

THE NLC CORPORATE PLAN **2022-23**



NORTHERN
LAND COUNCIL

Statement of Preparation

Corporate plans are a requirement under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

This Corporate Plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014 and will be acquitted in the annual performance statements published in the Annual Report 2022–23.

Commonwealth Performance Framework

This plan specifically covers and reports from years 2022-23 to 2025-26 inclusive.

Creating a clear line of sight between the Corporate Plan and annual performance statement illustrates how the NLC has effectively and efficiently made use of public resources. The Corporate Plan helps set the parameters for the NLC's annual business planning, down to individual performance measures. This ensures clarity of purpose, across and within the organisation.

Commonwealth Performance Framework (Incorporating changes from the PGPA Act)		
START: Financial 1	END: Financial 1	START: Financial 2
Corporate Plan (reporting and accountability)	Annual Report (reporting & accountability) Annual Performance Statements	Corporate Plan (informed by previous year's performance as reported in annual performance statement)
Improved Portfolio Budget Statements (resource management and accountability)		
Improved key performance indicator methodology		
Future option: performance plan		

The NLC is a Commonwealth corporate entity created to carry out the functions specified in the *Aboriginal Land Rights Act (Northern Territory) 1976* (Cth; ALRA). Subsequent to ALRA it is also a Native Title Representative Body (NTRB) under the *Native Title Act 1993* (Cth). The NLC performs other functions prescribed by a variety of additional Commonwealth and Northern Territory legislation including:

- *Aboriginal Land Rights (Northern Territory) Act (1976) Cth*;
- *Public Governance, Performance and Accountability Act 2013 (Cth) (PGPA Act)*; and
- *Public Interest Disclosure Act 2013 (Cth)*.

Cover image:
Nitmiluk National Park

Image:
Victoria River, Victoria River District

Foreword

Accountable Authority (Chair & CEO) Message



NLC CEO
Mr Joe Martin-Jard



NLC Chairman
Mr Samuel Bush-Blanasi

As the Accountable Authority of the Northern Land Council under the Public Governance, Performance and Accountability Act 2013, we are pleased to present NLC's Corporate Plan for 2022-2023.

The past year has seen the continued impact of the COVID-19 pandemic on Land Council operations. Our priority has been to safeguard the health and wellbeing of our Council Members, staff and constituents across our seven regions. For several months Land Council meetings were cancelled, consultations suspended, and biosecurity zones introduced to restrict travel between remote communities, buying time to get more of our people vaccinated and more booster jabs, including for our young people. Strict rules for staff vaccinations were implemented and directions issued for the COVID-safe conduct of Land Council meetings which resumed in early 2022 and continue to apply.

As this plan is being prepared, COVID-19 cases are increasing again. We will remain vigilant in the conduct of Land Council business as the virus and its variants continue to impact remote communities in the Territory and throughout Australia for the foreseeable future.

Nevertheless, we have a big year ahead and much to look forward to. With most land claims now finalised, our focus is increasingly shifting towards supporting Traditional Owners to realise the benefits of their rights and interests in land, freshwater and sea country. A good example of this is the establishment of the Aboriginal Sea Company in early 2022 as part of the historic Blue Mud Bay settlement agreed with the Northern Territory Government. With three-quarters of the NT coastline already under Aboriginal control, rising to over ninety percent when the remaining claims over the beds and banks of rivers and intertidal zones are finalised, implementation of the Blue Mud Bay Action Plan will continue to be a key focus of the Land Council in 2022-23.

We want to see Aboriginal people determining their own futures. That is why we have been pushing for Aboriginal control over grants from the Aboriginals Benefit Account (ABA). Finally, in December 2021, a major package of reforms to the *Aboriginal Land Rights (Northern Territory) Act 1976* (Land Rights Act) passed the Australian Parliament.

The centerpiece of the reforms was the creation of the NT Aboriginal Investment Corporation (NTAIC). The majority Aboriginal-controlled Interim Board met for the first time in April 2022. NLC Chair, Samuel Bush-Blanasi was elected co-chair with director Barbara Shaw from the Central Land Council. The Interim Board comprises 12 directors with eight nominated by the four land councils, two independent directors appointed by the Federal Government and two independent directors appointed by the Interim Board. In addition to co-chair Samuel Bush-Blanasi, NLC is represented by our Deputy Chairman Richard Dickson. The legislation also provides for Land Council CEOs to attend board meetings as observers. We will continue to support Samuel and Richard in their work on the Interim Board as the NTAIC is stood up and commences operations by the end of 2022.

There have been big changes in the external political environment in 2022 with a new Chief Minister and major Cabinet reshuffle in the Northern Territory and a new government in Canberra. We look forward to working closely with Chief Minister Natasha Fyles and her new ministry and with Prime Minister Albanese and his ministry, in particular Minister for Indigenous Australians, the Hon Linda Burney MP, Assistant Minister for Indigenous Australians and Senator the Hon Malarndirri McCarthy. We also congratulate Senator the Hon Patrick Dodson on his appointment as Special Envoy for Reconciliation and the Implementation of the Uluru Statement from the Heart and the new Member for Lingjari (and former NLC CEO), Marion Scrymgour MP.

The Northern Land Council remains steadfast in its commitment to the full implementation of the Uluru Statement from the Heart. We also welcome the Federal Government's commitment to increasing the number of Indigenous rangers, funding for Indigenous Protected Areas (IPAs) and funding for homelands.

This year we will celebrate the 10th Anniversary of Learning on Country. A three day event at Nitmiluk National Park is planned in August 2022. The Learning on Country program is one of the Land Council's most successful programs. It is a joint initiative between Aboriginal ranger groups and local schools across 15 Top End remote communities, with a focus on integrating 'both ways' learning into school curriculums.

Indigenous rangers play a vital role in caring for country. We were delighted last year to see funding for our Indigenous ranger program extended for the next seven years. More rangers and funding for Indigenous Protected Areas benefits remote communities through the creation of jobs on country.

We will continue to support Traditional Owners entering into land use agreements across a diverse range of sectors, from tourism and agribusiness to carbon farming, mining, energy, onshore gas development and the space industry. In all spheres of economic activity and across all sectors, the Northern Land Council will always work hard to ensure decisions are made on the basis of free, prior and informed consent.

We will continue to implement our regionalisation strategy – Building the Bush – strengthening our footprint across our seven regions to service over 51,000 constituents. This includes a new office in Katherine, staff accommodation in Elliott and Nhulunbuy, in addition to ongoing progress with a new purpose-built head office in Darwin.

We are confident the Northern Land Council can continue to play an important role in improving the lives of Aboriginal Territorians. This corporate plan sets out the medium and long-term strategies that we will pursue to achieve real improvements in Aboriginal Territorians' lives.



Image:
Nitmiluk National Park

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Introduction

Our vision

To achieve a vision where the rights and responsibilities of every Traditional Owner are recognised and in which Aboriginal people benefit economically, socially and culturally from the secure possession of their lands, seas, waters and intellectual property.

Our mission

To ensure Aboriginal people in the seven regions of the NLC acquire and manage their traditional lands, seas and waters, through strong leadership, advocacy and management.

Our role

The NLC is responsible for assisting Aboriginal people in the Top End of the Northern Territory to acquire and manage their lands, seas and waters under the Land Rights Act and Native Title Act.

Our values

Our values guide the way that the NLC staff and members conduct themselves. These core values must be present in everything we do and our interactions with the community.

Consult

- With Traditional Owners
- Present and explain options to Traditional Owners to enable them to make decisions and choices with free, prior and informed consent
- Engage in two-way communication to actively listen and explain meaning

Be Responsive

- To Aboriginal peoples needs and effectively advocate for their rights and interests
- Provide effective services to the people we represent and other stakeholders
- Complete actions and tasks in a timely way, be accountable to the people we represent

Respect

- Aboriginal law, culture and tradition
- Our stakeholders and those who we work with
- Act with integrity, honesty and fairness
- Act in a manner that is appropriate and sensitive to cultural differences

Social Justice

- Promote the rights and participation of Aboriginal people to achieve equity, fairness and opportunity
- Demonstrate strong leadership and advocate on behalf of Traditional Owners

About the NLC

The most important responsibility of the NLC is to consult with Traditional Owners and other Aboriginal people with an interest in Aboriginal land. Traditional Owners of Aboriginal land must give their informed consent before any action is taken by the NLC to affect their rights and interests in their lands and seas.

Key constituents of the NLC are Traditional Owners and the residents of communities and homelands on Aboriginal land. Around 51,000 Aboriginal people live in the NLC region, with around 75 percent (approximately 38,500 people) living outside of the major centres of Katherine, Darwin, Nhulunbuy and Tennant Creek in regional and remote locations.

A number of major resource developments take place on Aboriginal land, including mining and exploration projects, the north-south railway, gas pipelines, army-training areas, national parks and pastoral activities.

Aboriginal people are increasingly looking for equity partnership and participation in proposed development activities. The NLC has a key responsibility to ensure that social, economic and cultural benefits flow to Aboriginal people from these developments.

