



# **Strategic Plan**

## **2025-2029**

# This Strategic Plan was developed by the 2022 to 2025 GMAAAC boards.

“We have to follow our grandfathers.”

“We need to have Yapa education too, to support future leaders to learn both ways. Young people need to learn about Country, learn the Songlines. We can teach them Kardiya way and Yapa way.”

“We want to teach and learn both ways.”

“We want to take young people away to Country with old people to keep culture strong. We want them to learn language. We want our kids to finish school and learn Yapa ways too, learn ceremony so they can walk in both worlds: Yapa and Kardiya worlds.”

“Our voice needs to be heard.”



“We need to work as a team, with commitment. We need to respect and support each other, Yapa and Kardiya.”

“We don’t want to send our Elders away; we want them to stay in community so they can finish with family.”

“We need to keep our culture strong, because if we don’t keep it, we are nothing.”

“We need to set young people up for jobs after school through GMAAAC projects. They are our future leaders.”

“We want people on dialysis to come back home.”

“We are worrying about water in our communities.”

GMAAAC Board 2024 to 2026  
L to R: Kylie McDonald, Cliffy Tommy, Margaret Johnson (alternate director), Joyce Herbert, Grace Butcher, Natalie Morton, Timothy Lightning, Cyril Tasman, Andrew Johnson, Derek Williams, Darren Brown, Fiona Gibson, Denzel Gordon, Nikita Kelly, David McCormack, Belinda Wayne (alternate director), Michaeline Gallagher.  
Absent: Robyn Lawson, Jean Brown, Wilson Walker





**“We highly value our culture: men’s business, women’s business, sorry business. It’s still strong here today. We wouldn’t be here [in GMAAAC] if it wasn’t for our culture; it’s because of the significant area on Warlpiri land where the mine is. That’s where the money comes from, but culture is first. In the Good Governance Program, strong culture across the nine communities brings everyone together with two-way learning.”**

Derek Williams, GMAAAC Chairperson, July 2025

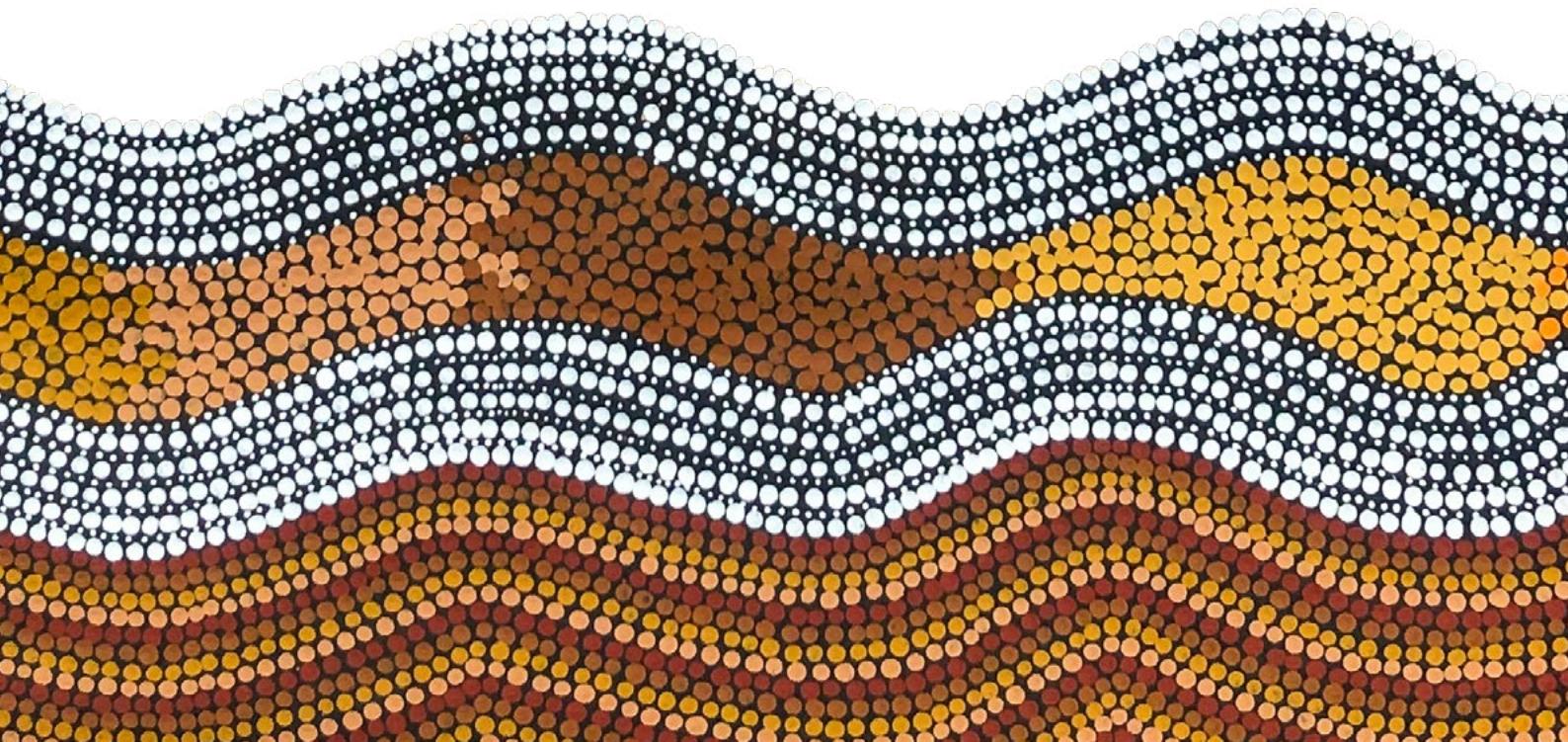


Yuendumu, Warlpiri Project, Warlukurlangu Artists Aboriginal Corporation, 2024

# Table of Contents

<b>Our Story</b>	<b>1</b>
<b>Our Vision</b>	<b>4</b>
<b>Our Purpose</b>	<b>5</b>
<b>Our Values That Guide Our Work</b>	<b>6</b>
<b>Strengths, Worries &amp; Opportunities Good</b>	<b>7</b>
<b>Governance Program</b>	<b>12</b>
<b>Strategic Goals</b>	<b>13</b>
<b>Our History</b>	<b>25</b>

