



Native Title Services Victoria Ltd



‘Turning the Tide’ Strategy 2008-11

**Vision: We will turn the tide of history
for land justice in Victoria**

Success Measures:

- The maximum number of positive native title outcomes, with the strongest possible recognition of rights and interests
 - Traditional owners shall have their land-related aspirations met
 - Traditional owners shall be recognised and respected throughout Victoria
 - Legislation/policy reformed to allow for just settlement of native title
- There shall be effective mechanisms for dispute resolution within traditional owner groups
- Land justice outcomes shall maximize the number of strong incorporated organisations, with associated social improvements for traditional owners

**Mission: We provide sustainable native title and
land justice solutions for traditional owners in Victoria**

Values:

- Respect and support for the autonomy of native title groups
 - Respect, honesty and integrity in all our dealings
- Transparency, accountability and fairness in our decision making
 - Professional, reliable and timely service delivery
- Valuing our staff and provision of a diverse and supportive workplace
 - Displaying cultural sensitivity and awareness

Strategic Themes and Strategies

Strategic Themes	1. Performing strongly in terms of successful determinations, settlements and agreements	2. Influencing policy and legislative framework reform (primarily at State level)	3. Facilitating and supporting sustainable traditional owner organisations	4. Ensuring NTSV strength, security and capability
Strategies	<ul style="list-style-type: none"> • Develop a clear plan for each priority matter, identifying major tasks, timelines and resources • Build and maintain key external relationships • Build engagement with community and capacity in claimant groups • Build internal capacity in relation to claim-specific activities 	<ul style="list-style-type: none"> • Articulate and communicate the issues that currently present the greatest policy impediments • Build the Land Justice Group's and other negotiation teams' autonomous capacity to engage • Build influence with legislators and policy makers • Build support for reform with NGOs and the public 	<ul style="list-style-type: none"> • Ensure adequate support to PBCs and other TO organisations • Utilize skills in mediation and dispute resolution • Create better mechanisms for information flow • Evaluate and action the options for a TO support body (in liaison with the LJJ, the State and the Commonwealth) 	<ul style="list-style-type: none"> • Build funding security • Clarify governance arrangements • Match skills to evolving activities • Create supportive workplace • Promote NTSV's achievements



Strategic Theme 1

Performing strongly in terms of successful determinations, settlements and agreements				
STRATEGIES	Develop a clear plan for each priority matter, consolidate major tasks, estimate timelines/resources	Build and maintain key external relationships	Build engagement with community & capacity in claimant groups	Build internal capacity in relation to claim-specific activities
Actions	<ul style="list-style-type: none"> • Hold internal claim meetings, to plan each year, then present to groups for comment/endorsement • Hold annual Future Act meetings to identify priorities 	<ul style="list-style-type: none"> • Build relationships with Indigenous & non-Indigenous negotiators • Build relationships with State Government & its agencies • Provide information regarding roles & responsibilities in external agencies to staff • Build relationships with: external consultants, Indigenous bodies, Federal Court, NNTT, industry peak bodies • Invite stakeholders to meet with NTSV 	<ul style="list-style-type: none"> • Provide information & opportunity for training • Encourage young people to attend key events • Increase activities to resolve claimant group conflicts via mediation • Facilitate industry workshops with TO groups on trends & opportunities • Clarify NTSV's legal parameters • Ensure that instructing committees reflect community arrangements and dynamics • Use CLOs strategically • Regularly monitor capacity needs of claimant groups 	<ul style="list-style-type: none"> • Encourage team approach to operations • Undertake research on strategic issues



Strategic Theme 2

Influencing policy and legislative framework reform (primarily at State level)

STRATEGIES	Articulate and communicate the issues that currently present the greatest impediments	Build the Land Justice Group’s and other negotiation teams’ autonomous capacity to engage	Build influence with legislators & policy makers	Build support for reform with NGOs & the public
Actions	<ul style="list-style-type: none"> • Establish a process for feeding issues from claim matters to the LJJ, possibly out of the claim ‘Action Plans’ • Undertake research on key policy issues 	<ul style="list-style-type: none"> • Strengthen representative mandate of the LJJ • Provide negotiation training & regularly review the best practice principles in negotiations • Facilitate alignment between LJJ and other negotiating teams • Provide regular and appropriate reports on negotiation progress to LJJ members • Provide regular one-page summaries of LJJ outcomes for distribution to Traditional Owners on key issues and outcomes 	<ul style="list-style-type: none"> • Ensure NTSV’s participation with the State’s officers in regular inter-Departmental meetings on native title • Provide opportunities for State officers and Ministers to meet claimant groups • Advocate for Traditional Owners within any new representative arrangements (State and Federal) 	<ul style="list-style-type: none"> • Engage high profile public figures • Work with NGOs, environment and reconciliation groups • Develop media strategy focusing on positive messages



Strategic Theme 3

Facilitating and supporting sustainable traditional owner organisations				
STRATEGIES	Ensure adequate support to PBCs and other TO organisations	Utilize skills in mediation & dispute resolution	Create better mechanisms for information flow	Evaluate & action the options for a TO support body (in liaison with LJG, State & Commonwealth)
Actions	<ul style="list-style-type: none"> • Create staffing capacity to support TO organisations in their establishment phase and post-settlement • Pursue funding resources to ensure that capacity • Establish clear protocols regarding expectations of NTSV • Pursue funding resources for TO organisations to maximize their autonomy 	<ul style="list-style-type: none"> • Use external facilitators for all major disputes • Emphasize the communal nature of native title rights in building claim group cohesion • Build database of mediators • Provide mediation training • Utilize research staff to inform mediation 	<ul style="list-style-type: none"> • Utilize Web based resources • Utilize newsletters to clarify legal and other processes • Facilitate inter-PBC communication 	<ul style="list-style-type: none"> • Set up a working party with Government agencies to identify options • Promote need for legislative change to resolve conflicts between native title and cultural heritage regimes

Strategic Theme 4

Ensuring NTSV strength, security and capability

Ensuring NTSV strength, security and capability					
STRATEGIES	Build funding security	Clarify governance arrangements	Match skills to evolving activities	Create supportive workplace	Promote NTSV's achievements
Actions	<ul style="list-style-type: none"> • Investigate funding options including fee for service, industry funding, intellectual property, and State funding sources • Explore options for premises large enough to co-locate partner entities • Lobby Commonwealth for multi-year funding • Clarify internal submission writing responsibilities 	<ul style="list-style-type: none"> • CEO & Board to develop options for company membership • Amend constitution in light of chosen option 	<ul style="list-style-type: none"> • Monitor shift in NTSV's activities and implications for the mix of skills required • Review and update job descriptions and selection criteria • Identify professional development requirements on an annual basis • Employ or contract indigenous staff whenever practicable 	<ul style="list-style-type: none"> • Develop NTSV staff induction pack, including in-house policies and procedures, specifics of NTSV's role, relevant aspects of Victorian history • Monitor staff needs & aspirations and develop an agreed plan for each employee • Identify workplace improvement options • Consider incentives for employees 	<ul style="list-style-type: none"> • Engage suitable specialist to assist with NTSV newsletters and other media • Utilize the print & electronic media (Koori Mail, NIT) • Advertise NTSV activities on website (including NTSV strategic & operational plans) • Present at conferences, seminars & workshops