



NORTHERN
LAND COUNCIL

2021–22

Our Land, Our Sea, Our Life

ANNUAL REPORT



Australian Government



Kakadu

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Cover Image: Barunga Festival 2022

CREATIVE COMMONS LICENCE

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Timber Creek Women Rangers

Our vision, our mission, our values

VISION

A Territory in which the rights and responsibilities of every traditional Aboriginal 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 ensure Aboriginal people in the seven regions of the NLC acquire and manage their traditional lands and seas through strong leadership, advocacy and management.

VALUES**CONSULT**

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

BE RESPONSIVE

- to Aboriginal people's needs and effectively advocate for their rights and interests.
- Provide effective services to the people we represent and other stakeholders.
- Complete actions and tasks in a timely way.
- Be accountable to the people we represent.

RESPECT

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

SOCIAL JUSTICE

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

NAIDOC Week 2022 Joy Cardona and Kiara Petterson



ASRAC Rangers Training - Ramingining





Ngukurr

About this report

The NLC's Annual Report 2021–22 provides a comprehensive account of its performance from 1 July 2021 to 30 June 2022 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 (Cth)* (referred to throughout this document as the *Land Rights Act*, the *Native Title Act*, the *ALA* and the *PGPA Act*, respectively).

The Annual Report 2021–22 is divided into five parts:

- About Us: Our Land, Our Sea, Our Life.
- The Year in Review: Our achievements and challenges for the reporting year.
- Corporate Governance and Management.
- Financial Statements: details on income and expenses for the NLC as a Commonwealth entity, its subsidiaries and as a native title representative body.
- Appendices and references.

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

Victoria River District



Contact us

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Northern Land Council
GPO Box 1222, Darwin NT 0801

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	Borroloola	Lot 25 Mara Camp Robinson Road Borroloola NT 0854	(08) 8975 7500	(08) 8918 8042
	Tennant Creek	178 Paterson Street Tennant Creek NT 0860	(08) 8963 3500	(08) 8918 8069
	Elliott	Lot 226 North Camp Elliott NT 0862	(08) 8969 3556	

Letter of Transmittal

14 October 2022

The Minister for Indigenous Australians
Hon Linda Burney MP
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

Dear Minister

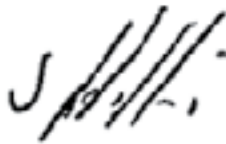
In accordance with the *Aboriginal Land Rights (Northern Territory) Act 1976*, the *Native Title Act 1993* and the *Public Governance, Performance and Accountability Act 2013*, I am pleased to submit the Northern Land Council's 2021-22 Annual Report.

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
Chair



Joe Martin-Jard
Chief Executive Officer

NLC's Accountable Authority



CHAIR

Samuel Bush-Blanasi

Mr Bush-Blanasi is a Mayili man from Wugularr (Beswick) community in the Katherine region who has spent his life advocating for the interests of Aboriginal people in remote communities. Currently serving his eighth term as a Member of the Northern Land Council and his third term as NLC Chair, Mr Bush-Blanasi has served on numerous boards and committees including the North Australian Indigenous Land and Sea Management Alliance Ltd, Aboriginal Housing Northern Territory Aboriginal Corporation, Aboriginal Peak Organisations Northern Territory, Imparja Television, Aboriginal Investment Group, Aboriginal and Torres Strait Islander Commission and the Aboriginals Benefit Account Advisory Committee.



CHIEF EXECUTIVE OFFICER

Joe Martin-Jard

Joe Martin-Jard was appointed Acting CEO of the Northern Land Council on 16 July 2021 and then appointed the CEO on 22 December 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.

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* and receives funding for native title matters.

In addition to its core funding under the ABA and the Native Title Act, the NLC receives funding from various government or non-government agencies under 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 Interpretations - Simplified Disclosures issued by the Australian Accounting Standard Board that apply for the reporting period.

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

The full audited statements are reproduced in Part 4: Financial Statements from page 108.

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 – National Indigenous Australians Agency.
- Real Jobs funding for ranger groups – Indigenous Land and Sea Corporation (ILSC).
- Indigenous Protected Area (IPA) – National Indigenous Australians Agency.

COMPLIANCE SUMMARY

As a Corporate Commonwealth Authority, the NLC is subject to annual reporting orders issued by the Finance minister under the PGPA, which stipulates that the NLC recovers 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 page 170.

Financial Summary 2021–22

The NLC recorded an operating surplus of \$1.6M in 2021–22. In comparison, the surplus for 2020–21 was \$20.8M. The majority of the increase in last year's surplus was due to receipt of Northern Territory Indigenous Economic Stimulus Package (NT Stimulus Package) of \$22M, out of which \$16.4M was unspent as at 30 June 2021. In 2021–22 the NLC further received a second round of stimulus package of \$14.7M, which was recognised as income on receipt. As at 30 June 2022 the NLC has a total unspent amount from both rounds of the NT Stimulus Package of \$16M which will be expended in the coming years. The NT Stimulus Packages resulted in an increase in income as well as in the expenditure for the year 2021–22.

In 2021–22 the NLC's operating result is \$3.2M, which is favourable when compared with the annual forecast, with an actual surplus of \$1.6M compared with a budgeted deficit of \$1.6M.

Variance is due to income relating to various funding carried forward to the next financial year (originally budgeted for in 2020–21). Similarly, the expenditure relating to this funding was also not incurred during the current year. It is merely a timing difference as budgeted income and expenditure for this year will be incurred in the coming financial year.

TABLE 2: COMPARISON TO PREVIOUS YEAR AND BUDGET

	ACTUAL 2021–22 \$M	ACTUAL 2020–21 \$M	VARIANCE \$M	BUDGET 2021–22 \$M	VARIANCE \$M
Income	90.4	94.3	(3.9)	100.4	(10.0)
Expenses	88.8	73.5	15.3	102.0	(13.2)
Surplus/Deficit	1.6	20.8	(19.2)	(1.6)	3.2

Net Result

INCOME

In 2021-22 there was an overall decrease in actual funding by \$3.9M (-4.14%) compared with 2020-21. The primary factor for the decrease was due to receipt of \$14.7M for the second round of the NT Stimulus Package in 2021-22, as against the \$22M received in 2020-21. The decrease was further offset against the additional funding received from other various agencies. Generally, the funding can vary significantly from year to year depending upon a number of factors, such as the number of major projects being undertaken, government policies, and the availability of funds, in general, from various sources etc.

FIGURE 1: COMPARES THE CHANGE IN INCOME FROM 2020-21 WITH 2021-22 AND THE ACTUAL AND BUDGETED RESULTS FOR 2021-22

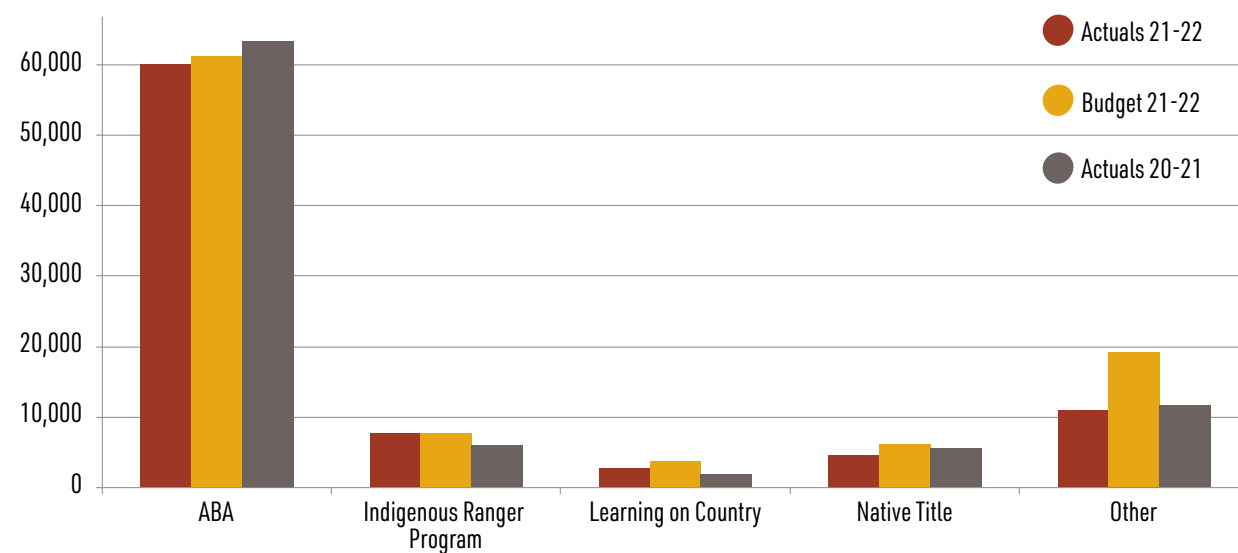
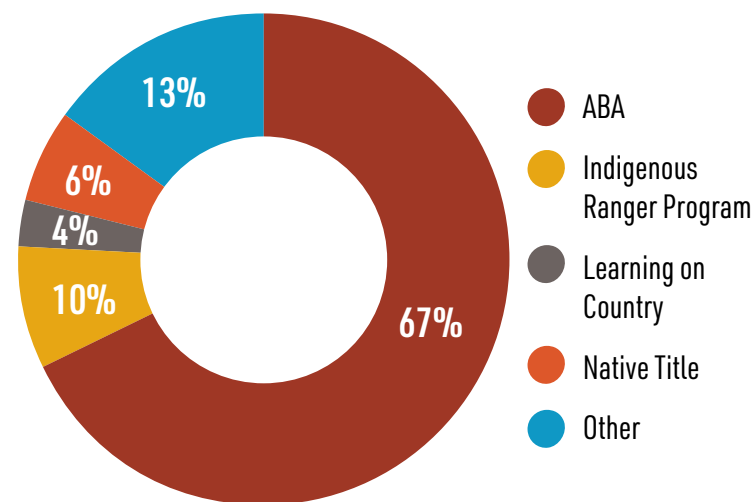


FIGURE 2: ACTUAL REVENUE 2021-22

In 2021-22, 67% of NLC's income was via ABA funding (68% in 2020-21), native title percentage remained the same as last year at 6% while the Indigenous Ranger Program percentage increased to 10% (8% in 2020-21). The Learning on Country funding stream has grown to 4% (3% in 2020-21). Other funding (which includes grants for numerous projects, recoverable works and minor sundry incomes) has gone down to 13% (15% in 2020-21).



EXPENSES

Total expenses increased by \$16.3M in 2021-22 compared with 2020-21, the majority of which is due to expenditure incurred for the NT Stimulus Package. Figure 3 shows the change in expenses from 2020-21 to 2021-22 and the actual and budgeted results for 2021-22, whilst Figure 4 shows the 2021-22 expenditure in percentage terms.

FIGURE 3: EXPENDITURE: 2020-21 ACTUAL VS 2021-22 ACTUAL & BUDGET

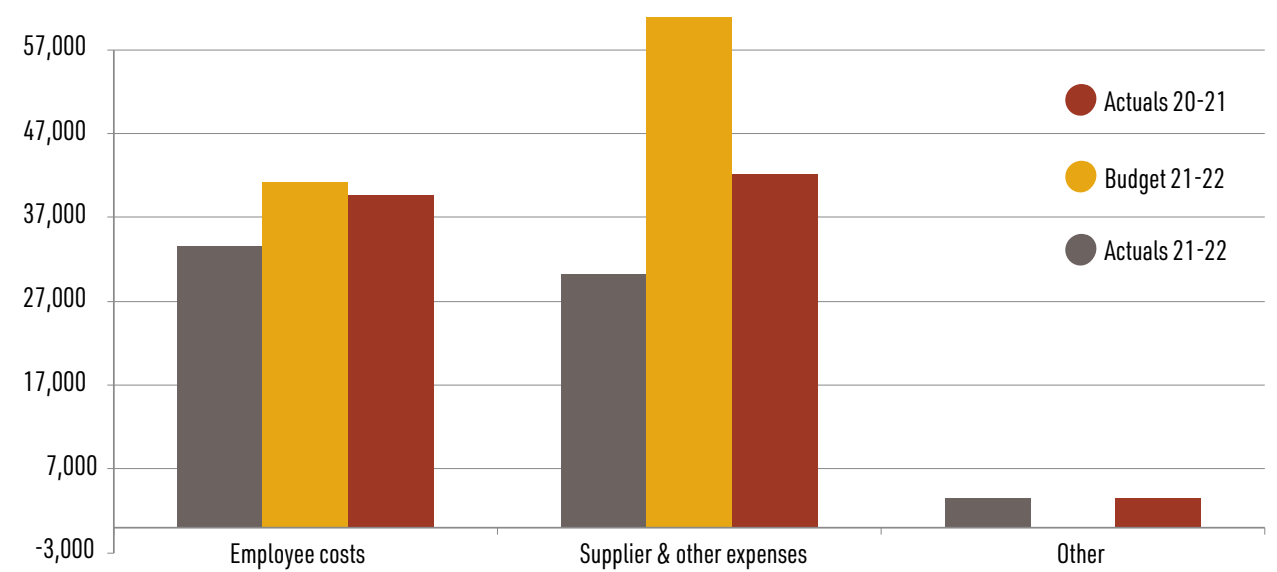
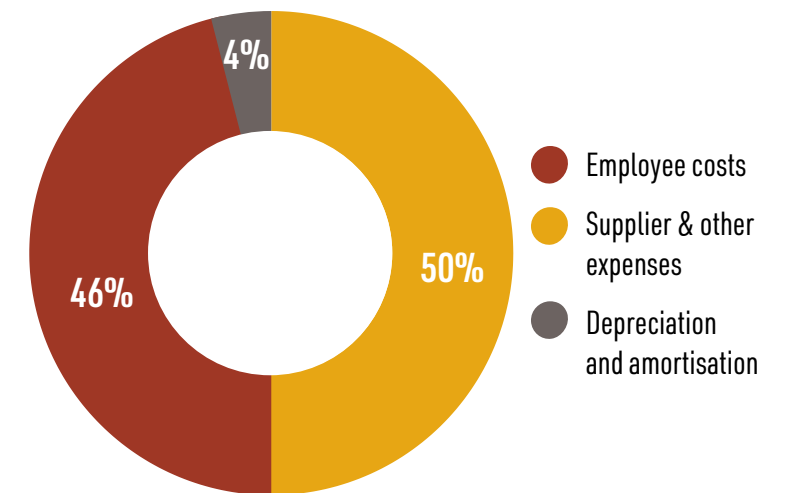


