



NORTHERN
LAND COUNCIL

CORPORATE PLAN 21-22





Foreword

The Northern Land Council (NLC) is committed to ensuring traditional lands, seas and waters are managed, protected and acquired through exceptional leadership, management, cultural and advocacy practices. These priorities have not changed despite the challenges presented by COVID-19. This Corporate Plan sets out how the NLC will fulfill its statutory responsibilities set out in the Land Rights Act and Native Title Act in the context of a global pandemic.

The highest priority is the safety of Aboriginal people in the NLC Region. Significant efforts are being made to protect communities including strengthening permit conditions, requiring COVID safety plans as a condition of entry and suspending permits when risk levels increase in the Northern Territory. The NLC is supporting the Northern Territory Government (NTG) and community controlled health organisations to encourage more vaccinations across the Territory to help stop the spread and protect vulnerable communities and homelands.

Water is incredibly important to the NLC and its constituents. There remain a number of high priority water management interests for the NLC which will be a key area of activity for some years.

Building the Bush remains a key priority with the NLC continuing to deliver its regionalisation strategy. We are working towards growing our regional capacity and being more visible on the ground in remote communities to provide better services to our mob in the bush.

The role of the NLC to be a voice for Aboriginal people has never been more important. In the context of global uncertainty the NLC is a reliable, trustworthy advocate for the bush, seeking new opportunities to strengthen Aboriginal Rights and effect meaningful change on issues that matter to constituents.

Delivering on these issues, and performing core functions required by its establishing legislation, will ensure the NLC maintains its leadership role as a key representative body for Aboriginal people in the Northern Territory.





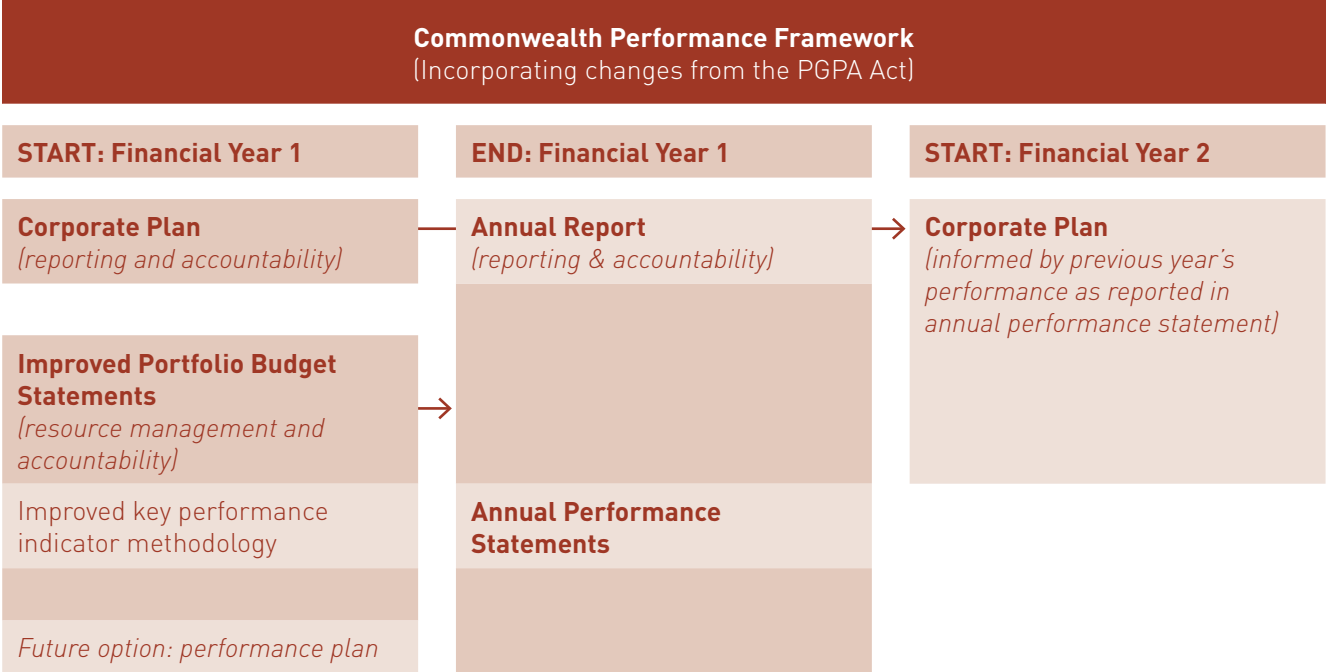
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Commonwealth Performance Framework

The NLC’s Corporate Plan is developed in accordance with the Commonwealth Performance Framework required by the Public Governance, Performance and Accountability Act 2015 (PGPA). This plan has been prepared for paragraph 35(1)(b) of the PGPA Act.

This plan specifically covers and reports from years 2021-22 to 2024-25 inclusive.



The NLC is a Commonwealth corporate entity created to carry out the functions specified by the *Aboriginal Land Rights (Northern Territory) Act 1976* (Cth) (ALRA). The NLC is also a Native Title Representative Body (NTRB) under the *Native Title Act 1993* (Cth). In addition to those functions the NLC performs functions prescribed by Commonwealth and Northern Territory legislation including:

- the *Aboriginal Land Act (NT)*;
- the *Public Interest Disclosure Act 2013*.

Corporate plan: Strategic direction

The strategic direction comprises strategies identified to ensure that the four (4) strategic goals are measured and achieved.

Our vision	For the rights and responsibilities of every traditional owner in the NLC region to be recognised and respected. For Aboriginal people to benefit economically, socially and culturally from the secure possession of their lands, seas, waters and intellectual property.				
Our mission	To ensure that Aboriginal people in the seven regions of the NLC acquire and manage their traditional lands, seas and waters through strong leadership, advocacy and management.				
Strategic goals (4)	Objective for each strategic goal	Matrix	→	Actions	Owner
		Timing			
	Supporting strategies	Performance	→	Achievements	

Our values

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

Consult

- With traditional owners (TO's);
- Act with the informed consent of the traditional owners;
- Engage in two-way communication to actively listen and explain meaning; and
- Present and explain options to explain traditional owners' decision-making.

Respect

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

Be responsive

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

Social justice

- Promote the rights and participation of Aboriginal people to achieve equity, fairness and opportunities; and
- Demonstrate strong leadership and advocate on behalf of traditional owners.

About the NLC

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

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

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

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

Capabilities

The NLC Full Council (the Full Council) comprises of 78 elected members and five (5) co-opted women's members who determine the policies and overall direction of the organisation. NLC membership is renewed every three (3) years with the nomination and election processes undertaken in accordance with the Method of Choice developed by the Full Council and approved by the Minister for Indigenous Australians.

The NLC Chair, Deputy Chair and Executive members represent each of the NLC's seven (7) regions and are elected at the triennial Full Council meetings.

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

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

The NLC corporate structure (see figure one) represents the operations of the land council. This structure is designed to ensure that services are delivered efficiently, ethically and transparently.

Land and Law

The Land and Law division comprises 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 ALRA and the Native Title Act. The NLC is also the Native Title Representative Body for the northern region – this includes 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; processing permit applications; and facilitating the Section 19 proposal and assessment processes across the NLC regions. 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

The Corporate Services division 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.

