



QSNTS

Strategic Plan 2018 – 2022



RIGHT PEOPLE
RIGHT COUNTRY
RIGHT PATH

Vision

Right People, Right Country, Right Path.

Purpose

Walking with Traditional Owners.

Since time immemorial, Traditional Owners have walked, protected and cared for their Country with pride, dutifully conveying law, custom and language to each successive generation.

In recent decades, native title has added a layer of complexity to the fulfilment of ancient duties by Traditional Owners, leading to a range of new challenges and modern opportunities.

QSNTS will walk together with Traditional Owners in trusting partnerships, providing the support they need to make strong and informed decisions through every step of the native title journey.



Strategic Intent

From 2018-2022, QSNTS aims to become the native title service provider of choice for Traditional Owners, offering comprehensive services that provide the right support at the right time, through every step of the native title journey.

To achieve our vision and purpose, we adopt a set of values that guide our conduct in all aspects of operations. Those values are:

RESPECT	for cultural knowledge, ancient authority and the rights of all Traditional Owners
HONESTY	to be truthful and ethical, to demonstrate integrity and professionalism
TRUST	to listen and lead through cooperation, partnership and teamwork
FAIRNESS	to demonstrate impartiality and value diversity of experiences and views
ACCOUNTABILITY	to be open and transparent, and exhibit innovation and excellence

Our strategic priorities are:

1. Securing outcomes through recognition of right people for right Country
2. Supporting Traditional Owners to manage Country
3. Becoming the service provider of choice for Prescribed Bodies Corporate (PBCs)
4. Advocating reform to enhance native title for Traditional Owners

Securing outcomes through recognition of right people for right Country

Aim: To attain successful native title or alternative settlement outcomes for Traditional Owners

INITIATIVE	STRATEGY	EVIDENCE OF SUCCESS
<p>Assist Traditional Owners to gain native title through claim prosecution</p>	<p>We offer native title claim assistance that:</p> <ul style="list-style-type: none"> • Encompasses an evidence-based approach identifying right people for right Country • Guides Traditional Owners through the native title claim process • Aims to resolve claims with the best possible outcomes for Traditional Owners 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Traditional Owners understand the native title claim process • Traditional Owners are satisfied with the support provided throughout the claim process • Native title claims are resolved or alternative settlement outcomes negotiated
<p>Help Traditional Owners to prevent, resolve and mitigate disputes</p>	<p>We provide a tailored service that:</p> <ul style="list-style-type: none"> • Helps Traditional Owners resolve disputes, including boundary and group composition issues • Addresses disputes early to improve PBC functionality • Strengthens relationships between Traditional Owners and their stakeholders 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Fewer mediations are imposed by the Court • The implementation of risk management strategies results in less disputation • There are fewer factors and circumstances giving rise to disputation • More disputes are narrowed, mitigated and resolved

<p>Assist Traditional Owners with PBC development while a native title claim is on foot</p>	<p>We provide PBC support that:</p> <ul style="list-style-type: none"> • Guides Traditional Owners through the design and incorporation process for their PBC • Identifies PBC needs and advances their goals • Paves the way for responsible corporate governance and risk management to facilitate greater native title opportunities 	<p>We are successful when:</p> <ul style="list-style-type: none"> • PBCs are incorporated within six months of the claim being registered • PBC planning sessions are held within six months of the claim being registered • Governance training is delivered to interim Directors within 12 months of the claim being registered • Consultations to refine corporate structure are held in the year preceding a PBC becoming a Registered Native Title Body Corporate (RNTBC)
<p>Develop and implement strategies to maximise opportunities for Traditional Owners</p>	<p>We deliver services that:</p> <ul style="list-style-type: none"> • Capitalise on our expertise to support Traditional Owner needs in claims, future acts and cultural heritage • Support Traditional Owners to identify, negotiate and benefit from the economic opportunities provided by native title, future acts and cultural heritage • Aid the protection and management of cultural sites for the enjoyment of current and future generations 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Traditional Owners have established a plan for effective governance, the protection and optimisation of cultural heritage, and the realisation of economic benefit

Supporting Traditional Owners to manage Country

Aim: To help Traditional Owners protect and manage their rights, paving the way for economic and other opportunities that help realise their cultural aspirations.

INITIATIVE	STRATEGY	EVIDENCE OF SUCCESS
<p>Deliver a service delivery approach that genuinely reflects Traditional Owner needs</p>	<p>We operate under a service delivery approach and strategy that:</p> <ul style="list-style-type: none"> • Provides the range of native title services and products that Traditional Owners have requested • Tailors service plans that reflect the specific needs of Traditional Owners 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Our service delivery approach and strategy has been defined and implemented • Traditional Owners are using our range of services • Traditional Owners confirm the quality of our services in client satisfaction surveys
<p>Develop and implement new services for the benefit of Traditional Owners</p>	<p>We will develop new services that:</p> <ul style="list-style-type: none"> • Reflect best practice as proven by a supporting evaluation • Complement and enhance our existing services • Further empower and support our clients on their native title journeys 	<p>We are successful when:</p> <ul style="list-style-type: none"> • We have introduced new service lines, products and ways of working that are responsive to the new and changing needs of Traditional Owners



