



**THE TIWI LAND COUNCIL
CORPORATE PLAN
2023-2027**

30 JUNE 2023



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1 Foreword—Accountable Authority Message



Gibson Farmer Illortaminni, Chairman

CHAIRMAN'S MESSAGE

As we introduce our new corporate plan for the years 2023-2027, I am proud that this plan represents a significant milestone in our journey towards self-determination, a path where the Tiwi people themselves determine their own future.

The Tiwi people demand to be active participants in the decision-making processes that shape our land, culture, and future. We firmly believe that our voices should be heard and respected, and that our perspectives are invaluable in making informed choices that align with the best interests of our communities. The Tiwi Land Council plays an important role in ensuring that our voices are not only heard but also respected when important decisions are being made that affect us.

Education stands at the heart of our vision for the future generations of the Tiwi people. We believe that providing quality education is the key to unlocking opportunities, fostering empowerment, and preserving our unique culture and traditions. By investing in education, we will ensure that our youth are equipped with the knowledge, skills, and resilience necessary to navigate the challenges of the modern world while remaining deeply rooted in our Tiwi heritage.

We are pleased to inform you that a new election process, overseen by the NT Electoral Commission, has been implemented to improve transparency when trustees and Tiwi Land Council members are elected. This initiative is a significant step forward in ensuring that our governance structures are fair, inclusive, and reflective of the diverse voices within our community. We are confident that this process will also pave the way for more of our amazing and powerful Tiwi women to be elected, allowing them to play their rightful part in the decision-making processes that will shape the future for our generations to come.

As we embark on this exciting journey outlined in our corporate plan, we are committed to working collaboratively and engaging in meaningful partnerships.

We will leverage resources, knowledge, and expertise to drive sustainable growth and development for the Tiwi people.

In conclusion, I extend my deepest gratitude to the Tiwi Land Council members, our dedicated staff, and all members of the Tiwi community who have supported us on our journey towards self-determination. Together, we have the power to shape a future where the Tiwi people thrive, where our land and culture are protected, and where our voices are heard and respected.

Our corporate plan encompasses various initiatives and priorities, including fostering partnerships with government agencies, industry stakeholders, and community organisations. By working collaboratively, we will maximise the impact of our efforts and create opportunities for sustainable growth and development. We will also focus on building the capacity of our council members and staff, empowering them to be leaders in their respective fields, ensuring that we have the necessary expertise and resources to fulfill our obligations.



Robert Graham, CEO

CEO'S MESSAGE

It is with a sense of responsibility that I address you as the CEO of the Tiwi Land Council (TLC) along with the TLC Chair as the accountable authority under the *Public Governance, Performance and Accountability Act 2013*.

As we embark on the journey of the next corporate plan for the years 2023-2027, I would like to extend my gratitude to all our dedicated TLC members, staff, and stakeholders who are contributing to the growth and success of our organisation.

It is important I acknowledge the recent performance report by the Australian National Audit Office (ANAO) on the governance of the Tiwi Land Council. The report provided valuable insights into our governance practices and highlighted areas where we can improve. As an organisation committed to transparency and accountability, we have accepted all the recommendations put forward by the ANAO, and we have already taken significant steps to implement them.

We recognise that effective governance is crucial for the Tiwi Land Council to fulfill its mandate and serve the interests of our Tiwi people and their land. Our commitment to implementing the recommendations from the ANAO report reflects our dedication to continuous improvement, ensuring that our governance processes are robust, transparent, and aligned with best practices.

As we embark on the journey outlined in our new corporate plan, it is essential that we build a strong foundation of good governance and sound decision-making. Our focus will be on empowering our Tiwi communities and enhancing the sustainability and prosperity of the Tiwi Islands culturally, environmentally, and financially. We will work to protect Tiwi land rights, preserve cultural heritage, and promote economic development that benefits our Tiwi people. Protecting the Tiwi Islands from invasive species such as Gamba grass, cane toads, other weeds and feral animals is a priority and will ensure the unique biodiversity of Tiwi land and sea country will remain a legacy for future generations.

Through effective governance structures and engagement with our Tiwi communities and external stakeholders, we will ensure that Tiwi voices are heard, and their interests are at the forefront of our decision-making.



Tiwi Land Council Resources and Environmental Officers with the Rangers

“Biosecurity Clean” training in Wurrumiyanga to assist with quarantine inspections on freight being transported to the Islands.

2 Introduction

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 2023/2024 Corporate Plan for the Tiwi Land Council. The Corporate Plan covers the period 1 July 2023 to 30 June 2027.

3 Purpose

3.1 Objectives, functions, and role of the Tiwi Land Council

3.1.1 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**').

3.1.2 The Tiwi people are comprised of eight (8) clan groups situated across Bathurst and Melville Islands (the Tiwi Aboriginal Land Trust):



- 3.1.3 Broadly, the objectives, functions, and the role of the Tiwi Land Council include (see section 23 of the ALRA):
- a. Traditional Aboriginal owner identification and representation for the Tiwi Islands¹.
 - b. Ascertaining and expressing the wishes and the opinions of traditional Aboriginal owners and other Aboriginals who may be affected by some proposed development or mining on the islands.
 - c. Protecting the interests of traditional Aboriginal owners of and other Aboriginals with traditional interests in the Tiwi Islands.
 - d. To assist Aboriginals in the taking of measures likely to assist in the protection of sacred sites on the Tiwi Islands.
 - e. To assist Aboriginals in the taking of measures likely to assist in the protection of the Tiwi Island environment.
 - f. To consult with traditional Aboriginal owners of and other Aboriginals interested in the Tiwi Islands with respect to any proposal relating to the use of that land.
 - g. To take the instructions of the traditional Aboriginal owners in relation to proposed development on the Tiwi Islands.
- 3.1.4 The Tiwi Land Council staff base has undergone some significant growth over the past six (6) months, and this is expected to continue into the next months. The growth in staff numbers and capabilities is essential for the Tiwi Land Council to fulfill its legislative obligations, increase its active and effective presence on the Tiwi Islands and meet the expectations of Tiwi people.

4 Key Activities

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

- 4.1.1 The Tiwi Land Council will (noting sections 23AA and 27 of the ALRA):
- a. Continue to build its capacity including by recruiting for vacant positions with a particular focus on recruiting staff to work full time on the Tiwi Islands.
 - b. Implement the recommendations of the ANAO Performance Audit.

