



Corporate Plan

2015-2019

31 August 2015

Contents

1	Introduction	3
2	Purposes	3
2.1	Objectives, functions and role of Tiwi Land Council	3
2.2	Strategies and policies that Tiwi Land Council will follow to achieve its purpose	4
3	Environment	7
3.1	Accountable authority	7
3.2	Land held in Trust	7
3.3	Tiwi population	7
4	Performance	8
4.1	Measures of performance	8
4.2	Financial Projections	9
4.3	Schedule of planned evaluations	10
5	Strategic Assessment of the Operating Environment	10
6	Risk Oversight and Management	12

1 Introduction

We, as the accountable authority of Tiwi Land Council, present the **2015-2016** Tiwi Land Council corporate plan, which covers the periods of 2015-2019, as required under paragraph 35(1)(b)/95(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

2 Purposes

2.1 Objectives, functions and role of Tiwi Land Council

We believe the Tiwi land Council provides a continuation of those processes now affirmed in legislation; recognising our one language and common and distinct customs; our constant contact with each other and shared hunting grounds and ceremonies; our established practice of calling meetings and seeking the advice of our elders that have served our people for thousands of years, and is a recognised and respected authority for the management, protection and development of our interests.

Functions of the Tiwi Land Council are set out under enabling legislation, *Aboriginal Land Rights (Northern Territory) Act 1976*, being consultative, assistive, determinative and informative in nature.

Summary of functions of the Tiwi Land Council under the enabling legislation;

- ascertain and express the wishes and interest of Aboriginals as to the management of Aboriginal land and the appropriate legislation concerning that land;
- protect the interests of traditional Aboriginal owners of and other Aborigines interested in Aboriginal land;
- assist Aboriginals in the protection of sacred sites on land and sea;
- consult Aboriginal traditional owners and others interested Aboriginal on any proposal relating to the use of Aboriginal land;
- negotiate with persons wanting to obtain an estate or interest in land where the land is held by a Land Trust;
- assist Aboriginals to carry out commercial activities in a manner that will not cause the Land Council to incur financial liability or receive financial benefit;
- where the land is a community living area assist the owner of that land in relation to any dealings on that land;
- arrange and pay for legal assistance to help Aboriginals pursue a land claim;
- compile and keep a register of names of the members of the Land Council; and the members of the Land Trust;

- supervise and provide administrative support or other assistance to the Tiwi Aboriginal Land Trust;
- perform any function that are conferred by a law of the Northern Territory in respect to the protection of sacred sites, access to Aboriginal land and the management of wildlife on Aboriginal land;
- the Land Council shall not take any action, including the giving or withholding of consent, in any matter concerning land managed by the Land trust, unless the land Council is satisfied that:
 - the traditional Aboriginal owners of that land understand the purpose of the proposed action and have consented to it as a group; and
 - any Aboriginal community or group that may be affected by the proposed action has been consulted;
- the Land Council has function pertaining to the method of endorsing or rejecting exploration and petroleum applications;
- the granting of section 19 leases; and
- determination of the distribution of mining royalties equivalents.

2.2 Strategies and policies that Tiwi Land Council will follow to achieve its purpose

In the second to third quarter of 2015-16, Tiwi Land Council will commence working in conjunction with the Commonwealth Government on its Statement of Expectations and Statement of Intent. This process may lead to enhancements of the following strategies and policies.

Strategy – Sacred Sites

Tiwi Land Council will continue in their assistance in the protection of sacred sites and areas of significance both on land and in the sea. With a majority of land under title of the Tiwi Aboriginal Land Trust subject to mining exploration applications, with the entire area under title subject to an petroleum exploration permit application, continuing determination and consultations with traditional owners pertaining to sacred sites and significant areas will be undertaken. As mapping technologies improve and become operationally viable better use of them will be made.

Traditional owners will be sought to express their wishes in any review of the *Northern Territory Aboriginal Sacred Sites Act*.