FIGURE 4: ACTUAL EXPENSES 2021-22

In 2021-22, the NLC's employee costs accounted for 46% of total expenditure (compared with 50% in 2020-21). Supplier and other expenses increased to 50% in 2021-22 (up from 45% in the previous year) and other expenses (which includes depreciation and amortisation) decreased from 5% 2020-21 to 4% in 2021-22.



From the Chair



SAMUEL BUSH-BLANASI

The last year from July 2021 to June 2022 has been one of the toughest ever for the Northern Land Council.

COVID hit us big time towards the end of 2021. We have lost some of our old people to COVID. Almost all who have passed away from COVID, across the Northern Territory, have been Aboriginal Territorians.

We cancelled Council meetings, put in place strict rules for staff vaccinations and even stricter rules for travel to remote communities and homelands across our seven regions.

I worked hard to get the Northern Territory and Commonwealth governments to agree to implement biosecurity zones in early 2022. We needed to buy time to get more of our people vaccinated and more booster jabs, including our young people. Our Aboriginal community-controlled health services worked tirelessly to roll out vaccinations to Aboriginal people right across the Northern Territory.

And just as we thought we had got through the worst of it, the numbers are going up again with another wave hitting the Territory and communities right across Australia at the start of the 2022-23 financial year.

I will keep working closely with CEO Joe Martin-Jard to make sure we do everything we can to protect our Council members, staff and constituents. Fortunately, we have put in place strong protocols for meetings and consultations that go beyond the requirements set by the CHO Directions.

This meant we could start getting back to our core business towards the end of March 2022.

On 24 March we had our biggest single day of land handbacks ever. Three handover ceremonies in one day. Two were held at Mataranka in the morning. Traditional Owners for the Urapunga Township and Traditional Owners for a land claim incorporating the Old Elsey Homestead site celebrated the return of their country in separate ceremonies, with ministers and VIPs attending from the Commonwealth and Northern Territory governments.

In the afternoon, we went to Cooida where 13 clan groups for four separate land claims covering the remaining half of Kakadu National Park celebrated the return of their traditional lands. We won't see something like this happen again. There are more land claims to be finalised, but the land claims era is coming to a close.

We want to see Aboriginal people determining their own futures. That is why, ever since the four land councils met at Kalkaringi in 2016, we have been pushing for Aboriginal control over grants from the Aboriginals Benefit Account (ABA). Finally, in December 2021, a major package of reforms to the *Aboriginal Land Rights (Northern Territory) Act 1976* (the Land Rights Act) passed the Australian Parliament.

The centrepiece of the reforms was the creation of the NT Aboriginal Investment Corporation (NTAIC). The majority Aboriginal-controlled Interim Board met for the first time in April 2022. I was proud to be elected co-Chair with fellow board member Barbara Shaw from the Central Land Council. We have a lot to do to get the new corporation up and running. We expect to see it commence operations by the end of 2022.

The incorporation of the Aboriginal Sea Company (ASC) in February 2022 marked another major milestone in Aboriginal self-determination. This was a big step forward for the Blue Mud Bay Implementation Action Plan and for Aboriginal sea country rights. The ASC will empower saltwater people across the NT to become owners and investors in the fishing and aquaculture industries.

In other areas, like engagement in elections, we still have a lot to do. In the lead-up to the federal election in May, we pushed for people in the bush to have a fair go, to sign up to the electoral roll, and to go and vote on the day. There is still a long way to go when it comes to increasing voter participation in the Territory, and we will continue to work with all parties, particularly the AEC and the NT Electoral Commission, to fix this.

The federal election brought in a new Labor government and a new Minister for Indigenous Australians, Hon Linda Burney MP. I also congratulate the new Member for Lingiari (and NLC's former CEO) Marion Scrymgour MP and the new Assistant Minister for Indigenous Australians Senator, Hon Malarndirri McCarthy.

I welcome the federal government's commitments to increasing the number of Indigenous rangers, funding for Indigenous Protected Areas (IPAs) and funding for homelands.

We can't underestimate the role our rangers play in preserving and restoring our land and water, they are the front line of our war on carbon and climate change. Our rangers are continuing to grow and expand in their capacity and skillset with more ranger groups entering into fee-for-service greenhouse gas abatement programs, completing Fisheries Inspector training and fostering important partnerships with key stakeholders.

We also have some big issues coming up. We are one step closer to seeing the implementation of an Indigenous Voice to Parliament as part of the Uluru Statement from the Heart.

Closer to home, I was pleased to see the final Treaty Report delivered in June to the NT Minister for Treaty and Local Decision Making, Hon Selena Uibo MLA. The Territory government, as part of the Barunga Agreement in 2019, committed \$4.2 million over three years to support the Treaty process.

We have big year ahead. We will continue to press the Territory and federal governments on funding for jobs and infrastructure on Aboriginal land in remote communities and homelands.

In 2023, NLC will be celebrating its 50th anniversary. We are now asking, where do we want to be in another 50 years and what do we need to do to get there?

In everything we do, the NLC will continue to work closely with our constituents, our members and the federal and Territory governments to ensure we continue to effectively discharge our functions under the Land Rights Act.

Samuel Bush-Blanasi
Chair

From the CEO



JOE MARTIN-JARD

It was a privilege to be appointed Acting CEO of the Northern Land Council on 16 July 2021, and CEO on 22 December 2021.

As I look back on the past fiscal year, there is no denying the challenges we have faced due to COVID-19 over the past year. Many of our Council meetings had to be cancelled and we put in strict rules for travel to remote communities and homelands in order to keep our constituents safe.

This year I will continue to work with NLC Chair Samuel Bush-Blansi to ensure we do everything in our power to protect our Council members, staff and constituents from COVID.

Fortunately, the pandemic did accelerate some positive changes. On an organisational level, it forced us to innovate and rely more heavily on digital communication technology. It also encouraged us to work closer with the federal and Territory governments, the police, health professionals and other land councils to keep our constituents safe.

COVID aside, overall, it has been another positive year for the Northern Land Council. We continue to successfully fulfil our mandate of helping Aboriginal Territorians in our seven regions to acquire, manage and prosper from their traditional lands and seas.

In March, we hosted three handover ceremonies in one day. Two at Mataranka for the Urapunga Township and Traditional Owners for a land claim incorporating the Old Elsey Homestead. At Cooida, 13 clan groups celebrated the handover of four separate land claims covering half of Kakadu National Park.

The Northern Land Council and our constituents have fought hard for land and sea country for almost 50 years, and we are finally seeing progress.

In February, I was proud to witness the incorporation of the Aboriginal Sea Company, followed by the appointment of a Chair and CEO in May. The new entity will facilitate the participation of Traditional Owners in commercial fishing, aquaculture and other opportunities associated with fishing activities in the NT.

With our 50th anniversary coming up next year and only a small number of land claims remaining to be finalised, the Northern Land Council is entering a new phase.

Championing new approaches to economic opportunities for Traditional Owners is a priority for the Northern Land Council. In June, I travelled to north-east Arnhem Land to witness Australia's first commercial space launch. The Northern Land Council played a key role in facilitating negotiations between Arnhem Space Centre owner, Equatorial Launch Australia, local contractors and Traditional Owners.

Across our seven regions, the Northern Land Council's ranger program continues to be a great success. Our rangers care for some of the most intact and culturally significant country in Australia. The program employs over 100 staff, and almost half of the rangers in the Caring for Country branch are women rangers. I congratulate all our land and sea rangers, especially those who have recently completed their Fisheries Inspector training.

In many ways, the highly successful Caring for Country program works in tandem with the Learning on Country program by using the knowledge of senior Traditional Owners, Indigenous rangers, school teachers and VET trainers to educate remote Indigenous students through a two-way learning pathway.

This year we look forward to the 10th anniversary celebrations of the innovative Learning on Country program at Nitmiluk National Park.

I welcome the new federal Labor government's commitments to funding the Learning on Country program for the next six years, as well as their dedication to increasing the number of Indigenous rangers, funding for Indigenous Protected Areas and funding for homelands.

I thank all the Council members who have worked so hard over the year to represent their communities. I also want to send a big thank you to the Chair, my predecessor Marion Scrymgour MP, and staff who are so dedicated to delivering services to our constituents.

Joe Martin-Jard
Chief Executive Officer



Part One

About Us: Our Land, Our Sea, Our Life

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 peoples' 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.

Upon gaining government in 1972, Prime Minister Gough Whitlam appointed Justice Edward Woodward to conduct a Royal Commission 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.
- Similar 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.
- 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.

West Arnhem

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 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, 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 is a major employer in the Northern Territory economy.



NLC'S Responsibilities

The role and purpose of the NLC is driven by 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 2021-22 to 2023-24.

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

Whom We Serve

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 51,000 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 3,000.

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 practice 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 Chair 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 Chair will allocate these positions. Co-opted members have the same roles and functions of Elected Council members.

Since the last Full Council election, sadly, 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 Chair were elected at the first meeting of the current Full Council in Jabiru, in December 2019. An election was held again for the Deputy Chair position in December 2020.

There are 14 members of the NLC Executive Council. This is made up of two members from each NLC region, including the Chair and Deputy Chair.

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

The Deputy is a non-executive director who becomes an executive director in the Chair'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.

