

BANJIMA

native title
ABORIGINAL CO RNTBC
ICN 7971

ANNUAL PLAN
REPORT
2017 - 2018





WE ARE **BANJIMA** OUR VISION

The Banjima People are healthy, secure and independent with diverse life choices and the ability to determine their own future. The foundation is a proud identity centred on strong culture, community unity and effective governance.

Banjima's strategic priorities encompass three core areas of creating strong and healthy families, the maintenance of strong culture and connection to country for future generations and ensuring Banjima People have a strong voice and access to opportunities that provide them with the capacity to shape and lead their own destinies.

Banjima People are united through their shared cultural identity and language. The Banjima People are unified in their goals to manage and protect their law and culture, native title rights and interests and in utilising these strengths to provide long-term, sustainable social, economic and cultural benefits for their people now and into the future.



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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Dear Members,

As a young organisation, Banjima Native Title Aboriginal Corporation (BNTAC) is underpinned by core values that include service to others, equality, integrity, honesty, respect, innovation, and efficiency. We are aligned to the vision of Banjima People being "... healthy, secure and independent with diverse life choices and the ability to determine their own future."

As an organisation that is working to become a central point of contact for all Banjima People and Banjima-related business, we are committed to supporting the needs of our Members and the broader Banjima community. As a Prescribed Body Corporate (PBC), it is our core obligation to protect and maintain Native Title. This is perhaps the biggest challenge we face today.

Despite this challenge, it is important to look towards the opportunities that we have as BNTAC continues to grow.

It has been a privilege to be part of your organisation's growth over the past year and thanks for the fantastic support of the BNTAC Board, Elders' Council, Trust Decision-Making Groups and Councils, and our wonderful hard-working staff. In addition to our core responsibility to maintain and protect Native Title, we are continually taking on new responsibilities, such as improving our Member Services section and developing high priority relationships with stakeholders. I personally look forward to continuing to support the Corporation as it progresses to achieve the aspirations of the Banjima People.

As an organisation, BNTAC has experienced massive change since my appointment as CEO in October 2017 with the establishment of the PBC and Executive Office functions.

From our small, temporary one room office in West Perth, we secured larger and more appropriate office space in November 2017 to accommodate our growing team, support the needs of our Members and the broader Banjima community, and attend to the enormous volume of complex work expected of a PBC. A mutually beneficial lease was negotiated with the Gumala Aboriginal Corporation at Level 1, 165 Adelaide Terrace. Following our relocation, we undertook the huge task of recruiting staff, establishing policies, and taking back some of the services that had been outsourced to various service providers.

Some of our key achievements over the past twelve months have been:

- **The addition of a wonderful team** that includes a number of Banjima staff in both our Perth and Tom Price offices;
- **The Development of systems, processes, and procedures** to ensure an effectively functioning corporate office;
- **Transfer of core PBC functions** to our in-house implementation and compliance team to manage and protect Native Title on behalf of the Banjima People;
- **Winning the contract to deliver Member Services** and undertaking its complex planning;
- **Significant contribution to the development** of a range of new distribution policies to beneficiaries;
- **Establishment of a Ranger Program in Tom Price** to look after country, culture, lore and language; and
- **Facilitating a successful AGM** that resulted in a Board of seven Directors being elected, effectively dealing with all compliance requirements.

Building on these achievements, the 2018/2019 financial year ahead is an exciting one.

BNTAC is moving towards our aspiration of being a “one-stop-shop” for Banjima People. We imagine an excellent experience for the Banjima community as you will have only one phone number to call and one email address to contact instead of looking up multiple service providers and different numbers, which can be confusing and frustrating. In Perth, we have a warm and welcoming office for those who wish to conduct business in person. There is also the convenience of doing business online through our new website, which is computer and smartphone friendly. I hope you enjoy the photographs of Banjima country on display.

We expect a busy year to continue as we ensure BNTAC complies with all our core PBC functions and agreements we have with mining companies. This volume of work is significant and will continue to grow with arrangements for RTIO and BHP Implementation Committees, Local Implementation Committees, Regional Implementation Committees, future acts, surveys, heritage, membership applications and registration, service provider agreements, among others.

