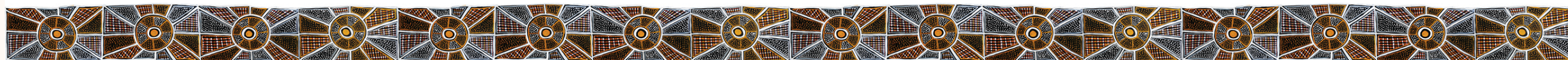




Tiwi Land Council

Corporate Plan 2024-2028



Foreword

A message from the Chair

The Tiwi Land Council was established in 1978 by our past Tiwi leaders, in recognition of our distinct geographic and cultural identity.

It exists to represent the rights and interests of all Tiwi people, whose ancestors are buried across our country.

This Corporate Plan sets out the priorities identified by our Council members, as elected representatives of Tiwi people.

To achieve our priorities, we must all work together and I'm excited by the opportunity to lead the Tiwi Land Council on that journey.

Leslie Tungatulum

Chair, Tiwi Land Council



A message from the CEO

The Tiwi Land Council has undergone significant change in recent years. We have been on a journey to strengthen our Council, build staff capability and restore the trust of Tiwi people.

This plan represents a continuation of that journey. It restates our commitment to the Tiwi people and our shared future.

Through the priorities identified in this plan, we aim to protect Tiwi country, honour Tiwi cultural heritage, strengthen Tiwi communities, and create lasting economic opportunity.

We invite all Tiwi people and organisations to join us on this journey.

Brendan Ferguson

Chief Executive Officer, Tiwi Land Council



An independent and resilient Tiwi society built on the orderly management, maintenance and protection of unique cultural and natural resource values for the enjoyment and benefit of future generations of Tiwi.

Managing the **appropriate use of Tiwi land and waters**, consistent with the wishes of Tiwi traditional owners



- **Effective and efficient administration of land use and access**, balancing the critical need for appropriate traditional owner consultation and consent, with timeliness and the interests of proponents
- **Additional support for Traditional Owners** in navigating land use and permit application processes to reduce barriers to the use of their land
- Securing **native title rights over Tiwi Sea Country**
- Development and maintenance of comprehensive **genealogies and clan registers** to support the land use application process
- Support the protection of **sacred sites** and sites of cultural significance

Protecting the **health of Tiwi country**

- Proactively **manage threats to Tiwi biodiversity**, in partnership with Tiwi Rangers, through data collection, research and enforcement
- Secure **dedication of the Indigenous Protected Area (IPA)** on Tiwi land, and determine Tiwi interest in an IPA for sea country
- Maintain and develop **effective relationships with research partners**, including the SRC and research institutions to inform management and strategic activities
- **Management activities are coordinated** across organisations i.e. Rangers, IPA, TO's, NGO's agreement holders

Sustaining and celebrating **Tiwi culture**

- Develop a **structured program of Cultural activities**, including support for ceremony, coordination of events and return and safe keeping of Tiwi artefacts
- Further **develop and strengthen our Cultural Committee** to oversee and direct our Cultural activities



Supporting development of, and participation in, the **Tiwi economy**

- Map and **facilitate industry opportunities for Tiwi**, with direction from Tiwi communities and in collaboration with government and key proponents
- **Coordinate support for Tiwi led enterprise**, brokering access to grants, research, industry networks and additional capability.



Listening to, and promoting, **Tiwi voices** within and beyond our Islands

- Establish a **permanent Tiwi Land Council presence** in the Tiwi communities
- **Collaborate with local stakeholders** and advocate for Tiwi community members interests
- Promote **Tiwi voices in external policy forums**, including through Northern Territory and Australian Government agencies



Administering an **effective and efficient Land Council** sustained by the **trust of Tiwi people**

- Improve **Council governance** through clear policies, effective communication, appropriate training and high participation
- Build a **collaborative, high performing workplace**, supported by strong management practices and effective internal systems



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1. Introduction

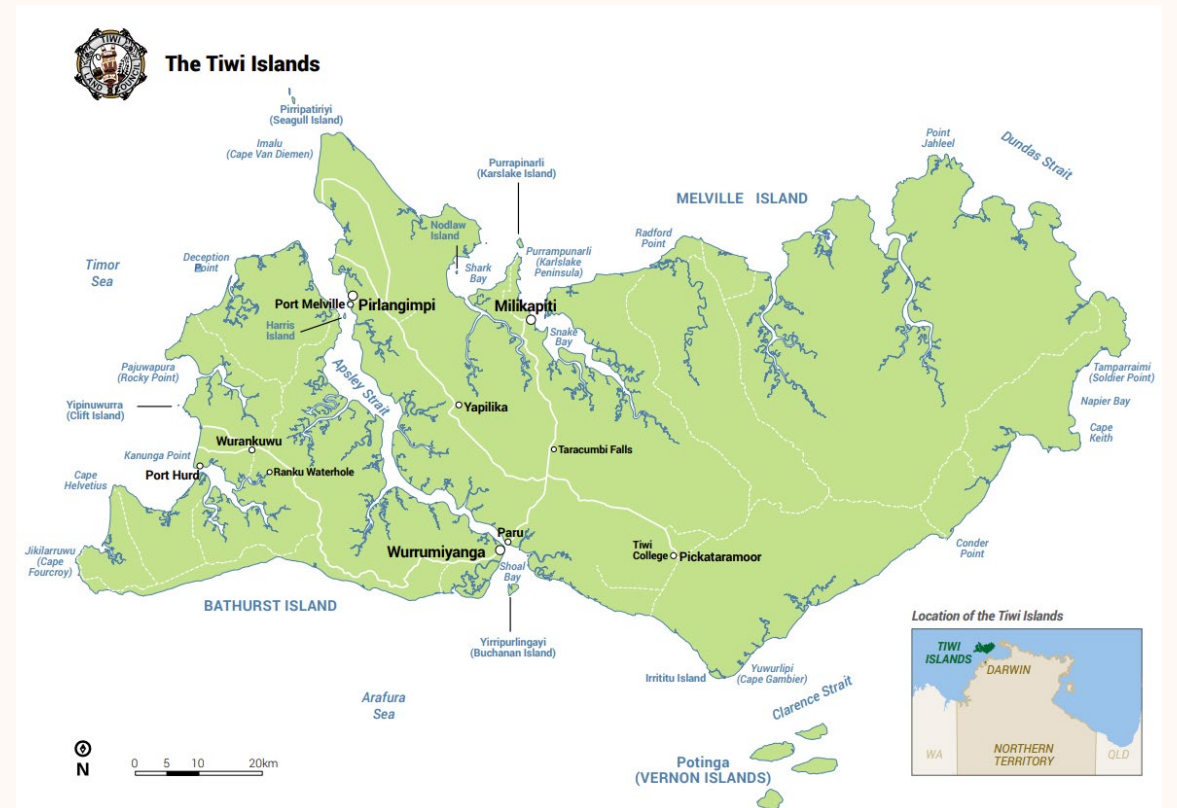
About Tiwi Land Council

The Tiwi Land Council was established in 1978, a significant milestone for Tiwi people and a culmination of years of work seeking recognition as the custodians of the Tiwi Islands and the keepers of Tiwi cultural identity.

