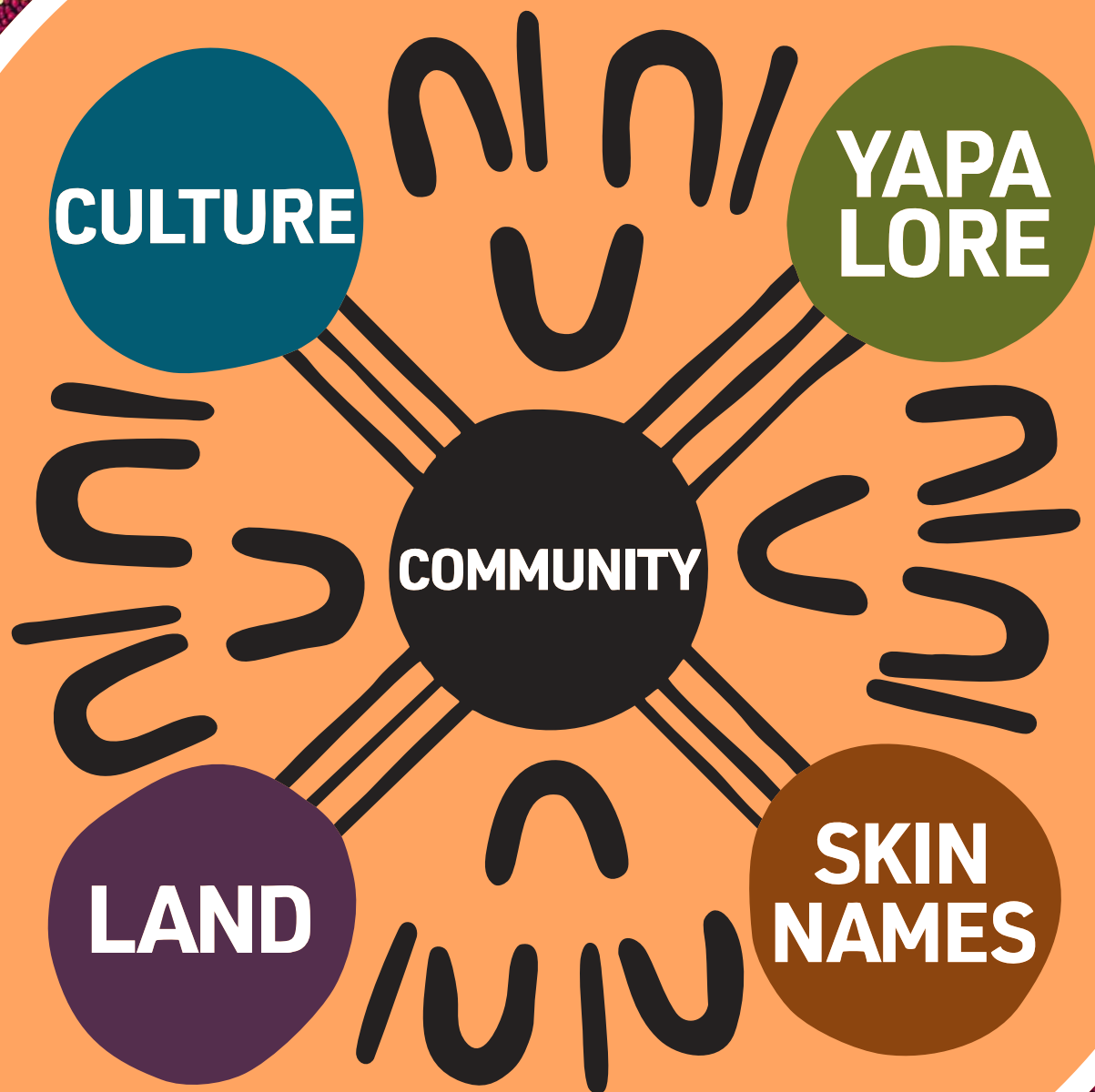


# Kurra

ABORIGINAL  
CORPORATION



**Strategic Plan**  
2025-2029

# This Strategic Plan was developed by the 2022 to 2025 Kurra Aboriginal Corporation boards.

Kurra Board 2023 to 2025. L to R Seated at front: Kumanjayi Timms, Alan Dickson. Standing: Doris Jurrah, Nancy Collins, Peggy Granites, Robyn Lawson, Valerie Martin, Daniel Rockman, Lorenzo Gordon, William Barnes (Alternate Director), Colin Gibson, Ross Rockman, Steven Collins, Roger Jurrah.

Absent: Geoffrey Barnes, Teddy Gibson, Corey Raymond.

Image of Kumanjayi Timms used with the permission of her family.



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The circles are where the mine is  
and the tracks are our dreamings  
Wirntiki and Wawurlja © Robyn Lawson





# Emu Story

## A Yapa teaching story

If an emu chick goes out in front by themselves, they could be in danger as an eagle or dingo might come to grab the chick.

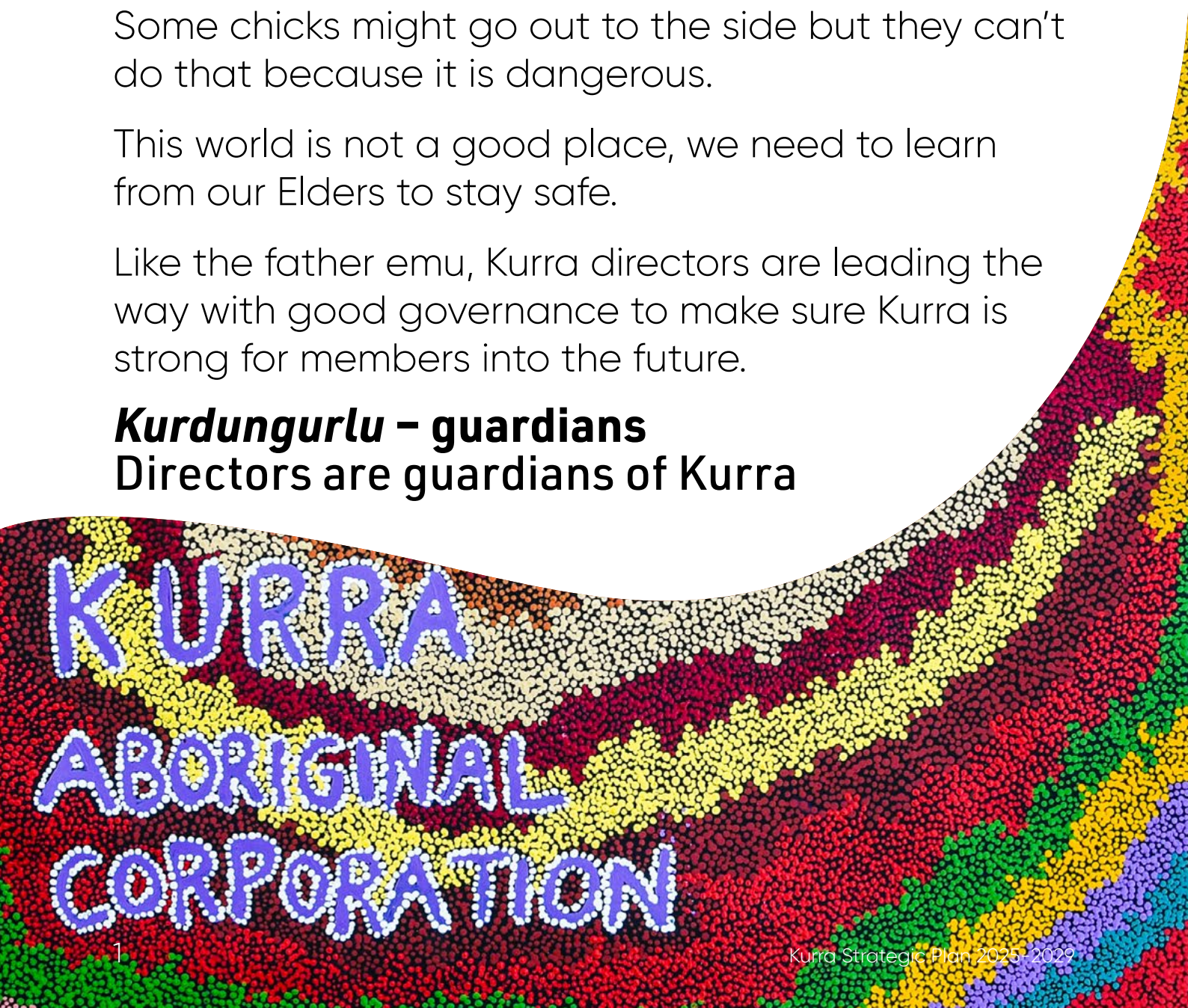
The chick needs to learn to follow, so father emu leads out front.

