

Our Land, Our Sea, Our Life
ANNUAL REPORT 2020-21



**NORTHERN
LAND COUNCIL**





Ngukurr

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CREATIVE COMMONS LICENCE

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OUR VISION, OUR MISSION, OUR VALUES.

VISION

A Territory in which the rights and responsibilities of every Aboriginal Traditional Owner are recognised and in which Aboriginal people benefit economically, socially and culturally from the secure possession of their lands, seas and intellectual property.

MISSION

To assist Aboriginal people in the north of the Northern Territory to acquire and manage their traditional lands and seas, through strong leadership, advocacy and management.

VALUES

The Northern Land Council (NLC) will:

- Consult with and act with the informed consent of Aboriginal Traditional Owners in accordance with *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) – (ALRA) and Native Title Claimants/Holders;
- Communicate clearly with Aboriginal people, taking into account the linguistic diversity of the region;
- Respect Aboriginal law and tradition;
- Be responsive to Aboriginal people's needs and effectively advocate for their interests;
- Be accountable to the people that we represent;
- Behave in a manner that is appropriate and sensitive to cultural differences;
- Act with integrity, honesty and fairness;
- Uphold the principles and values of social justice; and
- Treat our stakeholders with respect.

Introduction

Our Land, Our Sea, Our Life

Barunga Festival 2021: Numbulwar
Red Flag dancers group

About this report

The NLC's Annual Report 2020-21 provides a comprehensive account of its performance from 1 July 2020 to 30 June 2021 in accordance with its obligations under the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth), the *Native Title Act 1993* (Cth), the *Aboriginal Land Act 1978* (NT) and the *Public Governance, Performance and Accountability Act 2013* (referred to throughout this document as the Land Rights Act, the NTA, the ALA and the PGPA Act, respectively).

The Annual Report 2020-21 is divided into five parts:

- About Us;
- Program Highlights and Achievements;
- Corporate Management and Reporting;
- Financial Statements; and
- Appendices and references.

The NLC submits this report to the Minister for Indigenous Australians for tabling in the Australian Parliament.

CONTACT US

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F: +61 (8) 8945 2633

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Northern Land Council
GPO Box 1222, Darwin NT 0801

TABLE 1: PHYSICAL LOCATION OF THE NLC OFFICES FOLLOWING STREET NAMES:

REGION	LOCATION	ADDRESS	PHONE	FAX
DARWIN/DALY/ WAGAIT	Darwin	45 Mitchell Street Darwin NT 0801	(08) 8920 5100	(08) 8920 5255
	Wadeye	Lot 776 Murin Air Terminal Wadeye NT 0822	(08) 8980 1917	(08) 8918 8027
WEST ARNHEM	Jabiru	3 Government Building Flinders Street Jabiru NT 0886	(08) 8938 3000	(08) 8918 8014
	Maningrida	Lot 735 Maningrida NT 0822	0429 202 842	(08) 8918 8028
EAST ARNHEM	Nhulunbuy	Arnhem House Shop 6, Level 1 85 Chesterfield Circuit Nhulunbuy NT 0880	(08) 8986 8500	(08) 8918 8112
	Galiwin'ku	Lot 78 Nurruwurrunhan Road Galiwin'ku NT 0822	(08) 8970 5025	(08) 8918 8046
KATHERINE	Katherine	29 Katherine Terrace Katherine NT 0850	(08) 8971 9899	(08) 8918 8003
NGUKURR	Ngukurr	Lot 382 Balamurra Street Ngukurr NT 0852	(08) 8977 2500	(08) 891 8090
VICTORIA RIVER DISTRICT	Timber Creek	35 Wilson Street Timber Creek NT 0850	(08) 8974 5600	(08) 8918 8048
BORROLOOLA BARKLY	Borrooloola	Lot 25 Mara Mara Camp Robinson Road Borrooloola NT 0854	(08) 8975 7500	(08) 8918 8042
	Tennant Creek	178 Paterson Street Tennant Creek NT 0860	(08) 8963 3500	(08) 8918 8069

**NORTHERN
LAND COUNCIL***Our Land, Our Sea, Our Life*

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LETTER OF TRANSMITTAL

The Minister for Indigenous Australians
Hon Ken Wyatt AM MP
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

Dear Minister

In accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976*, the *Native Title Act 1993* and the *Public Governance, Performance and Accountability Act 2013*, I am pleased to submit the Northern Land Council's 2020-21 Annual Report.

The Accountable Authority under Section 46 of the *Public Governance, Performance and Accountability Act 2013* is responsible for the preparation and content of this report in accordance with the Public Governance, Performance and Accountability Rule 2014.

This report reviews the Northern Land Council's performance and illustrates the commitment and achievement of the Council and our staff throughout the year.

I commend the report to you for presentation to the House of Representatives, Parliament House.

Yours sincerely

Samuel Bush-Blanasi
CHAIRMAN

Joe Martin-Jard
Acting Chief Executive Officer

NLC'S ACCOUNTABLE AUTHORITY



CHAIRMAN
Samuel Bush-Blanasi

Samuel Bush-Blanasi is a Mayili man and his mother is from Blue Mud Bay. He is a resident of the Wugularr (Beswick) community in the Katherine region. He was educated in his own community before completing his studies at Kormilda College in Darwin. Mr Blanasi thanks his father, the late Mr David Blanasi, for his education, and says his father instilled in him strong cultural and traditional values. Mr Blanasi was mentored by Raymond Fordimail in Wugularr, learning the skills required to become a successful administrator. Mr Blanasi is an artist who has a long history of community service and a wealth of social experience. This is Mr Blanasi's seventh term at the NLC with a third term as Chairman.



**CHIEF EXECUTIVE
OFFICER (CEO)**
Marion Scrymgour

Ms Marion Scrymgour took up the CEO's position in April 2019, becoming the first woman CEO of any land council in the Northern Territory. She was born and raised in Darwin. Her mother was a Tiwi Islander and her father was a member of the Stolen Generations, who was taken from his parents at Ti Tree in Central Australia.

After attending St Mary's Catholic Primary School and O'Loughlin College, Ms Scrymgour went on to enjoy a successful career as a health service administrator in Katherine. In 2001, she was elected Member of the Legislative Assembly for the seat of Arafura, which covers the Tiwi Islands. Ms Scrymgour became the first Indigenous woman in parliament and later became the first Indigenous leader of an Australian government in history when she was made Deputy Chief Minister. She retired from politics at the 2012 election.

After working for several years for the Australian Red Cross, Ms Scrymgour returned to Katherine's Wurli Wurlinjang Aboriginal Corporation as its CEO and was elected chairperson of the Aboriginal Medical Services Alliance Northern Territory. In November 2013, Ms Scrymgour became the first Aboriginal and Torres Strait Islander to be awarded an honorary doctorate by the University of Sydney from the Faculty of Health Sciences.

Joe Martin-Jard was appointed Acting CEO of the Northern Land Council on 16 July 2021. Prior to joining the NLC, Mr Martin-Jard was the CEO of the Central Land Council.

Born and raised in the Northern Territory, his family ties are to the Kamilaroi people of southern Queensland.

Mr Martin-Jard has extensive qualifications in education and business management, including a Bachelor of Teaching and a Masters in International Management, both from Charles Darwin University.

Prior to joining the CLC in February 2019, Mr Martin-Jard was with the National Indigenous Australians Agency in Alice Springs. From 2015 to 2018 he was the Department of the Prime Minister and Cabinet's Regional Manager Arnhem Land and Groote Eylandt, where his work focused on Aboriginal employment, economic development and community services. Earlier in his career, he was also the Aboriginal and Torres Strait Islander Commission's Regional Manager in Tennant Creek, where he oversaw major housing and infrastructure projects between 2000 and 2004.

Mr Martin-Jard also has in-depth experience from the private sector having managed an Aboriginal-owned Top End labour hire company based in Darwin. He also worked in the Aboriginal community-controlled sector, having held leadership positions in Darwin's Danila Dilba Health Service and the Aboriginal Medical Services Alliance of the Northern Territory.

He is also a non-executive director of the Northern Territory Farmers Association.



**ACTING CHIEF
EXECUTIVE OFFICER**
Joe Martin-Jard

FINANCIAL PERFORMANCE SUMMARY

The NLC is primarily funded through the Aboriginals Benefit Account (ABA), an account into which the Australian Government pays an amount of money equal to the royalties paid from mining on Aboriginal land.

These payments are made on the basis of yearly estimates and justification made by the NLC just before the start of the year.

The NLC is also a Native Title Representative Body under the *Native Title Act 1993* (NTA) and receives funding for native title matters.

In addition to its core funding under the ABA and the NTA, the NLC receives funding from various government or non-government agencies under a number of separate grants.

The NLC is required to prepare audited financial statements in accordance with the PGPA (Financial Reporting) Rule 2015, Finance Minister's Orders and Australian Accounting Standards and Interpretation – Reduced Disclosure Requirements issued by the Australian Accounting Standard Board that apply for the reporting period.

The NLC's auditor is Australian National Audit Office (ANAO).

The full audited statements are reproduced in Part 4: Financial Statements.

EXTERNAL FUNDING

The NLC receives additional grant-based funding from a number of sources. The major external funding sources include:

- Working on Country funding for ranger groups – Department of the Prime Minister and Cabinet; and
- Real Jobs funding for ranger groups – Indigenous Land and Sea Corporation (ILSC).

COMPLIANCE SUMMARY

As a Corporate Commonwealth Entity, the NLC is subject to annual reporting orders issued by the Finance Minister under the *Public Governance, Performance and Accountability Act 2013* (PGPA), which stipulates that the NLC recover costs regarding the provision of products or services where it is efficient to do so.

FEES

In accordance with subsection 37(2) of the Land Rights Act (fees received for services) by the NLC please refer to Part 5: Appendices, Compliance Index.

FINANCIAL SUMMARY 2020-21

The NLC recorded an operating surplus of \$20.8M in 2020-21. In comparison, the surplus for 2019-20 was \$5.8M. The majority of this increase is due to receiving the NT Indigenous Stimulus Package of \$22M in 2020-21 out of which \$16.4M is still unspent. An increase in remaining expenditure is in line with the increase in revenue except for some grants which were received in 2020-21 but the expenditure will be incurred in 2021-22.

In 2020-21 NLC's operating result is \$19.6M favourable compared with the annual forecast, with an actual surplus of \$20.8 M compared with a budgeted surplus of \$1.2M. As explained above, majority of it is due to the unspent NT Indigenous Stimulus Package. Remaining variance is due to income relating to different fundings taken forward to the next financial year (originally budgeted for in 2020-21). Similarly, the expenditure relating to these fundings was not incurred this year. It is merely timing difference as income and expenditure were budgeted this year but will be incurred in next financial year.

TABLE 2: COMPARISON TO PREVIOUS YEAR AND BUDGET

	ACTUAL 2020-21 \$M	ACTUAL 2019-20 \$M	VARIANCE \$M	BUDGET 2020-21 \$M	VARIANCE \$M
Income	94.3	65.1	29.2	99.7	(5.4)
Expenses	73.5	59.3	14.2	98.5	(25.0)
Surplus/Deficit	20.8	5.8	15.0	1.2	19.6

NET RESULT

INCOME

In 2020-21, there was an overall increase in funding of \$29.2M (44.9%) compared with 2019-20. The primary factor behind the increase was receiving \$22M for the NT Indigenous Stimulus Package. Funding can vary significantly from year to year depending on a number of factors, such as the number of major projects being undertaken, litigation matters and the availability of funds in general from various sources.

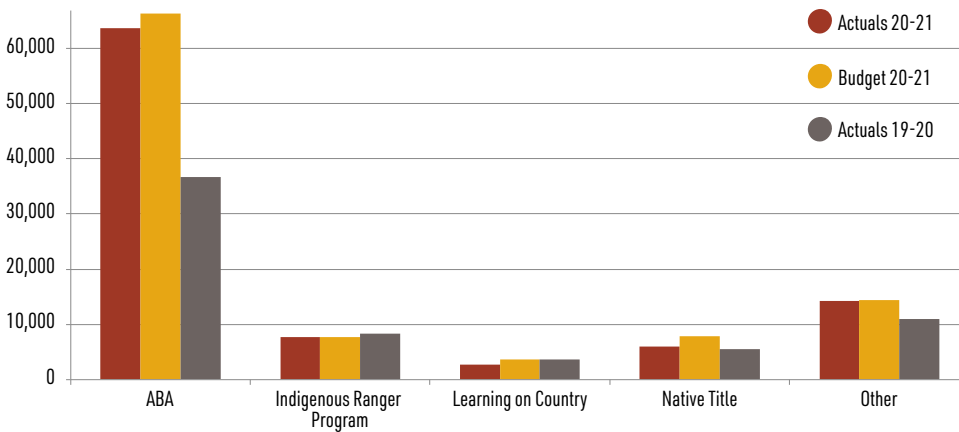
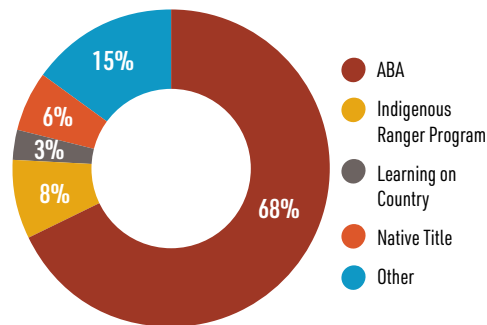


FIGURE 1: REVENUE: 2019-20 ACTUAL V 2020-21 ACTUAL & BUDGET (\$K)

In 2020-21, 68% of NLC's income was via ABA funding (56% in 2019-20). Native Title funding as a percentage of income has fallen to 6% (8% in 2019-20) while the Indigenous Ranger Program percentage reduced to 8% (13% in 2019-20). The Learning on Country funding stream has decreased to 3% (6% in 2019-20). Other funding, which includes grants for numerous projects, recoverable works and minor sundry incomes, has also reduced to 15% (17% in 2019-20).

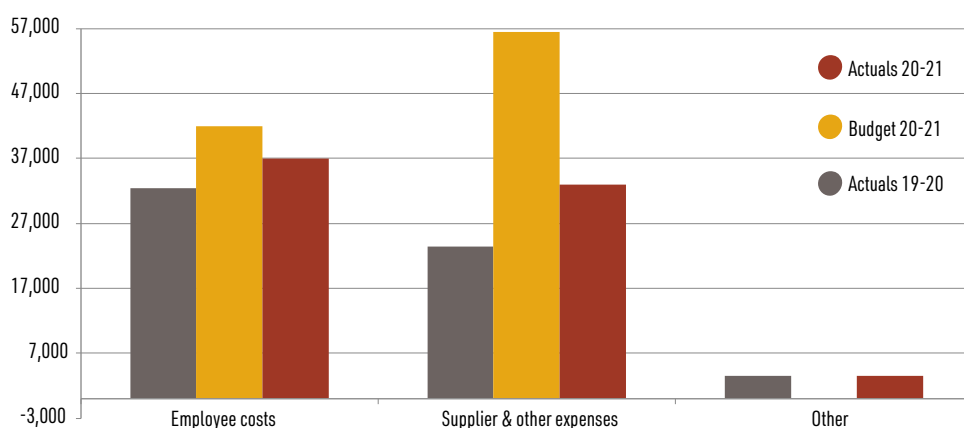
FIGURE 2: ACTUAL REVENUE 2020-21



EXPENSES

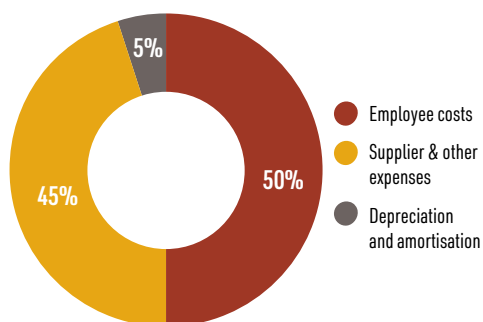
Total expenses increased by \$14.2M in 2020-21 compared with 2019-20 in part due to expenditure for the NT Indigenous Stimulus Package and the remaining increase is in line with increased revenues. Figure 3 shows the change in expenses from 2019-20 to 2020-21 and the actual and budgeted results for 2020-21 whilst Figure 4 shows the 2020-21 expenditure in percentage terms.

FIGURE 3: EXPENDITURE: 2019-20 ACTUAL V 2020-21 ACTUAL & BUDGET (K)



In 2020-21, NLC's employee costs accounted for 50% of total expenditure compared with 55% in 2019-20. Supplier and other expenses increased to 45% in 2020-21 (up from 39% in the previous year) and other expenses, which includes depreciation and amortisation, decreased from 6% 2019-20 to 5% in 2020-21.

FIGURE 4: ACTUAL EXPENSES 2020-21



From the chairman

SAMUEL BUSH-BLANASI



I am pleased to deliver the Chairman's Message for the 2020-2021 reporting period.

It has been another tough year as we learnt more about doing business while keeping our mob safe from COVID-19. Over the past 12 months, as the world continued to grapple with the global pandemic, we continued to do everything in our power to keep our mob safe, informed and supported.

As Chairman, one of the pandemic's silver linings has been that it has brought us all closer together. It forced us to work closer than ever with the Federal and Territory governments, the police, health professionals and other Aboriginal land councils.

While COVID-19 has made things challenging in some ways, it has been another successful year for the Northern Land Council.

We continue to fulfil our mandate of helping our mob to acquire and manage their traditional lands and seas has been achieved.

We've never stopped fighting for our land and sea rights and we never will. In July, the NT Government and the NLC signed the Blue Mud Bay Implementation Action Plan.

At the Barunga Festival in late June, the Minister for Indigenous Australians, the Hon Ken Wyatt AM PM announced significant reforms to the Lands Rights Act that the Northern Land Council – along with the other NT land councils – had been working on for many years. The Bill containing the proposed reforms – which we are

hoping to see passed into law soon – will ensure lasting changes that will benefit Aboriginal people in the NT for generations to come.

The long history of the battle for sea country in the NT didn't just start with Blue Mud Bay in the High Court. We had the Croker Island case before that and sea country Traditional Owners have been fighting for their country for many, many years.

We came close when the *Land Rights Act* was first introduced by the Whitlam government in 1975. Back then the *Land Rights Act* would have given us two miles of sea country out from the shore. But when the *Land Rights Act* was re-introduced to the Australian parliament by the Fraser government the next year those sea country rights were gone.

In February 2021, the NLC introduced a simple and free registration process for recreational fishers to access areas of our Aboriginal sea country in the Top End. Our mob are happy to have respectful, law-abiding fishermen in specific areas of Aboriginal sea country, but they want to know who is where on their country and when for everybody's safety. So far 1340 fishos have registered to throw a line into Aboriginal tidal waters.

Across our region, the ranger program continues to be a huge success. Our rangers care for some of the most intact and culturally

significant country in Australia. It's no wonder that the rangers and their families are proud of their work.

Almost half of the rangers in the Caring for Country branch are women - and we aim to increase this even more by upskilling our staff. We congratulate all our women land and sea rangers and managers who have been a part of this cultural change and who continue to work towards achieving gender equity.

Recently, Minister Wyatt announced an Indigenous Economic Stimulus Package, that was also developed in partnership with the four Northern Territory Land Councils, to provide immediate support for Indigenous businesses, jobs and economic development in the NT.

The Northern Land Council (NLC) has been allocated funds in two rounds - \$22 million was allocated in Round 1 and \$14.7 million in Round 2. The funding is intended to assist Indigenous businesses in the NT, create jobs and stimulate economic recovery.

Another issue that we will continue to press the Territory and Federal governments on is the need to improve infrastructure on Aboriginal land, particularly in remote communities and homelands. As Traditional Owners and Custodians will know, too much of the current infrastructure out bush is old, poorly maintained and not fit for purpose. This will be a priority issue for the NLC in the next few years. I want to send a big thanks to all the NLC members who have worked hard over the year to represent their communities and organisations, especially the members of the Executive Council.

I also thank the CEO and staff who are so dedicated to delivering services to our mob. Congratulations to everyone for adapting and achieving so much together during this difficult time.



Samuel Bush-Blanasi
CHAIRMAN



From the CEO

MARION SCRYMGOUR

The past 12 months has been a defining period for the Northern Land Council (NLC).



It is critically important to all our futures that our families are all connected and benefitting from economic activity on Aboriginal land, including long-term jobs and the opportunity to grow our own business.

We had a fantastic opportunity throughout 2020-2021 to build on our partnerships established as part of the COVID-19 emergency and refresh the business plans of enterprises on Aboriginal land.

Despite the uncertain environment created by COVID-19, this has been a year of consolidation and growth for the NLC.

Regionalisation remains a major priority for members. Offices have been opened in Wadeye and Maningrida, bringing the number to 11 throughout the Top End.

Another major focus for the NLC continues to be remote housing, leasing and land use opportunities. Better housing is crucial to improve the long-term health outcomes and quality of life for our mob.

The global coronavirus pandemic quickly brought into focus the importance of the NLC's permit system as a means to know and control who is on Aboriginal land in our region.

The new online permit system launched on 17 July 2020 has enabled the NLC to manage permits more efficiently while ensuring the privacy of communities, homelands and sensitive areas.

The NLC is now more aggressive in pursuing prosecutions and we have been working with the other NT land councils to get increased penalties and an expanded range of offences under the Land Rights Act.

Traditional Owners have told us that they don't ask much from visitors – just that visitors understand they are on Aboriginal land and that they be as respectful as they would be on anyone else's property.

Going forward, the NLC will continue the process of engaging with Traditional Owners to set the terms and conditions that will be applied to visitors accessing their country.

To keep our mob safe, the NLC has imposed specific COVID-19 requirements on anyone who applies for a permit. For the foreseeable future, permits will be issued with specific conditions about hygiene, social distancing and what visitors should do if they have symptoms.

Our COVID-19 response showed that Aboriginal land councils readily lead from the front with both government and the non-government sectors to make good decisions for our First Nations people.

The year ended with us welcoming in a package of generational reforms to the *Aboriginal Land Rights (Northern Territory) Act 1976* (the Land Rights Act) to activate the potential of Aboriginal land in the NT.

The centrepiece of the reforms empowers Aboriginal Territorians to take control over how money generated from mining on their land is expended. This will lead towards a robust future for community, culture and economic prosperity for their children, their children's children and those beyond.

This new entity will use ABA funding to take advantage of opportunities to invest in large-scale initiatives, including tourism and agriculture projects, while continuing to make the smaller grant payments available to local organisations and communities.

Co-designed by the NLC, the Commonwealth, the Aboriginal Benefits Account Advisory Committee and the other NT land councils, the reforms were officially announced at the Barunga Festival on 12 June by the Hon Ken Wyatt AM MP, Minister for Indigenous Australians.

The reforms to the *Land Rights Act* also include amendments to strengthen community entity township leasing. The amendments will support more communities to drive local priorities through a township lease by clarifying the approval process for community entities and setting out a budget process to fund their operational costs from the ABA.

On 26 June 2021, township leasing was successfully achieved at Kakadu with the official handover of Jabiru to the Mirarr people, giving Traditional Owners a foundation for economic independence. The handover marked the culmination of years of work between the Mirarr people and the NLC, Federal and Territory governments and the Director of National Parks.

We are excited about the future of Jabiru – as we are about opportunities across the entire NLC region. Everywhere we look there

are opportunities: new tourism projects; opportunities to partner and develop new activity in agriculture, fisheries and on pastoral lands; opportunities to be part of exciting resource projects; and opportunities in the energy sector, both in renewable energy and onshore gas.

Finally, as an outgoing CEO, I would like to introduce Joe Martin-Jard as the Acting CEO for the Northern Land Council.

Joe has a long and distinguished career improving the lives of Aboriginal people in Australia. As a former Chief Executive Officer of the Central Land Council, he has extensive knowledge and understanding of the role and purpose of the land council network.

Joe will commence in this role on 16 July 2021 and I trust he will continue to work with the full and executive councils to ensure the NLC continues to deliver results for Aboriginal people in our region.

I would like to thank our Chairman, Executive and all council members for their hard work, friendship and support over the past 12 months. Since being appointed CEO in March 2019, I have enjoyed working with all members to deliver more opportunities in our communities and to advocate at the highest levels of government on your behalf. I also thank all our staff for their dedication and commitment throughout this tough year. We look forward to 2021-2022 with optimism.



Marion Scrymgour
CHIEF EXECUTIVE OFFICER

PART 1

About Us



Our Land, Our Sea, Our Life

Dundee Beach

HISTORY

The NLC is a Corporate Commonwealth Entity, established pursuant to the *Aboriginal Land Rights (Northern Territory) Act 1976* (the Land Rights Act), Commonwealth legislation that marked a fundamental shift in the treatment of Aboriginal people's interests in land.

The NLC is also Representative Body under the *Native Title Act* (1993) of the Commonwealth and has responsibilities for the lodgement and prosecution of claims by native title custodians under that legislation.

Under the Land Rights Act, the NLC is responsible for assisting Aboriginal peoples in the Top End of the Northern Territory (NT) to acquire and manage their traditional lands, waters and seas.

Since the *Land Rights Act* was passed, more than half the land in the NT has become Aboriginal land, as has approximately 85% of the coastline following the High Court of Australia's decision in the Blue Mud Bay case. A large proportion of the remaining land and seas are subject to *Land Rights Act* and Native Title land claims.

THE JOURNEY

1963-1971: Yolngu people protest against bauxite mining

1963: the Commonwealth Government approved the exploration and mining of bauxite on 300 square kilometres of north-east Arnhem Land without consultation with the Yolngu owners of the land.

August 1963: the Yolngu people opposed the unilateral decision by the Commonwealth and sent two Bark Petitions to the Commonwealth Parliament in an attempt to persuade the government to reconsider plans to allow the North Australian Bauxite and Alumina Company (NABALCO) to exploit their homeland for its bauxite reserves.

The government then initiated a parliamentary inquiry, but the Yolngu people failed to gain justice and exploration and mining progressed across their country, which included the building of a massive bauxite refinery.

1968: Yolngu people took their concerns to the Supreme Court of the Northern Territory, claiming that their lands had been wrongfully taken from them. That matter is known now as the Gove Land Rights Case (*Milirrpum & others v. Nabalco Pty Ltd and the Commonwealth of Australia*).

April 1971: Justice Richard Blackburn acknowledged the Yolngu people had been living at Yirrkala for tens of thousands of years but, as the doctrine of communal native title was not then part of Australian common law, any pre-existing rights to land would have been extinguished by the assertion of sovereignty by the British Crown.

1972-1976: The *Land Rights Act* commenced and the Department of Aboriginal Affairs was established.



Wudicpildiyerr Beach

Upon gaining government in 1972, Prime Minister Gough Whitlam appointed Justice Edward Woodward to conduct a Royal Commission of Inquiry into the appropriate way to recognise Aboriginal land rights in the Northern Territory.

The findings of the Royal Commission led to the drafting of the *Land Rights Act* and the establishment of the Department of Aboriginal Affairs.

- September 1973: The NLC was established in the second half of 1973 in response to Justice Woodward's first report. Initially, the Council's role was to assist the Commission by ascertaining the views of Aboriginal people and advocate for the interests of Aboriginal people in the Top End of the NT;
- Similarly to its role under the Land Rights Act, the NLC has a role as the representative body for the Top End of the NT, including the Tiwi Islands and Groote Eylandt, for the purposes of the *Native Title Act 1993*;
- Nearly 50 years on, the NLC remains a fundamentally important agency body through which Aboriginal people of the Top End can have their voices heard on a range of issues impacting on their lands, seas and communities; and
- The *Land Rights Act* continues to be a strong foundation on which to build social, cultural, economic and spiritual growth for Traditional Owners.

The NLC logo is derived from a painting by a deceased Kunwinjku artist, Curly Bardkadubbu, who was born in 1924 of the Kamarrang subsection of the Naborn clan of the Marrkolidjban estate on the Liverpool River. He passed away in 1987. Bardkadubbu rose to prominence as a painter in the late 1970s. He was tutored by Yirawala in the early 1970s when they shared outstations at Table Hill and Marrkolidjban, which both men had helped to establish. Later he moved to Namokardabu, also in the Liverpool River region. The use of the painting as the NLC logo and a small change in the design to make production easier were approved by the artist and a copyright fee paid. The painting is a western Kunwinjku depiction of the Rainbow Serpent.



OUR ROLE

The NLC is a Corporate Commonwealth Entity, responsible for assisting Aboriginal peoples to acquire and manage their traditional lands and seas.

The NLC is committed to enhancing Aboriginal people's social, political and economic participation, effected through the policies and decisions of the Full Council.

The NLC region is unique, and the organisation continues to focus on supporting and fostering new and innovative projects and developments that underpin prosperity in remote Aboriginal communities.

To enhance Aboriginal peoples' participation, we must be responsive to opinion, build capacity, encourage leadership and develop equitable and balanced outcomes. The NLC applies the principle of free, prior and informed consent and is guided by best practice, and applies precautionary principles. The mechanisms for

achieving this are the promotion, protection and advancement of Aboriginal peoples' rights and interests through strong leadership and good governance.

The NLC continues to show that it is ideally placed to manage the increasing demands of governments, private enterprise and Aboriginal communities to establish services and business enterprises on Aboriginal lands. The NLC continues to enhance Aboriginal participation and equity in major developments.

Aboriginal culture and language are diverse and rich, and their lands and waters are resource rich. The NLC is a major contributor to Aboriginal affairs and the Northern Territory economy and employment.



NLC'S RESPONSIBILITIES

The role and purpose of the NLC is driven by its enabling legislation – the *Land Rights Act* and the *Native Title Act* – and the views of our stakeholders. A full explanation of our legislative obligations and how these are being addressed is provided in the NLC's Corporate Plan 2020-21 to 2023-24.

Visit the NLC's website at www.nlc.org.au

WHOM WE SERVE

The diversity of skills and experience of our staff helps to build strong relationships and effective partnerships.

We undertake to:

- Consult with and act with the free, prior and informed consent of Traditional Owners in accordance with the Land Rights Act;
- Communicate clearly with Aboriginal people, taking into account the linguistic diversity of the region;
- Respect Aboriginal law and tradition;
- Be responsive to Aboriginal people's needs and effectively advocate for their interests;
- Be accountable to the people we represent;
- Act in a manner that is appropriate and sensitive to cultural differences;
- Act with integrity, honesty and fairness;
- Uphold the principles and values of social justice; and
- Treat our stakeholders with respect.



Strong Women for Health Country Forum held in May 2021

TRADITIONAL OWNERS

Since the enactment of the *Land Rights Act* and the *Native Title Act*, approximately 50% of land in the Northern Territory has become legally Aboriginal-owned, including 85% of the Territory's coastline.

A large proportion of the remaining land mass is subject to Native Title. The NLC's key constituents are the Traditional Owners within its region. About 36,000 Aboriginal people live in the region, and 80% live in regional and remote areas – in nearly 200 communities, ranging in size from small family outstations to communities with populations of about 3000.

The majority of Aboriginal people in the NLC region speak an Aboriginal language as their first language. Many are multilingual and English is often way down the list of everyday languages. Customary law continues to be practiced in many communities within the region.

Many major resource developments are taking place on Aboriginal and Native Title lands. These developments have included the construction of gas pipelines, army training areas, national parks and pastoral activities. Mining and petroleum exploration and development projects continue to increase business. The challenge for the NLC is to ensure that social, economic and cultural opportunities and benefits flow to Aboriginal people from these developments. Aboriginal people are keen to take part in planning and development activities while at the same time protecting their cultural integrity.

THE NORTHERN LAND COUNCIL

Section 29 of the *Land Rights Act* provides that an Aboriginal person who is a Traditional Owner or a resident living within the NLC region may nominate for membership of the NLC full council. The responsible Commonwealth Minister approves the method of choosing members of the NLC, including the community and/or outstation area represented. The Minister has approved the 52 community areas in the NLC region that members can be nominated to represent.

There are 78 elected members and five co-opted women representing the NLC's seven regions, equating to 83 NLC full council members.

The five co-opted women are appointed by the Chairman on advice from the Executive and Regional Council Members for the purpose of improving female representation. At the first meeting of a new Full Council, the Chairman will allocate these positions. Co-opted members have the same roles and functions of Elected Council members.

Since the last Full Council election held in December 2019, sadly two members have passed away and their positions will not be filled until further notice.

The council membership and attendance register for Full and Executive Council meetings are available in Part 5: Appendices 1, Council Meeting Attendance.

The Full Council shapes the policy and the strategic direction of the NLC. The Full Council, which meets twice a year, has delegated most of its powers to approve exploration and petroleum licence applications, and section 19 land use agreements under the *Land Rights Act* to the Executive and Regional Councils.

The positions of Chair and Deputy Chairman were elected at the first meeting of the current Full Council at Jabiru, in December 2019. An election was held again for the Deputy Chair position in December 2020.

Along with one member nominated from each of the NLC's seven regions, the Chair and Deputy Chair comprise the NLC's nine-member Executive Council.