Image:
Roper River, Ngukurr

Operating context

How we govern

The NLC Full Council provides leadership and cultural integrity and comprises 78 elected members and five co-opted women members. The NLC membership is renewed every three years and the nomination and election process is undertaken in accordance with a Method of Choice developed by the Full Council and approved by the Commonwealth Minister for Indigenous Australians. Over the life of this plan, the NLC Chair, Deputy Chair and executive members represent each of the NLC's seven regions, and are elected at the first Full Council meeting following elections.

The Full Council is responsible for setting the strategic direction of the NLC with advice from the Chief Executive Officer (CEO) and senior staff. The Full Council can delegate some powers to the Executive and Regional Councils and to staff. The CEO and senior staff are responsible for managing the NLC's day-to-day operations, implementing Full Council decisions and reporting back to the Full, Executive and Regional Councils.

The NLC's Chairman and CEO jointly act as the NLC's Accountable Authority within the requirements of the PGPA Act.

What we do

We have a vital role to ensure the benefits of ownership of Aboriginal land is fully realised by Aboriginal people. The NLC gives Aboriginal people a voice on issues affecting their land, seas and communities. Developing and monitoring the NLC policy position, managing relationships and communications with important external stakeholders is critical.

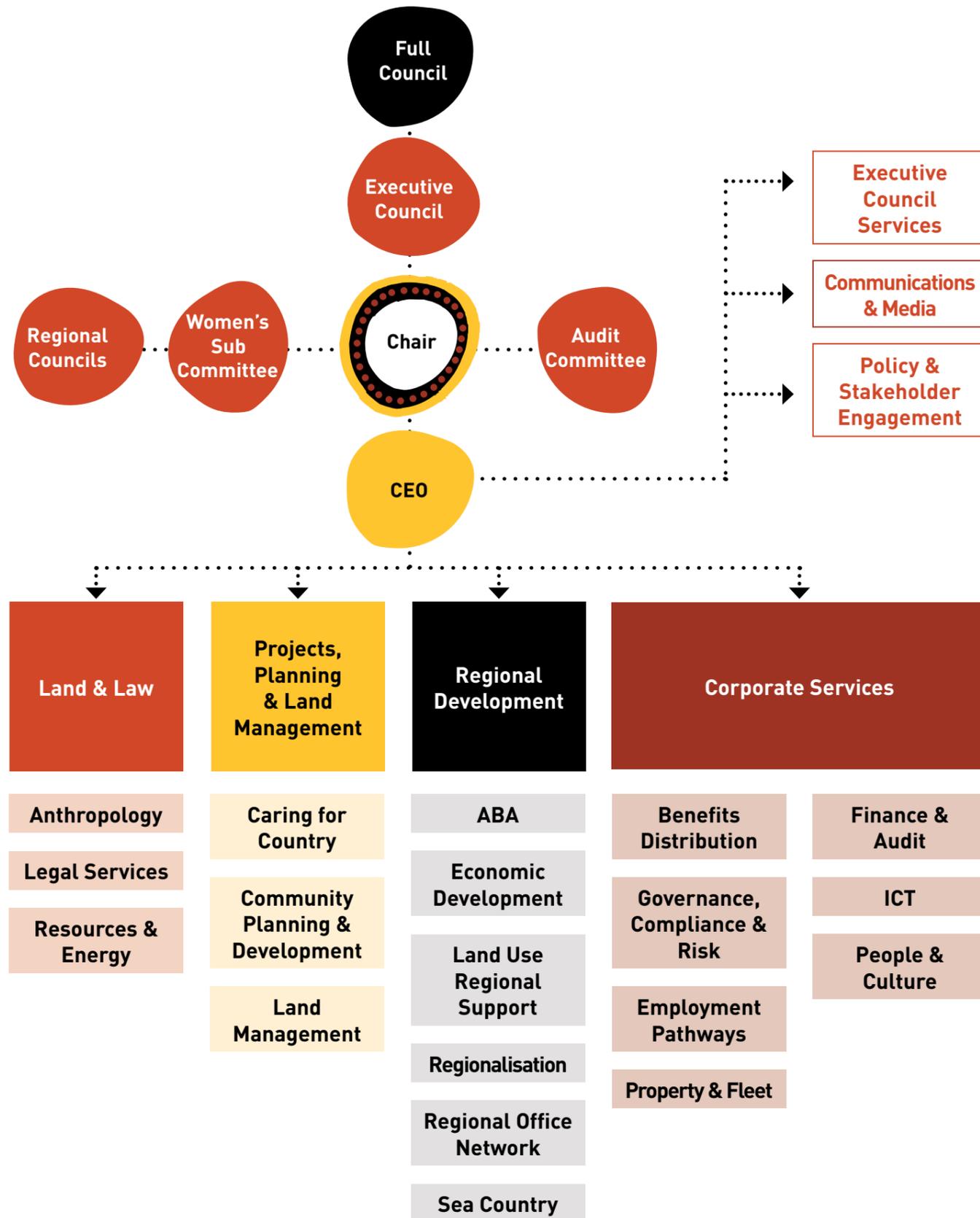
We work collaboratively across the NLC regions to provide advice and lead professional services across a number of priority projects. This includes addressing remote housing, water rights reform, land use management, and royalty and permit data management reforms.

Good governance across all disciplines is at the core of ensuring the NLC is in the best position to respond to current and future challenges. We continue to address and carry through our statutory responsibilities to ensure we operate effectively across our complex and changing environments.

Providing a diverse and growing workforce is pivotal. The recently transformed Resources and Energy branch reflects our ability to address the influx in operations required to meet the number of on-country consultations and specialised engagements with landowners.

The NLC corporate structure represents the operations of the NLC. The structure is designed to ensure that services are delivered efficiently, ethically and transparently.

The NLC Corporate Structure



Our environment

Functionality

The NLC represents and implements the principles and values of social justice through the maintenance and development of appropriate land-related policies and procedures. This is filtered through a diverse and unique linguistic, cultural, legal, political and economic spectrum.

The NLC continues its regionalisation strategy that will enhance regional decision making and participation in policy development and implementation. The network of 12 regional offices provide services to more than 51,000 Aboriginal people living across the NLC regions, the majority of whom live on and around regional communities and homelands in remote parts of the Northern Territory.

'Stay Safe, Stay on Country and Care for Family'

The NLC delivered a rapid response to the COVID-19 pandemic in the Northern Territory. With an influx in positive cases, it became paramount for the NLC to work closely with the Commonwealth Government, Northern Territory Government, other Top End land councils and the Aboriginal Medical Services Alliance Northern Territory (AMSANT).

Biosecurity Zones were strategically positioned to slow the spread of COVID. This allowed more time for Aboriginal people to receive their first, second and third vaccinations. Permits to enter Aboriginal lands were cancelled and NLC council meetings were postponed. In addition, in-language social media videos were created and broadcasted across a series of platforms to share critical information and NLC employees were instructed to work from home where possible.

The NLC continue to implement preventative safety measures for staff, including the wearing of masks when consulting with constituents, being fully vaccinated, maintaining physical distance and practicing good physical hygiene.

The NLC is focused on exercising:

Land claims and land acquisitions

We consult with Traditional Owners to secure and protect their rights and interests in land, waters and seas. The NLC's multi-disciplinary teams provide legal and anthropological advice to Traditional Owners, conduct land rights and native title claims,

negotiate agreements and pursues litigation where appropriate. It also provides advice and oversight of the NLC's obligations regarding mineral and petroleum exploration, production and associated activities as they relate to the ALRA and the Native Title Act. Over the coming years, the NLC will begin to transition towards a service model.

Administration and support services

The NLC's primary office in Darwin maintains close working relationships with the regional offices across the NLC's administrative regions. This allows the NLC to respond quickly and flexibly to local needs, issues and problems as they arise.

Native Title services

Functions prescribed under the *Native Title Act 1993* require the NLC to:

- Facilitate the research and preparation of applications by individuals or groups for determinations of Native Title or for compensation for acts affecting Native Title;
- Assist in the resolution of disagreements among individuals or groups about the making of such applications, and
- Assist individuals or groups by representing them, if requested to do so, in negotiations and proceedings relating to:
 - The doing of acts affecting Native Title;
 - The provision of compensation in relation to such acts;
 - Aboriginal Land Use Agreements or other agreements in relation to Native Title rights of access conferred under the Act or other acts; and
 - Any other matter relevant to the operation of the Act.
- Certify in writing applications for determinations of Native Title and applications for registration of Aboriginal Land Use Agreements relating to areas of land wholly or partly within the region of the representative body;
- Become a party to Aboriginal Land Use Agreements after consultation with the Native Title holders of the land or waters, subject to the agreement.

Capability

Financial projections

In order to sustainably manage the NLC's Corporate Plan, the Financial Report is adjusted annually to ensure the long-term affordability of projects, services and activities planned for delivery on behalf of the NLC's constituents. The financial model is based on a robust and reliable set of assumptions to assess:

- Necessary funding requirements to afford capital replacement programs and new capital projects; and
- The NLC's capacity to maintain overall financial sustainability in the long term.