Some chicks might go out to the side but they can't do that because it is dangerous.

This world is not a good place, we need to learn from our Elders to stay safe.

Like the father emu, Kurra directors are leading the way with good governance to make sure Kurra is strong for members into the future.

***Kurdungurlu* – guardians**  
**Directors are guardians of Kurra**



KURRA  
ABORIGINAL  
CORPORATION

*"In the past we listened to our guardians – they assisted us to steer, lead and navigate – ceremony and lore, this is how we learnt."*

*"We need to think about how to use our royalty money to build something for our children's future."*

*"We need to do something different now we have the chance."*

*"We want our families to remember us for what we have achieved in leading the way for them into the future."*

*"Important to involve Elders in planning because they have knowledge and wisdom – Jukurrpa ways of wisdom for the future."*

– Kurra directors 2022/23

# Our Story

Kurra was established in 1993 and is incorporated under the Corporations (Aboriginal and Torres Strait Islanders) Act 2006. Our members are Warlpiri and Kukatja speakers who follow either the Wirntiki (Jakamarra/Nakamarra, Jupurrurla/ Napurrurla skin names) or the Wawurlja (Japaljarri/ Napaljarri, Jungarrayi/Nungarrayi skin names) dreamings. We are traditional owners for the Country around Dead Bullock Soak in the Tanami Desert where Newmont operates a gold mine.

Kurra receives royalty income from the mine under the NT Mineral Royalty Act 1982. As set out in our rule book, up to 5% of this income is allocated to the costs of administering the corporation, half of the remaining income (at least 47.5%) is distributed annually to traditional owners and the remaining half is invested.

Our 16 directors are elected by the members every two years with the same people able to be re-elected as directors. Kurra has a service agreement with the Central Land Council's (CLC) Aboriginal Associations Management Centre to provide financial management and governance compliance services.

Kurra has a wholly owned subsidiary company called Wirntiki Pty Ltd that has property and other investments. Four of the Kurra directors are also directors of Wirntiki Pty Ltd.

Kurra is also the trustee for the Warlpiri Education and Training Trust (WETT) which receives separate income from the mine. A sub-committee of Kurra directors participate in WETT strategic planning and resolve funds allocation to projects following advice from the WETT Advisory Committee, a separate entity established by the Trust.

Kurra has been a significant contributor to the Tanami Dialysis Project through which Purple House operates community-controlled, nurse-assisted dialysis in remote communities.

In collaboration with the CLC in 2018, Kurra initiated the Good Governance Program (GGP), a corporate and financial governance training program, co-designed with the Kurra directors, delivered by MLCS Corporate consultants and supported by the CLC. The GGP, with built-in evaluation, is strengthening the Kurra directors' governance capacity and ensuring that the corporation is



sustained beyond the life of the mine through the development and implementation of an effective investment strategy. In March 2022, Kurra engaged investment advisors to manage its investment portfolio as part of this strategy. At the end of the 2024 financial year Kurra is in a strong financial position.

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

## With our first strategic plan...

### ***Yirdiyirla warntikirla***

We are creating a wide, clear pathway so we can see where we are going

### ***Jintangka yirdiyirla***

Walking or following one track

## Steer, Lead and Navigate

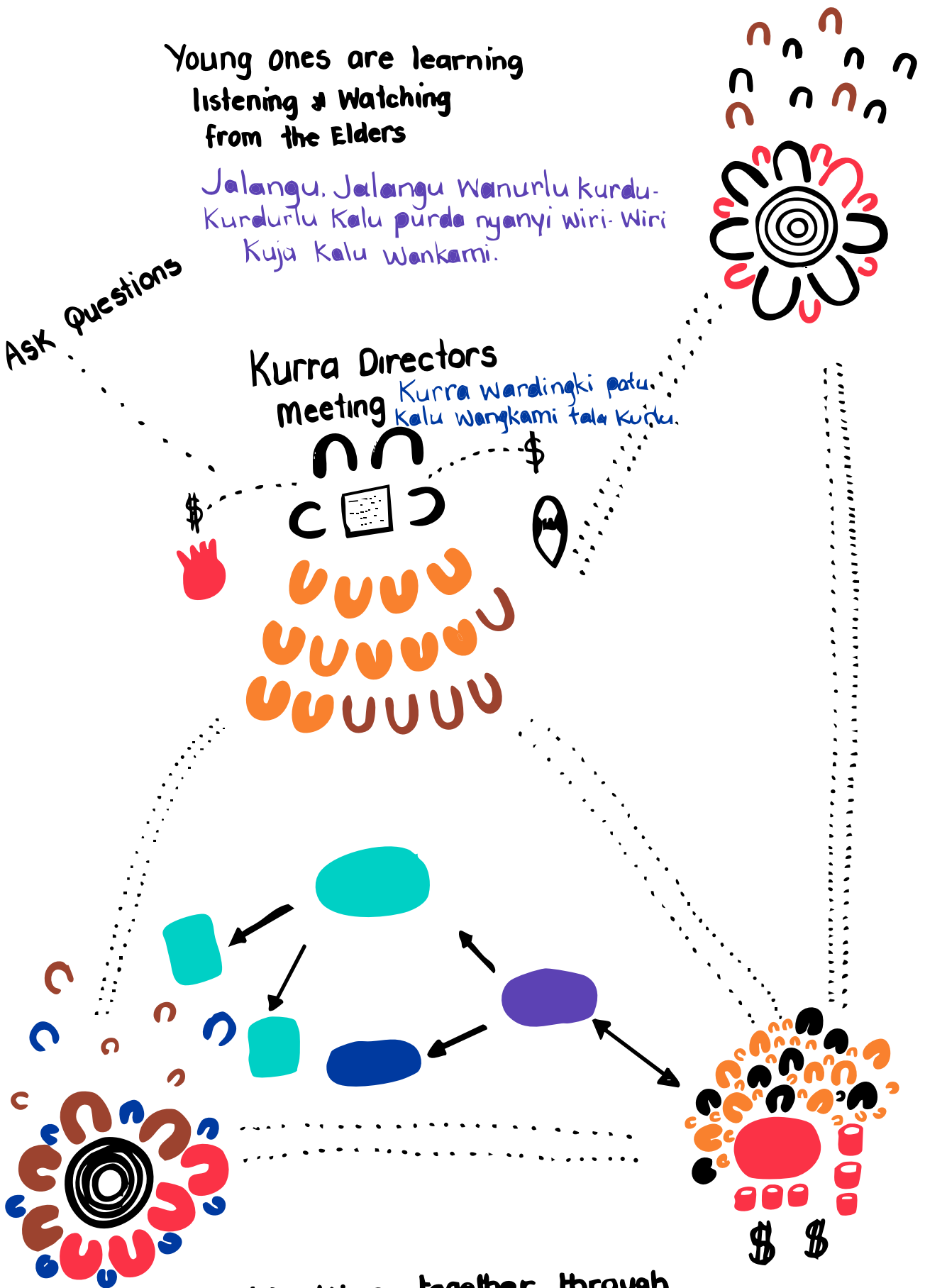
Young ones are learning  
listening & Watching  
from the Elders