The Chairman is an executive director and an employee of the NLC.

The Deputy is a non-executive director who becomes an executive director in the Chairman's absence.

Individual members have an important role in keeping the Full Council informed of the opinions and priorities of their Aboriginal constituents.

The Executive Council meets at least six times a year and is responsible for managing business between Full Council meetings.

Full, Executive and Regional Council meetings receive operational and financial reports from the NLC CEO and General Managers to provide updates on the progress of activities and projects.

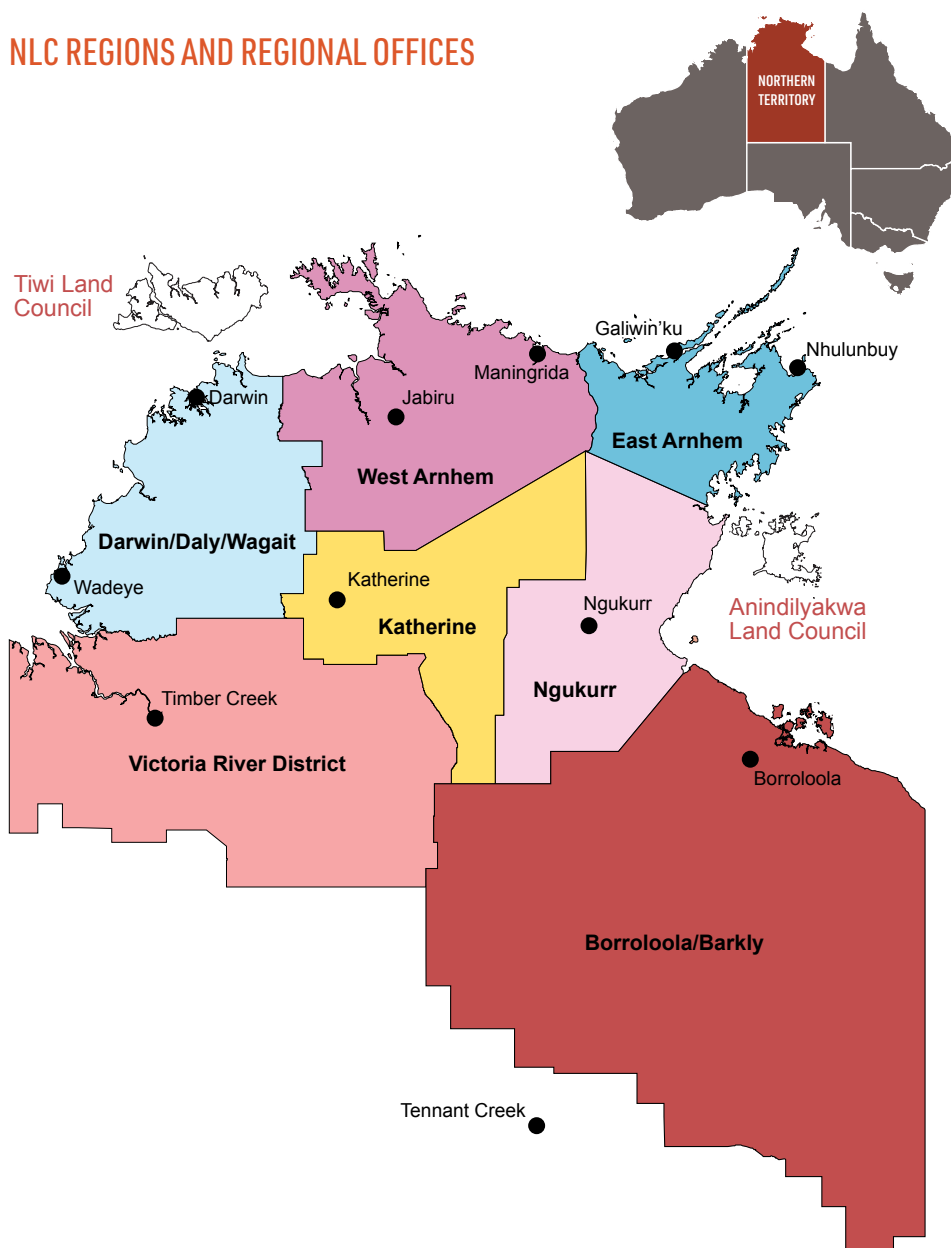
Induction and governance training sessions are provided to all new and returning Council Members. Capacity building also occurs during council meetings when government officials, politicians and various experts are invited to make special presentations.

NLC REGIONS

The NLC is divided into seven regions: Darwin/Daly/Wagait, West Arnhem, East Arnhem, Katherine, Victoria River District, Ngukurr and Borroloola/Barkly, each represented by a regional council. One member from each region is elected to sit on the NLC's Executive Council.

The NLC has 11 offices in total which are located in Darwin, Katherine, Jabiru, Nhulunbuy, Timber Creek, Tennant Creek, Ngukurr, Borroloola, Wadeye, Maningrida and Galiwin'ku. An additional office is being built in Elliott.

NLC REGIONS AND REGIONAL OFFICES



NLC EXECUTIVE COUNCIL MEMBERS



CHAIRMAN

Samuel Bush-Blanasi

Samuel Bush-Blanasi is a Mayili man and his mother is from Blue Mud Bay. He is a resident of the Wugularr (Beswick) community in the Katherine region. He was educated in his own community before completing his studies at Kormilda College in Darwin. Mr Blanasi thanks his father, the late Mr David Blanasi, for his education, and says his father instilled in him strong cultural and traditional values. Mr Blanasi was mentored by Raymond Fordimail in Wugularr, learning the skills required to become a successful administrator. Mr Blanasi is an artist who has a long history of community service and a wealth of social experience. This is Mr Blanasi's seventh term at the NLC with a third term as Chairman.



DEPUTY CHAIRMAN

Richard Dixon

Deputy Chairman December 2020 - Current

Richard Dixon is a Garawa man from Robinson River and is the senior Traditional Owner for the community area lease. He was recently elected and appointed as the Deputy Chairman in December 2020. He is a member and former director of the Gulf Savannah NT Aboriginal Corporation, whose principal function is to provide community development program services to the Gulf region. He is also a member and former Chairman of the Mungoorbada Aboriginal Corporation, which delivers a range of essential services to Robinson River residents, including through its community store. His vision is to help his people and the government to work together.



Calvin Deveraux

Deputy Chairman December 2019 - December 2020

Calvin Deveraux is a Rak Mak Mak Marranungu man from the Finnis River area and lives on Twin Hill Station.

He was first elected to the Northern Land Council in 2005, serving consecutive terms to 2010. He returned in 2019 as the representative for the Darwin South West (Litchfield) ward. Calvin was elected as the Deputy Chair at the Full Council Meeting at Jabiru in December 2019 until December 2020.



DARWIN/DALY/WAGAIT REGION

Bill Danks

Bill Danks is a Larrakia man and lives in Darwin. He was first elected to the Northern Land Council in 1998, serving consecutive terms to 2013. In 2019, he returned to the NLC as a representative of the Darwin ward. Bill is a passionate advocate for Larrakia people and has been involved, with his family, in the Kenbi land claim, Australia's longest-running Aboriginal land claim. Bill returned to the NLC to be a voice for Larrakia people and all Aboriginal people in the Darwin, Daly and Wagait Region.



BORROLOOLA/BARKLY REGION

Christopher Neade

Christopher Neade is a Waanyi man from the Barkly Tableland and lives in Elliott. He was elected to the Council in 2016. This is his second term as an NLC Council Member representing the Elliott ward and his first term as an executive member. Chris studied in Mt Isa before starting work on cattle stations throughout the Barkly region. He joined the NLC to ensure that the concerns of his communities are taken seriously. Chris is an advocate for development opportunities in the Barkly and to ensure Aboriginal people are treated with fairness and respect.



EAST ARNHEM REGION

Djawa Yunupingu

Djawa Yunupingu is a Gumatj man and is a respected community elder in the East Arnhem region. Djawa also sits on the Gumatj Board and the Yothu Yindi Foundation Board. He was one of the founding members of the Dhimurru Land Corporation, which is responsible for looking after the land and seas environment of North East Arnhem Land. He delivered a moving speech at the 2018 Garma festival. Since 2008, Djawa has led the work of Marngarr Resource Centre, a local resource agency that provides training, employment and work. Djawa joined the NLC in February 2019 and will continue to raise the issues of his people and the East Arnhem region.



KATHERINE REGION

Helen Lee

Helen Lee is affiliated with the Ngalkban clan and lives at Barunga. She was elected to the Full Council in 2003. Helen has a strong administrative background, having worked with the Jawoyn Association and Burridj Aboriginal Group Training, and is the Deputy Mayor of the Roper Gulf Regional Council. Helen is keen to promote women's issues and wants to help Aboriginal people develop economic enterprises on Homelands.



NGUKURR REGION

Grace Daniels

Grace Daniels is a member of the Mara clan and is a respected community elder in the Ngukurr region. She was first elected to the council in 2002 and is a representative for Ngukurr outstations. Grace is committed to seeing real change on the ground. She is an advocate for improving infrastructure in remote communities through investment in roads, bridges, outstations and housing.



VICTORIA RIVER DISTRICT

Brian Pedwell

Brian Pedwell is Ngarinman from his grandfather's side and Gurindji from his grandmother's side. He grew up on the Victoria River Downs Station and in Yarralin, moving around the region to Kalkarindji. Brian completed his studies at Kormilda College. He has a diverse background, having worked in essential services and as an Aboriginal health practitioner for more than 15 years. Brian was an executive member of the Katherine West Health Board and is the Mayor of the Victoria Daly Regional Council. As a member of the NLC, he hopes to build on the legacy of leaders before him and continue to fight for the interests of Aboriginal people in his region.



WEST ARNHEM REGION

Matthew Ryan

Executive Council Member until May 2021

Matthew Ryan is of Rembarrga, Ngalkban, Kune and Gurindji descent and lives at Maningrida. He was elected to the NLC in 2004 and is a representative for the Maningrida ward. Matthew completed his primary and secondary schooling at the Maningrida School and then served his community for many years as an Aboriginal Community Police Officer in the Northern Territory Police Force. Matthew is a respected community leader and is the Mayor of West Arnhem Regional Council. Matthew's vision for the NLC is to create new and genuine economic opportunities for all Aboriginal people in remote communities.

NLC FULL COUNCIL MEMBERS

BORROLOOLA / BARKLY REGION (13 MEMBERS)

TABLE 3:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Brian Limerick	Full Council Member	Alexandria	July 2019 – Current
David Harvey	Full Council Member	Borrooloola	Dec 2019 – Current
Shaun Evans	Full Council Member	Borrooloola	Dec 2019 – Current
Keith Rory	Full Council Member	Borrooloola – Outstations	July 2019 – Current
Jack Green	Full Council Member	Brunette Downs	Dec 2019 – Current
Christopher Neade	Executive Council Member	Elliott	July 2019 – Current
Jason Bill	Full Council Member	Muckaty	July 2019 – Current
Jeffrey Dixon	Full Council Member	Murranji	Dec 2019 – Current
Maxine Wallace	Full Council Member	Nicholson River	July 2019 – Current
Joy Priest	Full Council Member	North Barkly	July 2019 – Current
Richard Dixon	Executive Council Member Full Council Member	Robinson River	Dec 2020 – Current July 2019 – Dec 2019
Gordon Noonan	Full Council Member	Rockhampton Downs	July 2019 – Current
John Finlay	Full Council Member	Wombaya	July 2019 – Current

DARWIN / DALY / WAGAIT REGION (15 MEMBERS)

TABLE 4:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Joy Cardona	Full Council Member	Daly River	Dec 2019 – Current
Matthew Shields	Full Council Member	Daly River North (Woolianna)	July 2019 – Current
Norman Miller	Full Council Member	Daly River South (Upper Daly)	Dec 2019 – Current
John Sullivan	Full Council Member	Daly River West (Woodycupildiya)	July 2019 – Current
Bill Danks	Executive Council Member	Darwin	Dec 2019 – Current
Christine Jenner	Full Council Member	Darwin	Dec 2019 – Current
Graham Kenyon	Full Council Member	Darwin East (Humpty Doo)	July 2019 – Current
Margaret Daiyi	Full Council Member	Darwin South (Adelaide River)	Dec 2019 – Current
Calvin Deveraux	Full Council Member Deputy Chairman	Darwin South West (Litchfield)	Dec 2020 – Current Dec 2019 – Dec 2020
Rex Edmunds	Full Council Member	Darwin West (Belyuen)	Mar 2019 – Current
Roger Wodidj	Full Council Member	Palumpa	Dec 2019 – Current
John Wilson	Full Council Member	Peppimenarti	July 2019 – Current
Mona Liddy	Full Council Member	Pine Creek	March 2021 – Current
Tobias Nganbe	Full Council Member	Wadeye	Dec 2019 – Current
Mark Tunmuck-Smith	Full Council Member	Wadeye (North)	Dec 2019 – Current
Aaron Banderson	Full Council Member	Pine Creek	Dec 2019 – March 2021

EAST ARNHEM REGION (16 MEMBERS)

TABLE 5:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Bandarr (Michael) Wirrpanda	Full Council Member	Blue Mud Bay - Outstations	Dec 2019 - Current
Makugun (Brendan) Marika	Full Council Member	Blue Mud Bay - Outstations	Dec 2019 - Current
Jason Guyula	Full Council Member	Galiwinku	July 2019 - Current
Johnny Burrawanga	Full Council Member	Galiwinku - Outstations	July 2019 - Current
Kenny Guyula	Full Council Member	Galiwinku - Outstations	July 2019 - Current
Peter Yawunydjurr	Full Council Member	Galiwinku	Dec 2019 - Current
Bobby Wunungmurra	Full Council Member	Gapuwiyak	July 2019 - Current
Jason R Butjala	Full Council Member	Gapuwiyak	Dec 2019 - Current
George Milaypuma	Full Council Member	Milingimbi	July 2019 - Current
Michael Ali	Full Council Member	Milingimbi	July 2019 - Current
D.R.R (Deceased)	Full Council Member	Ramingining	
David Warraya	Full Council Member	Ramingining	July 2019 - Current
Djawa Yunupingu	Executive Council Member	Ski Beach	Dec 2019 - Current
Djawa Murrmurra Burarrwanga	Full Council Member	Yirrkala	Dec 2019 - Current
Witiyana Marika	Full Council Member	Yirrkala	July 2019 - Current
Yananymul Mununggurr	Full Council Member	Yirrkala	July 2019 - Current

KATHERINE REGION (7 MEMBERS)

TABLE 6:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Helen Lee	Executive Council Member	Barunga	July 2019 – Current
Samantha Lindsay	Full Council Member	Bulman	July 2019 – Current
Dwayne Rosas	Full Council Member	Katherine	Dec 2019 – Current
Lisa Mumbin	Full Council Member	Katherine	July 2019 – Current
Ossie Daylight	Full Council Member	Mataranka/Djimbra (Jilkminggan)	Dec 2019 – Current
John Dalywater	Full Council Member	Weemol	July 2019 – Current
Samuel Bush-Blansi	NLC Chairman	Wugularr	July 2019 – Current

NGUKURR REGION (9 MEMBERS)

TABLE 7:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Sheila Hall Joshua	Full Council Member	Minyerri	Dec 2019 – Current
Grace Daniels	Executive Council Member	Ngukurr – Outstations	Dec 2019 – Current
Gregory Daniels	Full Council Member	Ngukurr – Outstations	July 2019 – Current
Walter Rogers	Full Council Member	Ngukurr – Outstations	July 2019 – Current
Ernest Numamurdirri	Full Council Member	Numbulwar – Outstations	Dec 2019 – Current
Hubert (Rami) Nunggumajbarr	Full Council Member	Numbulwar – Outstations	Dec 2019 – Current
Virginia Nundhirribala	Full Council Member	Numbulwar – Outstations	July 2019 – Current
Peter Lansen	Full Council Member	Nutwood/Cox River	Dec 2019 – Current
Clifford Duncan	Full Council Member	Urapunga	July 2019 – Current

VICTORIA RIVER DISTRICT (6 MEMBERS)

TABLE 8:

NAME	ROLE	WARD	SERVICE DURING 2020-21
Kenivan Anthony	Full Council Member	Amanbidji	July 2019 – Current
Shadrack Retchford	Full Council Member	Bulla	July 2019 – Current
Raymond Hector	Full Council Member	Pigeon Hole	Dec 2019 – Current
Lorraine Jones	Full Council Member	Timber Creek	Dec 2019 – Current
Brian Pedwell	Executive Council Member	Yarralin	Dec 2019 – Current
Charlie Newry	Full Council Member	Yingawunari	July 2019 – Current

WEST ARNHEM REGION (12 MEMBERS)

TABLE 9:

NAME	ROLE	WARD	SERVICE DURING 2020-21
June Fejo	Full Council Member	Cobourg	Dec 2019 – Current
Otto Dann	Full Council Member	Gunbalanya	July 2019 – Current
Timothy Nabegeyo	Full Council Member	Gunbalanya - Outstations	Dec 2019 – Current
Wayne Wauchope	Full Council Member	Gunbalanya - Outstations	July 2019 – Current
Mr J Christophersen (Deceased)	Full Council Member	Kakadu	Dec 2019 – May 2021
Valda Bokmarray	Full Council Member	Maningrida	July 2019 – Current
Wayne Kala-Kala	Full Council Member	Maningrida	Dec 2019 – Current
Julius Kernan	Full Council Member	Maningrida - Outstations	July 2019 – Current
Matthew Ryan (Resigned)	Executive Council Member	Maningrida - Outstations	Dec 2019 - May 2021
Matthew Nagarlbin	Full Council Member	Minjilang	July 2019 – Current
Bunug Galaminda	Full Council Member	Waruwi - Outstations	July 2019 – Current
Jenny Inmulugulu	Full Council Member	Waruwi - Outstations	July 2019 – Current



Mirarr Traditional Owners May Nango and Yvonne Margarula

CO-OPTED WOMEN (5 MEMBERS)

TABLE 10:

NAME	REGION	MEMBERSHIP STATUS
Caroline Dhammarandji	East Arnhem	Current
Rose Wurggu-Wurggu	East Arnhem	Current
Deborah Jones	Victoria River District	Current
Joy Campbell	Victoria River District	Current
Noeleen Martin	Victoria River District	Current

NLC ORGANISATIONAL STRUCTURE

The Executive Council appoints the Chief Executive Officer (CEO), who has day-to-day responsibility for operations of the NLC. The CEO works closely with the Chairman and the Executive Council, and is responsible for the leadership and management of the organisation, with the delegation to manage staff, implement Full Council decisions, drive the NLC's strategic direction, set priorities and enforce sound corporate governance.

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

During the reporting period, five divisions supported the CEO which are as follows:

Land and Law: The Land and Law division comprises the Legal Services, Anthropology and the Minerals and Energy branches. The division identifies and consults with traditional Aboriginal owners to secure and protect their rights and interests in land, water and sea. The team provides legal advice to the NLC and traditional Aboriginal owners; conducts land rights and native title claims; negotiate agreements; and prosecutes and responds to 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 Land Rights Act and the *Native Title Act*. The NLC is also the Native Title Representative Body for the northern region of the NT – including the Tiwi Islands and Groote Eylandt.

Community and Regional Services: The Community and Regional Services division is made up of the Regional Development, Caring for Country and the Community Planning and Development branches. The Regional Development branch is responsible for managing the NLC's network of regional offices outside of Darwin and performs a number of services in remote communities and homelands. Activity includes the coordination of funding allocations for ceremonies and funerals; processes permit applications; and facilitates the Section 19 proposal and assessment processes across the NLC area. The Caring for Country branch hosts and provides administrative support to land and sea ranger groups across the NLC region; provides policy support and advice on land and sea management issues; and supports joint management of national parks. The Community Planning and Development branch supports Aboriginal land-owning groups to use payments from land use agreements to drive their own development and secure lasting benefits from their land, waters and seas.

Corporate Services: Corporate Services provides financial and information communications technology (ICT) management across the NLC. It is also responsible for royalty reform, assets, fleet, infrastructure and facility management throughout our region.

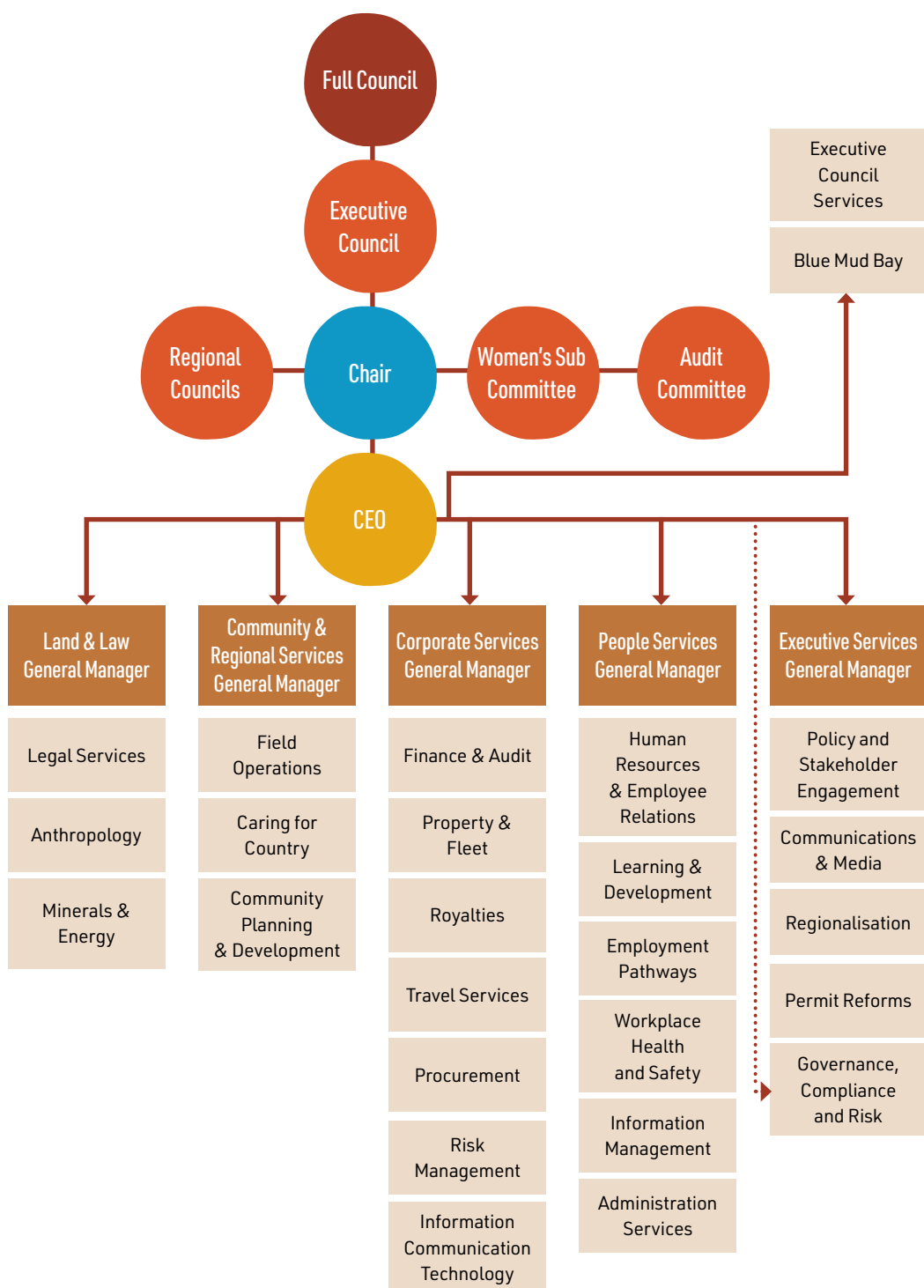


Executive Services Workshop 2021

People Services: The People Services division supports the NLC's diverse and growing workforce. It is responsible for the entire suite of human resources, including recruitment, industrial relations, payroll, learning and development and work health safety. The division is also responsible for information management, which includes archiving, records management and library.

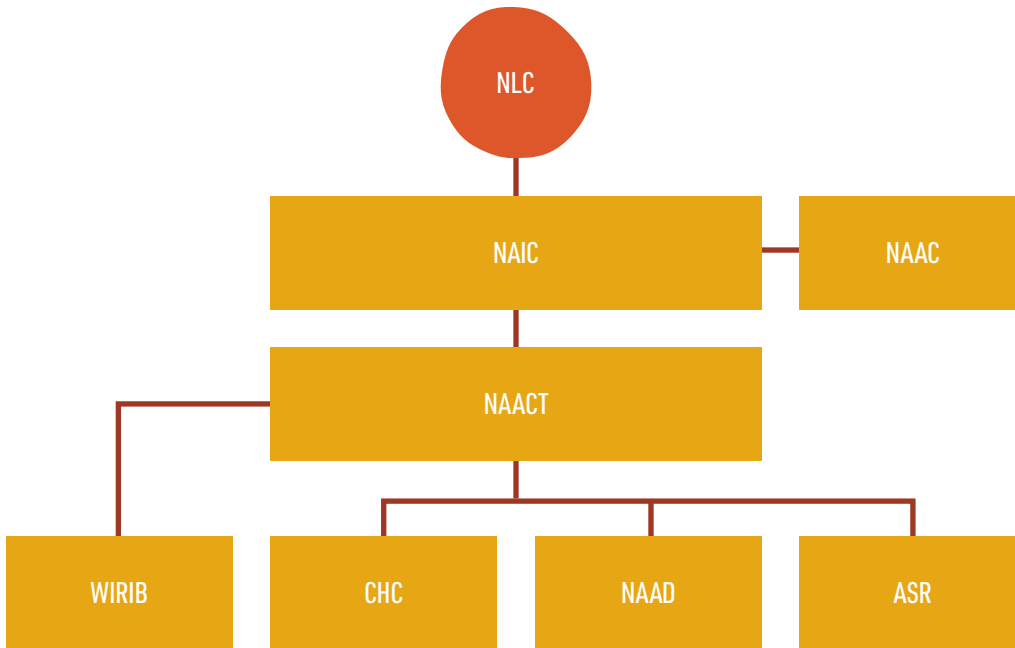
Executive Services: The Executive Services division works collaboratively across the NLC to provide advice and professional services to the CEO, NLC staff and the Full, Executive and Regional Councils. The division plays a key role in developing and monitoring NLC policy positions; managing relationships and communications with key external stakeholders; and ensuring good governance practices. The division also leads a number of priority projects including, remote housing, water rights reform, land use management, media liaison and communications and royalty and permit data management reforms.

FIGURE 5: NORTHERN LAND COUNCIL ORGANISATIONAL STRUCTURE



NLC SUBSIDIARIES

FIGURE 6: NORTHERN LAND COUNCIL SUBSIDIARIES STRUCTURE



- NLC – Northern Land Council
 - NAIC – Northern Aboriginal Investment Corporation Pty Ltd
 - NAACT – Northern Australian Aboriginal Charitable Trust
 - NAAC – Northern Australian Aboriginal Corporation
 - NAAD – Northern Australian Aboriginal Development Corporation Pty Ltd
 - ASR – Aboriginal Solar Rollout Pty Ltd
 - AIG – Aboriginal Investment Group
 - CHC – Create Housing & Construction Pty Ltd
 - WIRIB – Wirib Tourism Park Pty Ltd
- Controlling entity
● AIG



MANAGEMENT

GENERAL MANAGER LAND AND LAW

Peter Kilduff

Peter Kilduff joined the NLC in November 2019 after an extensive career as a barrister specialising in criminal defence and Native Title.



GENERAL MANAGER COMMUNITY & REGIONAL SERVICES

Sharon Hillen

Sharon Hillen joined the NLC in June 2020 following a decade in community and council service delivery in local government. Sharon has a long history in land use management, and project and contract management in remote and regional service delivery throughout the Northern Territory.



GENERAL MANAGER CORPORATE SERVICES

Irfan Bhat

Irfan Bhat, who has had extensive experience in senior financial roles during his career, has been with the NLC since 2013 working in various positions within finance. He was appointed General Manager Corporate Services in June 2020.



GENERAL MANAGER PEOPLE SERVICES

Jason Chin

Jason Chin joined the NLC in June 2020 after working as the HR and Operations Manager at the Menzies School of Health Research. He has also worked at Kormilda College and Paspaley Pearling Company.



GENERAL MANAGER EXECUTIVE SERVICES

Trish Rigby

Trish Rigby is a descendant of the Mitakoodi people from the Cloncurry district in north-west Queensland and joined the NLC in 1991 as the Permit Officer. Trish brings significant corporate knowledge having worked across several branches, including managing the Darwin Daly Wagait and West Arnhem Regional Offices, Caring for Country, the ex-Commercial & Community Projects and Policy & Stakeholder Engagement branches. During a period of leave from the NLC, Trish practised as a civil solicitor with the North Australian Aboriginal Justice Agency.

PART 2

Program highlights and achievements



Our Land, Our Sea, Our Life

Strong Women for Health Country
Forum held in May 2021

INTRODUCTION

This year has been another big year for the NLC with significant events and achievements taking place throughout the NLC Region. This section highlights only some of those moments and programs. A full assessment of the NLC's performance against our objectives is available in Part 3 of this Annual Report.

The Wampaya Traditional Owners in the Barkly region of the NT have finally had their land returned, nearly four decades after they first lodged their Land Rights claim



ANTHONY LAGOON HANDBACK

On 26 November 2020, Traditional Owners of Wampaya country on Anthony Lagoon, north-east of Tennant Creek, received the title to more than 600 hectares of land.

The Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, delivered the Deed to Traditional Owners in person, confirming their exclusive rights to use and develop the land.

The grant is the result of a Settlement Deed between the NLC, the Northern Territory of Australia, and Australian Agricultural Company (AACo) to finalise the Anthony Lagoon Area Land Claim No. 74.

The deed has been granted to the Gagaguwaja Aboriginal Land Trust, which is administered by the NLC, to hold on behalf of the Traditional Owners.

The NLC member and cultural advisor Jack Green told the ceremony the Anthony Lagoon

"It is a bitter day because the land won back is so small. But it is a sweet day because any day the NLC can help get land back is a good day."

Area Land Claim was lodged in 1983 under the Land Rights Act.

"Too many of our old people who struggled and strived to get that land back have passed away. We have to honor their lives and their fight for their land. They kept our laws, our language, and our lives strong. Without them, we'd have nothing."

The NLC Chairperson Samuel Bush-Blanasi described the event as a "bitter-sweet and long overdue day, when the Wampaya people and clan groups associated with country right across the Barkly Tablelands country get a small parcel of their traditional lands back as Aboriginal Land under the Land Rights Act".

CULTURAL RECONNECTION - RANGER URANIUM MINE

In January 2021, Energy Resources of Australia Limited (ERA), majority owned by Rio Tinto Pty Ltd, ceased production of uranium oxide at the Ranger uranium mine. The Ranger mine was authorised under the *Commonwealth Atomic Energy Act 1953*. Attached to the authorisation are Environmental Requirements (ERs) that set out environmental protection conditions with which ERA must comply. Under the ERs, the Ranger Project Area (RPA) must be rehabilitated to an environment similar to the adjacent areas of Kakadu National Park. The NLC has a role to assess rehabilitation and determine if the objectives have been met.

The Mirarr Traditional Owners have developed Cultural Closure Criteria for the closure of the Ranger mine that have been endorsed by the NLC and agreed by ERA. The Cultural Closure Criteria reflect Traditional Owners' desire to once again be able to access and use the RPA for hunting, gathering, recreation and ceremony. Under existing regulatory arrangements, the company has until 2026 to complete rehabilitation works. The NLC has been lobbying

the Australian Government to change this deadline to ensure that there is sufficient time to deliver the best possible environmental outcomes, so that all closure criteria, including cultural, are able to be met.

The NLC has also been working to ensure views of Traditional Owners are considered during the rehabilitation period. Traditional Owners have established a steering committee to discuss cultural reconnection with the RPA, including consideration of how cultural knowledge can contribute to rehabilitation outcomes and how the Cultural Closure Criteria will be monitored and assessed over time. One example where Traditional Owner input has influenced the design of the final landform at the mine is where the backfilled Pit 1 has been lightly scarified rather than deep ripped. The Steering Committee was also involved in the first planting of trees on Pit 1 and has been regularly inspecting the revegetation trials.

It is anticipated that Traditional Owners and the NLC will continue to be intimately involved in the rehabilitation and monitoring of the site over coming decades.

Members of the Cultural Reconnection Committee inspect trial planting at Ranger Miner Area 13



Cultural Reconnection Committee members and ERA staff in discussion at an ERA plant physiology experiment site





Malak Malak CP&D Working Group members took the Warlpiri ladies to visit Daly River



Malak Malak Working Group members met some of the Warlpiri Education and Training Trust Committee Members on their visit to the Top End in August 2020

MALAK MALAK AND WARLPIRI SHARE COMMUNITY DEVELOPMENT STORIES

Committee Members of the Warlpiri Education and Training Trust (WETT) made the long journey from their respective communities of Willowra, Lajamanu, Nyirrpri and Yuendumu to visit the Malak Malak Working Group during an exchange of culture and Traditional Owner-driven change at Daly River in August 2020.