Public Governance, Performance and Accountability Act 2013

The Accountable Authority of Tiwi Land Council is stated as 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, Executive Management Committee, of the Tiwi Land Council. Going forward this concept will be articulated further.

The Tiwi Land Council has received training funds under the current year budget and meeting fees allowing for an increase in number of meetings than was undertaken prior to the introduction of the PGPA Act.

In hopeful anticipation of recognition of the Executive Management Committee, the ten members and the CEO are developing an appreciation of the duties of an accountable authority and the manner which an accountable authority is to operate.

Duties identified by the Executive 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, taking into account 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, take into account 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;
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 been informed of these duties.

Aboriginal Land Rights (Northern Territory) Act 1976

The Executive Management Committee of the Tiwi Land Council undertakes development on land council governance matters;

Current attention is committed in seeking the method of choice for membership of the Tiwi Land Council been approved. 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 a Full Land Council and an Executive 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 approval of the method of choice, to commence reviewing the delegations and governance arrangements of the Full Land Council and the Executive Committee.

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 function and roles and seeking feedback and intentions of Traditional Owners and Tiwis.

Strategy – Private Economy

With the Tiwi private economy developing into independently 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 Tiwis in the area of the development and the total Tiwi population.

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. In order to deal with these operation requirements the Tiwi Land Council will endeavour to facilitate training and development on these matters by suitably qualified top tier professionals

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

at school, or to those that have demonstrated at least 80% school attendance of those children under their care.

3 Environment

3.1 Accountable authority

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

Chair was elected for a three year term in February 2015, so the term will conclude in February 2018. This is the second term of the Chair and stability of the position continues as in the Chair’s first term.

The CEO is currently acting CEO, the acting CEO has been deputy CEO for 8 years. Preparation have been commenced in formulating a selection criteria, once the executive management committee is satisfied that with the scope of the selection criteria candidate will be invited to submit their application, a short of no more than five people will be considered for interview. The appointment of a CEO will be for a period of 5 years.

Accountable Authority

	2015-2016	2016-2017	2017-2018	2018-2019
Chair			Election year	
CEO	Appointed for 5 years			

3.2 Land held in Trust

The Tiwi Aboriginal Land Trust is anticipated to grow in size with an additional area known as the Vernon Islands to be included in schedule 1 of the *Aboriginal Land Rights (Northern Territory) Act 1976*. The Vernon Island has an Exploration permit application EP295

3.3 Tiwi population

The Tiwi Islands of Bathurst and Melville Island consists of approximately 2500 people. Historically the death rate had averaged at 40 people per year, 2014-2015 saw an above average rate, with the average been reached on the 27th January 2015, and a yearly figure in excess of 65. At the time of writing preparing this document there have on been 4 deaths in the first two months of 2015-2016, below the average. There is nothing to suggest that the growth of the population rate will not follow prior years.

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 enterprises has the capacity to accommodate these additional works without encroaching on the housing stock or diminishing infrastructure assets available for the Tiwi's.

4 Performance

4.1 Measures of performance

Communication

Full Land Council Meetings	Scheduled and funded for 4 meetings per year
Executive Management Meeting	Scheduled and funded for 26 meetings per year
Consultative Committees	Attendance at consultative committees at least half yearly
Exploration Consultation Meeting	Consult with traditional owners on the following exploration and petroleum applications: EP216, EL30924, EL29243, EL29222, EL28617, EL29244, EL29036, EL29036, and EL27664.
Family Trust meetings	Attend family trust meetings twice yearly
Publications	Production of Bi monthly newsletter – The Tiwi Annual report Audited financial report
Community Corporations	Attend as ex officio officer

Education

Familiarisation with legalisation	Training of Executive Management Committee; General corporate governance General financial interpretation PGPA Act and rules ALRA Act
Method of Choice	Trustee and delegates to review every six months
Meeting of Land Council	Review every six months: process on convening meetings, defining what is a quorum of a meeting;

	confirm that a question is to be settled by a majority of votes of members present and voting; circumstances when the presiding member has a casting vote; review the written rules of convening and conduct of meetings that have been approved by the Minister;
Minutes of meeting	Production of a decision register.
Community Corporation	Training of Executive Management Committee; general corporate governance, general financial interpretation, director's roles and responsibilities.