Artwork © Belinda Wayne Napaljarri (Yuendumu Community 2021)



# Our Story

The Granites Mine Affected Area Aboriginal Corporation (GMAAAC) was established in 1991 and is incorporated under the Corporations (Aboriginal and Torres Strait Islanders) Act 2006. GMAAAC receives statutory affected area payments under the Northern Territory Land Rights Act 1976 for nine communities affected by the Granites mine (see table below). These communities include Warlpiri, Anmatyerr, Kukatja, Jaru and Walmajarri people. Aboriginal residents in each of the nine communities elect a community committee every three years and these committee members become the corporation's members. The committees then elect committee members to serve as GMAAAC directors, with members able to be re-elected to both committee and director roles. The number of community committee members and directors as well as the share of the income each of

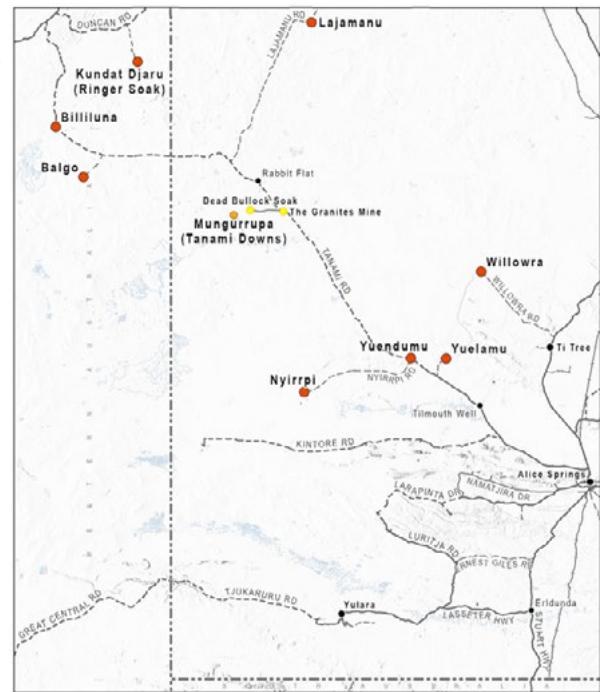
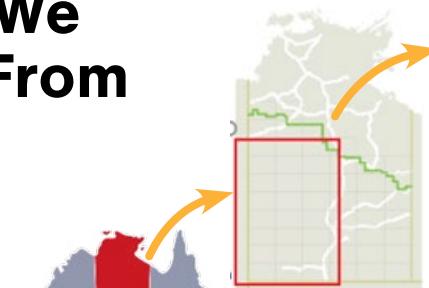
our communities receive is based on the size of the community and impact of the mine.

GMAAAC's annual affected area income is based on mine profit and varies according to the gold price, cost of production and investment into the mine's development. As set out in our rule book, 50% of this income is invested, an amount is set aside for 'reasonable costs' to run the corporation and the remaining amount is allocated to each community committee, according to its share, to support community projects for community benefit.

The GMAAAC directors have the overarching role to steer, lead and navigate to ensure good governance of the corporation and are responsible for decisions relating to investments. Each community committee decides which community projects it funds.

GMAAAC community	GMAAAC community committee members	GMAAAC directors	Share of community project funds
Yuendumu	18	4	1/3
Lajamanu	18	4	1/3
Willowra	8	2	1/12
Nyiripi	8	2	1/12
Yuelamu	8	2	1/12
Balgo	6	1	1/48
Billiluna	6	1	1/48
Ringer Soak	6	1	1/48
Tanami Downs	6	1	1/48
<b>Total</b>	<b>84</b>	<b>18</b>	

# Where We Come From



GMAAAC has a service agreement with the Central Land Council's (CLC) Aboriginal Associations Management Centre (AAMC) to provide financial management and governance compliance services. We also have an agreement with the CLC's Community Development Unit to support the development and management of contracts with partners to deliver the community projects funded by the GMAAAC community committees. GMAAAC contributes funds for the employment of 5.5 FTE CLC staff members to support GMAAAC's governance and operations.

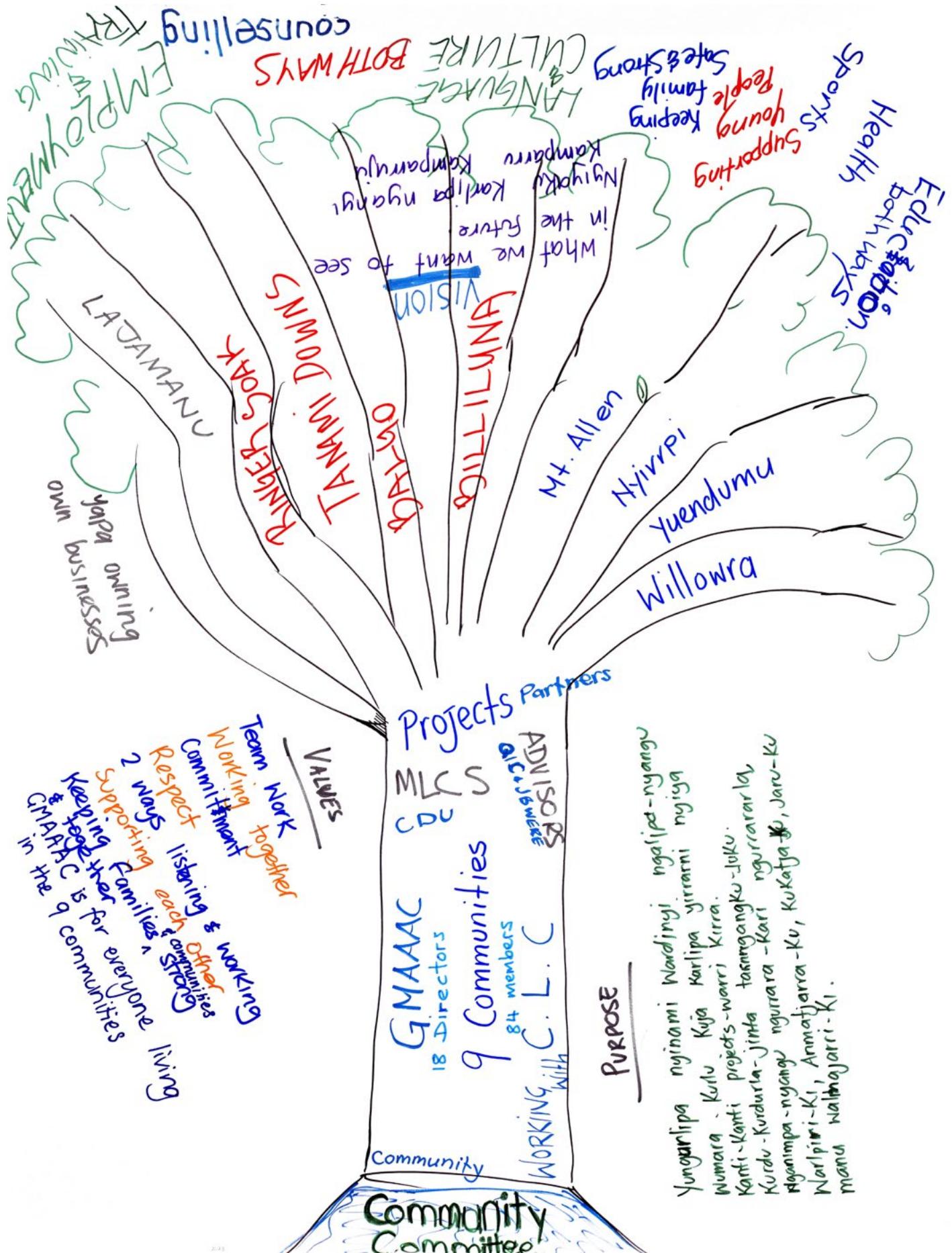
GMAAAC has a wholly owned subsidiary company called GMAAAC Holdings that has property and other investments. Four of the GMAAAC director are elected as GMAAAC Holdings directors.