Jalangu, Jalangu Wanurlu kundu-  
Kurdurlu Kalu purda nyanyi Wiri-Wiri  
Kuja Kalu Wankarni.

Ask Questions

Kurra Directors  
Meeting

Kurra Wardingki patu.  
Kalu Wangkami tala Kurdu.



Working together through  
our Jukurrpa loreS

Yapa panungku Kalu purda nyanyi Jukurrpa  
Yimi Kuja Kalu Jungarni-mani.



# Our Vision

## *Kamparrurla nyanjaku*

Everyone working together, senior and younger people, listening to and learning from the guardians, guided by our Jukurrpa so we follow the right way.

Kurra directors working as one. Kardiya are learning with us to keep Kurra strong for future generations.

***Jalangu jalangu  
wanurlu kurdu-kurdurlu  
kalu purda nyanyi wiri-wiri  
kuja kalu wankami***

Now days young people are listening to what Elders say

***Kurra wardingki patu kalu  
wangkami wumara kurlu***

Kurra directors and members are talking about money

***Yapa panungku kalu purda  
nyanyi Jukurrpa yimi kuja kalu  
jungarni-mani***

Everyone is listening to the Elders to make Jukurrpa straight



# KURRA

## ABORIGINAL CORPORATION

### WIRNTIKI / WAWULJA

CULTURE

LAND

COMMUNITY

YAPA  
LORE

SKIN  
NAME



# Our Values

## What is important to us

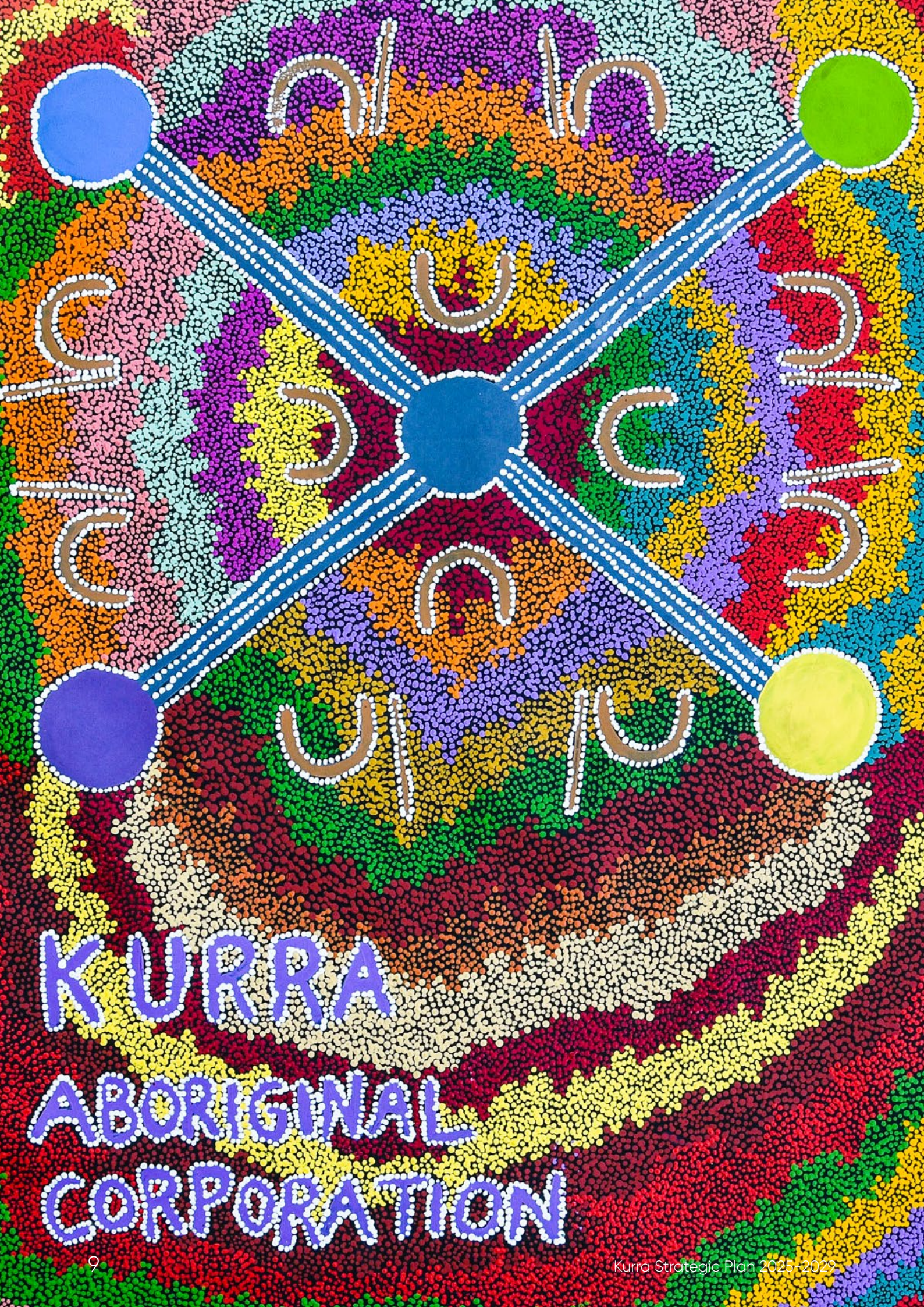
Our culture, land, law and kinship unite us as one Yapa nation.

Our guardians hold a shield to protect us.