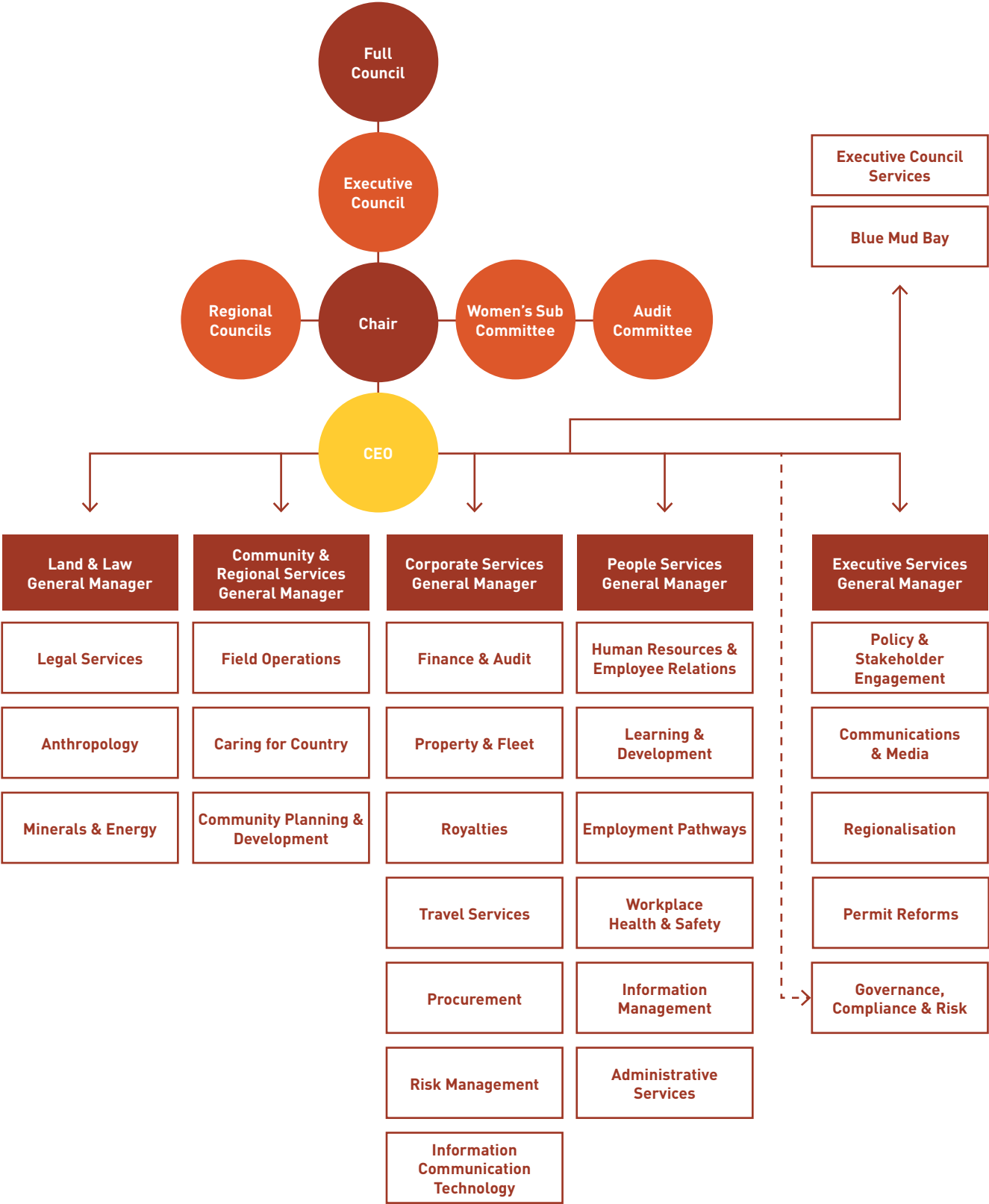
People Services

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 our 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, and royalty and permit data management reforms.

Figure one: NLC organisational structure



The environment in which we work

Functionality

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

The NLC continues its regionalisation strategy to enhance regional decision making and participation in policy development and implementation. The network of 11 regional offices provide services to more than 50,000 Aboriginal people living across the NLC region, the majority of whom live on and around regional communities and homelands in very remote parts of the NT.

The COVID-19 pandemic has and continues to affect the way the NLC carries out its operations. This includes adopting rapid and adaptive responses consistent with the NLC, the Territory and Federal government policies and procedures and Federal and Territory guidelines, processes and COVID-19 pandemic responses.

The NLC is focused on exercising:

Land, sea and natural resource management

Ranger groups provide a formalised structure for the transfer of traditional knowledge from old to young, as well as being a vehicle for land and sea conservation, natural resource management and the training and employment of young Aboriginal people living in remote areas.

To support the ranger groups' activities, Caring for Country has developed partnerships with a number of external funding agencies including NTG, Federal Government departments, and various non-government research bodies and organisations. As more ranger groups join the NLC-affiliated ranger network, Aboriginal peoples' ability to care for country and manage pests will also increase. This growing capability has been recognised at a national level, with Aboriginal rangers now also playing important roles in border security and quarantine protection and receiving numerous industry-specific awards and citations.

Land claims and land acquisitions

The NLC consults with traditional Aboriginal owners to secure and protect their rights and interests in land, waters and seas. The multi-disciplinary team provides legal and anthropological advice to the NLC and traditional Aboriginal owners, conducts land rights

and Native Title claims, negotiates agreements and pursues litigation where appropriate. It also provides advice and oversight of the NLC's obligations regarding mineral and petroleum exploration, production and associated activities as they relate to the ALRA and the Native Title Act.

Administration and support services

The NLC's head office in Darwin maintains close working relationships with the regional offices across the NLC's 7 regions. This allows the NLC to respond quickly and flexibly to local needs, issues and problems as they arise.

Native Title services

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

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

Performance & achievements

The NLC operates in an environment that will continue to provide challenges across the life of this plan.

Success in achieving the outcomes is dependent on:

- Secure government funding and support for the principles expressed in the ALRA and Native Title Act;
- A sustainable funding model to enable effective land management planning by ranger groups and user pays policy;
- Secure and on-going government funding to ensure compliance with the PGPA Act;
- The capacity to recruit and retain skilled and motivated staff; and
- Performance reporting on the NLC plans.

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

Improving performance

In line with its values, the NLC is committed to continuous improvement in both the services it provides and the ways in which they are provided. This is done through an approach that combines careful planning, reviewing and improving systems and processes, assessing the workforce and improving relationships with traditional owners, Aboriginal people and key stakeholders.



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

Achievements 2020/21

- In June 2021 the Hon Ken Wyatt, Minister for Indigenous Australians officially announced a package of reforms to ALRA at the annual Barunga Festival. The reforms, co-designed between the NLC, other Aboriginal land councils and the federal government provide opportunities for Aboriginal Territorians to exercise greater control and participation in development and investment on their lands, will enhance administration of the ALRA and strengthen the NLC's role in enhanced compliance of activities on Aboriginal land.
- Also in June 2021, the handover of Aboriginal land at Jabiru to the Mirarr people gave traditional owners a solid foundation for economic independence and sustainable regional development.
- The NLC's Regionalisation strategy has enabled two (2) additional offices to open in Wadeye and Maningrida, bringing the number of remote and regional offices strategically located across the Top End to 11.
- In July 2021 the NLC joined in the official signing of the Blue Mud Bay Implementation Action Plan with the NTG and industry partners.
- Rangers in the Caring for Country branch continue to develop and enhance their land management practices through comprehensive training and development strategy. Caring for Country has an enviable gender balance, with female rangers making up almost half of the Ranger cohort.