In collaboration with the CLC in 2018, GMAAAC initiated the Good Governance Program (GGP), a corporate and financial governance

training program, co-designed with the GMAAAC directors, delivered by MLCS Corporate consultants and supported by the CLC. The GGP, with built-in evaluation, is strengthening the GMAAAC directors' governance capacity and ensuring that the corporation is sustained beyond the life of the Granites mine through the development and implementation of an effective investment strategy. In March 2022, GMAAAC engaged investment advisors to manage its investment portfolio as part of this strategy. At the end of the 2024 financial year GMAAAC is in a strong financial position.

GMAAAC was a finalist in the Indigenous Governance Awards Category 3 in 2024.

We are pleased to present this, GMAAAC's first strategic plan, developed through the GGP, to clearly set out our strategic direction and goals over the next five years.



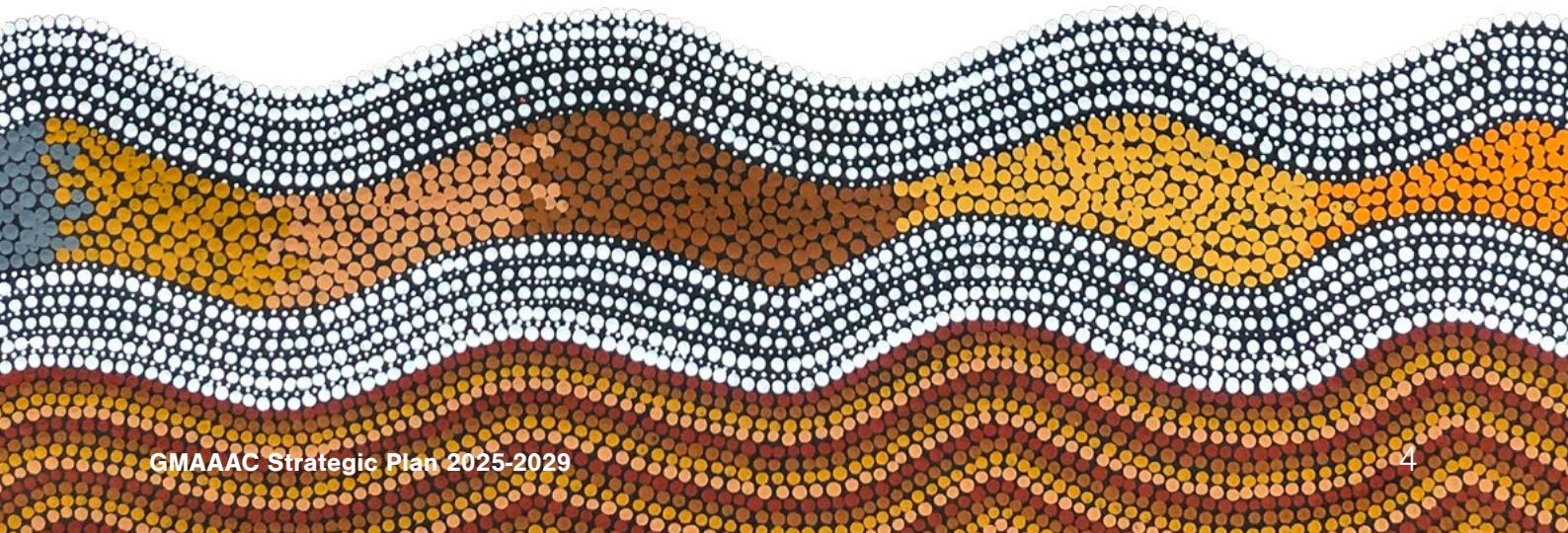
# Our Vision

Our vision for the future is that our families will be strong, safe and healthy, and our people will know their culture and language, look after Country, be educated in both ways – Yapa and Kardiya – and have good jobs and run our own businesses.

We want to support young people to be strong leaders and be able to walk in both worlds.

We want all our families in our nine communities to be happy.

**“These green leaves on the tree mean that things are flourishing and working well with the projects.”**



# Our Purpose

*Yungurlipa nyinami wala  
ngalipa-nyangu wumara  
Kurlu Kuja Karlipa yirrarni  
nyiya kanti-kanti projects-  
wati kirra*

*Warra warra kanjaku manu  
yirranjaku wumara kurdu  
warnu patu ku*

*Nganima-nyangu  
ngurrara-kari-ngurrara-kari-  
rla, Warlpiri-ki, Anmatyerr-  
ki, Kukatja-ku, Jaru-ku  
manu Walmajarri-ki*

We want all our families to be happy and satisfied with what we have achieved.

