



Corporate Plan

2022-2026

31 August 2022

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1 Introduction

We, as the accountable authority of Tiwi Land Council, present the **2022 - 2023** Tiwi Land Council Corporate Plan, which covers the periods of 2022-2026, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

2 Purposes

2.1 Objectives, functions, and role of Tiwi Land Council

The Tiwi Land Council's purpose is to enable the Tiwi to acquire and manage land and to promote economic and community development. To support its community, Tiwi Land Council will take a more pro-active approach in the services it offers to Tiwi people.

3 Key Activities

3.1 Key activities that Tiwi Land Council will follow to achieve its purpose

Land Councils have essential functions in relation to Aboriginal land.

We are committed to ensure that the Tiwi Land Council acts on the advice and with the consent of the traditional owners so that primary control over Aboriginal land lies with the traditional owners.

This process may lead to enhancements of the following strategies and policies.

Traditional Owner Recognition

Tiwi Land Council will assist in identification of clan estate ownership, clan, and family membership and terrestrial and marine boundaries.

Managing Land – Access and Land Use

The Tiwi Land Council will continue to review and improve administrative processes to manage land access and land use in accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976*.

Managing Land -Sacred Sites

Tiwi Land Council will continue their assistance in the protection of sacred sites and areas of significance both on land and in the sea.

Managing Land -Mining

Traditional owners are consulted in accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976* pertaining to the issuance or otherwise of exploration leases on Tiwi Aboriginal Land Trust land.

Education

Public Governance, Performance and Accountability Act 2013

The Accountable Authority of Tiwi Land Council is the Chair and the CEO. Prior to the commencement of the *Public Governance, Performance and Accountability Act 2013*, (PGPA Act) the Chair and CEO expressed a view that the Accountable Authority of the Tiwi Land Council would consist of the Chair, Deputy Chair and eight other members of the Land Council, known as the Management Committee of the Tiwi Land Council. Highlighting the importance associated with adherence to the conceptual framework of the PGPA Act.

Pursuant to section 7A of the *Public Governance, Performance and Accountability Rule 2014* the Accountable Authority of Tiwi Land Council is the Chair and Chief Executive Officer.

Aboriginal Land Rights (Northern Territory) Act 1976

The Management Committee of the Tiwi Land Council undertakes development on Land Council governance matters.

Communication

In order that the Tiwi Land Council can prioritise and perform its functions in a timely manner, it has identified communication and transparency in its dealings as a priority.

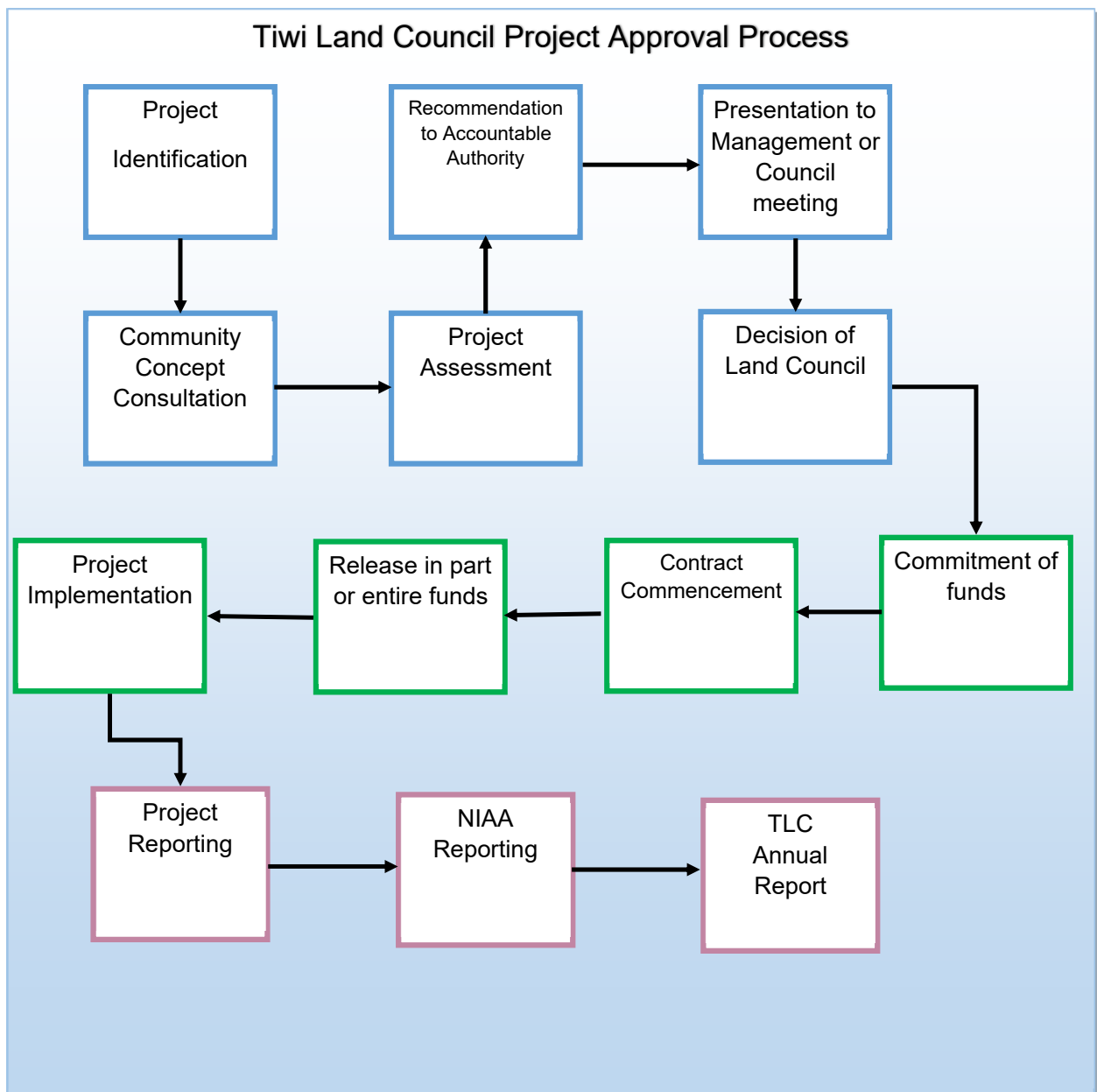
Private Economy

With the Tiwi private economy developing into independent operations, the focus of the Tiwi Land Council on these enterprises has moved from the preliminary assistance of negotiation of leases and licences, to assisting those commercial activities that will best deliver long-term economic and social benefits to Tiwi in the development and the total Tiwi population.

Implementation Plan of the Northern Territory Indigenous Economic Stimulus Package

Tiwi Land Council has received \$13.3 million under the Northern Territory Indigenous Economic Stimulus Package and continues to hold \$10.7 million.

Tiwi Land Council has listed indicative projects and will undertake a rigorous and thorough assessment process prior to making final investment decision.



4 Operating Context

4.1 Environment

Accountable authority

The Accountable Authority consists of the Chair and CEO. The tenure of these positions is:

Chair, Mr Gibson Farmer Illortaminni, was re-elected for a further three-year term in **February 2021** concluding in **February 2024**. This is the fourth term of the Chair and stability of the position continues.

An Administrator has been appointed for a period of six months, during this time will seek a suitability qualified and experienced individual for the position of CEO.

Accountable Authority

	2022-2023	2023-2024	2024-2025	2025-2026
Chair		Election year		
CEO				

Land held in Trust

The Tiwi Aboriginal Land Trust included the Vernon Islands as included in Schedule 1 of the *Aboriginal Land Rights (Northern Territory) Act 1976*. The Vernon Islands has an Exploration permit application EP295.