The Tiwi Land Council is a corporate commonwealth entity under the *Aboriginal Land Rights (Northern Territory) Act 1976* ('ALRA'). It is responsible for a number of key functions under the ALRA, but most relevantly, to ensure that activities on the Tiwi Islands are undertaken only after proper consultation with the relevant Tiwi clan group(s) and with the consent of the traditional Aboriginal owners of that land.

About this Corporate Plan

In accordance with section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* ('PGPA') the Accountable Authority of the Tiwi Land Council presents the 2024/2025 Corporate Plan for the Tiwi Land Council. The Corporate Plan covers the period 1 July 2024 to 30 June 2028.



2. Purpose

Our statutory functions

The purpose of the Tiwi Land Council is to perform the functions given to it under section 23 of the Aboriginal Land Rights (Northern Territory) Act 1976 ('ALRA').

Broadly, the objectives, functions, and the role of the Tiwi Land Council include (see section 23 of the ALRA):

- **Identification** and **representation** of, the traditional Aboriginal owners of the Tiwi Islands.
- **Consulting** with traditional Aboriginal owners, and other Aboriginal people interested in the Tiwi Islands, with respect to any proposed use of that land.
- **Ascertaining and expressing the wishes and opinions** of traditional Aboriginal owners, and other Aboriginal people who may be affected by some proposed development on the islands.
- **Protecting the interests** of traditional Aboriginal owners, and other Aboriginal people with traditional interests in the Tiwi Islands, including through **negotiation** with persons desiring to obtain an estate or interest in the Tiwi Islands.

- Assisting Aboriginal people to **carry out commercial activities** in the Tiwi Islands.
- Assisting Aboriginal people with the **protection of sacred sites** on the Tiwi Islands.
- Assisting Aboriginal people with the **protection of the Tiwi Island environment**.

Our guiding vision

Consistent with our prescribed statutory functions, the Tiwi Land Council works to secure:

*An **independent and resilient** Tiwi society built on the orderly management, maintenance and protection of **unique cultural and natural resource values** for the enjoyment and benefit of **future generations of Tiwi.***



3. Key activities

To deliver on our purpose, the Tiwi Land Council has identified six key activities that describe the breadth of our work and our priorities between 2024 and 2028. Those key activities are listed below.



Managing the **appropriate use of Tiwi land and waters**, consistent with the wishes of Tiwi traditional owners



Supporting development of, and participation in, the **Tiwi economy**



Protecting the **health of Tiwi country**



Listening to, and promoting, **Tiwi voices** within and beyond our Islands



Sustaining and celebrating **Tiwi culture**



Administering an **effective and efficient Land Council** sustained by the **trust of Tiwi people**





Managing the **appropriate use of Tiwi land and waters**, consistent with the wishes of Tiwi traditional owners

Strategic priorities

Effective and efficient administration of land use and access, balancing the critical need for appropriate traditional owner consultation and consent, with timeliness and the interests of proponents

Additional support for Traditional Owners in navigating land use and permit application processes to reduce barriers to the use of their land

Securing **native title rights over Tiwi Sea Country**

Development and maintenance of comprehensive **genealogies and clan registers** to support the land use application process

Support the protection of **sacred sites** and sites of cultural significance

What's involved

Our core function is the management of Tiwi country on behalf of traditional owners. Tiwi Land Council is working to improve the effectiveness and efficiency of land use and permit application processes. This involves defining consistent internal processes for considering applications, holding regular Full Council and clan meetings and engaging with Traditional Owners to understand and calibrate expectations. We are also committed to ensure that Traditional Owners are provided with appropriate support to navigate these processes when seeking to do business on their own country.

To support these processes, our anthropologists are working to address gaps in historical records, developing and updating genealogies and undertaking cultural mapping that will assist in the timely identification of decision-makers for country.

Finally, after a period of divisive engagement in relation to the use of Tiwi sea country, our Council has directed that we explore the opportunity for a native title claim to assert rights over sea country.

Who is responsible

The Principal Legal Officer works closely with the field operations team, including Anthropologists and Resource and Environment Officers, to manage the various aspects of our land use processes.





Protecting the **health of Tiwi country**

Strategic priorities

Proactively **manage threats to Tiwi biodiversity**, in partnership with Tiwi Rangers, through data collection, research and enforcement

Secure **dedication of the Indigenous Protected Area** (IPA) on Tiwi land, and determine Tiwi interest in an IPA for sea country

Maintain and develop **effective relationships with research partners**, including the SRC and research institutions to inform management and strategic activities.

Management activities are coordinated across organisations i.e. Rangers, IPA, TO's, NGO's, agreement holders.

What's involved

Tiwi Land Council plays a critical role in protecting the health of Tiwi country, which involves proactive work to manage threats to biodiversity, including feral and invasive species such as cats, buffalo, cane toads, fire ants and gamba grass as well as the threat of late season wildfire.

The Tiwi Land Council initiated consultation in relation to an IPA, which is now close to dedication. We will work with partners to ensure appropriate governance of the IPA, as well as exploring interest in an IPA over sea country.

While the Tiwi Rangers do not currently sit within the Tiwi Land Council, we provide leadership through research and data collection to inform the work of rangers. An example of this is a 3-year research program in relation to feral cat management, due to take place between FY25 and FY28 in partnership with research institutions, to inform future management practices.