We want to look after and invest the money for the future.

To have Yapa control of the money to make our projects happen with positive outcomes for our people: Warlpiri, Anmatyerr, Kukatja, Jaru and Walmajarri people.



Yuendumu,  
Pool Operations,  
The Y NT, 2023

# Our Values That Guide Our Work

- Team work and working together
- Commitment
- Respect
- Two ways listening and working
- Supporting each other
- Keeping families strong and together
- Everyone agrees in the end



Ringer Soak, Kundat Djaru Office Scoping and Design, The Fulcrum Agency, 2022

# Strengths, Worries & Opportunities

## Strengths

- Commitment from all Directors - high attendance rates at meetings and GGP training.
- Good governance through GGP training and workshops - good training, good learnings, good people.
- GMAAAC has a long history and is much stronger and more positive than it was in the past.
- Strong administration of with engagement of CLC/AAMC.
- CLC logistical support for travel, accommodation and food to attend meetings and GGP training.
- Working together as a board with strong relationships between Directors and with CLC staff, trainers and investment advisors.
- Directors support and encourage one another.
- Directors are always learning, getting skills and getting stronger and more confident.
- Learning both ways – translating information into Walpiri and explaining in plain English in the GGP.
- GMAAAC's strong money story and work with the investment advisors to grow the money – solid investment.
- Understanding different roles of GMAAAC Directors and committee members.
- Strong handover to new Directors from old Directors.



Nyirripi, Art Centre Support, Warlukurlangu Artists Aboriginal Corporation, 2018



Willowra, Cultural Mapping, Central Land Council, 2017

# TANAMI YATIJARRA YAPAKURLANGU MARULU NGURRA NGANA PATU KALU WANGKAMI

Yuwa! Nyangkalu nyampu. Ngalipa-nyangu nguru-kurlu.

Nyampu Warlpiri-kurlangu yimi, yimi kurlulu-warnu Tanami yatijarra yapakurlangu marulu ngurra.  
Nyampu IPA kirli kujaka wangka English, ngulaju muurparluka mardani yapa Warlpiri-kurlangu walya manu nguru.  
Nyampu wiri-nyanirni Warlpiri-patu kurlangu jarlu jarlu-kurlangu, kurdu kurdu-kurlangu, mampungku mardarninjaku milya-pinja-karrarlu. Warrki yapa-kurlangu warra warra kanjaku, nguruku manu kuruwarri pirnjirdirli.



Lajamanu, Northern Tanami IPA Digital Storybook, Central Land Council, 2019

## Worries

- Future Directors and committee members not attending the meetings and workshops - worried that GMAAAC might collapse in the future if there are no strong Directors and committee members.
- Committee members not understanding work of Directors.
- Young people not interested in GMAAAC.
- Loss of knowledge with changeover of Directors.
- GGP training not going at a good pace.
- Granites mine's profit might go down.
- Gold price falling.
- Granites mine closing earlier than expected.
- CLC not listening to Directors' needs.
- Newmont (Granites Mine) not listening to Yapa.
- Projects not working.
- Fighting in communities – Directors might be frightened to travel - lack of safety.
- Not being able to find the right partners or contractors to do a good job with the community projects.
- Project partners who do not report back to GMAAAC and are slow at delivering projects.
- Clashing times and multiple demands and commitments for Directors - meetings not occurring and not able to reschedule.
- Pandemics and climate change.
- Unforeseen events.
- Share market permanent crash.
- Wrong people going to sacred sites.
- Alice Springs is not suitable for all meetings.

# Strengths, Worries & Opportunities

## Opportunities

- United vision from all Directors.
- Working with the investment advisors to grow the red tank.
- Help community projects when mine finishes.
- Continuing the GGP training to learn more.
- Keep strong team work.
- Developing new GGP resources.
- Help future generations.
- Train young people in governance.
- Guidance from Elders.
- Visit projects in other communities.
- Support committee members and CLC Community Development Officers to have governance training.
- Directors feeding back to committees and community.
- Appointing two alternate Directors.
- Working together to make one agreement to work on projects for the whole region.
- More partnerships to do more in the region in the future - plan to work with other organisations.
- GMAAAC negotiating with Newmont to strengthen support for Yapa.
- Field trips to visit other organisations to see and learn (SA and other places).



Yuendumu, InDigiVR  
Virtual Reality Project,  
PAW Media, 2019



Yuendumu, Southern Ngaliya Dance Camp, Incite Arts, 2024



Yuendumu, The Warlpiri Project, Warlukurlangu Artists Aboriginal Corporation, 2023