Project Initially Identified

In circumstances that an initial identified project should not meet the assessment criteria of the implementation plan, alternative projects identified during consultation phase will be assessed for their suitability in addressing the criteria of this funding.

Project	Nature of business	Co-contribution	Clan Consultation
Crocodile egg hatchery	Creation of new enterprises	Possible ILSC	Yes
Yimpinari Eco tourism	Creation of new project	Nil	No

Project	Nature of business	Co-contribution	Clan Consultation
Mantiupwi Motel family rooms	Addition to existing motel operation	Nil	No
Oyster project	Creation of new project in conjunction with NT Fisheries	NTG	No
Cattle project	Creation of new project	Nil	No
Tiwi Plantation Corporation	Nursey and planting of saplings	Investor in second rotation	No

Traditional owners' roles

By virtue of section 23(3) of the *Aboriginal Land Rights (Northern Territory) Act 1976*, a Land Council is obligated, in conducting its functions with respect to any Aboriginal land in its area, to have regard to the interests of, and consult with the traditional Aboriginal owners of the land and any other Aboriginals interested in the land. Furthermore, the Land Council is prohibited from taking any action in any matter in connection to land held by a Land Trust, including the giving of consent or the withholding of consent, unless the Land Council is satisfied that:

- (a) the traditional Aboriginal owners of the land understand the nature and purpose of the proposed action and as a group, consent to it; and
- (b) any Aboriginal community or group that may be affected by the proposed action has been consulted and has had adequate opportunity to express its view to the Land Council.

Another relevant provision of the *Aboriginal Land Rights (Northern Territory) Act 1976* is Section 29, which deals with membership of a Land Council. It provides that members of a Land Council shall be Aboriginals living in an area of the Land Council or whose names are set out in a register maintained by the Council in accordance with section 24, who are chosen by Aboriginals living in the area of the Land Council in accordance with such methods as approved from the Minister, section 29(1).

The significance of these provisions lies in the fact that the *Aboriginal Land Rights (Northern Territory) Act 1976* makes clear that only Aboriginal people are entitled to be members of a

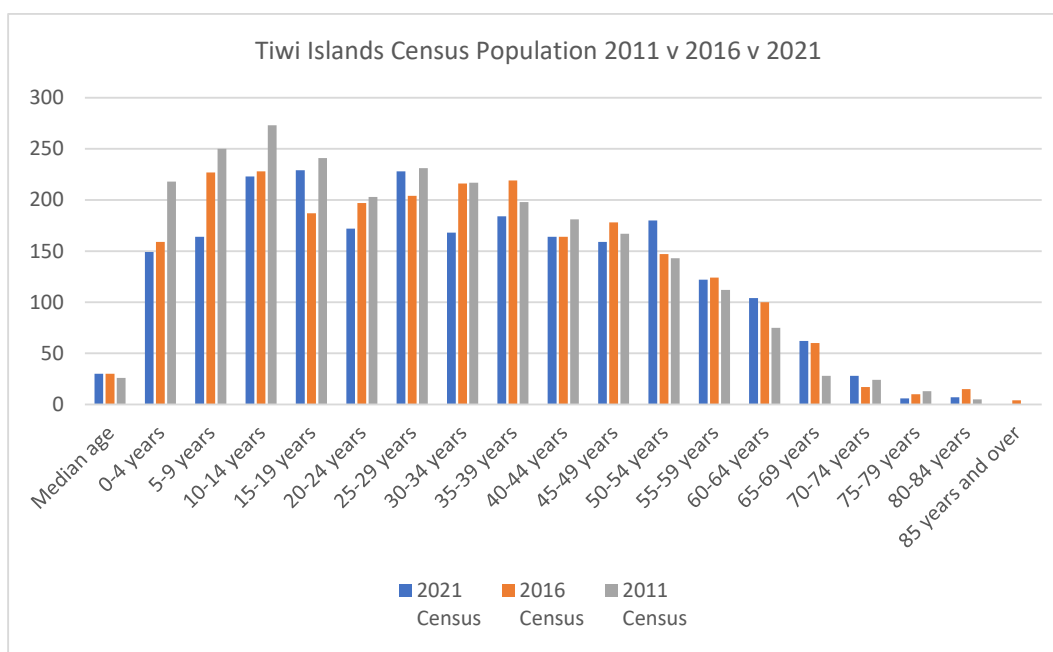
Land Council. Moreover, the *Aboriginal Land Rights (Northern Territory) Act 1976* enfranchises Aboriginal people in the process of electing members of a Land Council.

Tiwi population

The Tiwi Islands of Bathurst and Melville Island consist of approximately 7,000 square kilometres with 3,000 people; 2011, 2016, and 2021 ABS Census data provide a slightly lower figure than this. Differences are accounted for with children being educated in Darwin and interstate, Tiwi away from Island, undertaking employment training and development and those visiting family and friends in Darwin. Historically the death rate had averaged 40 people per year: 2021-2022 saw a below than average rate.

Populating the Vernon Islands is not planned, leaving the townships on Bathurst and Melville Island the major population centres. There is a significant interest in people returning to their homelands.

Age	2021		2016		2011	
	Census	%	Census	%	Census	%
Median age	30		30		26	
0-4 years	149	6.3%	159	6.5%	218	8.5%
5-9 years	164	7.0%	227	9.2%	250	9.7%
10-14 years	223	9.5%	228	9.3%	273	10.6%
15-19 years	229	9.7%	187	7.6%	241	9.3%
20-24 years	172	7.3%	197	8.0%	203	7.9%
25-29 years	228	9.7%	204	8.3%	231	9.0%
30-34 years	168	7.2%	216	8.8%	217	8.4%
35-39 years	184	7.8%	219	8.9%	198	7.7%
40-44 years	164	7.0%	164	6.7%	181	7.0%
45-49 years	159	6.8%	178	7.2%	167	6.5%
50-54 years	180	7.7%	147	6.0%	143	5.5%
55-59 years	122	5.2%	124	5.0%	112	4.3%
60-64 years	104	4.4%	100	4.1%	75	2.9%
65-69 years	62	2.6%	60	2.4%	28	1.1%
70-74 years	28	1.2%	17	0.7%	24	0.9%
75-79 years	6	0.3%	10	0.4%	13	0.5%
80-84 years	7	0.3%	15	0.6%	5	0.2%
85 years and over	0	0.0%	4	0.2%	0	0.0%
Total	2,349		2,456		2,579	



As the Tiwi private economy grows, the number of non-Tiwi in the form of fly-in fly-out workers has increased. The private economy service enterprises have the capacity to accommodate these additional works, without encroaching on the housing stock or diminishing infrastructure assets available for Tiwi.

Tiwi Land Council will need to meet these increasing expectations and deliver its outputs in a resource-constrained environment. Over the next four years, the Land Council's budget estimate is predicted to increase in line with Consumer Price Index. In this context, the Land Council will need to continue to find efficiencies. Workforce decisions made during this period will have a critical impact on the Land Council's capability and capacity in future years. As the umbrella of responsibility grows for the administration and economic development of the Land Council so too will the access to more human resources.

Operating in a Local Decision-making model there will be more emphasis on capitalising on capability growth of Land Council members, by empowering them to follow through on implementing strategic opportunities developed within which will benefit all Tiwi.

It is important to maintain current capabilities and to build new capabilities. Increased capability contributes to preserving overall organisational capacity.

Any reduction to budgets may also impact on the availability of training and development resulting in risks for the Land Council's overall governance capability.