The Banjima Country Management initiative includes the Ranger Project. Our Rangers are Banjima People and are undertaking a number of opportunities to learn about Banjima culture through bush tucker, bush medicine, language, stories, music and dance. This initiative is expected to support the hosting of Banjima People on country to ensure an accessible and easy way to keep connection to country. BNTAC will again be working with the Nintirri Centre and Banjima Elders to have a central role in the organisation and implementation of the wonderful Karijini Experience. The 2018 event was an important showcase of Banjima culture and an opportunity for the Board Chair, Vice Chair and CEO to engage one-on-one with the Western Australian Premier, Mark McGowan and Treasurer Ben Wyatt and we look forward to an even bigger event in 2019.

Lastly, discussions are ongoing to jointly manage Karijini National Park with the State Government. This process will start with some joint training between the Banjima trainee Rangers and the Rangers from Parks and Wildlife, commitment to further joint work through the signing of a Memorandum of Understanding and eventual exploration of a joint management agreement.

As I said at the beginning of this message, it is a privilege to be part of the establishment of BNTAC and our challenge in 2018/2019 will be to consolidate the vital tasks of the PBC to ensure Banjima maintains Native Title and to provide you with the support you need. As an organisation, we continually strive to make BNTAC an employer of choice, an employment opportunity for Banjima People, and a service that values the Banjima People we serve. Similarly, we hope that the Banjima community has a positive and respectful relationship with our hardworking staff.

A huge thanks to all our service provider partners who supported BNTAC during this financial year.



GREG RYAN-GADSDEN - CEO

BNTAC AT GLANCE



OUR BOARD MEMBERS

Back (left to right)

Kelvistan Parker, Caroline Lee, Zoey Lethbridge, Jarrod Black (Vice Chair), Greg Ryan-Gadsden (CEO).

Front (left to right)

Maitland Parker, Archie Tucker, Slim Parker (Chair).

BOARD COMPOSITION

The composition of Banjima Native Title Aboriginal Corporation's (BNTAC) Board as of 30 June 2018 is as follows:

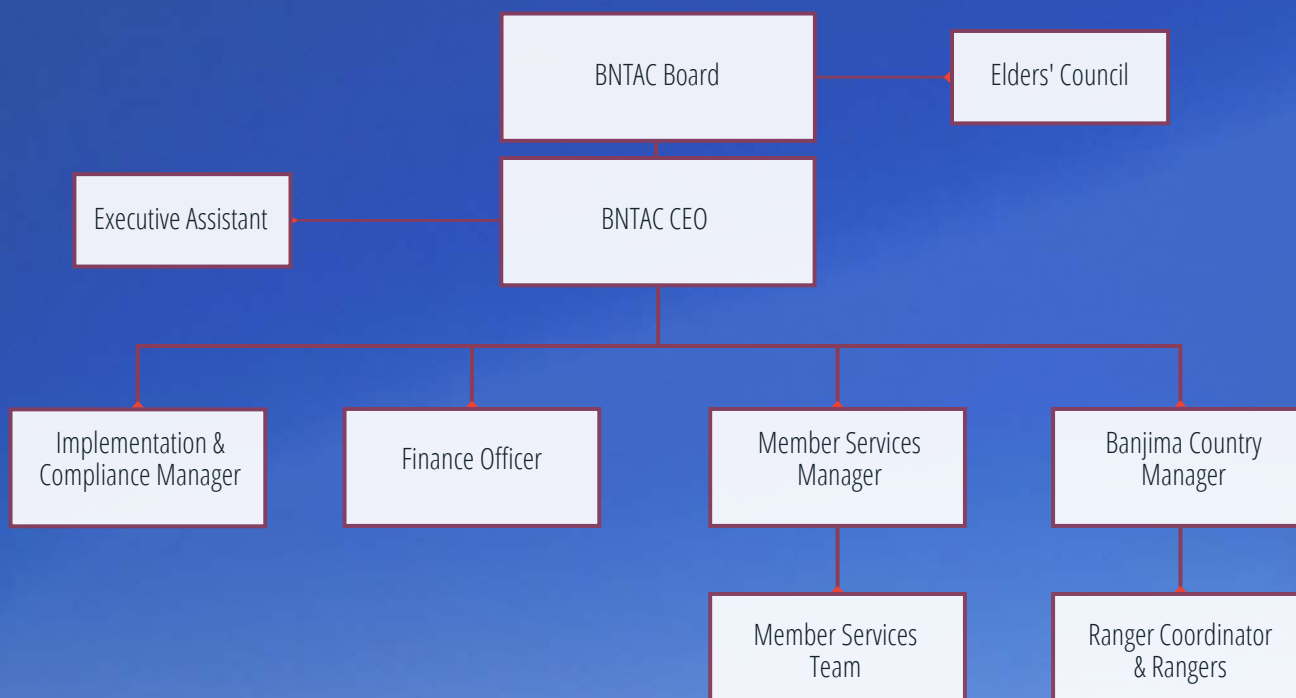
Name	Expiry of term
Slim Parker (Chair)	30 November 2019
Jarrod Black (Vice-Chair)	30 November 2020
Archie Tucker	30 November 2019
Maitland Parker	30 November 2018
Kelvistan Parker	30 November 2020
Caroline Lee	30 November 2018
Zoey Lethbridge	30 November 2019