The NLC's Annual Budget is primarily formulated through the Aboriginals Benefit Account (ABA), into which the Australian Government pays an amount of money equal to the royalties paid from mining on Aboriginal land. Additional funding can also be acquired for native title matters, and separate grants for programs such as Real Jobs (from the Indigenous Land and Sea Corporation), the Indigenous Ranger Program and others.

Asset management

The NLC's future infrastructure needs are based on agreed levels of service for the renewal, maintenance and operation of existing assets and the identification of any new infrastructure project requirements.

Long-term modelling on the age/condition/straight-line deterioration of an asset class is also undertaken to highlight funding requirements.

Detailed asset management plans are in development for each asset class to accommodate the transfer of financial asset projections.

Demonstrating good governance

The success of the effectiveness and efficiency of the NLC is demonstrated through good governance, accountability and integrated business planning. Significant focus over the past 12 months has been on the NLC's corporate compliance and enterprise risk management practices. Over the life of this plan we aim to continue to strengthen the transparency, communication protocol, evaluations, monitoring and accountable reporting functions.

Information and communications technology

Information and Communications Technologies (ICT) are critical to the successful delivery of NLC services. Identifying and customising the way in which information and services are accessed in the future is an important objective of the NLC.

The ICT Strategy Plan and Digital Experience provides the necessary framework for identifying how the NLC will progress towards new technologies and how their implementation will be effectively resourced and staged. Target objectives over the next five years include:

- Increased focus on cyber security and awareness;
- Managing the oversight of ICT security and operations;
- Upgrading the virtual and online initiatives; and
- Centralisation of processes, automation services and end user training experiences.

Workforce capability

A skilled and engaged workforce is essential for the progression of the NLC's performance and its ability to strategically respond to today's frequently changing environment. With a strong outlook towards its anticipated skills and training requirements, the NLC has equipped itself to progress towards an adaptable and agile workforce over the duration of this plan by:

- Continuing to deliver the Learning and Development Framework;
- Driving forward the Aboriginal Employment Pathway Strategy;
- Installing risk management processes and procedures to ensure critical workforce gaps are met, promoting and improving good health and wellbeing practices, and fostering and improving innovative work productivity;
- Continuing to build our regional capacity, infrastructure and services by ensuring our offices are fully resourced and supported to manage the growth in demand across each of the locations; and
- Refocusing the ICTs governance and service delivery by training our workforce on cyber security and operations through a series of virtual and online initiatives and platforms.

Performance and achievements

Performance

- The NLC operates in an environment that will continue to provide challenges across the life of this plan. We aim to:
 - Secure government funding and support for the principles expressed in the Land Rights and Native Title Act;
 - Create a sustainable funding model to enable effective land management by ranger groups and user pays policy;
 - Secure ongoing government funding to ensure compliance with the PGPA Act;
 - Increase capacity to recruit and retain skilled and motivated workers; and
 - Ensure performance reporting against the NLC Corporate Plan.

To date, the NLC continues to demonstrate strong reporting processes to ensure transparency and accountability on the progress of performance and risk requirements.

Improving performance

- In line with its values, the NLC is committed to continuous improvement in the services it provides and the ways in which they are delivered. This is done through an approach that combines careful planning, reviewing and improving the systems and processes, and assessing the workforce. It is also achieved through improving relationships with Traditional Owners, Aboriginal people and key stakeholders.

Plan	Plans		Reporting	
	Duration	Review	Report	Audience
Strategic Plan	5-years		Annual	Executive Council
Corporate Plan	4-year	Annually	Bi-annual	Audit and Risk
			Annual	Commonwealth Government
Annual Report	1-year	Annually	Annual	Commonwealth Government

Achievements 2021-22

- The Aboriginal Sea Company was incorporated, which marked a major milestone in the historic Blue Mud Bay Decision. It is governed by a board, which comprises of equal representation from three land councils with traditional ownership of sea country (Northern, Tiwi and Anindilyakwa) and independent industry experts agreed upon by representatives from the land councils. The NLC will continue to work in regard to the management of sea country for which the High Court has recognised the Traditional Owners' rights to exclusive access to the intertidal zone of the waters.

- The passage of a historic set of reforms to the *Aboriginal Land Rights (NT) Act 1976* was welcomed in December 2021. The reforms included the creation of the first Aboriginal controlled organisation to manage grants under the Aboriginal Benefit Account. Aboriginal Territorians have been pushing for this reform for decades.

- A historic series of ceremonies took place in March 2022 to formally hand back land to Aboriginal Traditional Owners. In a ceremony held at Coinda, Traditional Owners and their families were handed the freehold title over four land claim areas in Kakadu, comprising nearly half of the iconic National Park. At the Mataranka Showgrounds, the deed of title to the Urapunga Township was handed to the Urapunga Aboriginal Land Trust, while the Old Elsey Homestead site was handed to the Mangarrayi Aboriginal Land Trust. The return of land represented a bittersweet end to the long struggle fought by many generations of Traditional Owners. More than symbolic recognition, the historic set of reforms will provide ongoing economic benefits for local Aboriginal people, who now have control over what happens on their land.



- The NLC's Regionalisation Strategy – Building the Bush – continues to conquer its milestones as it strives towards building capacity across the regional offices, section 19s, Aboriginal Benefits Account (ABA) activities and sea country initiatives. Major achievements over the past year have included the establishment of a new office in Elliott, making it the twelfth office in the NLC network. In addition, there has been purchase of housing for staff in the Tennant Creek and Borroloola regions, and purchase of land for future staff housing in the regions of Timber Creek, Borroloola and Tennant Creek.

- The NLC's Regionalisation strategy has enabled two (2) additional offices to open in Wadeye and Maningrida, bringing the number of remote and regional offices strategically located across the Top End to 12.

- In July 2021 the NLC joined in the official signing of the Blue Mud Bay Implementation Action Plan with the NTG and industry partners.

- Rangers in the Caring for Country branch continue to develop and enhance their land management practices through comprehensive training and development strategy. Caring for Country has an enviable gender balance, with female rangers making up almost half of the Ranger cohort.

- Shekira Cardona was admitted to the role of legal practitioner of the Supreme Court of the Northern Territory. Appointed as a graduate under the NLC's Aboriginal Employment Pathway Strategy, Ms Cardona is a proud Barrungum, Bardi and Kungarakan woman. The first member of her family to graduate from high school, she became a lawyer to represent her people, and contribute to upholding social justice and the rights of minority people within the legal system. Ms Cardona is joined by ten of the NLC's Aboriginal workers engaged in vocational education programs across the Top End.



Image:
Minister Wyatt joined Traditional Owners from the Kakadu region to celebrate the return of their ancestral lands

Image:
NLC Legal Branch Manager Tamara Cole, NLC Lawyer Giorgina McCormack, NLC Lawyer Shekira Cardona, NLC CEO Joe Martin-Jard

Strategic goals

Corporate Plan: Strategic Direction

The strategic direction comprises of strategies identified to ensure that the four (4) strategic goals are enabled and performed:

Advocate:

Be a voice for people

Opportunity and empowerment:

Create real opportunities for Aboriginal people

A strong NLC:

Be culturally rich and trusted by our communities by getting things done

Proactively manage country:

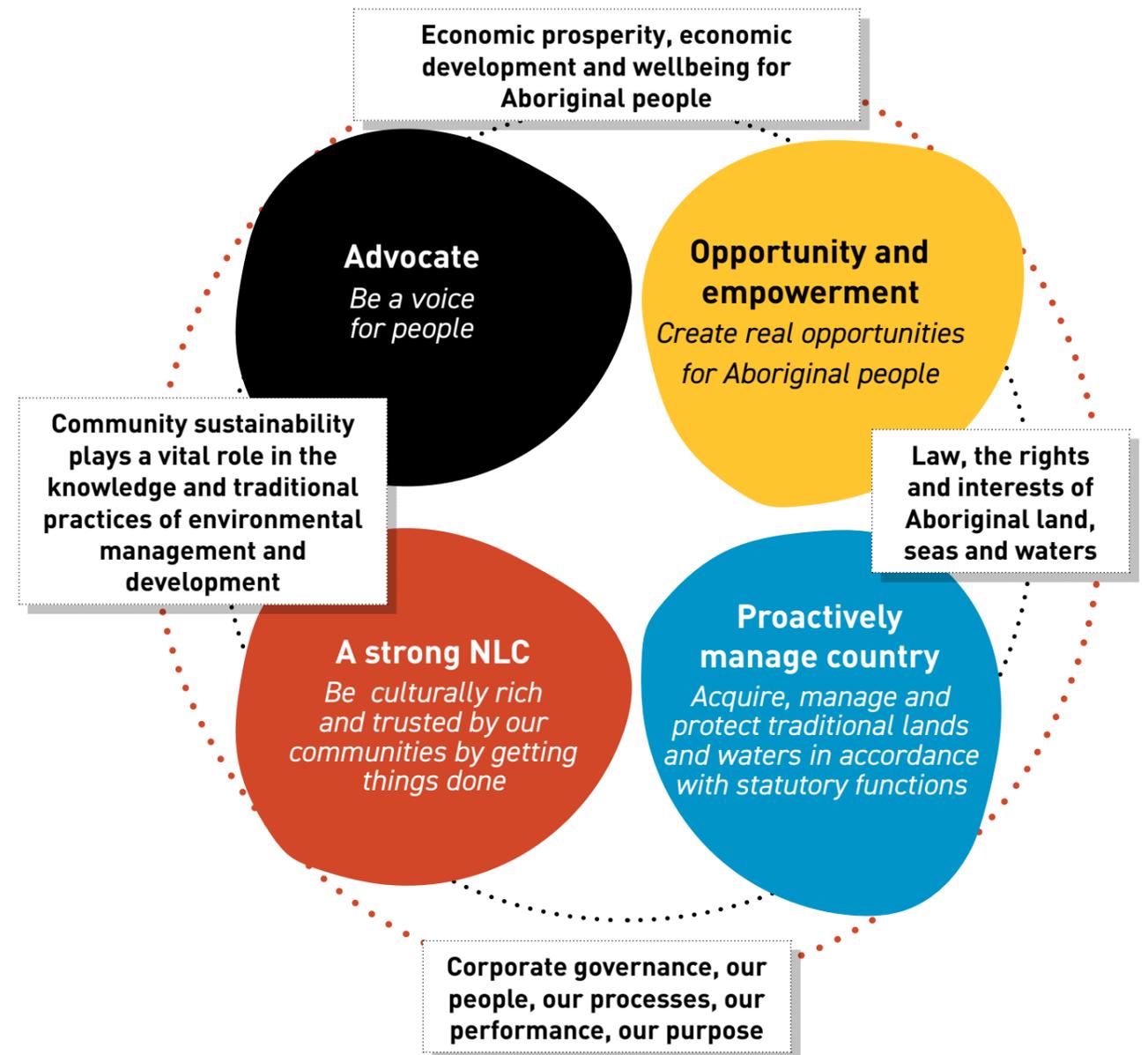
Acquire, manage and protect traditional lands and waters in accordance with statutory functions