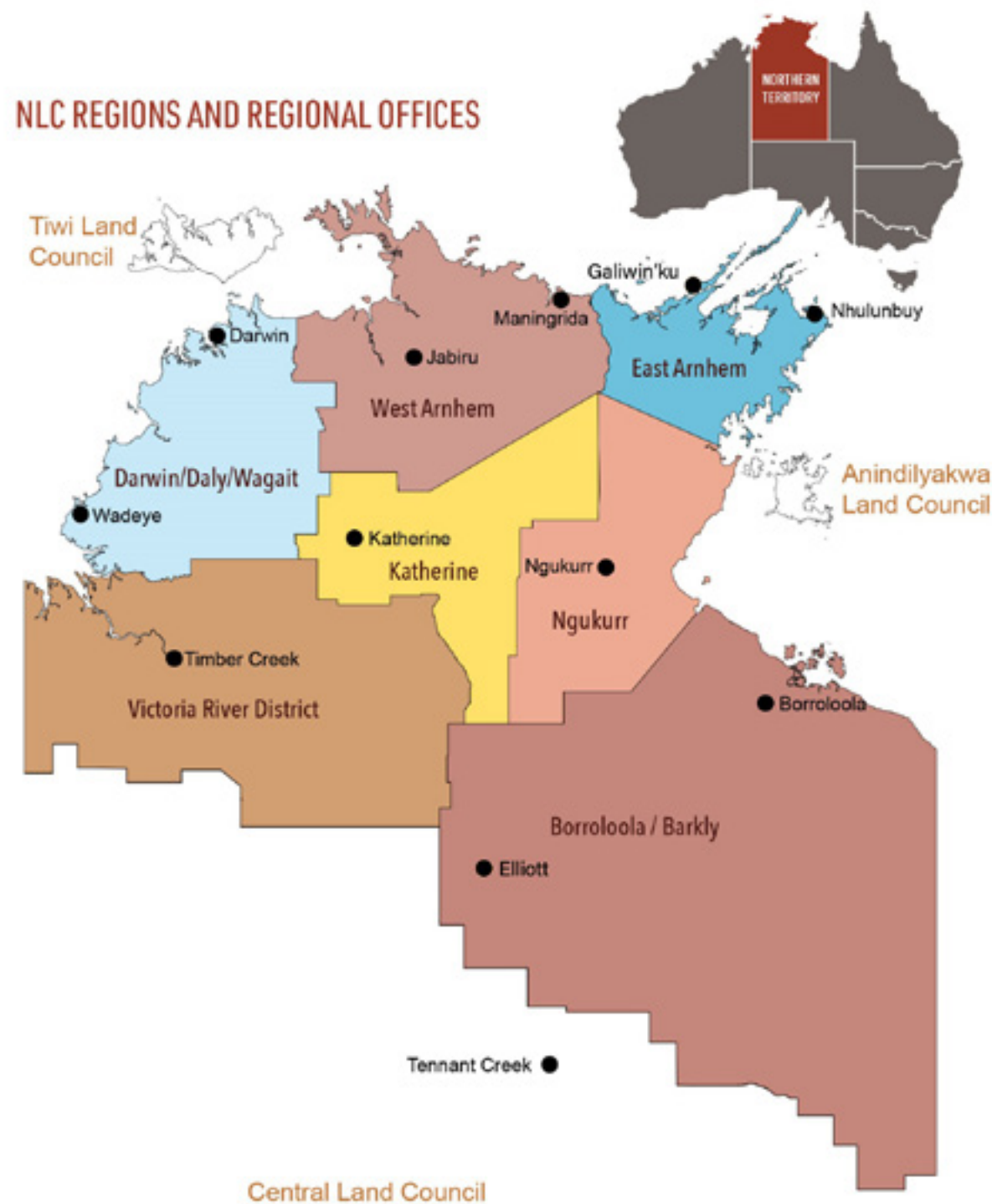
Full, Executive and Regional Council meetings receive operational and financial reports from the NLC's CEO and General Managers to provide updates on the progress of activities and projects.

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; South East Arnhem; and Borrooloola/Barkly, each represented by a regional council. Two members from each region are elected to sit on the NLC's Executive Council.

The NLC has 12 offices in total, which are located in Darwin, Katherine, Jabiru, Nhulunbuy, Timber Creek, Tennant Creek, Ngukurr, Borrooloola, Wadeye, Maningrida, Galiwin'ku and Elliott.



NLC REGIONS AND REGIONAL OFFICES

NLC Executive Council Members

On Wednesday 28 July 2021 a resolution was passed by the Full Council to endorse the following as the NLC Executive Council Members. This takes the number of Executive Council members from nine to 14.



CHAIR

Samuel Bush-Blanas

Samuel Bush-Blanas 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 Blanas thanks his father, the late Mr David Blanas, for his education, and says his father instilled in him strong cultural and traditional values. Mr Blanas was mentored by Raymond Fordimail in Wugularr, learning the skills required to become a successful administrator. Mr Blanas is an artist who has a long history of community service and a wealth of social experience. This is Mr Blanas's eighth term at the NLC and third term as Chair.



DEPUTY CHAIR

Richard Dixon

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 Chair 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 Chair 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.



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/Wagait Region.



DARWIN/DALY/ WAGAIT REGION

Calvin Deveraux

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 up until December 2020.



BORROLOOLA / BARKLY REGION

Christopher Neade

Christopher Neade is a Waanyi man from the Barkly Tablelands and lives in Elliott. He was elected to the Council in 2016. This is his second term as an NLC 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 as well as 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, which is 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.



EAST ARNHEM REGION

Yananyimul Mununggurr

Yananyimul Mununggurr is a member of the Djapu clan and has been the NLC member for her Garrthalala since 2013 and a member of the NLC Executive Council since 2021. Yananyimul is a passionate supporter of homelands across the Yolngu lands of East Arnhem Land and has had a long-standing interest in Yolngu affairs, particularly land-related issues, wellbeing, education and law and culture. She wants to see the NLC help Yolngu get greater control over their land and seas and to manage their own affairs.



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****Dr Grace Daniels**

Dr 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.

**NGUKURR REGION****Clifford Duncan**

Clifford Duncan has been a member of the Northern Land Council since 2016 and was elected as an Executive Council representative for Ngukurr in 2021. He currently lives in the Urapunga community. He is passionate about education, previously holding positions with the Jilkminggan Education Department and Kormilda College. Clifford also has experience working with local construction organisations. As the elected member for Ngukurr he hopes to strengthen the availability of cultural education for young people and ensure that the Ngukurr region actively aligns itself with the aspirations of the NLC.

**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.

**VICTORIA RIVER DISTRICT****Deborah Jones**

Deborah Jones has Ngaliwurru/ Nungali heritage and has been the NLC member for Timber Creek in the Victoria River District since 2020 and a member of the NLC Executive Council since 2021. Since 2012 Deborah has worked as a registered Aboriginal Health Practitioner with the Katherine West Health Board and has worked in communities across the Victoria River District and the Katherine West Health Board's area. In 2022 she commenced work as an Assistant Teacher at the Timber Creek Primary School. Deborah wants to see more employment opportunities for younger people and for them to take on operational and managerial roles with the Northern Land Council and other agencies and organisations operating on Aboriginal land and communities. Deborah and her family work tirelessly to reduce the impact of domestic violence in Aboriginal communities.

**WEST ARNHEM REGION****Julius Kernan**

Julius Kernan has been a member of the Northern Land Council since 2013 and was elected as an Executive Council representative for West Arnhem in 2021. He currently lives in Maningrida and is affiliated with the Manakarerrben clan. He has extensive experience in management and leadership through his appointment in the following positions:

- Elected Councillor – West Arnhem Shire
- Chair – Bawinanga Aboriginal Corporation
- Board member – Aboriginal Housing Northern Territory
- Board member – Aboriginal Sea Company
- Coordinator – Maningrida Community Safety Patrol.

Julius is passionate about representing the West Arnhem region to ensure the balanda system is flexible with the cultural obligations of countrymen and women, that Aboriginal people understand the two pathways of balanda and Yolngu life and to advocate for more opportunities for homeland learning.

**WEST ARNHEM REGION****Matthew Nagarlbini**

Matthew Nagarlbini has been a member of the Northern Land Council since 2016 and was elected as an Executive Council representative for West Arnhem in 2021. He currently lives in Minjilang and is affiliated with the Mangalara clan. He is an active community member, currently holding positions with West Arnhem Shire Council, Red Lily Health Board and TEABBA Broadcasting. He is passionate about moving the West Arnhem and broader Aboriginal communities forward towards self-determination.

NLC Full Council Members

TABLE 3: BORROLLOOLA / BARKLY REGION (14 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
Brian Limerick	Full Council Member	Alexandria	July 2019 – Current
David Harvey	Full Council Member	Borroloola	Dec 2019 – Current
Shaun Evans	Full Council Member	Borroloola	Dec 2019 – Current
Keith Rory	Full Council Member	Borroloola – 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
Timothy Lansen	Full Council Member	Nicholson River	July 2019 – Current
Joy Priest	Full Council Member	North Barkly	July 2019 – Current
Richard Dixon	Executive Council Member	Robinson River	Dec 2020 – Current
Gordon Noonan	Full Council Member	Rockhampton Downs	July 2019 – Current
John Finlay	Full Council Member	Wombaya	July 2019 – Current

TABLE 4: DARWIN / DALY / WAGAIT REGION (15 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
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	Executive Council Member	Darwin South West (Litchfield)	Dec 2020 – Current
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	Position Vacant – resigned
Mark Tunmuck-Smith	Full Council Member	Wadeye (North)	Dec 2019 – Current

TABLE 5: EAST ARNHEM REGION (18 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
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
*Mr Rumba Rumba (dec)	Full Council Member	Ramingining	Position Vacant
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	Executive Council Member	Yirrkala	July 2019 – Current
Caroline Dhammarandji	Co-opted	Ski Beach	July 2019 – Current
Rose Wurggu - Wurggu	Co-opted	Ramingining	July 2019 – Current

TABLE 6: KATHERINE REGION (7 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
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/Djimbira (Jilkminggan)	Dec 2019 – Current
John Dalywater	Full Council Member	Weemol	July 2019 – Current
Samuel Bush-Blanasi	NLC Chair	Wugularr	July 2019 – Current

TABLE 7: NGUKURR REGION (9 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
Sheila Hall Joshua	Full Council Member	Minyerri	Dec 2019 – Current
Dr Grace Daniels	Executive Council Member	Ngukurr – Outstations	Dec 2019 – Current
*Mr Daniels (dec)	Full Council Member	Ngukurr – Outstations	Position Vacant
Walter Rogers	Full Council Member	Ngukurr – Outstations	July 2019 – Current
Ernest Numamurdirdi	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	Executive Council Member	Urapunga	July 2019 – Current

TABLE 8: VICTORIA RIVER DISTRICT (9 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
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
Deborah Jones	Co-opted	Timber Creek	Dec 2019 – Current
Joy Campbell	Co-opted	Yarralin	Dec 2019 – Current
Noeleen Martin	Co-opted	Keep River	Dec 2019 – Current

TABLE 9: WEST ARNHEM REGION (12 MEMBERS)

NAME	ROLE	WARD	SERVICE DURING 2021-22
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 Christophersen (dec)	Full Council Member	Kakadu	Position Vacant
Valda Bokmarray	Full Council Member	Maningrida	July 2019 – Current
Wayne Kala-Kala	Full Council Member	Maningrida	Dec 2019 – Current
Julius Kernan	Executive Council Member	Maningrida – Outstations	July 2019 – Current
Position Vacant	Full Council Member	Maningrida – Outstations	Position Vacant
Matthew Nagarlbin	Executive Council Member	Minjilang	July 2019 – Current
Bunug Galaminda	Full Council Member	Warruwi – Outstations	July 2019 – Current
Jenny Inmulugulu	Full Council Member	Warruwi – Outstations	July 2019 – Current

TABLE 10: CO-OPTED WOMEN (5 MEMBERS)

CO-OPTED WOMEN (5 MEMBERS)		
NAME	REGION	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

West Arnhem



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 Chair and the Executive Council, and is responsible for the leadership and management of the organisation, with the delegation to manage staff, implement Council decisions, drive the NLC's strategic direction, set priorities and enforce sound corporate governance.

The NLC is structured to ensure that services are delivered efficiently across our seven regions.

The CEO is supported by four general managers who are responsible for managing operations within their divisions (listed below).

The CEO is also supported by teams within the CEO's office who deliver secretariat functions, develop and monitor NLC policy positions, engagement with government stakeholders and media services. The CEO's office works across the NLC to provide advice and professional services to the CEO, staff, Full Council, Executive Council and Regional Council.