DIRECTORS BOARD MEETINGS ATTENDANCE

The number of directors board meetings held during the year and the number of meetings attended by each director were as follows:

Name	Number Entitled to Attend	Number Attended
Slim Parker (Chair)	15	13
Jarrod Black (Vice-Chair)	15	15
Archie Tucker	15	15
Maitland Parker	15	12
Kelvistan Parker	15	15
Caroline Lee	15	13
Zoey Lethbridge	15	13

BNTAC STRUCTURE AS OF 30 JUNE 2018



KEY SERVICE PROVIDERS

Legal - Roe Legal
Accounting - Nexia Australia
Heritage - Karijini Development
Trustee - Australian Executor Trustees
Auditor - KPMG



OUR COUNTRY
Banjima Country encompasses more than one million hectares of Country in the central Pilbara Region, including the north-eastern area of Karijini National Park

OBJECTS OF OUR CORPORATION

The objects of BNTAC as outlined in our Rule Book are as follows:

i. Provide direct relief from poverty, sickness, suffering, misfortune, disability, destitution, helplessness and disadvantage among Aboriginal people, especially the Banjima People;

ii. Maintain, protect, promote and support the traditions, laws, languages, culture, Native Title traditions and customs, development, interests and social progress of Aboriginal people, especially the Banjima People;

iii. Provide environmental, social, economic and cultural benefits to Aboriginal people, especially the Banjima People;

iv. Support and provide education, training and employment for Aboriginal people, especially the Banjima People;

v. Support and provide housing for the Banjima People;

vi. Advance and promote the Banjima People and act in the best interests of the Banjima People as directed by the Banjima People from time to time; and

vii. Hold title to any Vested Land;

viii. To accept appointments made by the Banjima People in accordance with an Approved Process for the Corporation to act perform functions on behalf of or otherwise as agent of the Banjima People pursuant to and for the purposes of Native Title agreements, indigenous land use agreements and other contractual arrangements;

ix. To accept appointments made by the Banjima People in accordance with an Approved Process for the Corporation to be a Banjima Registrar and to maintain a Register of Banjima People;

ix. To do all such things may be incidental or necessary to attain all of the above Objectives, including but not limited to, apply for funding from a Benefit Management Structure to fulfil these objectives.

x. To be and perform the functions of a Prescribed Body Corporate, for the purpose of being the subject of a determination under section 56 and 57 of the Native Title Act;

xi. To be and perform the functions of a Registered Native Title Body Corporate for the purpose of being the subject of a determination under section 57 of the Native Title Act;

xii. To hold the Native Title Rights and Interests in trust for the Common Law Holders or act as agent or representative of the Common Law Holders in matters relating to the Native Title Rights and Interests;

xiii. To manage the Native Title Rights and Interests of the Common Law Holders;

xiv. To represent the interests of the Banjima People in matters relating to the Determination Area:

- i. As a Registered Native Title Body Corporate under the Native Title Act where there is a Native Title Determination; or
- ii. As otherwise authorised by the Banjima People in accordance with an Approved Process.