Goals and objectives

GOALS

	OBJECTIVE	Law, the rights and interests of Aboriginal land, seas and waters	OBJECTIVE	Corporate governance, our people, our processes, our performance, our purpose
Advocate: Be a voice for Aboriginal people 	1.1	Facilitate and enable full participation by council members	1.2	Provide leadership, good governance and cultural integrity
	1.3	Protect and promote the rights and interests of Aboriginal people		
	1.3	Raise awareness of the interest of Aboriginal people through effective communications and marketing		
	1.3	Support recognition of Aboriginal people in the Australian Constitution and Voice to Parliament		
Opportunity and empower: Create real opportunities for Aboriginal people 	1.2	Engage with governments on proposed land access infrastructure programs	2.1	Implement the NLC Mining Policy
	1.3	Engage TO's in developing a Northern Territory Treating Negotiating Model		
	2.1	Consult, govern and lead participatory decision making by TO's		

OBJECTIVE	Economic prosperity, economic development and wellbeing for Aboriginal peoples		OBJECTIVE	Community sustainability, the vital role in Aboriginal knowledge and traditional practices of environmental management	
1.2	Monitor the implementation and reporting on the National Partnership Agreement on Remote Housing		1.2	In partnership with Aboriginal Peak Organisation NT (APO NT), monitor the implementation of the National Partnership Agreement on Closing the Gap	
1.3	Protect and promote the land rights and water interests of Aboriginal people		1.2	Monitor the implementation and reporting on the National Partnership Agreement on Remote Housing	
1.4	Develop and implement projects to document cultural water requirements for key catchments in order to inform government-led water planning and management processes				
1.5	Water is available and used for Aboriginal economic development				
1.5	Work with government to resolve regulations and ensure the Aboriginal Water Reserve policy is in legislation				
1.5	Advocate government for broadening of eligible land to be considered under the Aboriginal Water Reserve				
1.4	Support TO's to be active participants on water committees and in decision-making forums		2.2	Assist TO groups to achieve aspirations for economic and community development	
1.4	Support Aboriginal enterprises to access and use water from Aboriginal Water Reserve for economic development		3.1	Identify and consult with TO's and where required submit s19 for land and housing development and refurbishment in Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott and Borroloola	
2.2	Empower TO's to actively consult, govern and lead important economic decision making streams				

Goals and objectives

GOALS

	OBJECTIVE	Law, the rights and interests of Aboriginal land, seas and waters	OBJECTIVE	Corporate governance, our people, our processes, our performance, our purpose
<p>A strong NLC: Be a culturally rich and trusted organisation</p> 	3.4	Comply with establishing legislation including the Land Rights Act, Native Title Act and PGPA Act	1.1	Enhance the governance induction training of all new full, regional and executive council members
	4.2	Implement the NLC Aboriginal Employment Pathway Strategy	3.1	Project manage <ul style="list-style-type: none"> Nhulunbuy Regional Service Hub Regional office upgrades (Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott)
			3.2	Centralise all learning and development functions and records across the NLC
			3.2	Development of a talent management framework
			3.2	Delivery of a suite of training to support competency and capacity building across the organisation
			3.2	Develop and implement a contemporary employee experience framework
			3.2	Implement a sound probation and performance review framework
			3.2	Ensure HR practice is culturally safe and inclusive for all with specific outcomes for Aboriginal employment and tenure
			3.2	Provide a suite of training opportunities for NLC staff
			3.4	Performance measure and track corporate policies and procedures
			3.4	Design and deliver the NLC governance, compliance and risk management frameworks
			3.5	Ensure financial management services are delivered in a compliant and timely manner
			3.6	Maintain efficient ICT support, software and hardware
			3.7	Implement a sound fleet, vehicle, property and assets system
			3.8	Maintain an effective records management system
			4.7	Design and deliver a centralised information land use agreements and royalties system
<p>Proactively manage country: Acquire, manage and protect traditional lands and waters in accordance with statutory functions</p> 	4.6	Manage the online permit management system		
	4.6	With TO's establish new permit agreement zones		
	4.7	Provide anthropologic advice to the NLC and traditional owners		

OBJECTIVE	Economic prosperity, economic development and wellbeing for Aboriginal peoples	OBJECTIVE	Community sustainability, the vital role in Aboriginal knowledge and traditional practices of environmental management
1.3	Develop and implement Place Names Engagement Framework	3.1	Provide responsive customer service to T0's and Native Title holders and the general public across the NLC Region
1.3	Create and develop Tomorrow's Leader Council	3.2	Development of a cultural competency framework
1.5	Develop an approach to governance arrangements, consent requirements and benefit sharing for use of water from the Aboriginal Water Reserve and implement accordingly	3.3	Deliver effective marketing strategies
1.5	Seek funding opportunities to support and develop Aboriginal Water Reserve governance structures	3.3	Celebrate NLC history
3.1	Build the NLC's regionalisation capabilities	4.2	Capacity build NLC Ranger Groups
3.3	Management and application of funeral and ceremonial fund		

1.4	Support Aboriginal ranger programs to include water monitoring activities	4.2	Implement an effective Minerals and Energy Cultural Monitor Program
2.2	Facilitate economic opportunities through timely presentation of land use agreements to T0's		
4.1	Scope the capacity and third party interests on Aboriginal lands		
4.2	Develop best practice Aboriginal Land Trusts principles		
4.4	Deliver the Blue Mud Bay Implementation Plan		
4.4	Establish the Aboriginal Sea Company		

GOAL ALIGNMENT

Advocate: Be a voice for people

Objective	Owner	2021/22
Advocate: Be a voice for people		
1.1	Facilitate and enable full participation by council members	Executive Services
		<ul style="list-style-type: none"> • Full, Executive and Regional Council meetings held during the year • Provide governance induction training for all new full council members
1.2	Provide leadership, good governance and cultural integrity	Executive Services
		<ul style="list-style-type: none"> • Provide detailed information and decision agenda papers to Council • Allow for members to make informed decisions
1.2	In partnership with Aboriginal Peak Organisation NT, monitor the implementation of the National Partnership Agreement on Closing the Gap	Executive Services
		<ul style="list-style-type: none"> • Participate as a member of the National Coalition of Peaks on negotiating the National Partnership Agreement on Closing the Gap. • Report developments to the Council Members
1.2	Monitor the implementation and reporting on the National Partnership Agreement on Remote Housing	Executive Services
		<ul style="list-style-type: none"> • Participate on the Joint Steering Committee on Remote Housing • Monitor the NTG performance of the agreement • Report to Full Council on barriers and advancement in particular with reducing overcrowding, increasing Aboriginal employment and business engaged in housing related services
1.2	Engage with governments on proposed land access infrastructure programs	Executive Services
		<ul style="list-style-type: none"> • Assist government with understanding and progressing the S19 land use agreement processes, with a strong focus on housing and community infrastructure
1.3	Raise awareness of the interest of Aboriginal people through effective communications and marketing	Executive Services
		<ul style="list-style-type: none"> • Presented to Full Council and reviewed and refined as required
1.3	Engage TO's in developing a Northern Territory Treaty Negotiating Model	Executive Services
		<ul style="list-style-type: none"> • Provide advice on consultations options with Aboriginal communities
1.3	Protect and promote the land rights and water interest of Aboriginal people	Executive Services
		<ul style="list-style-type: none"> • Develop a policy position and implement an effective Communications and Marketing Strategy
1.3	Develop and implement Place Names Engagement Framework	Executive Services
		<ul style="list-style-type: none"> • Represent the NLC at Place Name Committee Meetings
1.3	Support recognition of Aboriginal people in the Australian Constitution and Voice to Parliament	Executive Services
		<ul style="list-style-type: none"> • To be developed upon instruction and guidance from NLC Policy, Executive and Full Council