¹ “Traditional Aboriginal owners” are defined at section 3 of the ALRA as:

“Traditional Aboriginal owners, in relation to land, means a local descent group of Aboriginals who:

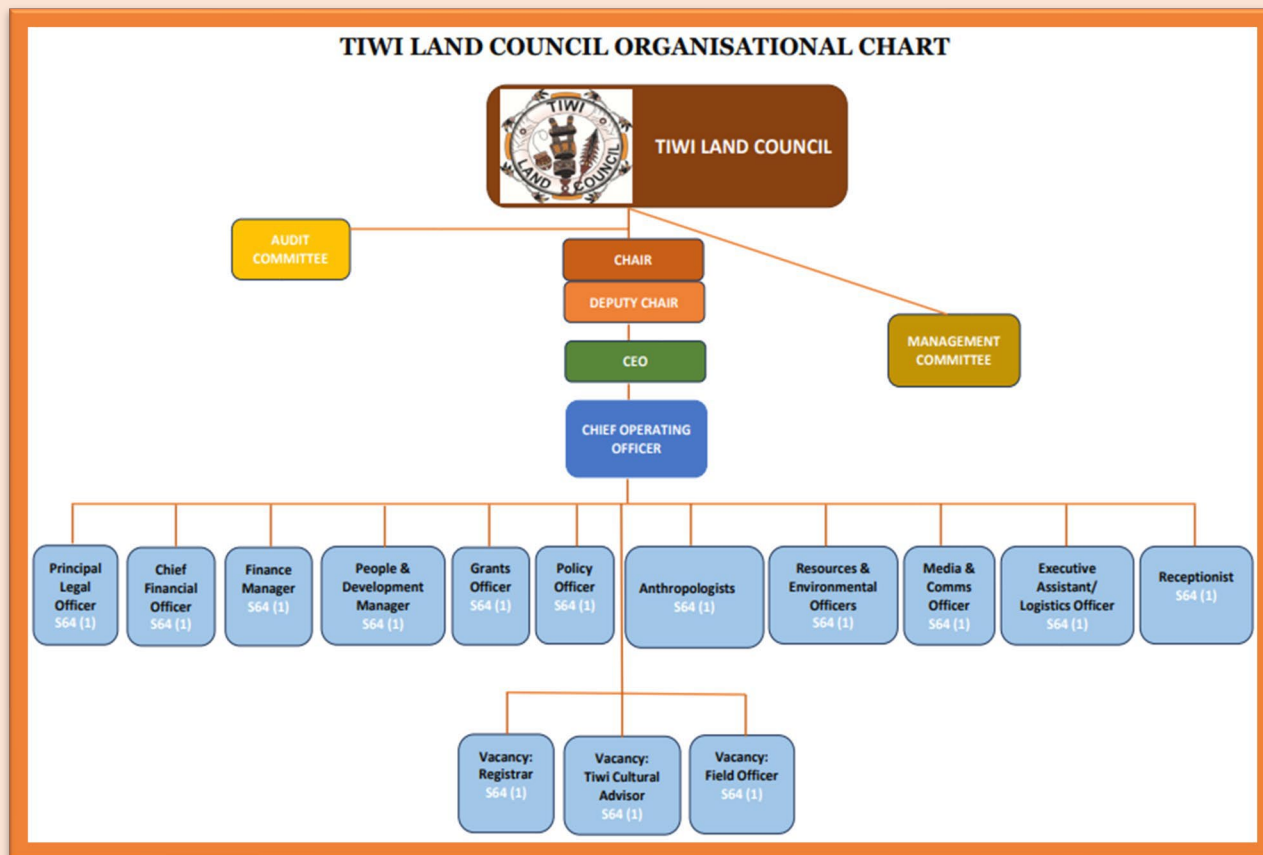
- (a) have common spiritual affiliations to a site on the land, being affiliations that place the group under a primary spiritual responsibility for that site and for the land; and
- (b) are entitled by Aboriginal tradition to forage as of right over that land.”

- c. Implement training to keep staff updated with current best practices and upskill staff to ensure they are properly equipped to perform the day to day functions of their roles.
- d. Implement training and workshops for elected members to assist those members with performing their functions both on council and in the community.
- e. Hold regular meetings with council members.
- f. Hold regular meetings with clan groups and other consultation meetings.
- g. Continue to use the expertise of experienced anthropologists to continue to work on identifying traditional owners and maintaining relevant genealogies.
- h. Engaging the expertise of external third parties to continue to improve the council's governance compliance through revised policies and procedures and ensuring policies and procedures equate with best practice and all relevant statutory obligations.
- i. Continue to work closely and productively with stakeholders to ensure activities on the Tiwi Islands deliver benefit to Tiwi people and the relevant clan group(s).
- j. Develop the capacity of the Tiwi Land Council to advise traditional Aboriginal owners (as defined in the ALRA) on environmental matters of relevance to the Tiwi Islands.

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5 Operating Context

5.1 Organisation structure



5.2 Environment

Generally

5.2.1 The Tiwi Land Council operates in a stable environment and there is unlikely to be any significant change to the overall environment that the Tiwi Land Council operates in given the small number of clan groups the Tiwi Land Council is comprised of and represents, and its framework will not change in the corporate plan period (see ‘Structure of the Tiwi Land Council’ below).

5.2.2 Despite the head office of the Tiwi Land Council being in Darwin, connectedness to Tiwi people is maintained using regular travel to the Tiwi islands by key staff such as the Chief Executive Officer, Chief Operating Officer, the anthropologists and the Resources and Environment team. The Chairman of the Tiwi Land Council is present in the Darwin office most days of the working week and this assists with communication between the Darwin office and with information sharing regarding issues of the day.

Structure of the Tiwi Land Council

5.2.3 The Tiwi Land Council consists of 32 members drawn from the eight (8) clan groups of the Tiwi Islands. The number of members on the Tiwi Land Council is not going to change during this corporate plan period. The Accountable Authority of the Tiwi Land Council will continue to be (jointly) the Chief Executive Officer and Chairman of the Tiwi Land Council.

Tiwi Land Council is preparing to hold member elections later this calendar year. New members of the Tiwi Land Council will need to be elected by early December 2023.

Challenges

5.2.4 The main challenges with the environment which the Tiwi Land Council operates in are related to the small population of full time residents on the Tiwi islands, the remoteness of the Tiwi islands and the consequences of both those factors combined such as: 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.

5.2.5 The Tiwi Land Council anticipates that it will continue to need to address developing challenges and be ready to adapt its operations (as necessary) arising from operating in a remote location (Tiwi Islands) with the consequent challenges that arise with remote locations.

5.3 Capability

5.3.1 Key focus areas for the Tiwi Land Council to build its capability are:

a. Workforce capability:

- i. Employing additional staff to meet the demands of the day to day operations for the council. Positions will be recruited to by using local contacts in Darwin and on the Tiwi islands and through targeted recruitment campaigns facilitated by the Tiwi Land Council's People & Development Manager.
- ii. Ensuring staff are more frequently present on the Tiwi Islands to be able to effectively attend to council business, implement policy and be available to appropriately assist Tiwi people in accord with the TLC's ALRA functions. In addition to employing three staff to live and work on the Tiwi Islands, potential visits to the Tiwi Islands will be discussed in weekly staff meetings and staff will continue to be encouraged to work from the Tiwi Islands. Support and flexible working arrangements will be provided to staff who will be provided to staff in those roles with duties which will be best performed from the Tiwi islands.
- iii. Building on the skills and expertise of staff through frequent training and professional development. Starting with the Tiwi Land Council's staff retreat scheduled for August 2023, training and professional development will be facilitated using external experts who can deliver face to face training and continued professional development to staff. Staff with mandatory continued professional development obligations such as the Principal Legal Officer are encouraged to attend profession specific conferences and the reasonable cost associated with such conferences are met by the Tiwi Land Council.

b. Asset acquisition and management:

- i. Securing a permanent office in a community on the Tiwi Islands, along with accommodation for visiting staff and associates is the Tiwi Land Council's current priority. The Tiwi Land Council has sought budget approval to secure permanent office premises and staff accommodation on the Tiwi Islands and will continue to explore potential opportunities to use existing space on the islands.
 - ii. Ensuring that the Tiwi Land Council possesses first class recording equipment especially for using in its cultural heritage documentation, - cameras/video/audio.
- c. Governance:
- i. The Tiwi Land Council aims to demonstrate good governance, including by training and equipping trustees, members and staff alike to identify with and apply good governance practices and procedures for the fulfillment of their duties. Training will be delivered through external experts and the Tiwi Land Council's professional staff such as the Principal Legal Officer and Chief Financial Officer.
- d. Financial projections (see item 5 in table 2 below):
- i. Operating within approved expenditure budgets.
 - i. Operating within the required legislative requirements especially the PGPA Act.