Our capabilities	Sustaining and developing our capabilities
<p>Deep understanding Understanding the economic and policy environment, and the views of the Tiwi.</p>	<ul style="list-style-type: none"> • Building a thorough and shared understanding of our identity, mission, value-adding role, priorities, and frameworks. • Applying a whole of Tiwi economy approach to our advice and analysis. • Understanding our policy environment and the viewpoints of traditional owners and stakeholders. • Comprehending what policies are set out to do, their alternatives, their impacts, and their implementation. • Establishing, maintaining, and using internal and external networks. • Building economic, legal, accounting, and other technical expertise and capacity. • Developing and maintaining corporate memory through developing procedural manuals and effectively using knowledge and information management systems.
<p>Collaboration Collaborating with internal and external stakeholders to develop effective policy.</p>	<ul style="list-style-type: none"> • Establishing and participating in forums to support and drive creativity and innovation.
Our capabilities	Sustaining and developing our capabilities
	<ul style="list-style-type: none"> • Appropriately sharing knowledge and information across Tiwi organisations. • Responding to stakeholder input. • Building effective relationships with external stakeholders to influence policy directions.

Our capabilities	Sustaining and developing our capabilities
<p>Efficiency and productivity Managing costs, allocating resources, and enabling efficiencies.</p>	<ul style="list-style-type: none"> • Improving output quality and system streamlining, including through managing knowledge, being flexible in the use of expertise, building skills and simplifying processes. • Investing in data, systems, and technology to improve quantitative analysis across the Tiwi Land Council. • Ensuring resource allocations are well informed, consistent with the Land Council's mission and responsive to changing priorities, including risk management.

4.2 Capability

Each of the eight landowning groups (see below map) is represented by a Trustee and three delegates; these 32 representatives form the members of the Tiwi Land Council. An Management Committee is drawn from the Land Council, consisting of the Chair, Deputy Chair and eight Land Council members.

Staff engaged to support Trustees and Land Council members include Chief Executive Officer/Administrator, Manager of Operations, Chief Financial Officer, Principal Legal Officer, Financial Manager, Registrar, Executive Officer, Receptionist, Anthropologist, Resource & Environment Officer, Grant Officer, Economic Development and Project Officer, Policy Officer, and Tiwi Cultural Advisor.

Land Council members, in conjunction with staff, will undertake individual clan meetings and consultations on-island and at the Darwin office. A two-year focus on capturing Traditional Owner Registrar information will be conducted at these meetings.

It is also envisaged there will be an opportunity for personal development for Management Committee members through the implementation of a yet to be developed 'performance review' type platform which will identify strengths and opportunities of members to assist in building individual/collective capacity.

4.3 Risk

Underlying Philosophy

Tiwi traditional leaders have a strong collective determination to ensure the future well-being of their people based on the following principles:

Excellence in education is the key for Tiwi to maximise economic sustainability and the social wellbeing of the Tiwi people.

The preservation of Tiwi culture and culturally respectful decision-making processes.

The sound commercial development and use of Tiwi major assets: the land, the surrounding seas, and the Tiwi workforce.

The Audit Committee has recommended that the Manager takes responsibility of monitoring risk by developing appropriate tools and measuring performance. This is an ongoing process and will require continuous monitoring.

Staff are encouraged to further understand their responsibilities and the importance of risk management and risk assessments in their area of expertise.

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
1 Reputational	Risks to Tiwi land Council's reputation, or to the reputation of the Australian government.	Tiwi Plantations.	High	<p>Tiwi Plantations Corporation established 2010, stumpage rates for Landowners set 2013 to comply with Australian market rates. Stumpage rates are on hold due to negative cashflow from operations.</p> <p>Plantation lots are under licence.</p>	Seek ongoing information on organisation performance.	High
		Port Melville	High	Environmental risks associated with development of Port Melville for forestry and marine purposes		High
1.1	Damage to the natural environment because of overuse of natural resources	<p>Forestry Licence Area</p> <p>Importation of pest and weeds</p>	Medium	Environmental risks associated with development of forestry.	Annual internal audits of Forestry operations	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
1.2	Inappropriate use or overuse of natural resources (sand/water and fish stocks)	Port Melville	Low	Port operator has in place operating procedures.	Port Melville Strategic Committee and land working group to monitor the environmental condition	Low
2 People	Risks associated with engaging in managing human resources.					
2.1		Trustees	Low	<p>Nomination is presented to the TLC by the clan each group - following the decision made by the clan group.</p> <p>The Land Council Recommends to the Minister for Indigenous Australians – who appoints the trustees.</p>	<p>Holding Full Land Council meetings to discuss needs, behaviour v consequences of not following policies and procedures</p> <p>Revisits of responsibilities and accountabilities</p> <p>Discuss the future leadership opportunities and mentors?</p>	Low
2.2		Members	Low	Following acceptance of the Tiwi Landowners Membership Methodology	Traditional Landowners register to be verified- by meeting with clan groups	Low
2.3		Management Committee	Low	Nominated and elected by the clan group	Procedures and Policies in place and is reviewed every 12 months	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
2.4		Staff	Low	Staff performance appraisals	HR system Critical Staff Monitor staff wellness	Low
3 Financial and systems	Risks associated with financial controls and systems.		Low	Overriding of standard operating procedures	Analytical verification of system generated information	Low
3 Security/Privacy	Risks to Tiwi land Council security and privacy of information resources maintained by the Tiwi land Council.	Records not stored securely.	Medium	Information and documentation flow	IT service provider, cloud storage and digitisation of existing records paper files	Low
4 Technical	Risks associated with managing assets.	Office equipment Motor vehicles	Medium	Environmental	A Motor Vehicle Policy is in place – record of maintenance is monitored.	Low
5 Compliance /Legislation	Risks associated with meeting legal and regulatory obligations.	Tradition Landowner Register not been updated.	Medium	Verifying the family tree history for authenticity of Traditional Ownership s24 ALR Act	Meeting with clan groups to validate and verify and update – Births and Deaths	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
	The Land Council is responsible in receiving the funds from use of land and resources from the land and need to distribute these funds within six months of receipt.	Land use Funds	Medium	Assess Land use Fund bank account	<p>Prepare monthly detail reconciliation of inflows and outflow of funds of the Land Use fund account.</p> <p>View changes to ALR Act in relation to permitted distribution and monitoring of entities receiving distributions.</p>	Low
6 Business continuity	Risks to the Tiwi land Council continuing its functions in an emergency.	Unforeseen event	Extreme	Lack of funds in ABA, change in legislation	Appropriate level of insurance. Succession planning and human resource development and awareness	Extreme
7 Fraud	Risks associated with preventing or detecting fraudulent activity.	Monetary	Low	It is important for risk assessment strategies to be reviewed and refined on an ongoing basis considering experience with continuing or	Quarterly audit and reporting to the Department of Finance requires processes and records tracking the flow of all funds through the Land Council.	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
				emerging fraud vulnerabilities. The outcomes of fraud risk assessments can be provided to entities' audit committees for consideration in the annual audit work program	<p>All requisitions and cheques are countersigned. Financial oversight is independent of the Land Council management.</p> <p>The Land council Management Committee also monitors all payments at regular meetings, and review progress against budgets. Bank Statements are certified against actuals. Full details of the income and expenditure of the Land Council is published at the regular meetings of the Management and Finance Committees.</p>	
8 Items/Technical	<p>The Land Council currently owns a small total of physical assets in its own name.</p> <p>The Land Trust has significant assets, and the Land Council is obligated</p>	Loss of assets through negligence, fraud, and misuse	Medium		<p>Valuation cycle 3 years.</p> <p>Viewing and assessment of assets by senior staff</p> <p>Maintaining industry assets recognition policy</p>	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
	to fund cost of the trust					
9 Act Requirements	s19 Dealings in land by a land trust	Lack of consultation	Medium	Review minutes and points raised during consultations	Ensure free, prior, and informed consent	Low
Important Obligations	s23 Functions of the land council	Limited resources to address all functions	Medium	Review workflows and projects allocated to staff.	Project management.	Low
	s24 Register of traditional Aboriginal owners	Clan group pressured to include member on to register	Low	Regularly present clan group listing to Trustee seeking their feed back See 2.2 above	Develop probity testing by anthropologist. See 2.2 above	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
	s26 Land Council to meet expenses of Land Trust	Surrendering of lease, fixtures reverting to the Land trust Correct valuation of assets	Medium	Seek feedback from leasee on performance of operations	Database of leases accessible by various staff members Seek information from leasee of replacement valuations, ongoing basis	Medium
10 Mining & Extraction	S19(11) extraction	Lack of consultation, extraction used without landholder consent	Medium	Create a s19(11) register	Add to lease register reviews	Low
	Process	Preliminary exploration, Exploration, Mining	Medium	Ensure correctly identified traditional owners provide consent. Identity will reveal royalty recipients	Anthropologist and Registrar to identify and confirm traditional owners.	Low