Measures / specific targets	22/23	23/24	24/25
<ul style="list-style-type: none"> Two(2) Full Council Meetings held per year Six(6) Executive Council Meetings held per calendar year 12-14 Regional Council Meetings held per calendar year 	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training of all new full council members 	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training of all new full council members 	<ul style="list-style-type: none"> Full, Executive and Regional Council meetings held during the year Provide governance induction training of all new full council members
<ul style="list-style-type: none"> Report on critical policy related matters to Council Members and seek input / directions 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and capacity building 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and capacity building 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and capacity building
<ul style="list-style-type: none"> National Partnership Agreement signed off by State, Territory and Commonwealth Governments and Joint Council Develop terms of reference for the Executive Council role in monitoring the NTG progress in implementing the priority reforms and targets in the jurisdictional Implementation Plan 	<ul style="list-style-type: none"> Participate on the Executive Council and monitor the implementation of the NT Implementation Plan 	<ul style="list-style-type: none"> Participate on the Executive Council and monitor the implementation of the NT Implementation Plan 	<ul style="list-style-type: none"> Participate on the Executive Council and monitor the implementation of the NT Implementation Plan
<ul style="list-style-type: none"> Report to Full Council on barriers and advancement in particular with reducing overcrowding, increasing Aboriginal employment and business engaged in housing related services Assist Aboriginal organisations to build capacity to meet aspirations to deliver community controlled remote housing services 	<ul style="list-style-type: none"> Explore future funding commitments by the Commonwealth and NTG Advocate for policy changes to include homelands new builds, service delivery, repairs and maintenance in future funding models 	<ul style="list-style-type: none"> Advocate for and negotiate a new community controlled housing service delivery model that aligns with TO's views 	<ul style="list-style-type: none"> Ongoing community engagement and advocacy
<ul style="list-style-type: none"> Traditional owners are consulted and agreements are made with informed consent 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and providing advice 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and providing advice 	<ul style="list-style-type: none"> Ongoing core function - advocacy, engagement and providing advice
<ul style="list-style-type: none"> Publish a minimum of four (4) editions of Land Rights News a year with a primary focus on the interests and achievements of Aboriginal people Monitor and benchmark reach of Land Rights News Post a minimum of 5 promotional and achievement posts per week across social media platforms targetting Aboriginal communities Actively monitor media trends Measure relationships with media and government via current affairs of Aboriginal people and the work of the NLC 	<ul style="list-style-type: none"> Presented annually to Full Council and reviewed and refined as required 	<ul style="list-style-type: none"> Presented annually to Full Council and reviewed and refined as required 	<ul style="list-style-type: none"> Presented annually to Full Council and reviewed and refined as required
<ul style="list-style-type: none"> Assisted with the drafting of the Treaty Commissioner Bill. Reviewed the Interim Treaty Commissioner Report 			
<ul style="list-style-type: none"> Draft Policy Position Papers for council consideration 	<ul style="list-style-type: none"> Develop and implement an effective Communications and Marketing Strategy 	<ul style="list-style-type: none"> Review previous Strategy Prepare new three (3) year strategy 	<ul style="list-style-type: none"> Delivery the new three (3) year strategy
<ul style="list-style-type: none"> Report to council meetings the objectives and outcomes of the Place Names Engagement Framework 	<ul style="list-style-type: none"> Report to council meetings the objectives and outcomes of the Place Names Engagement Framework 	<ul style="list-style-type: none"> Report to council meetings the objectives and outcomes of the Place Names Engagement Framework 	<ul style="list-style-type: none"> Report to council meetings the objectives and outcomes of the Place Names Engagement Framework
<ul style="list-style-type: none"> Track change in response to promotional works 	<ul style="list-style-type: none"> To be developed upon instruction and guidance from NLC Policy, Executive and Full Council 	<ul style="list-style-type: none"> To be developed upon instruction and guidance from NLC Policy, Executive and Full Council 	<ul style="list-style-type: none"> To be developed upon instruction and guidance from NLC Policy, Executive and Full Council

GOAL ALIGNMENT

Opportunity and empower: Create real opportunities for Aboriginals

Objective	Owner	2021/22
Opportunity and Empower: Create real opportunities for Aboriginals		
1.3	Creation of Tomorrow's Leader Council	People Services
		<ul style="list-style-type: none"> • Seek endorsement from Full Council of <i>Christo's Tomorrows Leaders Council</i> • Market and advertise the opportunity throughout region • Engage 20 council members from across the region
1.4	Develop and implement projects to document cultural water requirements for key catchments in order to inform government-led water planning and management processes	Executive Services
		<ul style="list-style-type: none"> • Design Cultural Values Research Project for the Flora River area. Liaise with NTG about appropriate groups to be consulted as part of water of local planning processes
1.5	Water is available and used for Aboriginal economic development	Executive Services
		<ul style="list-style-type: none"> • Joint drafting sessions with the NLC and NTG Water Amendment Regulations
2.1	Consult, govern and lead participatory decision making by TO's	Land and Law
		<ul style="list-style-type: none"> • Provide neutral and or independent expert advice to inform the fee prior and inform consent of TO's, executive council and regional council
2.1	Implement new royalty management workflows	Land and Law
		<ul style="list-style-type: none"> • Dispute resolutions • Implement new royalty workflows
2.1	Implement NLC Mining Policy	Land and Law
		<ul style="list-style-type: none"> • The NLC performing statutory functional duties and fulfilling contractual obligations in accordance with mining policy
2.2	Empower TO's to actively consult, govern and lead important economic decision making streams	People Services
		<ul style="list-style-type: none"> • Deliver purpose built community development and planning guides
2.2	Assist TO groups to achieve aspirations for economic and community development	Community and Regional Services
		<ul style="list-style-type: none"> • Assist TO groups to apply for grants and lodge section 19 applications • Deliver current Community Planning and Development projects • Facilitate economic opportunities through timely presentation of land use agreements to TO's
3.2	Ensure HR practice is culturally safe and inclusive for all with specific outcomes for Aboriginal employment and tenure	People Services
		<ul style="list-style-type: none"> • Review HR policy, procedure and practice, determine risk and remediate • Undertake biannual recruitment and tenure metrics for inclusivity • Audit NLC for existing inclusivity projects to determine if centrally managed by People Services
4.2	Implementation of the Aboriginal Employment Pathway Strategy	People Services
		<ul style="list-style-type: none"> • Engage four (4) trainees in regional/ remote areas • Develop a reporting system to measure success • Educational group visits and tours of NLC offices • Implement office based work experience program • In partnership with communities, facilitate career expos