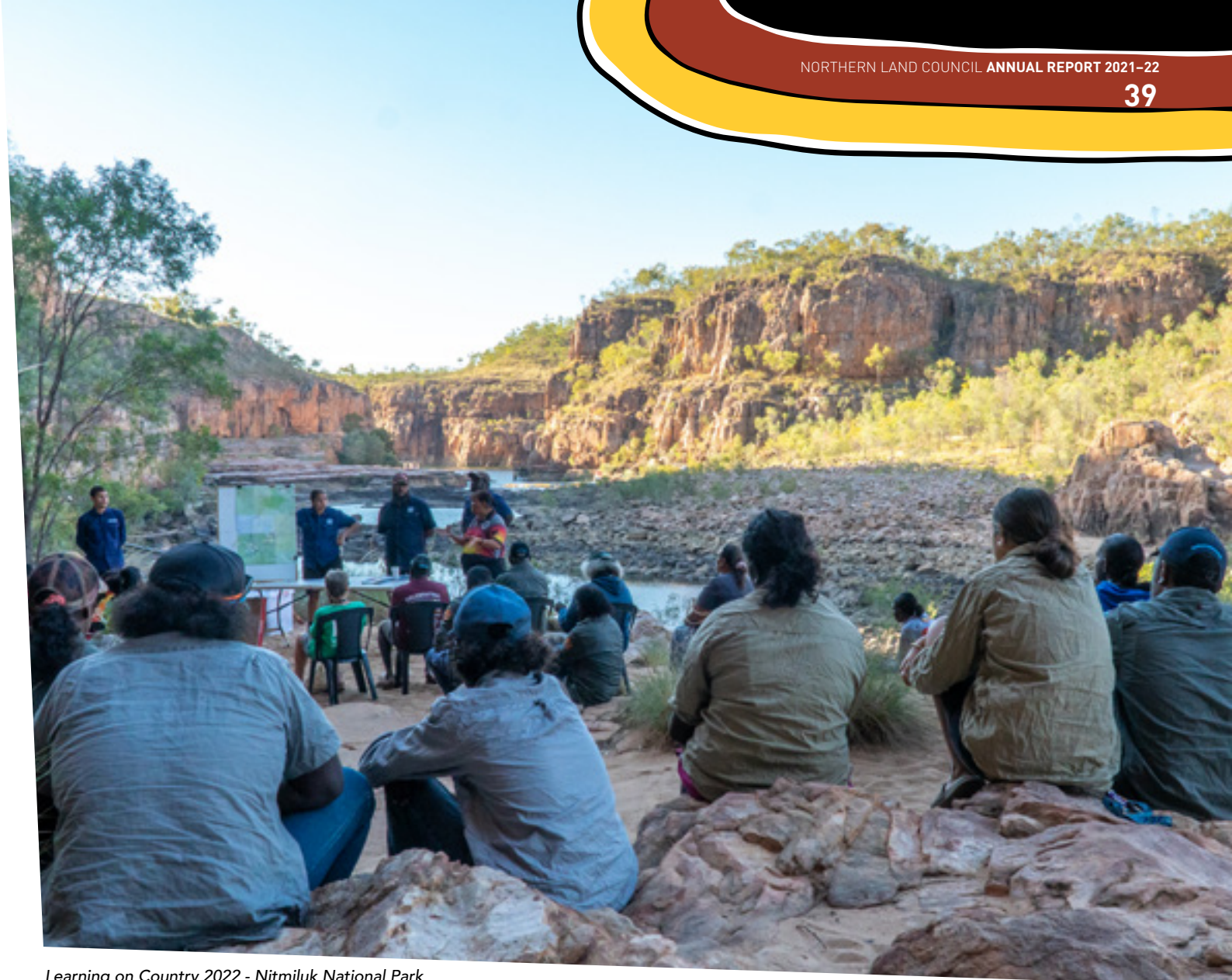
Land and Law: The Land and Law division comprises the Legal Services, Anthropology and the Resources and Energy branches. The division provides advice and representation to the NLC, Aboriginal people and groups, Aboriginal Land Trusts, Prescribed Bodies Corporate and other Aboriginal associations in relation to traditional claims to land and seas or compensation; the use, management, occupation or development of traditional lands and seas; the negotiation and management of resources and energy agreements under the Land Rights Act and the Native Title Act; the protection of sacred sites; and fulfilling the aspirations of Aboriginal people and groups for self-determination and social, cultural, economic and environmental development.

Projects, Planning and Land Management: This division was established in December 2021 aiming to focus resources into the post-determination era of the NLC. It includes Caring for Country and Learning on Country; Community Planning and Development; and the newly established Partnerships and Planning Unit.

The Caring for Country branch hosts and provides administrative support to 13 land and sea ranger groups across the NLC region; policy support and advice on land and sea management issues; and contract management for 18 high schools with Learning on Country programs in the NLC Region.

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.

The Partnerships and Planning Unit will improve on the Healthy Country Planning process and deliver whole-of-estate planning, improving partnerships in joint management projects; capture opportunities in the carbon industry through improved fire management across the landscape; and increase our rangers' capacity in reporting and managing incidents, both of local and national significance such as trespass and biosecurity.



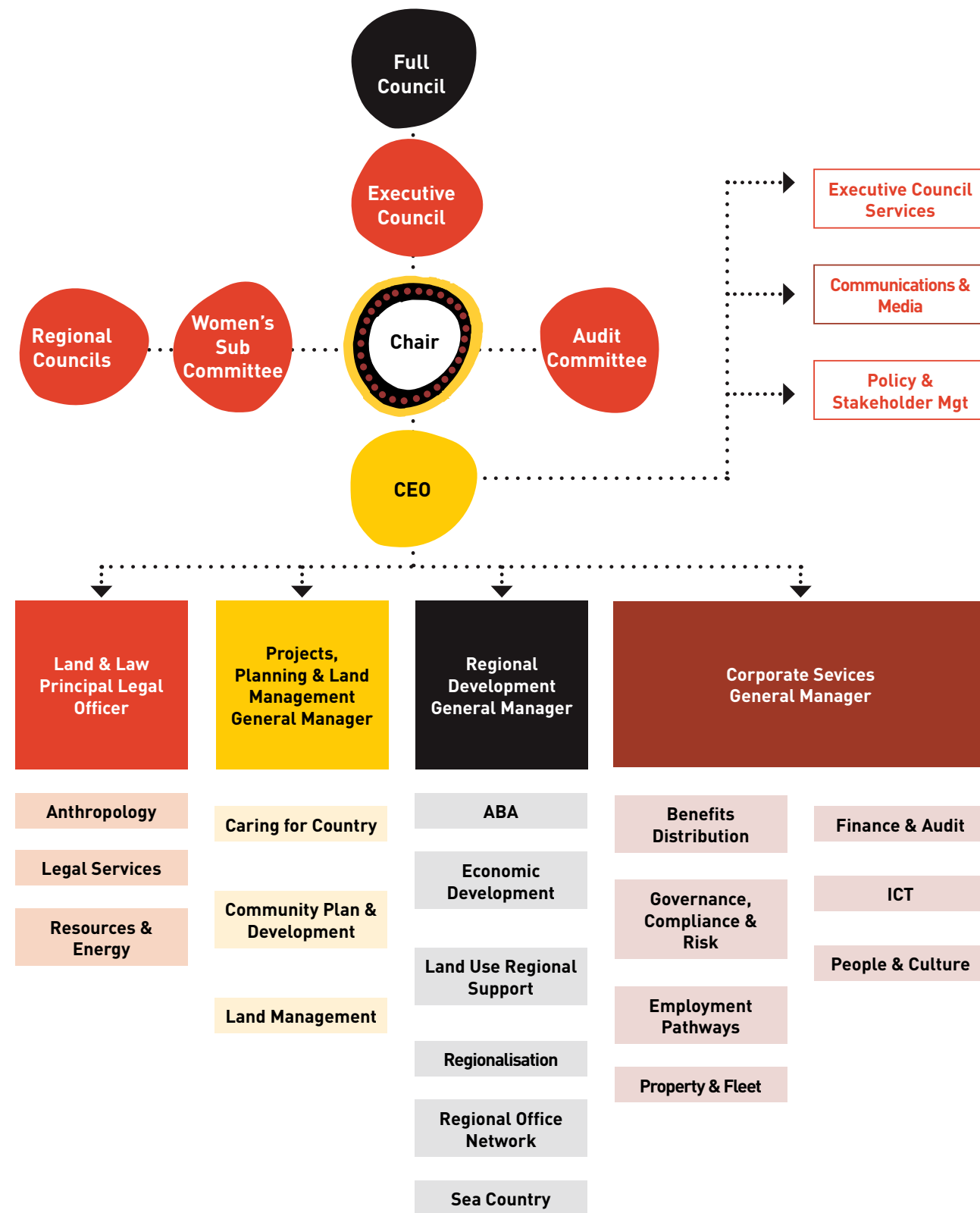
Learning on Country 2022 - Nitmiluk National Park

Corporate Services: Corporate Services provides the NLC with essential, professional and accountable customer services across its teams: Financial Management; Governance; Compliance and Risk; Benefit Distribution Unit; Information Communication and Technology; People and Culture; Education and Employment Pathways; and Fleet and Property.

Regional Development Services: The branch comprises four teams with the Regional Office Network, Land Management and Support, Sea Country and Regionalisation. There are 63 full-time equivalent positions, with 65% of positions being filled by an Aboriginal person and supported by another 15 casual employees who are all local Aboriginal people. The vast majority of our team are local Aboriginal Territorians. Regional Development has staff located across 11 locations including Darwin, Wadeye, Jabiru, Maningrida, Nhulunbuy, Galiwinku, Katherine, Ngukurr, Timber Creek, Tennant Creek and Borroloola. The branch has a number of important roles, including the following:

- The Regional Office Network is open to our constituents and stakeholders across the seven regions. Staff based in the field manage local stakeholder engagement; answer enquiries; process permits, funeral and ceremony applications; and assist the land council to perform its statutory functions through coordinating the logistics operations for a large percentage of all on-country consultations;
- Land Management and Support manages the section 19 land use proposal assessment processes, oversees compliance activities across the 900 plus leases over more than 4,200 parcels of land, and incorporates an ABA Support function, Defence Liaison, Economic Development and assisted the rollout and compliance effort of the NT Indigenous Economic Stimulus Package;
- Sea Country unit supports Traditional Owners manage their sea country; and
- Regionalisation is working to strengthen our presence in the regions outside of Darwin, where the vast majority of Aboriginal people in the NLC jurisdiction reside.

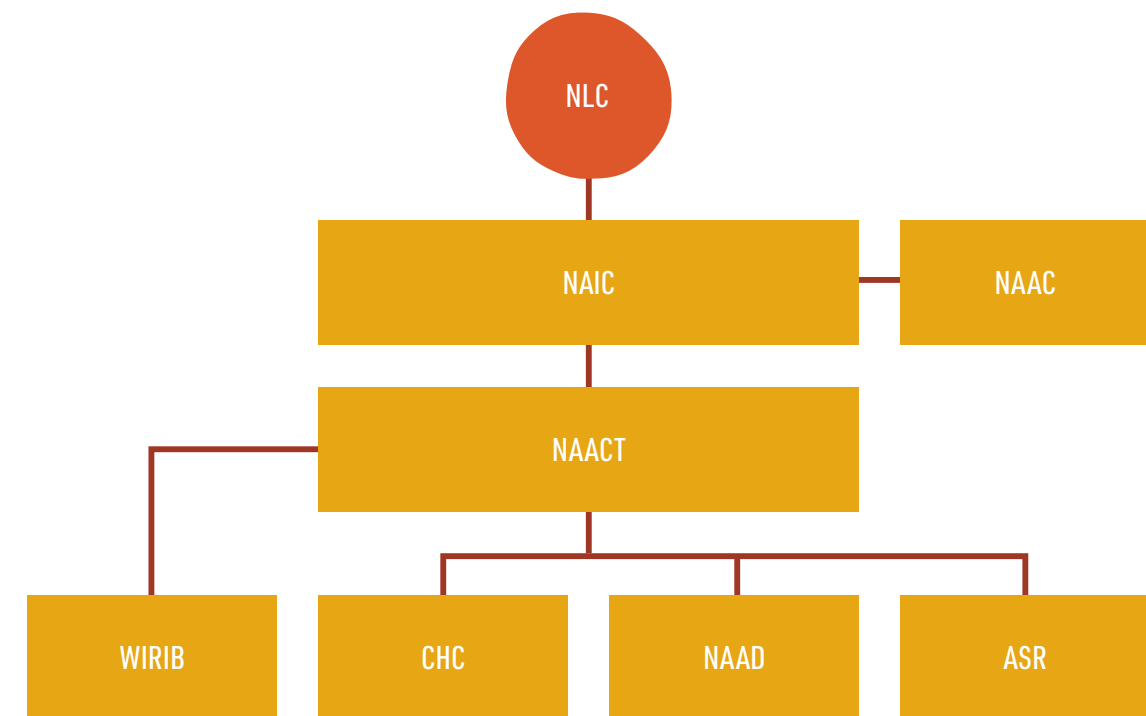
FIGURE 5: NORTHERN LAND COUNCIL ORGANISATIONAL STRUCTURE



NLC Subsidiaries

The subsidiaries of the Northern Land Council for the reporting period are listed below. The NLC and the Aboriginal Investment Group have mutually agreed upon a divestment process which resulted in NLC ceasing to control the Northern Aboriginal Investment Corporation Pty Limited (NAIC) and its controlled entities from 1 July 2022.

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



ACTING GENERAL MANAGER LAND AND LAW

Dominic Gomez

Dominic Gomez was admitted as a lawyer in 2013 and commenced with the NLC in 2019, working across Arnhem Land as a regional lawyer. He was appointed Acting Principal Legal Officer/General Manager Land and Law in 2022.



GENERAL MANAGER PROJECTS PLANNING AND LAND MANAGEMENT

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 REGIONAL DEVELOPMENT

Jonathan Mcleod

Jonathan Mcleod is a local Indigenous Territorian with just over three decades working in government administration, community, industry and stakeholder engagement.

Starting at the NLC in August 2011 he has managed the Regional Office Network, Land Management and Regionalisation efforts for over a decade. Prior to joining the NLC, he was employed with the Australian Government for 21 years working at FaHCSIA, ATSIC, Centrelink and Social Security.

Part Two

Program Highlights and Achievements

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 - Corporate Management and Reporting of this Annual Report.



At front left to right: Wilma and Camille Huddleston, Deborah Jones and Geraldine Brandy with friends and family at Kneebone.

ALMOST 30 YEARS IN THE MAKING: NATIVE TITLE HOLDERS CELEBRATE RECOGNITION OF THE RIGHTS IN COUNTRY

More than 20 people gathered at Kneebone Community, about 60km north-east of Kununurra, on 1 October 2021 to celebrate a native title determination in the Legune region.