5.4 Risk

5.4.2 Summary of the risk oversight and management systems of the Tiwi Land Council:

- a. Accountable Authority operations protocols and procedures to be updated and where needed developed in line with ANAO recommendations.
- b. Operations manual for Management Committee of the Tiwi Land Council defining its powers and processes to be developed.
- c. Operations Manual for trustees and Tiwi Land Council members to be developed, workshopped, and implemented.
- d. Audit Committee manual to be developed and workshopped with members.
- e. A modern and appropriate fraud control framework in line with requirements and best practice to be developed, workshopped, and implemented. This is to be reviewed at regular intervals.
- f. Conflicts of interest register to be updated and maintained.
- g. Pecuniary interest register to be updated and maintained.
- h. Policies and procedures for staff to be revised and workshopped with staff.
- i. Method of Choice for selecting Tiwi Land Council members to be revised.

5.4.3 The key risks that the Tiwi Land Council is mindful of and intends to manage over the period are:

- a. Compliance with land use agreements by proponents.
- b. IT infrastructure, and document management and storage for the future.
- c. Conflicts of interest.
- d. Staff retention and succession planning.
- e. Powers, functions, and duties of the Tiwi Land Council.
- f. Decision-making authority.
- g. Delegation of ALRA powers and functions.
- h. Requirements for governance arrangements.
- i. Compliance with the Commonwealth Fraud Rule.
- j. Compliance with corporate plan, annual report, and performance statements requirements.
- k. Compliance with Audit Committee requirements and guidance.
- l. Reputational Risk.

5.4.4 The key risks will be managed by the Tiwi Land Council:

- a. Meeting required best practice regarding risk appetite and management.
- b. Ensuring an active Audit Committee that executes the requirements of the Audit Committee Charter.
- c. Increased presence of Tiwi Land Council staff on the Tiwi Islands.
- d. Continued training and professional development for Tiwi Land Council staff.
- e. Governance training for trustees and elected members.
- f. Regular monitoring for compliance with the Tiwi Land Council's revised policies and procedures
- g. Implementing formal performance plans for Tiwi Land Council staff.
- h. Engaging external experts to obtain advice regarding revising the Tiwi Land Council's governance procedures and performance management practices (together with relevant Tiwi Land Council staff).
- i. Management of reputational risk.

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Category	Description	Who can mitigate the risk	Risk Level	Mitigation	Residual risk after monitoring
1. OPERATIONAL AND GOVERNANCE	1.1 Relevance and adequacy of policies and procedures. 1.2 Operating framework for Audit Committee. 1.3 Operating framework for Tiwi Land Council members and Tiwi Aboriginal Land Trust trustees. 1.4 Operating framework including meeting rules and delegations for Tiwi Land Council Management Committee. 1.5 Handbook including rules for Accountable Authority. 1.6 Monitoring and actively managing conflicts of interest. 1.7 Monitoring and actively managing pecuniary interests. 1.8 Monitoring and actively protecting against fraud. 1.9 IT infrastructure, and document management and storage for the future. 1.10 Staff retention and succession planning.	Tiwi Land Council staff, Land Trust trustees and Land Council members	Medium/high	1.1 Policies and procedures for staff to be revised and workshopped with staff. 1.2 Audit Committee manual to be developed and workshopped with members. 1.3 Operations Manual for Council members and Trustees to be developed, workshopped, and implemented. Method of Choice with meeting rules and conduct management terms to be submitted to the Minister for approval. 1.4 Operations manual for Management Committee of the Tiwi Land Council defining its powers and processes to be developed. 1.5 Accountable Authority operations protocols and procedures to be updated and where needed developed in line with ANAO recommendations. 1.6 Conflicts of interest register to be updated and maintained. 1.7 Pecuniary interest register to be updated and maintained. 1.8 A modern and appropriate Fraud control framework in line with requirements and best practice to be developed, workshopped, and implemented. This is to be reviewed at regular intervals. 1.9 The Tiwi Land Council will continue to look for ways that its IT environment including document management and storage can be improved though partnering with appropriately qualified and resourced IT providers. 1.10 The Tiwi Land Council is committed to implementing recruitment policies and procedures and actively managing the performance of its staff through periodical reviews and having a full time human resources officer.	Low

Category	Description	Who can mitigate the risk	Risk Level	Mitigation	Residual risk after monitoring
2 COMPLIANCE WITH LEGISLATED OBLIGATIONS	2.1 Powers, functions, and duties of the Tiwi Land Council.	Tiwi Land Council staff, Accountable Authority, and the Audit Committee of the Land Council	Medium/high	2.1 The Tiwi Land Council is committed to engaging external assistance to facilitate appropriate, thorough, and regular governance training to trustees, members, and staff.	Low
	2.2 Compliance with land use agreements.			2.2 Tiwi Land Council staff will conduct regular reviews and inspections to ensure compliance with land users.	
	2.3 Decision-making authority.			2.3 A governance manual will be developed to provide guidance to staff, trustees, and members regarding who has decision making authority and what decisions can be made.	
	2.4 Delegations of Land Council powers and functions.			2.4 Delegations will be regularly reviewed and updated, and compliance will be monitored by the CEO, CFO, the Accountable Authority, and the Tiwi Land Council's Audit Committee.	
	2.5 Commonwealth Fraud Rule.			2.5 The Tiwi Land Council is committed to developing and implementing a thorough fraud control framework.	
	2.6 Compliance with Audit Committee requirements and guidance.			2.6 In addition to 2.5 directly above, the Tiwi Land Council's Accountable Authority is committed to equipping the Audit Committee with a revised manual which aligns with the Tiwi Land Council's fraud control framework.	
3 REPUTATIONAL	3.1 Method of Choice for selecting Land Council members to be revised.	Tiwi Land Council staff and Land Council members	Medium	3.1 The Tiwi Land Council will consult with Tiwi people to develop a modern and comprehensive Method of Choice for consideration by the Land Council and approval by the Minister.	Low
	3.2 Compliance with corporate plan, annual report, and performance statements requirements.			3.2 Frequent reviews of the work completed by the Tiwi Land Council and performance monitoring	

5.5 Cooperation

5.5.1 The Tiwi Land Council has frequent contact and positive working relationships with:

- a. The other land councils in the Northern Territory:
 - i. Northern Land Council.
 - ii. Central Land Council.
 - iii. Anindilyakwa Land Council.
- b. Northern Territory Government departments and agencies:
 - i. Department of the Chief Minister and Cabinet.
 - ii. Department of Attorney-General and Justice.
 - iii. Aboriginal Areas Protection Authority.
 - iv. Heritage Branch.
 - v. Department of Infrastructure, Planning and Logistics.
- c. Tiwi owned corporations (Tiwi Enterprises/Tiwi Resources/etc.)
- d. Commonwealth:
 - i. Minister for Indigenous Australians.
 - ii. Prime Minister and Cabinet of Australia.
 - iii. National Indigenous Australians Agency.
 - iv. Department of Finance.
 - v. Australian National Audit Office.