The women shared stories of their community development journeys thus far – for WETT this has been a decade of directing royalty funds from the Newmont Tanami gold mine to support training and education; for the Malak Malak it has been several years of allocating funds from their Northern Territory Government Fishing Value

Payments for cultural and language projects, such as culture camps and a language learning app.

Together the groups discussed openly the joys and challenges of their community development work, especially the importance of ensuring their vision remains true to that of the senior members of their groups, while engaging the younger generations in the future of the community.

The Warlpiri Education and Training Trust (WETT) provides education and training support to Tanami communities through mining royalty funds.



Galiwin'ku school playground officially opened

GALIWIN'KU TRADITIONAL OWNERS AT THE OPENING OF THE NEW PLAYGROUND AT SHEPHERDSON COLLEGE

This is one of many NLC project that was completed during the reporting period. Galiwin'ku Traditional Owners, school leaders and student representatives celebrated the official opening of a new playground at Shepherdson College in November 2020.

The funds for the playground were provided by the Traditional Owners and the Shepherdson College School Council. Following COVID-19 shutdowns in 2020, the children came back to school and the playground was ready for them to play on.

The school playground is just one of nine projects the Traditional Owner group has funded to support their young people to grow up strong and healthy in both the Balanda and Yolngu worlds.



Kylie Burn, Daphne Huddleston, Penny Mules, Julie Roy, Fiona Peek, Eslyn Wauchope, Sheila White and Jana Daniels

NLC'S WOMEN RANGER EMPLOYMENT PROGRAM WINS A FITZY NT HUMAN RIGHTS AWARD

The Women's Employment Strategy was adopted in 2018 and committed to increasing and supporting the participation of Aboriginal women in the ranger workforce.

The program was presented with the Fitzgerald Social Change Award at the 2020 NT Human Rights Awards at the NT Supreme Court. The award recognises an organisation or person who has contributed significantly to the promotion of social change for human rights and equal opportunity.

The NLC has worked hard to create a work culture that attracts, retains and inspires Aboriginal women to become rangers. Through consultation with women rangers and community elders we were able to identify barriers to women's participation and take action to overcome them.



Rachael Thurlow, Aaron Green, Andrew Liddy, Timothy Burr Burr, Brendon Morgan-Armstrong, Rebecca Jennings, Donald Shadforth, Daphne Huddleston and Wayne Barbour.

NLC RANGERS GRADUATING FROM BATCHELOR INSTITUTE

In December 2020, six of our Aboriginal rangers completed certified training at the Batchelor Institute of Indigenous Tertiary Education in areas of Conservation and Land Management, and Resource and Infrastructure Work Preparation.

A ceremony was held to recognise their achievements and present those in attendance with a certificate of completion. Training is essential to the career development of our rangers. It equips them with the skills and competencies required to step into a spectrum of positions in the land and sea management sector.

The end goal is to have Aboriginal rangers in leadership positions in ranger teams and beyond so they can advance Traditional Owners' aspirations for country.

NATIVE TITLE CONSENT DETERMINATIONS

On 29 June 2021, consent determinations of native title were made by the Federal Court over Lorella Pastoral Lease and the former Billengarra and Nathan River Pastoral Leases (these last two areas are now part of the Limmen National Park).

These determinations were made in relation to the following native title claims:

1. Lorella Pastoral Lease claim – NTD18/2016 – Burdal Riley, Murrungun Wunubari and Mambali Walangera Estate Groups;
2. Billengarra – NTD21/2016 – Garambarini Wurdaliya, Nangguya Mambali, Ngurrmu/Jawuma Rrrumburriya and Wunibari Murrungun Estate Groups; and
3. Nathan River – NTD43/2017 – Goyal Manaburry, Burdal Mingkanyi, Burdal Riley, Murrungun Wunubari, Murrungun Baluganda/Langgabany, Mambali Walangara, Mambali Ngubayin and Mambali Nangguya Estate Groups.

The COVID-19 pandemic and the June 2021 Darwin lockdown prevented native title holders from being able to travel and participate in the court events. Instead, the NLC will organise ceremonies in the near future, where native title holders can celebrate their achievements, and begin to make important decisions about the management of their native title.



Theresa Lemon and Senior Constable Wade Marshall at the Malak Malak Ranger Station



Garawa/Waanyi Garawa rangers and the People and Culture Manager following the development of their team code of conduct

MEET THE FIRST ABORIGINAL FEMALE FISHERIES INSPECTOR IN THE NT

After three years of training, NLC Malak Malak ranger Theresa Lemon has been appointed a Fisheries Inspector Class 1 after successfully completed her Certificate III in Fisheries Compliance. Friends and family gathered at Malak Malak ranger station in the Daly River Region to celebrate Theresa's graduation, with the local Water Police and members from Fisheries NT present for the handover and induction. The Fisheries Inspector Program was developed by Fisheries NT to 'provide fisheries compliance powers to appropriately skilled and experienced land and sea rangers'. The first inspectors (class 1) were appointed in May 2018. Theresa's appointment as a Fisheries Inspector allows her to enforce recreational fishing regulations with more authority.

BUILDING CAPABILITY

During the year, NLC commenced a number of workforce capacity building projects. These projects included:

- implementing an L&D function, electronic and field engagement recruitment system and a HR business partnering service delivery model;
- Rationalise all employees to a fortnightly payroll cycle;
- review and rebrand of over 75 policies, procedures, employment contracts and forms;
- design and deliver compulsory training on workplace bullying, sexual harassment and code of conduct;
- Transition to electronic personnel files and workflows/approvals;
- Commence full rollout of employee payroll self-service functionality to all employees; and
- Commence code of conduct development with ranger teams.

FIGURE 7: FINAL CODE OF CONDUCT GARAWA/WAANYI GARAWA RANGERS





Ngukurr Roper River

ON-COUNTRY MANAGER PROGRAM

The NLC's On-Country Manager Program supports Aboriginal people to care for country by facilitating their participation in exploration fieldwork and other on-country activities. This includes participating in scientific research to ensure that sacred sites are protected and impacts to other areas of significance are avoided. An important objective of the program is to promote awareness about Indigenous cultures within the energy and resources sectors via cultural awareness training and other activities. This program assists Aboriginal people to manage country and fulfill cultural obligations, as well as being ambassadors for their community.

The NLC, Traditional Owners and Nathan River Resources Pty Ltd have successfully worked together to deliver cultural awareness training at the Roper Bar iron ore mine site where a total of eight cultural awareness training sessions were held during 2020-21. The training included a Yarning Circle where Traditional Owners sat with mine workers to share knowledge of culture and raise awareness of the cultural significance of the land that they are working on.

During the 2020-21 reporting period, the NLC's On-Country Manager Program provided 633 days of employment to 119 Traditional Owners.



Indigenous Australians Minister Ken Wyatt and Environment Minister Sussan Ley with Mirarr Traditional Owners May Nango and Yvonne Margarula.

JABIRU HANDBACK

The Mirarr Traditional Owners are “very happy and proud” that the long fight for recognition of Traditional Ownership at Jabiru has culminated in the grant of freehold title under the Aboriginal Land Rights (NT) Act. “This is a great day for Mirarr people,” said Mirarr Senior Traditional Owner Yvonne Margarula. “The handing back of Jabiru to Mirarr recognises our land rights here and gives us economic independence. We are excited for the future of Jabiru and for the future of all our people.”

At the ceremony in Jabiru on 26 June, the Northern Land Council Chairman Samuel Bush-Blanasi joined the Minister for Indigenous Australians Ken Wyatt, Minister for the Environment Sussan Ley, local politicians and the community to officially grant the freehold title to the Mirarr. “Today we celebrate a great event,” Mr Bush-Blanasi said. “The return of the land Jabiru sits on to its Traditional Owners, the Mirarr people.

“Myself, and fellow NLC members, are proud to be part of the rightful handback of this land to the Mirarr, correcting a deliberate act a

generation ago to deny the Mirarr recognition of their land ownership under Balanda law. This is the first time that land not already part of the Aboriginal *Land Rights Act* estate has been returned to Traditional Owners for them to manage as a town, to be central to what happens on their land. I thank the Mirarr for allowing us to share this significant milestone with the wider community and I acknowledge their journey and connection to this country as the original custodians.” The fight for land rights at Jabiru commenced in 1978 when the town was built on what was then Crown land without the involvement of Traditional Owners. The senior Mirarr elder at the time, Toby Gangale, is the father of today’s Senior Traditional Owner Ms Margarula. In 1998, Ms Margarula lodged the Jabiru native title claim, which was decided by the Federal Court in 2016 after one of Australia’s longest-running native title matters.

At an early stage, the Mirarr confirmed their wish that Jabiru should become Aboriginal land and have a bright future as the centre for regional services, tourism and for all Kakadu.



Acting CEO Joe Martin-Jard and Chairman Samuel Bush-Blansi at the Barunga Festival June 2021

CELEBRATING THE 45 YEARS OF AUSTRALIA'S OLDEST ABORIGINAL NEWSPAPER

For more than 65,000 years, storytelling has been part and parcel of First Nations' cultures in what has become known as Australia. The storytelling has always been about the lands and the seas, their histories, their importance and their role in everyday life. So it is no small thing that we celebrate the 45th anniversary of Australia's longest running Aboriginal newspaper: *Land Rights News*.

Across hundreds of issues since 1976, *Land Rights News* has been an invaluable source of information to Aboriginal people across the Northern Territory and beyond. In the early days,



Deputy Chief Minister Nicole Manison with Kim Brahim at the 122nd Full Council Meeting Katherine Dec 2020

it was best described as a newsletter rather than a newspaper. At that time, the Land Rights Act had not been passed, so the land councils of the time were not even incorporated - let alone recognised under the Act as they are today.

There has been much to celebrate across the 45 years of *Land Rights News*. We have covered hundreds of stories, from land and sea rights, to sport, the arts, the environment and our histories. Our storytelling.



NORTHERN
LAND COUNCIL

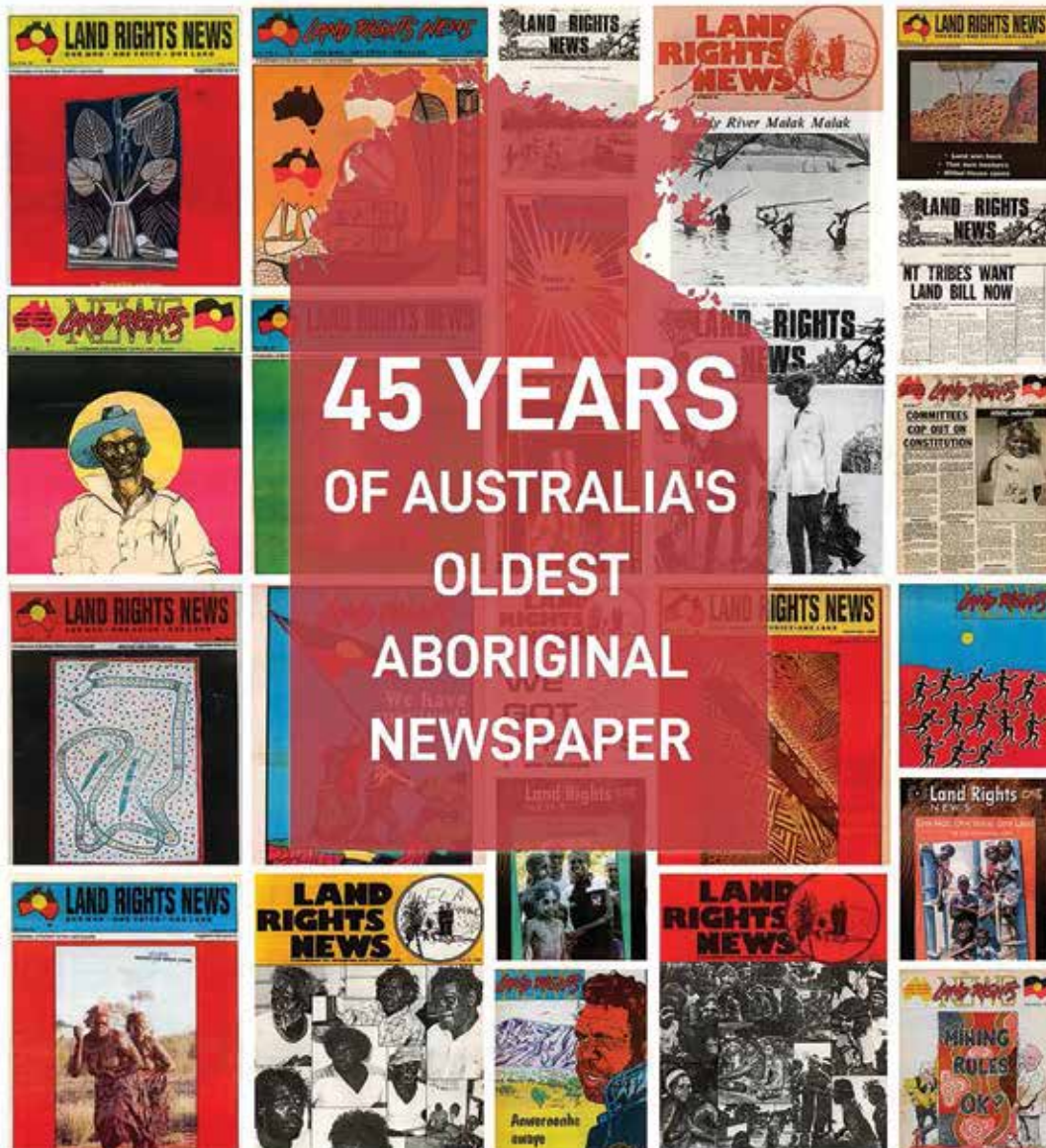
Northern Edition

LAND RIGHTS NEWS

Our Land, Our Sea, Our Life

45TH ANNIVERSARY EDITION

June 2021 • www.nlc.org.au



NORTHERN TERRITORY INDIGENOUS ECONOMIC STIMULUS PACKAGE

In November 2020, the Minister for Indigenous Australians, the Hon Ken Wyatt AM, MP, announced a \$100 million Northern Territory (NT) Indigenous Economic Stimulus Package. Developed in partnership with the four Northern Territory land councils, the package is to provide immediate support for Indigenous businesses, jobs and economic development in the NT. The package will be delivered over two financial years with \$60 million in FY2020-21 and \$40 million in FY2021-22.

The NLC has been allocated \$36.7 million, to be delivered over two financial years with \$22 million in 2020-21 and \$14.7 million in 2021-22. The funds are from the Aboriginals Benefit Accounts (ABA) for Aboriginal people in the NT to create and sustain jobs through capital injections in 'shovel-ready' economic, social and infrastructure projects. Money will flow through targeted investments connecting Aboriginal people to pastoral, tourism, gas and mining opportunities, and help businesses prepare for an expected surge in domestic tourism over the coming period.

The funding package provides opportunities to build skills and employment opportunities through ranger programs, learning on-country activities and workplace experiences.

The program also aims to support activities on homeland communities, as well as investing in small-scale Aboriginal-owned infrastructure projects, with short or no lead time that have an immediate and lasting benefit for Aboriginal people living in NLC region.

As of 30 June 2021, 66 funding applications have been received by NLC from Indigenous businesses and homeland communities.

The funding will target projects based on the following Investment principles set by the Minister:

1. Invest in existing Indigenous community businesses so they can adapt and deliver;
2. Invest in Aboriginal-owned infrastructure to connect people to economic opportunities, including pastoral, tourism, gas and mining opportunities;
3. Invest in building the skills of men and women on country through rangers, learning on-country programs and workplace experiences;
4. Invest in small-scale infrastructure projects to create jobs and improve potential of Aboriginal land, such as fencing, water infrastructure and homelands upgrades; and
5. Maximizing the ABA investment through co-investment and coordination with other government funding streams and corporate and philanthropic contributions.

Summary

As at 30 June 2021, 55 projects have been approved across NLC's seven regions. The total amount of funding approved for these projects is approximately \$16,785,000 and around \$5,563,000 has been paid.

Applications were assessed based on the principles set by the Minister and criteria established by the NLC to ensure the viability of projects, including value for money.

TABLE 11: NUMBER OF APPLICATIONS RECEIVED, APPROVED AND PENDING AS AT 30 JUNE 2021 BY REGION

REGION	APPLICATIONS		APPROVED		PENDING	
	COUNT	AMOUNT (IN \$'000)	COUNT	AMOUNT (IN \$'000)	COUNT	AMOUNT (IN \$'000)
Darwin Daly Wagait	22	4,325	19	3,538	3	787
East Arnhem	9	2,169	8	1,800	1	368
Katherine	9	3,819	9	3,819	-	-
Ngukurr	4	947	2	500	2	447
West Arnhem	12	4,578	10	4,003	2	575
Victoria River District	5	1,062	3	664	2	398
Borrooloola Barkly	4	2,061	3	1,961	1	100
Multi-Regions	1	500	1	500	-	-
Total	66	19,460	55	16,785	11	2,675

FIGURE 8: TOTAL AMOUNT APPROVED AND PAID AS AT 30 JUNE 2021 BY CATEGORY

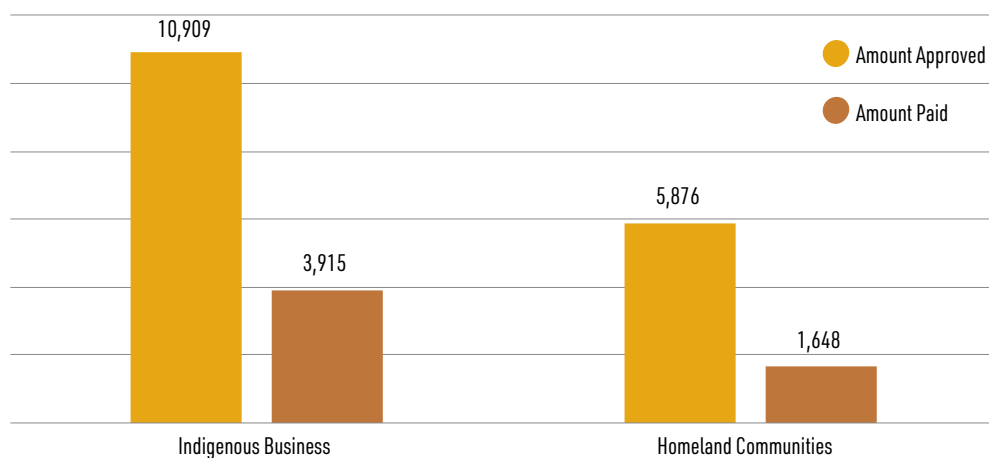


FIGURE 9: TOTAL AMOUNT APPROVED AND PAID TO INDIGENOUS BUSINESS AS AT 30 JUNE 2021 BY INDUSTRY

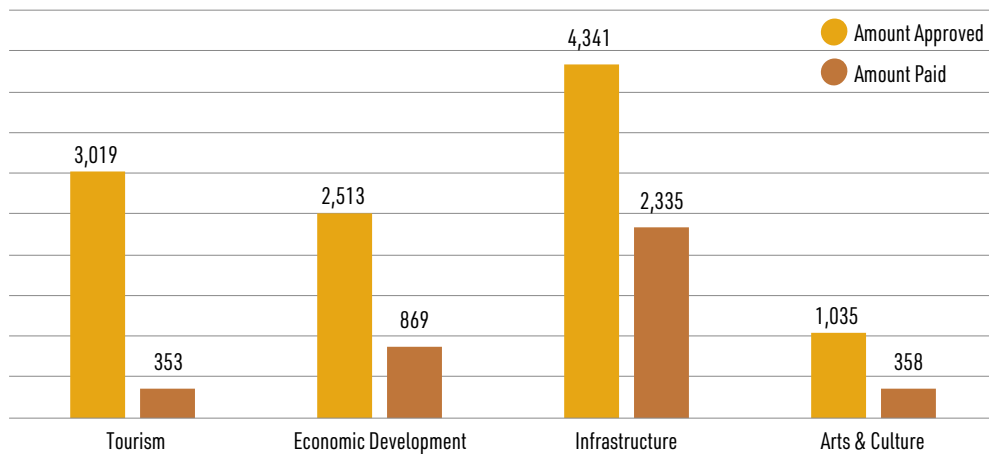
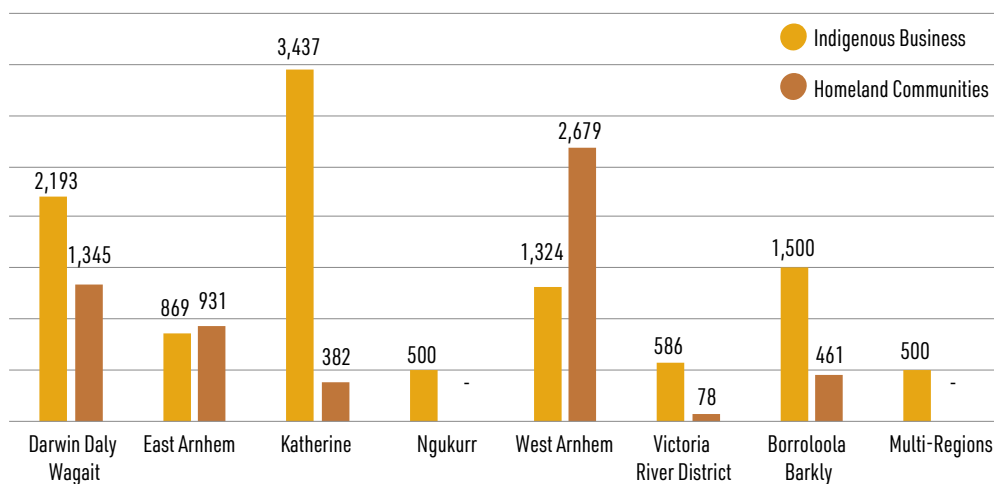


FIGURE 10: TOTAL AMOUNT APPROVED AS AT 30 JUNE 2021 BY CATEGORY AND REGION





Borroloola Barkly and Ngukurr Regional Council October 2020

PART 3

Corporate Management and Reporting

Our Land, Our Sea, Our Life

Wagiman Cultural Camp



STRATEGIC THINKING

The enabling legislation of the NLC is the *Aboriginal Land Rights (Northern Territory) Act 1976*. The responsible Minister for the 2020-21 reporting period is the Hon Ken Wyatt AM MP, the Minister for Indigenous Australians.

The Minister gave no directions to the NLC during the reporting year.

The NLC's strategic direction takes into account the changing social, political, cultural, economic and environmental landscape of our region, and the opportunities it presents. Our planning framework incorporates:

- Strategic Plan – a four-year overview of our vision, goals, values and objectives;
- Corporate Plan – a four-year plan of our high-level initiatives to achieve our strategic goals and objectives; and
- Business Plans – annual plans that outline activities and actions in each branch of the NLC that will deliver our goals and objectives.

These plans are reviewed regularly and may be amended as required to reflect changing strategic priorities.

The planning framework enables the Chief Executive Officer, Leadership Group, Full Council Members and the Executive and Regional Councils and staff to be regularly informed on progress and performance to achieve our strategic goals and objectives and, where necessary, take corrective action to ensure initiatives are on track.

CORPORATE PLAN 2020-21 TO 2023-24

The Corporate Plan presents the NLC's goals for the next four years, based on the organisation's legislative responsibilities (under the Aboriginal Land Rights (Northern Territory) Act 1976 and the *Native Title Act* 1993), and our identified Vision.

Our goals and objectives are translated into actions across the internal operational areas within the NLC, along with details on how these activities will be delivered and measured.

The strategic objectives as per the Corporate Plan are:

1. Advocate – be a voice for Aboriginal people;
2. Opportunity and Empower – create real opportunities for Aboriginal people and Traditional Owners;
3. A strong NLC – be a culturally rich and trusted organisation that gets things done and our community can be proud of; and
4. Proactively manage country – acquire, manage and protect traditional lands and waters in accordance with statutory functions.

The plan is the vehicle to achieve our corporate mission: to have an experienced and capable organisation that effectively serves Aboriginal people's interests in the Northern Territory's land, waters and seas – one that is focused and committed to achieving our strategic objectives over the next four years.

EXEMPTIONS GRANTED BY FINANCE MINISTER

No exemptions were granted by the Finance Minister in regard to reporting requirements in 2020-21.

FREEDOM OF INFORMATION

Aboriginal land councils and land trusts are listed in part I of schedule 2 of the Freedom of Information Act 1982 (Cth). Pursuant to section 7, the NLC is not subject to freedom of information requests.

CONSULTANTS EXPENDITURE

During the reporting period, the NLC engaged consultants to do work in relation to the Council's functions and exercise of powers under the Land Rights Act, and as required under s.37(8) and under *Native Title Act 1993*.

TABLE 12: CONSULTANTS' EXPENDITURE

CONSULTANTS EXPENDITURE GREATER THAN \$25,000	TOTAL
Bowden McCormack	\$ 543,999.51
Midena Lawyers	\$ 506,899.94
MPS Law Pty Ltd	\$ 490,370.92
Glacken, Sturt- (A J Dever Pty Ltd)	\$ 287,249.99
Conservation Management Pty Ltd	\$ 141,412.45
Swiss Aluminium Australia Ltd	\$ 90,909.09
Grant Thornton Australia Ltd	\$ 88,003.43
ABS Scrofa (AUST) PTY LTD	\$ 87,088.62
Jitendra Kumarage	\$ 84,000.00
Fogarty & Associates Pty Ltd	\$ 78,636.36
List G Barristers	\$ 71,244.88
List A Barristers Pty Ltd	\$ 66,805.08
Susan Jane O'Sullivan	\$ 61,803.00
Anthropos Consulting	\$ 60,463.63
Strategic Partnering (Aust) Pty. Ltd	\$ 59,990.00
Frank Weisenberger	\$ 59,500.00
Tom Keely/Howell'S List Barristers Pty Ltd	\$ 59,137.27
The Trustee for The Reynolds Family Trust	\$ 58,909.09
Brendan Corrigan Anthropological Services	\$ 58,497.05
Gareth David James Lewis	\$ 58,441.22
Dialog IT	\$ 55,810.40
Matthews Legal	\$ 55,769.54
MLCS Corporate Chartered Acnts	\$ 55,000.00
Maleys Barristers & Solicitors	\$ 52,698.00
Comhar Group Pty Limited	\$ 51,835.84
TMC Management Pty Ltd	\$ 51,750.00
Robwel Pty Ltd T/A Robert Welfare Barristers And Solicitors	\$ 48,232.57

CONSULTANTS EXPENDITURE GREATER THAN \$25,000	TOTAL
A L Mcavoy	\$ 47,706.22
Associated Advert & Promotions	\$ 47,420.00
Charles Darwin University	\$ 45,874.64
Stephen Wright	\$ 45,385.00
Australian Fisheries Academy Ltd	\$ 43,838.00
LPR Consulting Pty Ltd	\$ 40,157.50
Nic Gambold	\$ 39,676.67
Dr Philip Clarke	\$ 36,673.64
Indijico Pty Ltd	\$ 35,454.53
Kim Barber	\$ 35,200.00
Jacobs Group (Australia) Pty Ltd	\$ 34,673.00
Macquarie University	\$ 34,300.00
JoyBell's Consultancy Service	\$ 33,200.00
Mark Blackburn	\$ 33,000.00
PDG-NT Pty Ltd	\$ 30,700.00
Howells's List Barristers Pty Ltd	\$ 30,398.18
Cardno (NT) Pty Ltd	\$ 29,655.46
KPMG	\$ 27,510.30
Geoffrey Lye	\$ 25,000.00
Total	\$ 4,080,281.02

INSURANCE PREMIUMS FOR OFFICERS

An indemnity has been provided by Comcover to the Chairman of the NLC in relation to a defamation proceeding. Comcover provides general liability and professional indemnity insurance for NLC directors and officers, and legal practitioners are covered by compulsory professional indemnity as required by the Northern Territory Law Society.

RELATED ENTITY TRANSACTIONS

The NLC has developed a system of delegated powers that enables decisions to be made on a range of transactions at the appropriate organisational level. The NLC's Full, Executive and Regional Councils are all required to comply with internal and externally-mandated decision-making processes for managing related party transactions and broader conflicts of interest for NLC members, particularly NLC Executive Council Members, to which delegations for a range of purposes have been made by the NLC Full Council.

The NLC's Conflict of Interest Policy (NLC 006) establishes an organisation-wide policy on the management of conflicts of interest and sets out the decision-making processes for NLC staff and Council Members. Further, the NLC's Code of Conduct (NLC 051) sets out comprehensive rules for the management of a range of responsibilities and obligations for staff and Council Members. Note 14 to the financial statements sets out the NLC's related party disclosures for 2020-21.

DISTRIBUTION OF ROYALTIES

The NLC manages the receipt and disbursement of royalty monies to Aboriginal people.

The NLC maintains a royalty trust account that receives monies on behalf of individuals and associations of Aboriginal people and disperses them in accordance with section 35(2), (3) & (4) of the Land Rights Act. The NLC makes distributions of rents, payments and royalties payable to Traditional Owners and royalty receiving associations.

Taking instructions and the distribution of royalties and payments is an intensive process. The primary responsibility for the coordination of meetings of Aboriginal landowners to determine distributions lies with regional office staff and anthropologists. The NLC assists groups to resolve disputes over distributions.

Outcome

Under the Land Rights Act, income of \$54,074,000 was generated from Aboriginal land during 2020-21.

Distributions have been made as per instructions from Traditional Owners in accordance with traditional decision-making processes. A total of 7,604 individual royalty payments were made during the financial year to the value of \$48,540,000.

ADMINISTERING ABORIGINAL LAND TRUSTS

Aboriginal land is owned and controlled by the Traditional Owners who hold it under inalienable freehold title. This communal form of title is vested with Aboriginal land trusts created under the *Land Rights Act*.

Land trusts in the NLC region can only act at the direction of the NLC, their trustee. They cannot act independently and therefore do not have any functions or powers to hold meetings or conduct any other type of business.

When someone wants to use Aboriginal land for an activity, such as a shop, mining or tourism, the NLC has a legal responsibility to:

- consult with and have regard to the interests of Traditional Owners;
- ensure that Traditional Owners understand any proposal;
- ensure any affected Aboriginal community has expressed its views;

- comply with traditional decision-making processes; and
- not give a direction to the relevant land trust without the consent of traditional owners.

Members of a land trust are Aboriginal people living in the NLC's region appointed by the Commonwealth Minister for Indigenous Australians upon nomination by the NLC. They hold office for up to five years and are eligible for re-appointment. Land trust members sign land use agreements their land trust has been directed to execute by the NLC.

The NLC is responsible for the administration of land trusts, including storing their deeds of grant and common seals, maintaining land trust membership, administering and negotiating agreements on their behalf, and receiving and distributing monies, such as rent and statutory royalties.

JUDICIAL DECISIONS AND REVIEWS BY OUTSIDE BODIES

In the decision of *Quall v NLC* [2018] FCA 989, Justice Reeves of the Federal Court found that the NLC's application to register to the Kenbi (Cox Peninsula) Indigenous Land Use Agreement (ILUA) had not been validly certified by the NLC's CEO because the NLC Full Council's instrument of delegation was outdated.

The NLC appealed that decision and applied to bring evidence of a more recent instrument of delegation, which had not been produced before Justice Reeves. Three judges of the Federal Court heard that appeal. In the decision of *NLC v Quall* [2019] FCAFC 77, the Full Court found that a land council did not have the power to delegate its ILUA certification function to its CEO in the first place.

The NLC appealed the Full Federal Court's decision to the High Court of Australia. On 7 October 2020, in *NLC v Quall* (2020) 383 ALR 378, the High Court overturned the decision of the Full Federal Court by unanimously allowing the appeal. The High Court considered two questions:

1. Was delegation of the certification function compatible with the scheme of the *Native Title Act*?
2. Did the NLC have the power to delegate the certification function?

The High Court answered "yes" to both questions.

The High Court made it clear that the delegation of the certification function is compatible with the scheme of the *Native Title Act*. The certification function does not exhibit any special feature confining performance of that function to the members or governing body of a Native Title Representative Body such as the NLC.

The High Court also held that the NLC has power under the *Land Rights Act* to delegate the certification function of Representative Bodies under the *Native Title Act* to the CEO.

However, the High Court clarified that this is only to the extent that such delegation is objectively necessary or convenient to be done for or in connection with the performance of the certification function or other functions of the NLC.

The High Court's decision marks the end of three very litigious years in the ILUA world, as disaffected Indigenous parties have challenged the authorisation or certification of a number of ILUAs around Australia in proceedings that have gone on appeal to the Full Federal Court and High Court.

The High Court ordered that the matter be sent back down to the Federal Court, to be re-decided in accordance with the High Court's judgment.