<p>Inform Traditional Owners and other stakeholders about QSNTS services and the native title process</p>	<p>We provide educational tools that:</p> <ul style="list-style-type: none"> • Assist Traditional Owners to effectively manage their rights, interests and Country • Raise awareness about native title and what it means for Traditional Owners • Inform Traditional Owners and other stakeholders about our services, the benefits on offer, and our processes for attaining native title outcomes 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Traditional Owners are utilising available tools to assist in native title management • The QSNTS website is regarded as a leading source of educational information about native title • Traditional Owners and stakeholders are informed about our services and processes through direct engagement
<p>Deliver a comprehensive range of services that align with unique Traditional Owner aspirations</p>	<p>We build strong client partnerships that:</p> <ul style="list-style-type: none"> • Draw on skills, experience and knowledge gained during the native title claim process • Prioritise client needs and objectives to ensure best service delivery • Evolve to reflect Traditional Owner growth and development throughout the native title journey 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Traditional Owners are committing to service packages in accordance with their aspirations • Clients report high satisfaction with our services • Stakeholder engagement with our services increases

Becoming the service provider of choice for PBCs

Aim: To grow and retain our client base by providing services that are appropriate, efficient and effective for Traditional Owners.

INITIATIVE	STRATEGY	EVIDENCE OF SUCCESS
<p>Follow a workforce strategy that accommodates a comprehensive service delivery model</p>	<p>We operate under a workforce strategy that:</p> <ul style="list-style-type: none"> • Capitalises on a multidisciplinary team approach to match appropriate skill sets to Traditional Owner needs • Utilises skill sets to encourage the development of innovative services which benefit Traditional Owners 	<p>We are successful when:</p> <ul style="list-style-type: none"> • A strong capability framework has been developed and implemented in the workplace • Available skills are allocated in a flexible manner to deliver the services required by clients • Staff are actively engaging in ongoing professional development opportunities that improve our capacity to meet client needs
<p>Nurture a comprehensive service culture and responsive feedback system</p>	<p>We sustain a service culture that:</p> <ul style="list-style-type: none"> • Appreciates native title as a journey for Traditional Owners, rather than a destination • Embraces the changing needs of Traditional Owners throughout the native title journey • Welcomes feedback and strives for improvement to benefit Traditional Owners 	<p>We are successful when:</p> <ul style="list-style-type: none"> • All clients are assigned an internal Client Management Plan that reflects their needs and objectives • Our organisation is the preferred provider of native title services within its region of responsibility

<p>Establish a panel of quality-assured experts to expand support services for PBCs where unavailable from QSNTS</p>	<p>We deliver a service strategy that:</p> <ul style="list-style-type: none"> • Identifies and addresses service delivery gaps by brokering access to external service providers • Ensures brokered external service providers are ethical, diligent and competent to meet Traditional Owner needs 	<p>We are successful when:</p> <ul style="list-style-type: none"> • Brokered external service providers deliver high satisfaction among Traditional Owners • PBC governance and operational performance is effective with the support of blended direct and brokered service delivery options
<p>Deploy innovative tools that assist PBCs with managing Country</p>	<p>We commit to service delivery that:</p> <ul style="list-style-type: none"> • Applies ethical, expert teamwork to support and guide PBC growth and development • Adopts and adapts innovation and technology to support sustainable PBC self-sufficiency 	<p>We are successful when:</p> <ul style="list-style-type: none"> • We operate as a one-stop-shop for advancing the native title needs of PBCs



Advocating reform to enhance native title for Traditional Owners

Aim: To influence and improve native title policies, legislation and administrative processes for the benefit of Traditional Owners.

INITIATIVE	STRATEGY	EVIDENCE OF SUCCESS
Sustain and extend stakeholder relationships to support advocacy efforts	<p>We will develop relationships that:</p> <ul style="list-style-type: none"> Aid in identifying policy challenges and reform opportunities to enhance the native title system Combine objectives and ideals to strengthen advocacy efforts 	<p>We are successful when:</p> <ul style="list-style-type: none"> We are active participants in a range of stakeholder forums, including the Queensland Representative Body Alliance (QRBA) and the National Native Title Council (NNTC) Traditional Owners are aware of and satisfied with our advocacy efforts
Lead advocacy to influence positive native title reform	<p>We will advocate for reforms that:</p> <ul style="list-style-type: none"> Support an efficient and effective system for native title recognition Reflect the unique needs and experiences of Traditional Owners Encourage autonomy, growth and development for Traditional Owner communities 	<p>We are successful when:</p> <ul style="list-style-type: none"> We tender meaningful submissions that identify legislation and policy weaknesses, and support positive native title reform Our recommendations are reflected in policy reform measures, either proposed or implemented

Contact Details

Brisbane

Level 10, 307 Queen Street
Brisbane, Q 4000
PO Box 10832, Adelaide Street
Brisbane, Q 4001

P (07) 3224 1200 | 1800 663 693

F (07) 3229 9880

E reception@qsnts.com.au

Rockhampton

5B, 34 East Street
Rockhampton, Q 4700
PO Box 3677, Red Hill
Rockhampton, Q 4701

P (07) 4921 1090 | 1800 663 693

F (07) 4921 1095

E reception@qsnts.com.au

Mount Isa

31-33 Commercial Road
Mount Isa, Q 4825
PO Box 1948,
Mount Isa, Q 4825

P (07) 4743 1322 | 1800 663 693

F (07) 4743 1140

E reception@qsnts.com.au

www.qsnts.com.au