Who is responsible

The Resource and Environment Officers and Biosecurity Officer lead our environmental work, under the management of the Chief Operating Officer (COO)

It is intended that these staff will take guidance from the IPA Committee, once dedicated and continue to work closely with the Tiwi Rangers.





Sustaining and celebrating **Tiwi culture**

Strategic priorities

Develop a **structured program of Cultural activities**, including support for ceremony, coordination of events and return and safe keeping of Tiwi artefacts

Further **develop and strengthen our Cultural Committee** to oversee and direct our Cultural activities

What's involved

The Tiwi Land Council plays an important role in supporting cultural activities, through funding for funerals and Pukumani ceremonies and participation in cultural events. However, there is now an opportunity to develop a more comprehensive Cultural program that includes:

- A program of events, on Tiwi and beyond, with the centrepiece being the Tiwi Festival, to be piloted in August 2024.
- The return of Tiwi artefacts and development of appropriate, physical and virtual, keeping places in community.
- The recording of cultural heritage, including stories, songs and dance.

Tiwi Land Council will need to find creative ways to pay for the Cultural Program, complementing our core Government funding. The newly established Cultural Committee plays a critical role in overseeing the Cultural Program.

Who is responsible

The Manager of Tiwi Engagement and Strategy has carriage of this work, with support from the Executive Assistant and Media and Communications Officer. Additional support for our work in relation to Tiwi culture comes through our field support team, particularly our Anthropologists, whose cultural mapping and genealogy work intersects with our Cultural Program.





Supporting development of, and participation in, the **Tiwi economy**

Strategic priorities

Map and **facilitate industry opportunities for Tiwi**, with direction from Tiwi communities and in collaboration with government and key proponents

Coordinate support for Tiwi led enterprise, brokering access to grants, research, industry networks and additional capability.

What's involved

While the Tiwi Land Council has supported economic opportunity over the years – including through the establishment of forestry and port operations and a Tiwi led training entity (TITEB) – the role of the Land Council in economic participation has been minimal in recent years.

There is an opportunity for the Tiwi Land Council to coordinate planning for a future Tiwi economy, together with the Australian and Northern Territory Governments, Tiwi led enterprises and industry partners. Such planning should account for existing assets and market opportunities, as well as the strengths and employment aspirations of Tiwi people.

In addition to large scale, long-term planning, Tiwi Land Council can also support the growth of small scale, Tiwi enterprises, facilitating access to capital, networks and capability.

Who is responsible

This work will be driven by the Tiwi Land Council's Economic Development Officer and Grants Officer, with oversight responsibilities shared between the Chief Executive Officer (CEO) and Chief Financial Officer (CFO).





Listening to, and promoting, **Tiwi voices** within and beyond our Islands

Strategic priorities

Establish a **permanent Tiwi Land Council presence** in the Tiwi communities

Collaborate with local stakeholders and advocate for Tiwi community members interests

Promote **Tiwi voices in external policy forums**, including through Northern Territory and Australian Government agencies

What's involved

As described at multiple points within this plan, it is critical that the Tiwi Land Council reestablish its permanent presence on Tiwi to ensure that we are responsive to Tiwi community needs.

It is also critical for the Tiwi Land Council to establish strong working relationships with other local stakeholders, as we are all working for the one people.

- Our relationships with the Tiwi Islands Regional Council and the Office of Township Leasing are particularly important in discharging our core functions of managing land interests.
- There is a further opportunity for the Tiwi Land Council to strengthen its role in supporting Tiwi wellbeing through our coordination of the Tiwi Leaders Forum.

Finally, the Tiwi Land Council will seek additional resources to fully participate in external policy forums, alongside other NT land councils, to help shape government policy and service provision.

Who is responsible

The Manager Tiwi Engagement & Strategy plays a lead role in overseeing our presence on the island and our coordination of key forums, such as the Tiwi Leaders Forum.





Administering an **effective and efficient Land Council** sustained by the **trust of Tiwi people**

Strategic priorities

Improve **Council governance** through clear policies, effective communication, appropriate training and high participation

Build a **collaborative, high performing workplace**, supported by strong management practices and effective internal systems

What's involved

Since the 2022 ANAO Report, the Tiwi Land Council has been working hard to strengthen the foundations of the organisation.

While huge progress has been made, there remain significant opportunities to further improve the effectiveness and efficiency of the Tiwi Land Council.

Work continues on the development and roll out of a full suite of Council and staff policies, including training and improved systems to support implementation.

The creation of a Management team through a recent staff restructure creates opportunities for staff to take on new responsibilities and support performance improvements.

Further detail is set out below in relation to the Operating context.

Improving the effectiveness of the Land Council is critical in rebuilding trust amongst Tiwi people. Without that trust, the Land Council cannot deliver on its purpose.

Who is responsible

All members of the Management Team have responsibility for delivering on the identified strategic priorities, together with the Governance, Risk and Compliance Officer who provides critical support.



4(i) Operating context: Environment

About the Tiwi Islands

The Tiwi Islands are located approximately 80 kilometres north of Darwin in the Arafura Sea. They consist of two large, inhabited islands – Melville and Bathurst – and numerous smaller uninhabited islands. The Tiwi Islands are a biodiversity haven, supporting many plant and animal species not recorded anywhere else in the world.

There has been an unbroken history of occupation and ownership of the Tiwi Islands by Tiwi people, and the population of just over 3000 is more than 90 per cent Tiwi. The Tiwi possess a distinct culture and language.

There are three major communities on the Tiwi Islands; the largest, Wurrumiyanga, is on Bathurst Island while the smaller communities of Milikapiti and Pirlangimpi are located on Melville Island. They are serviced by regular transport services operating from Darwin. There are also a number of smaller communities and outstations including Wurankuwu, Paru, Pickataramoor, Taracumbi, Yimpinari (Conder Point), Tarakampirmili, Pitjimirra and Four Mile.

Like many remote Aboriginal communities in the NT, Tiwi people experience poor socio-economic outcomes, with high rates of chronic ill-health and overcrowded housing, low employment rates and household income (among other indicators).

Challenges of remoteness

The remoteness and accessibility of the Tiwi Islands, together with its small population, give rise to significant challenges. These include limited long term investment opportunities, insufficient employment opportunities for Tiwi people, delays and increased cost in getting materials, equipment, services and daily living supplies to the Tiwi Islands.

