



5-Year Review Outcomes: Coming Together to Serve the Gumala People

As a result of its recent 5-Year Review, Gumala Foundation is coming together as one unified organisation to deliver better services and results for its member communities.

Changes being made as a result of the review aim to achieve the following outcomes:

- A more member-centric approach, with members placed at the centre of service delivery, with improved engagement and communications, and more “on-the-ground” presence in the community;
- In keeping with the member-centric approach, simplifying the way the Foundation delivers benefits to members to improve individual and community well-being (social and economic);
- A more accountable and transparent way of doing business, with clear performance targets and reporting on these targets to the membership;
- Working with members and Traditional Owners to create a Culture Plan for the future, which encompasses economic, environmental, cultural and community/social outcomes.

The 14 recommendations from the review that have been prioritised for action (of the overall 32 recommendations in the report), are those actions which will be most effective in realising these outcomes. Making these changes will ensure that Gumala delivers on its objectives of delivering economic, social and cultural benefits to its member communities.

We encourage you to engage further with the review’s findings by reading the summary report.

[Click here to view a summary of the report.](#)

If you wish to read the original 5-Year Review in full, please [click here](#).



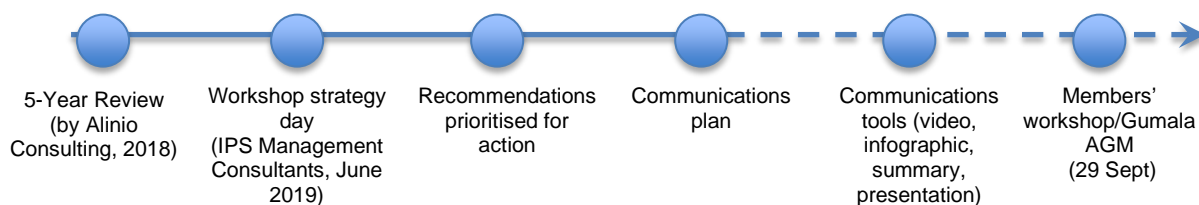
Recommendations Summary and Action Plan: From the General Gumula Foundation 5-Year Review

Introduction and Background

This document provides a summary of the General Gumula Foundation 5 Year Review 2018. It provides an overview of the report provided by Alinio Consulting, outlining the purpose of the review, its aims and objectives, its key recommendations for action, and the next steps in the process of implementing the recommendations of the review.

The process so far has involved streamlining the report's findings and recommendations through a workshop facilitated in June 2019. A communications plan has subsequently been developed—of which this summary forms part—in order to communicate to the Foundation's key stakeholders the recommendations and future actions arising out of the review. This communications strategy will culminate in the presentation of a members' workshop to be held in conjunction with the upcoming Gumala AGM on the 29th September.

The process so far



Purpose, Aims and Objectives of the Review

The purpose of the 5-Year Review is to present an independent perspective on the operations of the Gumula Foundation. The review aims to build confidence in the Gumala people that the Foundation is working together for their benefit. The review recognises that beneficiaries want visible change, tangible outcomes and increased trust and interaction with the Foundation.

The review is designed to deliver results against in the following objectives:

- To inform decisions within the Foundation on how to take appropriate actions that best serve the intent of the Trust Deed¹
- Deliver positive outcomes for all beneficiaries

¹ That 60% of the available income is paid for benefit of today's members, and 40% invested for 'future members'.

Findings and Recommendations

The Gumala 5-Year Review is a critical initiative to building confidence, alignment and trust in the organisation for the Gumala members. The review was comprehensive, including consultation with:

- Hundreds of members
- Gumala staff
- The Gumala family and boards of GAC and GIPL

Despite some positive outcomes, the report highlighted areas for improvement in relation to service delivery, funds distribution, communications and a lack of tangible action. The report highlights a disconnect between Gumala and its members:

The major issue identified is the need to improve confidence of members in relation to the Gumala administration. We must build trust before attempting significant change. We have heard and understand the importance of listening to members, and taking them along on the journey.

Recommendations aim both to address this issue of improving confidence through practical steps and measures, along with operational, structural and benefit-oriented solutions that will enable the Foundation to deliver outcomes to the Gumala people in accordance with the intent and spirit of the Trust Deed. The recommendations are organised into four areas:

- Behavioural: essential in creating beneficiary trust and support for operational and structural recommendations
- Operational: designed to guide business improvement
- Structural: designed to achieve greater efficiency and reduce costs
- Benefits: deliver outcomes to beneficiaries and the basis for further engagement

The following table outlines the 14 recommendations identified as prioritised for action from the original 32 recommendations in the initial report, and some ideas for their implementation.