STRATEGIC PRIORITIES

1. Strong and Healthy Families

- a) Improved attendance of Banjima children in early school years
- b) Increase in Banjima People accessing health services for chronic conditions and earlier risk factors
- c) Increase in Banjima families accessing family and community support services
- d) Planning underway for housing options in the area of greatest priority

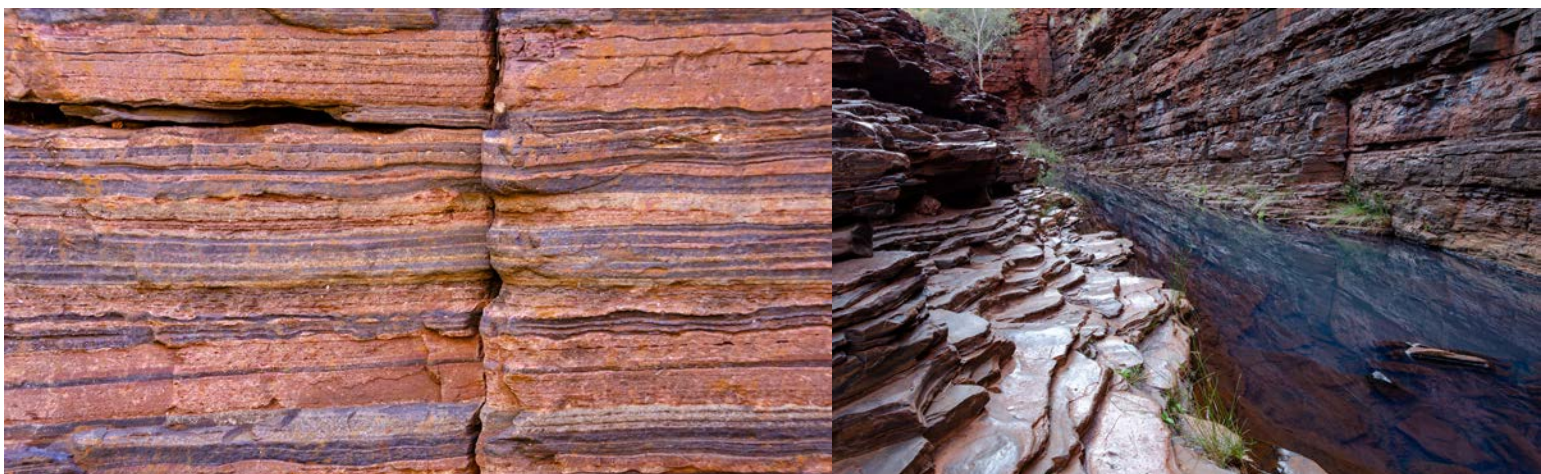
2. Country and Culture

- a) Cultural heritage activities are established under the Healthy Country Plan
- b) Ranger Program is in place alongside the foundations of the Country Management Unit
- c) Keeping Place and Living Area projects to maintain connection to country are underway

3. Capacity Building

- a) Incoming and established leaders have the support needed to function in their leadership roles
- b) Banjima/BNTAC has established relationships to discuss Banjima priorities with government, service providers and mining companies
- c) Training pathways and support for Banjima People into employment opportunities are established

These three priorities are based on the Banjima community's common view of the future. With these as a guide, we can make sure that the governance of our community and organisation stays strong, and our responsibilities to Banjima People remain clear. Because our organisation has grown and changed dramatically in the last year, we have already begun a consultative process to review and update these priorities during the 2018/2019 financial year.



OUR PROJECTS AND PROGRESS 2017/2018

During this 2017/2018 financial year, BNTAC has focused on completing a number of projects and programs, as well as filling vital staff positions. The following summaries explain the work we've been doing and our progress over the past year as we continue to take on more responsibility as Banjima representatives.

1. ESTABLISH CORE BNTAC BUSINESS SYSTEMS & POLICIES

This goal was focused on establishing the core business systems, policies and procedures that allow BNTAC to operate efficiently and effectively.

To date, BNTAC has successfully recruited essential staff and implemented systems and policies that enable us to meet our responsibilities.

In addition to welcoming a new CEO in October 2017, BNTAC also added key management personnel from March 2018, including an Implementation and Compliance, Banjima Country Management, and Member Services Managers.