On 18 January 2021, the Full Federal Court delivered judgment in the matter of *NLC v Quall* (No 3) [2021] FCAFC 2. The Court found that NLC's certification function had in fact been duly delegated to its CEO, and held that the Kenbi ILUA was validly certified by the CEO.

On 26 February 2021, the Kenbi ILUA was then registered, which is an important step in implementing the agreement for settlement of the Cox Peninsula Aboriginal Land Claim.

MEDIATION AND DISPUTE RESOLUTION

The NLC has a duty under the *Land Rights Act* and the *Native Title Act* to help Aboriginal people to resolve disputes that relate to land.

There are many complex reasons why disputes occur, including changes in social structures and demographics, the forced settlement of people into large communities, competition for money or resources, family matters, or individual behaviours.

The NLC empowers and supports Aboriginal groups to manage their own disputes and reduce their reliance on mediation or other forms of dispute resolution by external parties. Aboriginal people are encouraged to design their own processes to manage disputes, drawing on their own systems and processes along with utilising new methods.

Disputes often arise when the NLC consults with Aboriginal people about proposed activities on their lands, for example, mineral or petroleum exploration or extraction. Such disputes often challenge the NLC's ability to fulfill its statutory duties. The NLC makes every effort to facilitate effective consultation and engagement processes, with a particular awareness of preventing, recognising and responding to disputes and conflict situations.

RISK MANAGEMENT AND ETHICS

In accordance with section 16 of the PGPA Act, the NLC maintains an appropriate system of risk oversight and management. This includes the NLC's risk management plan, risk framework, risk policy and risk register.

The Governance, Compliance and Risk unit was established to strengthen and embed risk management practices, and minimise risks and their impacts on the organisations strategic objectives.

The Audit Committee plays an important oversight role in monitoring financial risk, compliance and financial performance in conjunction with the Leadership Group.

The Committee Charter sets out the role and purpose of the Audit Committee, which also acts as an advisory body on operational and financial management controls and reporting responsibilities, oversees internal and external audit functions, and provides independent and objective assurance that the NLC's systems, processes and risk management strategies are robust and comply with acceptable standards and government requirements.

During 2020-21, the Audit Committee was chaired by an independent member, Aswin Kumar, and attended by one independent member and two Council Members.

The Chief Financial Officer attends Audit Committee meetings but is not a member of the committee.

The Australian National Audit Office (ANAO) and BDO Australia - Darwin on behalf of the ANAO have a standing invitation to attend all Audit Committee meetings.

The NLC's Code of Conduct Policy and Council Members Handbook outlines ethical behaviour standards at both personal and professional levels expected within the workplace.

Each staff member is made aware of and has access to the Staff Code of Conduct on commencement, via the intranet and during reviews. Similarly, council members receive an induction and copy of the Members' Handbook, as well as a clear understanding of appropriate and acceptable behaviour.

COMMITTEES

AUDIT COMMITTEE

The Northern Land Council established an Audit Committee, in compliance with Section 45 of the *Public Governance, Performance and Accountability act 2013* (PGPA Act) and under PGPA Rule section 17(1) the Accountable Authority of the NLC has determined the charter of the audit committee.

The Charter can be found on the NLC website at www.nlc.org.au. Details of the committee membership as below.

TABLE 13: AUDIT COMMITTEE MEMBERS

MEMBER NAME	QUALIFICATIONS, KNOWLEDGE, SKILLS OR EXPERIENCE (INCLUDE FORMAL AND INFORMAL AS RELEVANT)	NUMBER OF MEETINGS ATTENDED / TOTAL NUMBER OF MEETINGS	TOTAL ANNUAL REMUNERATION (GST INC.)	ADDITIONAL INFORMATION
Aswin Kumar (Chair)	CA, CIA, CISA	4 / 4	\$3,168	-
Bala Donepudi	CPA	4 / 4	\$1,736	-
Nigel James Browne	LLB, MAICD	1 / 4	\$496	Resigned on 22 September 2020
Richard Dixon	Council member	4 / 4	\$624	-
Wayne Wauchope	Council member	4 / 4	\$624	-

NLC WOMEN'S SUB-COMMITTEE

The NLC women's sub-committee is made up of female NLC elected members. This is a sub-committee of the full council to facilitate discussions, priorities and issues relevant to Aboriginal women in the NLC region.

TABLE 14: NLC WOMEN'S SUB-COMMITTEE

MEMBER NAME	REGION	MEMBERSHIP STATUS
Joy Priest	Borrooloola / Barkly	Current
Maxine Wallace	Borrooloola / Barkly	Current
Margaret Daiyi	Darwin / Daly / Wagait	Current
Christine Jenner	Darwin / Daly / Wagait	Current
Joy Cardona (Chair)	Darwin / Daly / Wagait	Current
Helen Lee	Katherine	Current
Samantha Lindsay	Katherine	Current
Lisa Mumbin	Katherine	Current
Grace Daniels	Ngukurr	Current
Sheila Hall Joshua	Ngukurr	Current
Virginia Nundhirribala	Ngukurr	Current
Lorraine Jones	Victoria River District	Current
June Fejo	West Arnhem	Current
Caroline Dhammarandji	Co-opted women	Current
Rose Wurggu-Wurggu	Co-opted women	Current
Deborah Jones	Co-opted women	Current
Joy Campbell	Co-opted women	Current
Noeleen Martin	Co-opted women	Current
Mona Liddy	Darwin / Daly / Wagait	Current
Yananymul Mununggurr	East Arnhem	Proxy
Valda Bokmarray	West Arnhem	Proxy
Jenny Inmulugulu	West Arnhem	Proxy

ABORIGINALS BENEFIT ACCOUNT ADVISORY COMMITTEE (ABAAC)

The ABAAC are a committee consisting of Aboriginal members nominated by each land council from across the NT. The Chair is appointed by the Minister.

The ABAAC provides recommendations to the Minister for Indigenous Australians on suitable applications for Aboriginals Benefit Account (ABA) grant funding.

Meetings are typically held three times a year.

The following members represent the NLC for the reporting period.

TABLE 15: ABORIGINALS BENEFIT ACCOUNT ADVISORY COMMITTEE (ABAAC)

MEMBER NAME	REGION	MEMBERSHIP STATUS
Samuel Bush-Blanasi (Co-Chair)	Katherine	Nov 2016 - Current
Mr J Christophersen (Deceased)	West Arnhem	Dec 2019 - April 2021
David Harvey	Borroloola / Barkly	Dec 2019 - Current
Lorraine Jones	Victoria River District	Dec 2019 - Current
Graham Kenyon	Darwin / Daly / Wagait	Dec 2019 - Current
Peter Lansen	Ngukurr	Dec 2019 - Current
Lisa Mumbin	Katherine	Nov 2016 - Current
Yananymul Mununggurr	East Arnhem	Nov 2016 - Current

WORK HEALTH AND SAFETY (WHS)

The WHS Committee charter allows for 10 members, including the WHS Advisor and the WHS Officer who are seconded to the committee as part of their job requirements. The committee presently has nine members with one vacancy for the Katherine region that has yet to be filled.

The committee, which met four times during the year, acts on behalf of all workers and deals with WHS issues of concern to workers, assists with the introduction of WHS policies and procedures, and provides advice to both the CEO and branch managers on WHS issues raised by workers. The focus of the committee is to improve the safety standards of all workers and to ensure compliance with legislation and the regulator.

NEW INITIATIVES

An early intervention scheme was introduced for injured workers who might otherwise have initiated a full worker's compensation claim. The aim of the scheme is to minimise the impact and duration of emerging symptoms or actual injury or illness, and provide appropriate treatment and support to workers to get them back at work and full health as quickly as possible. The scheme has the support of Comcare.

Mental health continues to be an important focus for NLC and new programs are being set in place to better deal with the issue.

The NLC introduced a learning and development team which has seen an increase in WHS training.

The WHS team introduced in house training sessions to promote awareness of WHS and workers' responsibilities.

Free flu vaccinations were made available to all workers.

WHS ACTIVITIES

The NLC continues to remain vigilant with regards to COVID-19 and has robust plans to protect NLC remote communities.

Appropriate prevention strategies remain and PPE is provided at all work sites. NLC still has COVID-19 restrictions in place and continues to monitor the situation. No NLC workers tested positive for the virus.

Workers are kept up to date with changing events by way of safety bulletins and ensuring all workers are informed of the latest Chief Health Officer directions.

Workers have the ability to work from home if required and procedures have been developed to facilitate and support workers who wish to work from home.

Development, review and updating of WHS policies, procedures and safe work practices continue;

WHS officers continue to attend industry seminars, conferences and training programs to increase skill base and to network with other agencies;

WHS officers maintain close links with regulators and other WHS organisations to ensure best practice. This has been made easier by a Comcare office being located in Darwin.

OUTCOMES

The NLC continued to experience low injury rates and minimal work days lost because of injuries.

- Reported minor injuries that did not require time off work: seven;
- Reported injuries resulting in lost work days: three; and
- Total days lost due to injury: eight.

There were four new workers' compensation applications during the year. Three were minor and were diverted to the Early Intervention Scheme and one has yet to be determined by Comcare.

The NLC provides access to an employee assistance program for confidential counselling and mediation. This service is available to all workers who feel they need support. The service provided assistance to 68 workers with 130 counselling sessions. This represents a slight increase in clients seeking assistance but a 21 percent drop in the number of sessions required. The main presenting issues were for personal reasons.

NOTICES UNDER PART 10 OF THE WORK HEALTH SAFETY ACT 2011

There were no investigations conducted or notices for non-compliance issued by the Regulator.

NOTIFIABLE INCIDENTS

There were no notifiable incidents during the reporting period.

TRENDS

There were no identifiable trends reported. Vehicle incidents are the main source of workplace incident reports, but no serious injuries were reported as a result of vehicle incidents.

HEALTH AND SAFETY REPRESENTATIVES (HSR)

HSRs are elected by majority vote from workgroups as per the *WHS Act 2011* (Cth) sections 60-74. The duty of an HSR is to represent the workers of the workgroup in matters relating to work health and safety. HSRs are elected for three years and may be re-elected if they choose to be. This group is made up of four members and it is to be reviewed in March 2022.

ENVIRONMENTAL REPORTING

Section 516A of the *Environment Protection and Biodiversity Conservation Act, 1999* requires Commonwealth authorities to report on environmental matters. The principles of ecologically sustainable development are considered in the objectives of the NLC's Corporate and Strategic Plans and are addressed throughout consultations and negotiations of land-use proposals. In particular, the economic, environmental cultural and political impacts are considered during all decision-making processes. This includes the precautionary principle and monitoring and compliance of environmental impacts on natural and cultural resources of exploration and mining. The table below illustrates the NLC's performance against Commonwealth environmental measures.

TABLE 16: NLC'S PERFORMANCE AGAINST COMMONWEALTH ENVIRONMENTAL MEASURES

THEME	INDICATORS	MEASURES	2020-2021
ENERGY EFFICIENCY	Electricity purchased	\$	220,234
	Electricity consumed	kWh	705,101
	Other fuels purchased / consumed	L	677,322
	Fuels purchased	\$	953,466
	Air travel distances	km	856,015
GREENHOUSE EMISSION	Air travel (CO2)	tonnes	231
	Electricity (CO2)	tonnes	395
	Other fuels (CO2)	tonnes	1788
ENERGY USE PER EMPLOYEE	Electricity used	kWh	2117
	Other fuels	L	2034
WASTE	amount going to landfills	cubic metres	194.4
	Amount going to recycling facilities	cubic metres	48.72
	Amount of waste per employee	cubic metres	1.03
WATER	Water consumption	kL	11,678
	Relative water consumption - water use	kL p/e	35

ABOUT OUR WORKFORCE

NLC EMPLOYEE STATISTICS 2020-21

The NLC has continued to grow during the 2020-2021 year with the permanent workforce increasing by approximately 15% from 280 to 326 Full Time or Part Time employees. Notable growth occurred in the Regional Development team.

The NLC continues to engage a significant number of casual employees to support seasonal workloads in the dry season.

FIGURE 11: EMPLOYEE STATUS (FULL-TIME OR PART-TIME) 2020-21

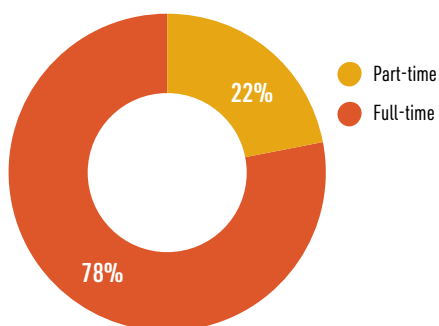
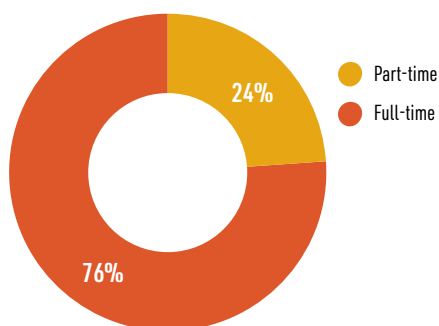


FIGURE 12: EMPLOYEE STATUS (FULL-TIME OR PART-TIME) 2019-20



WORKFORCE DIVERSITY

The NLC has approximately 49% of its employees identify as Aboriginal or Torres Strait Islander.

FIGURE 13: WORKFORCE DIVERSITY 2020-21

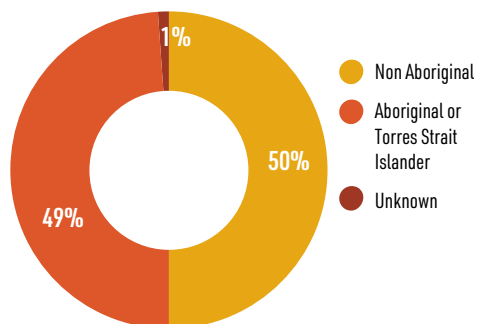
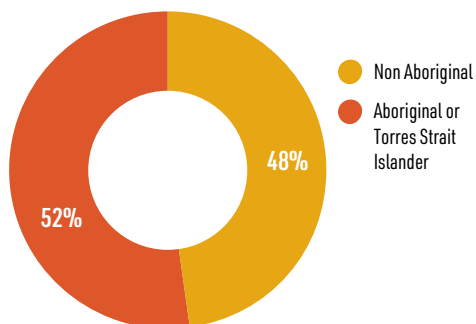


FIGURE 14: WORKFORCE DIVERSITY 2019-20



GENDER

The NLC has reasonable gender parity across the organisation. There was a slight reduction in female representation in leadership levels. However, there was an increase in non-traditional gender roles within the ranger workforce.

FIGURE 15: NLC EMPLOYEES - GENDER DIVERSITY 2020-21

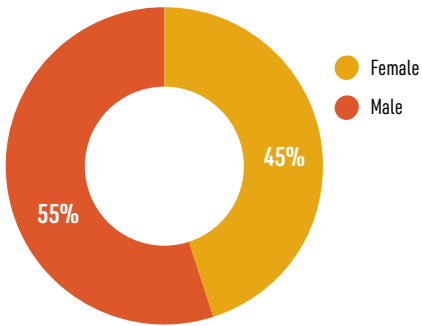
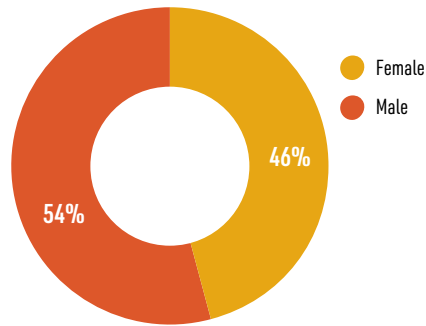


FIGURE 16: NLC EMPLOYEES - GENDER DIVERSITY 2019-20



WORKFORCE COMPOSITION BY LOCATION

TABLE 17: NLC WORKFORCE COMPOSITION BY LOCATION 2020-21

LOCATION	NO OF FT/PT EMPLOYEES
Belyuen	5
Borrooloola	13
Bulgul	6
Croker Island	5
Daly River	6
Darwin	196
Galiwin'ku	1
Goulburn Island	7
Jabiru	7
Katherine	14
Kununurra	1
Maningrida	1
Ngukurr	10
Nhulunbuy	5
Numbulwar	5
Pine Creek	4
Tennant Creek	3
Timber Creek	8
Wadeye	1
Winnellie	4
Wudicupildiyerr	5
TOTAL	307

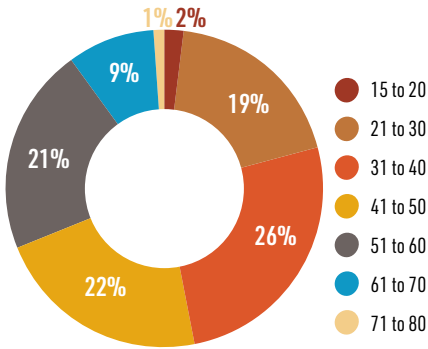
TABLE 18: NLC WORKFORCE COMPOSITION BY LOCATION 2019-20

LOCATION	NO OF FT/PT EMPLOYEES
Belyuen	6
Borrooloola	13
Bulgul	7
Croker Island	7
Daly River	7
Darwin	162
Galiwin'ku	1
Goulburn Island	7
Jabiru	7
Katherine	13
Kununurra	1
Maningrida	1
Ngukurr	11
Nhulunbuy	5
Numbulwar	9
Pine Creek	8
Tennant Creek	2
Timber Creek	8
Wudicupildiyerr	5
TOTAL	280

GENERATIONAL DIVERSITY

The NLC has an appropriate balance of age diversity.

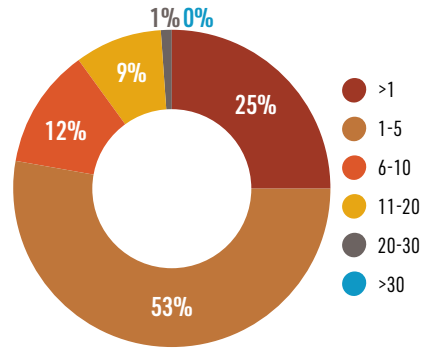
FIGURE 17: NLC EMPLOYEES - AGE OF WORKFORCE 2020-21



EMPLOYEE LENGTH OF SERVICE

The NLC continues to have a significant group of long-serving employees with 22% of the NLC workforce having six or more years of service.

FIGURE 18: NLC EMPLOYEE LENGTH OF SERVICE - 2020-21



REMUNERATION

The NLC remunerates employees either in accordance with the Northern Land Council Enterprise Agreement 2018 (the Agreement) or via negotiated common law contracts. Common law contracts are set in consultation with the Remuneration Committee to ensure fairness and parity.

Remuneration Committee

The Committee is responsible for ensuring pay rates and allowances paid under the prevailing Enterprise Agreement are correct and meet pay rate minimums as set in the Australian Government Industry Award 2016. The committee is also responsible for assessing and making recommendations on Common Law Contract remuneration packages which are fair and competitive within the market and other relativities.

Information about remuneration for other highly paid staff

The Northern Land Council has no other highly paid staff to report in accordance with the Public Governance Performance and Accountability (PGPA) Rule.

TABLE 19: REMUNERATION COMMITTEE MEMBERS

NAMES	POSITIONS
Jason Chin	General Manager People Services
Irfan Bhat	General Manager Corporate Services
Melanie Espius	People & Culture Manager, People Services

Information about remuneration for key management personnel

Except for the CEO, whose remuneration is covered in the below noted information. The positions of the NLC Chairman and Executive Council Members are all remunerated in accordance with the Remuneration Tribunal – Full-Time Office Holder and Part-Time Office Holders (determinations) Information about determinations of the Remuneration Tribunal is available at www.remtribunal.gov.au.

During the reporting period ended 30 June 2021, the Northern Land Council had 11 executives who met the definition of key management personnel.

TABLE 20: REMUNERATION FOR KEY MANAGEMENT PERSONNEL 2020-21

NAME	POSITION TITLE	SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS		TERMINATION BENEFITS	TOTAL REMUNERATION
		BASE SALARY	BONUSES	OTHER BENEFITS AND ALLOWANCES	SUPERANNUATION CONTRIBUTIONS	LONG SERVICE LEAVE	OTHER LONG-TERM BENEFITS		
Marion Scrymgour	Chief Executive Officer - NLC	365,679	0	29,576	44,880	8,635	0	0	448,770
Samuel Bush Blanas	Chairperson	211,397	0	13,500	19,390	0	0	0	244,287
Matthew Ryan	Executive Member	21,252	0	0	2,657	0	0	0	23,909
Richard Dixon (Deputy Chair)	Executive Member	12,924	0	0	1,603	0	0	0	14,527
Helen Lee	Executive Member	14,421	0	0	1,803	0	0	0	16,224
William (Bill) Danks	Executive Member	14,674	0	0	1,834	0	0	0	16,508
Djawa Yunupingu	Executive Member	13,877	0	0	1,735	0	0	0	15,612
Brian Pedwell	Executive Member	19,987	0	0	2,498	0	0	0	22,485
Christopher Neade	Executive Member	29,854	0	0	3,732	0	0	0	33,586
Grace Riley Daniels	Executive Member	17,963	0	0	2,245	0	0	0	20,208
Calvin Deveraux (Deputy Chair)	Executive Member	1,518	0	0	190	0	0	0	1,708
Totals		723,546	0	43,076	82,567	8,635	0	0	857,824

Footnotes:

1. Base Salary is total salary paid and includes AL paid plus AL movement.
2. Other Benefits & Allowances includes MV Benefit & FBT Tax paid.
3. Super is actual super paid.
4. Any AL & LSL paid on Termination is not included as per PGPA Rule.
5. The KMP's reported above are for the NLC only and will not match the KMP in the Financials due to consolidation of the financial statements with the subsidiaries.

Information about remuneration for senior executive

The majority of the NLC workforce is engaged under the NLC Enterprise Agreement 2018 with the remaining staff engaged under negotiated common law contracts.

TABLE 21: REMUNERATION FOR SENIOR EXECUTIVE

TOTAL REMUNERATION BANDS	NUMBER OF SENIOR EXECUTIVES	SHORT-TERM BENEFITS	POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS	TERMINATION BENEFITS	TOTAL REMUNERATION			
		AVERAGE BASE SALARY	AVERAGE BONUSES	AVERAGE OTHER BENEFITS AND ALLOWANCES	AVERAGE SUPERANNUATION CONTRIBUTIONS	AVERAGE LONG SERVICE LEAVE	AVERAGE OTHER LONG-TERM BENEFITS	AVERAGE TERMINATION BENEFITS	AVERAGE TOTAL REMUNERATION
\$0 - \$220,000	6	\$143,455	\$3,333	\$11,804	\$19,397	\$4,644	0	\$656	\$183,289
\$220,001 - \$245,000	1	\$182,160	0	\$23,233	\$22,813	\$4,539	0	0	\$232,745
\$245,001 - \$270,000	4	\$187,500	\$1,250	\$22,860	\$23,421	\$4,672	0	\$10,814	\$250,517
\$270,001 - \$295,000	1	\$171,800	0	\$25,746	\$18,936	\$4,281	0	\$50,716	\$271,479
\$295,001 - \$320,000	0	0	0	0	0	0	0	0	0
\$320,001 - \$345,000	1	\$260,000	0	\$23,811	\$32,396	\$6,479	0	0	\$322,686
\$345,001 - \$370,000	1	\$297,820	\$5,000	\$16,004	\$40,948	\$7,422	0	0	\$367,194
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0
\$395,001 - \$420,000	0	0	0	0	0	0	0	0	0
\$420,001 - \$445,000	0	0	0	0	0	0	0	0	0
\$445,001 - \$470,000	0	0	0	0	0	0	0	0	0
\$470,001 - \$495,000	0	0	0	0	0	0	0	0	0
\$495,001 - ...	0	0	0	0	0	0	0	0	0



NLC Annual Performance Statement 2020 – 21



INTRODUCTORY STATEMENT

We, Samuel Bush-Blanasi and Joe Martin-Jard, as the Accountable Authority of the Northern Land Council (NLC), present the 2020-21 Annual Performance Statements of the Northern Land Council, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In our opinion, these Annual Performance Statements are based on properly maintained records, accurately reflect the performance of the entity, and comply with subsection 39(2) of the PGPA Act.



Wagiman Cultural Camp

ENTITY PURPOSES, VISION AND GUIDING VALUES

The purpose of the NLC is to enable and assist Aboriginal people within the NLC region to acquire and manage land and seas and promote economic and community development.

The NLC's vision is for a Territory in which 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 and intellectual property.

Our guiding values are that we will:

- Consult with and act with the informed consent of Traditional Aboriginal Owners in accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)* – (ALRA) and Native Title Claimants/Holders;
- Communicate clearly with Aboriginal people, taking into account the linguistic diversity of the region;
- Respect Aboriginal law and tradition;
- Be responsive to Aboriginal peoples' needs and effectively advocate for their interests;
- Be accountable to the people that we represent;
- Behave in a manner that is appropriate and sensitive to cultural differences;
- Act with integrity, honesty and fairness;
- Uphold the principles and values of social justice; and
- Treat our stakeholders with respect.

ANALYSIS OF PERFORMANCE

This section summarises the NLCs performance against the objectives and measures identified in the corresponding Corporate Plan.

The NLC responded swiftly to the threat of COVID-19 taking immediate action to protect and support Aboriginal people to stay safe and care for family. The NLC was a vocal advocate, lobbying all levels of government for greater protections and to access vaccination programs for remote communities. The NLC quickly developed and shared public safety messages in Aboriginal language communicating public health messages effectively within communities.

Despite the challenges presented by COVID-19 the NLC has performed strongly against stated objectives and functions. Over 5,000 Aboriginal people attended 439 formal consultation meetings across 120 different locations in the NLC Region.

Three positive determinations of native title were made during the reporting period and one former land claim area was granted as Aboriginal land.

The new NLC Online Permit system launched in July 2020 made it easier for both the NLC staff and applicants who seek permission to enter and remain on Aboriginal Land. Since then over 14,000 applications have been processed by NLC permit officers with the majority for the purpose of work, tourism and transit.

Frontline services and responsive customer service to our constituents remains a priority for the NLC. This year the NLC maintained our network of 11 offices including 10 outside of the Darwin area and is planning to expand to more locations through the NLC Regionalisation strategy.

The NLC hosts 13 indigenous ranger groups and manages three Indigenous Protected Areas.

Ranger groups continue to improve against performance indicators outlined by the women employment strategy and youth engagement targets as well as developing more ranger skills through the ranger workforce strategy. The Learning on Country program reached 706 Aboriginal students through core middle and secondary school programs in addition to providing opportunities on country employment for 341 Aboriginal people.

There are currently 24 Aboriginal landowner groups who have decided to invest income from land use agreements into community development projects including eight new groups this year

The NLC fulfilled its core role of advocating for Aboriginal people through many working groups, advisory committees and submissions on topics important to Traditional Owners including Closing the Gap, remote housing, water, sea bed mining, treaty, recognition of Aboriginal people in the Australian Constitution, COVID safe procedures and regional infrastructure projects.

The Aboriginal Employment Pathways Strategy and NLC Learning and Development strategy were approved during the period and seek to create new opportunities for Aboriginal people as well as building capacity and capabilities of all staff at the NLC. The NLC continues to invest in ICT and business systems to enable more efficient service delivery across the NLC regions. In addition, the NLC continues to strengthen governance practices to ensure compliance with legislation and regulations in all program areas.



Barunga Festival 2021 Fashion Parade

ASSESSMENT OF PERFORMANCE

The NLC Corporate Plan 2020-21 to 2023-24 outlined priorities and measures of success for 2020-21.

This section assesses the NLC's performance in achieving its objectives throughout the reporting period.

FOCUS AREA ONE: ADVOCATE: BE A VOICE FOR ABORIGINAL PEOPLE.

OBJECTIVE: 1.1 FACILITATE AND ENABLE FULL PARTICIPATION BY COUNCIL MEMBERS.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Provide leadership, good governance and cultural integrity. • Full, Executive and Regional Council meetings held during the year. | <ul style="list-style-type: none"> • Target: Two (2) Full Council Meetings held • Target: Six (6) Executive Council Meetings held • Target: Twelve (12) Regional Council Meetings held |
|--|---|

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Governance induction for all new members. | <ul style="list-style-type: none"> • Measure: number of member inductions | |
| <ul style="list-style-type: none"> • Governance training for Executive Council members. | <ul style="list-style-type: none"> • Measure: number of members trained | |

OBJECTIVE: 1.2 INFLUENCE POLICY, FUNDING AND SERVICE DELIVERY DECISIONS BY GOVERNMENT AND THE PRIVATE SECTOR ON KEY ISSUES FOR TRADITION

- | | |
|--|--|
| <ul style="list-style-type: none"> • Provide leadership and advocate for legislative and policy reform to ensure access and equity. • Develop internal policy positions through informed research, consultation with Council Members and engagement with Traditional Owners. | <ul style="list-style-type: none"> • Ongoing • Number of working groups, steering committees and reference groups participated in • NLC submissions made to formal consultation processes 2020-21 • Ongoing activity |
|--|--|

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • In partnership, develop and monitor the implementation of the National Partnership Agreement on Closing the Gap. | <ul style="list-style-type: none"> • By June 2021 Jurisdictional Implementation Plan | |
| <ul style="list-style-type: none"> • Monitor the implementation and reporting on the National Partnership Agreement on Remote Housing. | <ul style="list-style-type: none"> • Ongoing activity | |

One Full Council Meeting was held.

Seven Executive Council Meetings were held including Special Executive Council meetings.

12 Regional Council Meetings were held.

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There were no new members inducted during the report period.

Eight (8) Executive Members attended an Australian Institute of Company Directors (AICD) training.

ANAL OWNERS.

There are many non-formal reference groups and advisory committees that the NLC engages in. The NLC was represented on 12 formal working committees advocating for remote housing policy reform and over 25 teleconferences or face-to-face meetings relating to Closing the Gap agenda.

The NLC made 11 written submissions in response to government discussion papers, exposure drafts and draft Bills, appeared before parliamentary hearings and responded to Senate estimate questions on notice.

The NLC Full Council endorsed policy positions on sea bed mining and a fresh water strategy. The NLC used permits under the Aboriginal Land Act to further restrict access and travel onto Aboriginal land and between Covid-19 biosecurity zones declared under the *Public and Environmental Health Act 2011*.

The National Agreement on Closing the Gap was endorsed by the Joint Council in July 2020. The NLC, as a member of Aboriginal Peak Organisations Northern Territory (APONT), developed the Northern Territory Jurisdictional Implementation Plan, which focused on implementing the four Closing the Gap priority reform areas and targets. In July 2021, the Jurisdictional Implementation Plan will be considered by the NT Cabinet.

The NLC is a Joint Steering Committee Member responsible for monitoring the implementation of the agreement's \$1.1b housing investment in the 73 remote communities and 17 Alice Springs town camps, and contributes to policy decisions around remote housing and services delivery to communities and homelands.

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<ul style="list-style-type: none"> Proactively engage with governments and their infrastructure development program to support land access and aspirations of Traditional Owners. 	<ul style="list-style-type: none"> Ongoing activity 	
OBJECTIVE: 1.3 PROTECT AND PROMOTE THE RIGHTS AND INTERESTS OF ABORIGINAL PEOPLE.		
<ul style="list-style-type: none"> Support recognition of Aboriginal people in the Australian Constitution and Voice to Parliament. 	<ul style="list-style-type: none"> Target completion 2021-22 	
<ul style="list-style-type: none"> Engage traditional owners in developing a Northern Territory Treaty Negotiating Model. 	<ul style="list-style-type: none"> Target completion 2021-22 	
<ul style="list-style-type: none"> Protect and promote the rights to land and waters that have been fought and won through Native Title and land claims. 	<ul style="list-style-type: none"> Measure: number of successful determinations 	
<ul style="list-style-type: none"> Raise awareness of the interests and issues of Aboriginal people through effective communications and marketing. 	<ul style="list-style-type: none"> Measure: number of external publications/documents released Measure: number of social media interactions with NLC channels Measure: number of successful determinations 	
<ul style="list-style-type: none"> Develop and implement Place Names Engagement Framework. 	<ul style="list-style-type: none"> Number of NTG engagements 	

The NLC meets regularly with the following Government departments:

- NTG Infrastructure Planning and Logistics to progress infrastructure development projects, such as access roads, gravel pits, water extraction, bridges, barge landings, and sub-division works;
- NTG's Land Tenure Unit on all NTG leasing projects on Aboriginal land in the NLC Region;
- NTG Department of Chief Minister – meet regularly to progress community and regional issues that require multiple agencies working collaboratively to progress infrastructure development issues;
- NIAA – regular meetings to progress community and regional issues that require multiple agencies working collaboratively to progress infrastructure development issues; and
- Local Government – working with local government regional councils to progress infrastructure development issues.

Ongoing advocacy in line with the Uluru Statement from the Heart and NLC Strategic Objectives.

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In consultation with the Treaty Commissioners Office and NT Land Council representatives drafted the Treaty Commissioner Bill.

Provided advice on community consultations and contacts.

