



# QSNTS

## Strategic Plan 2010 – 2013



Realising Traditional Owners' aspirations to land and waters through professional native title services

*Reform*



*Capacity Development*



*Statutory Services*



# QSNTS

A company limited by guarantee, funded under s 203FE (1) of the *Native Title Act 1993* (Cth) to carry out the functions of a representative body as prescribed in the following *Native Title Act* sections:

- s 203BB facilitation and assistance
- s 203BE certification
- s 203BF dispute resolution
- s 203BG notification
- s 203BH agreement making
- s 203BI internal review
- s 203BJ other functions

## Our Vision:

*Realising Traditional Owners' aspirations to land and waters through professional native title services*

## Our Goals

**Statutory Services** – To deliver a complete range of statutory services to realise our clients' aspirations.

**Capacity Development** – To enhance our clients' capacity to be autonomous in pursuing their rights and interests.

**Reform** – To reform and improve the native title system.

**Organisational Capability** – To enhance QSNTS' systems, structures, decision making processes and its People.

## Our Values:

At QSNTS we recognise and respect cultural and other diversity. We provide culturally appropriate services in ways that are:

- Professional
- Accountable
- Collaborative
- Openly communicated

Our Strategic Priorities:	Our Success Measures:
1. Achieve positive and equitable outcomes for claim groups through provision of statutory services	<b>Services</b> Number of negotiated agreements (Indigenous land use agreements (ILUAs), future acts and cultural heritage) Client satisfaction (legal services, communication and outcomes) Number of research reports
2. Build the evidence base and capacity for agreement making	<b>Capacity Development</b> Corporations established Governance structures in place Agreement making skills acquired
3. Proactively reform and improve legislative and administrative policy and innovatively use existing frameworks	<b>Reform</b> Alternative framework – new approaches in use Sector leadership Attitudinal change – pro-agreement making
4. Implement communication and business development strategies	
5. Support QSNTS' People to be the best they can be	<b>Organisational capability</b> Financial accountability, contractor delivery, systems in place, staff retention and development

# 1. Statutory Services - To deliver a complete range of statutory services to realise our clients' aspirations

Strategic Priority: Achieve positive and equitable outcomes for claim groups through provision of statutory services

Strategies	Measures
1.1 Identify and prepare five claims to be brought on for trial in 2011	<ul style="list-style-type: none"> <li>• Number of negotiated agreements (ILUAs, future acts and cultural heritage)</li> <li>• Reduced level of internal disputes in claim groups</li> <li>• Federal court orders embodying claim resolution settlements</li> <li>• Determinations of Native Title</li> <li>• Client satisfaction (legal services, communication and outcomes)</li> <li>• Lay evidence preserved</li> <li>• Number of research reports</li> </ul>
1.2 Identify and push forward claims for alternative resolution (local government ILUAs, alternative procedures, non-court outcomes, commercial arrangements and strategic resolutions)	
1.3 Embed multidisciplinary team approach to project managing QSNTS claims	
1.4 Offer future acts legal services for all registered claim groups (subject to resources)	
1.5 Actively manage research and data collection to advance claims including preservation of lay evidence, baseline anthropological evidence and connection evidence	
1.6 Provide professional services to stakeholders relating to statutory functions such as notification/certification	



# 2. Capacity Development - To enhance our clients' capacity to be autonomous in pursuing their rights and interests.

Strategic Priority: Build the evidence base and capacity for agreement making

Strategies	Measures
2.1 Deploy resources (QSNTS staff and funding) to facilitate capacity development workshops to protect and advance native title interests and the right to negotiate	<ul style="list-style-type: none"> <li>• Number of capacity development workshops</li> <li>• Governance structures in place</li> <li>• Corporations established</li> <li>• Agreement making skills acquired – measured through self assessment/evaluation forms and feedback</li> </ul>
2.2 Source funding for meetings/workshops for whole community	
2.3 Promote evidence based strategic thinking by claim groups	
2.4 Support claim groups to better decision making and information dissemination through incorporation	
2.5 Provide claim specific communication (newsletters and website) incorporating structures to enhance the internal organisation of the claim group to respond to native title matters	



### 3. Reform – To reform and improve the native title system

Strategic Priority: Proactively reform and improve legislative and administrative policy and innovatively use existing frameworks

Strategies	Measures
<p><b>3.1</b> Maintain strategic relationships with key stakeholders to lead and influence change to the native title system</p>	<ul style="list-style-type: none"> <li>• Develop an alternative settlement model (at least two ILUAs) to be completed by June 2010</li> <li>• Engage in strategic development of a template for resolution (other than determination)</li> <li>• Legislative amendments (including the <i>Native Title Act</i>) that facilitate broader land settlements</li> <li>• Greater range of administrative programs that encourage and support final resolution of native title issues</li> <li>• Broader land settlements negotiated and implemented</li> <li>• Increase in clients' awareness of broader land settlements</li> <li>• Within 18 months (Dec 2010), undertake participant survey with clients and stakeholders to gauge change in positions and attitudes</li> </ul>
<p><b>3.2</b> Invoke an attitudinal change amongst stakeholders to adopt a different approach to broader land settlement across the entire region</p>	