In 1994, the group of families from the Keep River area set up a campsite at Kneebone to help look after the country with the consent of the senior native title holders of Goorbidjim country.

During the 27 years of living in the area, the community has created housing, kitchen facilities, reticulation, ablution blocks, water security and fencing all by hand and without external financial assistance.

"The applicants have faced many hurdles to receiving the title to Kneebone Community Living Area, however never faltered in their determination to see it through," an NLC spokesperson said.

"Kneebone today is a lively, growing community that reflects the long-term prosperity and viability of the Community Living Area."



Bulgul Rangers welcome their new boat 'Nindi'.

MEET NINDI, THE BULGUL RANGER'S NEW BOAT

The Bulgul Rangers launched their Healthy Country Plan and their new boat in October.

A crowd of about 50 locals and visitors gathered at the Bulgul Ranger Base, which is on the Wadjigan and Kiuk Traditional Lands.

NLC CEO Joe Martin-Jard said it was great to get an update on the activities of the Bulgul Land and Sea Rangers.

"It was good to hear the challenges, because we can turn them into opportunities, get more funding, more jobs, more resources for rangers," he said.

"Rangers are probably one the best things that the NLC and the CLC does. You're not only doing the work for your own families, your own people and country, but you're doing it for Australians."

"I've read the plan 'Looking after Wadjigan and Kiuk Country 2021-2031'. You've done an awesome job, and we'll be backing you guys in to follow that plan."

Bulgul Ranger Coordinator Timothy BurrBurr said Nindi will be a vital tool in helping the Bulgul Rangers look after their sea country and he explained to the crowd how the boat got its name.

"I've always thought I wanted to play homage to my grandfather who was travelling through this country when I was a kid. I'm 42 now, so it wasn't that long ago," he said.

"They were still travelling in a canoe. They used to travel all through this area right up to Darwin in a canoe, and that canoe was named Nindi. I think it's a good omen for us; we'll get protected and stuff like that, which is what the dances will do for us before we put it out on the water. That canoe took my family all through this country and I'm proud of it.

"Nindi will do us well, especially with our compliance. It's a boat to be proud of and it will stand out and put us on the map as well. A lot of people fish in this area, and the presence we'll have out there will give us an opportunity for education and to build those relationships with other people that come out and fish and enjoy this country."



Rangers measure water flow using a Pygmy Meter.

IT'S A FIRST FOR THE TOP END: CULTURAL WATER NEEDS PROJECT KICKS OFF

In a first for the region, the Northern Land Council is working with Traditional Owners, Wardaman Rangers and the Northern Territory Government to work out how much water is needed to protect cultural values in one of our significant rivers.

Water is important for everyone. We all need water to drink, while plants and animals need water to live, grow and breed. Industries such as agriculture, horticulture and mining also need water to produce products.

Where water is in high demand, it is especially important that enough water is available to ensure culturally important places and cultural uses of water are protected now and into the future.

In partnership with Traditional Owners, Wardaman Rangers and the NT Government, the NLC has started working to determine how much water is needed to keep wetlands, springs, creeks and the Flora River flowing to make sure that cultural places always have the water they need.

The first step of the cultural water needs project is to identify the culturally important places along the Flora River. Some information about important places has already been collected and documented in plans like the Wardaman Indigenous Protected Area Management Plan and the Giwining-Flora River Joint Management Plan.

Information about other important water places has been collected during field visits this year.

The next step of the project is to determine what water is needed at those places during different times of the year.

In some cases the stream or spring is small, and Wardaman Rangers have worked with the NT Government to measure water flow. If it is safe to do so, rangers use a pygmy meter to measure how much water flows through the stream or out of the spring every second.

In other cases, we need to work out how much water is flowing in large sections of the river. Where it is not safe to enter the water, a boat is used to measure the water flow.

Water samples are collected at all the sites and then taken to a laboratory in Darwin. Samples are then tested to make sure the water is healthy.

The project will continue into 2022 and the information collected will be used by Wardaman Traditional Owners to make sure the water needs of culturally important places are protected into the future.

It is hoped this will be the first of many projects to come, with the NLC looking to commence cultural water needs projects in other areas over coming years.



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

45 YEARS OF UNFINISHED BUSINESS RESOLVED WITH HANDBACK OF LAND AT KAKADU

Traditional Owners of the land in the Kakadu region celebrated the long-overdue return of their ancestral lands to their control following the delivery of the Deeds of Title to large tracts of the Kakadu National Park by the former Minister for Indigenous Australians, Hon Ken Wyatt AM, MP.

At a ceremony held at Cooinda on 24 March, Minister Wyatt handed back to Traditional Owners and their families the inalienable freehold title over four land claim areas comprising about 50% of the park.

Northern Land Council Chair Samuel Bush-Blanasi congratulated Traditional Owners on the long-awaited return of their country following the settlement of the Kakadu Region Land Claims.

"Today's land grants to the Kakadu Aboriginal Land Trust, to be held on behalf of the Traditional Owners, completes 45 years of unfinished business," Mr Bush-Blanasi said.

"Back in 1977, the Ranger Uranium Environmental Inquiry recommended the recognition of the land in the Alligator Rivers Region, (what we know as stage one, Kakadu National Park) as Aboriginal land under the Land Rights Act.

"For too long there have been two classes of land in Kakadu National Park: Aboriginal land and other land 'subject to Aboriginal land claim'. Today that has been fixed once and for all time.

"This land that has been returned is the traditional country of the Limilngan/Minitja, Murumburr, Garndidjbal, Yurlkmanj, Wurngomgu, Bolmo, Wurrkbarbar, Matjba, Uwinymil, Bunidj, Djindibi, Mirrar Gundjeihmi and Dadjbaku peoples."

Mr Bush-Blanasi said the return of land to the Traditional Owners heralds a range of new and exciting opportunities.

"The resolution of the underlying land title will allow for new investment and tourism opportunities. We are already seeing the development of more locally-owned and operated Aboriginal tourism and other business enterprises in Kakadu.

"There are new opportunities for Traditional Owners to be directing, involved in and to benefit from improved and enhanced park operations, fire abatement programs and the new carbon economy," he said.

As part of the handback arrangements, the land will be leased back to the Director of National Parks, which will provide ongoing rental income to Traditional Owners.

"Land security is economic security, and this move empowers Aboriginal Territorians to use their land for their future," Minister Wyatt said.

ANCIENT PLANTS GET NEW HOME IN EPIC RELOCATION MISSION

The Kenbi Rangers have successfully extracted and relocated nearly 150 cycad plants from the Finnis Lithium project site, protecting the plants from possible destruction.

The precious plants were identified by rangers conducting cultural heritage monitoring work on Core Lithium's proposed mine site on the Cox Peninsula near Darwin last October.

Kenbi Rangers, together with the team at EcOz Environmental Consulting, decided to move the 147 *Cycas armstrongii* to safer grounds.

It took six rangers, a Bobcat, an excavator, weeks of meticulous planning and three days of hard work to carefully lift the cycads out of the ground and transplant them to their new location.

Kenbi Ranger Co-ordinator Steven Brown said the rangers have previous experience with transplanting cycads. In 2016 they relocated plants as part of the Ventia Remediation project on Cox Peninsula.

He said a great deal of care was taken during the salvage operation, including keeping the root systems intact and identifying the correct soil for their new home.

"Taking on this task was a huge job, but the Kenbi Rangers pride themselves on doing jobs that others believe cannot be done," said Mr Brown.

One month on, the success of the cycads' relocation was already evident.

"We have been back to the site on a number of occasions and derive enormous satisfaction in seeing the regrowth of new leaves after such a short time," said Mr Brown.

Core Lithium has since told Mr Brown that the relocated cycads have had an 87% regrowth success rate.

Although found in abundance in the Darwin region, this species of cycad is classified as 'vulnerable' under the *Territory Parks and Wildlife Conservation Act 1976*. Cycads as a plant group have outlived the dinosaurs and many of the species found in the NT cannot be found in any other part of Australia, according to the NT Herbarium.

Besides preserving these unique plants, the Kenbi Rangers are conducting other environmental and cultural protection work on the mine site, including water quality monitoring, weed spraying and sand bagging for flood water damage prevention.

Core's 175,000 tonnes per annum Finnis Lithium Project is due to open in late 2022. In March, the Australian miner announced it had locked in a deal to supply lithium spodumene concentrate to Elon Musk's electronic vehicle company, Tesla, over four years.

Core Lithium Managing Director Stephen Biggins said the company is 'thrilled to have reached this agreement with Tesla'.

"Tesla is a world leader in electric vehicles and its investment in offtake and interest in our expansion plans for downstream processing are very encouraging," said Mr Biggins.

Kenbi Ranger John 'Mango' Moreen with one of the 147 relocated cycads.





Minister Uibo, Dr Daniels, Senator McCarthy, Minister Wyatt and members of the Mangarrayi ALT.

TRADITIONAL OWNERS REJOICE AS URAPUNGA AND OLD ELSEY HOMESTEAD SITE HAND BACK

At a ceremony in Mataranka on 24 March, the former Minister for Indigenous Australians, Hon Ken Wyatt AM, MP, joined Traditional Owners and their families to deliver the Deeds of Title to the Urupunga township to the Urupunga Aboriginal Land Trust (ALT) and the Old Elsey Homestead site to the Mangarrayi ALT.

Minister Wyatt joined Traditional Owners and their families earlier at Mataranka Showgrounds to deliver the deeds of title to the Urupunga township (Lot 281) to the Urupunga Aboriginal Land Trust and the Old Elsey Homestead site (NT Portion 5604) to the Mangarrayi Aboriginal Land Trust (ALT).

Urupunga is a small community 320km south-east of Katherine and is on the traditional country of the Budal Yutpundji-Milwarapara group, who speak Ngalkakan language.

Like many similar 'townships' established around this time, Urupunga was officially proclaimed in 1887, but land in the town remained unsold and the town struggled to thrive other than on paper.

Since the passage of the Land Rights Act, a number of parcels of land in the area have been recognised as Aboriginal land.

In 2001, the Budal Yutpundji-Milwarapara group were successful in their native title claim, but technical issues concerning road tenure frustrated progression of the settlement until an Indigenous Land Use Agreement (ILUA) reflecting the native title determination over that land was finalised in 2005.

In 2019 the areas in the town of Urupunga subject to the ILUA were included in schedule one of the Land Rights Act following the passage of the Aboriginal Land Rights (Northern Territory) Amendment Bill 2018. Northern Land Council Chair Samuel Bush-Blanas said that the handback of land represented a bittersweet end to the long struggle fought by many generations of Traditional Owners.

"The old people for this country have handed down stories about terrible days in the Urupunga area and right along the Roper River country back in the 1870s and 1880s. Our mob didn't want pastoral development and there were many violent confrontations between our mob and the pastoralists and others who followed them," said Mr Bush-Blanas.

"Back in those days our people were shot at with rifles; they were hunted, but they and the many generations that followed them have survived. Today we honour the lives of the old people who kept our laws, our culture, our language and our lives strong.

"Here we are today at the Mataranka Showgrounds as guests of the Najig clansmen and women of the Yangman people, and we celebrate the fact that after all these years the Traditional Owners have their land back. I congratulate everyone here today on their achievements."

Mr Bush-Blanas also congratulated the Traditional Owners of the site of the Old Elsey Homestead, near Warloch Ponds south of Mataranka, on the long-overdue return of their country following the settlement of the Elsey Region Land Claim (No. 245).

That claim was lodged in 1997, but for reasons beyond the control of Aboriginal people it was not until 2019 that the land was recognised to be held in trust by the Mangarrayi ALT on behalf of the Traditional Owners, the Bobobingga clan of the Yangman people.

"There are a lot of stories around this place and many of them were told by the wrong people. Aboriginal people from here know the true stories about what happened on this country and all of the young people here today can be happy that those stories are the true stories," Mr Bush-Blanas said.

"It has been a long time coming, but this ceremony today links up our ancestors with the current generations on this land. Although we are sad that the old people didn't live to see this day, to see this land coming back to all the young ones here today, we are also really happy. Any day that any land is returned to its rightful Aboriginal owners is a very good day," said Mr Bush-Blanas.



L to R: Anindilyakwa Land Council Chair Tony Wurramarba, Tiwi Land Council Chair Gibson Illortaminni, ASC Chair Calvin Deveraux, NLC Chair Samuel Bush-Blanas.

ABORIGINAL SEA COMPANY TO MAKE WAVES WITH NEW CHAIR AND CEO

The Aboriginal Sea Company (ASC) will lead the way to stronger Aboriginal participation in fishing industries with the introduction of its inaugural Chair and CEO.

Calvin Deveraux was elected as Chair by directors at the inaugural ASC board meeting in mid-April while Robert 'Bo' Carne commenced his role as CEO in early June.