5.5.2 The Tiwi Land Council looks forward to maintaining those relationships going forward. The Tiwi Land Council is also focused on building its positive reputation with Tiwi people ensuring the Tiwi people feel trust and confidence in the Tiwi Land Council's work for the Tiwi people.

5.6 Subsidiaries

5.6.1 Not applicable to the Tiwi Land Council.

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6. Achievements

6.1 Capability building

6.1.1 In the last six (6) months the Tiwi Land Council's staff has increased from approximately nine (9) staff to over 15.

6.1.2 The Tiwi Land Council's current staffing team have shown how they can work cohesively and productively with Tiwi Land Council members and with each other despite the broad demographic amongst the staff and their professional experiences. Staff are passionate about their roles and responsibilities and delivering for Tiwi people.

6.2 Northern Territory Indigenous Economic Stimulus Package

6.2.1 In FY 2020-2021 and FY 2021-2022, the Tiwi Land Council received \$13.3 million from the Commonwealth government under the Northern Territory Indigenous Economic Stimulus Package. These needed to be allocated in accordance with the investment principles issued by the Australian Government and by 30 June 2023.

6.2.2 The investment principles were:

- i. Investing in existing Tiwi community businesses so they can adapt and deliver.
- ii. Investing in Tiwi owned infrastructure to connect people to economic opportunities, including pastoral, tourism, gas and mining opportunities.
- iii. Building the skills of Tiwi men and women on Country through rangers, learning on Country programs and workplace experiences.
- iv. Investing in small-scale Tiwi infrastructure projects to create jobs and improve the potential of Aboriginal land, such as fencing, water infrastructure and homelands upgrades.
- v. Maximising the ABA investment through co-investment and co-ordination with other government funding streams and corporate and philanthropic contributions.

6.2.3 Applications underwent a thorough review led by the Tiwi Land Council's Grants Officer and included consideration of the project feasibility. Following the assessment of all the applications received by the Tiwi Land Council, the Accountable Authority made recommendations to the full Tiwi Land Council and the following allocations were approved:

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Table 1: Northern Territory Indigenous Economic Stimulus Package grant funds

No.	Clan group/ entity	Project	Funding Amount (Ex GST)	Project Status
1.	Wulirankuwu Pty Ltd (ACN 155 740 757 atf the Wulirankuwu Trust	Tiwi Islands Adventures	\$1,900,000.00	Completed
2.	Tiwi Enterprises Ltd ACN 634 465 339	Crocodile Egg Hatchery	\$1,500,000.00	Ongoing
3.	All clan groups	Covid-19 housing containers	\$1,392,872.00	Completed
4.	Yimpinari Aboriginal Corporation (ICN 8215) ABN 79 886 254 482	Eco Tourism - EOI	\$30,000.00	Ongoing
5.	All clan groups	Cattle project: feasibility study	\$12,500.00	Completed
6.	Tarntipi Homelands Aboriginal Corporation (ICN 8084) ABN 89 960 856 358	Camp upgrade and bush food project	\$166,953.00	Completed
7.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust'(ABN 26 652 290 749)	Oyster Farm Project	\$120,909.00	Ongoing
8.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust'(ABN 26 652 290 749)	Pumulayu Children and Family Centre (PCFC)	\$500,000.00	Ongoing
9.	Portaminni Pty Ltd (ACN 155 991 478) atf 'The Trustee for Portamini Trust' (ABN 40 386 268 436)	Telstra Cell Installation	\$98,000.00	Ongoing
10.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust' (ABN 26 652 290 749)	Staff housing	\$1,340,000.00	Newly approved
11.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust' (ABN 26 652 290 749)	Paru desalination water system	\$216,000.00	Newly approved
12.	Wulirankuwu Pty Ltd (ACN 155 740 757 atf the Wulirankuwu Trust	60-Man Camp at Three Ways Feasibility Study	\$30,000.00	Newly approved

No.	Clan group/ entity	Project	Funding Amount (Ex GST)	Project Status
13.	Tiwi Resources Pty Ltd ACN 054 667 051 as trustee for the Tiwi Resources Trust	Bush Medicine & Bush Foods Project – purchase of vehicles, securing staff accommodation, and employing and training staff	\$625,200.00	Newly approved
14.	Portaminni Pty Ltd (ACN 155 991 478) atf 'The Trustee for Portamini Trust' (ABN 40 386 268 436)	Prawn farm – purchase of assets to expand operations	\$999,000.00	Newly approved
15.	Tiwi Resources Pty Ltd ACN 054 667 051 as trustee for the Tiwi Resources Trust	Engaging consultant to provide marketing/product branding in relation to Tiwi products	\$41,000.00	Newly approved
16.	Wulirankuwu Pty Ltd (ACN 155 740 757 atf the Wulirankuwu Trust	Improving the visitor experience: purchase of vehicles	\$215,000.00	Newly approved
17.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust' (ABN 26 652 290 749)	Mantiyupwi Motel extensions	\$1,832,149.00	Newly approved
18.	Yimpinari Aboriginal Corporation (ICN 8215) ABN 79 886 254 482	Telstra Cell Installation at JRC and Condor Point	\$210,000.00	Newly approved
19.	Mamanta Pty Ltd (ACN 165 173 384)	Vehicle and Infrastructure acquisition	\$182,000.00	Newly approved
20.	Tiwi Enterprises Ltd ACN 634 465 339	Purchase of Sea Darwin	\$1,500,000.00	Newly approved
21.	Mantiyupwi Pty Ltd (ACN 129 310 710) atf the Mantiyupwi Trust also known as 'The Trustee for Mantiyupwi Family Trust' and 'Mantiyupwi Family Trust' (ABN 26 652 290 749)	PCFC Vehicle Support	\$155,000.00	Newly approved
22.	Nguiu Ullintjinni Association Inc ABN 82 294 304 805	Contribution to proposed alterations to NUA store	\$233,417.00	Newly approved
	TOTAL		\$13,300,000	

6.3 Introduction of democratic voting for trustee and land council member positions

- 6.3.1 Following an extensive round of consultations with members of the eight Tiwi clans on the islands, elections for each clan group to nominate their respective trustees of the Tiwi Aboriginal Land Trust were concluded on 29 June 2023.
- 6.3.2 The Northern Territory Electoral Commission ('NTEC') was engaged by the land council to facilitate the trustee nomination elections by the eight (8) Tiwi clan groups. The purpose of engaging the NTEC to facilitate the elections was to ensure a transparent and democratic process was followed for the trustee elections and to prepare Tiwi people for future elections.
- 6.3.3 In March and again in April 2023 land council staff and the Chair met with each of the eight (8) Tiwi clan groups to advise of, discuss and obtain feedback regarding the trustee elections and electoral process. This included details of how the NTEC would conduct the elections.
- 6.3.4 Secret ballot voting was facilitated, ballot votes were counted by the NTEC on each day and the successful trustee nomination was declared on the same day as the voting.
- 6.3.5 At the end of each voting day the NTEC provided a written report to the land council confirming the number of nominations received, the number of votes achieved by each candidate, and whether the successful trustee nominee was elected by primary votes, preferential votes or whether the agreed default process was followed due to a draw.
- 6.3.6 The elections were well attended and feedback to date has been that the Tiwi people are pleased with independent process adopted by the land council.
- 6.3.7 Tiwi women nominated for each clan group election and were prominent participants in the voting and associated presentations by the candidates, asking questions and raising their issues.