Enablers

Financial Management. Governance and Compliance. Risk Oversight. Peoples Services. Caring for Country. Information Technology. Law. Community Development. Regionalisation.

Performance

Monitoring. Reporting. Compliance. Management. Surveillance



Understanding our strategic goals

Delivering the goals

GOAL 1 Advocate: Be a voice for Aboriginal people

- 1.1 Facilitate and enable full participation by council members
- 1.2 Engage with governments, proponents and relevant stakeholders to promote Traditional Owner aspirations for activities on their lands and proposed land use, proposals or programs
- 1.3 Raise awareness of the interests of Aboriginal people through effective communications
- 1.4 Advocate for legislative and policy reform pathways to ensure improved outcomes and equity for the NLC constituents.
- 1.5 Monitor progress and support implementation of:
 - Treaty model
 - First Nations Voice; and
 - Makarrata Commission

GOAL 2 Opportunity and Empower: Create real opportunities for Aboriginal people

- 2.1 Support Aboriginal groups to identify their own goals, and advocacy needs to strengthen their project, financial and economic management skills
- 2.2 Advance skills and development opportunities in a culturally safe and inclusive environment for Aboriginal people, in particular youth
- 2.3 Empower Traditional Owners and Aboriginal constituents to exercise informed and participatory decision making about managing land use agreements
- 2.4 Ensure that Aboriginal culture, lore and customs are strengthened, celebrated and respected throughout the course of all NLC activities
- 2.5 Royalties to be collected and disbursed in full and on time and fulfil native title payments

GOAL 3 A strong NLC: Be culturally rich and trusted by our communities by getting things done

- 3.1 Implement effective project management to progress the NLC Regionalisation Strategy
- 3.2 Provide responsive customer service to NLC constituents and the general public across the NLC regions
- 3.3 Embed good governance practices through policy, monitoring, reporting, sound contract and compliance management
- 3.4 Create an employee experience, cultural competency framework and 'walking in two worlds' training, that is culturally safe and inclusive for all workers
- 3.5 Deliver efficient and well supported corporate services systems
- 3.6 Management and application of funeral and ceremonial fund

GOAL 4 Proactively manage country: Acquire, manage and protect traditional lands and waters in accordance with statutory functions

- 4.1 Provide coordination and support in partnership with the Northern Territory Government and Kakadu Joint Management
- 4.2 Deliver an integrated Aboriginal Land Trust management system
- 4.3 Secure and protect native title and land rights and provide accurate anthropological advice to the NLC
- 4.4 Deliver the Blue Mud Bay (BMB) Implementation Action Plan and support the Aboriginal Sea Company (ASC)

GOAL 1

Advocate: Be a voice for Aboriginal people

OBJECTIVE	COMING YEAR	
	2022-23	MEASURES
1.1 Facilitate and enable full participation by Council members	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Review standing agenda items Publish updated Council Member Handbook Provide induction and governance training for all new Full Council members Provide Company Directors Training to all incoming Executive Council Members Conduct Council annual workshop 	<ul style="list-style-type: none"> Measure: 100% Council Agenda papers distributed on schedule Complete: Review of standing agenda items Count: Council Meetings held per year <ul style="list-style-type: none"> Two (2) Full Council Meetings Six (6) Executive Council Meetings 13 Regional Council Meetings Measure: 100% of Council members received induction and governance training
1.2 Engage with governments, proponents and relevant stakeholders to promote Traditional Owner aspirations for activities on their lands and proposed land use proposals or programs	<ul style="list-style-type: none"> Advocate, engage and provide advice to government and proponents on land use priorities, proposals and programs where required 	<ul style="list-style-type: none"> Count: Total land use requests received Count: Total consultations associated with land use requests (as defined above). Count: Total number of estate groups supported to undertake and direct comprehensive land use planning. Count: Total Traditional Owners and affected people consulted by the NLC Count: Group Estates consulted at meetings Economic value: Estimated benefits generated for Traditional Owners through new land use agreements
1.3 Raise awareness of the interests of Aboriginal people through effective communications	<ul style="list-style-type: none"> Produce content that raises awareness of the rights and interests of Aboriginal people in the NLC area Provide platforms for the NLC constituents to directly negotiate and advocate for their interests with government/private sector 	<ul style="list-style-type: none"> Measure: Quarterly publication of Land Rights News Measure: Quarterly readership of Land Rights News Measure: Weekly publish <ul style="list-style-type: none"> Five (5) social media and Five (5) promotional pieces Measure: number of NLC supported events held in each region Measure: negotiations turned into government / private sector interests
1.4 Advocate for legislative and policy reform pathways to ensure improved outcomes and equity for NLC constituents relating to:	<ul style="list-style-type: none"> Develop the NLC policy positions on subject areas identified as priorities by Full Council Ensure the NLC is represented in government (roundtables), including written submissions and steering committees Participate in the Joint Steering Committee on Remote Housing NT and Community Controlled Housing Organisations (ACHO) Monitor and raise issues on the key performance indicators and election promises set by governments 	<ul style="list-style-type: none"> Measure: Report to Full Council the statistics on leading public health concerns and policy issues that affect Aboriginal people in the NLC regions Count: Number of policy reform engagements attended by NLC Count: Number of formal policy submissions by the NLC
1.5 Monitor progress and support implementation of:	<ul style="list-style-type: none"> Monitor the NT Government formal response to the submitted treaty report Develop policy instruction for <ul style="list-style-type: none"> First Nation Voice and Makarrata Commission 	<ul style="list-style-type: none"> Measure: Report to each Full Council on the status of <ul style="list-style-type: none"> referendum question and responses Voice to Parliament and the Makarrata Commission