A highly regulated sector

As corporate Commonwealth entities established under ALRA and subject to the PGPA Act, the NT Land Councils are highly regulated. This poses challenges for the Tiwi Land Council when seeking to meet the expectations of our Tiwi constituents.

Increasing our capacity

The 2022 ANAO report identified a range of areas in which the Tiwi Land Council could improve its operations, and we have since been working to build the capacity of our team to better meet the needs of Tiwi people and discharge the breadth of our statutory functions.

Funding environment

The Tiwi Land Council is primarily funded through the Commonwealth Government to deliver on its statutory functions. Funding in recent years has increased in recognition of the need to build the organisation's capacity, however, any constraints on future funding will significantly impact upon our ability to deliver on our purpose.

The Tiwi Land Council also recognises the opportunity to explore funding opportunities through third parties, to better resource the priorities identified in this plan, including our Cultural and Environmental programs.



4(ii) Operating context: Organisational structure (governance)

Composition of the Tiwi Land Council

Under the current Method of Choice, the Tiwi Land Council is made up of 40 members, with five representatives from each of the eight Tiwi land owning groups.

Those five representatives include a Trustee, and four additional representatives, of which two are women and two are men.

The eight land-owning groups are as follows (see a representation of land ownership to the right):

- Jikilaruwu
- Malawu
- Mantiyupwi
- Marrikawuyanga
- Munupi
- Wulirankuwu
- Wurankuwu
- Yimpinari

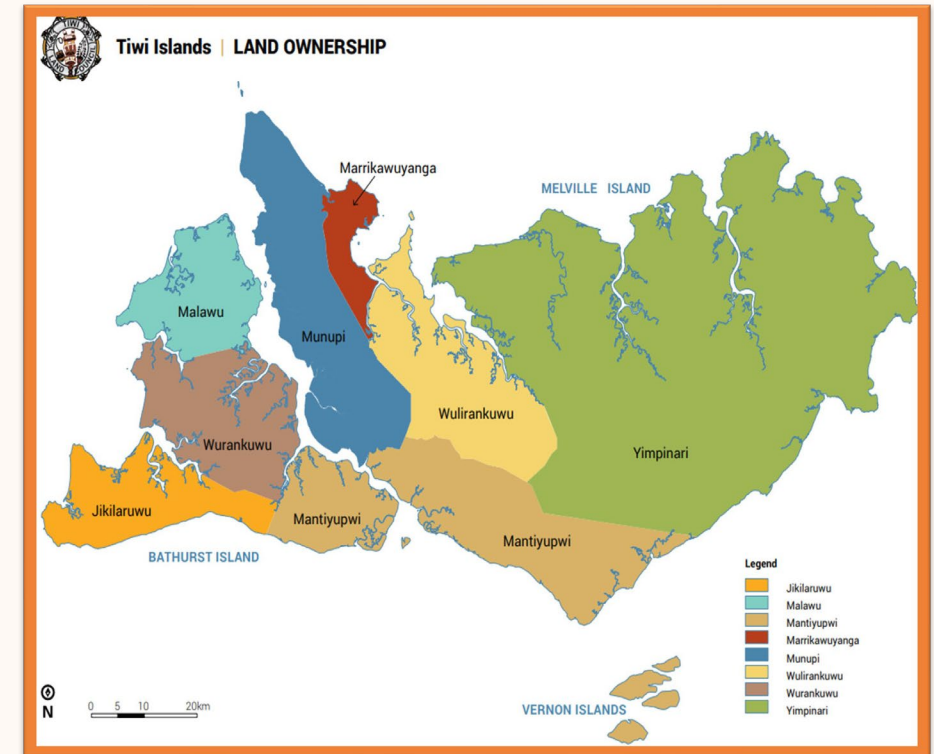
The Land Council elects a Chair and a Deputy Chair.

The accountable authority of the Tiwi Land Council is comprised of the Chairperson and the CEO.

The current method of choice was introduced in 2023 to address concerns about insufficient representation of women on the Tiwi Land Council.

Sub-Committees

The Tiwi Land Council has recently established its Cultural Committee as a Sub-Committee of the Full Council, as well as the Audit and Risk Committee, membership of which is independent from Full Council members (discussed further below in relation to ‘risk’).



4(ii) Operating context: Organisational structure (staffing)

Staffing presence

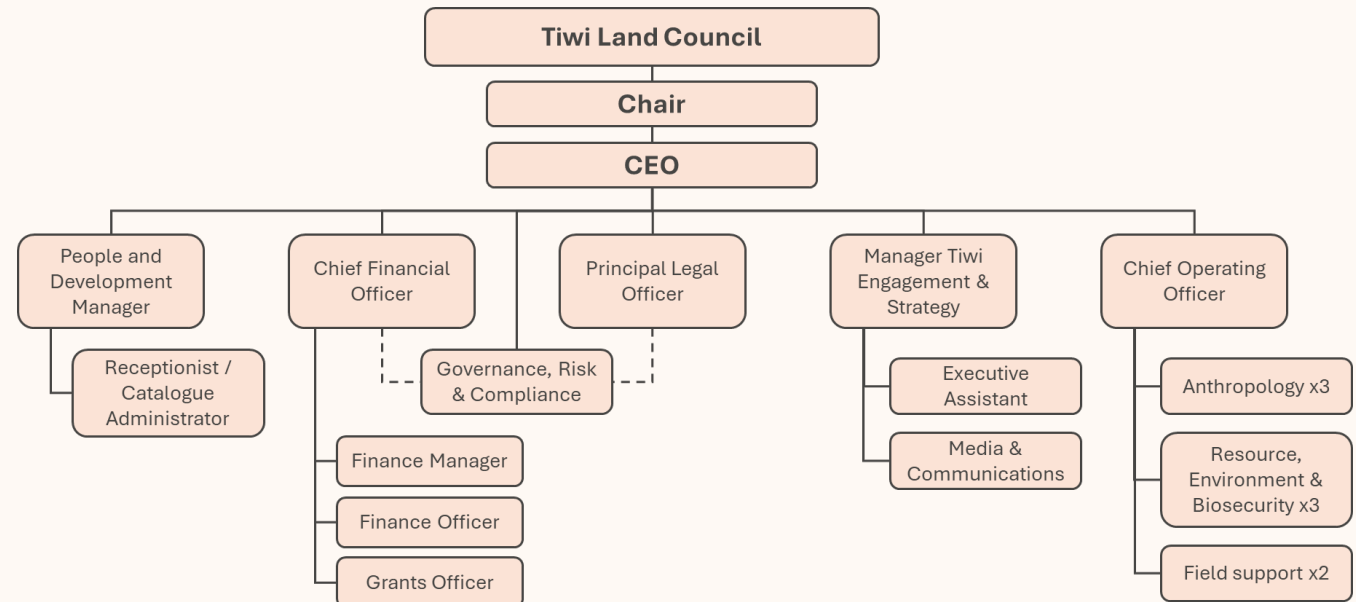
The Tiwi Land Council employs over 20 staff in various positions to carry out the day-to-day operational activities of the Land Council. Staff are not members of the Land Council.