6.4 Women on council

- 6.4.1 Two women were elected as trustee nominees in the June 2023 trustee nomination elections (Ms Mary Dunn and Ms Karina Coombes) who now join Ms Patricia Puruntatameri who has been a land council member for some time and Ms Miriam Stassi who was nominated by her clan and appointed to the land council in May 2023.

6.5 Barunga Festival 2023 – 'Barunga Voice Declaration'

- 6.5.1 Barunga 2023 was a memorable week for Tiwi Land Council staff and members alike. The festival was well attended by Tiwi Land Council staff, trustees and members, and Tiwi Land Council Chairperson and Policy Officer Helen Daiyi spoke about the Barunga Voice Declaration with pride, confidence, and grace. It was important for the Tiwi Land Council to be present at Barunga with the other land councils and to add its support to the Barunga Voice Declaration.

6.6 Communications

- 6.6.1 The recruitment of an experienced media officer is enabling the Tiwi Land Council to expand its outreach. The Tiwi Land Council is revitalising its web and Facebook Pages.
- 6.6.2 Feedback and Complaints facilities have now been added along with staff procedures for timely processing the latter. A newspaper, *Pupuni Ngirramini* is now being published. It is planned to expand into visual media over the coming year.

7. Performance

Improving performance is a major focus of the Tiwi Land Council for the life of this corporate plan. Recent audits have highlighted to the Tiwi Land Council's new staff base the need to improve its work practice when it comes to such aspects of good governance, audit and risk, fraud policy, training, recruitment, and monitoring compliance.

7.1 Going forward - strategic goals and delivery

7.1.1 The Tiwi Land Council is keenly focused on achieving the following over the corporate plan period:

- a. Traditional owner recognition.
- b. Communication with Tiwi people.
- c. Good governance.
- d. Managing country.
- e. Meeting financial projections/statutory and audit requirements.

7.1.2 These strategic goals are in line with the Tiwi Land Council's purpose and align with the Tiwi Land Council's key activities for the corporate plan period as follows:

- a. Building its capacity by recruiting for vacant positions will facilitate meeting each of the strategic goals.
- b. Implementation of the ANAO's recommendations is relevant to each of the strategic goals.
- c. Implementing training for trustees, Tiwi Land Council staff and members goes to the strategic goal of good governance.
- d. Holding regular full Tiwi Land Council meetings, clan meetings and consultation meetings goes to the strategic goal regarding communication with Tiwi people.
- e. Continuing to work on identifying traditional Aboriginal owners and maintaining relevant genealogies is relevant to the strategic goal of continuing work on traditional Aboriginal owner identification/recognition.

- e. Ensuring activities on the Tiwi Islands deliver benefit to Tiwi people and the relevant clan group(s) is directly relevant to managing country through the proper assessment, implementation and monitoring of section 19 land use agreements and permits.
- f. Developing the capacity of the Tiwi Land Council to advise traditional Aboriginal owners (as defined in the ALRA) on environmental matters of relevance to the Tiwi Islands is relevant to managing country.

7.2 Goals and objectives - Traditional Owner Identification / Recognition

7.2.1 Tiwi Land Council has engaged two anthropologists. There are several key areas where the Tiwi Land Council needs the expertise of anthropologists.

7.2.2 A primary role of the anthropologists is to undertake research regarding systems of authority and leadership including determining areas of clan estate ownership. The Tiwi Land Council is presently engaged in a genealogical recording project to assist with the identification of traditional Aboriginal owners of the eight Tiwi clan groups.

7.2.3 The records of any research for the purpose of cultural heritage management and sacred sites protection are added to the Tiwi Land Council's cultural heritage database to ensure the appropriate landowners and affected groups under the ALRA are consulted by the Tiwi Land Council and enabled to make informed decisions about land use applications, mining exploration and other potential developments on their clan estates.

7.2.4 The anthropologists also research and coordinate research into the cultural heritage of the Tiwi Islands more generally through:

- a. Site visits and documentation – to dreaming places, camp sites, resource rich areas and hunting grounds of the eight clan groups.
- b. Assisting with setting up a museum at the Tiwi community of Pirlangimpi (Garden Point).
- c. Investigation of Tiwi Customary Marine Tenure ('CMT').
- d. Assisting environment officers with feral animal/plant/insect and other environmental control matters.
- e. Liaising with Tiwi clan groups with respect to a range of ongoing or potential activity on their clan area.
- f. Ensuring that detailed documentation is prepared relating to the protection of Tiwi cultural sites and that the relevant statutory bodies involved with cultural heritage protection are notified as appropriate.
- g. Assisting with the preservation and documentation of traditional cultural and knowledge.
- h. Determining the aspirations and priorities of Tiwi traditional Aboriginal owners with respect to CMT and its recognition on Tiwi seas.

7.3 Objectives and delivery – Communication with Tiwi people

7.3.1 The Tiwi Land Council is mindful of the need for regular, clear, and detailed communication between trustees, council members, council staff, council stakeholders, proponents, and Tiwi people. Communication is a priority of the Tiwi Land Council with members and staff alike recognising the need for direct and regular communication.

7.3.2 Recognising the importance of communication, the Tiwi Land Council will continue to use the skills and experience of all its staff but in particular its new media officer position, newspaper and social media to regularly communicate with, and provide updates to Tiwi people.

7.3.3 As part of its communications strategy the Tiwi Land Council will use:

- a. Land council meetings.
- b. Clan meetings and other consultations.
- c. Its newspaper, Website and Facebook page.
- d. Community billboards on the Tiwi Islands.
- e. Notices and posters etc. in 'high foot traffic' areas on the Tiwi Islands (such as the community stores, post office, recreation centres, etc).

7.4 Objectives and delivery – Good governance

7.4.1 In light of the findings of the *Australian National Audit Office* published on 24 May 2023, the Tiwi Land Council's prime objective in the governance arena is to improve its policies and procedures as soon as possible and within the first 12 months of this corporate plan period so as to ensure good and appropriate practice become entrenched within the Tiwi Land Council and compliance becomes organic. To achieve this the Tiwi Land Council will, amongst other things implement the ANAO recommendations in full:

- a. Establish a governance document setting out:
 - i. how the accountable authority (that is, the CEO and Chair) intends to operate, with specific reference to those decisions which require joint authority, and those which can be made independently by one or the other party; and
 - ii. the role of the accountable authority under the PGPA and the role of the Council under the ALRA.
- b. Develop a handbook or manual documenting the functions, roles and responsibilities of Council, Management Committee and Trust members, including the Council Chair and Deputy Chair; and provide initial and regular refresher training to members of the Council and the Tiwi Aboriginal Land Trust about their roles and responsibilities.