Type of risk	Description	Identified Risk	Risk Level	Analysing Risk	Monitoring Risk	Residual Risk After Monitoring
	Reporting	Ensure reporting, fees, and renewal dates are adhered to	Medium	Keep update with Part IV review process Determine if fees are reasonable for holding tenement.	Tabulate key dates create reminders	Low

4.4 Cooperation

Tiwi Land Council will engage closely with various stakeholders to achieve its purposes, in a fit-for-purpose approach.

Stakeholder	Purpose
Tiwi Resources Pty Ltd	Assist with mining tenements.
Tiwi Resources Pty Ltd	Managing clan meetings and disbursement of incomes from the land.
Tiwi Resources Pty Ltd	Facilitating clan meetings to receive free, prior, and informed consent of land uses.
Munupi Pty Ltd	Managing clan meetings and disbursement of incomes from the land.
Munupi Pty Ltd	Assist in formation of an Aboriginal Corporation to received upfront township lease payments and economic development funds.
Tiwi Enterprises Ltd	Delivery of funerary service on behalf of Land Council.

5 Performance measures

Strategy - Traditional Owner Recognition

Tiwi Land Council under its budget estimate has engaged an Anthropologist. There are several key areas that an Anthropologist assists the Tiwi.

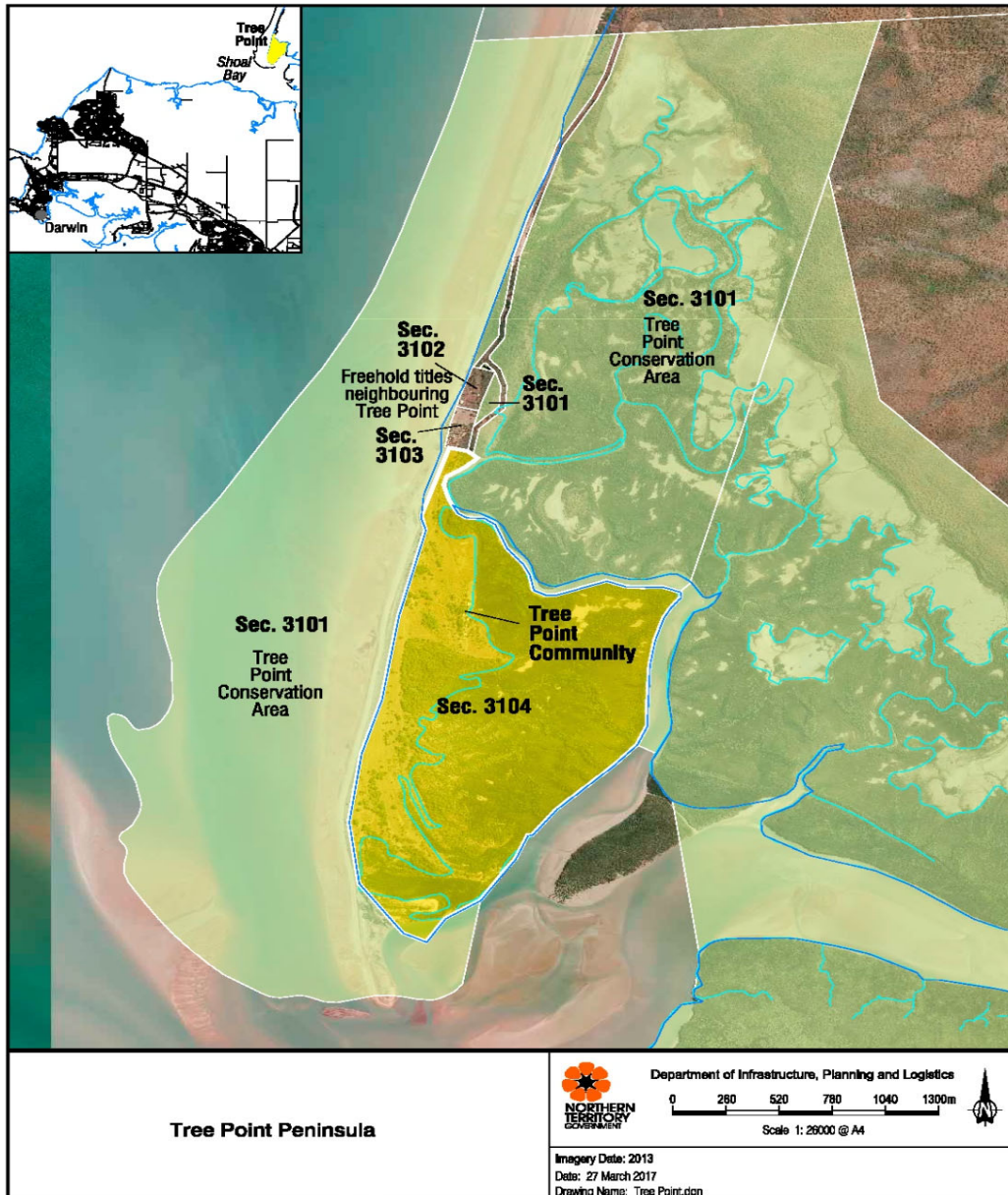
A primary role of the Anthropologist is to undertake research into systems of land tenure to determine clan estate ownership. This research is documented for the purpose of cultural heritage management and sacred site protection, and to ensure the appropriate landowning groups are engaged by the Tiwi Land Council to make informed decisions about land use applications, mining exploration and other development proposals.

The Anthropologist also assists in researching, coordinating research and collating the stories of Tiwi knowledge holders. This of course includes stories originating from the Tiwi Islands as well as from areas on the mainland such as the Gunn Point Peninsula, Tree Point, and Mindil Beach. Tiwi people boast a strong oral history tradition and material culture affirming their connection to the region from Tree Point on to the Vernon Islands and through the Clarence Strait on to Melville and Bathurst Islands.