#	ORIGINAL RECOMMENDATION	IDEAS SO FAR
BEHAVIOURAL		
1. (original rec # 1)	Enhance Foundation Performance Management by instituting a Foundation visual performance dashboard that forms the basis of the joint board meetings and is used to track performance of the Foundation as a whole (all three entities). Ensure the dashboard incorporates both Targets and Actual performance utilising the suggested KPIS provided in this report (Section 7 Governance Analysis). Foundation leaders must hold each other to account to meet the intent of the Trust Deed in benefit distribution and their performance KPIS. And the Trustee must fulfil its duty as overseer of effective and efficient governance.	Set clear targets that provide simple information for members about the performance of the future fund.
2. (original rec # 2)	Incorporate performance reporting in member communications (such as annual reports and AGM presentations) that include performance targets; and measure actuals against targets instead of comparing performance against a previous period (see Recommendation 20).	Create new infographics and other more accessible communication formats for members.

3. (original rec # 7)	<p>Develop and agree the principles for being member-centric and orient each of the 3 Gumala entities around the members:</p> <ul style="list-style-type: none"> • Adopting language and documentation to reflect this change • Entities self-report on member-centric strategies used as well as the expected and actual results • Use consistent language that can be understood by all members across all entities • Create a single member-centric 'graphic' clarifying the purpose of respective Boards in Q1 2019 which: <ul style="list-style-type: none"> ○ Outlines the roles and intent of each entity from a member's perspective ○ Demonstrates the integral, interdependent and equal role each entity has in respect to the success of the Foundation 	<p>Improve our communications with members and make programs easier to access for members.</p>
4. (original rec # 8)	<p>Facilitate the development of a Country Plan in collaboration with Traditional Owners to document the vision, goals and strategies the Members have for their Country. It should incorporate economic development and industry that the TOs want to develop within their community to grow employment; land management and environment strategies; culture/language preservation strategies, community infrastructure, community well-being and social support needs etc. The Country Plan could also be developed with other Indigenous support organisations that service Gumala language groups such as IBN, BNTAC and others to divide supporting activities and prevent overlap. The Country Plan is owned by members; Gumala drives its implementation.</p>	<p>Work with TOs to explore ideas for preserving history and knowledge through activities within the scope of Gumala's purpose, eg showcasing culture and language at our events, consultations, publications etc.</p>
5. (original rec # 9)	<p>Consolidate the external view of the Foundation to present a simple aligned view:</p> <ul style="list-style-type: none"> • Combine the Trustee and Corporation websites into one Foundation website for communication purposes to members (individual pages can be focused on the different arms of the Foundation for specific and dedicated content) • Provide a simplified consolidated annual report of the Corporation and Trustee to members to show performance of the Foundation as a whole (see Recommendation 20). 	<p>GAC and GIPL Boards to consider whether to create a joint website and reports.</p>

6. (original rec # 11)	Explain the findings of this Review to members including the intended actions with an explanation of why, and why not, recommendations have either been adopted or rejected.	<p>Present initial ideas at the AGM for feedback from members before deciding on implementation plan.</p> <p>The recommendations prioritised are those seen as most critical to achieving the objectives of:</p> <ul style="list-style-type: none"> • Increasing member-centricity • Simplifying delivery of benefits • Increasing accountability and transparency (improving trust) • Creating a plan for the future to preserve culture, history and knowledge
OPERATIONAL		
7. (original rec # 12)	<p>Create a single Foundation Strategic Plan for the Trustee, Corporation and Enterprise (building on the Country Plan (see Recommendation 8), that embeds the goals of the Country Plan into the strategic activities of the Foundation by:</p> <ul style="list-style-type: none"> • Developing the goals and strategies from the Country Plan into outcomes and strategies that Gumala must complete to contribute to the realisation of the Country Plan • Incorporating supporting strategies from the current Corporation's Strategic Plan and expand it to cover all three entities • Incorporating realistic measurable performance targets for both outcomes and strategies • Committing to be, and act as one Foundation 	Follow-up the first joint Boards strategy day with further discussions towards aligning the Foundation's strategic planning.
8. (original rec # 14)	The Trustee to become accountable to institute a formal TO board capability program that is instilled into Foundation board governance policies whereby a skills audit is done at each changeover in TO Board Members, and a tailored capability program and schedule of training activities is created for each TO Board Member. Progress of activities against schedule is to be reported at joint board meetings as part of the Foundation performance dashboard (Recommendation 1). The program for each TO Board Member should be reviewed annually. A specific outcome should be public speaking, conflict resolution and receiving difficult feedback.	GIPL Board to consider any training (including cultural awareness training) that would be of value to the Board.
9. (original rec # 15)	Utilise the savings from the reduction in the Corporation's Directors to enhance the interaction with members on country e.g. employing field services officers to visit communities regularly to educate members on their entitlements to benefits and provide social support; or enhancing the use of office staff in the community etc	Field officers are important for our engagement with members and should be implemented whether there are changes to Directors or not.