Opportunities for Aboriginals



Measures / specific targets	22/23	23/24	24/25
<ul style="list-style-type: none"> • Endorsement from Full Council • Number of applications received and location they are from • Host and facilitate two (2) meetings where council members are in attendance 	<ul style="list-style-type: none"> • Members attend and observe Full, Regional and Executive meetings • Convene meetings to identify key issues within their region 	<ul style="list-style-type: none"> • Council members participate in AILC training program designed for CLTC members • Council members provide community event support at event facilitated by the NLC 	<ul style="list-style-type: none"> • Council members provide community event support at event facilitated by the NLC
<ul style="list-style-type: none"> • Stage 1 Consultancy approved to undertake research project • On country visit to engage traditional owners. Provide updates to the Darwin Daly Wagait Regional Council Meetings 	<ul style="list-style-type: none"> • Seek project and operational funding to complete Stage 2 of the Cultural Values Research project 	<ul style="list-style-type: none"> • Research outcomes to inform cultural interests in water allocation plans and strategies for ongoing monitoring of important water sites 	<ul style="list-style-type: none"> • Continue to research and delivery outcomes that inform cultural interests in water allocation plans of important water sites
<ul style="list-style-type: none"> • Regulations are passed to give affect to the Aboriginal Water Reserve 	<ul style="list-style-type: none"> • Work with eligible land owners to develop a governance structure and business plan to support the water trading market opportunities. 		
<ul style="list-style-type: none"> • Consultations held with relevant TO's, Native Title claimants/holders and affected people in respect of land use agreements or economic development opportunities over their traditional lands and waters 	<ul style="list-style-type: none"> • Provide neutral and or independent expert advice to inform the fee prior and inform consent of TO's, executive council and regional council. 	<ul style="list-style-type: none"> • Provide neutral and or independent expert advice to inform the fee prior and inform consent of TO's, executive council and regional council. 	<ul style="list-style-type: none"> • Provide neutral and or independent expert advice to inform the fee prior and inform consent of TO's, executive council and regional council.
<ul style="list-style-type: none"> • Facilitation of TO led dispute resolution processes and seeking external appropriate for groups mediation services as appropriate • Number disputes associated • Number of dispute resolutions meetings held with TO's • Royalty reforms delivered on time 	<ul style="list-style-type: none"> • Dispute resolutions - Implement new royalty workflows 	<ul style="list-style-type: none"> • Dispute resolutions - Implement new royalty workflows 	<ul style="list-style-type: none"> • Dispute resolutions - Implement new royalty workflows
<ul style="list-style-type: none"> • Monitoring consultation activity levels • Statutory duties (applications) • Contractual obligations (granted titles / tenements) • Other (information sessions, stakeholder engagements) 	<ul style="list-style-type: none"> • NLC performing statutory functional duties and fulfilling contractual obligations in accordance with mining policy 	<ul style="list-style-type: none"> • NLC performing statutory functional duties and fulfilling contractual obligations in accordance with mining policy 	<ul style="list-style-type: none"> • NLC performing statutory functional duties and fulfilling contractual obligations in accordance with mining policy
<ul style="list-style-type: none"> • Number of groups assisted • Amount of investment by TO's • Number of land use expression of interest proposals received • Percentage of land use agreements executed to Aboriginal Enterprises • Trend of economic benefit received by TO's 	<ul style="list-style-type: none"> • Assist TO groups to apply for grants and lodge s19 applications • Deliver current Community Planning and Development projects • Facilitate economic opportunities through timely presentation of land use agreements to TO's 	<ul style="list-style-type: none"> • Assist TO groups to apply for grants and lodge s19 applications • Deliver current Community Planning and Development projects • Facilitate economic opportunities through timely presentation of land use agreements to TO's 	<ul style="list-style-type: none"> • Assist TO groups to apply for grants and lodge s19 applications • Deliver current Community Planning and Development projects • Facilitate economic opportunities through timely presentation of land use agreements to TO's
<ul style="list-style-type: none"> • Risks and mediations identified and where possible implemented • Determine and explain any variation in targeted inclusivity areas • Targeted, contemporary management for all of the NLC 	<ul style="list-style-type: none"> • Develop and implement Strategic Diversity Framework and Cultural Safety Framework 	<ul style="list-style-type: none"> • Review baseline metrics to determined improvements in tenure, promotion, engagement classification • Monitor and evaluate frameworks 	<ul style="list-style-type: none"> • Deliver improvements in tenure, promotion, engagement classification • Continue to monitor and evaluate frameworks
<ul style="list-style-type: none"> • Four (4) TO's are enrolled in Cert or higher qualification • Number of educational group tour/ visits to regional offices • Number of work experience students in offices • Number of community career expos facilitated 	<ul style="list-style-type: none"> • Develop a ranger based school work experience program • Implement an internship program with NLC as part of the AEPS 	<ul style="list-style-type: none"> • Implement a ranger based school work experience program • Implement a graduate program as part of the AEPS • Attend and participate in community career expos 	<ul style="list-style-type: none"> • Implement a ranger based school work experience program • Implement a graduate program as part of the AEPS • Attend and participate in community career expos

GOAL ALIGNMENT

A strong NLC: Be a culturally rich and trusted by

Objective	Owner	2021/22	Measures / specific targets
<i>A strong NLC: Be a culturally rich and trusted by our communities</i>			
3.1	Build the NLC's regionalisation capabilities	Regionalisation	<ul style="list-style-type: none"> • Maintain a regional office network to provide a one stop shop and conduit for remote regional Aboriginal people • Nine (9) regional offices • Number of staff representing the different branches located in regional offices
3.1	Assess land availability, secure funding for tender-ready documents and project management to drive the Regionalisation Strategy	Regionalisation	<ul style="list-style-type: none"> • Look at land or office availability at Timber Creek, Borroloola and Nhulunbuy • Negotiate a rental agreement variation to relocate the Nhulunbuy Regional Office to the second floor of the existing building • Negotiate new office workspace for the Nhulunbuy Regional Office • Liaise with service providers to fit out new workspace, oversee the relocation and set up of new office • Purchase two (2) vacant lots of land at Timber Creek to improve staff accommodation to support the Regionalisation Strategy
3.1	Provide responsive customer service to TO's and Native Title holders and the general public across the NLC Region	Regionalisation	<ul style="list-style-type: none"> • Regional offices are adequately resourced, work health and safety considerations in the workplace are met and maintained, and staff are adequately accommodated • Customer satisfaction levels • Consultations are held and enquiries responded to without lengthy delays
3.2	Centralise all learning and development functions and records across the NLC	People Services	<ul style="list-style-type: none"> • Centralisation of Caring for Country Training into Learning and Development team • Centralisation of all training and licence management and records into a single organisation-wide system. • Implementation of learning management system • Implement and monitor Community Planning and Development programs • Accelerate purpose-designed Learning on Country programs for remote communities • All training and development functions centrally managed by a single team in People Services. • Elimination of decentralised employee record storage • Implementation of an organisation-wide learning management system
3.2	Have a contemporary probation, performance review framework	People Services	<ul style="list-style-type: none"> • Review and redesign probation framework • Update Performance Enhancement Program (PEP) and bring all PEP plans to a common due date • Development of individual training plans based upon probation, PEP plans • All probations completed with clear future steps/goals within 3/6 month probation periods • All PEP plans due within one (1) month of their due date • L&D to research and recommend an individual training plan within one (1) month of the PEP/probation being endorsed by HR
3.2	Development of a talent management framework	People Services	<ul style="list-style-type: none"> • Undertake training needs analysis across the organisation and develop a skills matrix for key functions and roles • Skills matrix in place for all key functions and roles, including for each Caring for Country ranger station
3.2	Delivery of a suite of training to support competency and capacity building across the organisation	People Services	<ul style="list-style-type: none"> • A suite of on-demand and by-request electronic training modules hosted by the learning management system • Training requests centralised and trackable through the learning management system • Development of internal training, facilitated by internal subject matter experts • Design and implementation of a leadership development program • Design a series of career pathway programs targeting youth, women and older adults • Online learning library published on learning management system • Training request forms eliminated and transitioned to system-supported electronic processes, hosted by the learning management system • Internal training, developed in collaboration with internal subject matter experts published on the learning management system • Launch of NLC Leadership Development Program