There are numerous sites of cultural and social significance on the Gunn Point Peninsula, including Tiwi and non-Tiwi burial grounds, dreaming places, and areas where Tiwi families

historically camped and hunted. The Anthropologist is working to document and collate this cultural knowledge and engaging closely with the Mantiyupwi clan to understand their cultural heritage priorities in the region. It should be noted that engagement in this space is complicated given that the Tiwi Land Trust does not extend to the mainland. Furthermore, Tiwi people do not hold freehold title over any parcels of land on the Gunn Point Peninsula, despite their demonstrated historical and cultural affiliations to the area. Strategies are being developed to determine the clan's options in terms of negotiating access to their sacred sites to perform cultural maintenance.

The title for Tree Point Community, Sec. 3104, Hundred of Bagot on the Gunn Point Peninsula (see map below) is currently held by Durduga Tree Point Aboriginal Association Incorporated. Meetings have been held with the Association to discuss the potential for a land transfer and/or a right of access to Tiwi cultural sites. These negotiations are complex and ongoing.



Goals and Objectives:

- Manage expectations of Tiwi clan groups in regard to determining what practical outcomes are possible in negotiating access to areas on the mainland outside of the jurisdiction of the Tiwi Land Trust;
- Ensure detailed documentation is prepared relating to the protection of Tiwi cultural sites and that the relevant statutory bodies are notified;
- Preserve cultural and traditional knowledge; and
- Determine the aspirations and priorities of Tiwi traditional owners in seeking recognition and/or access to areas of land outside of the jurisdiction of the Tiwi Land Trust.

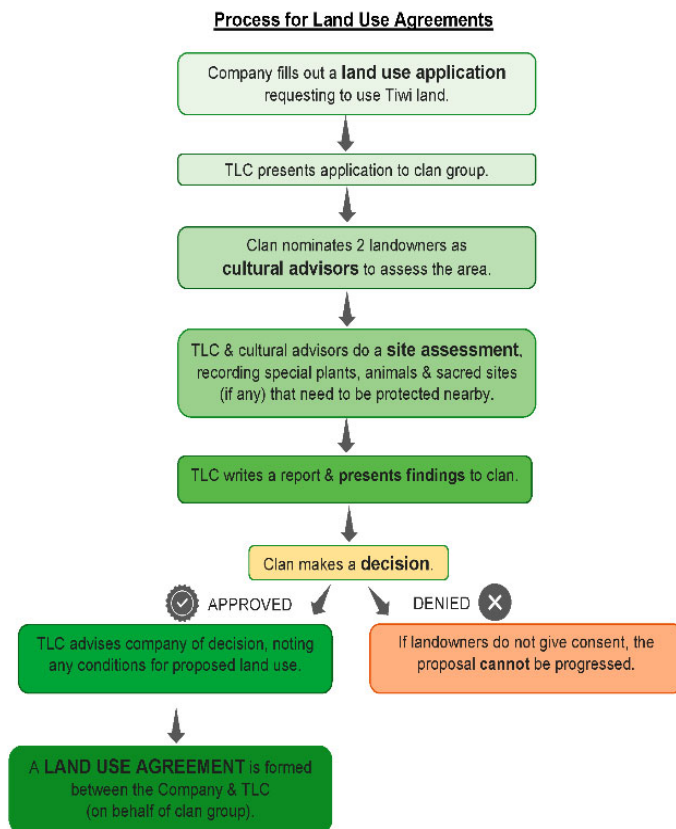
Strategy Managing Land - Access and Land Use

The Tiwi Land Council will undertake a comprehensive review of access and use for lands within the Tiwi Land Trust. A preliminary review conducted in 2020 highlighted that there were some areas that could be improved to streamline these processes and facilitate improved engagement with Tiwi Landowners and also proponents applying to use or access Tiwi lands/waters.

Goals and Objectives:

- Engage an external party to facilitate a comprehensive review of TLC land access and land use procedures in three stages.
- To consider the recommendations within the Tiwi Land Council review and facilitate improvements where appropriate;
- Make appropriate changes within the Tiwi Land Council permit system and website to support improvements; and
- Communicate any proposed changes to key stakeholders (Stage 2).

As a result of the first stage of the Land Use and Access Review, staff have designed a proposed new clan engagement process to ensure the free, prior, and informed consent, represented below. A consultant has been engaged to streamline this process.



Strategy Managing Land – IPA

Tiwi Islands Consultation IPA was executed between TLC and NIAA.

The Indigenous Protected Area grants are provided under the National Landcare Program. The program outcomes include:

- Protect and conserve Australia's biodiversity;
- Assist Indigenous Australians to deliver sustainable environmental, cultural, social, and economic outcomes through the effective and sustainable management of their land and sea; and
- Build the extent and condition of Australia's National Reserve System.

The Tiwi Islands IPA Consultation core service provision activities will be guided by an external consultant, Tiwi Resources Pty Ltd, Traditional Owners and overseen by TLC Natural Resource Support Officer. The IPA consultation phase is expected to take two years.

Goals and Objectives

- Students engaged through school visits and IPA interpretive presentations;
- Clan representatives recruited to assist in consultations and participatory land-use planning;
- Consultations with clan groups, land and sea rangers, students, TLC Board and IPA Planning Group;
- Production of final IPA Plan of Management and MERI;
- Dedication of Tiwi Island IPA;

Strategy Managing Land -Sacred Sites

Tiwi Land Council will continue in their assistance with cultural heritage management via the protection of sacred sites and areas of significance on land and sea. The Anthropologist coordinates and undertakes field research with landowners into systems of land tenure on the Tiwi Islands to promote site protection for areas of both ecological and cultural significance. This research is documented for the purpose of cultural heritage management and ensuring the appropriate landowning groups are engaged to make informed decisions about land use/access and proposed development initiatives. Tiwi sites of cultural, social, historical, archaeological, and ecological significance are documented with the input of traditional owners. Cultural surveys are performed on a regular basis with traditional owners to ensure cultural sites are protected into the future and to promote the transfer of important knowledge from elders to younger generations of Tiwi.

This work includes:

- Conducting sacred sites assessments as part of the TLC land use application process;
- Registering sacred sites with the Aboriginal Areas Protection Authority (AAPA); and
- Seeking Heritage listing for socially significant archaeological places and objects.

Most of the land under title of the Tiwi Aboriginal Land Trust is subject to mining exploration applications, with the entire area under title subject to a petroleum exploration permit application. Consultations with traditional owners pertaining to mining and potential impacts to sacred sites and ecologically significant areas will be undertaken.

The Anthropologist will assist in undertaking anthropological research to determine clan estate ownership for areas of proposed mining and/or development. This work includes assisting the Mining & Resources Officer in facilitating community consultations to ensure that landowners and affected communities understand the purpose of the proposed action(s) and have consented to it as a group. Priority will be given to collaborating with landowners to identify sacred sites and areas of social significance within existing mining leases to ensure their protection. Under the guidance of the Anthropologist, site custodians will be encouraged to apply to register these sites with the Aboriginal Areas Protection Authority (AAPA) to ensure their maximum protection under NT legislation.

The Resource and Environment Officer will assess the extent of plantation wildings and determine an eradication plan protecting sacred sites and areas outside the boundaries of Tiwi Plantation licences.

Goals/Long-term Visions:

- Ensure detailed documentation is prepared relating to the protection of Tiwi sites and that the relevant statutory bodies are notified;
- Produce detailed maps of sites of cultural, social and historical significance for TLC and Tiwi landowners to use;
- Document cultural and traditional ecological knowledge to preserve it for future generations;
- Promote intergenerational knowledge transfer;
- Improve TLC's relationship with AAPA, NT Heritage Branch, and other statutory bodies, and strengthen understanding of the site registration process for landowners;
- In collaboration with Rangers and with support from relevant experts, incorporate natural resource management into the management regimes for cultural sites; and
- Support Tiwi landowners in the development of a digital keeping place to safeguard and preserve Tiwi knowledge, including cultural sites and traditional ecological knowledge.