GOAL 1

Advocate: Be a voice for Aboriginal people

OBJECTIVE	YEARS TO COME...		
	2023-24	2024-25	2025-26
1.1 Facilitate and enable full participation by Council members	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training of all new Full Council members Offer optional in-house training to Council members Conduct Council annual workshop Review success of council nominations and elections 	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training to all new Full Council members Review Council Member Handbook Offer optional in-house training to Council members Conduct Council annual workshop 	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training for all new Full Council members Publish updated Council Member Handbook Provide Company Directors Training to all incoming Executive Council Members Conduct Council annual workshop Promote process for council nominations and elections
1.2 Engage with governments, proponents and relevant stakeholders to promote Traditional Owner aspirations for activities on their lands and proposed land use proposals or programs	<ul style="list-style-type: none"> Advocate, engage and provide advice to government on land access infrastructure programs where required Advocate for and seek to secure matched funding and/or additional public/private sector contributions for projects initiated, planned and managed by Aboriginal groups Support estate groups to undertake and direct comprehensive land use planning (pilot) 	<ul style="list-style-type: none"> Advocate, engage and provide advice to government on land access infrastructure programs where required Advocate for and seek to secure matched funding and/or additional public/private sector contributions for projects initiated, planned and managed by Aboriginal groups Support estate groups to undertake and direct comprehensive land use planning (roll out) 	<ul style="list-style-type: none"> Advocate, engage and provide advice to government on land access infrastructure programs where required Advocate for and seek to secure matched funding and/or additional public/private sector contributions for projects initiated, planned and managed by Aboriginal groups Support estate groups to undertake and direct comprehensive land use planning
1.3 Raise awareness of the interests of Aboriginal people through effective communications	<ul style="list-style-type: none"> Ongoing core function media and communication management Ongoing development and support of best practice tools for media optimisation Traditional Owner and Aboriginal-led planning and development of communications and media output 	<ul style="list-style-type: none"> Ongoing core function media and communication management Ongoing development and support of best practice tools for media optimisation Traditional Owner and Aboriginal-led planning and development of communications and media output 	<ul style="list-style-type: none"> Ongoing core function media and communication management Ongoing development and support of best practice tools for media optimisation Traditional Owner and Aboriginal-led planning and development of communications and media output
1.4 Advocate for legislative and policy reform pathways to ensure improved outcomes and equity for NLC constituents relating to:	<ul style="list-style-type: none"> Actively engage in key government bodies in consultation processes, including: <ul style="list-style-type: none"> Joint Steering Committee on Remote Housing NT ACHO 	<ul style="list-style-type: none"> Actively engage in key government bodies in consultation processes, including: <ul style="list-style-type: none"> Joint Steering Committee on Remote Housing NT ACHO Monitor and respond to licence and permit applications under the Water Act and Pastoral Land Act 	<ul style="list-style-type: none"> Actively engage in key government bodies in consultation processes, including: <ul style="list-style-type: none"> Joint Steering Committee on Remote Housing NT ACHO Monitor and respond to licence and permit applications under the Water Act and Pastoral Land Act
1.5 Monitor progress and support implementation of:	<ul style="list-style-type: none"> Deliver, report and monitor the <ul style="list-style-type: none"> NT Treaty Voice to Parliament and Makarrata Commission 	<ul style="list-style-type: none"> Deliver, report and monitor the <ul style="list-style-type: none"> NT Treaty Voice to Parliament and Makarrata Commission 	<ul style="list-style-type: none"> Deliver, report and monitor the <ul style="list-style-type: none"> NT Treaty Voice to Parliament and Makarrata Commission

GOAL 2 Opportunity and Empower: Create real opportunities for Aboriginal people		
OBJECTIVE	COMING YEAR	
	2022-23	MEASURES
2.1 Support Aboriginal groups to identify their own goals and advocacy needs to strengthen their project, financial and economic management skills	<ul style="list-style-type: none"> Increase participation in strategic planning, project management and engaging with their community development programs Assist Traditional Owner groups to apply and lodge for grants Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners 	<ul style="list-style-type: none"> Measure: → 100 Aboriginal people developing in strategic planning, project management and engaging with on country programs Count: Number of Aboriginal groups assisted to apply for grant applications per region Economic value: Total investment in community development programs made by Traditional Owners Count: Number of land use requests received from Aboriginal proponents Count: Number of executed land use agreements to Aboriginal proponents Percentage: Land use agreements executed to Aboriginal Enterprise Economic value: Estimated benefits to be generated for Traditional Owners through these new agreements from Aboriginal proponents
2.2 Advance skills and development opportunities in a culturally safe and inclusive environment for Aboriginal people, in particular youth	<ul style="list-style-type: none"> Continue to roll out the Aboriginal Employment Pathway Strategy (AEPS) Increase local Aboriginal skills, education and training Attract and retain young people in participating in appropriate activities Develop and implement Strategic Diversity Framework and Cultural Safety Framework Explore alternative job design and recruitment pathways to increase Aboriginal employment Maximise employment and training opportunities for Aboriginal people in Indigenous Land Use Agreements Develop a ranger-based school work experience program Establish training framework of mandatory minimum training requirements Move training delivery to the periphery of peak season to facilitate work plan delivery Assist Aboriginal people to gain increased skills in corporate governance and resource governance in relation to existing land use contracts 	<ul style="list-style-type: none"> Measure: number of participants engaged in NLC programs related to learning on country, training and education programs Measure: →10 Aboriginal Employees complete Certificate III or higher qualifications Measure: Aboriginal employees participating in emerging leaders program Measure: % of agreements with employment clauses, % of agreements employing Aboriginal people and number of employees Measure: % of agreements with training clauses, % agreements delivering training outcomes Gap analysis of training needs for all rangers 100% ranger groups to have active annual training plans in place
2.3 Empower Traditional Owners and Aboriginal constituents to exercise informed and participatory decision making about managing Indigenous Land Use Agreements	<ul style="list-style-type: none"> Provide neutral and expert advice on investments that drive economical community development initiatives, obtaining free, prior and informed consent Document and implement best practice on supporting the negotiation and implementation of large-scale benefit agreements Implement the NLC Resources and Energy Policy and perform statutory functions and contractual obligations 	<ul style="list-style-type: none"> Measure: Number of Aboriginal Groups with standing instructions held for benefit distribution per region Measure: 100% of all statutory functions performed in accordance with the principle of free, prior and informed consent Measure: 100% of negotiations for large-scale benefit agreements involve active and meaningful participation of beneficiaries in the negotiation process Measure: 100% of all contractual meeting obligations delivered on time in accordance with free, prior and informed consent and the NLC Resources and Energy Policy Measure: Number of consultations with Traditional Owners associated with current contracts Measure: Number of Indigenous Land Use Agreements that require regular meetings with Traditional Owners associated with current contracts
2.4 Ensure that Aboriginal culture, lore and customs are strengthened, celebrated and respected throughout the course of all NLC activities	<ul style="list-style-type: none"> Aboriginal people have increased opportunity to share and learn about their languages and cultures 	<ul style="list-style-type: none"> Number of community development projects where Aboriginal people can share and learn about their languages and culture Aboriginal peoples given access to new and/or improved infrastructure as a result of community projects supported by the community planning and development program Complete the NLC History Project
2.5 Royalties to be collected in full and on time and fulfil native title payments	<ul style="list-style-type: none"> Reduce the level of undisbursed aged funds Promote the use of standing instructions for disbursement of royalties to increase the disbursement flow Ensure groups are provided with options to put their royalties towards long-term community benefits and/or investment Develop executive research paper on legal and policy on best practice for best s35 payments Refine and implement the NLC Section 35(4) Payments Policy and develop Native Title Payments Policy 	<ul style="list-style-type: none"> Measure: By end of financial year: <ul style="list-style-type: none"> 100% ALRA royalty distributions made within six (6) months Change: Increase % disbursement flow by the use of standing instruction from previous year Complete: Terms of reference that defines and explain legal obligations All groups with significant land use agreement income (→\$100,000 per annum) provided with option to participate in community development program Refine and implement the NLC Section 35(4) Payments Policy and Native Title Payments Policy

GOAL 2 Opportunity and Empower: Create real opportunities for Aboriginal people			
OBJECTIVE	YEARS TO COME...		
	2023-24	2024-25	2025-26
2.1 Support Aboriginal groups to identify their own goals and advocacy needs to strengthen their project, financial and economic management skills	<p>Continue to:</p> <ul style="list-style-type: none"> Increase number of community planning and development programs, including strategic planning, project management and engaging with country Assist Traditional Owner groups to apply for grants and lodge section 19 applications Deliver current community planning and development projects Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners 	<p>Continue to:</p> <ul style="list-style-type: none"> Increase number of community planning and development programs, including strategic planning, project management and engaging with country Assist Traditional Owner groups to apply for grants and lodge section 19 applications Deliver current community planning and development projects Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners Support Traditional Owners to be active participants in water and land planning, management and decision making 	<p>Continue to:</p> <ul style="list-style-type: none"> Increase number of community planning and development programs, including strategic planning, project management and engaging with country Assist Traditional Owner groups to apply for grants and lodge section 19 applications Deliver current community planning and development projects Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners Support Traditional Owners to be active participants in water and land planning, management and decision making
2.2 Advance skills and development opportunities in a culturally safe and inclusive environment for Aboriginal people, in particular youth	<ul style="list-style-type: none"> Develop and deliver tailored skills, education and training programs to Aboriginal people, including young people Monitor and review community-wide school ranger and work experience programs Attend and participate in Community Career Expos Introduce new starter/performance and separation data into analytics Implement and monitor Strategic Diversity Framework and Cultural Safety Framework 	<ul style="list-style-type: none"> Develop and deliver tailored skills, education and training programs to Aboriginal people, including young people Monitor and review community-wide school ranger and work experience programs Attend and participate in Community Career Expos Implement and monitor Strategic Diversity Framework and Cultural Safety Framework 	<ul style="list-style-type: none"> Develop and deliver tailored skills, education and training programs to Aboriginal people, including young people Monitor and review community-wide school ranger and work experience programs Attend and participate in Community Career Expos
2.3 Empower Traditional Owners and Aboriginal constituents to exercise informed and participatory decision making about managing Indigenous Land Use Agreements	<p>Continue to:</p> <ul style="list-style-type: none"> Provide neutral and expert advice on investments that drive economical community development initiatives Implement the NLC Resources and Energy Policy and perform statutory functions and contractual obligations Implement and evaluate the NLC practice manual on the negotiation and implementation of large-scale benefit agreements Implement and evaluate Aboriginal impact assessments 	<p>Continue to:</p> <ul style="list-style-type: none"> Provide neutral and expert advice on investments that drive economical community development initiatives Implement the NLC Resources and Energy Policy and perform statutory functions and contractual obligations Implement and evaluate the NLC practice manual on the negotiation and implementation of large-scale benefit agreements Implement and evaluate Aboriginal impact assessments 	<p>Continue to:</p> <ul style="list-style-type: none"> Provide neutral and expert advice on investments that drive economical community development initiatives Implement the NLC Resources and Energy Policy and perform statutory functions and contractual obligations Implement and evaluate the NLC practice manual on the negotiation and implementation of large-scale benefit agreements Implement and evaluate Aboriginal impact assessments
2.4 Ensure that Aboriginal culture, lore and customs are strengthened, celebrated and respected throughout the course of all NLC activities	<p>Continue to oversee an increase in</p> <ul style="list-style-type: none"> Aboriginal people sharing and learning about their languages and cultures through the community planning and development projects Aboriginal people gaining access to new and/or improved infrastructure as a result of community projects supported by the community planning and development program 	<p>Continue to oversee an increase in</p> <ul style="list-style-type: none"> Aboriginal people sharing and learning about their languages and cultures through the community planning and development projects Aboriginal people gaining access to new and/or improved infrastructure as a result of community projects supported by the community planning and development program 	<p>Continue to oversee an increase in</p> <ul style="list-style-type: none"> Aboriginal people sharing and learning about their languages and cultures through the community planning and development projects Aboriginal people gaining access to new and/or improved infrastructure as a result of community projects supported by the community planning and development program
2.5 Royalties to be collected in full and on time and fulfil native title payments	<ul style="list-style-type: none"> Increase the distribution of royalty receipts flow rate to less than six (6) months of receipt Land Rights Act Promote the use of standing instructions for disbursement of royalties to increase the disbursement flow Implement action identified in best practice benefits disbursement Refine and implement the NLC Section 35(4) Payments Policy and Native Title Payments Policy 	<ul style="list-style-type: none"> Distribute royalty receipts in less than six (6) months of receipt Land Rights Act <p>Continue to:</p> <ul style="list-style-type: none"> Promote the use of standing instructions for disbursement of royalties to increase the disbursement flow Review action identified in best practice benefits disbursement 	<p>Continue to:</p> <ul style="list-style-type: none"> Distribute royalty receipts in less than six (6) months of receipt Land Rights Act Review action identified in best practice benefits disbursement