The head office of the Tiwi Land Council is in Darwin, but a priority identified in this plan is the establishment of a permanent presence in all three communities on the Islands.

The Land Council is working with the Office of Township Leasing and Mantiyupwi Aboriginal Corporation to establish a permanent office in Wurrumiyanga on Bathurst Island.

In the meantime, engagement and connections with Tiwi people are maintained through regular travel to the Tiwi Islands by key staff including the CEO, COO, Manager of Tiwi Engagement and Strategy, Executive Assistant, Anthropologists, Resources & Environmental Officers and Grants Officer.

Land Council staff coordinate and attend clan meetings and Full Council meetings on both Islands as required.



A new staffing model

The Tiwi Land Council has undergone significant growth over the past two years, enabling the Land Council to better fulfill its statutory functions and meet the expectations of Tiwi people.

To accommodate this growth, the Tiwi land Council has introduced a new staffing model, set out above. The structure includes the following:

- A **new management team** of five, reporting to the CEO
- A **field operations team** reporting to the COO.
- A **newly created Manager of Tiwi Engagement and Strategy** (an identified role), which emphasizes the importance of Tiwi engagement and is designed to take on increasing responsibility through the coordination of emerging sub-committees.



4(iii) Operating context: Capability

Workforce capability

As described above, our staffing levels continue to grow to address gaps in our capability and meet Land Council's day-to-day operational needs.

Positions will be recruited through targeted campaigns facilitated by the Tiwi Land Council's People & Development Manager, and through local networks as appropriate (particularly on the Tiwi Islands).

As part of our efforts to increase our presence on the Tiwi Islands, the Tiwi Land Council has plans to increase the number of Tiwi field staff from two (FY24 levels) to five. Darwin based staff are encouraged to work from the Tiwi Islands where possible and appropriate, under the coordination and management of the COO and the Manager of Tiwi Engagement & Strategy.

Staff are encouraged to utilise their training and professional development budget on identified development needs. Additional training opportunities are provided to staff, including through an Annual staff retreat.

Staff with mandatory continued professional development obligations such as the Principal Legal Officer and Chief Financial Officer are encouraged to attend profession specific conferences and the reasonable costs associated with such conferences are provided by the Land Council.

Finance

The Tiwi Land Council has increased the capacity of its finance function, through recruitment of additional staff and improvement of its systems. The Finance team works closely with staff to manage expenditure within approved budgets and legislative requirements (e.g. PGPA Act).

Asset acquisition and management

As described above, securing a permanent office in Wurrumiyanga together with accommodation for visiting staff and associates, is a high priority for the Tiwi Land Council. We are currently working to secure a site and develop plans for the building, with provisional support to fund construction when ready. In the meantime, we will continue to explore opportunities to use existing office space on the islands to increase our presence on Tiwi.

As part of the plan for the new building, we will consider the needs of our Cultural program, including audio and video equipment and fit for purpose premises to record cultural heritage.

Our vehicles are now fitted with devices to track their location and appropriate use, improving our management of the fleet and staff WHS.

Governance

Governance of the Tiwi land Council has been overhauled in the last two years, through changes to its method of choice (see above), development of its Enterprise Risk Management Framework (see below), and revision of its policies and procedures.

Additionally, the Tiwi Land Council aims to promote good governance practices through the provision of training for trustees, members and staff. Training will be delivered through external experts and by Team Managers (where appropriate), such as the Principal Legal Officer and Chief Financial Officer.



4(iv) Operating context: Risk

Enterprise Risk Management Framework

Land Council's enterprise risk management framework sets out the policy and governance arrangements for the identification, management and communication of risk related to the Land Council's purpose and role as mandated by relevant legislation and the Land Council's required capabilities for future success.

In the last two years, Land Council has invested in specialist risk management consultancy support to develop its enterprise risk management framework. In the process, the organisation has seen:

- appointment of new Audit and Risk Committee members;
- development of its Risk Management Policy and a suite of complimentary documents and training materials;
- recruitment of the Governance, Risk and Compliance Officer to oversee the risk register by capturing and reviewing risk stories with identified risk owners.

The Land Council's enterprise risk management framework has been developed using an unconventional approach tailored to Land Council's unique role with the Land Council members and traditional owners of the Tiwi islands. This enables staff and Land Council members to identify risks by creating risk conversations through risk stories, reporting and reviewing key risks and incorporating risk management work into risk owners' daily work routine.

The enterprise risk management register contains risk stories in four main categories: Strategic; Operational; Systemic; and Whole of Tiwi. In addition, Land Council has developed a separate Fraud Risk Register to record and monitor risks arising from incidents or gaps in financial systems where fraudulent activities may occur.

Risk oversight and management systems

From July 2024 the first risk report is to be tabled to Management and the Audit and Risk Committee on an ongoing basis with a focus on reviewing and updating risk status. The Audit and Risk Committee provides independent assurance that the Land Council's risk management processes are aligned with the Commonwealth Risk Management Policy and Standard despite its unconventional approach.

The Audit and Risk Committee oversees internal and external audit functions and the Australian National Audit Office (ANAO) and Merit Partners, have a standing invitation to attend all meetings. The Audit and Risk Committee is a sub-committee of the Tiwi Land Council established to assist the accountable authority discharge its statutory responsibilities relating to financial reporting, performance reporting, risk oversight and management, internal control and compliance with relevant laws and policies.



