



**PCCC Port Curtis Coral Coast Trust Limited
For The Port Curtis Coral Coast Aboriginal
Peoples
Charitable Trust Board**

2015 PCCC SUMMIT

held 26-27 September 2015

**at Agnes Water Community Centre
71 Springs Road, Agnes Water**

Let's talk about tomorrow today – Planning for our future



Scar Tree, Agnes Water

The PCCC is about:

Planning for the future of PCCC People

Investing in Our Future through effective Education Programs for Our children

Respecting, Caring and Supporting Our Elders and Culture

Caring for Our Land and Sea Country

Working to create Economic Opportunities for PCCC People

Developing Best Practice Corporate Governance Standards for All PCCC Entities

Engaging with, and Listening to Our People

Facilitator: Les Collins
Chair: Tony Johnson
Directors present: Kerry Blackman
Lurleen Blackman
Norelle Watson
Lee-ann Dudley
Minute Taker: Janine Richards

Day 1: Registration for Summit and Membership Applications taken for PCCC group:

Byellee, Bunda, Gooreng, Gooreng and Gurang people

Opening of meeting at 9am.

Welcome to Country - Thelma Coleman, Shayne Blackman, Colin Johnson and Grant Sarra as representatives of each tribal group.

Respect for Elders past and present.

Welcoming Prayer.

Meeting proceedings and logistics.

Traditional song by Jess.

Annual General Meeting commenced 9.15am and concluded at 10.50am.

Summit opened 11.30am.

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Directors' Report 2014-2015

Directors

The following persons were directors of the company during the whole and part (as indicated) of the financial year and up to the date of this report, unless otherwise stated:

Lee-ann Dudley
Matthew Cooke
Lurleen Blackman
Kerry Blackman
Tony Johnson
Norelle Watson
Dean Sarra – Commenced March 2015
Allan (Ezra) Broome (Jnr) commenced March 2015

Vision

Our people will be strong, proud and empowered through cultural knowledge, quality education and economic participation.

Objectives

Our objectives include ensuring that all PCCC people are provided with opportunities to participate in activities and programs which give them empowerment by following four guiding themes to shape the future directions for our people.

- · Investing in our People and Culture
- · Investing in our Cultural Heritage, Land and Environment
- · Investing in Knowledge, Innovative Partnerships and Economic Participation and Growth
- · Investing in Cultural Leadership and Governance

United in Focus, Spirit, Culture, Identity.

Strategy for achieving the objectives

The company has developed its Corporate Governance Framework. The company is guided by its 2012 -2030 Strategic Plan which identifies a number of priority areas. The Company continues to develop draft policies and programs to benefit all PCCC people meet its short and long term objectives.

Principal activities

During the financial year the principal continuing activities of the company were developing policies and procedures for managing and planning PCCC Ltd. Corporate Governance and administering PCCC people Socio Programs. The Board also implemented its Succession Planning Policy by supporting 16 PCCC people undertaking the Australian Institute of Company Directors 5 Day Intensive Course. This action underpins the Board's objective strengthen its Corporate Governance performance and developing best practice policies and procedures which sets the standard for all PCCC legal entities.

PCCC Ltd developed Policies and Procedures in relation to Director Remuneration, Register of Pecuniary Interests Conflict Of Interest.

PCCC Ltd also developed and delivered a range of Pilot Socio Programs for the benefit of PCCC people, they included:

1. Whitegoods Program
2. Elders Payment Program
3. Back to School Assistance Program
4. Funeral Fund Assistance Program

Performance measures

The Company's financial performance included managing ILUA benefits, via Term Deposits and delivering Pilot Socio Programs.

Meetings of directors

The number of meetings of the company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2015, and the number of meetings attended by each director were:

	Attended	*Held
Lee-ann Dudley	7	7
Matthew Cooke	5	7
Lurleen Blackman	5	7
Kerry Blackman	7	7
Tony Johnson	7	7
Norelle Watson	7	7
Dean Sarra – Commenced March 2015	3	3
Allan (Ezra) Broome (Jnr) commenced March 2015	3	3

*Held: represents the number of meetings held during the time the director held office or was a member of the relevant committee.

Contributions on winding up

In the event of the company being wound up, ordinary members. are not required to contribute.

Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on the following page.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors

Tony Johnson
Director

24 August 2015
Bundaberg

LEGAL REPORT – Jeff Dillon, Dillon Bowyers Lawyers

On the 25TH August 2013, there was a Summit held by the PCCC People after an ILUA with Gladstone Ports Corporation. At that meeting, on the Sunday (25th August 2013), three resolutions were passed by the Group as follows:-

Resolution one: The persons present at the meeting whom hold or may hold native title (the Native Title Group) authorise that:-

- **the structure of the PCCC Entity should take the following form:-**
 - **a company limited by Guarantee as Corporate trustee for a Charitable Trust.**
 - **To include a council of elders and youth leadership mechanism.**

Moved: Matthew Cooke

Seconded: Thelma Coleman

Carried: Carried (91); Against (1)

Actions taken as per Resolution One

After the passing of these Resolutions we were instructed to incorporate a Company Limited by Guarantee as Corporate Trustee for a Charitable Trust. This Corporation was set up and incorporated on the 11th of November 2013, and is known as Port Curtis Coral Coast Limited as Trustee for the Port Curtis Coral Coast Aboriginal Peoples Charitable Trust. Auditors to the company and charitable trust were also appointed and are a national accountancy firm known as Crowe Horwath (David Minuzzo).

Further, in accordance with Resolution one, mechanisms were included in the Trust and the Corporate Constitution to include provision for a council of Elders and Youth leadership. This was achieved firstly under the Constitution in the form of Clause 33 which allowed for the Corporation to establish committees which could feature representation by way of Elders and Young persons. Further to this at a meeting on the 27th June 2015, the Directors specifically set up a committee to liaise with the community to develop the Council of Elders. The committee has engaged in “yarning circles” and has begun to engage with Elders to determine a protocol for selection which engagement includes home visits. This process is purposefully looking for input from the Elders and is ongoing.

To foster youth leadership and leadership generally in the Group, the Directors have invited people to engage in a corporate governance course. This invitation was advertised in the newsletter and fifteen PCCC People have taken up the offer and attended this course. The Directors encourage anyone aspiring to the role of a corporate Director to undergo this course. It should be noted that this is a challenging course and people should understand this before applying. The trust regards this as fostering future PCCC leadership and have approached QGC to sponsor this course.

Resolution two: The persons present at the meeting who hold or may hold Native Title (the Native Title Group) authorise that:

- **The criteria for selecting candidates to be directors of the Company Limited by Guarantee set out in Resolution one be set out by the First Nation Peoples (the PCCC People) (Bailai, Terebilang, Bunda, Gurang, Gooreng Gooreng) at the PCCC Summit in March 2012, a copy of which criteria is attached and marked 'A', including further criteria set out at the Summit today.**

Moved: Geraldine Yow-Yeh

Seconded: Cherissma Blackman

Abstained:

Carried: Carried (91); Against (0)

Motion was carried.

Actions taken as per Resolution Two

Pursuant to Resolution two, people who applied for positions of Directors of Port Curtis Coral Coast Limited were required, after being selected by their various Groups, to submit a curriculum vitae (CV) to meet the criteria discussed at the Summit. All current Directors provided their own CV prior to their appointment as Directors. The consistent criteria required by the PCCC People as advised through the Arrow ILUA Summit and the GPC ILUA Summit and the Strategic Plan, indicated that the Group required the following in their Directors:-

- A gender balance between Directors – this was achieved with a representation of five men and three women
- Persons of good character – CV's were provided prior to Directors being appointed
- A blend of youth and experience – the Directors consist of a range of ages
- That a directors initial term be three (3) years – this was complied with.