4.2 Financial Projections

The Tiwi Land Council is funded from the Aboriginals Benefit Account (ABA). Budget estimates are prepared annually for administrative expenses and upon approval of the Minister for Indigenous Affairs are release quarterly to the Tiwi Land Council.

Tiwi Land Council has received other grants relating to particular activities within the land and sea management output group. These are for specific projects, some running across multiple years and generally delivered by external contractors and consultants.

The Tiwi Land Council shall not carry out 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 reviews of the Prime Minister and Cabinet is in 2017-18.

Forward projections are based on the premises;

- ongoing funds source of ABA;
- inflation rate in the bank of 2% to 3%
- 10 year Australian bond yield range of 2% to 3%.

	2015-16 Actual	2016-2017 Estimate	2017-2018 Estimate	2018-2019 Estimate
S64(1)				
Administration	\$ 902,472	\$ 929,546.16	\$ 957,432.54	\$ 986,155.52
Advocacy Services	\$ 385,734	\$ 397,306.41	\$ 409,225.61	\$ 421,502.37
Economic Development	\$ 562,433	\$ 579,305.48	\$ 596,684.64	\$ 614,585.18

Land & Resource Management	\$ 647,817	\$ 667,251.88	\$ 687,269.44	\$ 707,887.52
Sub total	\$ 2,498,456	\$ 2,573,410	\$ 2,650,612	\$ 2,730,131
Other Grants	2015-16 Actual	2016-2017 Actual	2017-2018 Actual	2018-2019 Estimate
Working on Country	\$ 258,670	\$ 263,330	\$ 268,070	
Sustainable ranger Wages and Changed Fire Regimes	\$ 343,000			

4.3 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. Evaluation will be included in the annual report commencing in 2015-2016. The first year of presentation will be void of comparison, whereas for subsequent years comparative figures will form part of the annual presentation.

Results will 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.

5 Strategic Assessment of the Operating Environment

Tiwi Land Council will need to meet these increasing expectations and deliver its outputs in a resource - constrained environment. Over the next four financial years, the Land Council's budget is expected to slightly increase and to require an increase in actual staff numbers from 2016-2017 onwards. In this context, the department 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.

It is important to maintain current capabilities and to build new capabilities. Increased capability contributes to preserving overall organisational capacity. However, there is a risk that as workloads increase, staff cannot or will not participate in development opportunities.

Any reduction to budgets may also impact on the availability of training and development. As a result, there are risks for the Land Council's overall capability.

Our capabilities	Sustaining and developing our capabilities
<p>Deep understanding Understanding the economic and policy environment, and the views of the Tiwi's.</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. • Appropriately sharing knowledge and information across Tiwi organisations. • Responding to stakeholder input. • Building effective relationships with external stakeholders to influence policy directions.
<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.

6 Risk Oversight and Management

Underlying Philosophy

The Tiwi traditional leaders have a strong collective determination to ensure the future wellbeing 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.