To better provide services to Banjima People, we developed a specific records management system, engaged professional human resource and bookkeeping services, and acquired all necessary IT equipment — such as computers and printers.

A range of essential policies, such as Harassment Discrimination & Bullying, Grievance, Complaints & Disputes, and Leave Management were approved. A financial management and architecture review was completed, as well as a comprehensive insurance review.

2. INTERIM HEALTHY LIVING PROJECT

This interim project aimed to ensure the timely delivery of a key service to all Banjima People. The project supported healthy living standards, including access to adequate health services and professionals, and helped with household-associated living expenses.

Managed by Yaran, the ongoing Interim Healthy Living Project has distributed over \$2 Million to more than 500 Banjima People so far.

The Project was launched at the end of 2017 and was then extended to run until the end of July 2018. At the end of this interim phase, a new Healthy Living Project was developed, with a planned launch in August 2018, and is set to run for two years. This will continue to provide assistance for a wide range of expenses, including medical and dental costs, education and training, and cultural activities.

3. BANJIMA COUNTRY MANAGEMENT

The Banjima Country Management (BCM) program focused on the continued implementation of the Banjima Yurlubajagu Strategic Plan through the Banjima Ranger Program and engagement with the newly-created Elders Council.

Our Country Management unit and program ensure the sustainability and care for our country for the protection of its environment, culture, lore, and language.

Over the past year BCM established the Banjima Ranger Program with a fully functioning work centre in Tom Price, ranger recruits, and an annual works program to implement. The new Rangers have undertaken certificate studies in Conservation and Land Management and participated in diverse work activities including the popular arts and cultural event 'Karijini Experience', hosted on Banjima country. The capacity of the team will grow as Rangers learn about country, gain more skills, and more Rangers are recruited.

TOTAL FUNDS DISTRIBUTED TO BANJIMA PEOPLE AS PART OF THE INTERIM HEALTHY LIVING PROJECT

\$2,406,116

Keep an eye out for us!

Members Services will be regularly visiting key towns in the Pilbara throughout 2019, please keep a look out for the timing of these visits.

Come along, meet us and provide feedback directly to BNTAC Staff.



4. BASELINE SOCIOECONOMIC ANALYSIS

This project engaged a service provider to deliver the Banjima Baseline Socioeconomic Analysis Survey, a study that will help us identify and understand the needs of our community.

BNTAC engaged Edith Cowan University (ECU) in April 2018 to undertake the project.

To date, ECU has completed the initial desktop report and is currently conducting interviews with 50 Banjima People across our communities, which will be completed by the end of February 2019. These results and analysis from the university will then be presented to the BNTAC board. Once finalised, this report will be made available to other Banjima decision-making groups.

5. WINDELL & WIRRILIMARRA BLOCKS

The goal of this project is to obtain tenure over the Windell and Wirrilimarra Blocks, located on Banjima Country, and enter into sublease agreement for these areas where applicable.

BNTAC has initiated discussions with both the WA State Government and the Gumala Aboriginal Corporation.

Following up from our initial discussions regarding the Windell Block, Gumala Aboriginal Corporation has submitted the necessary documentation for a Section 91 License under the Land Administration Act, which will allow for the construction of infrastructure in these areas. BNTAC are currently awaiting a response from the State Government in relation to their position on this.

6. TRUSTEE APPOINTMENT

BNTAC is required to manage the process of appointment for a Trustee of the Banjima Benefits Management Structure. The current Trustee term was due to end on 30 June 2018 requiring the appointment of a new Trustee from 1 July 2018.

A meeting of the Banjima People was held on 16th June 2018 to decide on the appointment of a Trustee for a 3-year term.

Due to the high threshold under the Trust Deeds for a Resolution of the Banjima People, a resolution was not able to be passed. Consequently, Australian Executor Trustees' (AET) term as Trustee has been rolled over to 30 June 2019 and BNTAC will need to undertake the Trustee appointment process again in the first half of 2019.



OUR PROJECTS AND PROGRESS 2017/2018 (CONTINUED)



7. EXECUTIVE OFFICE

BNTAC was successful in its tender to take on the Executive Office role. This has given BNTAC the responsibility of delivering a range of functions for both the Charitable Trust and B1 Direct, Benefits Trust, which includes the provision of Member Services.