Resolution three: The persons present at the meeting who hold or may hold Native Title (the Native Title Group) authorise that:-

- **There will be two Directors selected by the First Nation People (PCCC Claim Group) (which are Tarebilang Bunda, Gooreng Gooreng, Gurang and Byellee – To be advised later by each tribe) who will become Directors of the Corporate Trustees as set out in Resolution one. The representatives of the First Nation People (PCC Claim Group) shall advise the Applicants who shall then insert those Directors into all the PCCC Entity structure including the Corporate Trustees as Trustee for the PCCC Charitable Trust.**

Moved: Richard Johnson
Seconded: Leanne Dudley
Abstained:
Carried: Carried (86); Against (8)

Motion was carried.

Actions taken as per Resolution Three

Pursuant to Resolution three, Applicants were to advise Dillon Bowers Lawyers as to the two Directors that were agreed to be chosen from each internal tribal Group – ie – Bailai, Tarebilang Bunda, Gurang and Gooreng Gooreng. This took some time and eventually the following Directors were submitted by Applicants to Dillon Bowers Lawyers:

Gurang – Kerry Blackman and Lurleen Blackman
Gooreng Gooreng – Norelle Watson and Tony Johnson
Tarebilang Bunda – Dean Sarra and Raymond Broome. Note: Raymond Broome was replaced some time later by Ezra Broome
Bailai – Matthew Cooke and Lee-ann Dudley

Consents to act as Directors were then signed and Directors were recorded in the ASIC register.

In summary, the instructions by the Claim Group as authorized in the GPC ILUA Summit 2013 and the Arrow ILUA Summit 2012, were met in that the Directors were of good standing, were a mix of male and female, youth and experience and they were incorporated for an initial term of three (3) years.

Reasons for Incorporation

Apart from the overall requirement by the PCCC People to have a Charitable Trust, specifically as instructed by the Group from the minutes of the GPC ILUA Summit, the Directors were instructed to set up this Entity so that the following could be achieved:-

- 1. To transfer any funds under the control of Gadens Lawyers to accounts under the control of the Charitable Trust. This was including monies still held back by proponents.**
- 2. To replace Gadens as Trustee with the PCCC Corporation.**
- 3. To transfer all lands pursuant to the Boyne Island, Agnes Waters and Tannum Sands ILUA's into the PCCC Charitable Trust.**

1&2 Transfer of funds and replacement of Trustee

This was a difficult, complex and lengthy process because the monies couldn't be transferred from the Gadens trust and therefore the replacement of their trustee by our PCCC Trustee had to take place so that these funds are now in control of the PCCC people through their directors and eventually will be merged into the one trust once a number of accounting requirements have been met and David Minuzzo of Crowe Horwath is dealing with this.

3 Transfer of land

This required the consent of the State which was not easily obtained because different Applicants had authorised different ILUA's and these ILUA's were different in their set up. This was finally completed in April of 2015. A full audit was then instructed to be completed to ensure that all land agreed to be granted by the State was transferred into the name of the PCCC Trust and this audit conducted by ourselves confirmed that this transfer had taken place fully and properly.

Membership of the PCCC Corporation

The membership forms have been drafted and any PCCC person who is 18 years of age can apply to be granted membership into the PCCC Corporation. There is no membership fee involved. The Directors have organised the summit in September to be the forum in which membership applications are taken. The summit was seen by the Directors as the most appropriate place to ensure that as many PCCC members as possible will make application for membership and that there will be people to assist in completing membership forms. Pursuant to clause 6.6 of the Constitution it is then incumbent upon the Directors to process these Applications at the next Directors meeting and advise PCCC People in writing as soon as possible.

Objectives of the Trust

The Directors are obliged to use their best endeavor to achieve the objectives of the Trust Deed which were incorporated from the Strategic Plan that has been developed over a number of years through the participation of PCCC people at Summits and ILUA's. Some purposes of the Trust are as follows:

1. The relief of poverty, sickness, distress and the special needs of the aged and others who are PCCC Persons

To achieve this objective the PCCC Directors have set up the following programs during the 2014/15 year.

PCCC Trust Socio Programs 2014/2015

- **Funeral Assistance** – Assistance to maximum of \$2,000.00 is available as a contribution to funeral expenses (Application Form to be on website)
- During 2014/2015 a number of **Pilot Socio Programs** were delivered including:

- **Elders Payment:** \$250.00 to all PCCC people over 65 and an ongoing annual payment
- **White goods assistance:** Up to \$1,000 to provide household white goods to PCCC families
- **Education** – Back to school assistance to PCCC school children \$100.00 per child (by Voucher)
- During the 2015/2016 year it is planned that funding, with revised criteria, will again be allocated for:
 - Elders Payments- before December 2015
 - White goods program March - April 2016
 - Education Assistance – the final range of programs to be delivered is still being determined, however it is anticipated that, Back to School for 2016 assistance, will be included

These were large scale operations that took a good deal of time and effort to implement and administrate. From all reports they have been able to assist a great number of PCCC people. This is a substantial achievement in the first year of operation of the Trust.

2. The development and implementation of quality educational outcomes for the PCCC Persons

The Directors have developed an education policy, focusing on supporting PCCC children from Prep to Year 6 (Primary) Year 7-12 (Secondary) and Tertiary. This forms part of the Socio Policy. The Directors, to further improve educational opportunities for PCCC children, have also had discussions and meetings with the following Indigenous education service providers:

- Australian Indigenous Education Foundation,
- Yalarri
- Stronger Smarter
- AEIF

The Directors are also working on presenting and implementing bursaries that will become available from PCCC Trust funds, allocated from ILUAs that have been previously negotiated.

The Education Committee will present a range of Assistance Programs to the PCCC 2015 Summit at Agnes Waters 25-27th September 2015.

3. Other purposes beneficial to the communities in relation to the PCCC Persons, including but not limited to:

- a) Developing and assisting community facilities, housing cooperatives and medical centre
 - Town planning advice and research is being conducted to develop PCCC land to achieve some of these purposes and presentations will be made at the summit. The

Trust have appointed a Business Economic Development and Land Use Committee to develop policies in relation to developing a comprehensive Land Use Strategy and Land Acquisition Program to ensure long term sustainable land use is achieved for all PCCC owned land

- b) Providing family support and youth services; promoting health and welfare:
 - The Socio Policy includes support for families and payments for health and welfare. As stated earlier in this presentation, further programs will be incorporated in the following year
- c) Promoting art, dance, culture and history:
 - Through the newsletter PCCC's arts competitions have been advertised to encourage and support traditional and contemporary Indigenous art
- d) Developing community and social infrastructure
- e) Strengthening social and moral wellbeing:
 - PCCC has established a website www.pccctrust.com.au which will be live from the 2015 PCCC Summit. They have also commissioned First Nations Telegraph to post articles on the website and are encouraging PCCC People to contribute with any articles of their own. They will also utilize FNT for media releases to keep PCCC People abreast of all PCCC business
- f) Research:
 - PCCC people and QSNTS have met on a number of occasions to study and identify key significant sites for PCCC people. There is also further anthropology being conducted by QSNTS at the instruction of PCCC in areas of concern

4. Recognition of the relationship of PCCC Persons with their ancestral land, costal sea, waters, sites, sacred sites and other cultural treasures.

5. Maintenance and advancement of PCCC Persons ancestral connection to their land, sacred sites, environment and other cultural heritage.

The Applicants and the Directors of the Trust have been engaged as has the community with QSNTS and anthropologists and land tenure specialists to identify sites important to the PCCC People. Also in engaging in this research a large body of genealogical evidence has been established.

6. The preservation and advancement of traditional, historical and cultural knowledge of the historical landscape of the PCCC Persons.

PCCC have promoted the development of a range of CHMP's with proponents and have given the opportunity for all PCCC People to be involved in cultural heritage surveys. They have also insisted upon keeping places and inductions so that people are educated as to PCCC culture. This is ongoing and shows the commitment of the PCCC People to the preservation of and protection of their cultural heritage. To this end, PCCC have engaged with numerous proponents and developed a Cultural Heritage Plan to protect PCCC's cultural heritage.

7. Development of knowledge proliferation in the PCCC Persons' communities including investment in knowledge, innovative partnerships and economic participation and growth with the primary aim of improving opportunities for and the wellbeing of PCCC Persons.