Treaty Commissioner presented to Council meetings.

In total there have been 86 positive Native Title determinations in the NLC region.

The NLC developed the 2021-2024 Communications & Marketing Strategy.

The NLC produced quarterly Land Rights newspaper, including 38 publications and media releases.

The NLC increased the social media interactions through channels on Facebook to 725,625 and Instagram reach to 6,422.

The NLC has a representative on the NTG Place Names Committee, Dept Infrastructure, Planning and Logistics, who will present the final version for in the first half of the 2021-22 financial year.

Attended seven meetings; collaboration with key stakeholders in the development of a Place Names Engagement and Consultation Framework, which will be finalised in 2021-22.

Elected Members have received updates at regional council meetings during the year.

OBJECTIVE: 1.4 ENSURE ABORIGINAL RIGHTS AND INTERESTS ARE CONSIDERED TO INFORM WATER PLANNING AND MANAGEMENT DECISIONS.

- | | |
|---|--|
| <ul style="list-style-type: none"> Develop and implement projects to document cultural water requirements for key catchments to inform government-led water planning and management processes. | <ul style="list-style-type: none"> Secure funding to undertake cultural water values project Commence a collaborative research project by June 2021 |
| <ul style="list-style-type: none"> Support Traditional Owners to be active participants on water committees and in decision-making forums. | <ul style="list-style-type: none"> Ongoing community engagement Attend Water Advisory Committee Meeting Inform the development of Water Allocation Plan |

- | | |
|--|---|
| <ul style="list-style-type: none"> Develop policy positions for actions that have the potential to significantly impact the rights and interests of Aboriginal people, such as floodplain harvesting policy position. | <ul style="list-style-type: none"> Target completion 2021-22 |
| <ul style="list-style-type: none"> Seek opportunities and funding to support Aboriginal ranger programs to include water monitoring activities. | <ul style="list-style-type: none"> Target completion 2021-22 Number of Aboriginal ranger groups undertaking water research activities |

OBJECTIVE: 1.5 WATER IS AVAILABLE AND USED FOR ABORIGINAL ECONOMIC DEVELOPMENT.

- | | |
|--|---|
| <ul style="list-style-type: none"> Advocate for legislative protection of Aboriginal rights and interests to water. | <ul style="list-style-type: none"> Target completion 2021-22 Number of Aboriginal entities holder water licences Inform the drafting of the NT Water Act and Regulations |
| <ul style="list-style-type: none"> Work with government to resolve regulations relevant to the Aboriginal Water Reserve legislation. | <ul style="list-style-type: none"> Target completion 2020-21 |
| <ul style="list-style-type: none"> Develop an approach to governance arrangements, consent requirements and benefit sharing for use of water from the Aboriginal Water Reserve. | <ul style="list-style-type: none"> Target completion 2021-22 Develop a governance structure to hold and trade water rights Seek endorsement from the water rights holder to implement arrangements |
| <ul style="list-style-type: none"> Seek funding opportunities to support and develop Aboriginal Water Reserve governance structures. | <ul style="list-style-type: none"> Target completion 2023-24 |

Secured initial funding from NTG and planning is underway for projects in the the Daly River area.

Developed and commenced a research consultancy project to document cultural water requirements for the Flora River.

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Facilitate Traditional Owner engagement in NLC-led consultations and NTG led water advisory committee meetings.

The NTG Mataranka Water Advisory Committee did not meet during 2020-21. NLC is planning a capacity-building workshop for the Traditional Owners on the Mataranka Water Advisory Committee in early 2021-22.

The NLC facilitated water planning meetings with Traditional Owners along the Roper River in September 2020 to inform the development of the Mataranka Water Allocation Plan.

Not started. However, information on water gathered from Traditional Owner consultations and NLC Council meetings during 2020-21 will inform these policy positions.

Not started. This will form part of the cultural water requirements project in 2021-22.

The NLC assisted with four water extraction licences issued to Top End Farm in previous years, of which one licence forms part of an s19 land-use proposal in the Wubalawun Aboriginal Land Trust.

Advocate for broadening of 'eligible land' definition to include non-exclusive native title rights under the Aboriginal Water Reserve, regulations to be drafted in 2021-22.

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The NLC sought to be engaged with the development of regulations throughout 2020-21. This work was delayed by the NT Government and is expected to be completed during 2021-22.

Project underway. Consultants were engaged and will provide a report in early 2021-22.

Upon completion of the above project, consultations with water rights holders in the Ooloo Dolostone Aquifer Water Allocation Plan area during 2021-22.

Not started. This work will begin on completion of the project above.

- Support Aboriginal enterprises to access and use water from the Aboriginal Water Reserve for economic development.
- Ongoing activity

FOCUS AREA TWO: OPPORTUNITY AND EMPOWER – CREATE REAL OPPORTUNITIES FOR ABORIGINAL PEOPLE AND TRADITIONAL OWNERS.

OBJECTIVE: 2.1 CONSULT, GOVERN AND LEAD PARTICIPATORY DECISION MAKING BY TRADITIONAL OWNERS.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Provide neutral and/or independent expert advice to help inform the free prior and informed consent of Traditional Owners, Full Council, Executive Council and Regional Council. | <ul style="list-style-type: none"> • Target: consultations held with relevant traditional Aboriginal owners and affected people and native title claimants and holders. • Measure: consultations held within legislative, legal and or bi-annual scheduled timeframes. • Measure: number of land use agreements tabled for Full Council decision. • Measure: report on 5-10 year consultation trend by consultations and engagement of estate groups. |
|--|---|

Not started. This work will begin on completion of the project above.

439 formal consultations with Traditional Owner groups were held during the reporting period.

Summary by type:

- s 19 Land Use EOI - 132;
- Anthropology - 34;
- Caring for Country meetings - 28;
- Community Issues - 8;
- Community Planning and Development - 55;
- Land Claim - 24;
- Minerals and Energy - 67;
- Native Title - 8;
- Sea Country Intertidal Negotiations - 18;
- Policy and Engagement - 4;
- Royalty Distribution - 11;
- s 19 Land Use Compliance - 8; and
- Other meeting types - 29.

These consultations were held with in excess of 5,000 Aboriginal people across more than 120 different locations.

86 Land Use Agreements (LUA) were tabled, to the following bodies, for decision during the reporting period by:

- Full Council - 5;
- Executive Council - 74; and
- CEO - 7.

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- Develop NLC consultation practices, resources and methodology being culturally appropriate and best leading practice.
- Ongoing activity

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Evaluate satisfaction of traditional owners with NLC consultation practices and methodologies. | <ul style="list-style-type: none"> • Evaluation conducted every two years | |
|--|--|--|

OBJECTIVE: 2.2 FACILITATE OPPORTUNITIES FOR ECONOMIC DEVELOPMENT ALIGNED WITH ASPIRATIONS OF TRADITIONAL OWNERS.

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| <ul style="list-style-type: none"> • Assist Traditional Owner groups to apply for grants and lodge section 19 applications. | <ul style="list-style-type: none"> • Measure: number of groups assisted • Measure: number of successful projects commenced | |
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The NLC commenced a project to improve s 19 Land Use Consultation Resources and engaged the services of a Consultant who is a specialist local skilled linguist. The aim was to produce up to 10 videos and print resources for a range of land-use types.

Due to competing priorities, the project has been scaled back to initially work on one plain English audio/video resources that outlines the NLC's main function and key leasing terms. The NLC worked on nine scripts for the variety of land-use types. These scripts will be used to develop plain English digital, audio and visual resources. Once developed the resources will be used in key areas where the NLC does a large number of leasing negotiations.

There were also 10 cross-cultural meeting facilitation resources developed. The NLC holds regular workshops to enable staff members to share their experience and develop their skills in facilitating meetings. In addition to professional development, the NLC has developed a broad range of tools to assist staff members to communicate more effectively in meetings. This includes an organisation-wide guide to running meetings, new resources to help groups think about different ways to use and benefit from land-use agreements, tools to assist groups in understanding their money story and financial options, as well as tools to help groups develop their future aspirations and make strong choices. The NLC is also working with groups to help develop their own tools to strengthen learning, planning and decision-making.

New visual aids developed for *Land Rights Act* application consultations, as well as internal review of all consultation material to ensure consistency.

The NLC regularly seeks feedback at the conclusion on consultations on the quality and quantity of the information presented, performance of the team presenting and how Traditional Owners prefer to engage in with these types of consultations. From this feedback, NLC continuously work towards improving the way information is presented to Traditional Owners and improve our consultation tools and practices.

The NLC assisted 14 individual homeland communities and three homeland service providers (servicing 17 homelands) to prepare COVID-19 Homeland Assistance applications.

The NLC assisted 21 individual homelands/Community Living Area communities and two Aboriginal businesses to prepare Stimulus Package (ABA Funding) applications. As at 30 June, these projects are either under consideration or approved.

The NLC assisted one Aboriginal business to prepare an ABA grant funding applications.

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<ul style="list-style-type: none"> • Deliver current Community Planning and Development projects. 	<ul style="list-style-type: none"> • Measure: number of Aboriginal groups investing in community development by NLC region • Measure: number of community development projects • Measure: value of investment by Aboriginal groups to community development • Measure: number of community development contracts under management
<ul style="list-style-type: none"> • Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners. 	<ul style="list-style-type: none"> • Measure: number of land-use expression of interest proposals received • Measure: number of land-use agreements executed • Measure: number of land-use agreements executed to Aboriginal Enterprises • Measure: quantify and record the trend of economic benefit received by Traditional Owners.
OBJECTIVE: 2.3 DEVELOP AND MAINTAIN PARTNERSHIPS WITH COMPANIES, FUNDING BODIES AND ABORIGINAL ENTERPRISES WHICH ENHANCE THE DELIVERY OF COMMUNITY PLANNING AND DEVELOPMENT PROJECTS	
<ul style="list-style-type: none"> • Develop terms of reference and/or engage in formal memorandum of understanding with third parties. 	<ul style="list-style-type: none"> • Ongoing activity

There are 24 Aboriginal groups invested in community development within the NLC region. During the reporting period, eight new Aboriginal groups invested income from land-use agreements into community development. This is an 80% increase in participating Aboriginal groups over the past year. There is now at least one Aboriginal landowner group in each of the seven NLC regions using land-use agreement money to achieve long-lasting benefits for their families and communities.

Aboriginal groups have approved 33 community development projects to date. Of these projects, 20 have had been completed and the remaining 13 are in different planning stages. In 2020-21, 10 projects to the value of \$887,169 were approved by Aboriginal groups. The majority of approved projects were to reinvest in existing projects to continue to enjoy their benefits.

Aboriginal groups have invested over \$8 million in community development. Twenty one contracts with external providers were under management. These contracts were held between NLC and project partners to deliver community development projects as agreed by Aboriginal groups. Just over half (57%) of project providers engaged during 2021-21 were Aboriginal organisations, and nearly three quarters (74%) of external project partners were based in the NLC Region.

The NLC received 181 new land use proposals during the reporting period. In total there are 598 Land Use Proposals pending.

Eighty six land-use agreements were tabled for decision during the reporting period, including 26 land-use agreements for Aboriginal enterprises/corporations.

In the minerals and energy space, a total 56 applications were received, 51 exploration applications received under the *Land Rights Act* and five right to negotiate applications received under the *Native Title Act*.

Internal audit commenced of all minerals and energy contracts to confirm percentage of contracts that contain the following economic benefit clauses, excluding contract payments, relating to:

- Business opportunities;
- Community benefits;
- Employment;
- Mentoring;
- Asset transfer/sale of surplus property;
- Scholarships; and
- Training

PROVISION OF NLC SERVICES TO TRADITIONAL OWNERS.

The NLC entered into a memorandum of understanding with the NT Department of Education regarding the Learning on Country Program.

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- Seek and explore partnerships that will deliver improved outcomes for Traditional Owners.
- Ongoing activity

OBJECTIVE: 2.4 IDENTIFY AND SUPPORT CAREER AND DEVELOPMENT PATHWAYS FOR ABORIGINAL PEOPLE WITHIN THE NLC REGION.

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| <ul style="list-style-type: none"> • Design an evidence-based and certified CFC career pathways programs. • Design a series of career pathway programs targeting youth, women and older adults. • Implement and monitor the series of programs across the regions. | <ul style="list-style-type: none"> • Target completion 2021-22 |
| <ul style="list-style-type: none"> • Engage with remote communities to develop pathways through Learning on Country programs and other NLC programs. | <ul style="list-style-type: none"> • Target: 11 Learning on Country programs funded • Measure: number of remote community schools engaged with the NLC |
| <ul style="list-style-type: none"> • Initiating an informed youth council across the regions. | <ul style="list-style-type: none"> • Target completion 2021-22 |

The NLC works consultatively with a number of external organisations to advance the interests of Traditional Owners. We are exploring new employment and development pathways through the education sector. The NLC participates and reports to regional coordination meetings to discuss local issues and advocate for better services in communities.

The NLC Aboriginal Employment and Pathway Strategy 2021 – 2025 has been developed and was endorsed by the Executive Council in May 2021. This strategy outlines a commitment by the NLC to continue to develop and provide opportunities for our Aboriginal staff. Some of the benefits detailed in the strategy include:

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- Address skill shortages in the organisation through strategic assessment. The NLC will develop pathway programs in growth areas; and
- Develop meaningful career pathways.

The Learning on Country (LoC) Program was an initiative of four Northern Territory (NT) Aboriginal ranger groups and the schools in each of their communities. Since its inception in 2013, it has expanded to include 15 communities and their remote schools across the Top End.

The LoC Program performance data for the period January–June 2021 for the 15 sites is collated and presented below:

- 341 Indigenous people and 108 non-Indigenous people have been employed to deliver the LoC Program this period, equating to 75.95% Indigenous employment (a reduction of 1.48% on the previous period July–December 2020);
- 605 Indigenous students (869 female – 736 male) participated in a LoC activity during the last six months as part of a “whole of school” engagement in the LoC Program (a reduction of 156 students from last period);
- 706 Indigenous middle and senior school students (target cohort for NIAA funding) participated in core/regular LoC Program activities (minimum one day per week) this period (a reduction of two students from last period);
- 177 students are enrolled in VET-based courses, predominantly in Conservation Ecosystem Management Cert I & II, resulting in over 500 units of study completed in this period (an increase in 29 student VET enrolments on the previous reporting period);
- 43 students are engaged in work experience or internship-based (work transition) initiatives; and
- Five students transitioned from the senior secondary school LoC Program into employment in this period. Higher numbers of employment outcomes and NT CET graduations are expected closer to the end of the school year in December 2021.

Following considerable consultation and discussion with a small working group, the proposal to implement a youth council will be presented to the Full Council in July 2021.

FOCUS AREA THREE: A STRONG NLC – BE A CULTURALLY RICH AND TRUSTED ORGANISATION THAT GETS THINGS DONE AND OUR COMMUNITY CAN BE PROUD OF

OBJECTIVE: 3.1 BUILD THE NLC'S REGIONAL CAPACITY – REGIONALISATION.

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| <ul style="list-style-type: none"> Maintain a regional office network to provide a one-stop shop and conduit for remote regional Aboriginal people. | <ul style="list-style-type: none"> Measure: number of regional offices Measure: number of staff representing the different branches located in regional offices |
| <ul style="list-style-type: none"> Provide responsive customer service to Traditional Owners and native title holders and the general public across the NLC Region. Establish a process to evaluate the satisfaction of Traditional Owners and native title holders with NLC customer service. | <ul style="list-style-type: none"> Measure: customer satisfaction levels |
| <ul style="list-style-type: none"> Identify and consult with Traditional Owners and where required submit section 19 expression of interest to use land, office and staff housing. | <ul style="list-style-type: none"> Target completion 2021-22 Implement the NLC Regionalisation Strategy |

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| <ul style="list-style-type: none"> Secure funding for tender-ready documents and project management for: <ul style="list-style-type: none"> Katherine Regional Service Hub (KRSH); Nhulunbuy Regional Service Hub (NRSH); and Regional office upgrades (Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott). | <ul style="list-style-type: none"> Target completion 2020-21 Target completion 2021-22 Target completion 2021-22 Implement Phase 2-3 of NLC Regionalisation Plan Maintain existing infrastructure |
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OF.

The NLC has 11 office locations, including 10 regional offices outside of Darwin. Proposals are in place to establish a regional office in Elliott.

A full list of communities where NLC staff are based is listed under the Workforce Composition By Location heading in this report.

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Customer satisfaction in the Ngukurr and Borroloola region as has improved since the reinstatement of staff on offices.

A community survey and customer satisfaction process is in development.

The NLC held consultations with Traditional Owners and representatives of Aboriginal organisations to secure staff housing at Maningrida and office space at Wadeye.

Two land lots were purchased at auction to facilitate future staff housing in Timber Creek.

Consultations were conducted in May 2021 at Elliott regarding new land lots for an NLC office and accommodation and to support a new ranger group proposal.

The Nhulunbuy Regional Services Hub was re-located to a larger office space (Shop 6, Level 1 Arnhem House) in the 2020-21 year. This allows for projected growth in the East Arnhem region.

No new funding applications were made in the reporting period for new regional service hubs.

OBJECTIVE: 3.2 STRATEGICALLY ALIGN CONTEMPORARY HR PRACTICES INTO THE ORGANISATION.

- Develop, pilot and implement a well-defined, all-inclusive NLC induction framework.
- Develop a well-defined, all-inclusive NLC [onboarding] induction framework pack in partnership with NLC constituents.
- Pilot the quality and effectiveness of the induction [onboarding] pack.
- Target completion by 2021-22

Corporate induction program developed in consultation with internal stakeholders. Induction is scheduled monthly and new employees are automatically invited to attend in the first month of their commencement with the NLC. Monthly induction delivery commenced February 2021.

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Standardised Induction checklists developed to provide onboarding and induction framework across:

- Pre-commencement;
- 1st day;
- 1st week;
- 1st 30 days;
- 1st 60 days; and
- 1st 90 days (to end of probation).

Probationer form also updated to support goal and KPI setting for first year of employment and establish baseline for Performance Enhancement Program activities.

Corporate induction Feedback Data:

New employees attended: 38

Quality:

- Overall participant satisfaction: 87%

Effectiveness:

As a result of this training, I will change or improve the way I work: 66.67% positive; 33.33% neutral.

Onboarding

Two new systems implemented:

- My Recruitment + is an electronic recruitment and onboarding system that is fully electronic and eliminated the need for printing when recruiting; and
- New field engagement procedure. Designed after consultation with business units allows engagement and onboarding to be completed in the field. This has significantly reduced the time between engagement, onboarding and payment.

<ul style="list-style-type: none"> Provide a suite of training opportunities for NLC staff. 	<ul style="list-style-type: none"> Ongoing activity 	
OBJECTIVE: 3.3 CELEBRATE ABORIGINAL CULTURE AND NLC HISTORY.		
<ul style="list-style-type: none"> NLC History Project (celebrating 50 years). 	<ul style="list-style-type: none"> Target completion 2021-22 Project Outline by June 2021 Ongoing until September 2023 	
<ul style="list-style-type: none"> Support major community events. 	<ul style="list-style-type: none"> Measure: number of major community events supported 	
<ul style="list-style-type: none"> Administer the funeral and ceremonial fund. 	<ul style="list-style-type: none"> Measure: number of funeral and ceremony applications approved Measure: applications processed within five business days 	

<p>Key achievements / deliverables:</p> <ul style="list-style-type: none"> • Development and Council endorsement of L&D strategy and supporting policy; • Review of completed Performance Enhancement Program (PEP) plans to research and recommend individual training plans; • Development of annual training calendar; and • Organisation-wide Learning Management System (LMS) approved for implementation in 2021-22. <p>Training delivered:</p> <ul style="list-style-type: none"> • First Aid, CPR and Trauma Response; • 4WD; • Fire Warden, Extinguisher and Health & Safety Committee training; • Aboriginal Mental Health 1st Aid; • NLC Corporate Induction; • LinkedIn Learning; • Intercultural Mediation and Conflict Management; • Cultural Competency and Cross Cultural Communication; • Leadership Lunch & Learn Sessions; • NLC Code of Conduct, Bullying & Harassment; and • HR21. 	
<p>An outline of the history project was presented to Executive, Regional Council Meetings and endorsed by the Full Council.</p> <p>The theme is Our Land, Our Law, Our History focuses on producing external and internal sub project initiatives and activities between now and the celebration in 2023.</p> <p>10 major community events were supported and or promoted, including engagement with external media network providers.</p> <p>The NLC also organised a Maningrida Careers Expo, and attended the Kalano and Jabiru job fairs.</p>	<p>Corporate Plan - pp. 16</p>
<p>As of 30 June 2021, the NLC received 227 funeral applications with 215 approved, 11 declined and one pending.</p> <p>During the reporting period, the NLC received 25 ceremony application with 21 approved and four declined.</p> <p>Nearly 70% of applications were completed within two business days, while 85% of applications were completed within five business days.</p>	<p>Corporate Plan - pp. 17</p>

OBJECTIVE: 3.4 DEVELOP AND IMPLEMENT THE NLC GOVERNANCE AND COMPLIANCE FRAMEWORK.

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| <ul style="list-style-type: none"> Develop and implement a Governance and Compliance framework which includes clear roles and responsibilities, sustained scrutiny and reporting framework. | <ul style="list-style-type: none"> Ongoing activity | |
| <ul style="list-style-type: none"> Ensure robust relevant and current corporate policies and procedures. | <ul style="list-style-type: none"> Target: 100% of corporate policies current Target: policies and procedure reviewed by specified date | |
| <ul style="list-style-type: none"> Implement the NLC risk management framework. Identify, monitor, review and report on financial risks on a quarterly basis. Identify, monitor, review and report on risks, including WHS on a quarterly basis. | <ul style="list-style-type: none"> Target: quarterly updates of NLC Risk Register Target: quarterly WHS Committee Meetings and reports | |
| <ul style="list-style-type: none"> Compliance with the Public Governance, Performance and Accountability Act 2013 (PGPA Act). | <ul style="list-style-type: none"> Ongoing activity | |

OBJECTIVE: 3.5 DELIVER EFFECTIVE FINANCIAL MANAGEMENT.

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| <ul style="list-style-type: none"> Manage and adhere to the delivery of corporate accounting requirements including: <ul style="list-style-type: none"> Secure and allocate funds to enable NLC operations to achieve its purpose; Grant acquittals; FBT & GST; Variance analysis; and Unmodified auditor's report. | <ul style="list-style-type: none"> Measure: financial reports presented for information only to the Full, Executive and Regional Councils on a quarterly basis Target: annual audit completed within reporting timeframe Target: 100% of GST and FBT lodgment are made on time (monthly and annually) Target: all grant acquittals submitted on time |
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OBJECTIVE: 3.6 MAINTAIN AN EFFICIENT AND WELL SUPPORTED ICT SYSTEM.

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| <ul style="list-style-type: none"> Implement, monitor and support sustainable IT systems to enable operations across the NLC. | <ul style="list-style-type: none"> Ongoing activity |
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Reporting against the objectives is outlined in the NLC Corporate Plan. The Governance and Compliance framework is under development with consultation to take place by end of 2021.

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The NLC maintains a register of 42 corporate policies

46 policies (new and existing) were under review during 2020-21.

Quarterly updates of the NLC Risk Register were completed and presented to the Audit Committee.

Four WHS Committee meetings were held during the reporting period.

The NLC has maintained compliance with the PGPA, including key statutory deadlines for corporate plans and the annual report, and publishing the annual report to the Commonwealth Transparency portal. An extension to the submission date for both the corporate plan and annual report sought and granted due to the impact of COVID-19 and in line with advice provided by the department.

Financial reports were presented at all Full, Executive and Regional Council meetings.

11/12 GST lodgments were submitted by the due date.

100% of FBT lodgments were submitted by the due date.

80% of grant acquittals were submitted by the due date.

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96% customer satisfaction level.

96% of incoming request for service are allocated and actioned within 24 hours.

100% of services alerts are fixed or remediated.

100% all consultation and planning were completed prior purchasing of any ICT equipment.

100% patches and updates are deployed within the recommendation timeline from the vendors.

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<ul style="list-style-type: none"> Resolve ICT issues in a timely manner 	<ul style="list-style-type: none"> Ongoing activity 	
<ul style="list-style-type: none"> Implement a streamlined solution to effectively track and manage land use agreements and disbursements accessible to all NLC divisions. 	<ul style="list-style-type: none"> Target completion 2023-24 	

<ul style="list-style-type: none"> Implement an integrated information platform to enable managers and staff to access information online make informed decisions. 	<ul style="list-style-type: none"> Target completion 2021-22 	
<ul style="list-style-type: none"> Manage NLC's records and archival obligations. 	<ul style="list-style-type: none"> Ongoing activity 	

OBJECTIVE: 3.7 PROVIDE AN EFFICIENT ASSET MANAGEMENT AND FLEET SERVICE TO ALL NLC STAFF; ENSURE ALL VEHICLES ARE APPROPRIATELY SERVICED,

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| <ul style="list-style-type: none"> Develop monitoring and surveillance compliance measures across all service schedules, data input and vehicle booking request systems. Effectively manage NLC assets. | <ul style="list-style-type: none"> Target: fleet pool fully registered and scheduled services completed Target: incident reports regarding fleet, vehicle, property and assets to increase by >25% |
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1339 out of 1349 services desk requests were completed successfully, with 96% satisfactory rating.

Collaborate with staff across the organisation to:

- Document and agree policy;
- Improve processes; and
- Validate data.

Re-align delivery strategy, service providers and internal resources to schedule and deliver remaining elements of LUMAR phase 1 project:

- Software upgrades;
- Agreement policies and procedures;
- Financial obligations and revenue orders;
- Proponent advice tracking;
- Non-financial obligations; and
- Data cleansing and remediation.

Plan LUMAR phase 2 project by working with business units to extend information systems:

- Royalty Reform team to improve management of trust transactions and to project revenue and payments; and
- Other NLC branches to implement work management for other contracts and agreements.

The NLC completed the Australian National Archives audit. The national survey gathers information about the NLC's (and all government agencies) data management and ensures we comply with the Digital Continuity 2020 Policy.

EQUIPPED AND MAINTAINED.

100% of the NLC vehicles are registered and monitored with Motor Vehicle Registry (MVR) reminders. A software tool called Fleet Manager 4.0 program also provides reminders and also vehicle tracking system auto reminder notifications. Both vehicle registrations and service schedules are monitored closely. The majority of registrations are paid online (90%) and (10%) in person at the MVR office. The NLC also has non-operational unregistered vehicles that are due for disposal.

Service schedules are monitored through a vehicle tracking notification system. 90% of scheduled services are completed on time depending on available service vendor within the region or island.

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FOCUS AREA FOUR: PROACTIVELY MANAGE COUNTRY - ACQUIRE, MANAGE AND PROTECT TRADITIONAL LANDS AND WATERS IN ACCORDANCE WITH STATUTORY OBLIGATIONS

OBJECTIVE: 4.1 DEVELOP LAND MANAGEMENT CAPACITY AND IDENTIFY LAND USE CAPABILITY FOR EVERY LAND TRUST AND LAND OF INTEREST (NATIVE TITLE)

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| <ul style="list-style-type: none"> • Desktop analysis of land use capability data for each land trust developed by other agencies. | <ul style="list-style-type: none"> • Target: 1 complete land trust analysis by region |
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| <ul style="list-style-type: none"> • Resource the development of healthy country plans. | <ul style="list-style-type: none"> • Target: 2 annually |
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OBJECTIVE: 4.2 DELIVERY OF BEST PRACTICE PEOPLE AND LAND MANAGEMENT PRINCIPLES TO DEVELOP ABORIGINAL LAND TRUSTS.

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| <ul style="list-style-type: none"> • Support Traditional Owner engagement in resource management and developing land use planning guides. • Incorporate property planning into land use agreement terms and conditions. | <ul style="list-style-type: none"> • Ongoing activity • Target completion 2022-23 |
| <ul style="list-style-type: none"> • Support and deliver Aboriginal ranger programs across NLC regions. • Manage Indigenous Protected Areas within our regions. • Support national park joint management. | <ul style="list-style-type: none"> • Measure: number of ranger groups supported • Measure: number of Aboriginal employees • Measure: number of Aboriginal Protected Areas managed • Measure: area of land and water under community Aboriginal control and management |

RY FUNCTIONS.

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Not commenced.

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The NLC has been leading many Healthy Country Plans (HCPs) and in 2020-21 started the HCP process for a number of groups, including the Garawa, Wudicupildiyerr, Bulgul, Gajjerong, Wagiman, Garngi and Mardbalk ranger groups. Increasingly, the HCP process is also being used for sea country planning through the NLC Blue Mud Bay project team.

There has been limited progress to report on this activity.

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Ranger programs are the practical expression of many of the Caring for Country aspirations of Traditional Owners. The NLC directly hosts 13 Indigenous ranger groups with two additional ranger groups under development. In addition, the Gummur Marthakal Rangers are managed via local subcontract arrangements as they move towards full independence.

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Through the NIAA Indigenous Ranger Grants and the Indigenous Land and Sea Corporation (ILSC) Real Jobs programs, the NLC was funded to support the direct employment of up to 70 full-time equivalent staff. In total, the Caring for Country section employs 140 staff (25 casual, 54 full time and 61 part-time). The section contains the highest percentage of Aboriginal and Torres Strait Islander staff in the NLC: 78% (109 staff) identify as Aboriginal and Torres Strait Islander and 22% (31 staff) as not. In addition, the Caring for Country section supports numerous casual rangers and cultural advisors.

The NLC also manages three Indigenous Protected Areas (IPAs): the Wardaman IPA (declared in 2014) the Ganalanga Mindibirrira IPA (declared in 2016) and the South-East Arnhem Land IPA (declared in 2017).

Collectively, these programs protect and care for more than 104,000 square kilometres of land – over five times the size of Kakadu National Park – and extensive areas of coastline on behalf of Traditional Owners, to the benefit of all Australians. The NLC also has a statutory responsibility to protect and advocate for the interests of Traditional Owners of land and sea within its jurisdiction. This includes estates leased by the Northern Territory and Australian governments and included in the national reserve estate for conservation of natural and cultural values and tourism purposes. Nearly half of the NT's national parks and conservation reserves in the NLC region are Aboriginal owned and jointly managed. The NLC supports joint management activities in eight Northern Territory parks: Garig Gunak Barlu National Park, Mary River National Park, Adelaide River Conservation Reserve, Tjuwalyin Nature Reserve, Umbrawarra Nature Reserve, Giwining National Park, Judbarra National Park and Barranyi National Park.

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| <ul style="list-style-type: none"> Implement the Women's Ranger Employment Strategy. | <ul style="list-style-type: none"> Target: 50% of rangers employed by the NLC are women Target: women rangers are represented in every NLC ranger groups Target: all NLC ranger groups employ Indigenous women in one or more leadership roles (eg coordinators, assistant coordinators or senior rangers) Target: all women rangers have access to the full range of training opportunities |
| <ul style="list-style-type: none"> Develop and implement the Youth Ranger Engagement Strategy. | <ul style="list-style-type: none"> Target: all ranger groups employ custodians to evaluate and prioritise youth engagement activities during work planning Target: all ranger groups have a comprehensive list of youth engagement activities included in their 2020-21 work plans Target: all youth engagement partnerships with the NTG or other organisations have formal terms of reference Target: all rangers and their coordinators have a valid Ochre card number on file with NLC Target: all ranger groups are serviced by a professional social worker |

In 2020-21, the NLC continued to improve against our Women Employment Strategy (WES) and Youth Engagement Strategy (YES) targets. Further work has been undertaken to improve the gender balance in the ranger workforce. Much of this revolves around targeted recruitment strategies, the organisation of women ranger forums and the delivery of targeted training for women rangers. Gender equity is close to being achieved with 41.85% of the ranger staff being female and 58.15% being male. All NLC ranger groups continue to employ women rangers (100%).

Gains have been made in increasing Aboriginal women in leadership positions, nearly doubling over three years with seven groups now employing Aboriginal women in leadership roles, with two more women rangers in the process of being promoted to senior ranger positions. The majority of women promoted into these roles persevered with the ranger program for many years; it can take time for new rangers to progress to leadership roles in groups with little history of women's employment. We stand at 50% of assistant coordinators and senior rangers are women.

Eleven out of 13 ranger groups saw comparable levels of participation from women and men in training opportunities. While this is a big improvement from 2018 numbers, the push for centralised training means that women rangers with childcare responsibilities or domestic violence issues are missing out. A greater focus on delivering training in community and on country would alleviate these issues.

In terms of youth engagement, nine NLC ranger groups (63%) have formal Traditional Owner advisory bodies (Ranger Advisory Groups or IPA committees). Only the IPA committees meet regularly. Where Ranger Advisory Groups do exist, the majority meet infrequently, often only once a year or less, and have limited opportunity to contribute to or direct work planning for their ranger group. Groups without Ranger Advisory Groups need support to develop them, and all Ranger Advisory Groups need support to meet more frequently and have more meaningful input into work plans.