our communities by getting things done

22/23	23/24	24/25
by getting things done		
<ul style="list-style-type: none"> • Complete the Nhulunbuy Regional Service Hub funding submission • Complete Regional office upgrades at Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott 	<ul style="list-style-type: none"> • Subject to funding, identify and consult with TO's and where required submit s19 for land and housing development and refurbishment in Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott and Borrooloola 	<ul style="list-style-type: none"> • Subject to funding, identify and consult with TO's and where required submit s19 for land and housing development and refurbishment in Maningrida, Wadeye, Galiwinku, Timber Creek, Elliott and Borrooloola
<ul style="list-style-type: none"> • Ongoing monitoring and evaluation of service delivery 	<ul style="list-style-type: none"> • Ongoing monitoring and evaluation of service delivery 	<ul style="list-style-type: none"> • Ongoing monitoring and evaluation of service delivery
<ul style="list-style-type: none"> • Performance Management/ Review framework in line with contemporary practices <ul style="list-style-type: none"> • Increase review frequency with a proactive, coaching approach PEP • Convert probation/performance review processes to an paperless, electronic system supporting electronic training plans which can be updated in real-time • Implementation of system-supported training plans which can be managed in real time 	<ul style="list-style-type: none"> • A fully system-integrated approach to performance review, talent and performance management 	<ul style="list-style-type: none"> • Monitor and evaluate probation framework
<ul style="list-style-type: none"> • Development of centralised annual training budget and plan based upon PEP data and training needs analysis 	<ul style="list-style-type: none"> • Implementation of an internal coaching and mentoring framework and program 	<ul style="list-style-type: none"> • Monitor and evaluate internal coaching and mentoring framework and program

GOAL ALIGNMENT

A strong NLC: Be a culturally rich and trusted by

Objective		Owner	2021/22	Measures / specific targets
3.2	Development of a cultural competency framework	People Services	<ul style="list-style-type: none"> Implementation of online cultural competency training framework for new and current employees Delivery of face to face cross cultural communication training 	<ul style="list-style-type: none"> Online cultural competency training platform launched to all staff, incorporated into new employee induction New employees to complete online training requirements within three (3) months of commencement Four (4) Cross Cultural Communication workshops hosted
3.2	Have a contemporary employee experience framework	People Services	<ul style="list-style-type: none"> Transactional L&D, HR and Payroll functions automated Implement BP model to strategically support managers/employees Review and revise NLC Code of Conduct and develop team specific codes 	<ul style="list-style-type: none"> Upgrade existing payroll system to automate functions where possible Identify and transition all transactional functions possible to LMS, e-recruit and payroll systems All HR Personnel are trained in the business partner (BP) model and managers have assigned BP's with quarterly meetings All employees who are eligible placed onto ongoing contracts Key employee resources identified and put into Aboriginal languages
3.3	Celebrate NLC's history	Executive Services	<ul style="list-style-type: none"> Draft an outline of the History Project Plan Undertake preliminary assessment of archival material and identify external sources. 	<ul style="list-style-type: none"> Facilitate Council Member feedback and protocols on accessing and using archival materials Prepared a budget submission for 2020-21, resubmit as a supplementary bid
3.3	Management and application of funeral and ceremonial fund	Community and Regional Services	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Number of funeral and ceremony applications approved Percentage of funeral applications processed within five (5) working days
3.4	Comply with the PGPA	Executive Services	<ul style="list-style-type: none"> Meet PGPA deadlines 	<ul style="list-style-type: none"> Meet PGPA deadlines
3.4	NLC governance and compliance framework	Executive Services	<ul style="list-style-type: none"> Monitor the performance of internal control systems including policies, procedures and plans 	<ul style="list-style-type: none"> Ensure all the NLC corporate policies are current, maintained and effectively communicated
3.4	Implement the NLC risk management, governance and compliance frameworks	Executive Services	<ul style="list-style-type: none"> Update and review risk, governance and compliance frameworks 	<ul style="list-style-type: none"> 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
3.5	Deliver outstanding financial management services	Corporate Services	Manage and adhere to the delivery of corporate accounting requirements including: <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report 	<ul style="list-style-type: none"> Quarterly financial reports presented and approved by Councils Annual Audit completed and submitted within reporting timeframe Monthly GST and FBT lodgment submitted made on time Grant acquittals submitted on time Secure and allocate funds to enable NLC operations to achieve its purpose



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22/23	23/24	24/25
<ul style="list-style-type: none"> Design and implementation of face to face cross cultural competency and inclusion training framework 	<ul style="list-style-type: none"> Continue to implement face to face cross cultural competency and inclusion training framework 	<ul style="list-style-type: none"> Design and implementation of face to face cross cultural competency and inclusion training framework Evaluate the success of the cross cultural competency and inclusion training framework
<ul style="list-style-type: none"> Investigate and identify preferred supplier for automation of time and attendance management Complete roll out of HR21 to all employees Undertake employee engagement survey All stakeholders trained in recruitment panels Half of total of position descriptions reviewed 	<ul style="list-style-type: none"> Implement values/competency based recruitment practices Undertake pulse survey to monitor engagement Managers have accessible base metrics on engagement, attendance, turnover, diversity All position descriptions reviewed 	
<ul style="list-style-type: none"> Research and co-ordinate the History Project Plan Develop a peer review group 	<ul style="list-style-type: none"> Finalise History Project 	
<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund 	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund
<ul style="list-style-type: none"> Meet PGPA deadlines 	<ul style="list-style-type: none"> Meet PGPA deadlines 	<ul style="list-style-type: none"> Meet PGPA deadlines
<ul style="list-style-type: none"> Implement the NLC governance and compliance framework 	<ul style="list-style-type: none"> Implement the NLC governance and compliance framework 	<ul style="list-style-type: none"> Implement the NLC governance and compliance framework
<ul style="list-style-type: none"> Monitor the NLC risk and compliance frameworks 	<ul style="list-style-type: none"> Monitor the NLC risk and compliance frameworks 	<ul style="list-style-type: none"> Monitor the NLC risk and compliance frameworks
Manage and adhere to the delivery of corporate accounting requirements including: <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report 	Manage and adhere to the delivery of corporate accounting requirements including: <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report 	Manage and adhere to the delivery of corporate accounting requirements including: <ul style="list-style-type: none"> Grant acquittals FBT & GST Variance analysis Unmodified auditor's report