PCCC Ltd has participated in discussions with a range of Businesses in pursuit of possible joint ventures and business acquisitions, a number of proposals are being presented to the PCCC Summit in September 2015, for consideration/endorsement.

8. The development and implementation of quality governance and cultural leadership programs for the PCCC Persons.

The participation of 15 PCCC people in the AICD Company Directors Course as part of the PCCC Ltd Succession Planning Policy demonstrates their commitment to best practice corporate governance principles for all PCCC entities.

Best corporate governance practice also needs to be based upon proper policies, processes and protocols. To this end, the PCCC Directors have developed the following policies in relation to the Trust:

- PCCC Education Policy
- GPC / PCCC Implementation Committee Policy
- Funeral Assistance Policy
- PCCC Succession Planning policy course
- PCCC Ltd Privacy policy
- Committees to assist the trust to develop policies and proposals to take forward – Clause 33
 - Education
 - Health and Aged Care
 - Business Development and Land Use Strategy
 - Employment and Training
 - Elders and Culture
 - Risk Management and Audit
 - Communication

Communication

The Directors realise that it is not only important to have systems in place but it is also important to keep PCCC people abreast of all matters in respect of the Trust and to that end they have prepared and circulated 12 newsletters which are distributed throughout the PCCC community. The Directors have requested that should anyone not be receiving those newsletters please provide full details at the summit so that this can occur. To ensure transparency and accountability, the PCCC Board has also set up a PCCC website which gives details of all matters concerning PCCC.

Claim Group Participation

To ensure wider community participation the PCCC board has also set up a number of committees pursuant to Clause 33 of the Constitution so that areas of importance to the community are developed by those committees. The said committees are as follows:-

- Education
- Health and Aged Care
- Business Development and Land Use Strategy
- Employment and Training
- Elders and Culture
- Risk Management and Audit
- Communication

The Committees have been appointed for 12 months and the Board has the capacity to vary Committee membership and duration.

Jeff Dillon
Dillon Bowers Lawyers

PCCC Trust Vision and Strategy – Tony Johnson

Bunda, Byellee, Gooreng Gooreng and Gurang people will be strong, proud and empowered through cultural knowledge, quality education and economic participation.

The most important decision that the Board of PCCC Limited and Trustees of the PCCC Trust have made, as the descendant of our 18 Apical ancestors families to date is the decision to stay united. This means that we now take all our decisions in a collective basis, we are all in this journey together.

The decision also meant that we would plan and manage all our assets and benefits in a collective manner. The alternative was to somehow divide up the benefits between all 5000 plus PCCC people, the probable result would have been chaos and meant that there would be no capacity to plan for our future.

It also created a unique opportunity for all PCCC people to participate in and benefit from, planning to establish a multi – generational financial legacy for all PCCC people long into the future. The challenges in this undertaking are significant, but with support from our families and sound advice and good decision making we can create a legacy for our children's children.

It is also an opportunity for us to ensure that our culture, care and love of elders and country continues long into the future. By investing in our children and grandchildren, whilst still retaining our cultural and familial values, that have stood the test of time over 40,000 years, we have a very special chance to invest and protect our most precious assets - our old people, our young people and our culture.

As a group of Aboriginal people we are about to embark on the most challenging and exciting journey of our lives, it is challenging:

- because unless we are able to unite and have a real sense of unity and purpose our efforts will be in vain
- we need to make sure we stay culturally strong, respecting our elders and keeping our culture strong
- we need real leadership which is focussed on a shared long term vision which we all share and work towards
- short term gimmicks for popularity will not serve any purpose and betray our old people.

It is vital that we all recognise the journey ahead, and most importantly that we are all part of that journey. Every single PCCC person has a role and responsibility in that journey to help

keep our culture strong and vibrant, our children need to learn about our culture, indeed it is not just our children, but all of us who are part of the journey.

The PCCC journey has just begun. PCCC Limited and Trust Directors have already invested considerable effort in establishing a Corporate Governance Framework which will serve us well long into the future provided we are faithful to 4 fundamental principles which are:

1. Cultural integrity and sustainability
2. Accountability
3. Transparency
4. Inclusiveness

We are in the process of creating the essential and enduring foundations needed to operate PCCC business and entities long into the future.

To create multi-generational and enduring wealth, we need to have a sound investment policy which seeks to protect our assets, provide for our long term future with appropriate returns. The decision making must be based on strong, ethical, independent, professional advice.

We need to invest our initial \$13 million very carefully, the Board has carefully considered our economic development/participation options which included asking some questions like:

- Can we afford to be a lender of funds (given the costs and risks associated)?
- Do we want to use all our funds to get into economic development, especially lending?
- Do we have the \$\$\$ to invest in creating a lending arm?
- Do we want to be responsible for selling up our people if their businesses fail?
- Why would we replicate what Banks have been doing successfully for so long and with such huge profits?
- Do we want to go into an area where 4 out of 5 small businesses fail in the first 3 years in Australia?
- Why would we put all our eggs in the business lending basket when the statistics clearly show the high level of risk involved?
- Will Banks be prepared to partner with PCCC Trust and lend \$\$\$ to PCCC people who have sound business propositions and meet their lending criteria?

Another relevant consideration is the prospect going into Joint Ventures. The appeal for JVs is that we can buy into existing profitable businesses, create immediate employment and training opportunities for PCCC people. We can also learn how to run the business, train our people to run the business and structure our involvement so that 100% PCCC ownership of the business is the goal and is achievable, whilst the business remains profitable.

PCCC Trust may well be better served pursuing this option as a part of our overall economic development strategy. It is a lower risk strategy.

The Trust has also decided that we will not replicate Government services. Every Australian has citizenship rights, ours were only recognised in the 1967 referendum. These rights also enshrine the right to education, health care and other basic services for all Australians.

The Trust will however consider providing additional culturally appropriate support via a range of options, including supporting our kids through additional support eg extra after school tutoring, supporting our elders in aged care.

We also have to develop and implement a land use and acquisition program which ensures we protect and keep our land and use it in ways to benefit all our families.

With the Socio Pilot programs we have provided vouchers for people, we have a no cash policy. The only people who received a cash payment were our elders.

The multi-generational independence role – the challenge is are we strong enough, united enough and are we together enough to put our differences aside and move forward so that our kids, their kids and the kids in the future become the winners. We need to plan for the next 30 years.

Due Diligence

Due diligence ensures that you have access to all important information about the business you are considering buying.

It is the best way to assess the value of a business and the risks associated with buying it.

Through the due diligence process PCCC Limited will thoroughly investigate all aspects of a business for sale.

It includes looking at the business's operations, financial performance, legal and tax compliance, customer contracts, intellectual property, assets and other details.

You usually conduct due diligence after a sale price has been agreed in principle BUT before signing a binding contract.

The information collected during due diligence is highly sensitive and confidential. The seller might want a prospective buyer to sign a non-disclosure agreement before you access the information. Issues:

- Legal and Tax
- Finance and Sales
- Business Operations and Industry
- Business Assets
- Expenses and debts

Due diligence is a very comprehensive process and will be compulsory for any proposed PCCC Trust business or joint venture purchases.

PCCC Trust Fund Investment/Risk Strategy – Chris Collings, Investment Adviser



Creating Multi-Generational Economic Independence & Self Determination

15 October 2015

PCCC Fund Roadmap

1



Why Is This Guy Talking To Us?

- I am inspired by the vision of your Board, and I want to help
- Chartered Accountant
- 20 Years As A Banker, Specialising in Investment Markets
- I am impartial.. Not associated with any Broker or Advisor
- I just did this for another charity!