- c. Revise and implement its recruitment policy for all new appointments, including when recruiting a permanent CEO; and establish performance plans for all its staff, including the CEO, and monitor and review performance against that plan periodically.
- d. Implement the ALRA requirement to provide the Management Committee meeting rules to the Minister for Indigenous Australians; and increase the accessibility of the Tiwi Land Council and Management Committee meeting rules and minutes (which could include the use of the Tiwi Land Council's website, newsletter, radio and social media platforms to promote how the rules and minutes can be accessed).
- e. Review key governance documents in accordance with meeting rules; and implement meeting rules aimed at facilitating member understanding of matters discussed.
- f. Develop an implementation plan to address the deficiencies in the management of section 19 agreements and permits that were identified in the 2020 and 2022 reviews; and monitor section 19 agreements to detect and address any non-compliance with agreement conditions, including non-financial conditions.
- g. Improve the processes supporting the distribution of payments by seeking evidence from Tiwi Resources to demonstrate that all payments that are processed by Tiwi Resources have been made in accordance with the Council resolution.
- h. Update and periodically review the risk management policy and ensure that it is aligned with the Commonwealth Risk Management Policy, by including risk appetite, and risk monitoring and reporting arrangements; update and periodically review the enterprise risk register; and ensure that the enterprise risk register considers risk ownership, controls, and risk tolerance; and includes mitigations for risks that are considered outside of tolerance.
- i. Develop and implement a framework for the development, approval, and ownership of its policies; provide mandatory and role-related training for Council members and staff to ensure that policies are appropriately understood; and include in the policy framework consideration of how compliance with mandatory and role-related training will be monitored.
- j. Produce a fraud control framework that is aligned to the Commonwealth Fraud Rule.
- k. Conduct fraud risk assessments regularly; implement mechanisms to prevent and detect fraud that are proportionate to identified fraud risks; implement mechanisms to record and report fraud to the Audit Committee; and ensure that the fraud control system is reviewed and endorsed by the Audit Committee.
- l. Consistently apply its requirement for a declaration of pecuniary interests and monitor non-compliance; develop documented management plans for declared conflicts of pecuniary interests; strengthen management and recording of conflicts during Council and Management Committee meetings; and include, in governance training and guidance, material on the management of conflict of interest.
- m. Improve its processes to develop its corporate plan, annual report, and performance statements to ensure that:

- i. the corporate plan is compliant with legislative requirements.
 - ii. Council members and the accountable authority consider and approve the content.
 - iii. performance measures and targets are clearly defined and provide meaningful information about the Tiwi Land Council's performance against its key purposes or activities.
 - iv. a process exists to provide assurance over the completeness and accuracy of the performance results published in annual reports.
- n. Ensure the Accountable Authority of the Tiwi Land Council establishes an Audit Committee that executes the requirements of the Audit Committee Charter.

7.5 Managing country

Objectives and delivery - Managing Land (Access and Land Use)

- 7.5.1 The Tiwi Land Council is undertaking, a comprehensive review of land access and use within the Tiwi Aboriginal Land Trust. This will cover policy, procedure and documentation to ensure full compliance with the requirements of the ALRA and the performance by the Tiwi Land Council of its requisite functions. This will include communications with other stakeholders (Tiwi and non-Tiwi).
- 7.5.2 The above will be achieved by the Tiwi Land Council implementing a plan developed to address deficiencies in the management of land access and land use agreements/licences. This includes:
- a. A comprehensive workflow to facilitate the assessment and processing of all land use request applications. That workflow has seen the development of a land use request application register and a coordinated internal approach whereby the anthropologists, environment team, and the PLO work together to:
 - i. Ensure the relevant traditional owners and clan members are consulted regarding an application.
 - ii. Ensure that the consultation with the traditional owners and clan members provides sufficient information for them to either (as the case may be) consent to it or express its view to the Land Council and/or provide feedback.
 - iii. Decisions by the traditional owners (consent or otherwise) are appropriately documented in writing.
 - iv. Consultation with the clan members is recorded by way of minutes.
 - v. Proponents are kept informed about the progress of their applications.
 - vi. The Tiwi Land Council members are properly informed about the nature of the land use request and necessary resolutions are documented in writing.
 - b. Monitoring of compliance with section 19 agreements will be handled by Tiwi Land Council staff working to actively inspect relevant section 19 and other sites and report back to the Principal Legal Officer and other relevant staff regarding any possible non-

compliance. Any non-compliance issues are to be considered as against the section 19 lease terms and advice is to be provided by the Principal Legal Officer. This is expected to involve remedial actions.

- c. A review of current section 19 agreements has commenced, and council staff will work together so that visits to the islands routinely include section 19 site inspections monitoring or compliance with any nonmonetary terms contained in the relevant lease.

7.5.3 The Tiwi Land Council's goals and objectives for the corporate plan period and in particular the next 12 months are:

- a. All visitors to the Tiwi Islands to hold appropriate permits and agreements.
- b. New land use applications follow the interim workflow, and have decisions made by traditional Aboriginal owners recorded in writing.
- c. Consultation with clan members and other aboriginal organisations to be appropriately and adequately recorded in writing or minutes.
- d. Review of all existing section 19 lease agreements by the Tiwi Land Council's Principle Legal Officer
- e. Ensuring no negative impacts to land, country, and culture by monitoring compliance of section 19 proponents.
- f. That traditional Aboriginal owners, clan members and proponents are kept informed throughout the application process.
- g. Developing a centralised process for land use agreements and permits.
- h. Introduce new technology to better assist in carrying out the Tiwi Land Council's functions.
- i. Continue to improve the existing means for communicating with Tiwi people and adopting new technology where there is likely to be improved outcomes.

Objectives and delivery - Managing Land (IPA)

7.5.4 The Tiwi Islands IPA Consultation project is nearing completion, with a review by the Tiwi Resources Board and Tiwi Land Council pending.

7.5.5 The draft Plan of Management and MERI Strategy was submitted to NIAA in June 2023 and the Tiwi Land Council is awaiting comment, before presenting to the final stakeholders for review.

7.5.6 Performance, financial and final reports will be drafted and submitted in accordance with the grant requirements.

7.5.7 Preparation and submission of the IPA dedication materials will occur following the final round of consultations and review of the draft IPA Plan of Management and MERI strategy.

7.5.8 In preparation of the IPA dedication, initial planning has commenced towards the development of a suitable IPA Governance Framework.

- 7.5.9 The Tiwi Land Council aims within the next 12 months to:
- a. Close out of IPA Consultation project, with finalised Plan of Management, Consultation Report, MERI Strategy.
 - b. Development of IPA Governance Framework.
- 7.5.10 The Tiwi Land Council's targets for 2024/25 are:
- a. Dedication of the IPA.
 - b. Consultations to determine interest in a further Sea Country IPA.

Objectives and delivery - Managing Land (Cultural Heritage)

- 7.5.11 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.
- 7.5.12 The anthropologists coordinate and undertake 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.
- 7.5.13 This work includes:
- a. Conducting sacred sites assessments as part of the Tiwi Land Council's land use application process;
 - b. Documenting sacred and other significant sites including as appropriate the registering of sites with the Aboriginal Areas Protection Authority (AAPA); and
 - c. Seeking Heritage listing for socially significant archaeological places and objects.
- 7.5.14 Consultations with traditional owners pertaining to any mining exploration applications that may arise from time to time, and potential impacts to sacred sites and other significant areas will be undertaken.
- 7.5.15 The anthropologists will assist in undertaking anthropological research to determine clan estate ownership for areas of proposed mining and/or development. This work includes assisting the PLO & resources officers in facilitating community consultations to ensure that landowners and affected communities understand the purpose of any proposed action(s)/developments 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. Working with the Anthropologists, the Tiwi Land Council measures will be implemented to ensure site protection, recognition, and documentation.

Objectives and delivery - Managing Land (Environment)

7.5.16 The Tiwi Land Council's Environment Officers will continue to work with Tiwi people to ensure best practice is implemented regarding identifying, managing and/or eradicating feral animals and plants. This will include both regular surveys and information sessions to inform Tiwi people of these pests and to engage them in their identification and reportage.