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
1.	Succession Planning	<p>The leadership of the Land Council currently consists predominantly of men over the age of 60.</p> <p>There are only a handful of Tiwi leaders in the next generation with sufficient education and knowledge of the laws and practices (Traditional and</p>	Very High	<p>Corporate Governance Training.</p> <p>Land Council training and familiarisation programmes should commence for all Secondary School students. The program should consist of:</p> <p>Regular classes for Senior Students in basic corporate</p>	<p>Junior Land Council commenced 2011 at Tiwi College.</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
		Western) to allow them to lead the Land Council in the future.		<p>governance, meeting procedure etc.</p> <p>Land Council-style meetings involving all students, discussing both issues raised by the students and issues on the agenda for all Land Council meetings.</p> <p>Selected students to attend each Land Council meeting to convey the resolutions of the 'Junior Land Council' to Land Council meetings.</p> <p>The structure of these programs needs to be discussed and finalised as a priority.</p>	<p>Tiwi Industry funds VETIS teacher. Three year commitment. Curriculum adopted.</p> <p>Commenced 2011. Require minutes be kept and tabled from 2012.</p> <p>Commenced 2011. Wet season difficulties require transport solutions.</p> <p>Is ongoing</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
2.	Governance	<p>External compliance with authorised Tiwi governance structures and threats to secure tenure of land and sea.</p> <p>Internal threats to compliance with authorised Tiwi governance and emerging economic organisations.</p>	High	<p>Work with both State and Federal Governments for their recognition of Tiwi tenure to land and sea. Support good science and collection of data and information for improving management of land/sea to substantiate links between secure tenure and economic development. Strengthen access permission processes.</p> <p>Education and Training through College and Director courses. Information and publicity to Land owners.</p>	<p>Establish Science Reference Committee May 2011.</p> <p>Audit Committee advise regular reporting of rents paid for use of Tiwi land from both Commonwealth and State.</p> <p>Monitor these payments.</p> <p>TLC and Mantiyupwi meetings to encourage NT Government pay rental arrears.</p> <p>Establish on line permit system and refine application and approval processes.</p> <p>Curriculum changes at Tiwi College.</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>AICD and other courses in place.</p> <p>Publication THE TIWI Landowner newspaper every second month from April 2012.</p>
3.	Undertaking financial obligations	The Land Council cannot legally take on commercial risks, including risks that could create related entities.	Medium	A defined set of criteria is required to clarify the circumstances in which the Land Council can manage and distribute money without falling foul of its statutory obligation to avoid commercial risk.	<p>Established Trusts at arms` length from TLC replicate known Tiwi structures. Each with defined investment and distribution policies and set budget meetings advised to TLC.</p> <p>Monitor these and receive financial statements and audits.</p> <p>ALRA guidelines clear and complied with.</p>
4.	Transparency of financial distribution	Communication risks of client ignorance of financial management and lack of understanding and accurate, detailed knowledge of how money received by the Land Council is distributed. Resentments and	High	Traditional processes that embedded inter-group rivalries giving raise to stimulation of resentments and unrest as a social management tool	Consultative Forums established for all groups to which the Land Council distributes funding. Each meets regularly and allows stakeholders to ask questions, receive