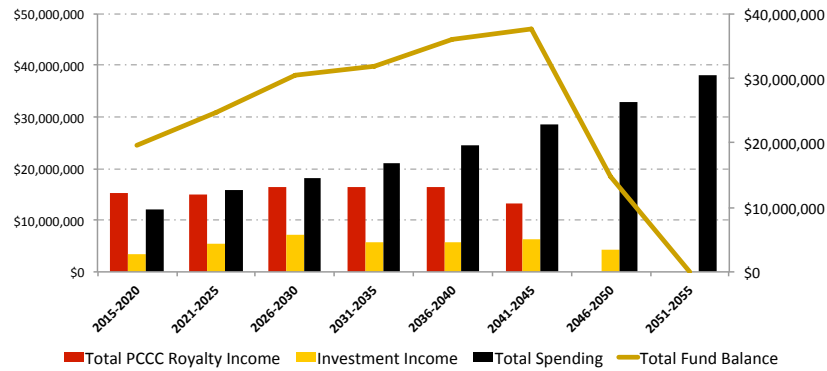
15 October 2015

PCCC Fund Roadmap

2

This is Luke – he is your grandchildren's grandchildren.
His birthday is 1 October 2055.

What Are The Challenges?



15 October 2015

PCCC Fund Roadmap

3

What revenue does the PCCC have?

- The Gladstone Port Corporation (GPC) revenues for the next 30 years, however bear in mind these revenues are not locked in stone and are subject to:
 - the coal price
 - the gas price
 - the profitability and management expertise of the companies running the projects in Gladstone
- Investment income
 - \$175,000 of interest in 2014-15 (not for the full year) (full year approx \$495,000 @ 3%pa)

When the GPC revenue stops in 30 years, the programs put in place by the Trust will require funding from the \$13.5M in the bank currently. By 2055 the funding will be gone.

We need to control costs and increase real fund income ie after inflation, inflation is probably the biggest enemy. As costs increase, income has to outperform inflation. We need to build the \$13M and grow the pie so in 30 years time, when the GPC money is gone, PCCC has enough funds under management to continue the programs currently being planned and everything is funded.

What Can You Do?



15 October 2015

PCCC Fund Roadmap

4

How big does that fund need to be? It needs to be \$130M – and that is completely achievable.

What are the key things we need to do and the nature of the fund? There are three things:

1. It has to be specific to you and has embody your values and special situations
2. Need to protect this fund – needs really strong governance
3. Need to balance risk and return.

PCCC Specific Considerations



Local Factors That Will Shape Your Fund	
• Your Values	What does this mean for your investments?
• Contractual Obligations	Tied Purpose ILUA's
• Risks to Future Port Revenues	Commodities Price Link? FX Exposure?
• Local Risks	Make sure the fund is there in the bad times
• Non-Financial Priorities	Local Employment, Community Education & Training, Cadetships, Community Lending, Cultural Programs

15 October 2015

PCCC Fund Roadmap

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Local considerations:

- Need to make sure we don't invest in companies that support alcohol, tobacco or gambling, companies that do not have a good Reconciliation Action Plan (RAP)
- Contractual obligations – some money from the GPC has a tied purpose, need to make sure we have incorporated that into our policies
- Risk to your Port revenues – there is a commodities price link, a foreign exchange link and a management link
- There will be local risks eg a natural disaster in this part of the world.

The non-financial priorities:

- Local employment
- Aboriginal owned and operated businesses
- Education and training
- Cadetships
- Community lending
- Cultural programs

How do we protect Luke in 2055 and what are we protecting him from?

Governance: Protect Future Generations



15 October 2015

PCCC Fund Roadmap

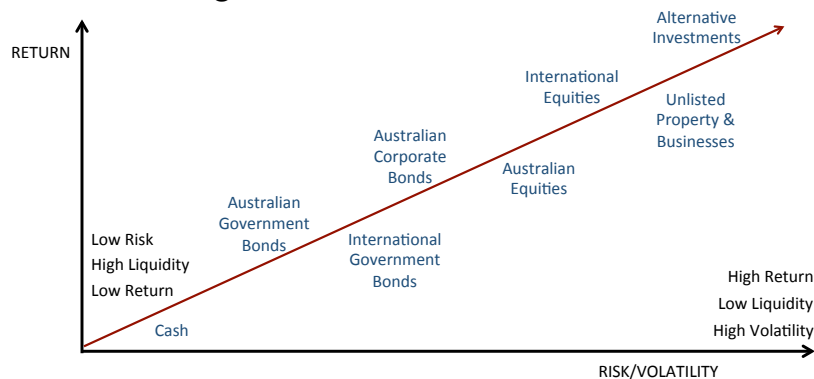
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Governance:

- ✓ An Investment Committee will be established with a strong charter to ensure the committee members do not have any conflicts of interest and are appropriately qualified
- ✓ The Investment Committee will form an investment policy that will enshrine the PCCC's values and your risk appetite into the investment policy
- ✓ We will control the managers eg make sure they are licensed, are appointed properly and provide good independent advice



Balancing Risk Vs. Return

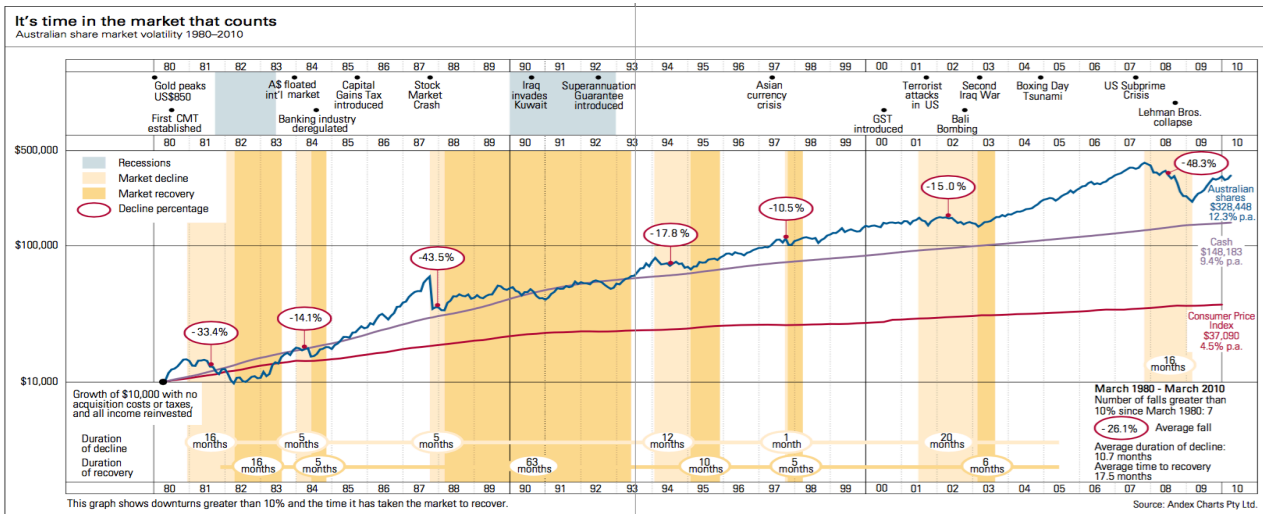


15 October 2015

PCCC Fund Roadmap

7

The “Cure” of Time



15 October 2015

PCCC Fund Roadmap

8

If you had invested \$10,000 in the stockmarket in 1980 and left it there, today that money would be worth approx \$500,000. That was a 30 year timeframe which is the same timeframe we are talking about for the PCCC. That is the “cure” of time. Time in the market is more important than trying to buy at highs and lows. If you invest for the long term and you do not blink when things go bad, over time things work out for you. That is the great advantage this community has – you can take the time.

How do you manage that risk?