BNTAC recruited a Member Services team and developed a database to manage and streamline the distribution policy application process.

The planning and preparation for the transition of Member Services from Australian Executor Trustees (AET) was undertaken. BNTAC have started to undertake some of these services with all Charitable Trust distributions set to be under BNTAC's management by December 2018. We are scheduled to add all B1 Direct Benefits Trust distributions to our services by July 2019.

8. GOVERNANCE TRAINING

This program aims to deliver targeted governance training to the BNTAC board to provide leadership support and ensure the maintenance of appropriate controls, manage organisation risks, and complying with laws and obligations.

BNTAC has advertised an Expression of Interest for the development and implementation of governance training and a shortlist of candidates has been compiled.

The development and implementation of this governance training will be specifically tailored to the specific needs of BNTAC, including cultural governance requirements. BNTAC is currently arranging interviews of shortlisted candidates with a subcommittee of the Board. Following these interviews tailored governance training will begin.

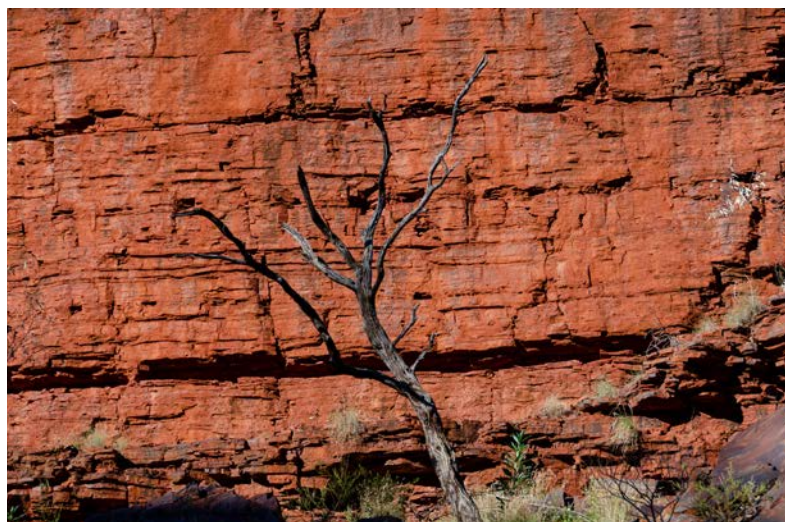
9. COMMUNICATIONS

This office-based role focuses on the development and implementation of BNTAC's communications strategy, including both our internal and external communications, engagement with BNTAC Members and Banjima People, a new website, newsletters, and a social media presence.

This role and associated deliverables are scheduled to be implemented in the second half of 2018.

Keep your details updated with us.

Under the Rule Book, BNTAC is required to maintain a Register of Banjima People and a Register of Members. Please make sure that your details are up to date and let us know if anything changes.





Save the date!

BNTAC will be running Rule Book Workshops in early 2019 as part of the Rule Book Review. Details around timing of these workshops will be coming soon.

10. ESTABLISH PERTH AND TOM PRICE OFFICES

In BNTAC taking an operational role and recruiting staff it was essential that BNTAC have offices both in Perth and Tom Price to allow us to deliver essential services to the Banjima People.

Located at Level 1, 165 Adelaide Terrace, our central Perth office accommodates all PBC and Member Services staff.

Additionally, BNTAC has set up a suitable space in Tom Price as a base for our Ranger Program.

11. DEVELOP HIGH PRIORITY RELATIONSHIPS

The establishment and maintenance of key relationships ensures BNTAC's ongoing success. Priority partners include RTIO and BHP, and other influential stakeholders, such as IBN, Gumula, Department of Prime Minister & Cabinet, and Regional Services Reform Unit.

BNTAC has successfully developed a range of high-level relationships since establishing our fundamental capability.

These have included RTIO and BHP for the purposes of ensuring compliance and implementation of agreements. A partnership with the Department of Biodiversity, Conservation and Attractions has been established, resulting in a key program to jointly train and mentor Rangers, and a commitment to plan towards the joint management of Karijini National Park. As stated in the Baseline Socioeconomic Analysis project, BNTAC has partnered with Edith Cowan University for this study of the Banjima community.