Objectives and delivery - Managing Land (Mining)

7.5.17 Currently, there are no mineral exploration licence applications or petroleum exploration permits under negotiation with Tiwi people.

7.5.18 The Tiwi Land Council will continue to consult and negotiate, in line with Part IV of the Aboriginal Land Rights (Northern Territory) Act 1976, in relation to any new mineral exploration licence applications. Further, the Tiwi Land Council will continue work with the other land councils in the Northern Territory to respond to the Mineral Development Taskforce Final Report 2022 published on 14 April 2023 and the proposed changes to the NT mining royalty regime.

7.5.19 The Tiwi Land Council is acutely aware of the need for Tiwi people to attract and retain economic opportunities to the islands for the benefit of Tiwi people. The Tiwi Land Council is ready to be responsive to activities that will increase the economy of the Tiwi Islands whilst balancing the need to protect Tiwi sites of significance, Tiwi culture and the Tiwi environment.

7.6 Objectives and delivery – meeting financial projections

7.6.1 Like other Northern Territory land councils, the Tiwi Land Council submits budget estimates to the Minister for Indigenous Australians for approval on an annual basis and the council's financial report is adjusted annually.

7.6.2 Funding through the Aboriginal Benefits Account is critical for the Tiwi Land Council to be able to meet its statutory obligations and objectives. Without this funding the Tiwi Land Council cannot employ its staff, resource its office and continue its presence on the Tiwi Islands.



Table 2: Strategic goals summary

Objective	Activity	Work to be undertaken 2023/24	Measures 2023/24	Work to be undertaken 2024/25	Work to be undertaken 2025/26	Work to be undertaken 2026/27
1. Continue to analyse and record traditional Aboriginal owner recognition	<p>1.1 Research & genealogical recording project.</p> <p>1.2 Maintaining cultural heritage database.</p> <p>1.3 Improving traditional Aboriginal owner recognition register.</p>	<p>Through site visits, yarns with Tiwi people, and research strategies:</p> <ul style="list-style-type: none"> Continue research on the islands to update and expand genealogy records held by the Tiwi Land Council. Continue consultations on the islands to update the Tiwi Land Council's register of traditional Aboriginal owners. Continue research of cultural heritage and sacred sites, Tiwi ceremony and music. Update records, providing updates and training to Tiwi Land Council staff. Update Tiwi Land Council members regarding consultations and research findings. 	<ul style="list-style-type: none"> Hold a minimum of one (1) consultation meeting with each land owning group to obtain information to update and expand the genealogy records held by the Tiwi Land Council. Expand the Tiwi Land Council's genealogy records to include all 8 clan groups by 30 June 2024. Interview each Trustee of the Tiwi Aboriginal Land Trust regarding the Tiwi Land Council's register of traditional owners. Complete interviews by 30 June 2024. Undertake a minimum of four (4) extensive cultural heritage and sacred sites research activities on the Tiwi Islands and complete their full documentation by 30 June 2024. Hold a Land and Culture Summit and Full Land Council meeting by 30 June 2024 to update Tiwi Land Council members regarding consultations and research findings. 	<p>Continue to:</p> <ul style="list-style-type: none"> Undertake research on the islands to update and expand genealogy records held by the Tiwi Land Council. Undertake consultations on the islands to update the Tiwi Land Council's register of traditional Aboriginal owners. Undertake research of cultural heritage and sacred sites. Update records, providing updates and training to Tiwi Land Council staff. Update Tiwi Land Council members regarding consultations and research findings. <p>In addition to:</p> <ul style="list-style-type: none"> Reviewing work and adjusting research objectives and aims as necessary. 	<p>Continue to:</p> <ul style="list-style-type: none"> Undertake research on the islands to update and expand genealogy records held by the Tiwi Land Council. Undertake consultations on the islands to update the Tiwi Land Council's register of traditional Aboriginal owners. Undertake research of cultural heritage and sacred sites. Update records, providing updates and training to Tiwi Land Council staff. Update Tiwi Land Council members regarding consultations and research findings. <p>In addition to:</p> <ul style="list-style-type: none"> Reviewing work and adjusting research objectives and aims as necessary. 	<p>Continue to:</p> <ul style="list-style-type: none"> Undertake research on the islands to update and expand genealogy records held by the Tiwi Land Council. Undertake consultations on the islands to update the Tiwi Land Council's register of traditional Aboriginal owners. Undertake research of cultural heritage and sacred sites. Update records, providing updates and training to Tiwi Land Council staff. Update Tiwi Land Council members regarding consultations and research findings. <p>In addition to:</p> <ul style="list-style-type: none"> Reviewing work and adjusting research objectives and aims as necessary.