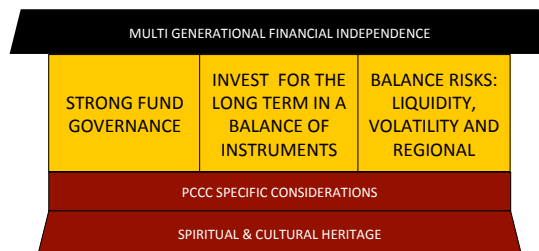
Reduce Risk: Blend Investments



15 October 2015

PCCC Fund Roadmap

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15 October 2015

PCCC Fund Roadmap

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Diversifying and not being over-exposed to one thing has two aspects:

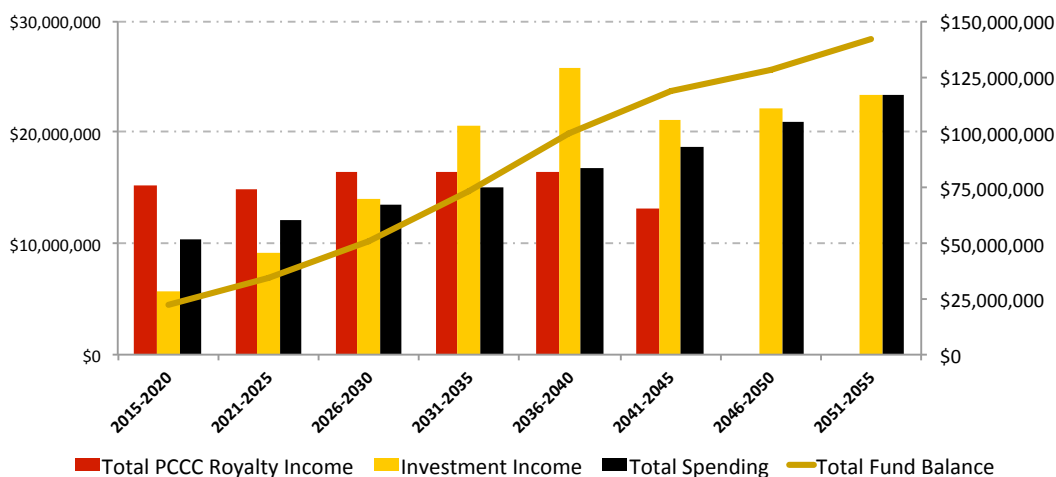
- Need to make sure we are spreading our investments right across the country and preferably internationally – we cannot have too many “eggs” in this regional basket
- Need to make sure the fund has lots of investments that have not go down in value and we can make payments to look after people ie need to be diversified.

We start with your spiritual and cultural heritage and build on with your specific consideration of your values, the ILUA’s and then put up three walls:

- ✓ Strong fund governance
- ✓ Invest in the long term with a mixture of instruments and manage those risks
- ✓ Then we have created our goal of multi-generational independence.



What Does Success Look Like?



15 October 2015

PCCC Fund Roadmap

13

The above graph shows the income earned from the PCCC investments have compounded over time and spending is being funded. In 30 years time, you are earning enough income to pay for all of your spending programs. The graph highlights the long term financial independence for this community.

The Road Ahead : Next Steps



To set up an Investment Committee, the Investment Committee Charter and the policies will take 6-9 months. No PCCC funds will be invested until the charter and policies are in place.

PCCC Trust Limited Performance Report – Grant Sarra

- My responsibility is to review the existing Strategic Plan. The process for developing the Strategic Plan was based on consultation with all of the groups in 2012 and that consultation flows through into the revised plan. Draft “Corporate Plan 2015-2030” distributed. The document was reviewed with the following comments:
 - The **Vision** stays the same – the notion of investing in our shared future is becoming very real. In order to get to this point we needed leadership to take responsibility and that is full credit to the Directors
 - Every corporation needs a roadmap. In 2013 we became an incorporated body and we have moved from a Strategic Plan to a Corporate Plan. This provides us with a roadmap of where we want to be in 30 years time and when our Directors go on our behalf to negotiate with proponents on developments on our land, those proponents need to present their own strategic or corporate plans and it is our chance to present our own strategic plan of attack – reverse the accountability back on to them. It is about them investing in our plan and our priorities
 - In the context of governance it is all about decision making, it is all around the financial investments and planning. This plan will set a 30 year roadmap by 2030
 - To support this plan the Directors will be operating on a term of three (3) years. From the corporate plan the Directors will need to transfer the priorities of a corporate plan into a three (3) year business plan. Provides quarterly newsletters and provides reporting back via the Summit. This will also be supported by a one year operational plan and will have three (3) layers of planning – an overarching corporate plan with long term direction to 2030, each term of the Directors will provide an opportunity for them to map out what they proposed to do over the next three (3) years and on an annual basis they will prepare their own operational plan on and talk about what they are going to do, how they are going to do it, when it has got to be done and who is responsible
- The broad priority areas within the document:
 - Strong cultural leadership and governance
 - A section on the PCCC Trust so there is clear advice as to who we are and how it operates
 - A section on the PCCC Trust governance framework which is important as it gives you a sense of trust in this group working for you
 - The apical ancestor families
 - The various committees
 - Recognition of the Council of Elders and the Youth Leadership
 - Respect the autonomy of Byellee, Bunda, Gooreng, Gooreng and Gurang
 - An integrated planning and reporting framework that shows where our Native Title claim started and where we are at now, the 3 levels of planning – corporate planning (long term), three (3) year business planning aligned with the term of the directorship and the annual operational planning culminating in a reporting process which is your Summit
 - Who we are – giving recognition of our people and ancestor groups, our rights and making sure our issues of sovereignty are upfront and are in writing
 - Our land and sea – a new map is included

- Our vision and purpose remain the same. Our core values around caring, sharing and respect for our land, our people and our environment remain the same
- The Guiding Principles are important. The Directors need a set of Guiding Principles but we also need to have a set of guiding principles. We must give ultimate respect to our elders and our women and as men we must act with honour, integrity and dignity with a dose of humility around our children as they are our future
- Culture is appealing to cultural honour – what does that mean? We need to be prepared to live it and breath it
- The International Declaration on the Rights of Indigenous People underpins our work and the way government and proponents engage with us. We will work in partnership with government and non-government agencies and industry players who are prepared to support us in the context of what we aspire to do. We have the right to expect the same level of opportunity with other Australians. We don't need to replicate what government is already delivering so we need to make sure that the monies we do have are invested properly
- The document refers to Stronger Smarter Education, this will change to Education Excellence and Engagement
- Economic participation in sustainable wealth creation – the Directors on our behalf will maintain a PCCC business development economic participation plan to ensure maximum participation in vocational training, real jobs and business opportunities for all project developments within our land and sea barrier. The Directors will maintain the PCCC Trust investment strategy and will maintain a proactive economic development focus. Would like to talk about a PCCC Trust business training entity to start challenging the big business players through this group of people to negotiate on our behalf to make sure our people are competitive
- Maintain a clear focus on rehabilitation and preservation of land, sea and cultural heritage
- Supporting and caring for our People and Culture
- Details/photos of the Directors to be included and extra diagrams to hone in what the Directors are about. Their job in a business sense is to transfer financial and other resources into good quality outputs through investment into long standing sustainable outputs and that is important
- A Corporate Plan is a long term plan to broadly define what the directors can define what they are doing.

Official Launch of PCCC Limited Website – PCCC Communication Committee

www.pccctrust.com.au

- The committee has been working with iTag Media
- The website is a work in progress and is not completely finalised as yet
- Hope to be able to upload the Socio Policy applications onto the website in the future
- Wanted to make the website clear and transparent, user friendly
- It includes a photo gallery so please send photos in for inclusion
- The website contains information about the programs that have been running and further information about how they will be run in the future
- The website includes stories about our mob
- You can sign up for the newsletter on the website
- There is a communication survey in the pack. Want feedback and input
- The committee wants to look at all forms of communication. The committee wants to be more interactive with the mob.