Artwork page 7 © Daniel Rockman and Belinda Wayne





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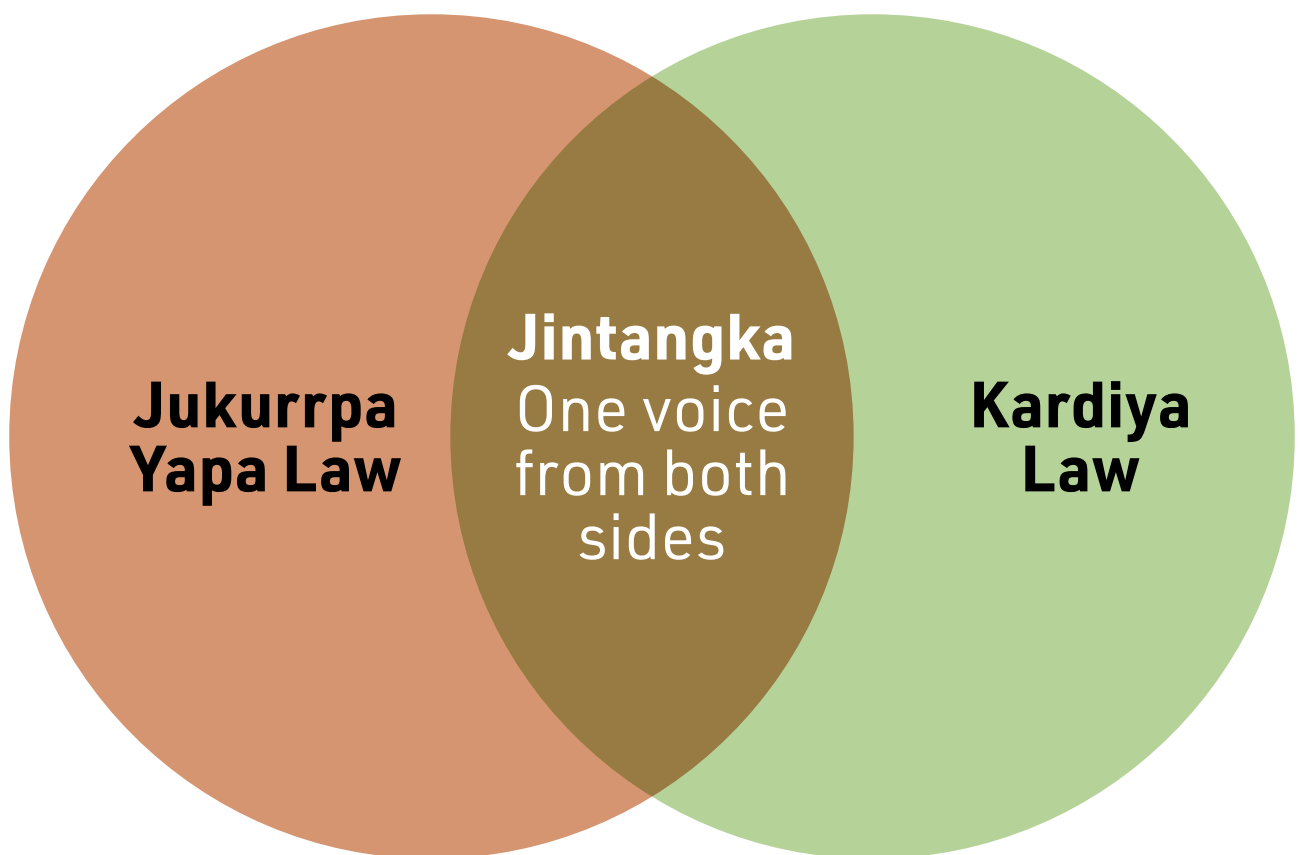


# Our Purpose

## *Wapaya jungani yirdiyirla* **Walking the pathway**

We are growing and strengthening Kurra for now and for the future to make sure there is good income and opportunities for our families.

We are working well together, Yapa and Kardiya.



# Strengths, Worries & Opportunities

## Strengths

- Some of the Directors are Kurdungurlu – guardians.
- Directors are learning to make strong decisions through the Good Governance Program and our knowledge is being valued by both Yapa and Kardiya.
- We are working well together – Yapa and Kardiya – in the Good Governance Program training and learning together.
- Good Governance Program started weak with attendance, but is now getting stronger. We want to acknowledge the support of Peter (MLCS Corporate), Karina (CLC) and Sam (evaluator) to help us get to where we are now.
- GGP is helping us to understand more and build a foundation for the future.
- Directors are speaking up strongly and being well looked after and working together.
- Through the training we are getting 'our license to drive the car' – we are fully licensed and we can see where the money is going. Money is being used wisely to support Yapa.
- We know that the mine will close in about 15 years.
- We have engaged our investment advisors and this is helping us to broaden our opportunities.
- There is a strong investment tank to work with on the money story.
- People in Alice and Darwin are becoming more aware of Yapa.
- We are the creators of the future – building it up from nothing to something strong.
- Learning money can go up and down for our investments.





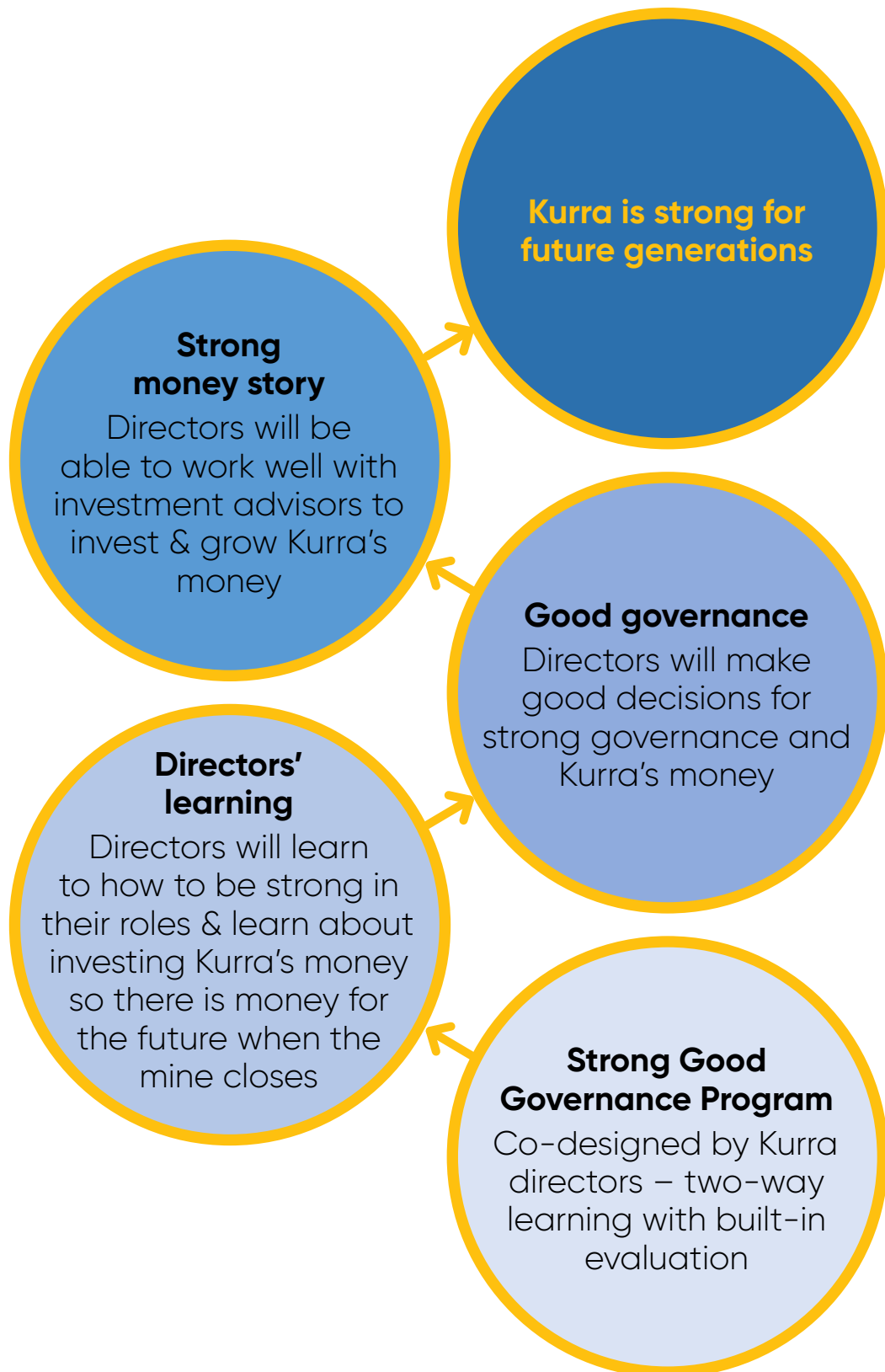
## Worries

- Members and people in communities don't understand what Directors do and what our role is.
- Some people in communities and meetings disagree and are overruling.
- Bottom line is that traditional owners need to be respected at all cost for all the work they are doing.
- Demands on Kurra from government departments and organisations.
- Directors not attending workshops – commitment.
- World events that impact on mine and impact on our corporation because they affect the gold price.