Governed by a board with equal representation from the three land councils with NT sea country responsibilities (the Northern, Tiwi and Anindilyakwa Land Councils) as well as independent industry experts, it is envisaged that the ASC will empower Aboriginal Traditional Owners to be actively engaged in the commercial fishing and aquaculture industries.

Currently the Cattle Station Manager at Twin Hill Aboriginal Corporation, Mr Deveraux is a Rak Mak Mak Marranungu man from the Finnis area. He has been a member of the NLC Full Council for the Darwin/Daly/Wagait region since 2019 and is also a former Cultural Broker for the NT Department of Attorney-General and Justice.

Mr Deveraux said the incorporation of the ASC marks a major milestone in the Blue Mud Bay settlement.

"I don't think we'll look back from this point on. It's a great opportunity for Traditional Owners and saltwater people to advance themselves, become owners and operators in their own right and be in charge of their own destinies," said Mr Deveraux.

Mr Carne is a Jabirr Jabirr and Bardi man with 17 years' experience in NT Fisheries development and five years' experience as an executive with the NT Government.



Aboriginal Sea Company CEO Robert 'Bo' Carne.

In 2012, Mr Carne visited Canada and the US to investigate governance structures for Aboriginal groups involved in commercial fishing as part of a scholarship from Fisheries Research and Development Corporation.

He also reviewed fishing cooperatives in New South Wales as a potential model for assisting Aboriginal people to get started in fishing enterprises. Mr Carne said the establishment of the ASC has been a long time coming.

"It's not just about the fishing licences, ownership and participation; it's also about having a greater say in management. Indigenous people have always had a small voice in the fishing industries, but they are now major players in it," Mr Carne said.

"On top of that, we've got all these coastal communities looking for employment so it's a great leap forward."

"I am particularly looking forward to partnering with the fishing industries and utilising their long-term expertise."

NLC Chair Samuel Bush-Blanas congratulated Mr Deveraux and Mr Carne on their appointments.

"Aboriginal people are much closer to being in control of what happens in their own waters now," said Mr Bush-Blanas.

"Our mob has fought hard for rights to land and sea country for almost 50 years and finally we are seeing progress. The ASC will be good for Traditional Owners and good for the economy. All Territorians will benefit from that."

MARINE AREA TO PROTECT 'SACRED SITES, SONG LINES'

When the Land Rights Act was passed, the mob in Canberra didn't pay much attention in the law about the importance of sea country to our people. High Court rulings and changes to law and policy now recognise the critical role Traditional Owners have in protecting sea country.

In May, the South East Arnhem Land Indigenous Protected Area (SEAL IPA) was one of 10, and the only Northern Territory-based project, to receive grant funding from the Sea Country IPA Program grant opportunity.

This new Commonwealth funding will allow Traditional Owners to better protect a swathe of sea country along the on the west coast of the Gulf of Carpentaria.

The proposed SEAL sea country IPA covers almost 11,000 square kilometres, including 300km of coastline. It extends from the high-tide mark seawards up to 140 kilometres off the coast.

Numbulwar Numburindi Rangers and their Ngukurr-based counterparts, the Yugul Mangi Rangers, will work together on the SEAL IPA.

Senior Numbulwar Numburindi Ranger Clive Nunggurgalu said the proposed marine IPA will protect culture and biodiversity.

"The new marine IPA will help protect the songlines that run along the coast from Groote Eylandt to Wuyagiba and better identify sacred sites that run along that songline," Mr Nunggurgalu said.

"It will also help keep the beach clean and the water looking clean to save all the turtles, dugong, fish and dolphins.

"And hopefully it will help stop illegal commercial fisherman. All the time when I do beach clean-up, I see all their dead excess fish on the beach."

The area contains biodiverse marine and coastal environments, including large areas of seagrass meadows, fringing coral and rocky reefs, tidal waterways, mangrove forests, saline wetlands, beaches, islands and quays.



Senior Numbulwar Numburindi Ranger Clive Nunggurgalu

Former Northern Land Council SEAL IPA Coordinator Catherine Whitehead said members of the SEAL IPA Advisory Committee have worked hard to bring this project to fruition.

"The committee members have been working on this sea country IPA proposal for some years," said Ms Whitehead, who now works at the Tiwi Land Council.

"Extensive consultation and planning was put into this and the members are proud that their application was successful."

Ms Whitehead said the new funding will enable the ranger groups to provide further training opportunities and employ more rangers.

"The new sea country IPA will bring in additional funding which will provide support for the Numbulwar Numburindi and Yugul Mangi Ranger groups to increase their capacity to protect their sea country.

"This additional funding will also enable the groups to employ more rangers in Numbulwar and Ngukurr."

Ms Whitehead said of the first projects to be undertaken will be a collaborative project with researcher scientists from Charles Darwin University and James Cook University.

"The researchers will collect baseline data for seagrass habitat coverage along the coast and other important marine habitat for listed marine species and cultural significant species including dugong and turtles."

PERMANENT SEABED MINING BAN A WIN FOR ABORIGINAL PEOPLE

Seabed mining in NT coastal waters has been permanently banned, the NT Minister for Environment Eva Lawler announced on 5 February 2021.

This was a major victory for Aboriginal people of the Top End and a fitting response to concerns first raised in 2011 by the Anindilyakwa Land Council and the Maringa clan groups, following mineral exploration licence applications related to the seabed near Groote Eylandt, Milingimbi and the Wessel Island Chain.

When concerns were raised in 2011, this triggered further concern from many Aboriginal groups and the land councils. As a result, a formal objection was made to the NT Government's Department of Resources in October 2012.

In response, the NTG imposed a moratorium on seabed mining in the NT in 2012. This moratorium was to stay in place until the issues and concerns raised could be examined and addressed.

The moratorium was extended twice and was due for review this year. Prior to the moratorium being reviewed in 2021, the NTG received reports from the NT Environmental Protection Authority (EPA) and the Aboriginal Areas Protection Authority (AAPA) in 2020.

The EPA's report focused on environmental risks, risk management and existing NTG policies and guidelines; the AAPA report focused on Aboriginal social and cultural values at risk from seabed mining.

The NLC reviewed both documents, and other published material, and made a submission to the EPA in November 2020.

The NLC's submission was one of a large number made to the EPA, almost all of which recommended that either the moratorium be extended or that seabed mining be permanently banned.

The NTG decided, based on the near universal opposition to seabed mining from a range of key stakeholders and the general public, that the right thing to do was to ban seabed mining.

The decision in very clear terms reflects the need to recognise the relationship between Aboriginal values, environmental health and the economy, and the need to consider all of these important elements in the environmental protection and development approval process. All of these things could have been impacted by seabed mining.

NT seabed mining has been banned after a 9 year moratorium.





L to R: Derek Walker, Justin Ryan, Suzanne Hullick, Bradley Bara, Jody Broun, Samuel Bush-Blanasi, Leeanne Caton, Richard Dixon, Barbara Shaw, Thomas Amagula, Leslie Tungatalum.

ABORIGINAL TERRITORIANS WILL BENEFIT FROM MAJOR INVESTMENT REFORMS

A new investment body will empower Aboriginal people to make decisions on how federal grants under the Aboriginals Benefit Account will be used, according to the Northern Land Council.

The federal government passed a major package of reforms in December last year to the Land Rights Act.

The centrepiece of the reform was the creation of a new body called the Northern Territory Aboriginal Investment Corporation (NTAIC), which is set to receive \$680 million over three years once it commences operations.

Five years in the making, the move signals a major change for Aboriginal Territorians, who for the decades have had grant distribution under the ABA determined by the federal government.

To date, the government has taken advice from federal bureaucrats and a committee of 14 Aboriginal representatives appointed by the four land councils in the Aboriginals Benefit Account Advisory Committee.

This has led to several flashpoints, most famously in 2007 when then-Indigenous Affairs Minister Mal Brough was accused of using the fund to award a grant in his own electorate in Queensland.

NLC Chair Samuel Bush-Blanasi said the land councils had been pushing to gain control of the fund since a meeting in 2016.

"At Kalkaringi in 2016 we passed a resolution calling on the government for Aboriginal control over the ABA," he said.

"We said we would work with the government on the design of a new model."

Several meetings later and under the watch of the former Minister for Indigenous Australians Ken Wyatt, a new bill to transfer control of the ABA was introduced the parliament.

"Lots of people opposed us. But they did not stop us," Mr Bush-Blanasi said.

When the bill passed, I said this was a proud day for the Northern Land Council and for Aboriginal people in the Northern Territory."

The Northern Territory Aboriginal Investment Corporation has a board controlled by Aboriginal people. It has 12 directors with eight nominated by the four land councils, two from each land council.

The Northern Land Council is represented by Mr Bush-Blanasi and Deputy Chair Richard 'Dickie' Dickson.

The federal government has also appointed two directors: Justin Ryan and Suzanne Hullick.

"Mrs Hullick and Mr Ryan each bring substantial and varied experience in corporate leadership, investment and financial management that will support strategic investment in Aboriginal communities," Mr Wyatt said.

"Along with their strong land management and commercial expertise, the members appointed by the land councils will bring deep cultural authority to the board, which will be invaluable to its decision-making."

Two more independent directors must be appointed by the interim board to make the full board of 12.

Following the appointment of the two government-appointed directors, the interim board met for the first time in Darwin on April 27-28, 2022, and for a second time on June 28-29, 2022, in Darwin.

The remaining directors are, from Tiwi Land Council, Gibson Farmer Illortaminni and Leslie Tungatalum; from Anindilyakwa Land Council, Thomas Amagula and Bradley Bara; and from Central Land Council, Barbara Shaw and Derek Walker.

Ms Shaw, who was appointed interim co-Chair of the board alongside Mr Bush-Blanasi, said the new corporation would make investments to generate returns and create sustainability.

The NTAIC will receive grant funding of \$180 million over the first three years of operation.

Once it has developed and tabled a strategic investment plan, the NTAIC will receive an endowment of \$500 million.

The board will appoint an investment committee to give advice on major investments, an audit and risk committee and a committee to consider grants.

Once the new corporation commences, the ABA Advisory Committee will be dissolved.

The interim board will work with the existing ABA Advisory Committee to maximise opportunities for a new, accessible, efficient and culturally appropriate beneficial payments program.

Advisory arrangements following commencement of the corporation will be a matter for the NTAIC board. The NTAIC board may also choose a new name for the corporation.

The chief executives of the four NT land councils are entitled, under the Land Rights Act, to attend board meetings as observers.

"This is an exciting time for Aboriginal Territorians," NLC Chief Executive Joe Martin-Jard said.

"When it commences operations, this new corporation will be a game changer."

"It can invest in major projects, make loans and enter into joint ventures with private sector partners."

It is expected the new corporation will start operating in the second half of 2022.



Charlie King and Theresa Roe.

SIGN UP TO STAND UP! ENROL TO VOTE AND THEN VOTE

The NLC has made a series of short videos that encourage our mob to enrol to vote in the upcoming federal election. Check them out on the NLC's Facebook page and on NLC TV on YouTube.

Several influential Aboriginal Territorians have been busy encouraging our mob to sign up to the electoral roll. These people include broadcaster Charlie King OAM, APONT Network Coordinator Theresa Roe, outback icon Constantina Bush and NLC Chair Samuel Bush-Blanas.

In the short films that can be seen on NLC TV on YouTube and on the NLC's Facebook page, the presenters say, "Not enough Aboriginal people in the NT are enrolled to vote, and with an Australian election coming up soon, now is the time to sign up, stand up, enrol to vote and have your say."

"More than 24,000 of our mob aren't enrolled. We think the real number might be much higher, maybe around 40,000, but no one knows for sure."

"That means almost half of Aboriginal people who could vote can't vote. Why? Because they might not be on the official list, called the electoral roll. What can we do about it? We can all sign up to 'stand up!' and enrol to vote and then make sure we vote on election day."

"Does enrolling matter? It does matter! If you don't sign up, if you don't enrol to vote, then the government won't hear your voice. So, sign up to stand up for your community, your homeland and your family."



Ngukurr footy ground upgrades

TRADITIONAL OWNERS BUILD NEW STANDS FOR NGUKURR FOOTBALL FANS

Footy fans in Ngukurr can now enjoy local AFL matches in comfort thanks to an oval upgrade funded by Milwarapara Traditional Owners and delivered with support of the NLC's Community Planning and Development Program. The oval upgrades include several shade shelters, seating, a picnic table and new fencing.

"It's good for Ngukurr community," said Traditional Owner Eric Woods. "It was a priority to spend money on...fixing up the oval to maintain the sports and keep the kids active and fit." Milwarapara planned the upgrade and paid for it using land use agreement income that they set aside for community projects.

Many Traditional Owners helped to plan the project, including Sampson Ponto, Rose Ponto, Eric Woods, Sammy Ponto, Roger Thompson, Callas Tapau, Evelyn Rankin-Lansen, Karen Rogers and Owen Turner Snr.