### 4. Organisational Capability 1 - To enhance QSNTS' systems, structures, decision making processes and its People.

Strategic Priority: Implement communication and business development strategies

Strategies	Measures
<p><b>4.1</b> Promote QSNTS as lead Native Title Service Provider</p>	<ul style="list-style-type: none"> <li>• Client feedback (internal and external)</li> <li>• All QSNTS' records and documents stored accurately</li> <li>• Corporate and financial accountability</li> <li>• Quality of performance reporting</li> <li>• Fewer complaints registered</li> </ul>
<p><b>4.2</b> Implement QSNTS' knowledge management system to integrate policies, procedures, case management plans, contract management, research reports, native title information and a community contacts database</p>	
<p><b>4.3</b> Develop and implement QSNTS' policy and procedure framework</p>	
<p><b>4.4</b> Comply with contractual obligations for financial and performance reporting</p>	
<p><b>4.5</b> Improve and maintain communication with internal and external clients to enable informed decision making and to improve workplace effectiveness</p>	



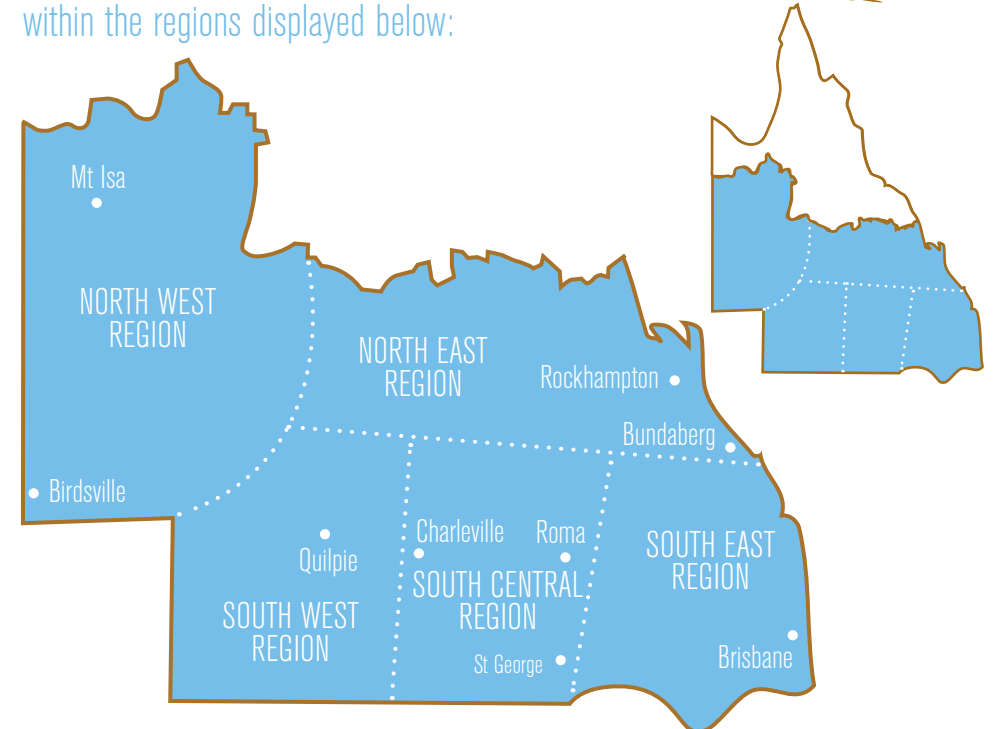
### 5. Organisational Capability 2 - To develop QSNTS' People

Strategic Priority: Support our People to be the best they can be

Strategies	Measures
<p><b>5.1</b> Develop and deliver QSNTS' induction program for new and existing staff</p>	<ul style="list-style-type: none"> <li>• QSNTS' Code of Conduct adopted by all staff</li> <li>• Capability framework applied</li> <li>• Staff development</li> <li>• Team culture</li> <li>• Number of incidents reduced</li> <li>• Performance management utilised</li> </ul>
<p><b>5.2</b> Provide ongoing opportunities for professional development linked to native title knowledge, QSNTS' policies, procedures and performance development</p>	
<p><b>5.3</b> Create a safe and healthy workplace culture and environment</p>	
<p><b>5.4</b> Promote role clarity and support and reward teamworking practices</p>	
<p><b>5.5</b> Engage QSNTS' staff in planning processes including project planning, operational planning and strategic planning as appropriate</p>	



Queensland South Native Title Services works within the regions displayed below:





# QSNTS

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