COMMITTEE PRESENTATIONS

Education Committee

Health & Aged Care, Elders & Culture

Communications

Employment & Training

Business Economic Development

Land Use & Acquisition

Finance, Risk & Audit

Education Committee – Promoting Engagement and Excellence

Committee members: Dean Sarra (Chair), Annette Rutherford, Nereda White, Lurleen Blackman, Chris Sarra, Lee-ann Dudley, Sonya Pearce

Mission

- *To provide education leadership in advocacy, policy development, research and partnerships for PCCC beneficiaries. Through;*
 - *Creating education pathways which build and develop our people. Through the promotion and support of engagement and excellence.*

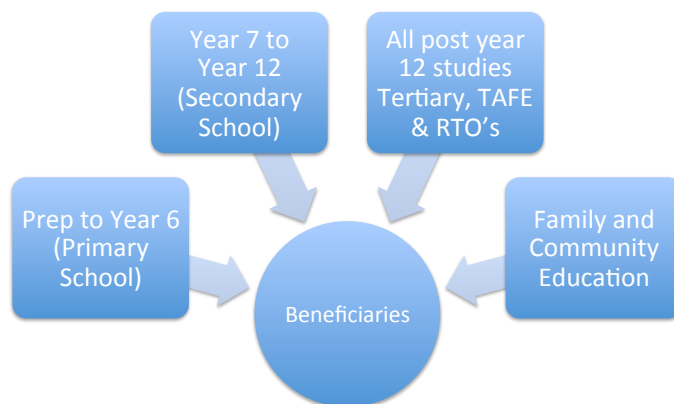
Why we are committed to education:

- *“Learning is important, and teaching should be values as well”.*
- *“Education should always be about supporting learning”.*
- *“Education is the key to self-determination”.*

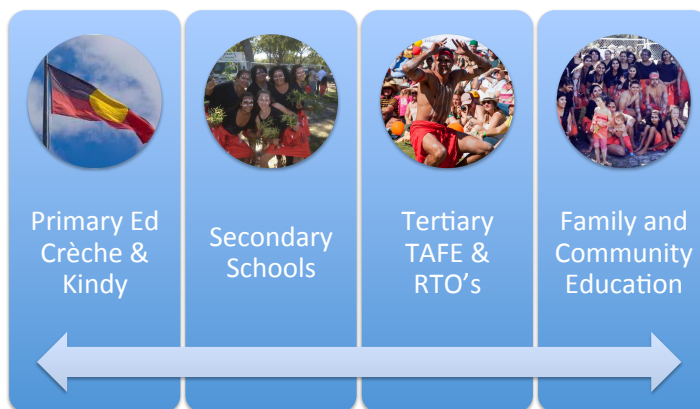
Education sub-committee



Education Sub-Committee: Education Policy – Engagement and Excellence



Policy



Priorities for 2016 School Year

- **Priority 1** Compulsory Schooling – Our goal is to promote engagement and excellence, the key word being '**engagement**'.
 - These monies are to help all our school children under PCCC including the most disadvantaged on the schooling scale to engage and sometime re-engage with learning. It also helps those who are excelling to go further.
- **Priority 2** In school programs and activities, including academic, social, cultural and sporting
 - \$3,000 per student x
- **Priority 3** – Our goal is to promote and inspire excellence above and beyond.
 - Scholarships and Specific Placements
 - Boarding students.
 - Disengaged students – to support engagement and promote excellent and positive engagement.
 - \$20,000 per student – limited amount of places for this upto 6 places available

Budget and Targets – 2016

Total Budget for Education in 2016 School Year is \$500, 000. This represents \$250k from PCCC with \$250k matching monies from external grant.

- Priority 1
 - \$400 per student - Scholarships x 325 = \$135,000
 - \$400 per student - Scholarships x 202 = \$88,000
 - \$700 per student - Scholarships x 100 = \$70,000
 - Sub-Total \$293,000
- Priority 2
 - @ \$3,000 per student - Scholarships x 29 = \$87,000 be allocated to Priority 2 with Dean Sarra to chair selection and panel to include other sub-committee members as directed by SC chair.
 - Sub-Total \$87,000
- Priority 3
 - @ \$20,000 per student – limited amount of places for this up to 6 scholarships bringing to total of \$120,000 to be allocated to Priority 3 with Dean Sarra to chair selection and panel to include other sub-committee members as directed by SC chair
 - Sub-Total \$120,000

This brings our total to \$500,000 allocation for 2016.

Health and Aged Care, Elders and Culture

Committee Members: Norelle Watson (Chair of Health and Aged Care Committee), Lurleen Blackman (alternate Chairs), Ezra Broome (Chair of Elders and Culture Committee), Matthew Cooke, Michelle Johnson, Gay Sirris, Candice Blackman, Sel Appo, Shayne Blackman

INTRODUCTION ...

Our Vision



Source: [pp. 13-14, 'Draft Gooreng Gooreng, Gurang, Bailai and Tarebilang Bunda People's Regional Strategic Plan - 2011 and Beyond']

Who We Are and Why We are Here

The Port Curtis Coral Coast Elders and Culture (E&C) and Health and Aged Care (H&AC) Committees are established to assist the implementation of the 'Draft Gooreng Gooreng, Gurang, Byellee and Tarebilang Bunda People's Regional Strategic Plan - 2011 and Beyond' and 'Draft *Business Development & Economic Plan Port Curtis Coral Coast Limited Trust 2016-2018*'..

It is time we have a culturally appropriate place of care for our elders. We will look at different models, whether it is care in the home or in a residential setting where we can provide the right kind of help for our own people.

OUR PRESENTATION:

- Terms of Reference
- First Steps in the Journey
- Setting Up an Elders Council
 - Feedback from Elders
 - What defines an Elder?
 - Process / Issues / Concerns
- Health and Aged Care:
 - Feedback from Elders
 - Aged Care Facility Proposal



TERMS OF REFERENCE

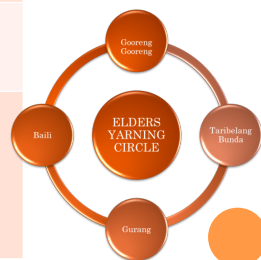
- Liaise and consult with Elders of the PCCC families on an ongoing basis.
- Setting up and support a Port Curtis Coral Coast Elders Council;
- Drive the implementation of relevant related actions of the PCCC Strategic and Business Development Plan, related to the following:
 - Supporting PCCC Cultural and Language Programs.
 - Supporting PCCC Elders by developing appropriate Socio-programs
- (continued ...)
 - Assisting with leadership on care of country responsibilities and PCCC Land Use Strategies
 - Assist Elders with environmental issues which may impact on culture.
- Report on the progress of actions to the PCCC Trust Limited Board of Directors and to the wider PCCC families.
- To investigate to feasibility and viability of developing a facility to care for our elders.



FIRST STEPS IN THE JOURNEY ...



Key Issues	Objectives
Cultural and spiritual identification and connection with our land and sea.	To encourage and generate traditional owner connection with the land and sea by using the land and sea to support activities (such as stories, significant places, song lines, cultural landscape, etc.) for our members and particularly our youth.
Caring for elders.	To investigate the feasibility and viability of developing a facility to care for our elders.
	Facilitate the development of a Port Curtis Coral Coast Limited Health and Aged Care Strategic Plan (H&ACSP) that will enable our people to live long healthy and prosperous lives.



SETTING UP AN ELDERS COUNCIL,

What Defines An Elder?
Feedback from Our Elders



- *A person who grows in to that role*
- *A person who growing up is taught traditional ways through stories/activities passed on to her through Elders.*
- *Not gender specific,*
- *Not age specific.*
- *Provides leadership and direction*
- *Encourages and empowers*
- *Promotes a spirit of goodwill and respect*
- *Gives support and guidance*
- *Knowledge custodians*
- *Cultural mentors*

PROCESS

Issues

- Governance
- A Registration process
- Inclusive process for capturing demographic information for planning/funding/review/oversight (ie, master database)
- Policy

Concerns

- Some Elders are not prepared to travel outside of their defined traditional area, and will only offer advice regarding matters about their particular parcel of Country.
- Respectful of Elders physical wellbeing and capacity to attend and meet objectives of the Council
- Supported by Youth
- How many Elders?

FEEDBACK ...

Cultural Centre / Keeping Place ..

- Visual and Performing Arts
- Story/Language/Literature
- Dance/Song
- Black Theatre
- Memorabilia (Traditional/Historical Modern/ photographs/artefacts)

Cultural Healing Place ...

