



CORPORATE PLAN 2019-20

Statement of Preparation:

The Wreck Bay Aboriginal Community Council (WBACC) is an Australian Corporate Commonwealth Entity (PGPA), which was established by the Aboriginal Land Grant (Jervis Bay Territory) Act 1986. (Land Grant Act).

The WBACC was established under the *Land Grant Act*, allowing for the grant of inalienable freehold title to 403 hectares of land in the Jervis Bay Territory to the Wreck Bay Aboriginal Community. This land has been solely managed by WBACC since 1987. In November 2018, a further grant of inalienable freehold title to Blocks 151 and 152 in the Jervis Bay Territory was made under the *Land Grant Act*.

The WBACC is a Not for Profit, Public Benevolent Institution.

WBACC's Corporate Plan for 2019 – 2023 sets out the medium and long-term goals for WBACC, to deliver on our vision "*WBACC seeks to be a respected equal and valued part of a culturally diverse Australian society. By controlling and managing its own lands and waters, the Community aims to become self-sufficient and able to freely determine its future and lifestyle. The Community desires to do this by protecting its interests and values while preserving for future generations its unique Identity, Heritage and Culture*". This plan builds on the Implementation Strategies in the current Wreck Bay Community Plan.

We, as the accountable authority of Wreck Bay Aboriginal Community Council, present the 2019–2020 Corporate Plan, which covers the periods 1 July 2019 to 30 June 2023, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan has been prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

Wreck Bay Community Council does not have any subsidiaries.


Anne-Marie Farrugia

CEO


Annette Brown

Chairperson

1. Purposes

- To manage and maintain Aboriginal Land:
 - Protect and conserve natural and cultural sites on Aboriginal Land
 - Engage in land use planning
- Provide services to Community members:
 - Take action for the benefit of the Community in relation to housing, social welfare, education, training or health needs of the Community members,
- Conduct business enterprises for the economic/social benefit of the Community.

The purposes are met by:

- Performance of Contracts with Director National Parks and DIRDC for the upkeep of the Booderee National Park (BNP) and the 403 lands.
- Implementation of a Weed Control and related Programs.
- Provision of Housing.
- Provision of a Child Care centre.
- Community programs including financial assistance for higher education, participation in sports and cultural exchange activities, NAIDOC celebrations, elders' events, men's and women's groups, a junior rangers program and a community garden.
- The provision of training and employment to community members.
- The active pursuit of new economic opportunities.

2. Environment

WBACC operates in a challenging and complex environment, with competing interests from multiple parties, all of which impact on WBACC's ability to achieve its purpose.

WBACC is unique amongst Indigenous communities in Australia in its relationship with the Commonwealth. It comes under the direct responsibility of the Commonwealth Government, as an Indigenous Portfolio Body. All other Indigenous communities have a State or Territory conduit.

Following are some examples of the challenging environment faced by WBACC.

Cross Jurisdictional Challenges to the conduct of business

WBACC exists within the JBT and access to services within the JBT is complicated. There are a range of services available, being provided by the Commonwealth, ACT Government, NSW Government and other non-government agencies, making it a difficult, complex environment to navigate. A current example to demonstrate the complexity of the operating environment is provided by WBACC's recent (and ongoing) attempt to install satellites on our offices in order to improve the less than reliable internet connectivity. The Department of Infrastructure, Regional Development and Cities has the role of ensuring this connectivity for the JBT but has been unsuccessful in

its interactions with Telstra, the infrastructure owner. WBACC, in order to secure its business enterprise, took a decision to install its own satellite dishes. This has taken months (and is as yet not achieved) because of the complex interaction between ACT and NSW Land Titles Offices (whereby street names and locations have been registered in the ACT but have not been recognised by NSW which is where Googlemaps gets its data from. Lack of Googlemaps means that Telstra/NBN Co/other telecommunications providers cannot get a required recognised map reference to install the satellite despite the fact that WBACC can provide them with exact GPS coordinates. WBACC will continue to work through the problem to ensure satellite installation.

Challenges related to political representation

Part of the issue for the JBT is that it is an anomaly with residents experiencing less political representation than other citizens. Residents cannot vote in a State or Territory election or Local Government election. They can vote in a Commonwealth election only (and access to polling booths is limited – in the 2019 Commonwealth election, residents had a three hour period on a weekday in the week before the election to cast their vote and JBT land registration issues mean that many residents have their addresses listed incorrectly on the electoral roll). Uniquely, the Territory is subject to regulation imposed by all three levels of government but has political representation only in relation to the Commonwealth level. This lack of political representation makes lobbying for improvement to services difficult and of limited effect.