Strategy Managing Land -Mining

Traditional owners will be sought to express their wishes, in accordance with the Aboriginal Land Rights (Northern Territory) Act pertaining to the issuance or otherwise of exploration leases on Tiwi Aboriginal Land Trust land.

Attention will focus on negotiation of Exploration Licence Applications 27644, 28617, 29244, 29243 and 32786 the areas shaded brown below.

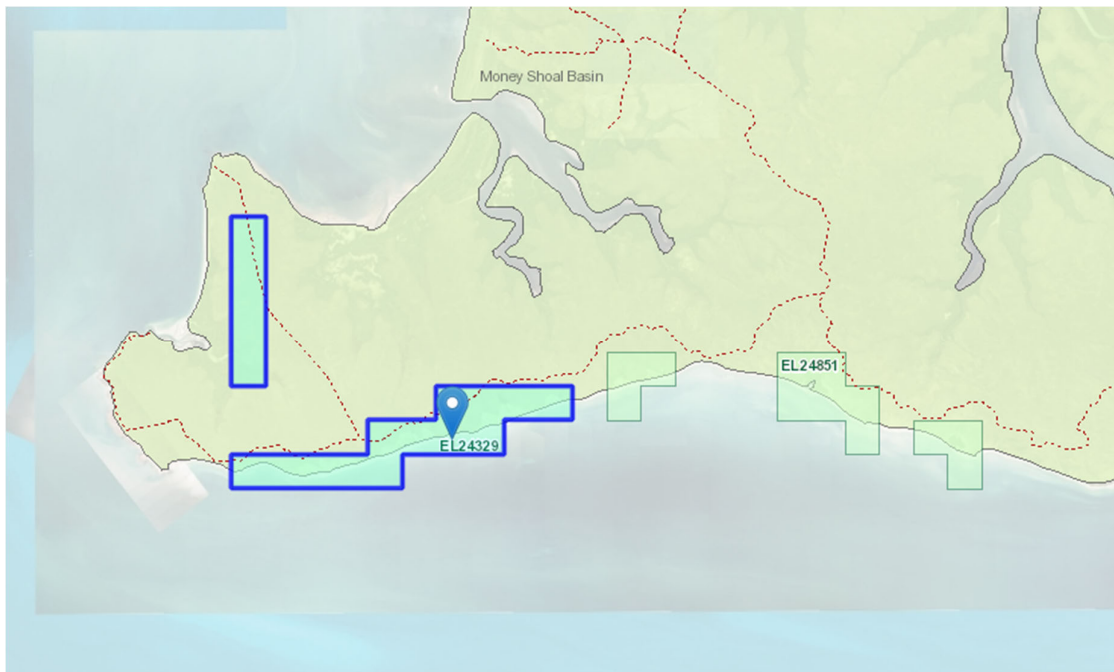
The applicant, Rio Tinto Exploration Pty, holding these areas under application have gained consent from Jikilaruwu, Marrikawuyanga, Wulirankuwu, and Yimpinari land owning group for preliminary exploration. The preliminary exploration site visits have occurred, and the results of this activity have been varied. Rio Tinto may continue discussions with the other landowning groups within their application areas.



Following the relinquishment of areas held by Tiwi Resources on behalf of the landowners, attention has focused on the remaining titles containing the dune system on the south coast of Bathurst Island owned by Jikilaruwu clan group. Analysis of results obtained by a LiDAR survey in 2022 shows that there is a significant volume of sand within a 25 km section of coastline. Thorough consultation with the Jikilaruwu owners of this land due to the sensitive nature of the surrounding environment and cultural importance of the area. The Tiwi Land Council will support the Jikilaruwu landowners with these discussions to determine whether they wish to consider any future development of this resource.

There remains significant interest from parties seeking to undertake sand mining on the Tiwi Islands, with a focus on the southern coastline of Bathurst Island.

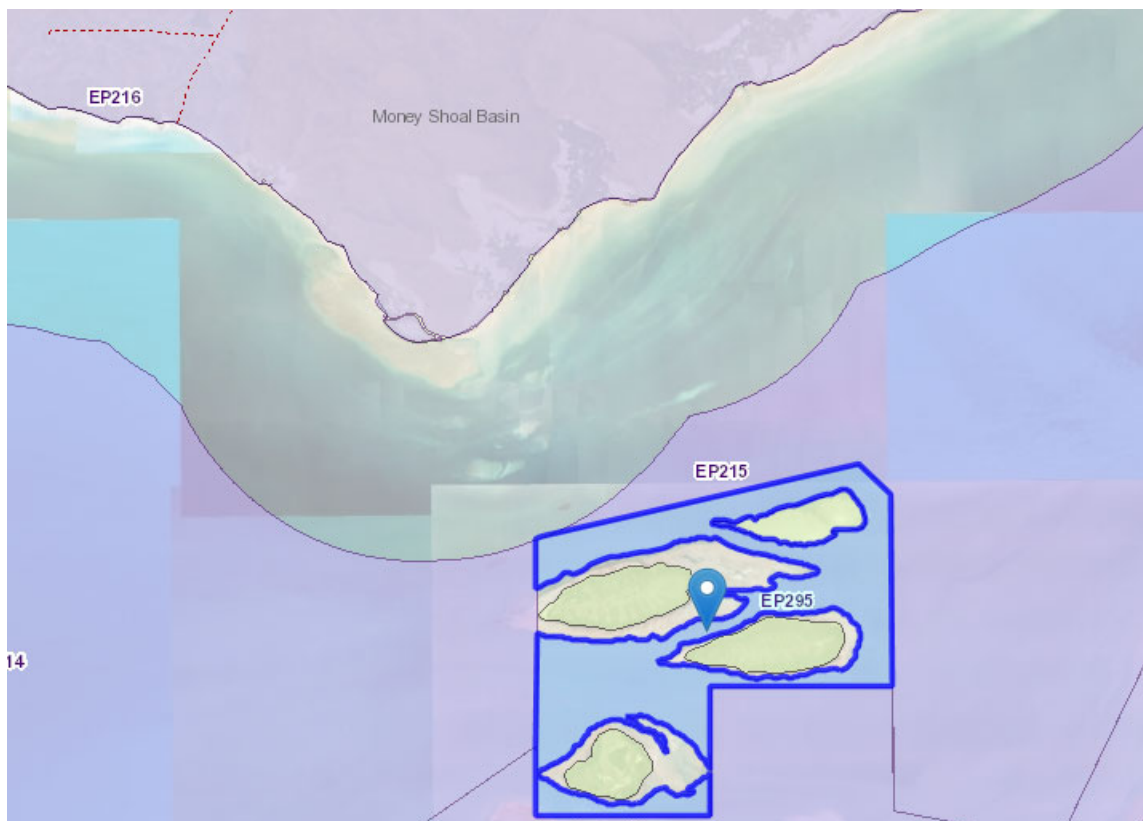
A few of the interested parties have been better prepared than the majority, although difficulty is encountered when asked how the Tiwi will benefit from such sand extraction.



Remaining titles containing the sand dune system owned by Jikilaruwu clan group.



Areas retained following field assessments and reductions (shaded green)



MBS Oil Pty Ltd holds a coastal NT Exploration Permit Application under the Petroleum (Submerged Lands) Act (NT) labelled NTC/P11, and two Onshore Exploration Permit Applications, under the Petroleum Act referred above as EP216 and EP295.