11. BANJIMA LEADERSHIP PROGRAM

This initiative aims to develop and define the scope of a leadership program that empowers and provides training and support to the next generation of Banjima leaders.

This activity has been postponed until the complete establishment of the PBC.



ANTICIPATED MAJOR OUTCOMES 2018/2019

A. Basic requirements of a functioning organisation established

We will continue to develop systems and processes around the core PBC functions during 2018 / 2019. The 2018/19 financial year will also see further work to improve systems and process around Health and Safety, Finance, Information Technology and Human Resources, among others.

B. Executive Office established and functioning

With the infrastructure and team in place, the focus for our member services will be ensuring a smooth transition from Australian Executor Trustees (AET). BNTAC aims to provide a quick and efficient processing of applications. Our team is committed to showing professionalism while being understanding of individual needs and respectful of the Banjima People.

C. Native Title maintained

BNTAC's core role as a PBC is to ensure the Native Title Rights and Interests gained by the Banjima People in 2014 are protected and maintained. BNTAC has a number of processes in place and we are managing a range of projects to ensure that we are able to maintain and protect Banjima People's Native Title Rights. Broadly, some of these include facilitating activities that support the continuation of Banjima Law and culture, minimising impact on Native Title rights through heritage surveys and protecting important cultural areas, negotiating and implementing future acts agreements, and ensuring decisions about country are made properly.

D. Banjima Country managed

Banjima Country Management (BCM) will continue to work with Banjima Elders to prepare and implement the annual works plan based on the Banjima Yurlubajagu Strategic Plan. This includes developing projects to address the major threats on Banjima country, such as fire, feral animals, weeds, erosion, mining, etc. The Banjima Rangers will work with the Elders and specialists to implement these projects.

A key path to achieving these goals is the recruitment of more Rangers which will be undertaken during the course of the year with a number of full time, part-time, and casual positions created. BCM will continue to work with government, mining companies and other key stakeholders to continue the implementation of the Plan. Additionally, BCM will work with the Banjima Elders and the Nintirri Organisation to plan and implement the Karijini Experience arts and cultural event.

E. Good governance is evident

In continuing to develop sound governance practices, BNTAC has a number of tasks it needs to complete in the coming year that include:

- A review of the BNTAC Rule book. A number of workshops will be held in the first half of 2019;
- Tailored Governance Training for the Board and Elders Council;
- Properly maintaining the Register of Banjima People and Members Register;
- Undertaking Trustee Appointment process;
- Ensuring BNTAC are complying with the Rule Book and the Corporations (*Aboriginal and Torres Strait Islander*) Act 2006 (CATSI Act); and
- Undertaking a review of the Trustee Agreements for the Charitable Trust Deed and B1 Trust.

F. Strategic oversight developed and maintained

Our original strategic plan was developed in 2016. BNTAC has begun to review and revise these priorities and will update them in the 2018/2019 financial year. This revised document will help provide clear direction for us and act as a tool for the board to help it in its role of strategic oversight of BNTAC.

G. Evidence of good financial management practice

During the year we employed our first Accounts Officer, and, in conjunction with our accountants introduced financial disciplines, procedures and monthly management reporting. As a result, the Board and Executive Team can access up to date accounts enabling them to closely monitor the financial position of the Corporation. During 2018/19 a Finance Manager will be employed, assume responsibility for all accounting functions and continue to improve our financial management practices.





ORGANISATION RISKS

BNTAC identified a number of risks during the 2017/2018 financial year that we feel can impact the organisation and the wider Banjima community. To help us deal with these risks, we are developing a risk management strategy that will be rolled out during the 2018/ 2019 financial year.

Some of the risks identified included:

- The potential loss of Banjima lore, culture and connection to country.
- Inability to maintain Native Title determination as unified Banjima people.
- That Native Title compensation does not significantly change the lives of Banjima People .
- Breach agreements (Native Title and/or commercial).
- PBC work compromised by focus on the Executive Office function.
- Poor governance practices lead to an inefficient and ineffective organisation
- Forfeiture of opportunity for Joint management of Country through loss of momentum in the Banjima Country Management initiative.
- Unrealistic expectations of BNTAC.
- Lack of appropriate resources and/or overly ambitious workplan.