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
		<p>unrest in the community that can be exploited by those who wish to undermine the authority of the Land Council.</p>		<p>require open discussion at Tiwi Cultural learning sessions.</p> <p>These procedures may require further enhancement – particularly in the case of:</p> <p>identifying the source of money received; and</p> <p>distribution processes and performance clarity.</p>	<p>information, develop budgets and make recommendations on the distribution of the funds to which they are entitled. These minuted and advised to TLC.</p> <p>Money management courses through TITEB supported.</p> <p>Major industries – Forestry; Tourism and Maritime industry move to revenue positive in 2013. Group meetings already discussing sources of revenue streams through stumpage rates and preferred beneficial purpose to Education and infrastructure.</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
5.	Participation: Education Training Employment Governance/Leadership Parenting	<p>The TLC has identified that lack of participation across all Tiwi drivers of political, social and economic development is a major risk to the future and wellbeing Tiwi society. The disproportionately large cohort of Tiwi people aged 25 and under is a growing concern.</p> <p>FORESTRY; TOURISM AND MARITIME SERVICES:</p> <p>Attendance and productivity</p> <p>Education:</p> <p>Attendance</p> <p>Training:</p>	Very High	<p>Identify the major employers and core industries attractive to Tiwi workforce.</p> <p>FORESTRY; TOURISM (Fishing) AND MARITIME SERVICES all require skilled internal Tiwi management.</p> <p>Monitor linkages as core industry Multipliers and extension to socio-economic strategies.</p>	<p>FORESTRY:</p> <p>With the collapse of GSL and forfeited plantations, funding has been secured to employ the Tiwi Forestry workers in Land management programs.</p> <p>Internal Tiwi management has secured the human and financial resources to manage the plantations through to harvest 1st June 2013.</p> <p>The development of 400 hectares of land by students of the College, with assistance and guidance from Tiwi Plantations, to include land management training, environmental requirements, land clearing, planting, fertilizing, pruning, maintenance of fire breaks</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
		<p>Attendance</p> <p>Employment:</p> <p>Attendance and productivity</p> <p>Governance/Leadership:</p> <p>Lack of upcoming leaders and leaders being unaware of their roles and responsibilities.</p> <p>Parenting:</p> <p>Parents unsure of roles and responsibilities in being effective parents.</p>			<p>and the plantation, harvesting, chipping and transportation of the product. It is envisaged that having students participate in the entire Forestry program as part of the College Curriculum will enhance their participation and productivity in the Tiwi Forestry Project once they have graduated from the College.</p> <p>Establish the Hayden Way farm provides an opportunity to develop some of those initiatives.</p> <p>Initiate plans to establish 400 ha of plantations to enable the Tiwi College to access an estimated \$1,000,000 income per</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>annum once established, managed and harvested by students.</p> <p>TOURISM</p> <p>Tiwi Islands Adventures (TIA) formed in April 2012. Existing Lodges and expansion on track. Integration of TLC Marine Rangers commence July 2012.</p> <p>Tiwi College has formal work experience programs with TIA established July 2012.</p> <p>MARITIME SERVICES:</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>Encourage Port Melville developments to establish Port and Marine Supply Base.</p> <p>Monitor design and progress.</p> <p>Workforce requirements influence Pirlangimpi Township Planning. Urban and Town Planning design commenced through Tiwi Science Committee in July 2012 for completion December 2012.. thence to consultation for possible Township Leasing. Arrangement in 2013.</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>Other strategies to improve and monitor participation include:</p> <p>Discussions have been initiated to employ a 'Participation' Manager, possibly the coach of the Tiwi Bombers, to inspire the under 25 cohort of Tiwi, into training and employment.</p> <p>A VETIS teacher has been hired on a six month probationary term, beginning early in Term 2 this year, with \$150,000 funding per annum for three years provided by Tiwi-owned businesses.</p> <p>Education:</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>Establishment in 2008 of the Tiwi Education Board and Tiwi College with the vision and determination to manage all Education on the Tiwi Islands</p> <p>Linkages of access to Land Use Funds requires children to achieve a minimum of 80% attendance at school.</p> <p>Training: Ongoing development and support of the Tiwi Islands Training and Employment Board (TITEB)</p> <p>Employment: Continued development and support of Tiwi Enterprises Pty Ltd as a training, employment and business enterprises vehicle to</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>access real employment opportunities.</p> <p>Governance/Leadership: The establishment of a Junior Tiwi Land Council in 2011. Students from the Tiwi College will be nominated and elected by the student group to represent their views, opinions and interests to the Tiwi Education Board, College staff and the TLC:</p> <p>Parenting: Establish a 'Young parenting program' at the Tiwi College by 2016</p> <p>Implementation of the Government funded PACE program to encourage</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>parental and community involvement in education.</p> <p>Integration of support services – Red Cross and others providing programs.</p> <p>Support of other Government education parenting programs</p>
6.	Tiwi Plantations	<p>Standalone major industry risk.</p> <p>Environmental risks real and imagined.</p> <p>Political risks of doing business and non-compliance with aboriginal industry and program norms.</p> <p>100% Tiwi owned risks without external investment.</p>	High risk to Land Council in the event of failure.	<p>Tiwi Plantations Corporation established 2010.</p> <p>Stumpage rates for Landowners set 2013 to comply with Australian market rates. No leases.</p> <p>Forestry will be required to pay for integrated Land Management responsibilities of TLC with Industry.</p>	<p>Risk Registers in place.</p> <p>Skilled staff retained and ISO standard work practices in place.</p> <p>Plantation corporate model monitored and variables known.</p> <p>Carbon Trading possibilities researched and agreements to market in place.</p> <p>ABA funds of \$6 million over 4 years has been</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>sourced for land management</p> <p>Tiwi Asset Protection and Maintenance Fund established to cover ongoing forestry expenses.</p> <p>Diversification and also complementary Port Melville developments relating to the oil and gas industry are currently subject to tender and continuing assessment with accelerating interest.</p>
7.	Traditional Land Ownership:	<p>Large numbers of people, currently in excess of 160, applying to be included in the Tiwi Register of Traditional Owners leading to confusion, resentment and unhealthy pressure on actual Traditional owners.</p> <p>As the income of Tiwi land value increases so too does the</p>	High	<p>Maintain data base.</p> <p>Encourage research.</p> <p>Continually stress ownership responsibilities and requirements to manage land for outcomes today.</p>	<p>Employment of a Registrar to compile and update the Tiwi Register of Traditional Owners</p> <p>Anthropological evidence and opinion sourced</p> <p>Tiwi census data from the Hart Census 1920's from the National Archives in Canberra has been sourced</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
		demand from people applying to access that income.			<p>Appeal and arbitration process developed to identify Traditional Land Owners; with current lack of TLC resolve to institute these processes.</p> <p>Draft Number 3 of the Tiwi Land Ownership-Membership Methodology-DRAFT Discussion Paper April 2010</p> <p>The Register of Traditional Owners 2011 Draft, has been endorsed by the TLC</p>
8.	Land Use Funds	The Land Council is responsible to calculate and receive all funds from use of land and resources from the land. These funds generally require distribution from the Land Council within six months of receipt.	High	<p>Compliance and budgeting is mandatory.</p> <p>Ability to produce financial statements and require audit.</p>	Tiwi Resources established 1989 to manage Land Use Funds at arm's length from the Land Council and on behalf of the Tiwi Land Owners. Land Owning Groups generally divide the income from the use of their land into family group accounts in order to benefit