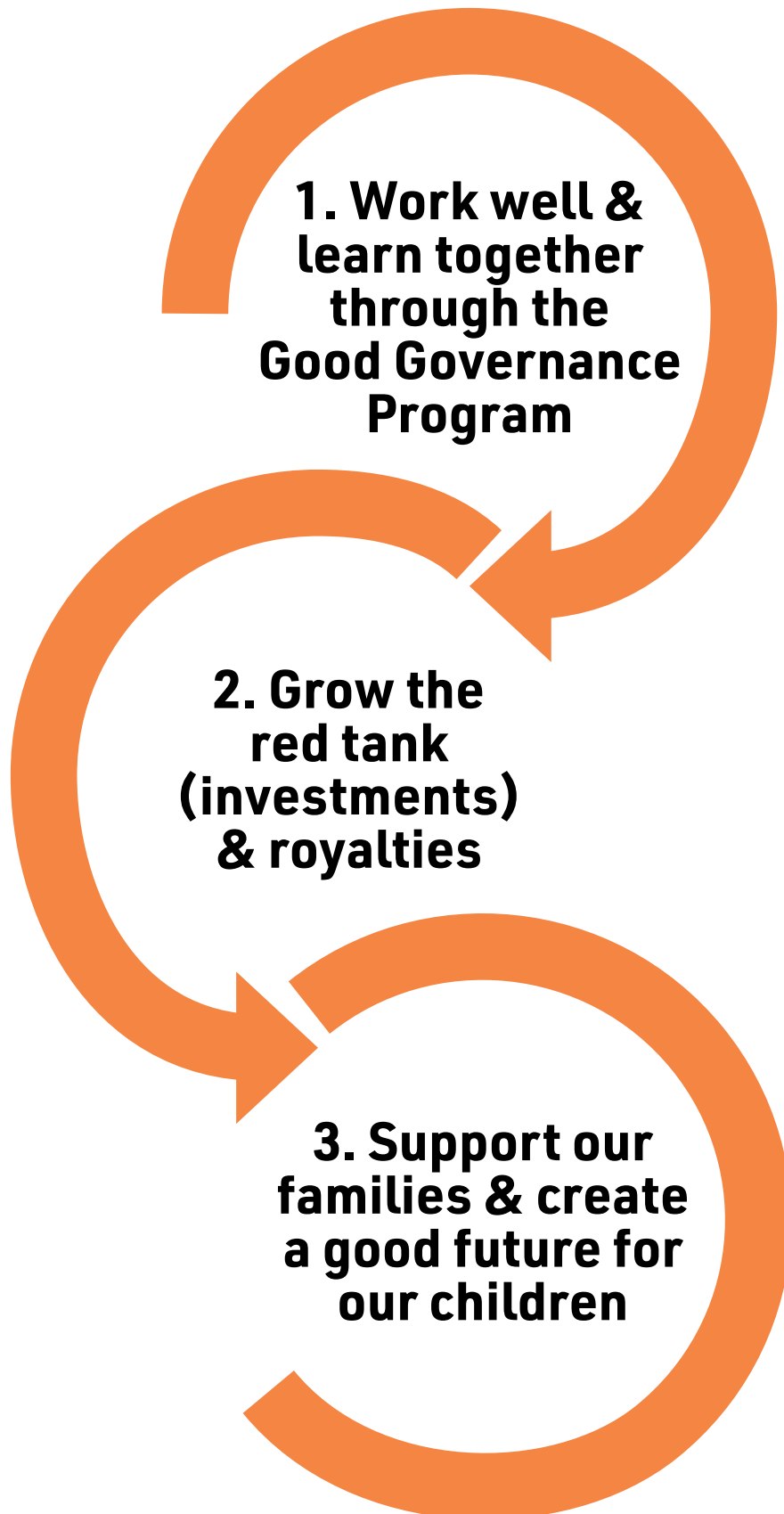
## Opportunities

- Opportunity for directors to show members what we are doing and learning about the money story.
- Opportunity to share this strategic plan with members to help them understand more.
- Opportunity to make our money work harder and grow it for the future – advisors are helping us to achieve this.
- Opportunity to have a good investment strategy and for CLC, advisors and Kurra to walk the same road.
- Opportunity for Yapa and Kardiya to listen to each other and work in both systems.
- Support young people to understand culture and corporation so that they can take over – the future.
- Members need to understand what we are trying to achieve to support us – we are there for them.
- Need to learn both Yapa law and Kardiya law.
- Mine will close eventually – we need to be prepared.

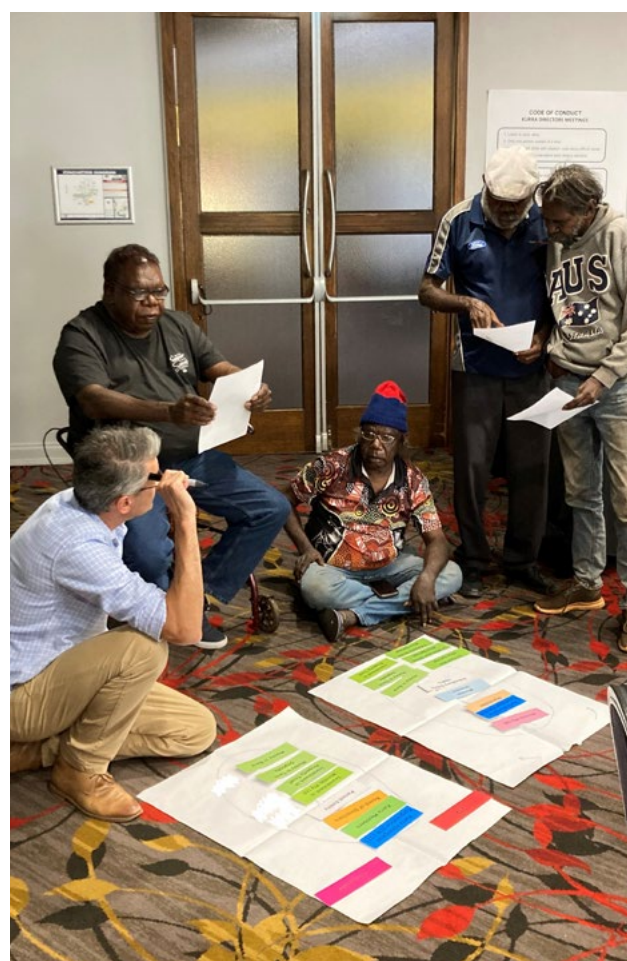
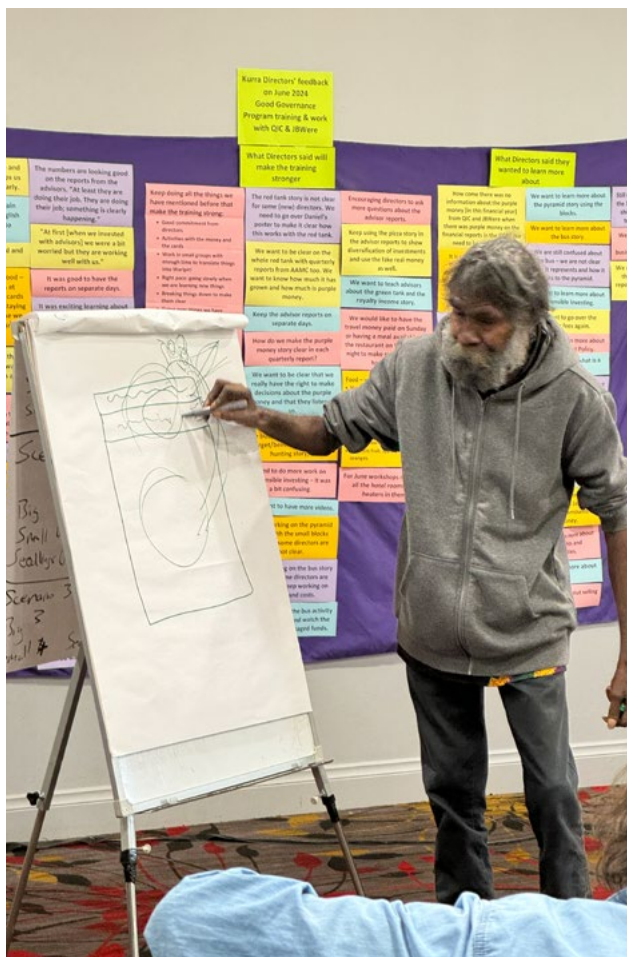
# Good Governance Program