The majority of ranger groups (10 out of 13) list youth engagement activities in their work plans, but, these lists are not all comprehensive. In some cases, they do not fully account for all the youth activities being delivered (e.g. culture camps) and these are consequently not reported against.

The 15 Learning on Country (LoC) programs, delivered by the LoC team (involving four NLC ranger groups), have formal terms of reference. In addition to this, junior ranger programs are in the process of being re-establish, with MOUs being signed between ranger groups and participating primary schools. Three are underway, with one signed and registered.

The NLC is addressing challenges to monitor currency of ochre cards to relevant new and existing staff in remote communities. The NLC is undertaking a comprehensive review to identify probity requirements for relevant roles. This includes adopting a probity policy in 2021-22 continuously improving methods to capture and validate information in this space.

The NLC is not yet in a position to provide professional mentoring to young rangers, although the need for this was recognised in the NIAA seven-year funding submission, with two new mentoring positions proposed in the bid.

<ul style="list-style-type: none"> • Build capacity of NLC Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands. • Develop the Ranger Workforce Development Strategy. 	<ul style="list-style-type: none"> • Ongoing activity • Target completion 2021-22 	
<ul style="list-style-type: none"> • Improved employment and business outcomes for Aboriginal People. • Assist to develop and implement an effective Minerals and Energy Cultural Monitor Program. • Increase informed consultation and participation of Aboriginal people in activities including research, liaison, negotiation, steering committees and reference groups. 	<ul style="list-style-type: none"> • Ongoing activity • Ongoing activity • Ongoing activity 	

In 2019-20, the NLC developed a draft Ranger Workforce Strategy to understand its various workforce segments, how effectively it is being used and what it needs to look like in the future. The draft strategy requires ranger groups to develop many new competencies and skills so that they as a workforce become more agile and deliver better services. It is clear that rangers must be supported and encouraged to keep developing their skill base and undertake additional qualifications or skill sets, which may be at a higher level (skills deepening) or the same or lower level (skills broadening) through flexible and accessible training and mentoring support.

One of the key outcomes of the Ranger Workforce Strategy is that it proposes new evidence-based ranger career pathway programs for the workforce. The proposed structure maintains the Conservation Ecosystem Management (CEM) pathway towards a Cert II, III and IV qualification. The new structure incorporates compulsory WH&S and CEM training for entry-level rangers and provides multiple optional pathways for diversification (responsible ranger roles).

The NLC actively pursues fee-for-service and other business opportunities to implement contemporary land and sea management practices, including projects around compliance, biosecurity, fisheries monitoring and enforcement. These activities are growing in importance as amendments to legislation enables compliance powers to be granted to community based rangers. We continue to have long-term contracts with NT Fisheries to patrol, monitor and report activity along large sections of the NT coastline where our rangers work. The NLC also has long-term biosecurity and quarantine surveillance contracts with the Department of Agriculture, Water and the Environment, that form part of work for most of our ranger groups. All these contracted activities come with elements of training and capacity building through partnerships with the stakeholders, giving us the capacity for sustaining outcomes going forward. Another significant enterprise activity is the substantial amount of Aboriginal land that Traditional Owners have now dedicated to ongoing carbon abatement programs through management of fire. A number of NLC ranger groups, Indigenous Protected Area managers and Traditional Owners are involved in registered carbon abatement projects using the early dry season savanna fire methodology. In 2019-20, a number of new participants trialled these approaches as part of Indigenous Land and Sea Corporation Savanna Fire Management (SFM) Program. While much of this work was preparatory, some groups have registered new projects for 2020-21. Projects are hosted through Arnhem Land Fire Abatement Aboriginal Corporation or independently by groups themselves. Examples include the Judbarra Savanna Fire Management project, the Garawa Savannah Fire Management project and others that are coming online for the Wardaman IPA, Wudicupildiyerr Rangers and the Wagiman Rangers.

Planning is a critical element of all the work that the NLC undertakes. First developed with Aboriginal people in Australia, Healthy Country Planning (HCP) is a methodology used to create Indigenous Protected Areas Plans, land-use plans, wildlife management plans, protected area plans, etc. The HCP process involves a series of meetings and workshops where Aboriginal people, resource managers, community members, and other stakeholders, gather to create a plan to look after country and keep it healthy. Participatory M&E is the cornerstone of the HCP process and underpins many of the NLC's ranger programs.

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OBJECTIVE: 4.4 DELIVER THE BLUE MUD BAY (BMB) IMPLEMENTATION ACTION PLAN.

- Action the Blue Mud Bay Implementation Plan agreement between NLC by 31 December 2022.
- Aboriginal Sea Company established.
- Target completion 2021-22

The NLC Caring for Country branch met the Parks and Wildlife Commission in April 2021 to discuss pathways to reinvigorate Joint Management and ensure Traditional Owners receive benefits from the arrangements. Work will continue in the following year to better align priorities and explore ways to meaningfully engage Traditional Owners, strengthen communication between partners and improve reporting on the effectiveness of joint management arrangements. The NLC Caring for Country branch continued to support Joint Management Committee meetings held between staff from the Parks and Wildlife Commission and Traditional Owners. Many of these committee meetings and related activities, such as country camps, were cancelled in 2020 due to COVID-19, but a number of meetings have been successfully held.

633 days of employment for 119 persons were generated from the NLC Minerals and Energy On-Country Manager program.

177 on-country meetings regarding minerals and energy matters with over 1100 people consulted. These meetings are works with proponents on country and not consult with Traditional Owners.

31 minerals and energy contracts contain an obligation to convene liaison committees between proponents and local Aboriginal people.

NTG has paid \$2 million to the NLC to establish and develop an entity to facilitate the participation of Traditional Aboriginal Owners in commercial fishing, aquaculture, fishing tourism and other opportunities associated with fishing in the Northern Territory. This entity will be owned by Traditional Aboriginal Owners – not land councils or government – and is referred to as the Aboriginal Sea Company (ASC), but Traditional Aboriginal Owners will decide on its final name.

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NTG will pay \$8 million seed funding to the ASC within 28 days of its establishment. This funding will be used to support participation of Traditional Aboriginal Owners in fishing industries, including through jobs and enterprise. NTG is not allowing this money to be used to buy commercial fishing licences.

Aboriginal Sea Company (ASC):

Legal advice has been received regarding an appropriate corporate structure for the ASC; and draft constitution and trust deeds are being prepared on the basis of the suggested corporate structure. The final governance structure will be determined by the ASC itself, by its inaugural executive group. The ASC is expected to be established in 2021-22

Aboriginal Coastal Licence:

NTG has upgraded the ACL according to its commitments under the action plan.

OBJECTIVE: 4.5 SECURE LAND AND NATIVE TITLES RIGHTS FOR TRADITIONAL OWNERS ACROSS THE NLC REGION.

- | | |
|--|--|
| <ul style="list-style-type: none">• Progress unresolved land claims in the NLC region. | <ul style="list-style-type: none">• Measure: number of claims recommended for grant• Measure: number of claims being pursued by NLC staff |
| <ul style="list-style-type: none">• Progress unresolved Native Title Claims in the NLC region. | <ul style="list-style-type: none">• Measure: number of unresolved claims• Measure: number of resolved claims• Measure: summary of groups represented |
| <ul style="list-style-type: none">• Perform litigation as required. | <ul style="list-style-type: none">• Measure: number of litigations during the reporting period |

Legislative changes:

In June 2021, the NLC provided NTG a comprehensive list of amendments for the Fisheries Act, which will bring greater inclusiveness and recognition of sea rights for Aboriginal people. A working group comprising representatives from NTG and NLC has been formed, which is working through the proposed amendments. NTG aims to present a Bill to parliament approval by July 2022.

Consultations with Traditional Aboriginal Owners:

Since August 2020, consultations regarding the action plan were undertaken with coastal communities across the NLC region. Traditional Owners gave the NLC instructions about access arrangements at the local level through until the end of 2022 per the action plan. These consultations guided the development of an online recreational fishing registration system.

Sea country planning:

The need to develop sea country plans around the NLC coastline became apparent during the action plan consultations. The NLC has commenced planning with Traditional Owners for the tidal section of the Roper River (Roper Bar to the river mouth), as well as for the Finniss River coastline and Peron Islands region. Planning will also soon commence for tidal areas of the East Alligator River through to the Mini Mini river system, as well as tidal areas of the McArthur River and around the Pellew Islands.

Compliance and signage:

The NLC is in the process of developing signage for various boat ramps around the coastline to educate fishers about Aboriginal sea rights and local access arrangements to intertidal waters.

One former land claim area was granted as Aboriginal land in 2020-21.
2 claims are being pursued by NLC staff before the Aboriginal Land Commissioner.
15 claims recommended for grant by the Aboriginal Land Commissioner are being consulted on to be granted as Aboriginal land by the Minister for Indigenous Australians.

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Three positive determinations of Native Title were made during the reporting period
There are 16 unresolved Native Title claims in the NLC Region.
There are 86 resolved Native Title claims in the NLC Region.
The NLC is assisting groups from the Darwin Daly, Victoria River Downs, Katherine and Borroloola/Barkly regions with Native Title claims over their traditional lands.

There have been four litigation proceedings during the reporting period.

OBJECTIVE: 4.6 EFFECTIVELY MANAGE VISITORS TO ABORIGINAL LAND TRUST LAND IN ACCORDANCE WITH THE ASPIRATIONS OF TRADITIONAL OWNERS.

- Develop an online permit management system.
- Effectively manage visitor and permit requests in accordance with Traditional Owner aspirations.
- Hold consultations with Traditional Owners to establish a new permit agreement zone.
- Target: online permit management system launched by July 2020
- Measure: number of permit agreements zones
- Measure: number of permits issued

- Secure funding and expand the NLC ranger compliance program.

- Target completion 2021-22

OBJECTIVE: 4.6 EFFECTIVELY MANAGE VISITORS TO ABORIGINAL LAND TRUST LAND IN ACCORDANCE WITH THE ASPIRATIONS OF TRADITIONAL OWNERS.

- Maintain the Land Interest Register.
- Measure: number of land interest references requested

The online Permit Administration System (PAS) launched in July 2020. The NLC is now focused on enhancements for COVID-19 protections, rangers, better reporting and responsiveness to user requests.

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There were been 14,817 permits issued during the financial year by permit type:

- Media - 120;
- Mining - 596;
- Recreation - 165;
- Research - 370;
- Residential - 511;
- Tourism - 3065;
- Transit - 1455;
- Visitor - 324; and
- Work - 8211

87% of permits issued are issued within 10 business days of application.

The NLC received funding in 2020 to help address long-term issues with the management of illegal access and activities on Aboriginal land.

The Indigenous Ranger Compliance Support (IRCS) Project aims to ensure that Traditional Owners and rangers lead the management of compliance are appropriately trained, resourced and supported to undertake targeted compliance activities on their traditional land and sea estates safely and effectively, and that the external agencies have the evidence they need to effectively deal with unlawful activity. The project focuses on 13 NLC and numerous independent ranger groups – a total of 36 ranger groups across the NLC region. The funding finishes on 31 December 2021. We are working hard to try to secure funding from the NT and Australian governments so the training program can be delivered for the independent ranger groups and IPA managers.

There have been 371 requests received for land interests during the reporting period.

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<ul style="list-style-type: none">• Provide anthropologic advice to the NLC and Traditional Owners.			<ul style="list-style-type: none">• Measure: number of land interest references released• Measure: number of documents held in the LIR• Measure: number of anthropological advice issues• Measure: number of ongoing disputes conciliation under management• Measure: requests for mapping requests		
<ul style="list-style-type: none">• Royalty reform: engage, identify, review and implement key royalty reforms.• Engage with consultants to realign the functionalities of the Anthropology branch.			<ul style="list-style-type: none">• Target completion: 2023-24		

288 Land Interests References were produced.

The NLC maintains a spatially indexed research library of historical documents, ethnographic surveys, publications, land claim and other materials called the LIR. The library was entirely hardcopy before the times of computers but began a digital existence by storing a simple registry of document abstracts and spatial index references in a simple database. It has since been developed to store digital scans of these documents and materials, provide bibliography listings to maintain a glossary/thesaurus and track user access. For the digitised documents, the database uses word breakers to build an index of every word used in every document and uses rank scoring searches for phrases, word collections and word proximities to each other. This provides rapid access to relevant document information on sacred site references, people's names and historical projects can be facilitated and a researcher can build a quick bibliography list of relevant materials for project matters at hand.

The library now contains nearly 39,000 records, the digitisation process has been going on for nearly 10 years and has been a significant undertaking, with over 36,000 records now scanned and it is approaching 100% digital status.

The Anthropology branch is resolving 36 disputes.

There have been 957 Geographic Information System (GIS) requests across the NLC:

- Anthropology - 199;
- Section 19 - 186;
- Legal - 171;
- Mining and energy - 141;
- Regional offices - 77;
- Other - 72;
- Land and sea - 50;
- Commercial and community development projects - 40; and
- Secretariat - 21

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Royalty Facilitation & Distribution Manager employed.

Project officers are in the process of being employed.

Royalty data extracted from LIR data base and ready to be put into a royalty unit database.

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PART 4

*Financial
Statements**Our Land, Our Sea, Our Life*

Financial Statements

NORTHERN LAND COUNCIL
ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
 for the year ended 30 June 2021

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INDEPENDENT AUDITORS REPORT



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of Northern Land Council and its subsidiaries (together the Consolidated Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Consolidated Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Consolidated Entity, which I have audited, comprises the following as at 30 June 2021 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Consolidated Statement of Comprehensive Income;
- Consolidated Statement of Financial Position;
- Consolidated Statement of Changes in Equity;
- Consolidated Cash Flow Statement; and
- Notes to the financial statements, comprising a Summary of Significant Accounting Policies and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Consolidated Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Consolidated Entity, the Chairman and Chief Executive Officer are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chairman and Chief Executive Officer are also responsible for such internal control as the Chairman and Chief Executive Officer determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chairman and Chief Executive Officer are responsible for assessing the ability of the Consolidated Entity to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The Chairman and Chief Executive Officer are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

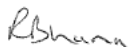
My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Consolidated Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Consolidated Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Consolidated Entity to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Consolidated Entity to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the Consolidated Entity audit. I remain solely responsible for my audit opinion.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Rita Bhana

Audit Principal

Delegate of the Auditor-General

Canberra

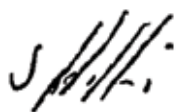
16 October 2021

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Group will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.



Mr Samuel Bush-Blanasi
Chairman / Accountable Authority



Mr Joe Martin-Jard
Acting Chief Executive Officer /
Accountable Authority



Mr Irfan Bhat
Chief Financial Officer

15 October 2021

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2021

	NOTE	2021 \$'000	2020 \$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	3A	36,973	32,446
Suppliers	3B	32,852	22,908
Depreciation and amortisation	3C	3,494	3,459
Losses from sale of assets	3D	-	135
Finance costs	3E	151	143
Loss on revaluation of investment property	3F	-	189
Total expenses		73,470	59,280
Own-Source Income			
Own-Source Revenue			
Revenue from contracts with customers	4A	4,368	4,327
Rental income	4E	319	383
Interest	4B	128	319
Gain on revaluation of investment property	4F	180	-
Total own-source revenue		4,995	5,029
Gains			
Gains from sale of assets	4C	223	-
Reversals of write - downs and impairment	4D	5	28
Total gains		228	28
Total own-source income		5,223	5,057
Net cost of services		68,247	54,223
Revenue from government	4G	89,053	59,990
Surplus on continuing operations		20,806	5,767
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation surplus		-	(805)
Total other comprehensive loss		-	(805)
Total comprehensive income		20,806	4,962

The above statement should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 30 June 2021

	NOTE	2021 \$'000	2020 \$'000
ASSETS			
Financial Assets			
Cash and cash equivalents	6A	66,340	41,244
Trade and other receivables	6B	1,334	2,186
Total financial assets		67,674	43,430
Non-financial assets			
Land, buildings and leasehold improvements^	7A	19,166	18,691
Property, plant and equipment^	7A	6,363	6,115
Other non-financial assets	7B	559	493
Investment property	7C	1,740	1,560
Total non-financial assets		27,828	26,859
Total assets		95,502	70,289
LIABILITIES			
Payables			
Suppliers	8A	6,215	3,714
Other payables	8B	1,058	563
Total payables		7,273	4,277
Interest bearing liabilities			
Borrowings	8C	2,061	2,280
Leases	8D	1,928	868
Total interest bearing liabilities		3,989	3,148
Unearned revenue			
Advanced payments	9	22,113	22,384
Total unearned revenue		22,113	22,384
Provisions			
Employee provisions	10	6,254	5,413
Total provisions		6,254	5,413
Total liabilities		39,629	35,222
Net assets		55,873	35,067
Equity			
Asset revaluation reserve		5,693	5,693
Retained surplus		50,180	29,374
Total equity		55,873	35,067

The above statement should be read in conjunction with the accompanying notes.

^ Right-of-use assets are included in land, buildings, leasehold improvements and property, plant and equipment.

The distinction between current and non-current assets and liabilities is included in Note 18.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2021

	NOTE	RETAINED SURPLUS \$'000	ASSET REVALUATION RESERVE \$'000	TOTAL EQUITY \$'000
Balance at 1 July 2019		23,607	6,498	30,105
Other comprehensive loss		-	(805)	(805)
Surplus for the year		5,767	-	5,767
Balance at 30 June 2020		29,374	5,693	35,067
Surplus for the year		20,806	-	20,806
Closing Balance as at 30 June 2021		50,180	5,693	55,873

The above statement should be read in conjunction with the accompanying notes.

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 30 June 2021

	NOTE	2021 \$'000	2020 \$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from government		89,053	56,256
Rendering of services		5,207	12,119
Interest		128	319
Total cash received		94,388	68,694
Cash used			
Employees		35,623	31,076
Suppliers		29,826	21,593
GST paid		558	506
Interest payments on lease liabilities		90	55
Interest payments on borrowings		42	64
Total cash used		66,139	53,294
Net cash from operating activities		28,249	15,400
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of property, plant and equipment		305	1,828
Total cash received		305	1,828
Cash used			
Purchase of property, plant and equipment		2,815	3,365
Total cash used		2,815	3,365
Net cash used by investing activities		(2,510)	(1,537)
FINANCING ACTIVITIES			
Cash received			
Advances from borrowings		31	-
Total cash received		31	-
Cash used			
Principal repayment on leases		424	239
Repayment of borrowings		250	523
Cash used in financing activities		674	762
Net cash used by financing activities		(643)	(762)
Net increase in cash held		25,096	13,101
Cash and cash equivalents at the beginning of the reporting period		41,244	28,143
Cash and cash equivalents at the end of the reporting period	6A	66,340	41,244

The above statement should be read in conjunction with the accompanying notes.

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1. Overview

The Northern Land Council (NLC), the parent entity, is a representative body with statutory authority under the *Aboriginal Land Rights (Northern Territory) Act 1976* (ALRA). It also has responsibilities under the *Native Title Act 1993* (NT Act) and the *Pastoral Land Act 1992*. It is a not-for-profit Corporate Commonwealth entity. The objectives of the NLC are to:

- Advocate, protect and acquire Aboriginal property rights and interest in our traditional lands, water and seas through land claims and the native title process.
- Ensure the sustainable use and management of natural and cultural resources on Aboriginal lands.
- Protect Aboriginal sacred sites, places and objects of significant cultural heritage.
- Support Aboriginal people to maintain sustainable communities, outstations and healthy lives.
- Facilitate economic opportunities that lead to viable and sustainable regional commercial activities and development in the regions.
- Advocate on behalf of Aboriginal people to raise broader community awareness of the role and vision of the NLC.
- Operate in accordance with best practice and reporting standards and obligations.

The NLC is a statutory authority formed within the provision of Section 21 of the ALRA. The NLC receives appropriations from the Aboriginals Benefit Account (ABA) pursuant to ministerially

approved estimates prepared in accordance with section 34 of the Act and made available under section 64 of the Act.

The NLC is structured to meet the following outcomes:

- Outcome 1: Access to Aboriginal land is managed effectively and efficiently.
- Outcome 2: Traditional Owners are assisted to manage their land, sea and natural resources in a sustainable manner.
- Outcome 3: To assist Aboriginal people to obtain or acquire property rights over their traditional land and sea.
- Outcome 4: To secure economic, social and cultural benefits for traditional owners from developments taking place on Aboriginal land.
- Outcome 5: Develop employment and training plans in partnership with industry and government stakeholders, and facilitate the implementation of these plans.
- Outcome 6: Efficiently process exploration and mining license applications and provide accurate advice on potential environmental impacts and benefits.
- Outcome 7: Empower Aboriginal people to carry out commercial activities and build sustainable enterprises.
- Outcome 8: Advocate on behalf of Aboriginal people and express their views.
- Outcome 9: Raise public awareness of the NLC's work and the views of Aboriginal people.
- Outcome 10: Supporting Aboriginal people to maintain and protect their sacred sites and cultural heritage.

- Outcome 11: Help Aboriginal people achieve their development potential by facilitating access to leadership and governance programs, resources, infrastructure and government services.
- Outcome 12: Receive and distribute statutory and other payments for Aboriginal people.
- Outcome 13: Assist Land Trusts' to act appropriately and in accordance with the ALRA.
- Outcome 14: Support traditional owners to manage and resolve disputes.

The funding conditions of the NLC are laid down by the ALRA, and any special purpose grant guidelines. Accounting for monies received from the ABA is subject to conditions approved by the Minister for Indigenous Australians.

The continued existence of the NLC in its present form with its present programs is dependent on Government policy and on continuing funding by Parliament for the NLC's administration and programs.

Events during the year that impacted the Group:

The spread of COVID-19 was declared a global pandemic in March 2020. The rapid rise of the virus has seen an unprecedented global response by Governments, regulators and industry sectors. COVID-19 and related measures to slow the spread of the virus have had significant impact on the Australian and global economy, supply chains and financial markets, and resulted in increased levels of volatility and uncertainties. This has required the Group to assess whether and how they are affected, and the impact on their ongoing operations.

Operations of the Group continued during the whole year, however in June 2021, the group office was closed for a week due to a snap lockdown and all the staff had to work from home. It was expected that COVID-19 might have some impact in relation to the completion of some

projects, however these are not significant to the Group. Management has determined that there is no material uncertainty that casts doubt on the entity's ability to continue as a going concern.

S 64(1) Funding for Covid 19 Support

In April 2020 the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP approved a one-off payment of \$4 million under section 64(1) of the ALRA. The full amount was recognised as income on receipt during the year ended 30 June 2020. Total expense of \$3,254,927 (2020: 266,028) was spent from the funds and the unspent amount \$479,045 has already been committed for COVID-19 support as at 30 June 2021 and will be expended in the year 2021-22. Refer Note 20 for further information.

The funding was utilised to provide immediate support to the residents of Aboriginal communities who were affected by the restrictions imposed by the government to reduce the spread of COVID-19. The funding allowed NLC to provide immediate support to residents living in their homelands through the invitation of 'expression-of-interest' from various communities and Aboriginal organisations.

S 64(1) Funding for Northern Territory (NT) Indigenous Economic Stimulus Package

In November 2020 the Minister for Indigenous Australians, Hon Ken Wyatt AM MP, announced a NT Indigenous Economic Stimulus Package to assist Indigenous businesses recover from the impact of COVID-19, with a focus on creating and sustaining jobs through economic, social and infrastructure projects.

The NLC has been allocated \$36.7 million. The NT Indigenous economic stimulus package will be delivered over two financial years with \$22 million in the year 2020-21 and \$14.7 million in the year 2021-22.

The funding is intended to assist Indigenous businesses in the NLC region, create jobs and stimulate economic recovery. Money will flow through targeted investments connecting Aboriginal people to pastoral, tourism, gas and mining opportunities, and help businesses prepare for an expected surge in domestic tourism over the coming period.

NLC received \$22 million in this financial year and the full amount was recognised as income on receipt during the year ended 30 June 2021. However, the unspent amount \$16,436,823 will be expended in the year 2021-22 with no corresponding income recognised in 2021-22. Refer Note 20 for further information.

The second instalment of the NT Indigenous economic stimulus package amounting to \$14.7 million was received in July 2021.

North Australia Aboriginal Corporation received Job Keeper Payments of \$96,000 (2020: 58,500) and Cash Flow Boost of \$37,500 (2020: 62,500) from the Australian Taxation Office for the year ended on 30 June 2021.

1.2. Basis of preparation of the financial statements

The consolidated financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The financial statements comprise the consolidated financial statements of the Group comprising:

- Northern Land Council (the Parent Entity)
- Northern Australian Aboriginal Charitable Trust (the Subsidiary)
- North Australia Aboriginal Corporation (the Subsidiary)
- Northern Aboriginal Investment Corporation Pty Ltd (the Subsidiary)

The following subsidiaries are not consolidated as part of the Group's financial statements as they are immaterial to the Group (refer to Note 1.4):

- Wirib Tourism Park Pty Ltd (the Subsidiary)
- Northern Australia Aboriginal Development Corporation Pty Ltd (the Subsidiary)
- Create Housing and Construction Pty Ltd (the Subsidiary)
- Aboriginal Solar Rollout Pty Ltd (the Subsidiary)

For the purposes of preparing the consolidated financial statements, the NLC and the entities controlled by the NLC (the Group) are not-for-profit entities.

The consolidated financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations - Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The consolidated financial statements have been prepared on an accrual basis and in accordance with historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing policies on the results or the financial position of the Group.

The consolidated financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an accounting standard or the FRR, assets and liabilities along with income and expenses, are recognised in the statement of financial position and comprehensive income, when and only when it is probable that future economic benefits will flow to the Group or a future sacrifice of economic benefits will be required and the amounts of the assets or liabilities can be reliably measured. However, assets and liabilities arising under executory contracts are not recognised unless required by an accounting standard.

1.3. Basis of consolidation

The consolidated financial statements incorporate the financial statements of the NLC, and entities controlled by the NLC. Control is achieved when the NLC:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The NLC reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above. When the NLC has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The NLC considers all relevant facts and circumstances in assessing whether or not the NLC's voting rights in an investee are sufficient to give it power, including:

- the size of the NLC's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the NLC, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the NLC has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings of North Australia Aboriginal Corporation (NAAC) and Northern Aboriginal Investment Corporation Pty Ltd (NAIC) as trustee for Northern Australian Aboriginal Charitable Trust (NAACT).

Consolidation of a subsidiary begins when the NLC obtains control over the subsidiary and ceases when the NLC loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the date the NLC gains control until the date when the NLC ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the NLC. Total comprehensive income of subsidiaries is attributed to the owners of the NLC.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the NLC's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Changes in the NLC's ownership interests in existing subsidiaries

Changes in the NLC's ownership interests in subsidiaries that do not result in the NLC losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the NLC's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the NLC.

When the NLC loses control of a subsidiary, a gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the NLC had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/ permitted by applicable AASBs). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under AASB 9, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Consolidation reflects 100% of the assets, liabilities, revenue, expenses and cash flows of the material subsidiaries controlled by the Group. Note 1.4 states other subsidiaries which are considered immaterial to the Group and hence not consolidated.

1.4. Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in Note 1.5, the directors are required to make judgements (other than those involving estimations) that have a significant impact on the amounts recognised and to make estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgements in applying the Groups' accounting policies

The following are the critical judgements, apart from those involving estimations (which are presented separately below), that the directors have made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in financial statements.

Control over North Australia Aboriginal Corporation

Note 11 describes that North Australia Aboriginal Corporation (NAAC) is a subsidiary of the NLC and that NLC has control over NAAC in accordance with AASB 10 *Consolidated Financial Statements*. NAAC was incorporated in 1991 under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*.

NAAC's Rule Book (2018) only allows Director appointments from members of the NLC's Executive Council. Whilst the NLC does not directly appoint the Directors of NAAC, it appoints its own Executive Council members who then become qualified to become members and directors of NAAC. The substance of the arrangement is that NLC has the right to effectively fill the entire board of NAAC, which indicates 'power' over NAAC for the purposes of AASB 10 *Consolidated Financial Statements*.

The NLC has made the assessment that NLC has 'power' over NAAC (arising from its right to effectively fill the entire board of NAAC using its Executive Council members). This assessment also considers NLC's ability to use its power over NAAC to affect the extent to which broader social policy objectives are achieved ('returns').

Control over Northern Aboriginal Investment Corporation Pty Ltd

Note 11 describes that Northern Aboriginal Investment Corporation Pty Ltd (NAIC) is a subsidiary of the NLC, and NLC has 100% of the ownership interest and voting rights of the company. The company is the corporate trustee of the NAACT and acting as trustee is its sole function. The trustee company has no other assets or liabilities and has no operations other than in its capacity as trustee.

NLC holds 100% of the shares in NAIC, it has been historic practice to appoint members of the NLC Executive Council to be Directors of NAIC, and all of the current NAIC Directors are from NLC's Executive Council. The Executive Council members are the Boards of NAIC only by virtue of their role in the Executive Council. Additionally, NAIC was established by the NLC in 1987.

NLC has made the assessment that NLC has 'power' over NAIC. This assessment also considers NLC's ability to use its power over NAIC to affect the extent to which broader social policy objectives are achieved ('returns').

Control over Northern Australian Aboriginal Charitable Trust

Note 11 describes that Northern Australian Aboriginal Charitable Trust (NAACT) is a subsidiary of the Group, by virtue of its trustee, NAIC, being controlled by NLC. Under the Deed of Settlement of Trust, NAIC has full powers to manage the activities of NAACT at its discretion. Accordingly, NAIC does have 'power' over the NAACT.

The NLC has made the assessment that NLC has 'power' over NAACT (arising from its control over the trustee). This assessment also considers NLC's ability to use its power over NAACT to affect the extent to which broader social policy objectives are achieved ('returns').

NAACT also holds shares in the following companies that have not been considered separately as subsidiaries as they are immaterial to the Group, and hence are not consolidated as part of the Group:

- Wirib Tourism Park Pty Ltd (90% shares and voting rights)
- Northern Australia Aboriginal Development Corporation Pty Ltd (100% shares and voting rights)
- Create Housing and Construction Pty Ltd (100% shares and voting rights)
- Aboriginal Solar Rollout Pty Ltd (100% shares and voting rights)

NAACT was first established as a charitable trust on 13 May 1988 with a vesting date of 13 May 2009, despite the fact that at law, a charitable trust need not have a vesting date. Subsequently, a new deed of settlement was entered into on 7 March 2018 to re-establish the trust. This action formalised that the trust property would continue to be used charitably for the Aboriginal people of Northern Australia (for whose benefit the original trust was established).

1.5. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The Group has made the following judgements and estimates that has the most impact on the amounts recorded in the financial statements:

- Impairment loss allowance of \$82,000 (2020: \$119,372) has been recorded for doubtful debts in the current year.
- Lease term: whether the Group is reasonably certain to exercise extension options.
- The NLC changed its estimates of the useful lives of some of the sub classes of property, plant and equipment to better reflect the estimated periods during which these assets will remain in service. Refer to Note 7A Accounting Policy for the critical

accounting judgements in relation to useful life for property, plant and equipment for the Group.

- An internal calculation of Bradshaw Crescent Katherine NT was conducted by the directors as at 30 June 2021 using the income approach to generate the fair value based on the external independent data. The properties were valued at \$1,740,000 (30 June 2020: independent valuation conducted by Herron Todd White: \$1,560,000). The increase is broadly consistent with the Northern Territory Government residential housing market.

No other accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.6. NEW ACCOUNTING STANDARDS

The Group has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (the AASB) that are relevant to its operations and effective for an accounting period that begins on or after 1 July 2020. The following new and revised Standard was applicable to the current reporting period but did not have a material effect on the financial statements.

STANDARD / INTERPRETATION	NATURE OF CHANGE IN ACCOUNTING POLICY AND ADJUSTMENT TO FINANCIAL STATEMENTS
AASB 1059 <i>Service Concession Arrangements: Grantors</i>	<p>AASB 1059 became effective from 1 July 2020.</p> <p>The new standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from a grantor's perspective.</p> <p>Prior to the issuance of AASB 1059, there was no definitive accounting guidance in Australia for service concession arrangements, which include a number of public private partnerships (PPP) arrangements. The AASB issued the new standard to address the lack of specific accounting guidance and based the content thereof broadly on its international equivalent: International Public Sector Accounting Standard 32: <i>Service Concession Arrangements: Grantor</i>.</p>

The accounting standard above had no impact to the Group

1.7. RESTATEMENT/RECLASSIFICATION OF PRIOR YEAR COMPARATIVE

During the financial year ended 30 June 2021, the following comparative amounts were restated and reclassified in 2020-21:

Restatement

Note 15: Key Management Personnel Remuneration

Key Management Personnel Remuneration (KMP) in 2019-20 relating to the Chair and Chief Executive Officer was overstated by \$32,832. The leave liability as at 30 June 2020 was incorrectly used in the calculation instead of the movement between the opening and closing leave liability balances.