GOAL ALIGNMENT

A strong NLC: Be a culturally rich and trusted by

Objective		Owner	2021/22	Measures / specific targets
3.6	Drive efficient and well supported ICT systems	Corporate Services	Manage : <ul style="list-style-type: none"> • Security, operations, procurement and integrity of the NLC's ICT systems • Provide helpdesk support • Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements • Training and development for staff • Undertake design and upgrade of intranet • Hardware / software upgrades 	<ul style="list-style-type: none"> • Median time to identify, resolve and close cyber attacks • Number of security incidents , including intrusions and median time to implement security patches • Quality (including to acknowledge, respond and close) IT helpdesk services • Remote access and security control • Uptake and effectiveness of modified intranet • Cost savings for hardware / software upgrades • Regional office upgrade in line with regionalisation strategy roll out
3.7	Install fleet, vehicle, property and assets system	Corporate Services	<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"> • Fleet pool fully registered and scheduled services completed • Review of reporting systems and the reporting effectiveness
4.1	Resource the development of healthy country plans	Community and Regional Services	<ul style="list-style-type: none"> • Develop healthy country plan • Desktop analysis of land use capability data for each Land Trust developed by other agencies 	<ul style="list-style-type: none"> • Two (2) healthy country plans per year • Completion of land trust analysis by region
4.2	Capacity build NLC Ranger Groups	Community and Regional Services	Build capacity of NLC Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands via the: <ul style="list-style-type: none"> • Women's Ranger Employment Strategy • Youth Ranger Engagement Strategy • Ranger Workforce Development Strategy • Funding and expansion of the NLC ranger compliance program 	<ul style="list-style-type: none"> • Improved employment and business outcomes for Aboriginal people



our communities by getting things done

22/23	23/24	24/25
<p>Manage:</p> <ul style="list-style-type: none"> • Security, operations, procurement and integrity of the NLC's ICT systems • Provide helpdesk support • Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements • Training and development for staff • Hardware / software upgrades • Regional office upgrade in line with regionalisation strategy roll out 	<p>Manage:</p> <ul style="list-style-type: none"> • Security, operations, procurement and integrity of the NLC's ICT systems • Provide helpdesk support • Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements • Training and development for staff • Hardware / software upgrades • Regional office upgrade in line with regionalisation strategy roll out 	<p>Manage:</p> <ul style="list-style-type: none"> • Security, operations, procurement and integrity of the NLC's ICT systems • Provide helpdesk support • Deliver virtualisation initiatives to meet growing demand of regional and remote service requirements • Training and development for staff • Hardware / software upgrades • Regional office upgrade in line with regionalisation strategy roll out
<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 the NLC assets 	<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 the NLC assets 	<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 the NLC assets
<ul style="list-style-type: none"> • Develop healthy country plan • Desktop analysis of land use capability data for each Land Trust developed by other agencies. 	<ul style="list-style-type: none"> • Develop healthy country plan • Desktop analysis of land use capability data for each Land Trust developed by other agencies. 	<ul style="list-style-type: none"> • Develop healthy country plan • Desktop analysis of land use capability data for each Land Trust developed by other agencies.
<p>Continue to build capacity of the Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands via the:</p> <ul style="list-style-type: none"> • Women's Ranger Employment Strategy • Youth Ranger Engagement Strategy • Ranger Workforce Development Strategy • Funding and expansion of the NLC ranger compliance program 	<p>Continue to build capacity of the Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands via the:</p> <ul style="list-style-type: none"> • Women's Ranger Employment Strategy • Youth Ranger Engagement Strategy • Ranger Workforce Development Strategy • Funding and expansion of the NLC ranger compliance program 	<p>Continue to build capacity of the Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands via the:</p> <ul style="list-style-type: none"> • Women's Ranger Employment Strategy • Youth Ranger Engagement Strategy • Ranger Workforce Development Strategy • Funding and expansion of the NLC ranger compliance program

GOAL ALIGNMENT

Proactively manage country: Acquire manage and protect traditional land

<i>Objective</i>		<i>Owner</i>	<i>2021/22</i>
<i>Proactively manage country: Acquire manage and protect traditional land</i>			
1.4	Support Aboriginal enterprises governance structures, to access and use water from Aboriginal Water Reserve for economic development	Executive Services	<ul style="list-style-type: none"> • Seek funding opportunities to support and develop Aboriginal Water Reserve governance structures
1.5	Work with government to resolve regulations and ensure the Aboriginal Water Reserve policy is in legislation.	Executive Services	<ul style="list-style-type: none"> • Advocate for joint NT Land Council consultation meetings over the draft Water Amendment Regulations
4.1	Delivery of best practice people and land management principles to develop Aboriginal Land Trusts within the NLC's seven (7) regions	Community and Regional Services	Manage Aboriginal Protected Areas within the regions by: <ul style="list-style-type: none"> • Support and deliver Aboriginal Ranger programs across NLC regions • Support National Park Joint Management • Scope the capacity and third party interests on Aboriginal lands
4.2	Implement an effective Minerals and Energy Cultural Monitor Program	Land and Law	<ul style="list-style-type: none"> • Implement an effective Minerals and Energy Cultural Monitor Program by actively consulting with Aboriginal peoples
4.4	Establish the Aboriginal Sea Company	Executive Services	<ul style="list-style-type: none"> • Establish the Aboriginal Sea Company
4.4	Deliver the Blue Mud Bay Implementation Action Plan	Executive Services	<ul style="list-style-type: none"> • Resource the Blue Mud Bay team and engage legal expertise to negotiate Blue Mud Bay outcomes
4.5	Secure and protect Native Title land rights	Land and Law	In the NLC region <ul style="list-style-type: none"> • progress unresolved land claims • progress unresolved Native Title Claims • perform litigation as required
4.6	Effectively manage visitors on Aboriginal Land	Project Management Unit	<ul style="list-style-type: none"> • Manage the online permit management system • Establish new permit agreement zones • Centralised information land use agreements and royalties system
4.7	Provide anthropologic advice to the NLC and TO's	Land and Law	<ul style="list-style-type: none"> • Implement royalty reform • Review Anthropology branch • Maintain the land interest register • Provide anthropology advice to the NLC and TO's