4(iv) Operating context: Risk



Managing the **appropriate use of Tiwi land and waters**, consistent with the wishes of Tiwi traditional owners

Key risks	Controls
Non-compliance by proponents with terms and conditions of Land Use Agreements.	<ul style="list-style-type: none"> • Raise the profile and strategic importance of compliance work, as a Land Council obligation. • Consultation and awareness sessions on conditions of section 19 leases and permits at clan level to ensure mutual understanding of rights and responsibilities and proper process for reporting and addressing breaches. • Systematic process of compliance monitoring, involving site visits and physical inspections. • Ongoing review and improvement (where appropriate) of existing Land Use Agreements.
Failure to accurately identify relevant traditional owners and affected parties, compromising the consultative process for land use applications.	<ul style="list-style-type: none"> • Reinforce the importance of the traditional owners identification process, as a starting point for all land use applications. • Invest in cultural mapping and genealogy work to improve our records that underpin this work.



Protecting the **health of Tiwi country**

Key risks	Controls
Unmanaged feral animals and invasive species on the island that can damage the Tiwi ecosystem and reduce biodiversity, affecting the health of Tiwi country and reducing food sources and economic opportunity for Tiwi (among other things).	<ul style="list-style-type: none"> • Develop management plans, and proactively resource the management of key threats, in collaboration with other key stakeholders.
Inadequate response to major natural or other disasters such as bushfires, marine pollution, cyclones and coastal flooding that can impact on the whole of Tiwi.	<ul style="list-style-type: none"> • Ensure appropriate mitigation work is embedded in management plans where possible (e.g. in relation to fire). • Ensure up-to-date plans are in place for coordinated emergency responses, drawing on government and other resources.

4(iv) Operating context: Risk



Sustaining and celebrating **Tiwi culture**

Key risks	Controls
Loss of Tiwi artefacts, traditional knowledge, cultural expressions and practices	<ul style="list-style-type: none">• Strengthen and monitor the coordination and governance of the Cultural Committee• Undertake mapping and perform site assessments with landowners for protection of sacred sites• Invest in measures to ensure the preservation of Tiwi artefacts, artworks, recordings and other documents, including through physical spaces and secure forms of media• Coordinate education and training, teaching and sharing of Tiwi traditional knowledge and activities that promote cultural practices and expression.



Supporting development of, and participation in, the **Tiwi economy**

Key risks	Controls
There is no shared, coherent strategy across Tiwi, for its future economy that reflects Tiwi community aspirations for their land and government priorities.	<ul style="list-style-type: none">• Invest in Tiwi land Council's capacity to facilitate economic opportunities.• Plan, map and coordinate prospective industry opportunities for Tiwi lands, with direction from Tiwi communities and in collaboration with Govt and key proponents.

4(iv) Operating context: Risk



Listening to, and promoting, **Tiwi voices** within and beyond our Islands

Key risks	Controls
Lack of trust in Land Council amongst Tiwi traditional owners and community members	<ul style="list-style-type: none"> • Introduce Manager of Tiwi Engagement and Strategy to strengthen Tiwi community engagement • Establish Cultural Committee to demonstrate greater responsiveness to cultural priorities • Take on coordination role for Tiwi Leaders Forum to ensure Tiwi Land Council is listening and responding to Tiwi voices, regarding other priorities like education, health, leadership and service provision • Establish a permanent office in Wurrumiyanga, and then the other two communities
Lack of representation of Tiwi traditional owners' interest in NT government and sectoral forums	<ul style="list-style-type: none"> • Reengage with policy forums from which Tiwi have been largely absent in recent years, to promote interests in critical areas of NT and federal government responsibility (e.g. homelands, roads, etc.) • Support improved coordination of services on Tiwi through Leaders Forum.
Significant unrest occurring in communities requiring police and/or Government intervention.	<ul style="list-style-type: none"> • Promote public awareness of issues affecting Tiwi people, their land and other rights. • Improve coordination of key agencies through Tiwi Leaders Forum



Administering an **effective and efficient Land Council** sustained by the **trust of Tiwi people**

Key risks	Controls
Delays or blockages in establishing the necessary structures, systems and internal capability to enhance effectiveness in the performance of our statutory functions, leading to ineffectiveness and staff burnout.	<ul style="list-style-type: none"> • Land Council's new staffing model provides for shared management of key strategic initiatives. • A policy framework is currently in draft to guide the development, regular review and archiving of all Land Council policies and procedures. This will include the delegation of responsibilities to the Accountable Authority, Management and other staff as appropriate, promoting leadership and accountability in all processes within Land Council. • Areas of administrative focus include good governance, grant administration, fraud control management and work health and safety, which is a focus of the Land Council budget and recruitment in FY25 (among other things).
Inadequate safety and communication systems for employees working remotely or in isolated areas	<ul style="list-style-type: none"> • Develop WHS Management Framework for Land Council that will guide the training and appointment for Health and Safety Representatives, First Aiders and Fire Wardens, safety checks on worksites (Darwin and Tiwi) and vehicles, safety procedures and communications for employees working remotely, isolated or alone in the office outside office hours.
Inadequate, inappropriate and/or insecure ICT systems to support the business of Land Council	<ul style="list-style-type: none"> • Commission an ICT threat assessment, with a focus on business continuity, information safety and security and recommended changes/improvements given the special nature of Land Council's context.

4.(v) Operating context: Cooperation and subsidiaries

Cooperation

There are many different organisations operating on the Tiwi Islands, working for the benefit of Tiwi people. It is critical that those organisations are working together in a coordinated fashion.

The Tiwi Land Council is committed to maintaining and strengthening working relationships with these organisations. Our focus is on ensuring that the Tiwi people have trust and confidence in the Council and its work.

We work with a range of stakeholders to achieve our purpose and actively participate in regional forums that help us to progress matters of shared priority. A list of major stakeholders is set out on the right.

Subsidiaries

The Tiwi Land Council has no subsidiaries.