Note 23: Community Development and Planning Funds

In 2019-20, an amount of \$81,818 was inadvertently added to the total receipts for Ngukurr and the same amount was also added to the total payments for Ngukurr. This resulted in an overstatement of receipts and payments but had no impact on the closing balance for Ngukurr as at 30 June 2020.

Reclassification

Note 22: Royalty Assets Held in Trust

- a. In 2019-20, a contract amounting to \$14.7 million was inadvertently set in our trust accounting system under account type Section 42, 43 and 44 mining exploration instead of Section 15, 16 and 19 rental and lease monies. Hence this contract had to be reclassified under receipts from Section 42, 43 and 44 mining exploration negotiated monies to Section 15, 16 and 19 rental and lease monies and an amount of \$13.9 million had to be reclassified under payments from Section 35(3) mining exploration

negotiated monies to Section 35(4) rental and lease monies for the year 2019-20.

The receipts were accounted in the correct contract and the payments were accounted in the correct contract and disbursed to the correct beneficiaries. The reclassification did not have any effect on the royalty trust account total receipts and total payments and the closing contract balance remained unchanged as at 30 June 2020.

- b. In 2019-20, another compensation contract was inadvertently set in our trust accounting system under account type Section 15, 16 and 19 rental and lease monies instead of the account type Native Title. Hence an amount of \$2.1 million had to be reclassified under payments from Section 35(4) rental and lease monies to Native Title for the year 2019-20. The receipts were accounted in the correct contract and the disbursements were accounted in the correct contract and disbursed to the correct beneficiaries. The reclassification did not have any effect on the royalty trust account total receipts and total payments and the closing contract balance remained unchanged as at 30 June 2020. These changes had no impact on Note 21, Native Title.

The NLC has restated/reclassified the amounts for the 2019-20 financial year in Notes 15, 22 and 23. The table below details the changes in the financial statements as a result of the restatement/reclassification due to correction of the errors/misclassifications. The changes below had no impact on the operating result in the Consolidated Statement of Comprehensive Income or the Consolidated Statement of Financial Position.

	2019-20 \$'000	2019-20 ADJUSTMENTS \$'000	RESTATED 2019-20 COMPARATIVES \$'000
Note 15: Key Management Personnel Remuneration			
Short-term employee benefits:			
Salary	956	(33)	923
Other benefits and allowances	43	-	43
Total short-term employee benefits	999	(33)	966
Total executive remuneration expenses	1,117	(33)	1,084
Note 23: Community Planning and Development Fund			
Receipts			
Malak Malak	107	-	107
Wadeye	546	-	546
Rak Panngal	21	-	21
Gapuwiyak	87	-	87
Galiwinku	868	-	868
Ngukurr	164	(82)	82
Victoria River District	180	-	180
Other	7	-	7
Total receipts	1,980	(82)	1,898
Payments			
Malak Malak	(61)	-	(61)
Wadeye	(18)	-	(18)
Rak Panngal	(262)	-	(262)
Gapuwiyak	(67)	-	(67)
Galiwinku	(529)	-	(529)
Ngukurr	(176)	82	(94)
Seal IPA	(8)	-	(8)
Victoria River District	(51)	-	(51)
Total payments	(1,172)	82	(1,090)

	2019-20 \$'000	2019-20 ADJUSTMENTS \$'000	RECLASSIFIED 2019-20 COMPARATIVES \$'000
Note 22: Royalty Assets Held in Trust			
Receipts			
ALRA section 64(3) royalty equivalents	17,360	-	17,360
ALRA sections 15, 16 and 19 rental and lease monies (refer 'a' above)	20,795	14,722	35,517
ALRA sections 42, 43 and 44 mining exploration negotiated monies (refer 'a' above)	16,038	(14,722)	1,316
Native Title	4,222	-	4,222
Contract administration	354	-	354
Other monies	459	-	459
Total receipts	59,228	-	59,228
Payments			
ALRA section 35(2) royalty equivalents	(17,401)	-	(17,401)
ALRA section 35(3) mining exploration negotiated monies (refer 'a' above)	(15,343)	13,881	(1,462)
ALRA section 35(4) rental and lease monies (refer 'a' and 'b' above)	(20,163)	(11,758)	(31,921)
Native Title (refer 'b' above)	(3,855)	(2,123)	(5,978)
Contract administration	(584)	-	(584)
Other monies	(2,598)	-	(2,598)
Total payments	(59,944)	-	(59,944)

NOTE 2. EVENTS AFTER THE REPORTING PERIOD

After 30 June 2021 but prior to the report date, NAAC's management had committed to a plan to sell a motor vehicle. The motor vehicle was originally acquired in November 2020 and the written-down value including accessories was \$57,325 as at 30 June 2021. Subsequent to year-end the motor vehicle was sold at the market price of \$73,221 for a profit of \$18,849.

NLC entered into a standard contract of sale for the purchase of land subsequent to 30 June 2021. The contract of sale is conditional upon the satisfactory completion of due diligence enquiries and obtaining development consent under the *Planning Act 1999* (NT). All these conditions are outside NLC's control and if not met, the contract of sale will be rescinded. As at the report date, the NLC management is unable to ascertain whether this event will occur or not.

There are no other subsequent events that had the potential to significantly affect the ongoing structure and financial activities of the Group.

NOTE 3. EXPENSES

	2021 \$'000	2020 \$'000
3A: Employee Benefits		
Wages and salaries	31,876	27,996
Superannuation		
Defined contribution plans	3,709	3,190
Leave and other entitlements	1,388	1,260
Total employee benefits	36,973	32,446

Accounting policies for employee related expenses is contained in Note 10.

	2021 \$'000	2020 \$'000
3B: Suppliers		
Goods and services supplied or rendered		
Consultants	4,723	4,365
Stationery	836	582
Travel	3,368	2,501
Vehicle expenses	1,814	1,256
Office accommodation	1,064	936
IT/Communications	3,559	3,000
Meeting costs	1,377	1,019
Financial and legal services	1,700	1,998
Payment to grant partners	8,366	3,843
Training costs	487	269
Funeral and ceremonial costs	419	369
Equipment hire and minor purchases	2,930	965
Other	1,774	1,350
Total goods and services supplied or rendered	32,417	22,453
Other suppliers		
Lease rentals for short-term and low value leases*	69	288
Workers compensation expenses	366	167
Total other suppliers	435	455
Total suppliers	32,852	22,908

*The Group has short-term lease commitments of \$61,493 as at 30 June 2021 (2020: \$87,341).

The above lease disclosures should be read in conjunction with the accompanying notes 3E, 4E, 7 and 8D.

Accounting Policy

Short-term leases and leases of low-value assets

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021 \$'000	2020 \$'000
3C: Depreciation and Amortisation		
Property, plant and equipment	1,846	1,458
Buildings and leasehold improvements	1,648	2,001
Total depreciation and amortisation	3,494	3,459

	2021 \$'000	2020 \$'000
3D: Losses from Sale of Assets		
Proceeds from sale	-	(1,828)
Carrying value of assets disposed	-	1,963
Total losses from sale of assets	-	135

	2021 \$'000	2020 \$'000
3E: Finance Costs		
Interest on borrowings	42	64
Account fees and charges	19	24
Interest on lease liabilities	90	55
Total finance costs	151	143

The above lease disclosure should be read in conjunction with the accompanying notes 3B, 4E, 7 and 8D.

Accounting Policy

All borrowing costs are expensed as incurred.

	2021 \$'000	2020 \$'000
3F: Loss on Revaluation of Investment Property		
Loss on revaluation of investment property	-	189
Total loss on revaluation of investment property	-	189

Refer to note 7C for investment property revaluation.

NOTE 4. OWN-SOURCE REVENUE AND GAINS

	2021 \$'000	2020 \$'000
4A: Revenue from Contracts with Customers		
Rendering of services		
Government departments	815	1,733
External parties	3,553	2,594
Total revenue from contracts with customers	4,368	4,327
Disaggregation of revenue from contracts with customers		
Type of customers:		
Australian Government entities	307	1,725
State and Territory Governments	508	10
Non-government entities	3,553	2,592
	4,368	4,327

The principal activities associated with Revenue from contracts with customers relate to fees for service and fees for administrative support. The associated revenue is recognised over time as the services are delivered/performed.

Accounting Policy

When a contract is within the scope of AASB 15 (which is an enforceable contract, with sufficiently specific performance obligations) the Group determines when these obligations have been satisfied.

When revenue is classified in accordance with AASB 1058, this revenue is recognised immediately in the profit or loss.

The following is a description of principal activities from which the Group generates its revenue:

Revenue from rendering of services: The Group receives grant funding to fulfil specific performance obligations per the underlying contract. For these specific contracts, revenue is either recognised over time as the costs are incurred for these contracts or at a point in time in accordance with the underlying contract.

The transaction price is the total amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed as at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

	2021 \$'000	2020 \$'000
4B: Interest		
Deposits	128	319
Total interest	128	319

Accounting Policy

Interest revenue is recognised using the effective interest method as set out in AASB 9 *Financial Instruments*.

	2021 \$'000	2020 \$'000
4C: Gains from Sale of Assets		
Proceeds from sale	305	-
Carrying value of assets disposed	(82)	-
Total gains from sale of assets	223	-

Accounting Policy

Gains from disposal of assets are recognised when control of the asset has been passed to the buyer.

	2021 \$'000	2020 \$'000
4D: Reversals of Write-Downs and Impairment		
Reversal of impairment losses - property, plant and equipment	-	54
Less: Recovery / (loss) allowances for trade receivables	5	(26)
Total reversals of write-downs and impairments	5	28

	2021 \$'000	2020 \$'000
4E: Rental Income		
Operating lease		
Investment properties	313	324
Other	6	59
Total rental income	319	383

Operating Leases

The nature of the leasing activity is commercial and residential property leases. NAAC is the registered title holder of the investment properties with all leases being registered with Land Titles Office, Northern Territory Government. The risks in regard to retaining the legal rights to the properties are considered low considering the Titles Office registration.

All operating lease contracts contain market review clauses in the event that the lessee exercises its option to review.

Although NAAC is exposed to changes in the residual value at the end of the current leases, NAAC typically either extends the leases or enters into new operating leases and therefore will not immediately realise any reduction in residual value at the end of these lessees. Expectation about the future residual values are reflected in the fair value of the properties.

	2021 \$'000	2020 \$'000
Maturity analysis of operating lease income receivables:		
Within 1 year	193	218
One to two years	103	-
Total undiscounted lease payments receivables	296	218

The above lease disclosures should be read in conjunction with the accompanying notes 3B, 3E, 7 and 8D.

	2021 \$'000	2020 \$'000
4F: Gain on Revaluation of Investment Property		
Gain on revaluation of investment property	180	-
Total gain on revaluation of investment property	180	-

Refer Note 7C for investment property revaluation.

	2021 \$'000	2020 \$'000
4G: Revenue from Government		
National Indigenous Australians Agency (NIAA)		
Native Title Program	5,881	5,534
Aboriginals Benefit Account (ABA) s64 (1)	63,754	36,655
Aboriginals Benefit Account (ABA) s64 (4)	233	35
Total NIAA	69,868	42,224
Special Purpose Grants		
NIAA	12,577	12,966
Indigenous Land and Sea Corporation	1,630	2,043
Department of Defence	175	175
Arnhem Land Fire Abatement (NT) Limited	174	-
Department of Primary Industries & Resources (NTG)	35	696
Department of Environment & Natural Resources (NTG)	-	551
Department of Agriculture & Water Resources (NTG)	97	730
Department of Environment, Parks and Water Security (NTG)	515	-
Parks & Wildlife Commission (NTG)	-	180
Northern Indigenous Land and Sea Management Alliance	222	73
Project Sea Dragon Pty Ltd (Seafarms)	187	-
Charles Darwin University	94	120
Director of National Parks (NTG)	123	122
Bush Heritage Australia	29	28
Department of the Chief Minister (NTG)	3,130	-
Gapuwiyak School	85	-
Other	112	82
Total special purpose grants	19,185	17,766
Total revenue from Government	89,053	59,990

Accounting Policy

Funding received in accordance with ABA s.64(1) is recognised immediately in accordance with AASB 1058. Special purpose grants with sufficient specific performance obligations are recognised in accordance with AASB 15. Contracts with no specific performance obligations are recognised in accordance with AASB 1058.

NOTE 5. INCOME TAX EXPENSES

NLC has been approved as a Public Benevolent Institution. The services of the Council are provided on a not-for-profit basis. Therefore, NLC is not subject to the Australian Government's Competitive Neutrality policy.

Accounting Policy

Taxation

NLC is exempt from all forms of taxation except fringe benefits tax (FBT) and the goods and services tax (GST).

Revenues, expenses and assets are recognised net of the amount of the GST except:

- a) where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- b) for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Northern Land Council

NLC does not provide services on a for-profit basis. Therefore, NLC is not required to make Australian Income Tax Equivalent payments to the Government.

Subsidiaries

NAAC is exempt from tax under the provisions of the *Income Tax Assessment Act 1997* subdivision 50-B. This situation will continue so long as the funds of the Corporation are being applied for the purpose for which it was established.

NAACT is exempt from tax under the provisions of the *Income Tax Assessment Act 1997* Subdivision 50-B. This situation will continue so long as the funds of the trust are being applied for the purpose for which it was established.

NAIC was incorporated in Australia in 1987 and is the corporate trustee for the NAACT. The trustee company has no other assets or liabilities and has no operations other than in its capacity as trustee. Therefore, this entity is not subject to income tax.

Other subsidiaries that have not been consolidated as part of the Group are not exempt from taxation under the provision of the *Income Tax Assessment Act 1997*.

NOTE 6. FINANCIAL ASSETS

	2021 \$'000	2020 \$'000
6A: Cash and Cash Equivalents		
Cash on hand or on deposit	66,340	41,244
Total cash and cash equivalents	66,340	41,244

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents include:

- a) cash on hand
- b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

The closing balance of cash does not include amounts held in trust. Refer Note 22 "Royalty Assets Held in Trust" for further information.

	2021 \$'000	2020 \$'000
6B: Trade and Other Receivables		
Goods and services receivables		
Goods and services receivables	1,038	1,239
Total goods and services receivables	1,038	1,239
Grant receivables		
External parties	253	484
Government entities	125	582
Total grant receivables	378	1,066
Total trade and other receivables (gross)	1,416	2,305
Less impairment loss allowance		
Goods and services	(82)	(119)
Total impairment loss allowance	(82)	(119)
Total trade and other receivables (net)	1,334	2,186

Credit terms for goods and services were within 30 days (2020: 30 days).

Accounting Policy

Financial assets

Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

NOTE 7. NON-FINANCIAL ASSETS

Note 7A: Reconciliation of the Opening and Closing Balances of Land, Buildings, Leasehold Improvements and Property, Plant and Equipment

	LAND \$'000	BUILDINGS* \$'000	LEASEHOLD IMPROVEMENTS \$'000	PROPERTY, PLANT AND EQUIPMENT \$'000	TOTAL \$'000
Balance as at 1 July 2020					
Gross book value	1,830	15,409	5,510	11,678	34,427
Accumulated depreciation, amortisation and impairment	-	(887)	(3,171)	(5,563)	(9,621)
Total as at 1 July 2020	1,830	14,522	2,339	6,115	24,806
Additions by purchase	67	27	545	2,176	2,815
Addition by right-of-use assets	-	1,484	-	-	1,484
Transfers	-	(242)	242	-	-
Depreciation and amortisation	-	(241)	(916)	(1,719)	(2,876)
Depreciation on right-of-use assets	-	(491)	-	(127)	(618)
Disposals	-	-	-	(82)	(82)
Total as at 30 June 2021	1,897	15,059	2,210	6,363	25,529
Total as at 30 June 2021 represented by					
Gross book value	1,897	16,487	3,335	11,040	32,759
Accumulated depreciation, amortisation and impairment	-	(1,428)	(1,125)	(4,677)	(7,230)
Total as at 30 June 2021 represented by	1,897	15,059	2,210	6,363	25,529
Carrying amount of right-of-use assets	-	1,600	-	114	1,714

* 45 Mitchell Street, 5/29 Katherine Terrace and 28 Scheelite Crescent properties are rented to Northern Land Council from North Australia Aboriginal Corporation, within the consolidated Group. In the separate financial statements of the subsidiaries, these assets are classed as Investment Property and as a result, are classified to Buildings at the consolidated group level. All rental income and outgoings on-charged are eliminated on consolidation.

Revaluations of non-financial assets

All land, building, leasehold improvement and property, plant and equipment of the Group were subject to revaluation as per Group's revised accounting policy and were independently revalued by Herron Todd White in the previous financial year (2020: revaluation decrement of \$804,787 charged to asset revaluation reserve).

An internal calculation of the property at 45 Mitchell Street, Darwin NT was conducted by the directors as at 30 June 2021. The property was valued at \$7,200,000 (30 June 2020: independent valuation conducted by Herron Todd White: \$7,200,000). The lease expired on 31 August 2021. It was further negotiated and renewed for three years with an option to terminate with effect from the second anniversary of the commencement date. The annual rent for the lease for the building at 45 Mitchell Street Darwin NT was increased by 6.2%.

An internal calculation of the property at 32 Dripstone Road, Casuarina NT was conducted by the directors as at 30 June 2021. 32 Dripstone Road, Casuarina NT was valued at \$4,800,000 (30 June 2020: independent valuation conducted by Herron Todd White: \$4,800,000).

On 30 June 2020 the properties at Katherine Tce, Katherine and Scheelite Cres Tennant Creek NT, were also independently valued by Herron Todd White, using the market approach. This resulted in a combined valuation of \$1,270,000. In 2021 the directors used objective evidence from real estate market data and an internal capitalisation of net income approach, and there was no change in the value of the properties.

No indicators of impairment were found for land, buildings, leasehold improvements and property, plant and equipment at year end. As disclosed in Note 2, after 30 June 2021 but prior to the report date, NAAC's management had committed to a plan to sell a motor vehicle. The motor vehicle was originally acquired in November 2020 and the written-down value including accessories was \$57,325 as at 30 June 2021. Subsequent to year-end the motor vehicle was sold at the market price of \$73,221 for a profit of \$18,849. No other land, buildings, leasehold improvements and property, plant and equipment are expected to be sold or disposed of within the next 12 months.

The contractual commitments for the purchase of the land, buildings, leasehold improvements and property, plant and equipment of the Group is \$908,625 in 2021 (2020: \$189,833), amounts are inclusive of GST.

Accounting Policy

Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transfer of Group's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of land, buildings, leasehold improvements and property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases below the capitalisation threshold, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total). The capitalisation thresholds values are:

Land	\$1
Buildings	\$2,000 - \$25,000
Leasehold improvements	\$2,000 - \$10,000
Property, plant and equipment	\$2,000 - \$10,000

Revaluations

Fair values for each class of asset are determined as shown below:

<u>Asset Class</u>	<u>Fair Value Measurement</u>
Land	Market selling price
Buildings excluding leasehold improvements	Market selling price
Leasehold improvements	Depreciated replacement cost
Property, plant and equipment	Market selling price

Following initial recognition at cost, land, buildings, leasehold improvements and property, plant and equipment (excluding ROU assets) are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount. An independent valuer conducted the valuations and has provided a comprehensive review and valuation of all stated assets on 30 June 2020 for financial reporting purposes on NLC's assets.

Leased Right-of-use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Subsequent to initial recognition, an impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and an impairment loss is recognised against any right-of-use lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition in the financial statements.

Depreciation

Depreciable buildings, leasehold improvements and property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Group using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2021	2020
Building on freehold land	40 years	40 years
Leasehold improvements	Lease term	Lease term
Property, plant and equipment	2-20 years	2-10 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All assets were assessed for impairment at 30 June 2021. Where indications of impairment exist, the assets' recoverable amount is estimated, and an impairment adjustment is made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Group were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Changes in Accounting Judgement and Estimates

The NLC has performed a review of the estimated useful lives of some of the sub classes of its property, plant and equipment. This review indicated the actual lives of certain assets were longer than the estimated useful lives used for depreciation purposes. Further NLC engaged Herron Todd and White, an independent valuer to assess and recommend the reasonable useful lives of these asset sub classes. Their assessment suggested that the proposed estimated lives are considered to be reasonable. As a result, effective 1 July 2020, the NLC changed its estimates of the useful lives of some of the sub classes of its property, plant and equipment to better reflect the estimated periods during which these assets will remain in service.

PROPERTY, PLANT AND EQUIPMENT		
SUB ASSET CLASS	OLD USEFUL LIFE	NEW USEFUL LIFE
Motor Vehicles		
Bus	5 years	10 years
Forklift	5 years	10 years
Tractor	5 years	12 years
Trailer	5 years	10 years
Truck	5 years	12 years
Boat		
Boat	5 years	10 years
Boat trailer	5 years	5 years
Plant and Equipment		
Shipping container	3 years	10-20 years
Generator	3 years	10 years
Marquee	3 years	5 years
Shade structure	3 years	10 years
Spraying equipment	3 years	5 years

The effect of this change in estimate decreased 2020-21 depreciation expense by \$461,471. It is impracticable to determine the effect of this change for future periods.

	2021 \$'000	2020 \$'000
7B: Other Non-Financial Assets		
Deposits	15	16
Other	168	109
Prepayments	376	368
Total other non-financial assets	559	493

Other non-financial assets to be recovered

All other non-financial assets are expected to be recovered in no more than 12 months.

No indicators of impairment were found for other non-financial assets.

	2021 \$'000	2020 \$'000
7C: Investment property		
Beginning of year	1,560	1,749
Increase / (decrease) in fair value during the year	180	(189)
Closing balance	1,740	1,560

Investment properties comprise residential properties leased to third parties outside the Group. These properties are owned by NAAC.

An internal calculation of Bradshaw Crescent Katherine NT was conducted by the directors as at 30 June 2021 using the income approach to generate the fair value based on the external independent data. The properties were valued at \$1,740,000 (30 June 2020: independent valuation conducted by Herron Todd White: \$1,560,000). The increase is broadly consistent with the Northern Territory Government residential housing market.

In the 2019-20 financial year an independent valuation of the properties at Bradshaw Cres, Katherine NT was performed by Herron Todd White, using the market approach. This resulted in a decrease in valuation of these properties, the revaluation decrease is recognised in the profit or loss.

Accounting Policy

Investment property, principally comprising land, buildings and fixed plant and equipment, is held for long-term rental yields and is not occupied by the Group.

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met, and excludes the costs of the day-to-day servicing of an investment property. Subsequent to initial recognition, investment properties are measured at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are recognised in profit or loss in the year in which they arise. Investment properties are revalued every three years or earlier if required.

Investment properties are derecognised either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gains or losses on the retirement of an investment property are recognised in profit or loss in the year of retirement or disposal.

Transfers are made to investment property when, and only when, there is a change in use, evidenced by ending of owner-occupation or inception of an operating lease to another party. Transfers are made from investment property when, and only when, there is a change in use, evidenced by commencement of owner-occupation or commencement of development with a view to sale.

For a transfer from investment property to owner-occupied property or inventories, the deemed cost of the property for subsequent accounting is its fair value at the date of change in use. If the property occupied by the Group as an owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under Building (note 7A) up to the date of change in use. When the Group completes the construction or development of a self-constructed investment property, any difference between the fair value of the property at that date and its previous carrying amount is recognised in profit or loss.

NOTE 8. PAYABLES

	2021 \$'000	2020 \$'000
8A: Suppliers		
Trade creditors and accruals	6,215	3,714
Total suppliers	6,215	3,714

Suppliers expected to be settled

All suppliers are expected to be settled in no more than 12 months.

Settlement is usually made within 30 days (2020: 30 days).

	2021 \$'000	2020 \$'000
8B: Other Payables		
Salaries and wages	596	403
Superannuation	334	1
GST payable to the Australian Taxation Office	31	24
Other	97	135
Total other payables	1,058	563

Other payables expected to be settled

All other payables are expected to be settled in no more than 12 months.

	2021 \$'000	2020 \$'000
8C: Borrowings		
Secured - at amortised cost		
Bank loans	2,061	2,280
Total borrowings	2,061	2,280

A new Loan was negotiated with Indigenous Business Australia (IBA) during the financial year totalling \$30,000 effective from 17 August 2020. The length of the loan has been negotiated at 3 years. The interest rate attached to the loan is set at 3.5%, which is variable at IBA's discretion. The monthly repayment negotiated for the loan is \$1,341, which includes both principal and interest components. No security is attached to the loan.

Existing NAB loans were renegotiated and converted to a new NAB Corporate Market Loan during the 2020 financial year totalling \$2,342,000 effective from 29 January 2020. The NAB Corporate Market Loan is secured by a registered mortgage over the property situated at 32 Dripstone Road, Casuarina NT. The length of the loan has been negotiated at 3 years which aligns the loan to the average lease terms on the security held. The loan will be re-negotiable upon expiry terms. The variable floating interest rate is set at the Bank Bill Swap Bid Rate (BBSY) plus the drawn margin of 1.75% per annum. The quarterly principal repayment of the renegotiated loan is \$62,500.

Accounting Policy

Financial liabilities

Financial liabilities are classified as other financial liabilities.

Other financial liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

	2021 \$'000	2020 \$'000
8D: Leases		
Lease liability for buildings	1,808	621
Lease liability for property, plant and equipment	120	247
Total leases	1,928	868
Total cash outflow for leases for the year ended 30 June 2021 was \$262,588 (2020: \$239,000).		
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	787	381
Between 1 to 5 years	1,256	539
More than 5 years	19	31
Total leases	2,062	951

The above lease disclosures should be read in conjunction with the accompanying notes 3B, 3E, 4E and 7.

Accounting Policy

For all new contracts entered into, the Group considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using Group's incremental borrowing rate as at 30 June 2021.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

NOTE 9. UNEARNED REVENUE

	2021 \$'000	2020 \$'000
Advanced payments	22,113	22,384
Total unearned revenue	22,113	22,384
Australian Government Entities	17,538	19,770
State and Territory Governments	1,640	1,309
Non-government entities	2,935	1,305
Total unearned revenue	22,113	22,384

Unearned revenue expected to be settled

All unearned revenue is expected to be settled in no more than 12 months except for one contract which is expected to be settled in more than 12 months. Unearned revenue is made up of various special purpose grants and projects, which will be used as per grant agreements.

NOTE 10. EMPLOYEE PROVISIONS

	2021 \$'000	2020 \$'000
Leave	6,254	5,413
Total employee provisions	6,254	5,413

Accounting policy

Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that applied at the time the leave is taken, including the Group's employer superannuation contribution rates, to the extent that the leave is likely to be taken during service rather than paid out on termination.

Liabilities for employee benefits expected to be settled within twelve months of the end of reporting period are measured at their nominal amounts.

The Group used the shorthand method to calculate the long service leave liability.

Termination benefits

A liability for a termination benefit is recognised at the earlier of when the Group can no longer withdraw the offer of the termination benefit and when the Group recognises any related restructuring costs.

Defined contribution plans

Contributions to defined contribution superannuation plans are recognised as an expense when employees have rendered service entitling them to the contributions. NLC Group staff can choose their own super fund with most members being with Australian Super. The Group makes employer-contributions to the employees' defined benefit superannuation scheme, at rates determined by the enterprise agreement and *Superannuation Industry (Supervision) Act 1993*. The liability of superannuation recognised as at 30 June 2021 represents outstanding contributions for the last month of the year.

NOTE 11. SUBSIDIARIES

Details of the Group's material subsidiaries at the end of the reporting period are as follows:

NAME OF SUBSIDIARY	PROPORTION OF OWNERSHIP AND VOTING POWER HELD BY THE GROUP	
	2021	2020
North Australia Aboriginal Corporation (i)	100%	100%
Northern Aboriginal Investment Corporation Pty Ltd (ii)	100%	100%
Northern Australian Aboriginal Charitable trust (iii)	100%	100%

- (i) NLC has the power to control NAAC by virtue of having the right to appoint Executive Council members to the Board of NAAC.
- (ii) NAIC was incorporated in Australia in 1987 and is the corporate trustee for NAACT. The trustee company has no other assets or liabilities and has no operations other than in its capacity as trustee.
- (iii) Per (ii) above, NLC effectively fully controls and holds 100% of the voting rights of NAIC and therefore the ownership and voting power held by the Group in NAACT is 100%.

Refer to note 1.4 for the list of subsidiaries that are not consolidated as part of the Group's financial statements as they are immaterial to the Group.

NOTE 12. PARENT ENTITY INFORMATION

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated financial statements except as set out below. Refer to Note 1 for a summary of the significant accounting policies relating to the group.

Investments in subsidiaries

Investments in subsidiaries are accounted for at cost.

	2021 \$'000	2020 \$'000
Financial Position		
Assets		
Financial assets	65,600	40,775
Non-financial assets	15,142	12,945
Total assets	80,742	53,720
Liabilities		
Payables*	6,882	3,520
Lease liabilities	4,827	2,292
Unearned revenue	22,087	22,336
Provisions**	6,075	5,743
Total liabilities	39,871	33,891
Net assets	40,871	19,829
Equity		
Equity	40,871	19,829
Total Equity	40,871	19,829
Financial Performance		
Surplus for the year	21,040	5,580
Other comprehensive income	-	-
Total comprehensive income	21,040	5,580
Contingent assets and liabilities of the parent entity		
Contingent liabilities	-	135
Total contingent liabilities	-	135

Commitments for the acquisition of land, buildings, leasehold improvements and property, plant and equipment by the parent entity

The contractual commitments for the purchase of the land, buildings, leasehold improvements and property, plant and equipment of the parent entity is \$908,625 in 2021 (2020: \$164,730), amounts are inclusive of GST.

- * Payables include borrowings, other payables and suppliers.
- ** Included in provisions is a make-good provision of \$456,300 which relates to NLC's commercial office lease. The lease expired on 31 August 2021. It was further negotiated and renewed for three years with an option to terminate with effect from the second anniversary of the commencement date. The remaining provision relates to employee benefits.

NOTE 13. CONTINGENT ASSETS AND LIABILITIES

	CLAIMS FOR DAMAGES OR COSTS	
	2021 \$'000	2020 \$'000
Contingent Liabilities		
Balance from previous period	135	30
New contingent liabilities recognised	-	105
Obligations expired	(135)	-
Total contingent liabilities	-	135

Quantifiable contingencies

The above table contains no contingent liabilities disclosed in respect to claims for damages/costs. The amount represents an estimate of the Group's liability based on precedent cases.

Accounting policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are disclosed in notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

NOTE 14. RELATED PARTY DISCLOSURES

The Northern Land Council (NLC) is a statutory authority of the Commonwealth of Australia, under the Minister for Indigenous Australians (the Portfolio Minister). The NLC's supreme body is the Full Council, made up of 83 members – 78 members plus 5 co-opted women positions, elected once every three years from across seven NLC regions, with the next election schedule to be held in December 2022. Full Council elections were held on 3 December 2019.

The Portfolio Minister approves the method of choosing members of the NLC. Section 29 of the ALRA, states that an Aboriginal person who is a traditional owner or a resident living within the NLC region may nominate for membership of the NLC.

The Chair and the Deputy Chair are elected at the first meeting of the Full Council, along with one member nominated from each of the NLC's 7 regions as Executive Council members. The Chair and the Deputy Chair comprise the NLC Group's nine-member Executive Council. Being a member of the Group Executive Council is a pre-requisite to serve on the Boards of all of NLC's subsidiaries.

The related parties to this Group are Key Management Personnel of the Group.

The NLC Group Council Executive Members, who held office during and for the year ended 30 June 2021:

NAME	NLC (EXECUTIVE COUNCIL)		NAIC, NAACT & NAAC	
	POSITION	TERM	POSITION	TERM
Samuel Bush-Blanas	Chairperson	Full year	Director	Full year
Richard Dixon	Deputy Chairperson	Part year from 09/12/2020	Director	Part year up to 18/03/2021
Helen Lee	Executive Member	Full year	Director*	Full year
Calvin Deveraux	Deputy Chairperson	Part year up to 09/12/2020	Not applicable	
Christopher Neade	Executive Member	Full year	Director	Full year
Grace (Riley) Daniels	Executive Member	Full year	Director	Full year
Brian Pedwell	Executive Member	Full year	Director	Full year
Matthew Ryan	Executive Member	Part year up to 31/05/2021	Director	Part year up to 26/06/2021
William (Bill) Danks	Executive Member	Full year	Director	Full year
Djawa Yunupingu	Executive Member	Full year	Director	Full year

*NAAC Chairperson for the full year 2020-21

The NLC Group Chief Executives, who held office over the 2020/21 financial year, were as follows:

NAME	NLC GROUP	TERM
Marion Scrymgour**	NLC	Full Year
Steve Smith***	NAAC, NAIC, NAACT	Full Year

** Ms Scrymgour resigned on 30 July 2021. Mr Joe Martin-Jard is now acting Chief Executive Officer.

*** Mr Smith resigned on 16 July 2021. Ms Elizabeth Morgan-Brett is now Chief Executive Officer.

Balances and transactions between the Group have been eliminated on consolidation and are not disclosed in this note. Transactions between the Group and its subsidiaries, which are not being consolidated are disclosed below.