# Strategic Goals





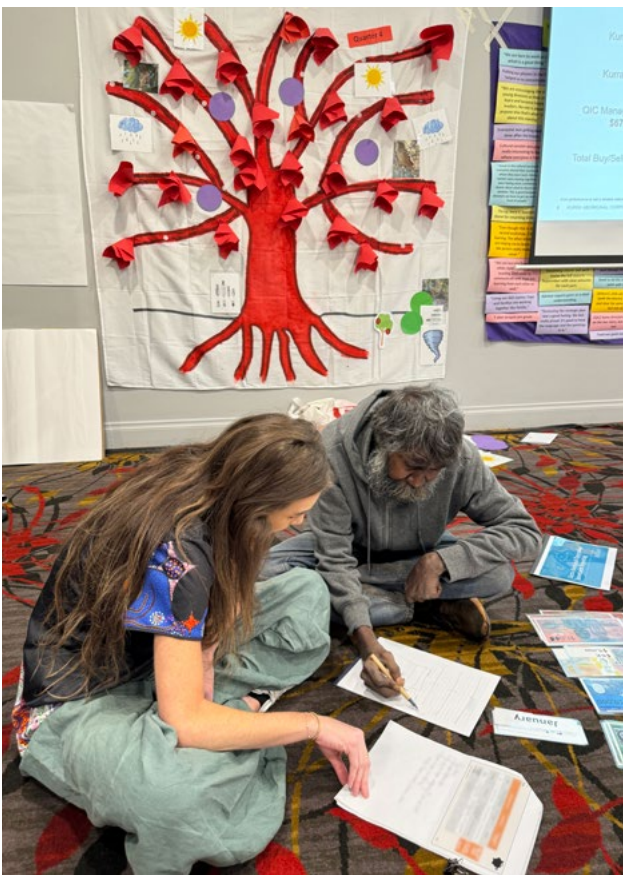


## Strategic Goal 1

# Work well and learn together through the Good Governance Program (GGP)

Strategies	Actions
A) Directors work as one team and communicate well to members	Directors continue to attend the GGP workshops and support each other to work together and learn
	Directors keep speaking up at the AGMs to let members know the importance of directors' work
B) Work well with CLC and advisors – two-way learning	Continue Yapa-led sessions in the GGP workshops to teach CLC, trainers and advisors about Yapa culture
	Keep creating new posters to use in the GGP workshops that are based on Yapa ideas and include Warlpiri language
C) Support and teach new/younger directors	Returning directors take the lead on teaching and encouraging new directors to learn in the GGP workshops
	Returning/experienced directors help new directors to understand all Kurra's policies including the Code of Conduct and the Working Well Together as the GGP Team Agreement