Legislative and Regulatory Challenges to the Maintenance of Aboriginal Land

The Land Grant Act includes a set of By-Laws in relation to activities that can /cannot occur on the land. The By-Laws have no compliance mechanism attached. A warden may point out a breach, but to pursue a matter WBACC would have to prosecute the matter in court. There is no facility for fines or alternative enforcement mechanisms. WBACC is working with the Commonwealth Government to implement legislative changes to allow WBACC to efficiently enforce the By-Laws. Until the By-Laws can be enforced WBACC's ability to manage and maintain Aboriginal Land is impacted.

3. Performance

- **Objective:** To manage and maintain Aboriginal Land by protecting and conserving natural and cultural sites on Aboriginal Land

Delivery Strategy:

- Appointment of Cultural Heritage Officer within WBACC, to collate all existing information and formulate a Cultural Heritage Strategy and Implementation Plan;
- Cultural Heritage Sub-Committee, with community representation, of WBACC Board to meet quarterly and make recommendations for Cultural Heritage activities to the Board;

- WBACC will manage its operations in a way that will have minimal/no adverse environmental impacts and protect the environment.
- existing Weeds Team to expand to form larger Environmental Biodiversity Management Team to take on fire management, feral animal control and Ranger functions.
- WBACC to make submissions to Minister for Indigenous Affairs for new Land Grants.
- Enforce By-Laws on Aboriginal Land – longer term strategy of amending Legislation and Regulations (talks began in 2019).

Resourcing:

- Cultural Heritage Officer will be employed under a contractual arrangement with Parks Australia;
- Cultural Heritage Sub-Committee is being funded out of ARLS funding \$20k per year;
- Environmental Biodiversity Management Team to be funded using grant funding (currently at bid stage) from PM&C under ARLS.
- Submissions for new Land Grants and legislative change unfunded (CEO role).

Performance Monitoring and Measurement

- Collation work and Cultural Heritage Strategy and Implementation Plan is complete and delivered to the Board (by end June 2020) with implementation ongoing in years thereafter.
- BNP using the Strategy and Implementation Plan to ensure Tourism and Works activities within BNP are protecting Natural and Cultural Heritage.
- Number of Cultural Heritage proposals presented to and accepted by the Board by Cultural Heritage Sub-Committee.
- Environmental Biodiversity Management Team is in place and training started by end June 2020, with ongoing training and contracts signed in years thereafter.
- Gazettal of at least 2 extra blocks by end of June 2020, with further gazettals in years thereafter).
- Legislative change and By-Law change within Parliamentary process by end June 2020.
- all vehicles and machinery are washed down in the designated area.
- all waste generation at Wreck Bay is treated through recycling, reuse and reduction.
- Increased metres of coastline (compared to previous year) are cleared of Bitou Bush
- Increased metres of coastline (compared to previous year) are cleared of Sea Spurge.
- All fire trails cleared

- **Objective:** Engage in land use planning

Delivery Strategy:

- Deliver Wreck Bay Village Town Plan.

- Finalise WBACC Home Ownership Implementation Strategy.
- Consider proposals for use of newly acquired Blocks 151 and 152, and for any further blocks acquired during the life of the Corporate Plan.

Resourcing:

- WBACC has engaged a Town Planner through Indigenous Community Volunteers to deliver the Town Plan. This has no associated financial costs.
- WBACC currently has a submission with PM&C for grant funding (\$20m) to assist with the Home Ownership Implementation Scheme.

Performance Monitoring and Measurement

- Town Plan Delivered and implementation steps in priority order are being followed in WBACC's workplans.
- Year 1 steps of Home Ownership Implementation Strategy underway by end of June 2020. Community members are becoming homeowners through staged implementation, starting end 2021.
- Percentage of community members requesting Home Ownership.

■ **Objective:** Provide services to Community members:

Delivery Strategy:

- Ongoing provision of training to Community Members.
- Ongoing provision of education scholarships; business grants, sporting assistance grants, elders' assistance, bereavement and funeral assistance;
- Ongoing repair and maintenance of community housing.
- Introduction of 99 year leases on community houses, on the ACT "crown lease" model – effectively home ownership;
- Ongoing operation of Men's, Women's, youth groups and Junior Rangers Program.
- Ongoing operation of childcare centre.
- Finalisation of establishment of Community Veggie Garden
- Community Services and Governance Sub-Committees of WBACC Board to meet quarterly and make recommendations for community services and Governance improvements to the Board.

Resourcing:

- Booderee National Park Lease monies and income from BNP takings are used by WBACC to provide services to the community;
- WBACC currently has a submission with PM&C for grant funding (\$20m) to assist with the Home Ownership Implementation Scheme.
- WBACC continues to use existing ARLS money, matched dollar for dollar by WBACC, for its housing repair and maintenance program.