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
		<p>Amendment of the Land Rights Act now requires funds only be given to an organisation that can produce a set of financial accounts. In addition, the Land Council is obliged not to give money to organisations that it reasonably suspects are mis-using that money.</p> <p>Risk 1: The Land Use Funds must be taken and distributed in a timely fashion.</p> <p>Risk 2: Land Use Funds must be allocated in accordance with legislative obligations.</p>			<p>all families and adult individuals within those families.</p> <p>Procedures have been developed to ensure transparency and individuals are able to view the use of funds online using the IT based at all TLC Offices on the Islands.</p> <p>These procedures monitored and reviewed annually.</p>
9.	Asset control	There is a risk of loss of assets through negligence, fraud and misuse	Medium	The Land Council currently owns a relatively small total of physical assets in its own name. The Land Trust has significant assets and the Land Council is obliged to fund costs of the Trust..	Assets Registers are maintained. The Register is regularly audited and updated. Motor vehicles are recognised as expensive assets that require high maintenance and a responsible approach to use. A Motor Vehicle Policy

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					has been drafted and approved. Second hand vehicles only purchased
10.	Monetary Fraud	The Tiwi Land Council Office has an annual budget of \$1,500,000. There is a risk of loss of monies through fraud.	Low		<p>The Darwin Secretariat has skilled and experienced Office and Financial Management. Quarterly audit and reporting to the Department of Finance requires processes and records tracking the flow of ALL funds through the Land Council.</p> <p>Financial oversight is independent of the Land Council management. All requisitions and cheques are countersigned.</p> <p>The Land Council has systems in place that do not rely on cash transfers or systems that are open to conceal untoward use of monies.</p>

Indicator	RISK	DESCRIPTION OF RISK	Risk Level	STRATEGY ENDORSED AND MODIFIED ANNUALLY	ACTION REGISTER TO MANAGE RISK
					<p>The Land Council Finance Committee also monitors all payments at regular meetings, and reviews 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> <p>The Office is regularly audited by the Commonwealth ANAO together with monthly internal audit checks. ANAO audit processes commence in March each year and are usually concluded by September of each year – effectively a six month audit cycle in itself.</p>