lands and waters in accordance with statutory functions

Measures / specific targets	22/23	23/24	24/25
lands and waters in accordance with statutory functions			
<ul style="list-style-type: none"> • Support TO's to be active participants on water committees and in decision-making forums 	<ul style="list-style-type: none"> • Aboriginal Ranger programs to include water monitoring activities 		
<ul style="list-style-type: none"> • Draft regulations released to Land Councils in August 2021 • Joint consultation meeting to discuss regulations in September 2021 	<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 and implement accordingly 	<ul style="list-style-type: none"> • Advocate government for broadening of eligible land to be considered under the Aboriginal Water Reserve 	
<ul style="list-style-type: none"> • Data analysis completed for each region • Completion of healthy country plan 	<ul style="list-style-type: none"> • Manage Aboriginal Protected Areas within the regions by: • Support and deliver Aboriginal Ranger programs across the NLC regions • Support National Park Joint Management 	<ul style="list-style-type: none"> • Manage Aboriginal Protected Areas within the regions by: • Support and deliver Aboriginal Ranger programs across the NLC regions • Support National Park Joint Management 	<ul style="list-style-type: none"> • Manage Aboriginal Protected Areas within the regions by: • Support and deliver Aboriginal Ranger programs across the NLC regions • Support National Park Joint Management
<ul style="list-style-type: none"> • Increase informed consultation and participation of Aboriginal peoples in activities including research, liaison, negotiation, steering committees and reference groups 	<ul style="list-style-type: none"> • Implement an effective Minerals and Energy Cultural Monitor Program by actively consulting with Aboriginal peoples 	<ul style="list-style-type: none"> • Implement an effective Minerals and Energy Cultural Monitor Program by actively consulting with Aboriginal peoples 	<ul style="list-style-type: none"> • Implement an effective Minerals and Energy Cultural Monitor Program by actively consulting with Aboriginal peoples
<ul style="list-style-type: none"> • Aboriginal Sea Company established by December 2021 	<ul style="list-style-type: none"> • Ongoing governance and capacity building and resource networks to support the Aboriginal Sea Company 	<ul style="list-style-type: none"> • Support marketing and branding of the Aboriginal Sea Company initiatives 	
<ul style="list-style-type: none"> • Undertake consultations with coastal landowners • Provide regular updates to Council and seek instructions where required 	<ul style="list-style-type: none"> • Complete the Blue Mud Bay Implementation Plan agreement 	<ul style="list-style-type: none"> • Ongoing resource management and development activities involving TO's 	
<ul style="list-style-type: none"> • Secure Native Title rights 	<ul style="list-style-type: none"> • Secure Native Title rights 	<ul style="list-style-type: none"> • Secure Native Title rights 	<ul style="list-style-type: none"> • Secure Native Title rights
<ul style="list-style-type: none"> • Permit system online and accessible • Provide regular communications to NLC staff and permit holders 	<ul style="list-style-type: none"> • Manage the online permit management system • Establish new permit agreement zones • Centralised information land use agreements and royalties system 	<ul style="list-style-type: none"> • Manage the online permit management system • Establish new permit agreement zones • Centralised information land use agreements and royalties system 	<ul style="list-style-type: none"> • Manage the online permit management system • Establish new permit agreement zones • Centralised information land use agreements and royalties system
<ul style="list-style-type: none"> • Engage, identify, review and implement key royalty reforms • Engage with consultants to realign the functionalities • Number of land interest references requested • Number of land interests released 	<ul style="list-style-type: none"> • Maintain the land interest register • Provide anthropology advice to the NLC and TO's 	<ul style="list-style-type: none"> • Maintain the land interest register • Provide anthropology advice to the NLC and TO's 	<ul style="list-style-type: none"> • Maintain the land interest register • Provide anthropology advice to the NLC and TO's



Capability

Financial projections

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

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

The NLC's Annual Budget is primarily formulated through the Aboriginals Benefit Account (ABA), into which the Australian Government pays an amount of money equal to the royalties paid from mining on Aboriginal land. Additional funding can also be acquired for Native Title matters, and separate grants such as Real Jobs (from the Indigenous Land and Sea Corporation) and Indigenous Ranger Program and others. Detailed revenue and expenditure reports are prepared by the General Manager, Corporate Services and adjusted monthly by the NLC's general managers.

Asset Management

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

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

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

Information and Communications Technology

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

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

- Increased focus on cyber security and awareness;
- Manage the oversight of ICT security and operations;
- Upgrade the virtualisation initiatives; and
- Centralisation of processes, automation services and end user training experience.

Workforce capability

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

- activating the Learning and Development Framework;
- implementing the Aboriginal Employment Pathway Strategy;
- installing risk management process and procedure to ensure critical workforce gaps are met;
- promote and improve good health and wellbeing practices, fostering and improving innovative work productivity;
- continuing to build regional capacity, infrastructure and services by ensuring offices are resourcefully supported to manage the growth in demand across each of the locations; and
- refocusing the ICTs governance and service delivery by training the workforce on cyber security and operations through a series of visualisation initiatives and platforms.

Risk management

Risk management framework

Sound risk management practices enable risks to be managed proactively, to optimise success and minimise threats. The NLC Full Council members are responsible for setting the policy and oversight of the risk management framework. This is important as it integrates the process for managing risk into the organisation's governance, strategic planning, management, reporting processes, policies, and organisational culture to comply with the Australian/New Zealand Risk Management Standard (AS/ANZ ISO 31000:2018).

The Executive Team is responsible for ensuring good governance through the delivery of transparent management systems. Processes and controls are in place to minimise risks and impacts to the organisation's strategic objectives and desired operational outcomes.

The NLC is building towards a digital risk management system that will empower staff to effectively manage and monitor uncertainties and thrive through opportunities. This includes articulating the requirements for actively identifying, managing and monitoring risks in line with the Strategic Plan. The most significant risk to the NLC remains the COVID-19 pandemic which has changed the landscape in which the NLC works. When outbreaks occur in the Northern Territory the NLC commences a rapid response to protect communities and keep families safe. This includes emergency response to suspend permit access to Aboriginal Land, postponing scheduled consultations and communicating messages in language with community. As more is learnt about the threat of COVID-19 the NLC will continue to adapt and deliver services to communities.

Risk oversight and management

The Audit Committee acts as an advisory body on operational and financial management controls and reporting responsibilities. The committee oversee the internal and external audit functions, whilst providing independent and objective assurance that the NLC's systems, processes and risk management strategies are robust and comply with acceptable standards and government requirements.

The CEO attends Audit Committee meetings as an observer. The Australian National Audit Office have a standing invitation to attend all Audit Committee meetings.

The Audit Committee Charter sets out the membership, role and purpose of the Audit Committee.

The committee comprising of three (3) to five members (5) appointed by the Accountable Authority provide the independent oversight role in monitoring financial risk, compliance and financial performance in conjunction with the management of the organisation. Meeting on a quarterly basis, the committee are required to ensure the risk management framework and controls including risk identification; risk measurement and assessment; risk mitigation; risk reporting and monitoring; and risk governance are adhered to. This includes:

- Assessing the management and transparency of the risk management framework, its associated procedures and effectiveness in identifying the NLC's business and financial risks including fraud;
- Determining the adequacy and management of major risks in association to individual projects, programs and activities carried out;
- Evaluating the impact of the enterprise risk management framework on the NLC's control environment;
- Monitoring the adequacy of insurance cover; and
- Defining reports on fraud for management that outline any significant or systematic allegations of fraud, the status of any ongoing investigation and any change to the identified fraud risk.

Resourcing of the Corporate Plan

Funding

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

Key partners and stakeholders

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

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

Level	Stakeholders
Commonwealth	Minister for Indigenous Australians National Indigenous Australians Agency Department of Finance
Territory	Northern Territory Government Central Land Council Anindilyakwa Land Council Tiwi Islands Land Council
Regional	Municipal and Regional Councils
Other	Proponents Community organisations Aboriginal Corporations





**NORTHERN
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