GOAL 3 A strong NLC: Be culturally rich and trusted by our communities by getting things done

OBJECTIVE	COMING YEAR	
	2022-23	MEASURES
3.1 Implement effective project management to progress the NLC Regionalisation Strategy	<ul style="list-style-type: none"> Assess land availability and associated land acquisition/leasing costs at priority locations and complete a proposed infrastructure development plan inclusive of the following: professionally completed concept design and layout plan, project management and internal fit out and external layout costing by industry experts or a Quantity Surveyor Complete funding submissions with a targeted refreshed approach for funding agencies ABA/NIAA and ILSC Approve projects for the Katherine Regional Office & Elliott visiting officers quarters, run the procurement for the engagement of an independent Project Manager, and commence the planning and delivery of the project 	<ul style="list-style-type: none"> Evaluate: Implementation of NLC Regionalisation Strategy in line with project plan Measure: % of staff based in regions Measure: % increase in staff and visiting office accommodation
3.2 Provide responsive customer service to NLC constituents and the general public across the NLC regions	<ul style="list-style-type: none"> Ensure regional office staffing profile is adequately resourced, customer service is responsive and timely, staff work health and safety standards in the workplace are satisfactorily met Develop and implement the NLC external complaints management framework, ensure existing complaint mechanism is actively monitored and complaints are responded to in a timely manner Staff allocation matches resources needs and requirements 	<ul style="list-style-type: none"> Staff are appropriately inducted within three (3) months and staff development continues with ongoing training and learning opportunities Change: reduce customer service complaints received Quarterly external complaints issues tabled with CEO, managers and Executive Council Complete: Develop council member customer service survey and complete annually Evaluate: Support and maintain NLC websites including the NLC Permit system
3.3 Embed good governance practices through policy, monitoring, reporting, and sound contract and compliance management	<ul style="list-style-type: none"> Demonstrate good governance practices and management of compliances and risk frameworks Improve support available for the NLC contract managers and strengthen systems and controls to monitor proponent performance Implement effective systems to monitor and report risks Deliver and meet compliance and governance requirements Develop proactive dashboard performance reporting Establish internal governance network Integrate the NLC budget, planning and reporting processes Implement routine assurance level reporting 	<ul style="list-style-type: none"> Measure: 100% of NLC corporate policies are current Percentage: Contracts with unresolved aged debts Percentage: Contracts with resolved aged debts within financial year Measure: 100% PGPA compliance requirements Count: Completed internal audits Measure: % of progressed agreed audit recommendations Complete: Digitisation of contact obligations into the LUMAR system and contract compliance reporting dashboard
3.4 Create an employee experience, cultural competency framework and 'walking in two worlds' training, that is culturally safe and inclusive for all workers	<ul style="list-style-type: none"> Investigate and identify preferred supplier for automation of time and attendance management Complete roll out of HR21 to all employees Undertake employee engagement survey Review all position descriptions Complete centralisation of employee training records Develop Frameworks including: <ul style="list-style-type: none"> Probation, performance review Talent management framework Face-to-face cross cultural competency and inclusion training Deliver Leadership Development Program Develop annual training plan and budget to assist on needs analysis Develop regional specific 'walking in two worlds' training integrating lore with law 	<ul style="list-style-type: none"> Complete: Roll out of HR21 system to all employees Complete: Employee engagement survey Complete: Recruitment personal portal training Measure: 50% of position descriptions reviewed Complete: Centralise organisational learning and development model Complete: 100% PEPs submitted on time Complete: Systemised training plans Complete: Develop programs to support staff to walk in two worlds
3.5 Deliver efficient and well supported corporate services systems	<p>Manage and adhere to the delivery of corporate accounting requirements:</p> <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report Annual unmodified auditor's report, meeting timeframes as determined by NIAA <p>Manage:</p> <ul style="list-style-type: none"> Security, operations, procurement and integrity across ICT systems Provide helpdesk support Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements Training and development for staff Hardware/software upgrades Regional office upgrade in line with regionalisation strategy rollout 	<ul style="list-style-type: none"> Measure: 100% grant acquittals submitted on time Measure: 100% FBT & GST returns lodged with ATO on time Measure: Quarterly financial reports presented to Council members and CEO Evaluate: Satisfaction with IT helpdesk services provided Count: Hours and time to resolve IT system downtime across each office location Evaluate: Deliver the Land Use Management and Royalties project in accordance with the project plan and deliverables
3.6 Management and application of funeral and ceremonial fund	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Count: Funeral and ceremony applications approved Percentage: Funeral applications processed within five (5) working days

GOAL 3 A strong NLC: Be culturally rich and trusted by our communities by getting things done