- On Country
- Elders
- Youth (culture / boot camps / education)
- Men's Business
- Women's Business
- Spiritual & Physical Wellbeing
- Bush Culture / Food / Medicine

HEALTH AND AGED CARE....

- Recognising that for Aboriginal and Torres Strait Islander people health is not just about the physical wellbeing of the individual, but also encompasses our social, emotional, spiritual and cultural wellbeing
- Help us to target areas of health that are in most need of improvement



ELDERS FEEDBACK FROM OUR YARNING CIRCLES

About the proposed Elders Council and Aged Care facility

- Some Elders identified that they would like to be a part of the PCCC Elders Committee.
- Loved the idea ☺
- Suggested Locations – Calliope; Gladstone; Bundaberg; the Boyne; Tannum Sands; Agnes Water
- Feasibility Study
- Ensure we are inclusive of ALL Elders

Other Comments

- excited about PCCC's Future
- Willing to Share their Knowledge and Story
- the Committees are a great idea.
- A Cultural Protocol Document
- A process for providing service providers operating on country with a 'stamp of approval', a preferred providers list of services who support the values and vision of PCCC peoples.
- loved the gift bags ☺

Communication

Committee members: Lee-Ann Dudley, Luke Watson, Holly Johnson, Matt Cooke, Jade Ritchie

Activities

1. Review of current communication forms
2. Draft policies around all forms of communication including websites & social media
3. Survey members on preferred forms of communication



Activities

4. Ensure needs of PCCC people are met via preferred communication mediums
5. Maintenance and updates of PCCC Trust website and social media



Website - Current

- To promote the initiatives, programs and strategies of PCCC Trust
- Share good news stories and other items of interest e.g. Newsletters
- Communicate outcomes of programs
- Receive feedback and questions



Website - Future

- Register for events
- Apply for programs
- Update contact details
- Video blogs
- Discussions



www.pccctrust.com.au

Employment and Training

Committed to supporting the PCCC Peoples aspirations through employment & training

Committee members: Kerry Blackman (Chair), Norelle Watson, Lee-Ann Dudley, Holly Johnson, Kezia Smith, Luke Watson, Dean Jarrett, Shayne Blackman



Where are we now?

Existing foundations to build on:

- PCCC has employment & Training aspirations & objectives
- Committee (& charter) with technical expertise
- industries and labour market data available for PCCC traditional country
- Potential Business opportunities to increase E&T on country

Future developments

- Structured labour driven training & employment programs
- Implement programs that translate into real participation
- Develop understanding of skill sets or analysis
- Improve tangible outcomes from Proponents or Employers in our traditional country



Where do we want to be?

- **Jobs & More Jobs, PCCC Workforce Employment & Training Strategy**
- Long term sustainable outcomes for PCCC peoples
- Employment & Training programs for PCCC peoples
- Sophisticated employment & Training model that fits with PCCC needs
- Alignment of E&T with potential Business opportunities
- Capacity building for PCCC peoples
- Partnership with RTO that will deliver to our needs
- Arrangements with Companies that will deliver on their commitments

How we are going to get there....

- ✓ Development of strategic E&T workforce plan – RFQ
- ✓ Consult with the PCCC Business Development Committee who are looking at business opportunities and joint ventures through enterprise and small business to create employment opportunities
- ✓ Take advantage of Federal & state funding opportunities to support E&T programs
- ✓ Undertake business opportunities to increase participation rates
- ✓ Partner with RTO's to ensure our priorities for the required skills in the region are delivered
- ✓ Develop our people to achieve economic independence away from welfare dependency

We need to create our own economic base, our own future, take control of our own agenda and this is the way to do it. We have to implement strategies and pathways to create those jobs for our own people. We want to go to one of the big proponents and ask them to match funding to get a consultant to undertake the Jobs, Jobs and More Jobs Workforce Employment strategy.

Day 2 Committee Presentations continued.

Business and Economic Development

Committee members: Tony Johnson (Chair), Kerry Blackman, Greg Blackman, Kezia Smith, Sonya Pearce

The big question is how are we going to decide which business we are going to go into. One of the things the commercial world uses is a principle called due diligence. Basically due diligence is checking everything to do with the business that we go into. From the Board's perspective any business that we go into will be subject to a due diligence check. If a proposition satisfies the due diligence test the Board will support it but if it does not, the Board cannot support it. The Board has decided it is not going to be a banker but it will support our mob to get into small and medium businesses.

AIMS AND OBJECTIVES



- The PCCC Trust in specific the PCCC Small Business Endorsement Policy objective is to not to access, provide financial support via PCCC Trust monies (***(i.e. STRICT NO LOANS POLICY)***) but to facilitate a process by which a support mechanism for PCCC Small Business opportunities have access to a specific Financial Institution partner of the PCCC Trust for purposes as agreed by the negotiated MoU between both parties of which Loan applications will be given special consideration.
- To develop a legacy of economic development through self-determination.
- The PCCC Trust Small Business Endorsement Program Policy is a key element of PCCC's Social Investment Program into the Traditional Owner's liveability theme.
- Directly responds to PCCC identified priorities and contributing to the ongoing success of PCCC vision and the Trust Fund viability.
- Supports PCCC Trust commitment to ensuring that PCCC Claimants benefit from Business, Employment & Education opportunities on an enduring basis.

ENDORSEMENT PROGRAM



- PCCC Trust Fund endorsement for Financial application amounts between \$25,000 - \$250,000.
- Projects delivered for the benefit of PCCC claimants.

3

ENDORSEMENT ELIGIBILITY



PCCC Trust Board will assess applications for eligibility against agreed PCCC Trust Small Business criteria for endorsement consideration.

- 1. Business
 - PCCC connection and/or joint venture partnership
 - ???
- 2. Project
 - Aligned with PCCC vision, goal aspirations and/or key priority areas
 - Projects that do not duplicate existing PCCC services or projects
 - Sustainability compliant
 - PCCC benefits (Employment and/or Financial benefit)

4

ENDORSEMENT ELIGIBILITY



- 3. Application
 - Complete applications received by the PCCC Trust Board meeting dates
 - (insert meeting dates)
 - Unsuccessful applications may be re-submitted during a later round

5

ENDORSEMENT APPLICATION PROCESS



Eligible applications submitted to the PCCC Trust Board of Directors for assessment.

PCCC Trust Board of Directors assess application for PCCC Trust endorsement.

PCCC Trust Board of Directors to advise all applicants of outcome (nominated timeframe).

PCCC Trust Board to engage successful applicants with nominated Financial Institution (as per MOU).

6

GOVERNANCE



- What is PCCC Trust Small Business Endorsement Program?
 - A mechanism by which PCCC Trust Board of Directors can assess/endorse Small Business eligibility for funding
- Key objectives
 - To assess applications and make endorsement recommendations to Nominated Financial Institution (as per MOU).
 - To apply knowledge and expertise when identifying and prioritising projects for funding
- Why do we do it?
 - To ensure Small Business proposals objectives are inclusive and of benefit to PCCC Trust aspirations surrounding Business, Employment & Education for PCCC Claimants.

7

APPROVAL PROCESS



- **Logistics**
 - Board members advised of meeting dates
 - Board members provided with an agenda and info packs detailing all eligible applicants and applications prior to the proposed Board Meeting
- **Process**
 - All conflicts of interest will be advised
 - Decisions are based on eligibility criteria merits
- **Outcomes**
 - Board to advise all applicants on outcomes of decisions

9

INFORMATION SESSIONS



- A series of information sessions are held for PCCC claimants during (insert dates) in the following regions
 - Gladstone
 - Bundaberg
 - ???
- The information sessions provide a detailed overview of:
 - PCCC Trust Small Business Endorsement program and how to apply
 - Eligibility Criteria
 - A detailed run through the application form and guidelines
- Information sessions also allow for applicants, interested parties one on one time with PCCC Trust representative/s to discuss specific Business/Project in detail.