Key stakeholders	Nature of partnerships
Northern Territory Land Councils <ul style="list-style-type: none"> <i>Anindilyakwa Land Council</i> <i>Central Land Council</i> <i>Northern Land Council</i> 	Share knowledge of best Land Council practices and collaborate on policy priorities on behalf of Aboriginal people in the NT
Tiwi owned corporations <ul style="list-style-type: none"> <i>Tiwi Enterprises Ltd</i> <i>Tiwi Resources Pty Ltd</i> <i>Tiwi Islands Training and Education Board (TITEB)</i> <i>Tiwi Plantations Corporation Pty Ltd</i> <i>Tiwi Partners</i> <i>Port Melville Pty Ltd</i> <i>Bathurst Island Housing Association Inc (BIHA)</i> <i>Clan group corporations</i> 	Work in partnership, across different industries, to support Tiwi economic participation
Local Government <ul style="list-style-type: none"> <i>Tiwi Islands Regional Council</i> 	Coordination of municipal and essential services
Northern Territory Government Agencies <ul style="list-style-type: none"> <i>Department of the Chief Minister and Cabinet</i> <i>Department of Infrastructure, Planning and Logistics</i> <i>Heritage Branch</i> <i>Aboriginal Areas Protection Authority</i> 	Coordination of programs and services for the benefit of Tiwi people
Australian Government Agencies <ul style="list-style-type: none"> <i>National Indigenous Australians Agency</i> <i>Department of Finance</i> <i>Australian National Audit Office</i> <i>Northern Territory Aboriginal Investment Corporation</i> <i>Office of Township Leasing (OTL)</i> 	Funding support, regulation and audit. Close collaboration with OTL on account of their function in holding s19A leases over Townships.



5. Performance measures

The following performance measures are intended to support Tiwi Land Council, and other key stakeholders, to monitor our progress against the key activities and strategic priorities identified in this Corporate Plan.

In selecting the performance measures, Tiwi Land Council staff have considered the need to understand performance from different perspectives – through both qualitative and quantitative measures – and to ensure that relevant data can readily be collected.

The performance measures in this plan have changed from those presented in the previous Corporate Plan. These changes have been made to ensure compliance with the *Public Governance, Performance and Accountability Rule (2014)*, and to ensure alignment with the revised key activities set out in this Corporate Plan.



5. Performance measures



i. Key Activity: Managing the **appropriate use of Tiwi land and waters**, consistent with the wishes of Tiwi traditional owners

Performance measure	Why this matters?	Target FY25	Target FY26	Target FY27	Target FY28	Data sources
1.1 Land Council land use application procedures comply with ALRA requirements and Land use applications are processed in accordance with Land Council procedures.	The ALRA requires that in managing Aboriginal land and sea, the land council protects the interests of Aboriginal people including through obtaining the consent of Traditional Owners and allowing for other affected Aboriginal people to express their views. The ALRA also states that the land council should use its best efforts to perform its functions in a timely manner.	Review and audit of 4 land use applications to monitor ALRA compliance	Review and audit of 4 land use applications to monitor ALRA compliance	Review and audit of 4 land use applications to monitor ALRA compliance	Review and audit of 4 land use applications to monitor ALRA compliance	Compliance report- Recorded, updated and maintained by Land Council staff – Resources and Environment Officers
1.2 Conduct compliance checks on executed land use agreements.		6 compliance checks	6 compliance checks	12 compliance checks	12 compliance checks	Compliance report- Recorded, updated and maintained by Land Council staff – PLO/Resources and Environment Officers
1.3 Develop and implement an effective and efficient permit system		Conduct Stage 2 permit review	Conduct Stage 3 permit review	Implement review rec's	Implement review rec's	Stages 2 and 3 review and recommendation reports - Recorded, updated and maintained by Land Council staff - Resources and Environment Officers
1.4 By 2027-28, the Land Council has lodged a Sea Country Native Title Application with the National Native Title Tribunal	Tiwi people have an aspiration to gain more control over the use of the seas adjacent to their Islands, in a context where interest from external stakeholders in accessing or exploiting sea resources is increasing.	Develop and implement process to administer sea proponents; consider NTSP status	Gain NTSP status (if appropriate path)	Prepare Native Title Sea claim	Lodge Native Title Sea claim	National Native Title Tribunal/Land Council Anthropologists
1.5 Genealogies and clan registers are digitised up to date and kept current	Having up to date and accurate genealogies and clan registers is critical to the performance of several key land council functions under the ALRA, including consulting with TOs and any other Aboriginal people interested in the land with respect to any proposal relating to the use of that land (Section 23(1)(c))	Genealogies: 50% Clan registers: 70%	Genealogies: 70% Clan registers: 80%	Genealogies: 90% Clan registers: 90%	Genealogies: 100% Clan registers 100%	Genealogies and clan registers - recorded, updated and maintained by Land Council staff
1.6 Number of requests/actions to protect sacred and other significant sites to be finalised internally and submitted to AAPA (as relevant) within 12 months	Supporting the protection of sacred sites and sites of cultural significance is one of the land council's ALRA functions	60% of the requests are actioned	65% of the requests are actioned	70% of the requests are actioned	75% of the requests are actioned	Recorded, updated and maintained by Land Council staff - Anthropologists

5. Performance measures



ii. Key Activity: Protecting the health of Tiwi country

Performance measure	Why this matters?	Target FY25	Target FY26	Target FY27	Target FY28	Data sources
2.1 Incursions and introductions of new threats to the islands	Land Council carries out the wishes of Aboriginal people to protect the unique Tiwi ecosystem.	0 new introductions	0 new introductions	0 new introductions	0 new introductions	Reports to Full Land Council - Recorded, updated and maintained by Land Council staff – Resources and Environmental Officers
2.2 Dedication of IPA & sea country consultations		IPA governance framework developed and IPA dedicated	Sea country consultations conducted (funding dependant)	Sea country consultations conducted (funding dependant)	Sea country consultations conducted (funding dependant)	Consultations Report - IPA, Sea Country and Resources and Environmental Officers
2.3 Research activities inform and provide direction to Land Council to enable informed decision making	Informed and educated decision making, capacity building for Land Council members and Rangers	2 SRC meetings per year	2 SRC meetings per year	2 SRC meetings per year	2 SRC meetings per year	Minutes of Meetings - Resources and Environmental Officers
2.4 Land Council develops Island wide strategies that inform management activities for all stakeholders	It is important that all relevant stakeholders are coordinated in their management of Tiwi country. Land Council has an important role to play in fostering collaboration	Review and update existing Land Council strategic documents	Review and update existing Land Council strategic documents	Review and update existing Land Council strategic documents	Review and update existing Land Council strategic documents	Strategic documents - Developed by Land Council staff together with key stakeholders – Resources and Environment Officers

