga People are accessing more educational opportunities and supporting future leaders

Culture And Heritage

GOAL: To protect and practice our culture

- We actively maintain our strong connection to Country and Culture
- Ngarlawangga language, culture and history is documented and shared
- We pass on our customs and traditions to future generations.
- Increase access to resources for commercial, cultural and ceremonial purposes.
- Coming together to Heal on Country and Heal Country

OUR ENABLERS

- Mutually beneficial relationships with our partners (RTIO, Perpetual)
- Strong relationship between Ngarlawangga entities and partners
- Committed to achieving a common goal

OUR BLOCKERS

- Limited financial resources
- Limited human resources
- Variable quarterly income impacting ability to budget accurately
- Governance constraints on delivering programs





CONTACT US

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