ANNUAL FINANCE REPORT 2017/2018

The following is a summary of Banjima Native Title Aboriginal Corporation's (BNTAC) financial position for the year ended 30 June 2018. Please refer to the Audited Financial Report for more details.

STATEMENT OF ASSETS AND LIABILITIES

The summary Audited Balance Sheet position of BNTAC as at 30 June 2018 is as follows:

Assets	2018
Bank	\$657,345
Other Current Assets	\$1,925,078
Non-Current Assets	\$287,600
Total Assets	\$2,870,023
Liabilities	
Current Liabilities	\$808,615
Non Current Liabilities	-
Total Liabilities	\$808,615
Net Assets	\$2,061,407

INCOME AND EXPENDITURE STATEMENTS

Prescribed Body Corporate	2018
Income	
Operational Funding from Banjima Charitable Trust	\$2,000,000
Special Projects Funding- Baseline SocioEconomic Analysis	\$100,000
Other income	\$23,619
Reimbursement of meeting costs from Trustee	\$571,434
Total Income	\$2,695,054
Expenses	
Meetings, travel and accomodation expenses	\$1,033,864
Employee expenses	\$377,910
Consultancy expenses	\$233,012
Expenses recharged to the Trustee	\$568,756
Operating and office expenses	\$205,605
Executive Office establishment costs	\$83,112
Total Expenses	\$2,502,259
Funding carried forward to be applied to costs incurred in 2018/19	\$192,794

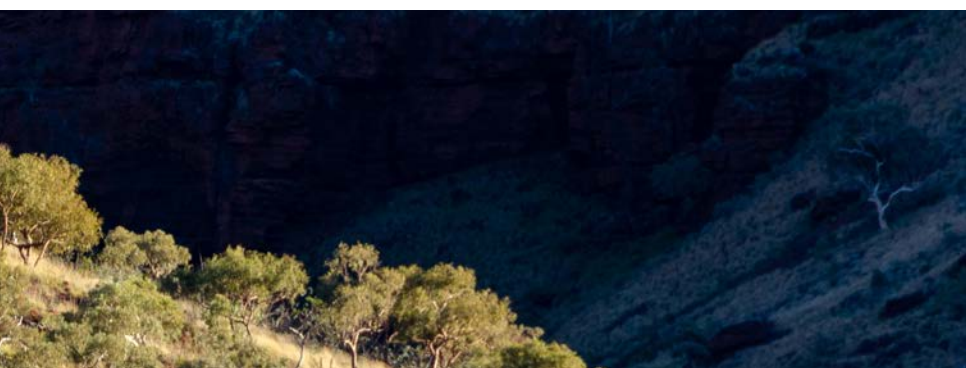


ANNUAL FINANCE REPORT 2017/2018 (CONTINUED)

Implementation Funding	2018
Income	
Rio Tinto Iron Ore Implementation Funds	\$250,000
Reimbursement of meeting costs	\$31,412
Total Income	\$281,412
Expenses	
Employee costs	\$56,056
Funding carried forward to be applied to costs incurred in 2018/19	\$225,357
Amounts carried forward to be distributed in July 2018	\$198,432

Banjima Country Management	2018
Income	
Healthy Country Plan funding from Banjima Charitable Trust	\$500,000
Nintirri contribution towards Karijini Experience costs	\$40,000
Total Income	\$540,000
Expenses	
Employee costs	\$499,229
Consulting fees	\$199,077
Meetings, travel and accomodation costs	\$104,975
Karijini Experience costs	\$98,120
Operating and office costs	\$261,206
Total Expenses	\$1,162,607
Costs incurred in 2018 that were covered by Surplus Funding brought forward from 2017	-\$622,607

Interim Health Living Program	2018
Income	
Interim Healthy Living Project funding from Banjima Charitable Trust	\$2,831,116
Expenses	
Beneficiary Distributions	\$2,406,116
Project delivery costs	\$226,568
Total Expenses	\$2,632,684
Amounts carried forward to be distributed in July 2018	\$198,432



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