OBJECTIVE	YEARS TO COME...		
	2023-24	2024-25	2025-26
3.1 Implement effective project management to progress the NLC Regionalisation Strategy	<ul style="list-style-type: none"> Assess land availability and associated land acquisition/leasing costs at priority locations and complete a proposed infrastructure development plan inclusive of the following: professionally completed concept design and layout plan, project management and internal fit out and external layout costing by industry experts or a Quantity Surveyor 	<ul style="list-style-type: none"> Assess land availability and associated land acquisition/leasing costs at priority locations and complete a proposed infrastructure development plan inclusive of the following: professionally completed concept design and layout plan, project management and internal fit out and external layout costing by industry experts or a Quantity Surveyor 	<ul style="list-style-type: none"> Assess land availability and associated land acquisition/leasing costs at priority locations and complete a proposed infrastructure development plan inclusive of the following: professionally completed concept design and layout plan, project management and internal fit out and external layout costing by industry experts or a Quantity Surveyor
3.2 Provide responsive customer service to NLC constituents and the general public across the NLC regions	<ul style="list-style-type: none"> Develop and deliver complaint management system training Monitor issues Continue to ensure regional office staffing profile is adequately resourced, customer service is responsive and timely, staff work health and safety standards in the workplace are satisfactorily met 	<p>Continue to:</p> <ul style="list-style-type: none"> Ensure regional office staffing profile is adequately resourced, customer service is responsive and timely, staff work health and safety standards in the workplace are satisfactorily met Review and deliver the NLC's external complaints management framework Monitor issues 	<p>Continue to:</p> <ul style="list-style-type: none"> Ensure regional office staffing profile is adequately resourced, customer service is responsive and timely, staff work health and safety standards in the workplace are satisfactorily met Review and deliver the NLC's external complaints management framework Monitor issues
3.3 Embed good governance practices through policy, monitoring, reporting, and sound contract and compliance management	<ul style="list-style-type: none"> Increase awareness of good governance practices and manage NLC governance, compliance and risk frameworks Improve support available for NLC contract managers and strengthen systems and controls to monitor proponent performance Implement effective systems to monitor and report risks Deliver and meet compliance and governance requirements 	<ul style="list-style-type: none"> Increase awareness of good governance practices and manage NLC governance, compliance and risk frameworks Improve support available for NLC contract managers and strengthen systems and controls to monitor proponent performance Implement effective systems to monitor and report risks Deliver and meet compliance and governance requirements 	<ul style="list-style-type: none"> Increase awareness of good governance practices and manage NLC governance, compliance and risk frameworks Improve support available for NLC contract managers and strengthen systems and controls to monitor proponent performance Implement effective systems to monitor and report risks Deliver and meet compliance and governance requirements
3.4 Create an employee experience, cultural competency framework and 'walking in two worlds' training, that is culturally safe and inclusive for all workers	<ul style="list-style-type: none"> Implement values/competency based recruitment practices Undertake pulse survey to monitor engagement Continue to review the NLC Position Descriptions Complete the delivery of a full system-integrated approach towards performance review, talent and performance management Growth of annual plan and budget based on skills matrix and needs analysis Implementation of an internal coaching and mentoring framework and program Continue to implement face-to-face cross-cultural competency and inclusion training framework Implement the NLC Leadership Development Program 	<ul style="list-style-type: none"> Monitor performance review, talent and performance management system Review and modify annual plan and budget based on skills matrix and needs analysis Continue to implement internal coaching and mentoring framework and program Monitor and evaluate probation framework Design and implementation of face-to-face cross cultural competency and inclusion training framework Evaluate the success of the cross-cultural competency and inclusion training framework Implement the NLC Leadership Development Program 	<p>Continue to:</p> <ul style="list-style-type: none"> Monitor performance review, talent and performance management system Review and modify annual plan and budget based on skills matrix and needs analysis Implement internal coaching and mentoring framework and program Monitor and evaluate probation framework Design and implementation of face-to-face cross-cultural competency and inclusion training framework Evaluate the success of the cross-cultural competency and inclusion training framework Implement the NLC Leadership Development Program
3.5 Deliver efficient and well supported corporate services systems	<p>Manage and adhere to the delivery of corporate accounting requirements:</p> <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report <p>Manage:</p> <ul style="list-style-type: none"> Security, operations, procurement and integrity of the NLC's ICT systems Provide helpdesk support Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements Training and development for staff Regional office upgrade in line with regionalisation strategy rollout 	<p>Manage and adhere to the delivery of corporate accounting requirements:</p> <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report <p>Manage:</p> <ul style="list-style-type: none"> Security, operations, procurement and integrity of the NLC's ICT systems Provide helpdesk support Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements Training and development for staff Regional office upgrade in line with regionalisation strategy rollout 	<p>Manage and adhere to the delivery of corporate accounting requirements:</p> <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report <p>Manage:</p> <ul style="list-style-type: none"> Security, operations, procurement and integrity of the NLC's ICT systems Provide helpdesk support Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements Training and development for staff Regional office upgrade in line with regionalisation strategy rollout
3.6 Management and application of funeral and ceremonial fund	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund

GOAL 4 Proactively manage country: Acquire, manage and protect traditional lands and waters in accordance with statutory functions		
OBJECTIVE	COMING YEAR	
	2022-23	MEASURES
4.1 Provide coordination and support in partnership with the Northern Territory Government and Kakadu Joint Management Parks	<ul style="list-style-type: none"> Manage obligations on funding agreements with Northern Territory Government (NTG) and Kakadu Joint Management Parks (KJMP) Provide carbon policy advice to ensure strong participation in the emerging carbon economy 	<ul style="list-style-type: none"> Count: Number of committee meetings participated in Complete: Development of the joint fire carbon project by December 22
4.2 Deliver an integrated Aboriginal Land Trust management system	<ul style="list-style-type: none"> Administer land and sea management programs that include regional land planning and stakeholder engagement framework Validate or develop land leases fire management treatment plans for all identified <ul style="list-style-type: none"> (a) land trust estates (b) Native Titles Manage the permit system and ensure responsible behaviour by people on Aboriginal land, seas and waters Implement the Resources and Energy Cultural Manager Program Monitor the Project Environmental and Cultural Information Management System (PECIMS) 	<ul style="list-style-type: none"> Measure: Number of Ranger groups supported Measure: Quarterly reporting to Council on the status of Aboriginal Land Trusts integrated land and sea management system: <ul style="list-style-type: none"> Regional Permit statistics Compliance Financial revenue Number of benefits fulfilled Percentage of detriments recorded Percentage of integrated land and sea use plans Count: number of permits issued per region Percentage: % of contracts that engage cultural managers Count: ABA or IRP R&E submission prepared and submitted on time
4.3 Secure and protect native title and land rights and provide accurate anthropological advice to the NLC	<ul style="list-style-type: none"> Secure and protect native title and land rights Maintain the land interest register Provide anthropological advice to the NLC in accordance with its statutory functions 	<ul style="list-style-type: none"> Count: Determined land claims Count: Unresolved land claims Count: Determined native title claims Count: Unresolved native title claims Count: Litigations performed Count: Future acts and land use proposals responded to Measure: % of land use agreements with identified compliance issues Land interest register Median: Number of days to complete LIR requests Measure: Number of LIR's completed Measure: Number of GIS requests completed
4.4 Deliver the Blue Mud Bay (BMB) Implementation Action Plan and support the Aboriginal Sea Company (ASC)	<ul style="list-style-type: none"> Complete the agreement Resource the team and engage legal expertise to negotiate its outcomes Provide support to the establishment of the ASC 	<ul style="list-style-type: none"> Economic value: Benefits to be generated for Traditional Owners through these new agreements from Aboriginal proponents Count: Traditional Owners and constituents consulted Count: Clan estate groups consulted

GOAL 4 Proactively manage country: Acquire, manage and protect traditional lands and waters in accordance with statutory functions			
OBJECTIVE	YEARS TO COME...		
	2023-24	2024-25	2025-26
4.1 Provide coordination and support in partnership with the Northern Territory Government and Kakadu Joint Management Parks	<ul style="list-style-type: none"> Support joint NTG and KJMP 	<ul style="list-style-type: none"> Support joint NTG and KJMP 	<ul style="list-style-type: none"> Support joint NTG and KJMP
4.2 Deliver an integrated Aboriginal Land Trust management system	<ul style="list-style-type: none"> Monitor the Resources and Energy Cultural Manager Program and the Project Environmental and Cultural Information Management System (PECIMS) Deliver training and education where required Administer: <ul style="list-style-type: none"> Land and Sea Management Policy Regional land planning and stakeholder engagement frameworks Ensure strong participation in the emerging carbon economy Improve fire management outcomes on land trust estates Support Traditional Owners to be active participants in water and land planning, management and decision making 	<ul style="list-style-type: none"> Monitor the Resources and Energy Cultural Manager Program and the Project Environmental and Cultural Information Management System (PECIMS) Deliver training and education where required Administer: <ul style="list-style-type: none"> Land and Sea Management Policy Regional land planning and stakeholder engagement frameworks Ensure strong participation in the emerging carbon economy Improve fire management outcomes on land trust estates Support Traditional Owners to be active participants in water and land planning, management and decision making 	<ul style="list-style-type: none"> Monitor the Resources and Energy Cultural Manager Program and the Project Environmental and Cultural Information Management System (PECIMS) Deliver training and education where required Administer: <ul style="list-style-type: none"> Land and Sea Management Policy Regional land planning and stakeholder engagement frameworks Ensure strong participation in the emerging carbon economy Improve fire management outcomes on land trust estates Support Traditional Owners to be active participants in water and land planning, management and decision making
4.3 Secure and protect native title and land rights and provide accurate anthropological advice to the NLC	<ul style="list-style-type: none"> Secure and protect native title and land rights Maintain the land interest register Provide anthropological advice to the NLC in accordance with its statutory functions 	<ul style="list-style-type: none"> Secure and protect native title and land rights Maintain the land interest register Provide anthropological advice to the NLC in accordance with its statutory functions 	<ul style="list-style-type: none"> Secure and protect native title and land rights Maintain the land interest register Provide anthropological advice to the NLC in accordance with its statutory functions
4.4 Deliver the Blue Mud Bay (BMB) Implementation Action Plan and support the Aboriginal Sea Company (ASC)	<ul style="list-style-type: none"> Workers and resource management in support of BMB agreement Provide support to the establishment of the ASC 	<ul style="list-style-type: none"> Workers and resource management in support of BMB agreement Provide support to the establishment of the ASC 	<ul style="list-style-type: none"> Workers and resource management in support of BMB agreement Provide support to the establishment of the ASC

Risk oversight and management

Enterprise risk management framework

Sound enterprise risk management practices enable risks at the NLC to be managed proactively, optimising success and minimising threats. This is important as it integrates the process for managing risk into the NLC governance, compliance, strategic planning, policy, management, and reporting processes to comply with the Australian/New Zealand Risk Management Standard (AS/ANZ ISO 31000:2018).

The Accountable Authority is responsible for ensuring good governance through the delivery of transparent management systems. Processes and controls are in place to minimise risks and impacts to the NLC strategic objectives and desired operational outcomes.

Throughout the life of this plan, the NLC will be driving the newly created enterprise risk management system that will empower workers to effectively manage and monitor uncertainties and enable the NLC to thrive and drive towards opportunities. This includes articulating the requirements for actively identifying, managing and monitoring risks in line with the strategic plan.