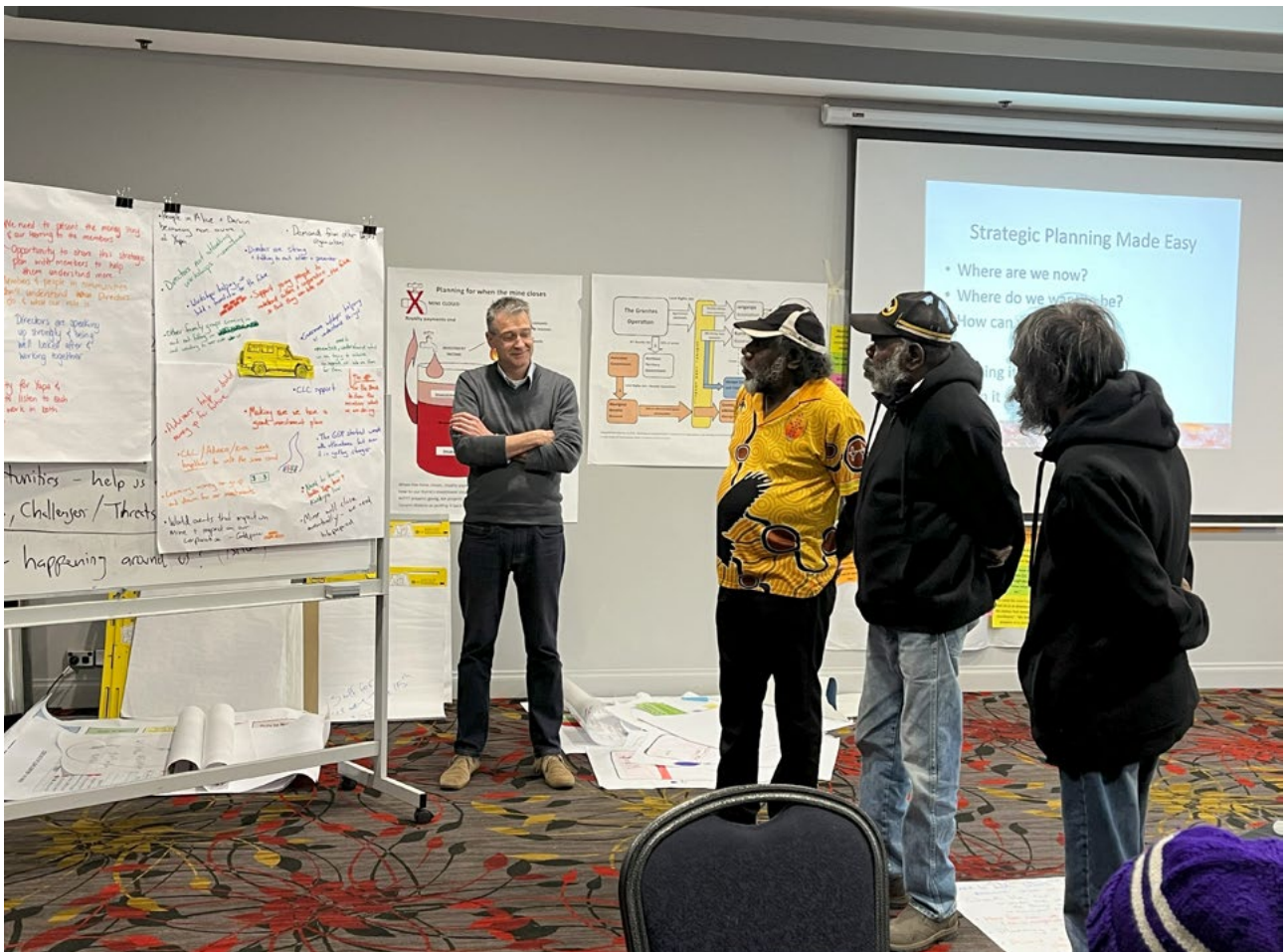




## Strategic Goal 2

# Grow the red tank (investments) and royalties

Strategies	Actions
A) Work with investment advisors to implement Kurra's Investment Strategy guided by the Investment Policy	Review QIC and JBWere reports to the Kurra board 3 times each year
	Review Investment Policy with QIC and JBWere each year
	Review QIC's and JBWere's performance every few years
B) Engage in the Consolidated Mining Agreement review	Directors ask CLC for information and updates about the review process
	Directors speak up strong to make sure Kurra's voice is heard in the review
C) Directors make a decision every September about how to use the purple money (investment income)	Directors make sure everyone understands it is directors' decision every year
	Directors have the option to distribute investment income to Kurra members, reinvest it to grow the red tank or fund projects that benefit Kurra members
D) Complete an independent assessment of existing Kurra investments including the Central Australian Property Trust and Kurra's investment entity Wirntiki Pty Ltd	Directors work with the CLC to implement recommendations from the independent assessment of the investments in the Central Australian Aboriginal Property Trust and through Wirntiki Pty Ltd



# Kurra Investment Strategy

## Kurra Investment Goal

For the red tank (investments) to grow so that interest earned on investments can keep distributions to members going after the mine closes