Trading transactions

During the year, the Group entered into the following transactions with subsidiaries that are not consolidated as part of the Group. The following amounts were outstanding at the reporting date:

	AMOUNTS OWED BY RELATED PARTIES		AMOUNTS OWED TO RELATED PARTIES	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Related party				
Create Housing and Constructions Pty Ltd	-	-	-	-
Wirib Tourism Park Pty Ltd	-	2	-	-
North Australian Aboriginal Development Corporation Pty Ltd	-	-	-	-
Total	-	2	-	-

	2021 \$'000	2020 \$'000
Loans to related parties	-	-
Loans to other related parties:		
Directors loans	41	-
Total	41	-

The loan relates to recovery of outstanding debt from Directors. There were no other transactions with Directors, or any other entities controlled by common Directors.

NOTE 15. KEY MANAGEMENT PERSONNEL REMUNERATION

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including any of the directors of the Group.

The NLC has determined the KMP to be the NLC Executive Council members and the Chief Executive Officers of the Group.

The executive remuneration of the Group are set out below in aggregate for each of the categories specified in AASB 124 *Related Party Disclosure*:

	2021 \$'000	2020 RESTATED* \$'000
Short-term employee benefits:		
Salary	952	923
Other benefits and allowance	43	43
Total short-term employee benefits	995	966
Post-employment benefits:		
Superannuation	104	97
Total post-employment benefits	104	97
Other long-term employee benefits:		
Long-service leave	9	21
Total other long-term employee benefits	9	21
Total executive remuneration expenses	1,107	1,084

The total number of key management personnel that are included in the above table are 12 (2020: 17).

* The comparative information has been restated as a result of correction of error in calculation of remuneration (see note 1.7).

NOTE 16. REMUNERATION OF AUDITORS

	2021 \$'000	2020 \$'000
Remuneration of auditors for the reporting period are as follows:		
Australian National Audit Office (ANAO) - Statutory audit: NLC	92	110
Australian National Audit Office (ANAO) - Statutory audit: NAAC (2017-18 to 2018-19)	17	46
Australian National Audit Office (ANAO) - Statutory audit: NAACT (2012-13 to 2018-19)	23	101
Australian National Audit Office (ANAO) - Subsidiary Audits	52	54
BDO Australia - Grant Audits	22	-
HLB Mann Judd - Grant Audits	-	21
Total remuneration to auditors	206	332

The audit fees above report the costs associated with auditing each financial year.

No other services were provided by the ANAO, BDO Australia and HLB Mann Judd.

NOTE 17. FINANCIAL INSTRUMENTS

	2021 \$'000	2020 \$'000
17A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash at bank	66,340	41,244
Trade and other receivables	1,334	2,186
Total financial assets at amortised cost	67,674	43,430
Total financial assets	67,674	43,430
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	6,215	3,714
Other payables	1,058	563
Unearned revenue	22,113	22,384
Borrowings	2,061	2,280
Total financial liabilities measured at amortised cost	31,447	28,941
Total financial liabilities	31,447	28,941
17B: Net Gains or Losses on Financial Assets		
Financial assets at amortised cost		
Interest revenue	128	319
Net gains/(losses) on financial assets at amortised cost	128	319

Fair Value Measurement

The carrying amount of the financial assets and liabilities is a reasonable approximation of fair value due to their short-term nature.

Accounting Policy**Financial assets**

The Group classifies its financial assets at amortised cost.

The classification depends on both the Group's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using simplified approach measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12 month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses. A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Financial liabilities

Financial liabilities are classified as other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Suppliers and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

NOTE 18. CURRENT/NON-CURRENT DISTINCTION FOR ASSETS AND LIABILITIES

	2021 \$'000	2020 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	66,340	41,244
Trade and other receivables	1,334	2,186
Other non-financial assets	559	493
Total no more than 12 months	68,233	43,923
More than 12 months		
Land, buildings and leasehold improvements	19,166	18,691
Property, plant and equipment	6,363	6,115
Investment property	1,740	1,560
Total more than 12 months	27,269	26,366
Total assets	95,502	70,289
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	6,215	3,714
Other payables	1,058	563
Borrowings	213	200
Leases	1,275	334
Advanced payments	14,616	22,384
Employee provisions	4,931	4,163
Total no more than 12 months	28,308	31,358
More than 12 months		
Borrowings	1,848	2,080
Leases	653	534
Advanced payments	7,497	-
Employee provisions	1,323	1,250
Total more than 12 months	11,321	3,864
Total liabilities	39,629	35,222

NOTE 19. ABA-CAPITAL WORKS/INFRASTRUCTURE

The Caring for Country Branch of the NLC manages various infrastructure construction and repairs and maintenance projects involving ranger groups from across the NLC regions, in order to address some of their long-term ranger program capacity needs and also ensure that NLC fulfils its Workplace Health and Safety obligations. The funding for this work was sourced from the ABA, NT Aboriginal Ranger Grants and the National Indigenous Australians Agency (NIAA) Indigenous Ranger Grants programs.

	2021 \$'000	2020 \$'000
Income		
Grant income*	-	-
Carry forward funds from previous year	147	542
Grant income	147	542
Expenditure		
Travel related expenses	5	9
Consultants	10	67
Meeting costs	-	1
Building/Capital works	106	318
Total expenditure	121	395
Surplus / (Deficit)	26	147

* Grant income to the value of \$1,823,000 relating to ABA Capital works was received in FY2017-18. Unspent amount is carried forward to subsequent years.

This note relates to NLC only.

NOTE 20. S64(1) FUNDING

s 64(1) Funding for COVID-19 Support

In April 2020 the Minister for Indigenous Australians, the Hon Ken Wyatt AM MP, approved a one-off payment of \$4 million under s64(1) of the ALRA to assist residents of Aboriginal communities impacted by restrictions to reduce the spread of COVID-19.

	2021 \$'000	2020 \$'000	TOTAL \$'000
Income:			
Grant income	-	4,000	4,000
Grant income	-	4,000	4,000
Expenses:			
Fuel and power	369	24	393
Administration and freight	212	6	218
Minor equipment	2,042	164	2,206
Food	293	39	332
Repairs and maintenance houses	44	-	44
Essential services - capital works	295	-	295
Trailers	-	33	33
Total expenses	3,255	266	3,521
Surplus	(3,255)	3,734	479

The COVID-19 payment of \$4 million was recognised as income in accordance with AASB 1058 in the 2019-20 financial year.

As at 30 June 2021, funds to the value of \$479,045 remain unspent and will be expended in 2021-22.

s.64(1) Funding for Northern Territory (NT) Indigenous Economic Stimulus Package

In November 2020 the Minister for Indigenous Australians, Hon Ken Wyatt AM MP, announced a NT Indigenous Economic Stimulus Package to assist Indigenous businesses recover from the impact of COVID-19, with a focus on creating and sustaining jobs through economic, social and infrastructure projects.

The NLC has been allocated \$36.7 million. The NT Indigenous Economic Stimulus Package will be delivered over two financial years with \$22 million in the year 2020-21 and \$14.7 million in the year 2021-22.

	2021 \$'000	2020 \$'000
Income:		
Grant income	22,000	-
Grant income	22,000	-
Expenses:		
Stimulus packages to Indigenous Business and Homeland Communities	5,563	-
Total expenses	5,563	-
Surplus	16,437	-

NLC received \$22 million in this financial year and the full amount was recognised as income on receipt during the year ended 30 June 2021. However, the unspent amount \$16,436,823 will be expended in the year 2021-22 with no corresponding income recognised in 2021-22.

This note relates to NLC only.

NOTE 21. NATIVE TITLE

The NLC is a Native Title Representative Body (NTRB) under the Northern Territory Act. Since being recognised as an NTRB, the NLC has performed the functions of the NTRB in association with other NLC functions.

In the 2017-18 financial year, Native Title income and expenditure was audited and reported separately. As from the 2018-19 financial year, as per the new agreement, between the PM&C and NLC, a set of comprehensive financial statements is not required to acquit NLC's NTRB program funding, and the note disclosure in the NLC's financial statements was considered appropriate.

	2021 APPROVED BUDGET \$'000	2021 ACTUAL \$'000	2021 ACTUAL VS BUDGET \$'000	2021 ACTUAL VS BUDGET %
Income				
Income 2019/2020 brought forward	2,671	2,671	-	100%
Department of the Prime Minister and Cabinet funding - Operational	5,678	5,678	-	100%
Prescribed Bodies Corporate support funding	500	500	-	100%
Other income	-	1	(1)	-
Interest income	18	11	7	61%
Total income	8,867	8,861	6	361%
Capital expenditure				
Vehicles	156	118	38	76%
Equipment	54	20	34	37%
Operational salaries				
Corporate staff (e.g. Accounting admin)	401	403	(2)	100%
Project staff (e.g. Legal, anthropologists, field)	2,826	2,641	185	93%
Services				
Accommodation	152	150	2	99%
Motor vehicles - corporate	186	59	127	32%
Consultants - attributable	2,613	1,680	933	64%
Communications, telephones, fax and information technology	171	186	(15)	109%
Insurance	73	11	62	15%
Membership fees and subscriptions	17	11	6	65%
Energy and water	29	31	(2)	107%

	2021 APPROVED BUDGET \$'000	2021 ACTUAL \$'000	2021 ACTUAL VS BUDGET \$'000	2021 ACTUAL VS BUDGET %
Training and development				
Staff	25	8	17	32%
Meeting expenses				
Claimants	186	36	150	19%
Travel and allowances				
Claimants	43	17	26	40%
Staff travel - corporate	26	46	(20)	177%
Staff travel - attributable	355	103	252	29%
Supplies and consumables				
Office supplies and consumables - corporate	38	28	10	74%
Other operational				
Recruitment and relocation	25	10	15	40%
Equipment	6	-	6	0%
Computer services	25	22	3	88%
Transcripts and claim documents	3	8	(5)	267%
Other				
National Native Title Council contribution	34	26	8	76%
Prescribed Bodies Corporate support funding	1,423	286	1,137	20%
Total expenses	8,867	5,900	2,967	67%
Surplus	-	2,961	(2,961)	

This note relates to NLC only.

NOTE 22. ROYALTY ASSETS HELD IN TRUST

Monetary Assets

The NLC maintains a Royalty Trust Account. The money in the Royalty Account mainly comes from government agencies, mining and exploration companies and various commercial operators under agreements made pursuant to the ALRA and NT Act. The NLC is required to distribute this money in accordance with the ALRA and NT Act. These monies are not available for other purposes and are not recognised in the financial statements of the NLC and the Group.

Non-monetary Assets

The NLC had no non-monetary assets held in trust in both the current and prior reporting periods.

Royalty Trust Account - Monetary Asset

	2021 \$'000	2020 RECLASSIFIED* \$'000
Cash held at the beginning of the reporting period	39,771	43,347
Receipts		
ALRA section 64(3) royalty equivalents	16,900	17,360
ALRA sections 15, 16 & 19 rental and lease monies	35,865	35,517
ALRA sections 42, 43 and 44 mining exploration negotiated monies	1,309	1,316
Native Title	6,077	4,222
Contract administration	568	354
Other monies	660	459
Total receipts	61,379	59,228
Payments		
ALRA section 35(2) royalty equivalents	(16,950)	(17,401)
ALRA section 35(3) mining exploration negotiated monies	(1,170)	(1,462)
ALRA section 35(4) rental and lease monies	(30,420)	(31,921)
Native Title	(5,508)	(5,978)
Contract administration	(472)	(584)
Other monies	(1,146)	(2,598)
Total payments	(55,666)	(59,944)
GST paid to ATO	(2,645)	(2,860)
Total amount held at the end of the reporting period	42,839	39,771
Cash at bank	42,839	39,771

The reporting requirements of the ALRA are detailed in section 37(3) - (5) and refer to the application of monies received by the NLC under various sections of the ALRA, in particular under sub-section 64(3).

*The comparative information has been changed as a result of reclassification of receipts and payments (see note 1.7).

Receipts under section 64(3), as referred in section 35(2):

	2021 \$'000	2020 \$'000
Opening balance	49	90
Funds received	16,900	17,360
Funds distributed to the following associations:		
Gumatj Aboriginal Corporation	(10,044)	(10,370)
Rirratjingu Aboriginal Corporation	(3,007)	(3,191)
Laynhapuy Homelands Aboriginal Corporation	(2,256)	(2,393)
Gundjeihmi Aboriginal Corporation	(1,642)	(1,447)
Closing balance	-	49

Determination Pursuant to section 35(2) *Aboriginal Land Rights (Northern Territory) Act 1976*

Gove Rio Alcan project royalty equivalents received pursuant to section 64(3).

The Full Council resolves that it determines pursuant to sub-section 35(2) that for the next 5 years (subject to any further determination within that period) amounts equal to all monies received under s64(3) with respect to the Gove Alcan Project are to be apportioned and paid as follows:

Gumatj Aboriginal Corporation 65%

Rirratjingu Aboriginal Corporation 20%

Laynhapuy Homelands Aboriginal Corporation 15%

Resolution number: C122/4878

Date of Resolution: 07/12/2020

Determination Pursuant to Section 35(2) Aboriginal Land Rights (Northern Territory) Act

Gulkula bauxite mining project royalty equivalents received pursuant to Section 64(3).

The Full Council resolves that it determines pursuant to section 35(2) that for the next 5 years (subject to any further determination within that period) amounts equal to all monies received under section 64(3) with respect to the Gulkula bauxite mining project be paid to Gumatj Aboriginal Corporation.

Resolution number: C122/4879

Date of Resolution: 07/12/2020

Determination Pursuant to Section 35(2) Aboriginal Land Rights (Northern Territory) Act

Ranger Project royalty equivalents received pursuant to section 64(3).

The Full Council resolves to determine pursuant to section 35(2) of the Land Rights Act that for the next one year amounts equal to all monies received under section 64(3) of the Land Rights Act with respect to the Ranger Uranium Mine be paid to Gundjehmi Aboriginal Corporation.

Resolution Number: C122/4880

Date of Resolution: 09/12/2020

This note relates to NLC only.

NOTE 23. COMMUNITY PLANNING AND DEVELOPMENT FUND

The NLC's Community Planning and Development (CP&D) Program, endorsed by the NLC Full Council in November 2016 and commenced in the financial year 2017-18, supports groups of Aboriginal people to plan and implement projects that bring lasting community benefit (social, cultural, economic, environmental), using income that they receive from land use agreements. It is a voluntary, consent-based approach based on the principles of self-determination and participation, with Aboriginal people control and decision-making at every step. Approved CP&D Program designated funds are held on trust by the NLC for community benefit purposes, and then applied in accordance with the consultation and planning processes set out in the CP&D Program. Where there is a decision by Traditional Owners to set aside monies from payments in respect of Aboriginal land for community development projects, the NLC and its CP&D Program administer those funds in accordance with its obligations under the ALRA.

	2021 \$'000	2020 RESTATED* \$'000
Cash held at the beginning of the reporting period	4,553	3,745
Receipts		
Malak Malak	3	107
Wadeye	388	546
Rak Panngal	-	21
Gapuwiyak	207	87
Galiwinku	538	868
Ngukurr	30	82
Seal IPA	6	-
Victoria River District	-	180
Other	11	7
Total receipts	1,183	1,898
Payments		
Malak Malak	(11)	(61)
Wadeye	-	(18)
Rak Panngal	(16)	(262)
Gapuwiyak	(76)	(67)
Galiwinku	(376)	(529)
Ngukurr	-	(94)
Seal IPA	(12)	(8)
Victoria River District	-	(51)
Total payments	(491)	(1,090)
Total amount held at the end of the reporting period	5,245	4,553
Cash at bank	5,245	4,553

This note relates to NLC only.

* The comparative information has been restated as a result of correction of error in receipt and payment (see note 1.7).

PART 5

Appendices



Our Land, Our Sea, Our Life

West Arnhem - May 2021

COUNCIL MEETING ATTENDANCE

One meeting of the Full Council was held in 2020-21:

122nd FCM Katherine, 07 - 11 December 2020.

KEY:	
✓ = Member was in attendance	A = Member was an apology
* = Where a member was not present a proxy attended	- = Absent without notice

BORROLOOLA/ BARKLY	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Brian Limerick	Member	Alexandria	✓	✓	✓	✓	✓	✓	✓	✓	✓
David Harvey	Member	Borrooloola	✓	✓	✓	✓	✓	✓	✓	✓	✓
Shaun Evans	Member	Borrooloola	✓	✓	✓	✓	✓	✓	✓	✓	✓
Keith Rory	Member	Borrooloola - Outstation	A	A	✓	✓	✓	✓	✓	✓	✓
Jack Green (proxy Timothy Lansen)	Member	Brunette Downs	A *	A *	A *	A *	A *	A *	A *	A *	A *
Christopher Neade	Executive	Elliott	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jason Bill	Member	Muckaty	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jeffery Dixon	Member	Murranji	✓	✓	✓	A	✓	✓	✓	A	A
Maxine Wallace	Member	Nicholson River	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joy Priest	Member	North Barkly	A	A	✓	✓	✓	✓	✓	✓	✓
Richard Dixon	Member	Robinson River	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gordon Noonan	Member	Rockhampton Downs	✓	✓	✓	✓	✓	✓	A	A	A
John Finlay	Member	Wombaya	✓	✓	✓	✓	✓	✓	✓	✓	✓

DARWIN / DALY / WAGAIT	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Joy Cardona	Member	Daly River	✓	✓	✓	✓	✓	✓	✓	✓	✓
Matthew Shields	Member	Daly River North (Woolianna)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Norman Miller	Member	Daly River South (Upper Daly)	-	-	-	-	-	-	-	-	-
John Sullivan	Member	Daly River West (Woodycupildiya)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bill Danks	Executive	Darwin	✓	✓	✓	✓	✓	✓	✓	✓	✓
Christine Jenner	Member	Darwin	✓	✓	✓	✓	✓	✓	✓	✓	✓
Margaret Daiyi	Member	Darwin South (Adelaide River)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Graham Kenyon	Member	Darwin East (Humpty Doo)	A	✓	✓	✓	✓	✓	✓	✓	✓
Calvin Deveraux	Member	Darwin South West (Litchfield)	✓	✓	✓	✓	✓	A	✓	✓	✓
Rex Edmunds	Member	Darwin West (Belyuen)	✓	✓	✓	✓	✓	✓	✓	✓	✓
Roger Wodidj	Member	Palumpa	✓	✓	✓	✓	✓	✓	✓	✓	✓
John Wilson	Member	Peppimenarti	-	-	-	-	✓	✓	✓	✓	✓
Aaron Banderson (proxy Mona Liddy)	Member	Pine Creek	A*	A*	A*	A*	A*	A*	A*	A*	A*
Tobias Nganbe	Member	Wadeye	A	A	A	A	A	A	A	A	A
Mark Tunmuck-Smith	Member	Wadeye (North)	A	A	A	A	A	A	A	A	A

EAST ARNHEM	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Peter Yawunydjurr	Member	Galiwinku	✓	✓	✓	✓	✓	✓	✓	✓	A
Jason Guyula	Member	Galiwinku	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kenny Guyula	Member	Galiwinku - Outstations	✓	✓	✓	A	A	A	✓	✓	✓
Johnny Burrawanga	Member	Galiwinku - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bobby Wunungmurra	Member	Gapuwiyak	A	A	A	A	A	A	A	A	A
Jason Butjula	Member	Gapuwiyak	✓	✓	✓	✓	✓	✓	✓	✓	✓
George Milaypuma	Member	Milingimbi	✓	✓	✓	✓	✓	✓	✓	✓	✓
Michael Ali	Member	Milingimbi	✓	✓	✓	✓	✓	✓	-	-	A
David Warraya	Member	Ramingining	✓	✓	✓	✓	✓	✓	-	-	A
David Rumba Rumba (proxy Judy Gaykammangu)	Member	Ramingining	A*	A*	A*	A*	A*	A*	-	-	A*
Djawa Yunupingu	Executive	Ski Beach	✓	✓	✓	✓	✓	✓	✓	✓	✓
Djawa "Timmy" Murrmurra	Member	Yirrkala	-	-	-	-	-	-	-	-	-
Yananymul Mununggurr	Member	Yirrkala	✓	✓	✓	✓	✓	✓	✓	✓	✓
Witiyana Marika	Member	Yirrkala	A	A	A	A	A	A	A	A	A
Caroline Dhammarandji	Co-opted		✓	✓	✓	✓	✓	✓	✓	✓	✓
Rose Wurrugu Wurrugu	Co-opted		✓	✓	✓	✓	✓	✓	✓	✓	✓

KATHERINE	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Helen Lee	Executive	Barunga	A	A	✓	✓	✓	✓	✓	✓	✓
Samantha Lindsay (proxy Irene Jungawanga)	Member	Bulman	A*	A*	A*	A*	A*	A*	A*	A*	A*
Lisa Mumbin	Member	Katherine	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dwayne Rosas	Member	Katherine	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ossie Daylight	Member	Mataranka / Djimbra (Jilkminggan)	✓	✓	✓	✓	✓	✓	✓	✓	✓
John Dalywater	Member	Weemol	✓	✓	✓	✓	✓	✓	✓	✓	✓
Samuel Bush- Blanasi	Chairman	Wugularr	✓	✓	✓	✓	✓	✓	✓	✓	✓

NGUKURR	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Sheila Hall Joshua	Member	Minyerri	✓	✓	✓	✓	✓	✓	✓	✓	✓
Walter Rogers	Member	Ngukurr & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Grace Daniels	Executive	Ngukurr & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gregory Daniels	Member	Ngukurr & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hubert Nunggumajbarr	Member	Numbulwar & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Virginia Nundhirribala	Member	Numbulwar & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ernest Numurdirdi	Member	Numbulwar & Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Peter Lansen	Member	Nutwood/Cox River	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clifford Duncan	Member	Urapunga	✓	✓	✓	✓	✓	✓	✓	✓	✓

VICTORIA RIVER DISTRICT	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
Shadrack Retchford	Member	Bulla	✓	✓	✓	✓	-	-	✓	✓	✓
Raymond Hector	Member	Pigeon Hole	✓	✓	✓	✓	✓	✓	✓	✓	✓
Charlie Newry	Member	Yingawunari	-	-	-	-	-	-	-	-	-
Brian Pedwell	Executive	Yarralin	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kenivan Anthony	Member	Amanbidji	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lorraine Jones	Member	Timber Creek	✓	✓	✓	✓	✓	✓	✓	✓	✓
Deborah Jones	Co-opted		✓	✓	✓	✓	✓	✓	✓	✓	✓
Joy Campbell	Co-opted		✓	✓	✓	✓	✓	✓	✓	✓	✓

WEST ARNHEM	POSITION	WARD	07/12 AM	07/12 PM	08/12 AM	08/12 PM	09/12 AM	09/12 PM	10/12 AM	10/12 PM	11/12 AM
June Fejo	Member	Cobourg	A	A	✓	✓	✓	✓	✓	✓	✓
Otto Dann	Member	Gunbalanya	✓	✓	✓	✓	✓	✓	✓	✓	✓
Timothy Nabegeyo	Member	Gunbalanya - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wayne Wauchope	Member	Gunbalanya - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mr J Christophersen (Deceased)	Member	Kakadu	✓	✓	✓	✓	✓	✓	A	A	✓
Valda Bokmarray	Member	Maningrida	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wayne Kala-Kala	Member	Maningrida	✓	✓	✓	✓	✓	✓	✓	✓	✓
Matthew Ryan	Executive	Maningrida - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Julius Kernan	Member	Maningrida - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Matthew Nagartbin	Member	Minjilang	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bunug Galaminda	Member	Waruwi - Outstations	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jenny Inmulugulu	Member	Waruwi - Outstations	A	A	A	A	A	A	A	A	A

Seven meetings of the Executive Council were held in 2020-21:

208th ECM Darwin, 26, 30 and 31 July 2020.

209th ECM Darwin, 28 - 30 September 2020.

210th ECM Darwin, 25 - 27 November 2020.

211th ECM Darwin, 14 - 16 February 2021.

212th ECM Darwin, 13 - 14 April 2021.

213th ECM Darwin, 05 - 07 May 2021.

214th ECM Katherine, 24 June 2021.

KEY:

✓ = Member was in attendance

A = Member was an apology

EXECUTIVE COUNCIL MEETING ATTENDANCE FOR 2020

NAME	REGION	208TH ECM 26-31 JUL 2020	209TH ECM 28-30 SEP 2020	210TH ECM 25-27 NOV 2020
Samuel Bush-Blanasi	Chairman	✓	✓	✓
Calvin Deveraux	Deputy Chairman	A	A	A
Christopher Neade	Borroloola Barkly	✓	✓	✓
Bill Danks	Darwin Daly Wagait	✓	✓	✓
Djawa Wunupingu	East Arnhem	✓	A	✓
Helen Lee	Katherine	A	✓	✓
Grace Daniels	Ngukurr	✓	✓	✓
Brian Pedwell	Victoria River District	✓	✓	✓
Matthew Ryan	West Arnhem	✓	✓	✓

EXECUTIVE COUNCIL MEETING ATTENDANCE FOR 2021

NAME	REGION	211TH ECM 14-16 FEB 2021	212TH ECM 13-14 APR 2021	213TH ECM 05-07 MAY 2021	214TH ECM 24 JUN 2021
Samuel Bush-Blanas	Chairman	✓	✓	✓	✓
Richard Dixon	Deputy Chairman	✓	✓	✓	✓
Christopher Neade	Borrooloola Barkly	✓	✓	✓	✓
Bill Danks	Darwin Daly Wagait	✓	✓	A	✓
Djawa Wunupingu	East Arnhem	✓	✓	A	A
Helen Lee	Katherine	✓	✓	✓	✓
Grace Daniels	Ngukurr	✓	✓	✓	✓
Brian Pedwell	Victoria River District	✓	✓	✓	✓
Matthew Ryan	West Arnhem	✓	✓	✓	N/A

COMPLIANCE INDEX

COMPLIANCE INDEX OF PUBLIC GOVERNANCE, PERFORMANCE AND ACCOUNTABILITY RULE 2014 (PGPA RULE) REQUIREMENTS FOR CORPORATE COMMONWEALTH ENTITIES.

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT
17BE	Contents of annual report		
17BE(a)	Page 12	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Page 11 - 15	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Page 51	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Page 50	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Page 50	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Page 50	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	NIL	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Page 72 - 114	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Page 124 - 126	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT
17BE(j)	Page 01 - 02	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Page 28 - 31	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Page 64 - 67	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; statistics on staff location	Mandatory
17BE(l)	Page vi	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Page 51 - 114	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	Page 52	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): <ul style="list-style-type: none"> (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions 	If applicable, mandatory
17BE(p)	Page 124	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Page 56	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory

PGPA RULE REFERENCE	PART OF REPORT	DESCRIPTION	REQUIREMENT
17BE(r)	NIL	Particulars of any reports on the entity given by: <ul style="list-style-type: none"> (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	Page 155	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Page 53	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Page 58	The following information about the audit committee for the entity: <ul style="list-style-type: none"> (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Page 68 - 70	Information about executive remuneration	Mandatory

REQUIREMENTS UNDER THE *ABORIGINAL LAND RIGHTS (NORTHERN TERRITORY) ACT 1976*

REQUIREMENT	ALRA SECTION	PAGE(S) NLC
FEES Specify the total fees received for services provided by the NLC: <ul style="list-style-type: none"> Under s 33A of ALRA for services provided under Part IV (Mining); and Under s 33A for services prescribed by the regulations that it provides in performing any of its functions, whether in the reporting year of the previous year. Specify total fees received under s 33B (other fees charged to the Commonwealth). 	s 37(2), Part IV, s 33A and s 33B. No fee types prescribed under s 33A and no fees were requested under s 33B.	Page 136 - 139
SECTIONS 35 DETERMINATIONS Include details of payments by the NLC under s 35(2) or (3) and any determinations made by the Minister under s 35(6) made during the reporting year. Details of payments made by determination or otherwise under s 35(2), s 35(6), s 35(4), s 35(4b), s 35(11) and s 67(b) must be provided and include, the recipient of the amount; the subsection under which the amount was paid; and the total of the amount paid.	s 35	Page 171 - 172
DETAILS OF AMOUNTS HELD IN TRUST Include details of payments by the NLC under s 35(2) or (3) and any determination made by the Minister under s 35(6) made during the reporting year. Details of payments made by determination or otherwise under s 35(2), 35(4), 35(6), 35(4B), 35(11) and 67(B) must be provided and include, the recipient of the amount; the subsection under which the amount was paid; and the total of the amount paid.	s 37(5)	Page 170 - 171
COMMITTEES If a committee has been appointed under s 29A to assist the NLC in relation to the performance of any of its functions or the exercise of any of its powers, detailed information of its activities must be included.	s 37(7)	Page 58 - 60

REQUIREMENT	ALRA SECTION	PAGE(S) NLC
CONSULTANTS	s 37(8)	Page 52

Specify consultants engaged by the NLC during the year and the amount paid to each consultant.

OTHER REPORTING OBLIGATIONS	REFERENCES	PAGE(S) NLC
Environment Protection and Biodiversity Conservation Act 1999	s 516A	Page 63
Work Health and Safety Act	Part 3 & 4 of Schedule 2	Page 61 - 62
Freedom of Information Act	Part 1 of Schedule 2 s 7	Page 51

GLOSSARY

2020-21 ANNUAL REPORT GLOSSARY

AAC	Australian Agricultural Company
AASB	Australian Accounting Standards Board
ABA	Aboriginal Benefit Account
Aboriginal land	(a) land held by a land trust for an estate in fee simple; or (b) and the subject of a deed of grant held in escrow by a land council until a specific event or condition takes place
ACL	Aboriginal Coastal Licence
AFANT	Amateur Fishermen's Association of the Northern Territory
AICD	Australian Institute of Company Directors
AL	Annual Leave
ALA	Aboriginal Land Act
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)
ANAO	Australian National Audit Office
APONT	Aboriginal Peak Organisations Northern Territory
ASC	Aboriginal Sea Company
ASIC	Australian Security and Investments Commission
BBSY	Bank Bill Swap Bid
BDO Australia	Binder Dijker Otte Australia - Adviser to clients seeking audit, tax and advisory services.

BITE	Batchelor Institute of Indigenous Tertiary Education
BMB	Blue Mud Bay
CDU	Charles Darwin University
CEM	Conservation Ecosystem Management
CEO	Chief Executive Officer
CFC	Caring for country
CLA	Community Living Area
CLC	Central Land Council
CPR	Cardiopulmonary Resuscitation
Cth	Commonwealth
DIPL	Department of Infrastructure, Planning and Logistics
ECM	Executive Council Meeting
EOI	Expression of interest
ERA	Energy Resources of Australia Limited
ERs	Environmental Requirements
FBT	Fringe benefit tax
FCM	Full Council Meeting
FOI	Freedom of information
FTE	Full time equivalent
GIS	Geographic Information System
GM	General Manager
GST	Goods and Services Tax
HCP	Healthy Country Planning
HSR	Health and Safety Representatives
IBA	Indigenous Business Australia
ICT	Information Communication Technology
ILSC	Indigenous Land and Sea Corporation

IPA	Indigenous Protected Areas
IRCS	Indigenous Ranger Compliance Support
IT	Information Technology
KMP	Key Management Personnel
KPI	Key Performance Indicator
L&D	Learning and Development
LIR	The NLC's Land Interest Register
LMS	Learning Management System – LMS
LoC	Learning on country
LSL	Long Service Leave
LUA	Land Use Agreement
LUMAR	Land Use Management and Royalties
M&E	Minerals and Energy
MOU	Memorandum of Understand
MV	Motor Vehicle
MVR	Motor Vehicle Registry
NAAC	North Australia Aboriginal Corporation
NAACT	Northern Australian Aboriginal Charitable Trust
NABALCO	North Australian Bauxite and Alumina Company
NAIC	Northern Aboriginal Investment Corporation Pty Ltd
NIAA	National Indigenous Australians Agency
NIAA	National Indigenous Australians Agency

NLC	Northern Land Council
NT	Northern Territory
NTA	<i>Native Title Act</i>
NTCET	Northern Territory Certificate of Education and Training
NTG	Northern Territory Government
NTRB	Native Title Representative Body
PAS	Permit Administration System
PEP	Performance Enhancement Program
PGPA	Public Governance Performance Accountability Act
PM&C	Department of the Prime Minister & Cabinet
PPE	Personal Protective Equipment
RD	Regional Development
ROU	Right of use
RPA	Ranger Project Area
s 19	Section 19
SFM	Savanna Fire Management
VET	Vocational Education and Training
WES	Women Employment Strategy
WETT	Warlpiri Education and Training Trust
WH&S	Work Health and Safety
YES	Youth Engagement Strategy



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Cover Image: Wagiman Cultural Camp