Milwarapara awarded the building contract to Ngukurr-based Yugul Mangi Development Corporation on the basis that they could involve local CDP employment and training.

MEET THE ROPER RIVER'S NEWEST FISHERIES INSPECTORS

Yugul Mangi Rangers Clarence 'Clarry' Rogers and Julie Roy were appointed as Class I Fisheries Inspectors on 1 June after completing their Certificate III in Fisheries Compliance.

The pair spent the day finalising their practical induction training at Tomato Island with staff from the NT Fisheries Marine Ranger Support unit before receiving their induction certificates and Inspector authority cards.

The Yugul Mangi Rangers regularly patrol along the Roper River near their base at Ngukurr, assisting with local monitoring and surveillance of coastal waters and providing a visual presence on the water. They play an important role in educating local and visiting fishers.

Clarry and Julie will now have the power to enforce fishing compliance by recording evidence, collecting details, asking to see licences and permits and inspecting fishing gear in use.

Julie is the second Indigenous female to be appointed as a Class I Fisheries Inspector in the NT. "I'm so proud of myself for finally getting this. I started [as a ranger] way back in 2001."

"I hope to carry on and be a role model for the future kids, helping them learn on country," said Julie.

Regional Program Manager Mike Carmody said he is pleased that there are now two NLC women rangers with Fisheries Inspector qualifications.

"This sends a message to everyone that women rangers can do all the jobs that male rangers can do. It speaks to their perseverance and consistent effort," said Mr Carmody.

Clarry said his appointment as a Fisheries Inspector has given him a lot of hope for the future, and he is encouraging other Yugul Mangi Rangers to carry out the training as well.

"Three of them will be doing their Certificate III in Fisheries Compliance course, then they will also become Class I Fisheries Inspectors, hopefully next year."

"Thanks to the support from the Northern Land Council, Fisheries, Water Police, my family and the ranger group," said Clarry.

NT Fisheries Marine Ranger Support Manager Simon Xuereb said the symbolic partnership between NT Fisheries and the Yugul Mangi Rangers will help to address concerns that Traditional Owners have been expressing for years.

"This is the opportunity to empower Aboriginal people under the Fisheries Act to not only assist themselves but also assist the department to maintain the sustainability of fish stocks," said Mr Xuereb.

L-R: Roger Thompson, Simon Ponto, Andrew Vocke, Clarry Rogers, Bert Rami, Julie Roy, Jana Daniels





Wardaman Ranger Kenny Allyson

HARD WORK PAYING OFF: WARDAMAN RANGERS REGISTER SAVANNA BURNING PROJECT

The NLC's Wardaman Rangers have become the latest group to enter into a savanna burning initiative with the Clean Energy Regulator, a government body responsible for accelerating carbon abatement for Australia.

Following extensive consultations with Wardaman Traditional Owners, the ranger group registered late last year to earn carbon credits by reducing carbon emissions through their on-country fire management.

Today the Indigenous carbon industry is estimated to be valued at around \$53 million per annum. As of November 2021, there were 33 Indigenous-owned and operated savanna fire management projects in Australia.

The rangers operate on the Wardaman Indigenous Protected Area (IPA), which covers over 224,000 hectares of country that lies within the Victoria River and Upper Daly catchments.

Under the Clean Energy Regulator, the rangers can earn carbon credits for conducting low carbon-emission burning. In tropical savanna regions of the Top End this means ensuring 'cool burning' is done in the early dry season to prevent late dry season wildfires, which emit higher amounts of greenhouse gases.

"It's a great outcome. The rangers have been working towards this for five or 10 years," Wardaman IPA Coordinator Andrew Drenen told ABC News.

While the ranger group has been burning on their country for many years, and Traditional Owners have been burning for thousands of years, having a registered project will enable the Wardaman Rangers to generate more income, he said.

"The overall objective is to reduce the late season fires, which is generally what's going to produce more carbon and do more environmental damage.

"We registered late last year because it was a good year of burning outcomes from our perspective. We did burning in April and May and kept the fires small, put in strategic breaks, and that's your protection against late season fires."

"But it's not just all about burning, it's about looking after country and protecting country," Mr Drenen added.

The Wardaman IPA is a hotspot for ancient rock art, with six of its 200-plus recorded rock art sites registered with the Australian Heritage Commission. An important part of the Wardaman Rangers' burning work involves slashing long grass to create strategic fire breaks around these sites.

"Not only will the savanna burning project help to regenerate the environment and protect sacred sites on Wardaman country, it will also generate local employment and operational funding for Traditional Owners and community members.

"We've got up to eight rangers who have been employed casually and this will enable more regular work for them and better capacity-building for the entire community.

"The rangers will get a lot of training, and other Traditional Owners will get the opportunity to come out bush, join in the program and give us their guidance along the way."

Mr Drenen expects to start seeing the key benefits from the project in about three years, when the Wardaman burning project will be independent and start trading their carbon credits on the market.

"The project at this stage is funded through the Indigenous Land and Sea Corporation (ILSC) for several years, with funding coming through INPEX. So, at this stage the carbon credits go back to INPEX, but we still get our establishment funding to get the project off the ground. It's when the project proves itself and is ready to go independent, say in approximately three years, that we'll retain those [carbon credits] and be able to trade those on the market ourselves."

LAND RIGHTS NEWS, OUR STORYTELLING

Among the hundreds of issues published since 1976, *Land Rights News* has been an invaluable source of information for Aboriginal people across the Northern Territory and beyond. There has been much to celebrate and we have covered stories from far and wide, from land and sea rights, to sport, the arts, the environment and our histories. *Land Rights News* is our storytelling.



NORTHERN TERRITORY (NT)
INDIGENOUS ECONOMIC
STIMULUS PACKAGE

In November 2020 the former Minister for Indigenous Australians, Hon Ken Wyatt AM, MP, announced a \$100 million Northern Territory Indigenous Economic Stimulus Package, 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 package was delivered over two financial years with \$60 million in FY2020-21 and \$40 million in FY2021-22.

The NLC was allocated \$36.7 million, delivered over two financial years with \$22 million in 2020-21 and \$14.7 million in 2021-22. The funds are from the 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 periods.

The funding package also 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 regions.

For Round 1, 75 funding applications were shortlisted by the NLC from various Indigenous businesses and homeland communities. One of the applicants has subsequently withdrawn their application.

For Round 2 we have received 103 applications asking for almost three times more funding than available and after assessment, the delegates have approved an amount of \$12.9 million so far.

\$40 million requested, compared to \$14.7 million available – over-subscribed by 272%.

In a highly competitive field, the panel carefully considered need and value for money consistent with the delegate's obligation as the Accountable Authority under the PGPA.

Homelands applications were in general able to demonstrate greater need (e.g. sanitation, water security, personal safety, physical amenity) than Indigenous businesses.

Recommended outcomes show that regions with the largest number of homelands applications, like Borroloola Barkly and East Arnhem, do relatively well compared to regions like West Arnhem and Darwin/Daly/Wagait.

Applicants who did not receive funding in Round 1 were prioritised over those that did.

Some applications not approved were good but need more planning. These applicants will be encouraged to develop a plan and apply for funding in the ABA open round grant.

The funding targeted projects based on the following investment principles set by the former 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.
5. Maximising the ABA investment through co-investment and coordination with other government funding streams and corporate and philanthropic contributions.

SUMMARY - ROUND 1

As at 30 June 2022, 74 projects have been assessed across NLC's seven regions. The total amount of funding approved for these projects is \$20,901,025. A total of \$16,407,411 has been paid.

Applications were assessed by NLC staff, who ensured that all the applications met the principles set by the former Minister for Indigenous Australians, Hon Ken Wyatt AM, MP, and the criteria established by the NLC to ensure the viability of projects, including value for money, capacity to deliver, whole-of-life costs and measurable outcomes. The final decision was made by the NLC Accountable Authority.

The following tables and graphs provide detail on the number of applications received, approved and pending for each NLC region and funding amount. They also give a breakdown of the amounts that were approved and paid to Indigenous business and homeland communities, and across key industry sectors and NLC regions.

TABLE 11: NUMBER OF APPLICATIONS RECEIVED, APPROVED AND PENDING AS AT 30 JUNE 2022 BY REGION

REGION	APPLICATIONS		APPROVED		PENDING		PAID
	COUNT	AMOUNT	COUNT	AMOUNT	COUNT	AMOUNT	AMOUNT
Darwin Daly Wagait	28	4,952	26	4,244	2	708	3,643
East Arnhem	11	2,919	11	2,919	0	0	1,997
Katherine	10	4,819	10	4,819	0	0	3,445
Ngukurr	4	963	3	722	1	240	671
West Arnhem	11	4,369	11	4,369	0	0	3,271
Victoria River District	6	1,366	6	1,366	0	0	1,168
Borroloola Barkly	3	1,961	3	1,961	0	0	1,864
Multi-Regions	1	500	1	500	0	0	350
Total	74	21,849	71	20,901	3	948	16,407