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







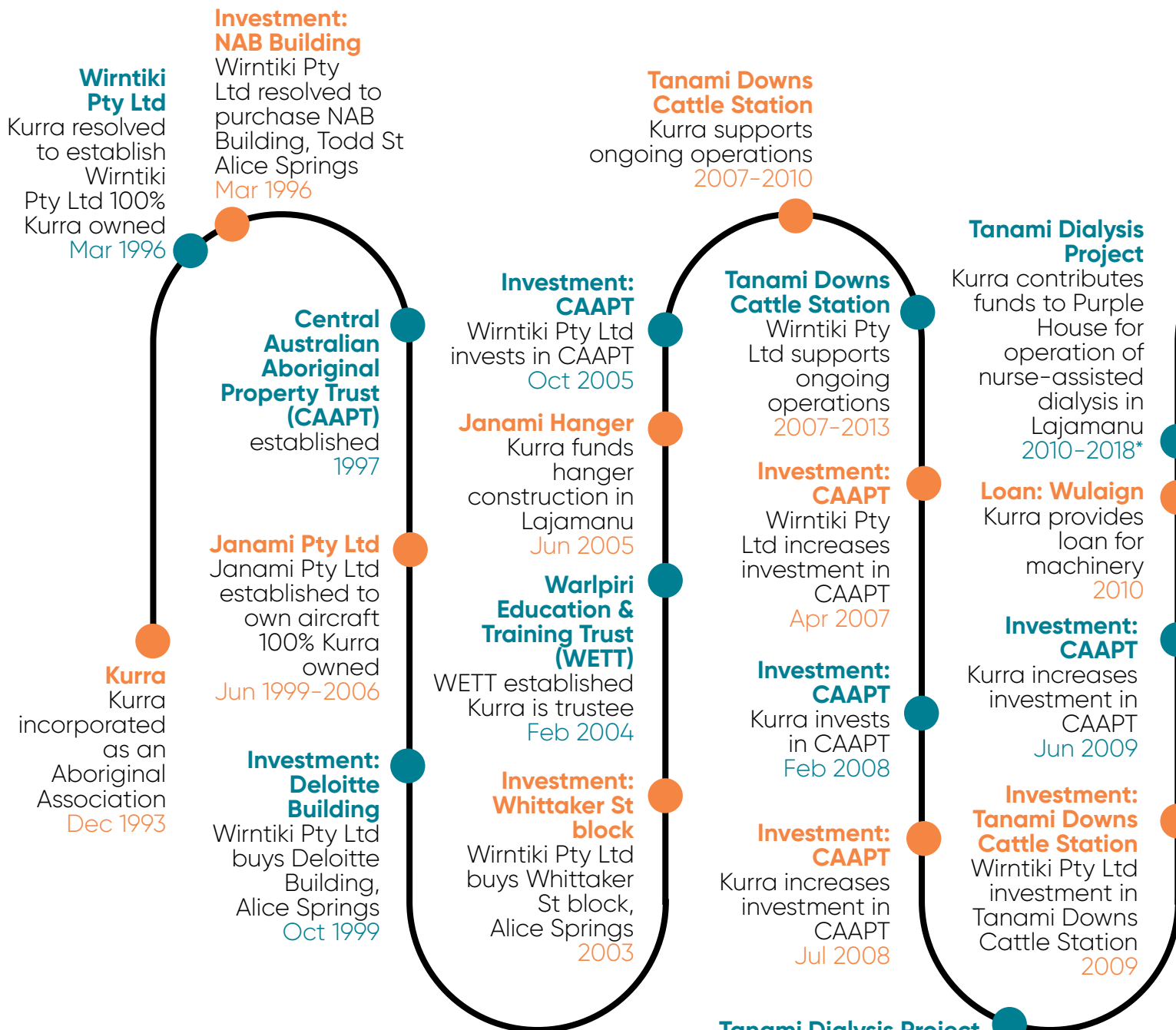


## Strategic Goal 3

# Support our families and create a good future for our children

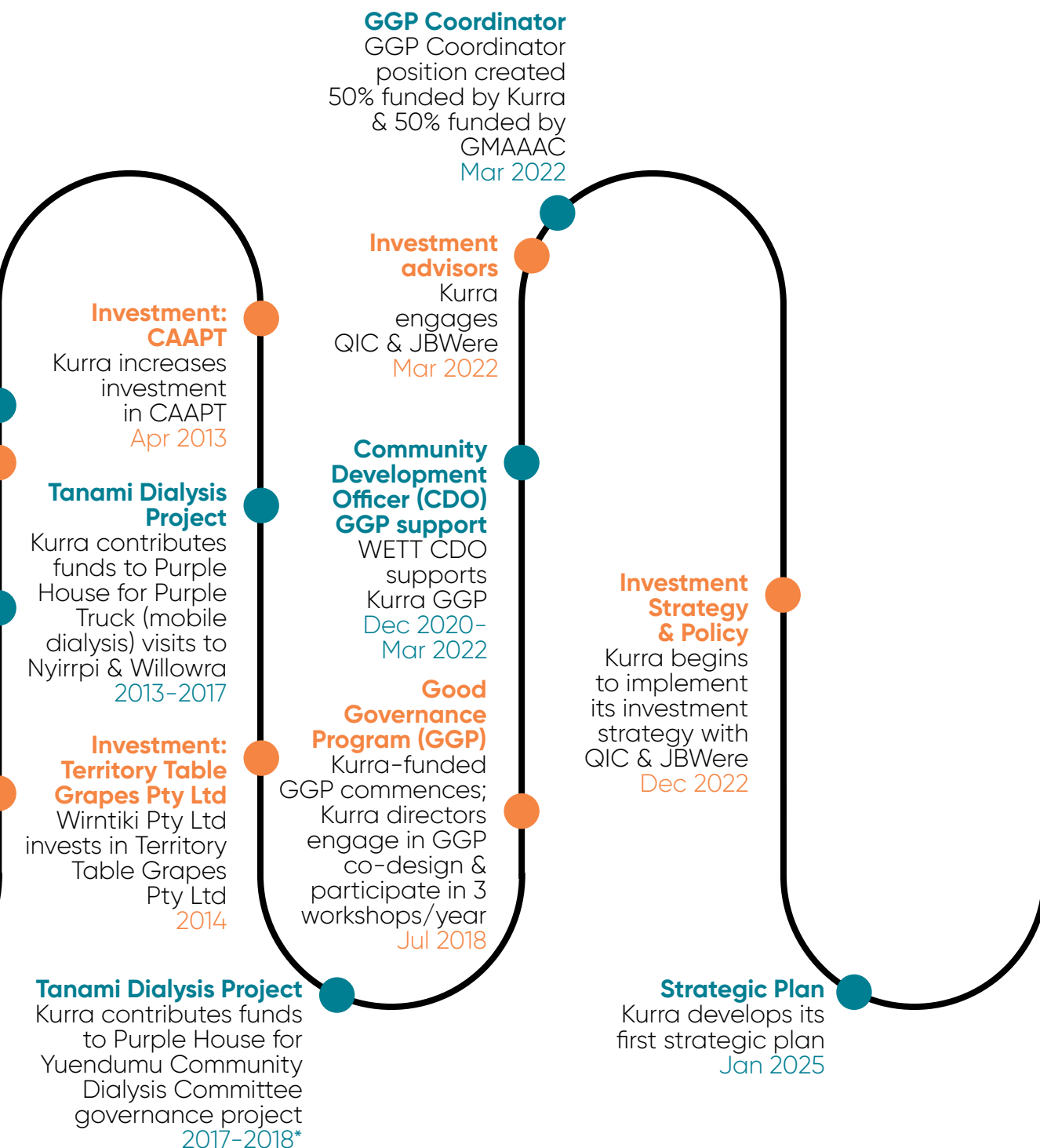
Strategies	Actions
A) Explore funeral/sorry time support/fund	Gather information to learn about other funeral/sorry time funds
	Take time to think carefully about this idea
B) Explore opportunities for future Yapa businesses and jobs	Directors support Warlpiri Education and Training Trust (WETT) to keep supporting and creating Yapa jobs
	Gather information on operating businesses and the risks and opportunities
	Take time to think carefully about this idea
C) Support everyone to learn culture from the Elders	Directors support WETT to continue its projects for Elders to pass on knowledge
	Directors support WETT to continue its projects to develop young people becoming role models

# Our History



\*In November 2018, after many years of lobbying by Purple House, a Medicare Item number was created to provide a rebate for nurse-assisted dialysis treatments in remote communities. This reduced the need for Kurra to contribute funds for the operations of these dialysis centres.







# Kurra

## ABORIGINAL CORPORATION

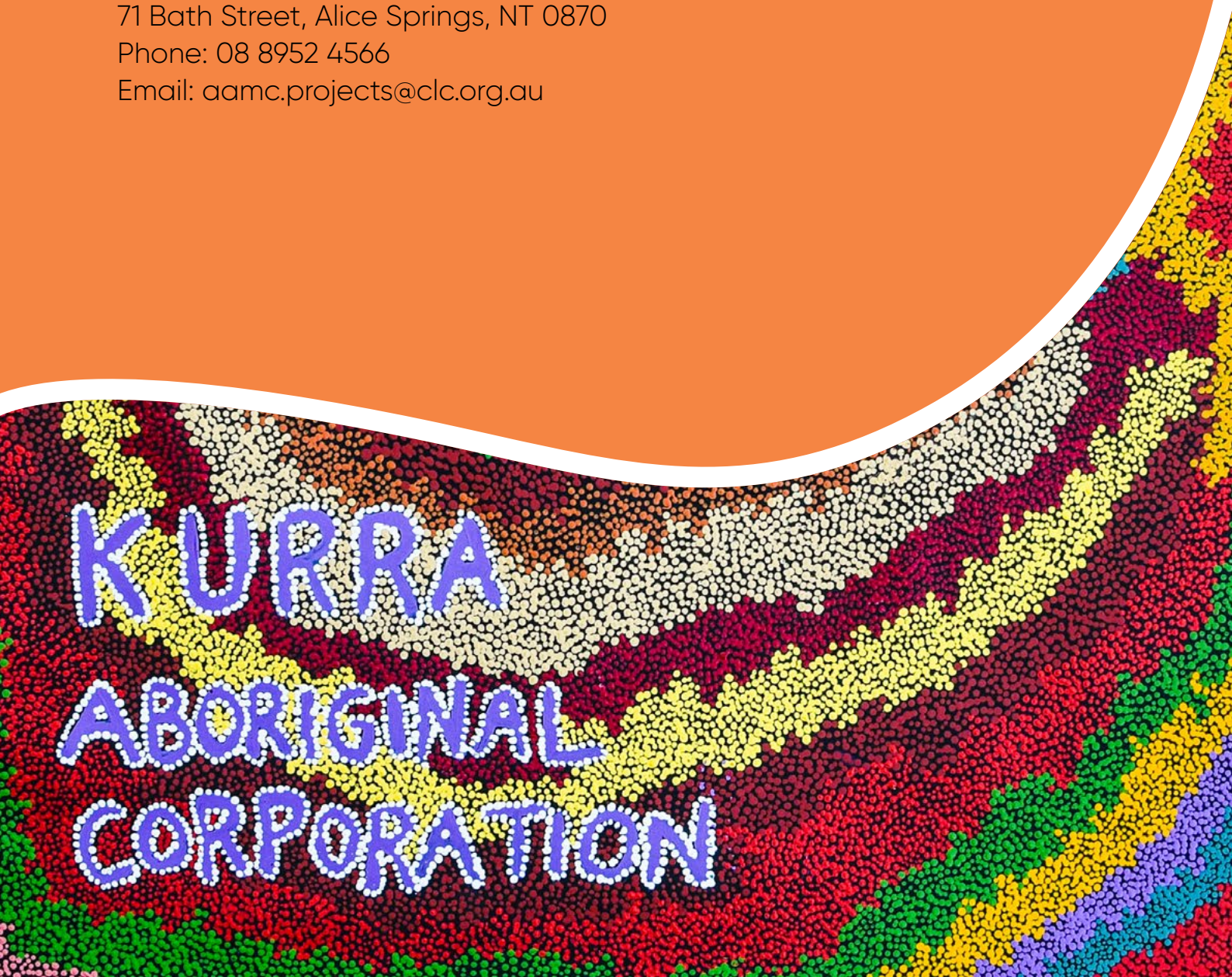
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c/- Central Land Council

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