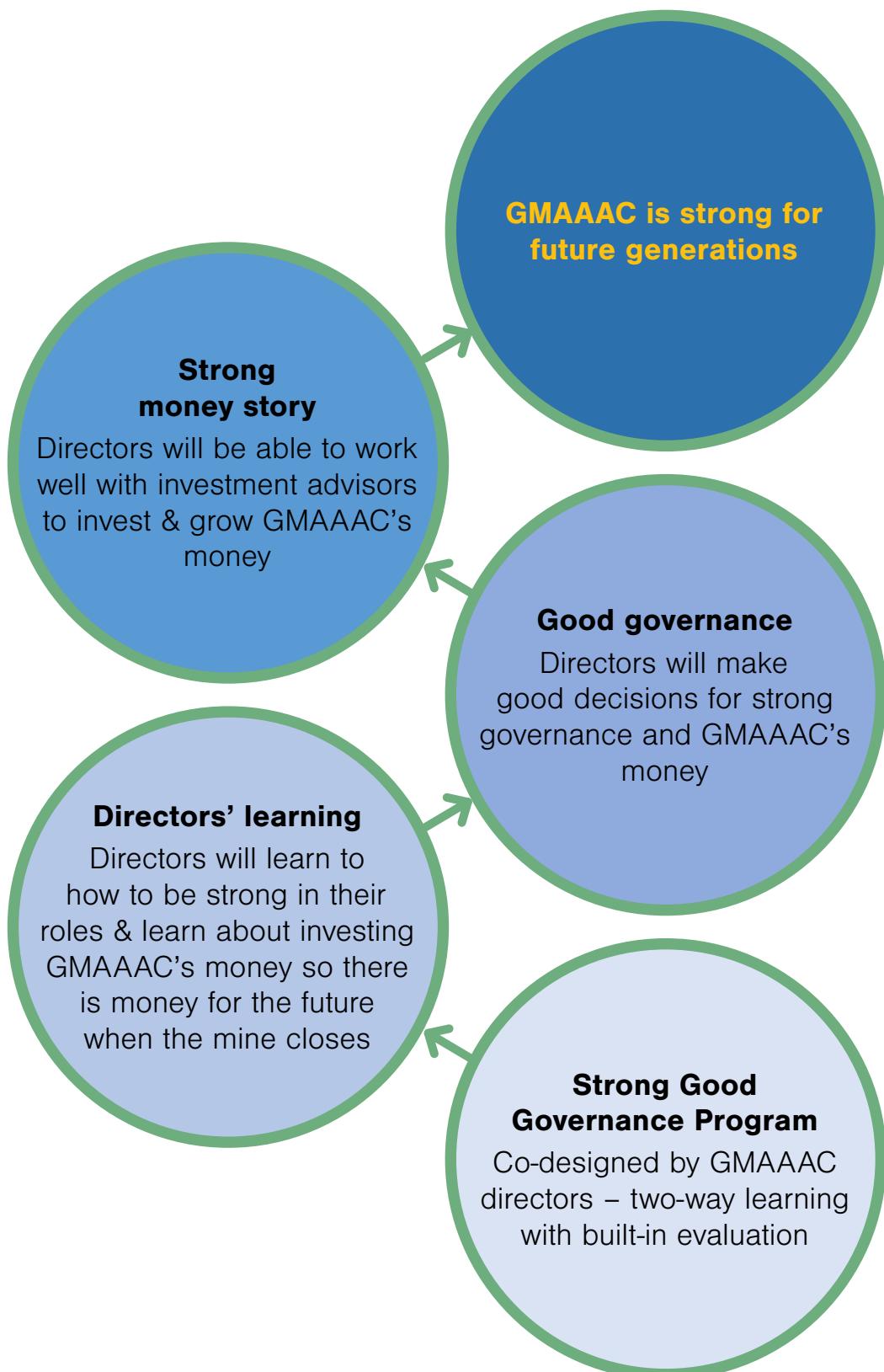


GMAAAC Good Governance Program, 2024

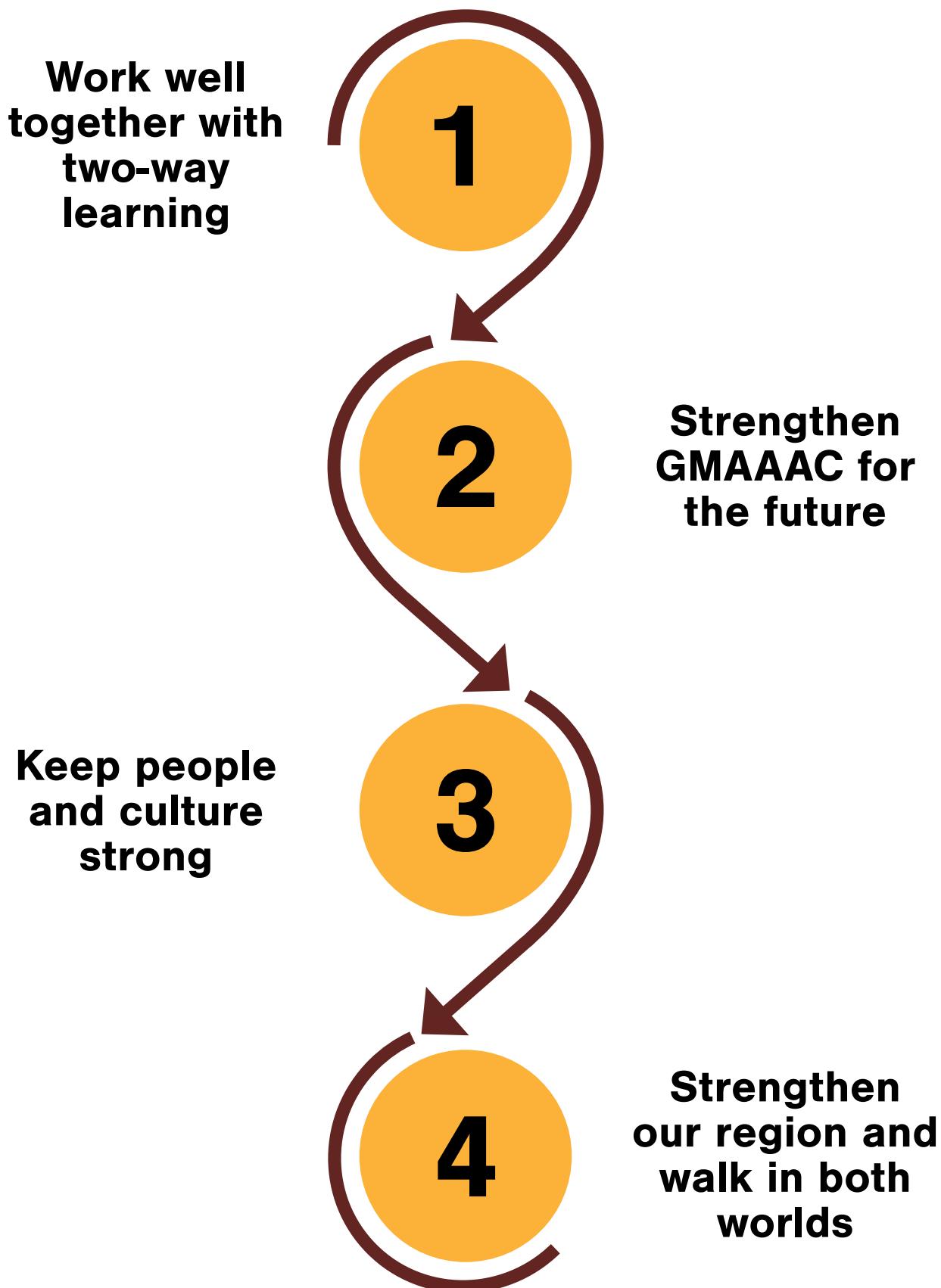


GMAAAC Good Governance Program, 2023

# Good Governance Program



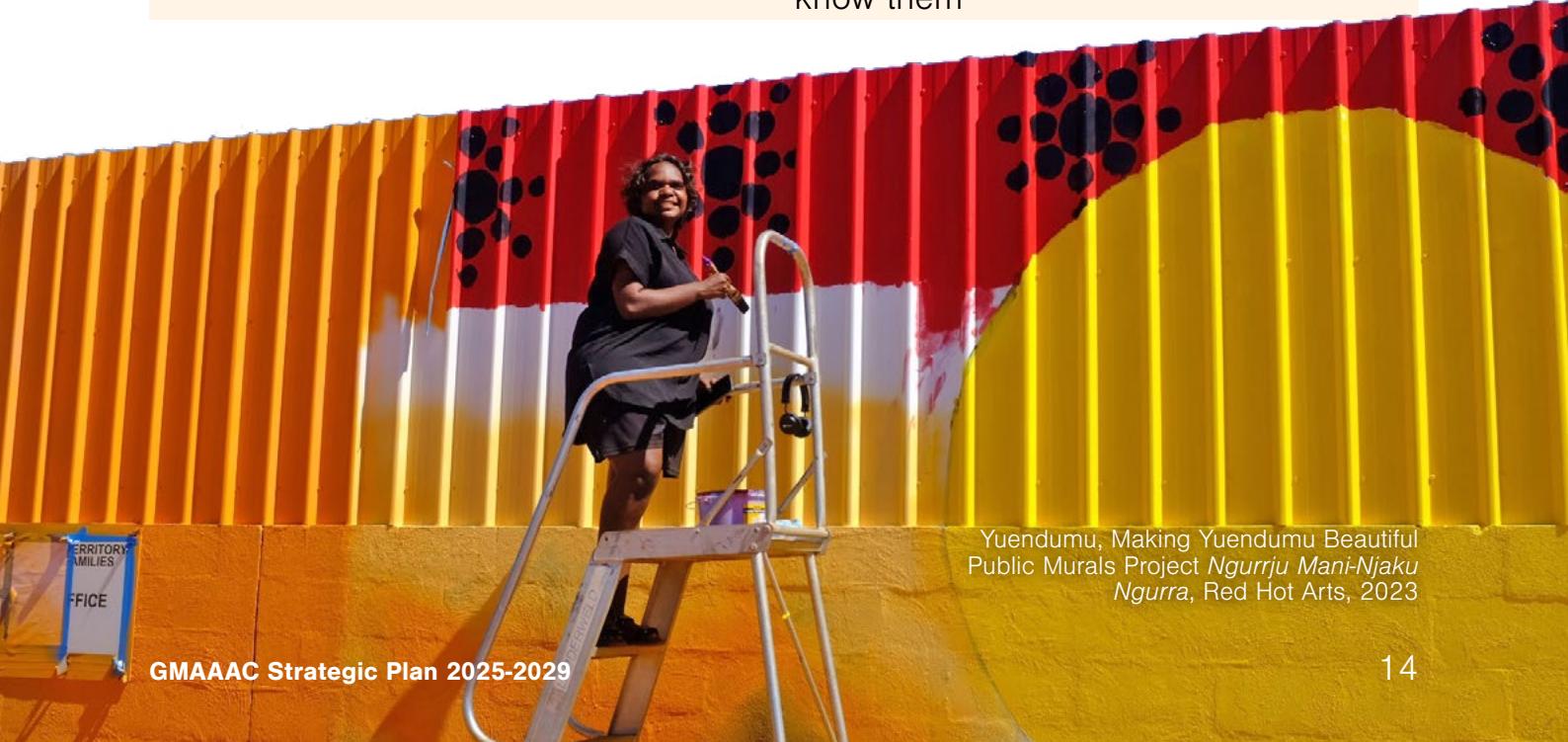
# Strategic Goals



# Strategic Goal 1

## Work well together with two-way learning

Strategies	Actions
A) Encourage directors to work as one team with one voice from nine communities	Encourage and support all directors to participate in the Good Governance Program training  Directors listen to other directors from each community  Encourage each other and share ideas Continue Yapa only meetings
B) Make sure Yapa voices are heard and work well in the Good Governance Program with CLC, trainers and advisors	Directors continue to lead cultural sessions with trainers, advisors and CLC  Speak up at AGM about the expectations of directors  Everyone talking honestly and respectfully and listening well to each other – being transparent
C) Develop good relationships with our stakeholders	Share information about what GMAAAC is doing  Carefully consider who GMAAAC works with and why  Directors and Committee members meet with stakeholders and get to know them



# Strategic Goal 2

## Strengthen GMAAAC for the future

Strategies	Actions
A) Work with investment advisors to implement GMAAAC's Investment Strategy guided by the Investment Policy – grow the red tank	Keep advisors coming to report 3 times a year using the reports with the pictures – working and learning both ways  Work with AAMC to develop reports on the part of the red tank that they look after and ask them to report 3 times a year  Check on how we are working together to build a good relationship for a better future
B) Practice good governance and teach future directors and committee members about good governance	Keep going with the 2-day handover from the outgoing board to the incoming board members  Experienced directors mentor new directors in the workshops to pass on knowledge to help them to learn  Work with Community Development Officers to share information about the importance of having a mix of experienced and new committee members and directors
C) Develop Yapa ways to tell committee members and community about GMAAAC's work	Make time in GGP workshops to share ideas and learn from each other and create new posters to take back to community  Strengthen handover to new Community Development Officers
D) Complete independent assessment of existing GMAAAC investments and the future of GMAAAC Holdings Pty Ltd	Work with CLC to consider and implement recommendations from the independent assessment of investments and future of GMAAAC Holdings Pty Ltd

# GMAAAC Investment Strategy

## GMAAAC Investment Goal

For the red tank to grow so that interest earnt on investments can keep community projects going after the mine closes.

Goal is to have at least \$10M for projects each year.