10. (original rec # 16)	<p>Develop operational plans for each of the three entities that enhance and diversify income for the Foundation by focusing on additional development opportunities:</p> <ul style="list-style-type: none"> • Further development of grants and sponsorship opportunities such as conservation research, culture/art/language sustainability • Income generated from potential opportunities arising from the "Country Plan" such as Tourism, language and art exhibitions and centres (like Mabu Yawuru Ngan-ga) or providing local products to the Karijini Visitors Centre - which may also be a catalyst for an independent business for members • Further development of opportunities to provide services and programs on behalf of governments (e.g. health care programs, community services etc.) 	Follow-up the first joint Boards strategy day with further discussions towards aligning income development strategies for the Foundation.
11. (original rec # 20)	<p>Create a Foundation Reporting Standard to ensure consistent reporting into the future that includes the following:</p> <ul style="list-style-type: none"> • The requirement for annual reports and AGM presentations to include performance targets and measure actuals against targets instead of reporting what happened compared to a previous period; • That members are provided with a simple consolidated report that they can understand for the Foundation, so members can compare the performance of the Foundation against the following: <ul style="list-style-type: none"> ○ The fair distribution of benefits as per the Trust Deed utilisation category targets; ○ The cost of the Foundation structure as a whole to administer the trust and distribute benefits; ○ Growth of investments and the rate of return over the portfolio as a whole; ○ The performance of each of the Boards in meeting their KPIs. • That related party payments are transparently reported on an individual basis as per the 2016 Annual Report - incorporating wages/director fees, member benefits, allowances/reimbursements, contracted professional services or loans (instead of aggregating the payments into totals as per current practice). 	Follow-up the first joint Boards strategy day with further discussions towards aligning the Foundation's reporting standards.
STRUCTURAL		
12. (original rec # 24)	As recommended in previous Reviews further investigate consolidating the YLUA and Trust Deed reviews for 2023 to reduce consulting costs. To ensure the consolidation occurs, draw up and agree the Terms of Reference this year and set it as the standard terms of reference for future reviews in consultation with Rio Tinto.	Supported in principle, pending feedback from members following further consultation at the AGM.

BENEFITS

<p>13. (original rec # 31)</p>	<p>Simplify benefit delivery and minimise the administrative burden on members:</p> <ul style="list-style-type: none"> Investigate the use of a 'cashless' debit card using similar technology as the "Cashless Debit Card" to reduce the reliance on Purchase Orders and Vouchers. Initially for flexible benefits and expanding to be the method of payment of all benefits Provide for negotiated/preferential terms for members at key suppliers, such as discount cards Obtain advice to confirm whether Clause 3.3 (or other related clauses) of the Trust Deed requires members to have direct benefit from the Trust or if indirect benefits still meet the requirement (i.e. if a member is transported by a relative or non-member, does the Trust Deed actively preclude compensating the relative/non-member given the benefit was obtained for the member). 	<p>Support simplifying programs, within the constraints of the deed, eg the healthy lifestyle program, simpler remuneration for travel.</p>
<p>14. (original rec # 32)</p>	<p>Develop targeted benefits and programs that fundamentally improve the well-being and socio-economic status of the members aligned to the Country Plan such as:</p> <ul style="list-style-type: none"> Programs and benefits based on the outcomes and strategies defined in the Country Plan (Recommendation 8) with emphasis on aligning business development programs with the industries and opportunities the members want to develop in their communities. A program targeted at employability or employment readiness that supports members obtaining employment. This could include courses to obtain tickets, licences, or certifications; interview skills, resume building skills etc. Targeted health programs and campaigns based on current member health demographics and goals defined in the Country Plan (e.g. Diabetes, kidney disease, mental health) etc. 	<p>Follow-up the first joint Boards strategy day with further discussions on the identified priority of housing, and targeting support at members/families most in need of support.</p> <p>Some ideas suggested by members to date for supporting delivery of benefits include:</p> <ul style="list-style-type: none"> Forming a working group to target social issues/housing Creating a program targeted at elders to provide medical care and specialised support equipment, home visits and social care Creating an employment support program to help get TOs employment ready Implementing a youth mentoring program that supports youth and teenagers with developing life skills, drug and alcohol education, mentoring, tutoring, preparing for employment, and leadership development

The purpose of these recommendations is to provide a plan for action for the Gumala Foundation to improve trust with its beneficiaries, and to deliver on its overarching objective to provide concrete benefits and positive outcomes for the community.

Action Plan and Next Steps

In order to successfully implement the priority recommendations from the 5 Year Review, the Foundation will establish a clear project plan to deliver on the outcomes that are the intended goals of the review recommendations.

The first stage in this process is the development of a communication plan designed to convey key messages to beneficiaries regarding the outcomes of the 5-year review, and to gain stakeholder buy-in for the process of implementing the priority recommendations. This communication plan will culminate in a members' workshop presentation to beneficiaries to be delivered prior to the Gumala AGM on the 29th September.

From there, Gumala will adopt the priority recommendations, and assign resources and a timeline to the actions involved in delivering on the recommendations.

Conclusion

As a result of this process, the Foundation seeks to engage all stakeholders in the process of implementing the priority recommendations. By proceeding in a collaborative manner, and keeping stakeholders and beneficiaries informed of the process of transformation that flows from the recommendations of the report, the Gumala Foundation seeks to achieve its key goals of improving confidence with its beneficiaries, achieving greater accountability and effectiveness as an organisation, and delivering enhanced service and outcomes to its beneficiaries.