Goals and Objectives

- To meet all application consultation requirements of the NT Government
 - Tiwi Resources Pty Ltd 2022-2023;
 - RIO Tinto Exploration 2022-2023; and
 - MBS Oil Pty Ltd 2023-2024.
- Consult with appropriate clan groups to discuss future direction for titles;
- Present results of the LiDAR survey to Jikilaruwu clan members to allow them to make an informed decision in 2022-2023;
- Facilitate discussions with external parties as requested by Tiwi Landowners to explore options for future mining; and
- Support Tiwi through consultation for any future exploration title applications.

Strategy - Education

Public Governance, Performance and Accountability Act 2013

The Accountable Authority of Tiwi Land Council is the Chair and the CEO. The Tiwi Land Council through the Chair and the previous CEO and prior to the commencement of the *Public Governance, Performance and Accountability Act 2013*, (PGPA Act) expressed a view that the Accountable Authority of the Tiwi Land Council would consist of the Chair, Deputy Chair and eight other members of the Land Council, known as a committee, Management Committee, of the Tiwi Land Council.

The Tiwi Land Council has received training funds under the current year budget and meeting fees allowing for an increase in number of meetings.

Duties identified by the Management Committee which must be undertaken by an accountable authority are:

1. govern the Tiwi Land Council in a way that promotes the proper use and management of public resources; the achievement of the purposes of the Land Council; and the financial stability of the Land Council, considering the effect of decisions on public resources generally;
2. maintain and establish appropriate risk oversight and management of the entity; appropriate systems of internal control; and ensure officials comply with finance law;
3. encourage officials of the entity to cooperate with others to achieve common objectives;
4. when imposing requirements on the use or management of public resources, consider the risks associated with this, and the effects of, imposing those requirements;
5. keeping the responsible Minister and the Finance Minister informed of the activities of the Land Council; and
6. taking all reasonable measures to prevent, detect and deal with fraud relating to the Land Council.

Staff as officials of the Tiwi Land Council are regularly informed of these duties.

Aboriginal Land Rights (Northern Territory) Act 1976

The method of choice prepared by the Tiwi Land Council recognises traditional decision making of the Tiwi people.

Tiwi Land Council may delegate its functions and decision-making powers in accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976*, to the Chair or another member of Council, a member of staff, a committee appointed under section 29A.

Governance arrangements include Land Council and a Management Committee which sets policy and makes decisions of its functions under the *Aboriginal Land Rights (Northern Territory) Act 1976*.

Tiwi Land Council is committed, within six months of appointing a Policy Officer, to commence reviewing the delegations and governance arrangements of the Land Council, Management Committee, and staff members.

Strategy – Communication

In order that the Tiwi Land Council can prioritise and perform its functions in a timely manner it has identified communication and transparency of such in its dealings as a priority.

Communication requires that the Tiwi Land Council is actively involved in the community, expressing its functions and roles and seeking feedback and intentions of Traditional Owners.

The remote nature of the islands and the extremely limited communication infrastructure places additional pressure on Land Council members.

Darwin Tiwi Land Council Office, 116 Reichardt Road, Winnellie was officially open by the Minister for Indigenous Affairs on 10 May 2019.

Tiwi have chosen this property due to its accessibility to public transport, enabling Tiwi wishing to make any inquires or avail themselves to Land Council services open and safe access.

The new office property is also well located for meetings with various Government Agencies and Non-Government service providers.

It provides a pleasant workplace for staff to perform their functions, with a fully appointed boardroom that will be a welcome relief for Management Committee meetings.

For the Land Council to articulate and express the needs, objectives, and traditional decision-making techniques of the traditional owners, its principal form of communication will be by direct personal communication.

Communication will take the form of formal land council and committee meetings, these meetings will effectively measure the level, breadth, and content of consultative and information gather meetings.

Information gathering, undertaken within consultative meetings framework, will focus on the traditional decision-making techniques of the Tiwi.

Enhanced communication is expected to be developed with the introduction of the following positions, which have been identified by the Tiwi as value adding and consistent to their approach of land management;

- Policy Officer
- Tiwi Cultural Adviser

August 2018 saw the launch of an enhanced website, with a fully integrated permit system. The site contains a wealth of information and is a useful resource for those seeking background information on the Tiwi Island and Culture.

The bi-monthly publication of 'Tiwi News' (also to be available on the website) will continue to assist the land council to communicate back to the wider community on Tiwi events that the land council has assisted in.

Strategy – Private Economy

With the Tiwi private economy developing into independent operations, the focus of the Tiwi Land Council on these enterprises has moved from the preliminary assistance of negotiation of leases and licences, to assisting those commercial activities that will best deliver long term economic and social benefits to Tiwi's in the development and the total Tiwi population. The introduction of a Policy Officer should complement the commencement of the Grants Officer in working with Tiwi proponents to workshop, develop and prioritise economic opportunities on the Tiwi Islands.

The structure, roles and responsibilities of these new business enterprises are introducing new corporate governance requirements, and concepts of individual responsibilities as opposed to community responsibility. To deal with these operation requirements, the Tiwi Land Council will endeavour to facilitate training and development on these matters by suitably qualified professionals and appropriate qualified advisors.

Income streams flowing from the private economy, in the form of lease and royalty payments, are scheduled to be paid at times that will not lead to inference with children attendance at school.

Tiwi clan groups that made investment to support Tiwi Plantations Corporation are positioned to receive interest on their corpus in the coming years. Commonwealth government budget announcement include the allocation of \$60m for seal roads on the Tiwi Islands, with the forestry operations to benefit from this process.

Tiwi Resources, Tiwi Resources Pty Ltd as Trustee for the Tiwi Resources Trust, have recently entered an arrangement know as, Tiwi Islands Savanna Burning for Greenhouse Gas Abatement, with the Indigenous Land Corporation for creating Kyoto Australian Carbon Credit Units through burning of the Tiwi's land. This commercialisation of land and sea

ranger, has resulted in the ranger program operations residing outside the Tiwi Land Council with Tiwi Resources Pty Ltd.

Tiwi Land Council continues to focus on delivery of benchmark efficiency whilst maintaining its performance targets.

Strategic Goals	Performance criteria	Key performance indicators - description	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Traditional Owner Recognition	Continuously review and update clan registers at clan meetings	Table new applications at clan meetings	150	120	100	75
	Mainland recognition of Tiwi's interests	Engage with Larrakia to determine relationship of Tiwi on mainland	35	30	15	10
		Engage with Durduga Tree Point Aboriginal Association Incorporated to determine relationship of Tiwi on mainland	12	8	4	0
Managing Land - Access and Land Use	Distribution of funds received from land within six months of receipt	Demonstrate increased income year on year	32	33	35	38
	Develop streamlined processes to assist landowners and proponents	Review Permit classifications including levies charged	12	3	2	1
		Determine trigger points and workflows of	15	10	5	2

Strategic Goals	Performance criteria	Key performance indicators - description	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
		proponent application				
Managing Land -Sacred Sites	Engage with landowners to promote the protection of their culturally significant sites.	Perform site assessments with landowners to identify culturally significant areas and artefacts, to document cultural knowledge and to seek registration with relevant statutory authorities	10	10	10	10
		Consulting to measure extent ,and create eradication plan of plantation wildlings	1	0	0	0
		Creation of TLC Sacred Site Clearance Certificate	1	0	0	0
Managing Land – IPA	Continuous consultation	Measured by the existence of strategies, plans, and policies and procedures for ensuring cultural heritage promotion and protection	6	0	0	0