Lajamanu, Water Park, Ekistica, 2022



Yuelamu, Melbourne School Excursion, Mt Allan School 2019

# Strategic Goal 3

## Keep people and culture strong

Strategies	Actions
A) Support young people to learn from Elders on Country and understand their culture	Encourage community projects that take young people out on Country with their grandparents where there is no phone service to learn the Songlines and dances to keep culture strong
	Encourage community projects that build infrastructure on Homelands that will enable us to take young people out on Country
	Encourage community projects that support communities to come together for ceremony
B) Recognise our Elders and support them to stay in communities as they get older	Encourage community projects that strengthen health and wellbeing facilities for Elders in communities
	Encourage community projects that engage and employ Elders to pass on knowledge to younger people
C) Support families to stay safe together and be healthy	Encourage community projects that create spaces and activities for men from different generations to come together and women from different generations to come together to strengthen relationships and pass on knowledge
	Encourage community projects that improve housing, power and water supplies in communities
	Encourage community projects that support families to eat healthily, exercise and strengthen health and wellbeing



Indigenous Governance Awards, 2024



Yuelamu, Anmatyerr Ranger Country Visit, Mt Allan School, 2019

# Strategic Goal 4

## Strengthen our region and walk in both worlds

Strategies	Actions
A) Speak up strong with one voice to government about our concerns and important issues in our communities and educate the young people to continue this fight	<p>Talk to Elders to get their advice about speaking up to government on important issues</p> <p>Work with Community Development Officers to make sure they are clear about what Yapa want them to speak up to government about</p> <p>Talk to CLC Policy Unit to strengthen opportunities to speak up to government</p> <p>Take up opportunities to meet face to face with government in Canberra</p>
B) Support two-way education and training	<p>Encourage community projects that focus on two-way education and learning</p> <p>Take up opportunities to speak at conferences to share the ways we are working in the GGP</p>
C) Support economic development in the Tanami region	<p>Explore opportunities for economic development in the region that support Yapa employment and increase safety in the region</p> <p>Bring together information relating to economic development opportunities including updates from Community Committees on related community projects and updates from Newmont on the 10 Year Plan</p>
D) Create Yapa jobs and strengthen services and sports in our communities	<p>Encourage community projects that create new jobs for Yapa and strengthen services and sports in communities</p>

# Our Partners 2022 to 2025

A&R NT Services Pty Ltd

AFL Northern Territory Ltd

Aged Care Research and Industry  
Innovation Australia

Alpirakina Store

ANT Galactic Pty Ltd

Arid Edge Environmental Services

Ashburner Francis Consulting  
Engineers

Australian Institute of Aboriginal and  
Torres Strait Islander Studies

Australian Solar Industries Pty Ltd

Birlirr Ngawiyiwu Catholic School

Brian Blakeman Surveys

CASSE Australia Limited

Central Desert Regional Council

Central Land Council

Centrebuild Pty Ltd

Colemans Printing

Desert Edge Construction

Dynamic Solutions NT Pty Ltd

East by West Design and Management

East Kimberley Job Pathways

Ekistica Pty Ltd

Flinders University

Garnduwa Amboorny Wirnan  
Aboriginal Corporation

Incite Youth Arts

Indigenous Ministry Links

Kimberley Land Council

Kundat Djaru Community Store  
Aboriginal Corporation

Lajamanu Progress  
Aboriginal Corporation

Lajamanu School Council Inc

Luurnpa Catholic School

Mai Wiru – Regional Stores Council  
Aboriginal Corporation

Morris & Piper Advisory Pty Ltd

MPH Carpentry & Construction Pty Ltd

Mount Allan School

Nyirripi Aboriginal Corporation

Original Power Ltd

Outback Stores Pty Ltd

Pedersen NT Pty Ltd

Pump and Power Centre

Rattlepod Landscapes Pty Ltd

Red Dust Role Models Ltd

Red Hot Arts Central Australia	The University of Sydney
Rhebo Pty Ltd	Wanta Aboriginal Corporation
Sally Hodson	Warlayirti Artists Aboriginal Corporation
SEE Spatial & Geophysics	Warlpiri Media Aboriginal Corporation
Southern Tanami Kurdiji Indigenous Corporation	Warlpiri Youth Development Aboriginal Corporation
Susan Dugdale and Associates Pty Ltd	Warlukurlangu Artists Aboriginal Corporation
Surecan Maintenance & Construction Pty Ltd	Water Technology Pty Ltd
The Fulcrum Agency, Fulcrum Partners Pty Ltd	Willowra School
The YMCA of the Northern Territory Youth & Community Services Ltd	Wirliyajarrayi Aboriginal Corporation
Think Water Australia	Wirrimanu Aboriginal Corporation
TRC Tourism Pty Ltd	Yapa-Kurlangu Ngurrara Aboriginal Corporation
Tri Sparc Pty Ltd	Yuendumu School Council
	Yurampi Child and Family Centre