- Community Services Sub-Committee is being funded out of ARLS funding \$20k per year.

Performance Monitoring and Measurement:

- Review number of increased community services offered (specifically, number of scholarships, grants, events, training, housing maintenance and repairs), compared to previous financial years.
- Community Satisfaction Survey shows over 75% satisfaction with services delivered.
- Review number of training courses offered and uptake.
- Community Satisfaction Survey shows over 75% satisfaction with training delivered.
- Number of houses with new kitchens and bathrooms compared to previous year.
- Number of community reporting they are more comfortable in their homes in Community Satisfaction Survey.
- Number of Community Services proposals presented to the Board by Community Services Sub-Committee.

- **Objective:** Conduct business enterprises for the economic/social benefit of the Community; increase employment of community members.

Delivery Strategy:

- Secure additional Service Level Agreements with Parks Australia (Cultural Heritage Agreement; Environmental Biodiversity Management Team Agreement);
- secure additional grant funding under ARLS for Environmental Biodiversity Management Team and Ranger training;
- Market the Child Care Centre to surrounding towns to increase numbers and make the centre more financially viable.
- Economic Development Sub-Committee of WBACC Board, with community representation, to meet quarterly and make recommendations for economic development to the Board;
- engagement with Regional Development Officer (DIRDC funded).

Resourcing:

- No specific financial allocation for negotiation of agreements (CEO role);
- Bid has been placed with PM&C for additional ARLS funding of \$5-7million over five years for establishment of Environmental Biodiversity Management team.
- Indigenous Community Volunteers is assisting WBACC to develop a marketing strategy for the Childcare centre. There will be little financial cost to WBACC.
- Economic Development Sub-Committee is being funded out of ARLS funding \$20k per year.

- No specific financial allocation for engagement with Regional Development Officer (CEO role and community workshops)

Performance Monitoring and Measurement

- Review number of extra services contracts held by WBACC.
- Review number of new jobs for community members created at WBACC.
- Demonstrate Increased income from year to year.
- Demonstrate increase of two child care enrolments by end of June 2020, with two each year thereafter for life of Corporate Plan, ensuring maintenance of current funding arrangements.
- Child Care centre remains operational providing vital, culturally appropriate, early childcare education services to regional indigenous children.
- Review number of increased community services offered (specifically, number of scholarships, grants, events, training, housing maintenance and repairs), compared to previous financial years as a result of increased profits.
- Review number of new projects created as a result of Economic Sub-Committee recommendations to WBACC Board.

4. Capability

The key strategy for WBACC to achieve its objectives is to manage its corporate and financial operations in a manner that is efficient – bringing in enough income to cover employee and other expenses and provide growth in income to allow for expenditure to benefit the community and supplement grant funding. This will be achieved mainly through the performance of existing contracts with Parks Australia and DIRDC and the negotiation of new contracts for new services, and additional grant funding, which progress WBACC's purposes and generate extra income.

WBACC will manage its workforce to ensure good performance, and will ensure uptake of appropriate training and upskilling so that contracts and grant funding are maintained.

Additionally, surplus funds will be invested in a manner so as to maximise interest earnings with minimal risk to the investment.

WBACC will also:

- a. review opportunities to improve its support of the welfare of WBACC Registered Members and their dependants, consistent with its financial position, and
- b. use its best efforts to ensure that its Board maintains an appropriate mix of genders, ages and skills sets through the provision of community training in business and governance and the encouragement of younger people in the duties of Sub-committees of the Board and community activities.

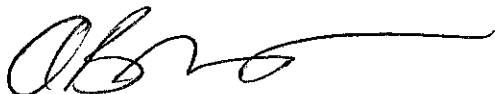
5. Risk Oversight and Management

WBACC is a corporate Commonwealth entity and, as such, is not required to comply with the Commonwealth Risk Management Policy and components of the Commonwealth Fraud Control Framework, however, WBACC has implemented aspects of these policies and frameworks as best practice standards for fraud control, commensurate with WBACC's activities.

In accordance with section 16 of the PGPA Act, WBACC has established and maintains appropriate systems of risk oversight, management and internal control. Core risk management processes have been implemented by the establishment of:

- Risk Management and Fraud Control Plans (including Risk Register)
- Audit Committee
- Governance Sub-Committee
- Records Authority under the Archives Act
- Policies and Standard Operating Procedures
- Codes of Conduct for the WBACC Board and Employees.

This 2019-20 Corporate Plan has been accepted in accordance with a resolution by the Executive Board of WBACC on 17 June 2019.



Annette Brown

Chair, WBACC