5. Performance measures



iii. Key Activity: Sustaining and celebrating Tiwi culture

Performance measure	Why this matters?	Target FY25	Target FY26	Target FY27	Target FY28	Data sources
3.1 Develop the Tiwi festival into a recognised annual event, hold two further significant Tiwi cultural events and provide ongoing support for Kulama and Pukumani ceremonies	The land council members have been consistent with their feedback that the Land Council must play a leadership role in relation to Tiwi culture events and ceremonies	Yearly	Yearly	Yearly	Yearly	Event impact and outcome - Facilitated by Tiwi Engagement Team and Cultural Committee
3.2 Hold consistent meetings of the Cultural Committee	To ensure appropriate governance of Tiwi Land Council cultural activities	4 meetings	4 meetings	4 meetings	4 meetings	Minutes of Meetings - Facilitated by Tiwi Engagement Team and Cultural Committee
3.3 Identification, return and safekeeping of Tiwi cultural artefacts	Repatriation of Tiwi artefacts is a critical component of preserving and celebrating Tiwi culture, ensuring that Tiwi works are in Tiwi hands	Identification of relevant collections and development of relationships with researchers and institutions holding those collections	Negotiating the return of relevant artefacts	Creation of a safekeeping place for the artefacts	Secure the return and accessible display of Tiwi artefacts, including in both physical and virtual forms	Facilitated by Land Council Anthropologists

5. Performance measures



iv. Key Activity: Supporting development of, and participation in, the **Tiwi economy**

Performance measure	Why this matters?	Targets FY25	Target FY26	Target FY27	Target FY28	Data sources
4.1 Facilitate coordinated approach to Tiwi economic participation	Land Council has a role to play in coordinating industry opportunities for Tiwi, with direction from Tiwi communities and in collaboration with Government and key proponents. We should assist, as appropriate, in economic advancement of Tiwi People within the Land Council region and support Tiwi Led enterprise opportunities.	Map all existing economic activities and engage with key stakeholders to inform our understanding of relevant industry opportunities	Develop a plan for a future Tiwi economy, that is grounded in Tiwi priorities and provides direction to all relevant stakeholders.	Support TOs and their Corporations to explore identified industry opportunities and engage with proponents	Support TOs and their Corporations to explore identified industry opportunities and engage with proponents	Land Council Economic Development Officer and Grants Officer

5. Performance measures



v. **Key Activity:** Listening to, and promoting, **Tiwi voices** within and beyond our Islands

Performance measure	Why this matters?	Target FY25	Target FY26	Target FY27	Target FY28	Data sources
5.1 Establish a permanent staff presence on the Tiwi Islands	Permanent presence in all three communities and improved communication channels, to promote public awareness on issues affecting Tiwi people, their land and other rights.	Site identification and design for Wurrumiyanga office	Secure funds and commence construction of Wurrumiyanga office and identify shared tenancy arrangements for Milikapiti and Pirlangimpi	Complete construction of Wurrumiyanga office	Staff permanently based in Wurrumiyanga	Management Team
5.2 Hold regular clan meetings		4 per clan per year	4 per clan per year	4 per clan per year	4 per clan per year	Land Council Shared Calendar
5.3 Hold consistent meetings of the Tiwi Leaders Forum	To promote Tiwi voices in external policy forums and service sector and to support improved coordination of services.	2 meetings	2 meetings	2 meetings	2 meetings	Minutes of Meetings - Facilitated by Tiwi Engagement Team and Cultural Committee
5.4 Issue regular editions of the Tiwi Newsletter - Pupuni Ngirramini	Communication tool about the Land Council's activities and initiatives for the Tiwi people.	4 newsletters	4 newsletters	4 newsletters	4 newsletters	Land Council Media and Communications Officer

5. Performance measures



vi. Key Activity: Administering an effective and efficient Land Council sustained by the trust of Tiwi people

Performance measure	Why this matters?	Target FY25	Target FY26	Target FY27	Target FY28	Data sources
6.1 Audit Risk Committee Meetings	To support Land Council in fulfilling corporate governance and oversight responsibilities in reporting, external and internal audit, risk management and internal control, compliance, fraud and corruption, ethics and organisation culture	4 meetings	4 meetings	4 meetings	4 meetings	Minutes of Meetings - Governance, Risk and Compliance Officer
6.2 Develop and implement an Internal Audit Framework (IAF)	To enhance efficiency by better understanding how policies and procedures boost effectiveness; understand Land Council's operational risks including health and safety issues, fraud and compliance and cyber threat and fine tune internal controls.	IAF is developed and approved by the Audit and Risk Committee	IAF is implemented			IAF and Internal audit report and recommendations - Governance, Risk and Compliance Officer
6.3 Conduct budget reviews against actuals and present financial reports to Council members and Accountable Authority	To ensure compliant use of funds and prudent budget estimates for transparency and accountability	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly Financial reports - Chief Financial Officer/ Finance Team
6.4 Unmodified auditors report	Land Council responsibly manage and adhere to the delivery of statutory and auditing requirements	Annual unmodified report	Annual unmodified report	Annual unmodified report	Annual unmodified report	Annual Financial Statements - Chief Financial Officer/Finance Team
6.5 Governance policies and processes are reviewed when they are due, updated and/or created and communicated	Good governance practices through ongoing policy reviews, consultation, monitoring, reporting and compliance management.	80% compliance with policy review framework	90% compliance with policy review framework	100% compliance with policy review framework	100% compliance with policy review framework	Updated Policies - Governance, Risk and Compliance Officer
6.6 Council member training and representation in forums, hearings and seminars on behalf of Land Council	To ensure Council members have the right skillset and are supported to perform their duties to the best of their abilities	2 attended trainings/ forums	2 attended trainings/ forums	2 attended trainings/ forums	2 attended trainings/ forums	Attendance list for each trainings/forums - People and Development Manager
6.7 Relevant opportunities are offered to each Land Council employee, as identified through a training matrix and annual development plans	To ensure the Land Council workforce is equipped with the relevant skills and tools to perform the inherent requirements of their role.	100% of staff have active development plan; 80% of training budget expended	100% of staff have active development plan; 80% of training budget expended	100% of staff have active development plan; 80% of training budget expended	100% of staff have active development plan; 80% of training budget expended	Development plans - People and Development Manager Budget – Chief Financial Officer