Strategic Goals	Performance criteria	Key performance indicators - description	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
		across Tiwi Islands				
Managing Land -Mining	Engage with landowners to ensure they fully understand what is proposed and the potential impacts to land and the surrounding environment.	Ensure all mining or mineral extraction approvals are provided with free, prior, and informed consent.	12	4	0	0
Education	Policy reviews	Review internal policies and procedures	17	10	10	10
		Review and align financial procedures with RMG and FFR	15	10	10	10
	Delegation	Implement authorisation to permit, permit issuance by staff member	1	0	0	0
		Review delegations to staff and implement necessary delegation with cross checking mechanism	15	5	5	5
		Review delegations to Management Committee and	10	5	5	5

Strategic Goals	Performance criteria	Key performance indicators - description	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
		implement necessary delegation with cross checking mechanism				
Communication	Clan meetings	Increase the number of community members who attend	40	40	40	40
	Management Committee meeting	Increase the number of Management Committee members who attend, to 75%	8	8	8	8
	Land Council meeting	Increase the number of land council members who attend, to 80%	8	8	8	8
	Tiwi News editions	Distribute 1,500 copies in total split between hard and electronic version	6	6	6	6
	eInvoicing	Automated digital exchange of invoice information with stakeholders	650	1200	100%	100%
	Community feedback	Community Survey on Land Council's engagement	0	1	0	1

Strategic Goals	Performance criteria	Key performance indicators - description	Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26
Private Economy	Engaging with clans to determine economic opportunities	ABA grant applications submitted	30	32	34	35
		Northern Territory grant applications	15	17	20	22
		Philanthropic Grant applications submitted	3	3	3	3
		Northern Territory Indigenous Economic Stimulus Package	10	0	0	0
		Facilitate opportunities in relation roads and infrastructure developments	5	5	0	0

5.1 Financial Projections

The Tiwi Land Council receives funding from the Aboriginals Benefit Account (ABA). Budget estimates are prepared annually for administrative expenses and upon approval of the Minister for Indigenous Australians are released quarterly to the Tiwi Land Council.

Tiwi Resources Pty Ltd, with the support of the Tiwi Land Council, has successfully applied for funding to manage the Land and Marine Rangers from January 2022.

Tiwi Land Council has received \$13,300,000 under the Northern Territory Indigenous Economic Stimulus Package. Project assessment will be undertaken in accordance with the implementation plan. Funds brought forward at commencement of this plan are \$10,370,000.

The Tiwi Land Council shall not conduct any commercial activity, quarantining itself from incurring any financial liability or enabling it to receive financial benefit.

The charging of fees for service, although permitted under regulations of the enabling legislation, is underutilised by the Tiwi Land Council. The Department of Finance has implemented the Australian Government Charging Framework, the schedule of portfolio charging review of the Prime Minister and Cabinet is in the calendar year 2024.

Forward projections are based on the following premises:

- inflation rate CPI 2.75% (2023-24), 2.75% (2024-25), and 2.5% (2025-26); and
- ongoing funds source of ABA.

	2022-2023	2023-2024	2024-2025	2025-2026
	Estimate	Estimate	Estimate	Estimate
S64(1)				
S64(1)	\$4,737,037	\$4,867,306	\$5,159,344	\$5,352,663
Carried forward S64(1)	\$12,212,385	\$0	\$0	\$0
Other Income	\$0	\$500	\$500	\$500
Sub total	\$16,949,422	\$4,867,806	\$5,159,844	\$5,353,163
Other Grants	2022-2023	2023-2024	2024-2025	2025-2026
	Actual	Estimate	Estimate	Estimate
Settlement Deed (Blue Mud Bay)	\$153,860	\$158,091	\$167,483	\$173,840
Sub total	\$153,860	\$158,091	\$167,483	\$173,840
Total	\$17,103,282	\$5,025,897	\$5,327,327	\$5,527,003

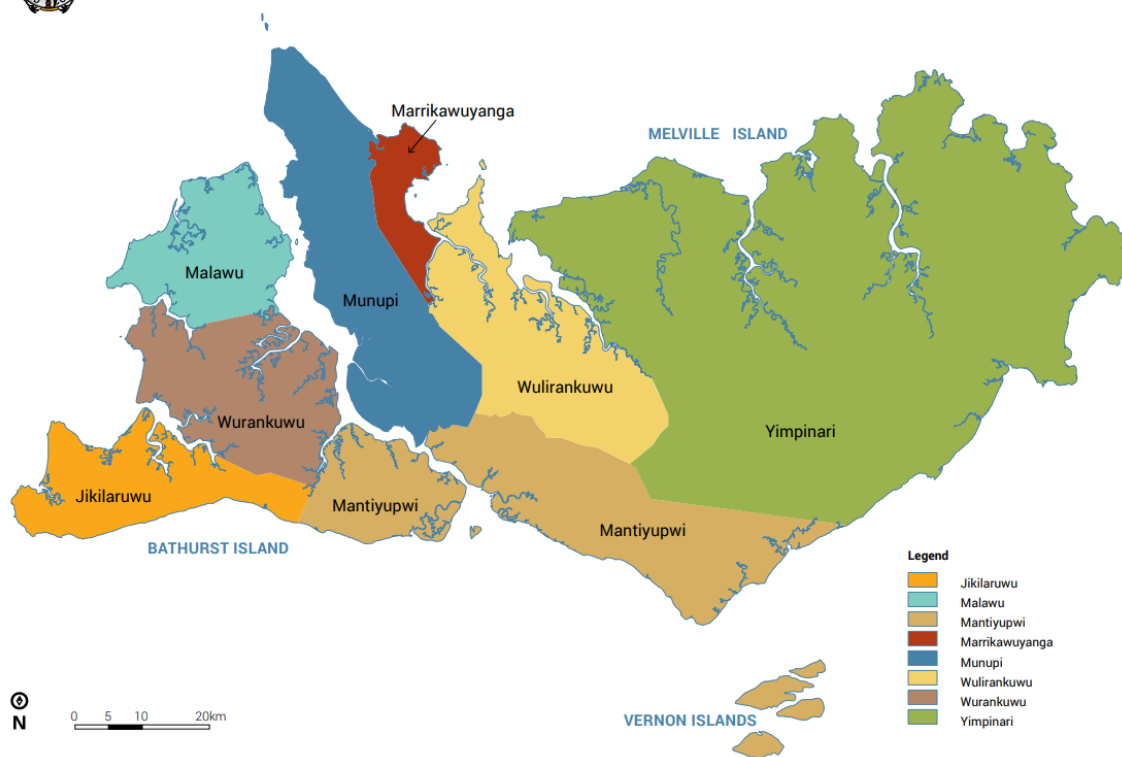
5.2 Schedule of planned evaluations

Collation of performance progress data is a continuous process that will allow for the easy assimilation of data annually to be produced in a timely manner that is accurate and reliable.

Results are to be numerically represented in reports, with sufficient analytical interpretation provided to ensure that where there are any changes to the purpose, activities or capability of the Tiwi Land Council or the environment which it operates in, sufficient information will be presented drawing the reader's attention to these and the impacts and the implication of these matters moving forward.



Tiwi Islands | LAND OWNERSHIP



The Tiwi Islands headquarter is based at Pickerataramoor a remote location, and is leased from the Tiwi Aboriginal Land Trust on a 12 year lease expiring on 30 June 2030. Infrastructure improvements made at Pickerataramoor include an office, accommodation, 4G hub, dedicated bore facilities, 16Kwh solar system, waste water reticulation system and a generator.

Digitisation of hard records and the use of SharePoint, a cloud-based collaborative solution, allows access to appropriate records for Management Committee and staff members on demand.