10

PCCC TRUST SMALL BUSINESS GRANTS/ LOANS PROGRAM MEDIA COMMUNICATION



Media releases / Communication activities:

- Information sessions
- Advertisements and emails prior to open and close dates
- Project profiles throughout the year

Avenues:

- Local newspapers
- Social Media
- Email flyers
- Media releases

11



FEEDBACK

- Feedback is now available to unsuccessful applicants
 - Applicants email (insert PCCC Trust email address) to request an appointment time
 - Detailed feedback is provided for ineligible applicants
 - PCCC Trust Board of Directors discussions remain confidential other than information the Board request to be given as feedback
 - All feedback provided is recorded in the PCCC Trust Fund Feedback Register.



Micro-Loans

**Committed to economic development, business
and financial education and training**

Micro Finance and the Banks

- IBA – Business Support
- <http://www.iba.gov.au/business-ownership/>
- CBA – Micro Loans
 - **Commonwealth Bank** supports Indigenous Australians through education, employment and enterprise programs
 - <https://www.commbank.com.au/about-us/.../indigenous-australians.html>
- NAB – Micro Loans
 - <http://cr.nab.com.au/what-we-do/nab-microenterprise-loans>
- Westpac – Micro Loans
 - <http://www.westpac.com.au/about-westpac/sustainability-and-community/our-community/community-focus-areas/microfinance/>

Essentially the concept is we are going to be engaging with either the CBA, NAB or WBC banks to see what they can offer us as PCCC Trust and our beneficiaries. I have met with the banks to discuss the micro enterprises and micro loans.

Micro-Loans



12 November 2015

PCCC Micro-Loans

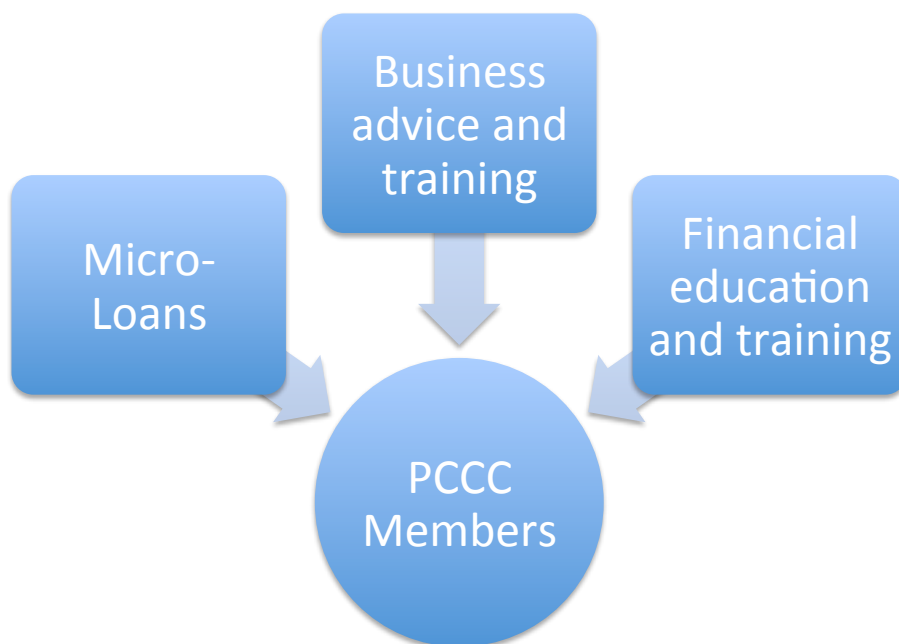
3

There are 3 features to the micro loans:

1. The actual Micro loans;
2. Business advice and support through IBA and the bank, providing specific financial education and training with IBA. There are those already established and those who get the idea and there are those who have a great idea but can't get to the next level. That's where we want to take our people, not leaving everyone behind and so we can all walk together through the different steps along the way with professional help provided at no cost. We have training facilities here eg the Marine park and we can do the training through that and provide training on country, if needs be one in Bundaberg and one in Gladstone. If we get enough people off country, we can also provide the education and training off country. We have had talks with IBA to do specific training for our PCCC beneficiaries;
3. We are seeking to partner with a major bank and use their infrastructure and facilities. The Micro loans will go through the bank. These are loans for between \$500 - \$25,000 for specific businesses that have benefit for PCCC beneficiaries. One idea of a major bank is to have an on-line portal to do on-line pop up shops which is a business in itself.

We are doing small business training for people who are not there yet but are in the concept area space. Financial literacy programs will be provided through the banks.

PCCC Economic Development



Land Use & Acquisition

Committee members: Tony Johnson (Chair), Kerry Blackman, Dean Sarra, Sonya Pearce, Greg Blackman, Kezia Smith

Committee Update



2

Members: Tony Johnson (chair), Kerry Blackman, Dean Sarra, Sonya Pearce, Greg Blackman, Kezia Smith

- Business, Economic Development & Land Use Committee charter
- Development of Land Use & Land Acquisition Policies
- Develop register of existing land assets and current value
- Understand the categorisation of land and process for development applications
- Identify key agencies relating to land assets

Draft land use and land acquisition policies will be put on the website for review and provide feedback. The Charter and Terms of Reference will also be put on the website.

Land Use & Acquisition Decisions



3

- ❖ PCCC Trust Board makes all land use & acquisition decisions through due diligence process
- ❖ Board commitment for the next 3 years that no land owned by PCCC will be sold
- ❖ Committee will provide recommendations to the Board on land use & acquisition matters where required
- ❖ Ensure accuracy and up to date information for PCCC people is available
- ❖ Acquisition of land within our traditional country may be considered by Board to support PCCC objectives and aspirations

Current PCCC Land Assets



4

Boyne Island & Tannum Sands

- 13 lots currently valued at approximately \$13. million
- 1 Lot not yet valued

Agnes Waters & Turkey Beach

- 4 lots currently valued at approximately \$5million

Calliope

- 1 lot currently valued at approximately \$280k
- 1 lot not yet valued

Current total value of PCCC Land assets approximately \$21 million

This is a current estimate only and will change depending on market conditions

Future considerations



5

- ❖ PCCC Trust Board on behalf of the PCCC people may consider the development of land assets for the benefits of PCCC people e.g. business opportunities, economic development
- ❖ Ownership of land = Rates, therefore PCCC will need to consider development applications or sales of land assets in the future to meet expenses
- ❖ Development of a Land Acquisition program/strategy in line with aspirations of PCCC
- ❖ Partner with agencies to meet the objectives and aspirations of the PCCC people. E.g. ILC Joint partnerships

FINANCE

ACCOUNTING & INTERNAL CONTROLS	✓ All Policies & Procedures are Effective & Adequate
FINANCIAL STATEMENTS	✓ Provide the Board with Accurate Reports & Financial Statements
SOLVENCY	✓ Review Budgets, Expenditures, and Capital Structure to Ensure Solvency
ETHICAL & GOVERNANCE	✓ Review Related Party Transactions to ensure Legal & Ethical Compliance

4

RISK

DEVELOP RISK POLICIES	✓ Legal ✓ Compliance ✓ Workplace Health & Safety ✓ Financial ✓ Reputation
RISK REGISTER	✓ Prepare a Register of All Potential or Actual Material Risks
SYSTEMS	✓ Review Risk Systems & Strategies for Effectiveness

5

AUDIT

EXTERNAL AUDIT	<ul style="list-style-type: none">✓ Oversee The Appointment & Independence of External Auditors✓ Review The Scope of the Audit Programs✓ Manage the Annual Audit Process✓ Follow Up on Audit Review Points
INTERNAL AUDIT	<ul style="list-style-type: none">✓ Review the Internal Audit Plan Annually✓ Review Internal Reports & Make Recommendations

6

Governance & Operations

- The Committee Chair will not be the Chair of the PCCC
- All Members must be Financially Literate
- The FRA Committee will meet at least 4 times a year
- The Committee may hire external legal or other professional advisors, and request management presentations or reports
- The Committee operates by way of Recommendations to the PCCC Board: It holds no Delegated Authority

7