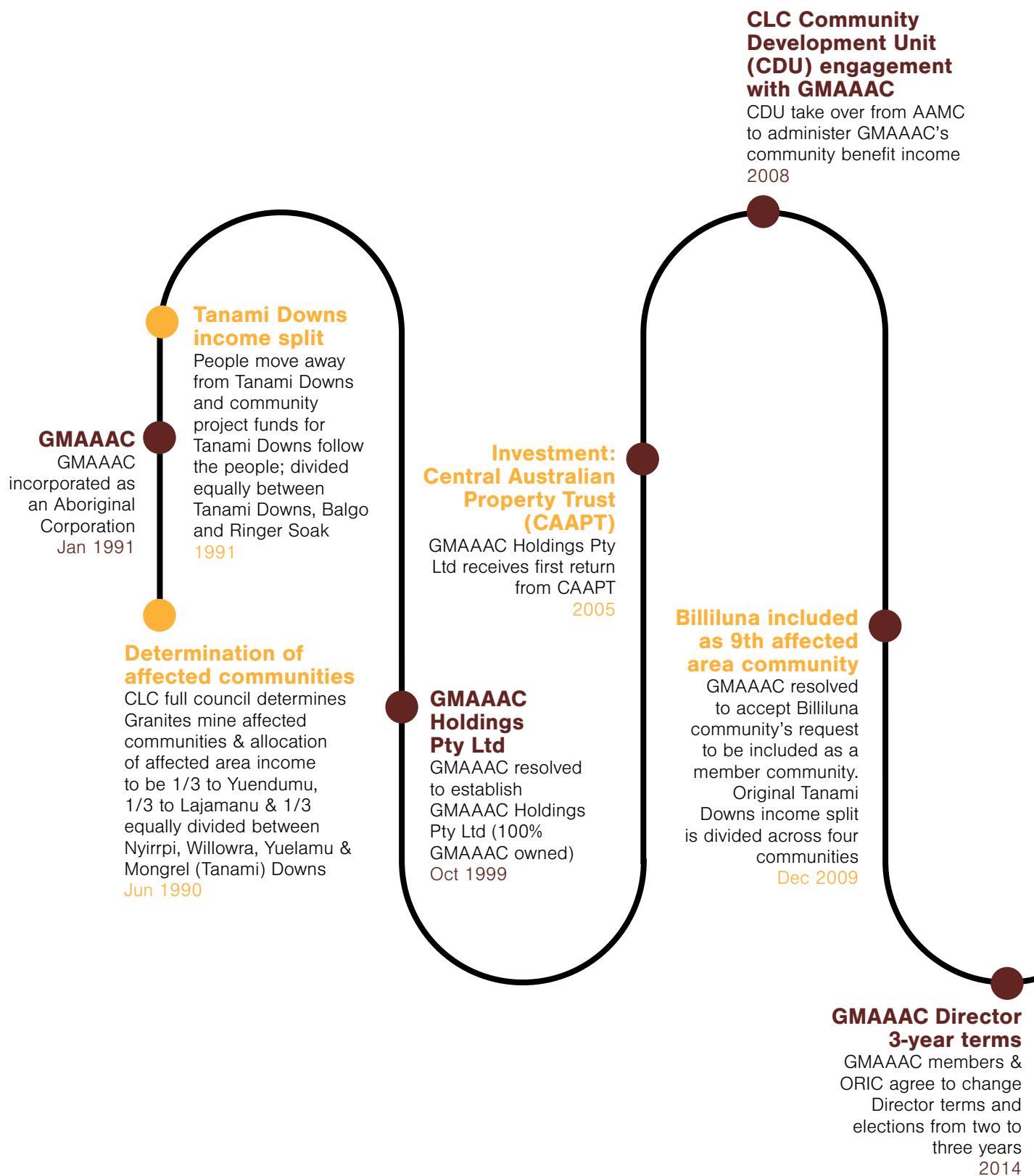


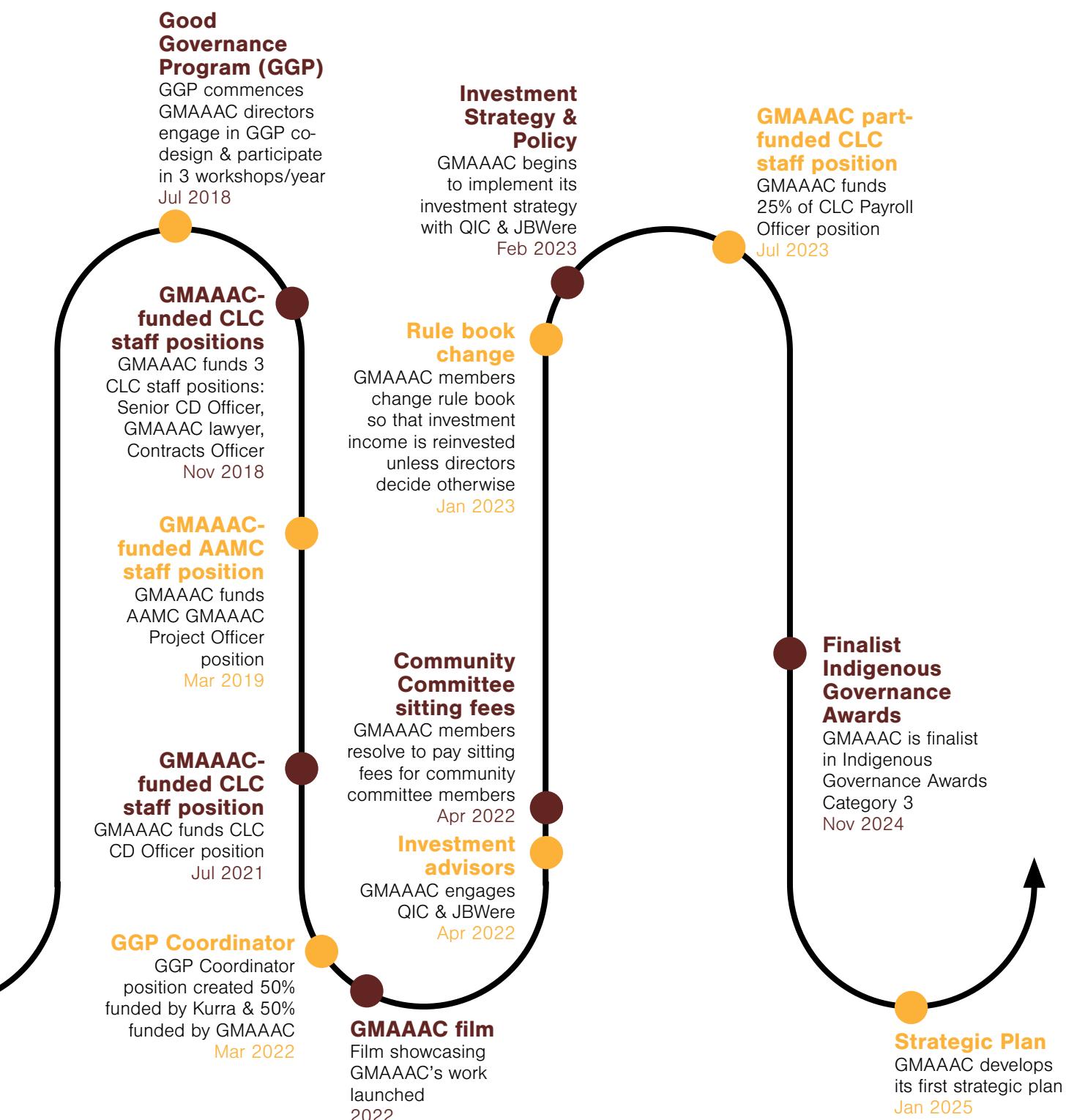
Balgo, Half Basketball Court Project, Luurnpa Catholic School, 2018



Yuelamu, Solar Street Lighting Project, Central Desert Regional Council 2018

# Our History





© Granites Mine Affected Area Aboriginal Corporation ICN 1195  
c/- Central Land Council  
71 Bath Street, Alice Springs, NT 0870  
Phone: 08 8952 4566  
Email: [aamc.projects@clc.org.au](mailto:aamc.projects@clc.org.au)