Risk oversight and management

The Audit Committee acts as an advisory body on operational and financial management controls and reporting responsibilities at the NLC. In addition, the Audit Committee oversees internal and external audit functions and provides independent and objective assurance that the NLC systems, processes and risk management strategies are robust and comply with acceptable standards and government requirements.

The CEO may attend Audit Committee meetings as an observer. The Australian National Audit Office (ANAO) has a standing invitation to attend all Audit Committee meetings.

The Audit Committee Charter sets out the membership, role and purpose of the Audit Committee. The committee, which comprises of three to five members appointed by the Accountable Authority, provides the independent oversight role in monitoring financial risk, compliance and financial performance along with the management of the organisation.

Meeting on a quarterly basis, the committee is required to ensure the risk management framework and controls, including risk identification, risk measurement and assessment, risk mitigation, risk reporting and monitoring, and risk governance, are adhered to.

The following risks have been identified as priorities to monitor and mitigate.

Enterprise -wide risks	Risk description	Mitigation strategies	Categories
Enterprise Risk 1 External & internal complaints	Ineffective complaint management systems and procedures may have a negative impact on the way the NLC is viewed by members, constituents and the general public	The NLC is committed to building and maintaining strong relationships with its workers, council members, consultants, volunteers and stakeholders. Policies for complaint management are being updated and training in customer service has been provided to improve the NLC's responsiveness to concerns from stakeholders.	Operational
Enterprise Risk 2 Compliance - Land Rights Act	Breach of section 35(4) of the <i>Aboriginal Land Rights (Northern Territory) Act 1976</i> (Cth) (Land Rights Act). The NLC does not meet the requirement to distribute funds to or for the benefit of Traditional Owners within six months of the receipt of the payment	The NLC is implementing structural reforms to address this non-compliance issue. The Benefits Distribution Unit has been established to resolve this issue and improve distribution processes.	Compliance
Enterprise Risk 3 Process to determine strategic priorities of the NLC	Lack of procedures and guidelines for management to determine NLC priorities Priorities being determined without input from relevant branches Lack of communication to workers about determined priorities	The NLC is integrating strategic, corporate and financial planning as part of governance reforms within the organisation. The NLC ensures priorities are communicated to all workers across a range of channels, including electronic, branch meetings, internal signage and social media. Feedback is monitored and assessed.	Strategic
Enterprise Risk 4 Compliance - Risk	Non compliance with Land Rights Acts, PGPA Act, Native Title Act and PID Act	The NLC has frameworks, policies and procedures to support and deliver policy and compliance advice based on best practice identified by ISO37301:2021 Compliance Management Systems. This includes programs to conduct internal audits and governance health checks.	Operational
Enterprise Risk 5 Management of agency funds	Funds to be returned to agency due to non compliance, both financially and performance related, particularly allocations that are not accepted by some agencies	Frequent review of financial progress and performance in line with revenue grants and project plans are monitored, assessed and assigned accordingly.	Financial
Enterprise Risk 6 Information and system security	Possibility of repeated security incidents or cyber attack on the NLC networks, servers, systems. Outbreak of Malware into server environment	IT staff ensure antivirus and endpoint protections are up to date and maintained. This is in addition to IT delivering core services in line with policy and procedures. All hardware is installed with the latest patch and updates.	Operational
Enterprise Risk 7 Compliance with legislation - payroll	Inability to comply with <ul style="list-style-type: none"> Long service leave Enterprise Agreement audits System set up 	The NLC regularly monitors payroll and HR systems to ensure accuracy and currency of data. System reviews are regularly conducted to identify opportunities for continuous improvement.	Operational
Enterprise Risk 8 NT Indigenous Economic Stimulus Package	Projects are not completed on time and within approved budget or misuse of the allocated funds by the recipients. The successful recipient may fail to deliver the agreed outcomes	The NLC developed clear guidelines for this program to applicant activities aligned with the program purpose, objectives and assessment criteria. The outcomes of assessment are documented and recipients closely monitored through regular reporting requirements.	Financial

Image:
Roper Bar

Resourcing of the Corporate Plan

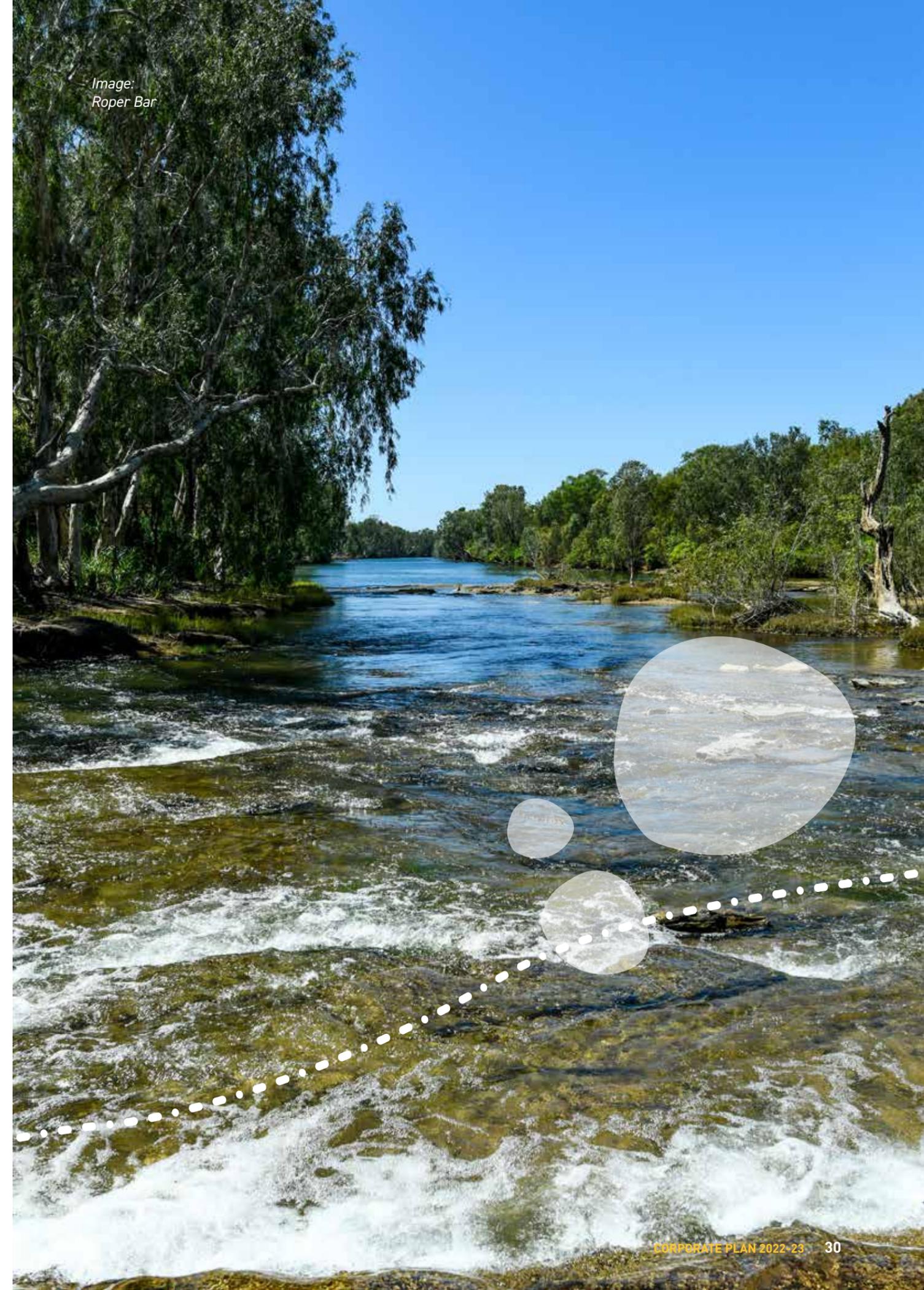
Funding: The Aboriginals Benefit Account is the primary funding source for the NLC. Other funding sources include special purpose grants and funding for Native Title Body Functions.

Key partners and stakeholders

Successful delivery of this Corporate Plan relies on having a good understanding of the operating context, and establishing and maintaining strong relationships with NLC stakeholders.

Stakeholders with varying levels of interest and impact affect how the NLC operates. The NLC continues to establish new and improve existing relationships with key stakeholders to maximise the outcomes associated with the delivery, resourcing and functionality of its services to Traditional Owners and community members. This is achieved by working collaboratively with Traditional Owners, Aboriginal organisations and government and non-government partners.

Level	Stakeholders
Commonwealth	<ul style="list-style-type: none"> Minister for Indigenous Australians National Indigenous Australians Agency Department of Finance
Territory	<ul style="list-style-type: none"> Northern Territory Government Central Land Council Anindilyakwa Land Council Tiwi Land Council
Regional	<ul style="list-style-type: none"> Municipal and Regional Councils
Other	<ul style="list-style-type: none"> Aboriginal people Aboriginal corporations Community organisations Proponents





**NORTHERN
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