<p>2. Maintain regular communication with Tiwi people</p>	<p>2.1 Providing information to Tiwi people. 2.2 Providing updates to Tiwi people. 2.3 Remaining connected to Tiwi people.</p>	<p>2.1 Full Land Council meetings: Hold 10 x 2 day full Land Council meetings on the Tiwi Islands. 2.2 Clan group meeting and other consultation meetings: Hold at least 8 clan group meetings for each clan group over a 12 month period. 2.3 Tiwi Land Council newspaper, website, and Facebook page: Produce a detailed, relevant, and interesting newspaper not less than 4 times over a 12 month period, circulate the newspaper throughout the Tiwi Islands and to other land councils, partners and stakeholders, ensure the Tiwi Land Council's website is updated regularly, use Facebook as one of the primary platforms to circulate notices and updates to Tiwi people. 2.4 Notices in public places: Use billboards and notice boards in public places to circulate meeting information and other important updates from the Tiwi Land Council (like electronic methods referred to above).</p>	<ul style="list-style-type: none"> Count number of full land council meetings. Count number of clan group meetings. Count number of newspaper editions released. Count number of published notices. 	<p>Continue to:</p> <ul style="list-style-type: none"> Hold 10 x 2 day full Land Council meetings on the Tiwi Islands. Hold at least 8 clan group meetings for each clan group over a 12 month period. Produce a detailed, relevant and interesting newspaper not less than 4 times over a 12 month period, circulate the newspaper throughout the Tiwi Islands and to other land councils, partners and stakeholders, ensure the Tiwi Land Council's website is updated regularly, use Facebook as one of the primary platforms to circulate notices and updates to Tiwi people. Use billboards and notice boards in public places to circulate meeting information and other important updates from the Tiwi Land Council (like electronic methods referred to above). <p>In addition to:</p> <p>Seek feedback from Land Council staff, members and Tiwi people, consider feedback received and adjust communication strategies as required.</p>	<p>Continue to:</p> <ul style="list-style-type: none"> Hold 10 x 2 day full Land Council meetings on the Tiwi Islands. Hold at least 8 clan group meetings for each clan group over a 12 month period. Produce a detailed, relevant and interesting newspaper not less than 4 times over a 12 month period, circulate the newspaper throughout the Tiwi Islands and to other land councils, partners and stakeholders, ensure the Tiwi Land Council's website is updated regularly, use Facebook as one of the primary platforms to circulate notices and updates to Tiwi people. Use billboards and notice boards in public places to circulate meeting information and other important updates from the Tiwi Land Council (like electronic methods referred to above). <p>In addition to:</p> <p>Seek feedback from Land Council staff, members and Tiwi people, consider feedback received and adjust communication strategies as required.</p>	<p>Continue to:</p> <ul style="list-style-type: none"> Hold 10 x 2 day full Land Council meetings on the Tiwi Islands Hold at least 8 clan group meetings for each clan group over a 12 month period. Produce a detailed, relevant and interesting newspaper not less than 4 times over a 12 month period, circulate the newspaper throughout the Tiwi Islands and to other land councils, partners and stakeholders, ensure the Tiwi Land Council's website is updated regularly, use Facebook as one of the primary platforms to circulate notices and updates to Tiwi people. Use billboards and notice boards in public places to circulate meeting information and other important updates from the Tiwi Land Council (like electronic methods referred to above). <p>In addition to:</p> <p>Seek feedback from Land Council staff, members and Tiwi people, consider feedback received and adjust communication strategies as required.</p>
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<p>3. Maintain high standards of good governance</p>	<p>3.1 Holistic review of the Tiwi Land Council's policies, procedures, handbooks/manuals, and training for staff and members alike</p>	<p>3.1 Establish a governance document for:</p> <p>a. The accountable authority which includes how the CEO and the chair will work together and how decisions will be made.</p> <p>b. For the members of the Tiwi Land Council, the Management Committee of the full Tiwi Land Council, and trustees, including the Council Chair and Deputy Chair.</p> <p>3.2 Provide initial and regular refresher training to members of the Tiwi Land Council and trustees of the Tiwi Aboriginal Land Trust about their roles and responsibilities.</p> <p>3.3 Revise and implement its recruitment policy.</p> <p>3.4 Prepare Management Committee meeting rules and submit the rules to the Minister for Indigenous Australians.</p> <p>3.5 Review key governance documents in accordance with meeting rules; and implement meeting rules aimed at facilitating member understanding of matters discussed.</p> <p>3.6 Develop an implementation</p>	<ul style="list-style-type: none"> • Complete 3.1 a. by 1 October 2023. • Complete 3.1 b. by 31 January 2024. • Deliver a minimum of four (4) training sessions to members of the Tiwi Land Council and the Tiwi Aboriginal Land Trust. • Complete 3.3 by 31 December 2023. • Complete 3.4 by 1 October 2023. • 3.5: Review to be completed by 31 December 2023 and progress to be reviewed on an ongoing basis with a report to be prepared regarding progress made and next steps by 30 June 2024. • 3.6: Develop plan by 1 October 2023. All current s19 agreements to be reviewed by 1 October 2023. Compliance issues to be raised with proponents by 31 December 2023. • 3.7: Request a minimum of four (4) updates from Tiwi Resources Pty Ltd. • 3.8: Framework to be prepared by 31 December 2023. • 3.9: Implement quarterly assessments by the Accountable Authority. Implement a new fraud reporting procedure by 31 December 	<p>3.1 Review, refine and expand on the work undertaken in 2023/24 in relation to items 3.1 to 3.11 (inclusive).</p>	<p>3.2 Review, refine and expand on the work undertaken in 2023/24 and 2024/25 in relation to items 3.1 to 3.11 (inclusive).</p>	<p>3.3 Review, refine and expand on the work undertaken in 2023/24, 2024/25 and 2025/26 in relation to items 3.1 to 3.11 (inclusive).</p>
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		<p>plan to address the deficiencies in the management of section 19 agreements and permits, and monitor section 19 agreements to detect and address any non-compliance with agreement conditions, including non-financial conditions.</p> <p>3.7 Greater oversight over payments made to clan groups.</p> <p>3.8 Produce a fraud control framework that is aligned to the Commonwealth Fraud Rule.</p> <p>3.9 Conduct fraud risk assessments regularly; implement mechanisms to prevent and detect fraud that are proportionate to identified fraud risks; implement mechanisms to record and report fraud to the Audit Committee; and ensure that the fraud control system is reviewed and endorsed by the Audit Committee.</p> <p>3.10 Update and monitor registers for conflicts of interest and pecuniary interests.</p> <p>3.11 Update Audit Committee Charter and monitor for compliance.</p>	<p>2023.Count the number of assessments done as at 30 June 2024. Obtain the Audit Committee's endorsement of the fraud control system as soon as possible and in any event by 31 March 2024.</p> <ul style="list-style-type: none"> • 3.10: Review registers for conflicts of interests and pecuniary interests twice prior to 30 June 2024. • 3.11: Update charter by 30 September 2023. Monitor for compliance at every Audit Committee meeting. 			
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<p>4. Continue to work with Tiwi people to manage country</p>	<p>4.1 Land access and land use 4.2 Indigenous Protected Areas project. 4.3 Cultural heritage. 4.4 Environment.</p>	<p>4.1 Develop workflow for assessment and processing of land use request applications, monitoring compliance with s19 agreements, review of current s19 agreements, improve current workflow for assessing permit applications and issuing permits. 4.2 Close out of IPA Consultation project, with finalised Plan of Management, Consultation Report and MERI strategy. Development of IPA Governance Framework. 4.3 Cultural heritage work forms part of the work to be undertaken for objective 1 in this table. 4.4 Consultations with Tiwi people, updating Tiwi Land Council's records regarding flora and fauna risks and continuing with surveys to gather data regarding pests which pose a risk to Tiwi flora and fauna.</p>	<p>4.1 4.1: Develop workflow by 30 September 2023. 4.2 4.2: To be completed by 30 June 2024. 4.3 4.4: Conduct a minimum of four (4) detailed inspections regarding flora and fauna risks. Conduct a minimum of four (4) surveys regarding pests which pose a risk to Tiwi flora and fauna. Prepare report by 30 June 2024. The above works to be carried out where possible and appropriate with outside expertise. Participate in two Science Reference Committee meetings with outside experts to provide overview of the Tiwi Islands environment health and management.</p>	<p>4.4 Continue with and build upon the work done in 2023/24. 4.5 Dedication of the IPA and consultation to determine interest in a further Sea Country IPA. 4.6 Continue with and build upon the work done in 2023/24. 4.7 Continue with and build upon the work in 2023/24.</p>	<p>4.1 Continue with and build upon the work done in 2024/25. 4.2 No further work required for IPA. 4.3 Continue with and build upon the work done in 2024/25. 4.4 Continue with and build upon the work in 2024/25.</p>	<p>4.1 Continue with and build upon the work done in 2025/26. 4.2 No further work required for IPA. 4.3 Continue with and build upon the work done in 2024/26. 4.4 Continue with and build upon the work in 2025/26.</p>
<p>5. Thorough and compliant management of financial projections/statutory and audit requirements</p>	<p>5.1 Management of expenses. 5.2 Accountability.</p>	<p>5.1 and 5.2: In addition to the governance related work to be undertaken for goal 3., continued monitoring of the Tiwi Land Council's expenditure as compared to the Tiwi Land Council's approved budget, corporate plan, and performance targets to ensure compliant use of funds, and prudent budget estimates are submitted to the Minister. TLC will manage and adhere to the delivery of statutory/auditing requirements.</p>	<ul style="list-style-type: none"> • Conduct quarterly budget reviews against actuals. • Quarterly financial reports presented to Council members and CEO. • Conduct budget planning meetings January-June 2024. • 100% FBT and GST returns lodged with ATO on time. • Unmodified auditors report. 	<p>Continue with and build upon the work done in 2023/24.</p>	<p>Continue with and build upon the work done in 2024/25.</p>	<p>Continue with and build upon the work done in 2025/26.</p>