FIGURE 7: TOTAL AMOUNT APPROVED AND PAID AS AT 30 JUNE 2022 BY CATEGORY

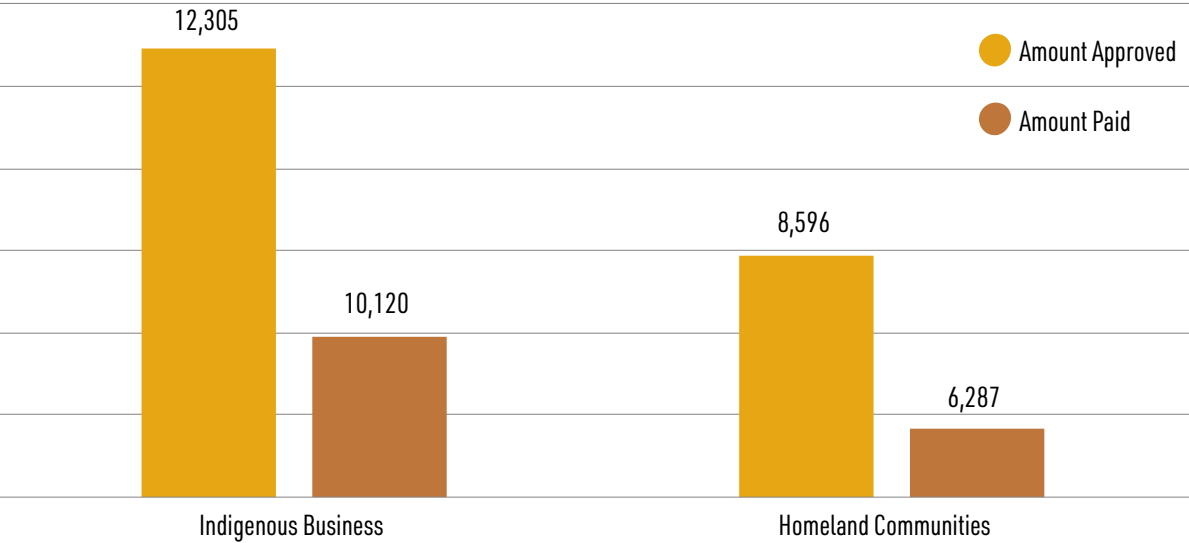


FIGURE 8: TOTAL AMOUNT APPROVED AND PAID TO INDIGENOUS BUSINESS AS AT 30 JUNE 2022 BY INDUSTRY

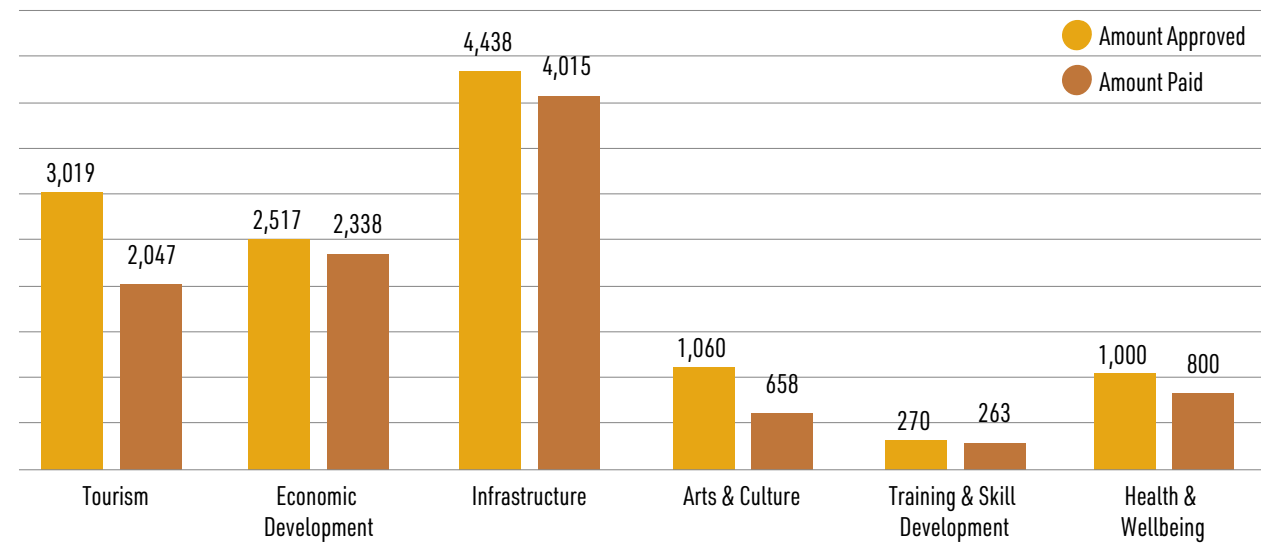
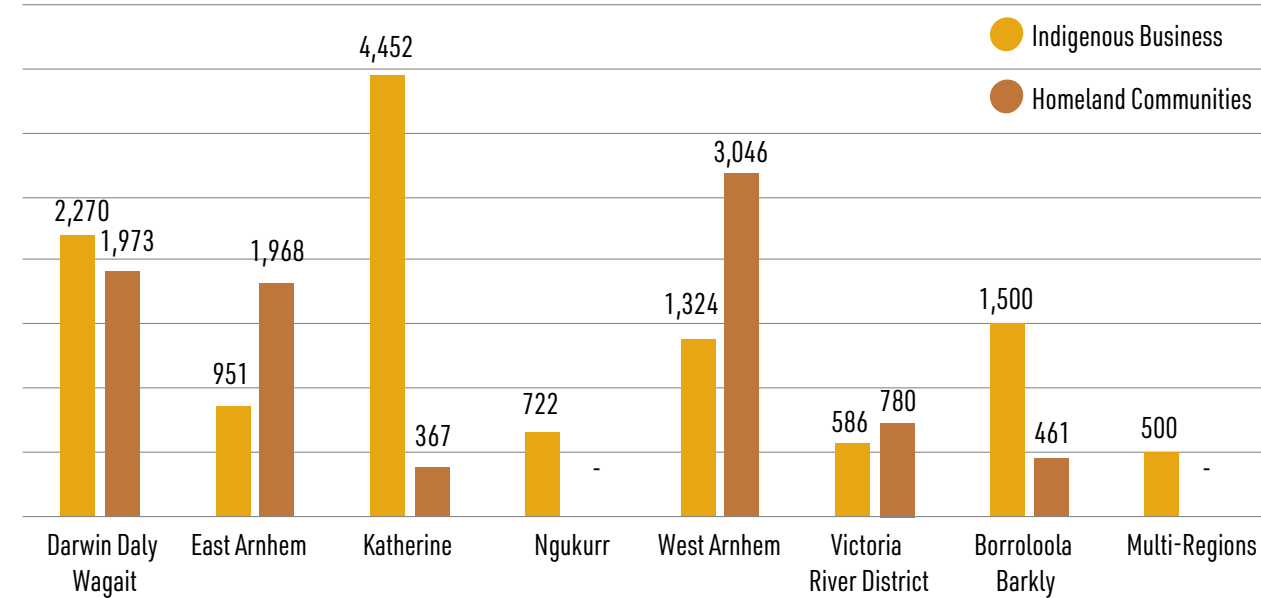


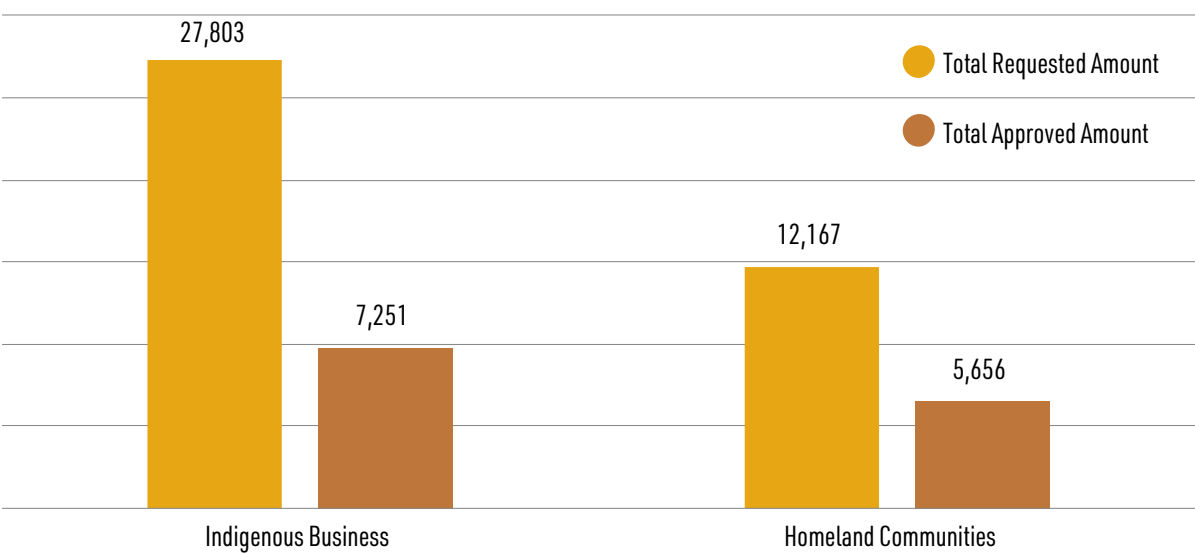
FIGURE 9: TOTAL AMOUNT APPROVED AS AT 30 JUNE 2022 BY CATEGORY AND REGION



SUMMARY - ROUND 2

As at 30 June 2022, 103 applications amounting to \$39,970,000 were received by the NLC from different Indigenous businesses and homeland communities. However, the amount approved by the delegate is \$12,907,000 so far.

FIGURE 10: TOTAL FUNDING REQUESTED AND TOTAL AMOUNT APPROVED AS AT 30 JUNE 2022 BY CATEGORY



The NLC CEO appointed an assessment panel to evaluate Round 2 applications. The assessment panel ensured that all the applications met the principles set by the former Minister for Indigenous Australians and the following criteria established by the NLC:

1. Investment principles and need – how well the project aligns with the investment principles set by the minister.
2. Value for money – the extent to which each application demonstrated how value for money has been sought.
3. Capacity to deliver – how the applicant will manage the project delivery alongside ongoing business.
4. Whole-of-life costs – whether costs include ongoing maintenance, staffing and how these will be funded after the project ends.
5. Measurable outcomes – specific goals of the project to be achieved by the end of the project.

TABLE 12: TOTAL NUMBER OF APPLICATIONS RECEIVED, APPROVED AND PAID AS AT 30 JUNE 2022 BY REGION

REGION	APPLICATIONS		APPROVED		PAID
	COUNT	AMOUNT	COUNT	AMOUNT	AMOUNT
Darwin Daly Wagait	26	11,166	12	1,824	1,154
East Arnhem	16	3,731	16	2,881	710
Katherine	11	5,300	5	726	475
Ngukurr	1	209	1	209	0
West Arnhem	18	6,141	8	1,591	839
Victoria River District	4	1,560	3	723	723
Borroloola Barkly	20	6,829	16	3,919	345
Multi-Regions	7	5,033	3	1,033	100
Total	103	39,970	64	12,907	4,346

TABLE 13: TOTAL APPLICATIONS RECEIVED AND APPROVED AS AT 30 JUNE 2022 FOR INDIGENOUS BUSINESS

REGION	APPLICATIONS		APPROVED	
	TOTAL APPLICANTS	AMOUNT REQUESTED	APPLICATIONS	TOTAL AMOUNT APPROVED
Darwin Daly Wagait	19	8,691	10	1,682
West Arnhem	9	3,656	5	1,219
East Arnhem	6	2,397	6	1,529
Victoria River District	3	1,502	3	723
Katherine	9	4,902	4	481
Borroloola Barkly	6	1,639	5	583
Borroloola Barkly & Timber Creek	2	2,000	0	0
Borroloola Barkly & Victoria River District	2	2,000	0	0
Multi-Regions	3	1,033	3	1,033
Total	59	27,803	36	7,251

TABLE 14: TOTAL APPLICATIONS RECEIVED AND APPROVED AS AT 30 JUNE 2022 FOR HOMELANDS

REGION	APPLICATIONS		APPROVED	
	TOTAL APPLICANTS	AMOUNT REQUESTED	APPLICATIONS	TOTAL AMOUNT APPROVED
Darwin Daly Wagait	7	2,475	2	142
West Arnhem	9	2,485	3	372
East Arnhem	10	1,352	10	1,352
Victoria River District	1	58	0	0
Katherine	2	398	1	245
Ngukurr	1	209	1	209
Borroloola Barkly	14	5,189	11	3,336
Total	44	12,167	28	5,656

Part Three

Corporate Management and Reporting

Strategic Thinking

The enabling legislation of the NLC is the *Aboriginal Land Rights (Northern Territory) Act 1976*. As at 30 June 2022 the responsible minister is the Minister for Indigenous Australians, Hon Linda Burney MP. The former Minister for Indigenous Australians, Hon Ken Wyatt AM, MP, was the responsible minister during the reporting period until May 2022.

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 high level 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.
- 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, managers, 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 2021-22 TO 2024-25

The Corporate Plan 2021-22 presents the NLC's goals and objectives 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.
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 peoples' 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 THE FINANCE MINISTER

No exemptions were granted by the Minister for Finance during the reporting period 2021-22.

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.

CONSULTANT 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, as required under section 37(8), and under the Native Title Act.

TABLE 15: CONSULTANTS EXPENDITURE

CONSULTANTS EXPENDITURE GREATER THAN \$25,000	TOTAL
Midena Lawyers	\$ 860,782
MPS Law Pty Ltd	\$ 376,976
Glacken, Sturt- (A J Dever Pty Ltd)	\$ 313,982
Gundjehmi Aboriginal Corporation	\$ 165,455
Cloudstreet Consulting Pty Ltd	\$ 139,545
SRA Information Technology Pty Ltd	\$ 138,668
Devers List Pty Ltd T/A Devers List	\$ 138,139
Foley's List Pty Ltd	\$ 92,095
Associated Advertising & Promotions Pty Ltd	\$ 80,060
A L McAvoy	\$ 79,531
Mangililiwayu Consultants	\$ 75,000
List G Barristers	\$ 73,591
Justin Edwards	\$ 72,543
King & Wood Mallesons	\$ 70,500
List A Barristers Pty Ltd	\$ 69,758
Charles Darwin University	\$ 63,095
Allens	\$ 60,000
MRAG Asia Pacific Pty Ltd	\$ 59,986
Grant Thornton Australia Ltd	\$ 58,783
ABS Scrofa (AUST) Pty Ltd	\$ 57,700
N.J Abrahams & Others TA Norton Rose Fulbright Australia	\$ 51,873
Conservation Management Pty Ltd	\$ 51,418
Mojo Collective Pty Ltd	\$ 49,646
Australian Payroll Association	\$ 46,800
Brendan Corrigan Anthropological Services	\$ 44,450
Maleys Barristers & Solicitors	\$ 42,664
Gareth David James Lewis	\$ 38,650
Campaign Edge Sprout Pty Ltd	\$ 38,583
Australian Fisheries Academy Ltd	\$ 38,050
JoyBell's Consultancy Service	\$ 36,600
Matrix Consulting and Training	\$ 35,837
Environmental and Cultural Services	\$ 35,304

CONSULTANTS EXPENDITURE GREATER THAN \$25,000	TOTAL
David S Trigger and Associates	\$ 34,875
Cross Country Native Title Services Pty Ltd	\$ 34,800
Murray Garde	\$ 31,000
Howells's List Barristers Pty Ltd	\$ 29,685
Monash University	\$ 28,828
Griffith University	\$ 28,080
Western Sydney University	\$ 27,500
KPMG Australia	\$ 25,875
Frank Weisenberger	\$ 25,500
PriceWaterHouseCoopers	\$ 25,092
Agentur Pty Ltd	\$ 25,000
RSM Australia Pty Ltd	\$ 25,000
TOTAL	\$ 3,897,296

INSURANCE PREMIUMS FOR OFFICERS

No indemnity against liability has been given by agreement or other means to a current or former member of staff. 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

Related Entity Transactions can be found at Note 14 of the financial statements.

DISTRIBUTION OF ROYALTIES

For many years the NLC has maintained a Royalty Trust Account, which receives mining royalty equivalents under section 64(3) of the Land Rights Act, but also increasing lease, contract and other kinds of Aboriginal land income. In 2021-22, that other income was around three times the amount of mining royalty equivalents. To respond to this, in December 2021 the NLC established a dedicated 15-person Benefits Distribution Unit (BDU) within the Corporate Services Branch.

Taking instructions and the distribution of royalties and other income is an intensive process. The BDU is assuming primary responsibility for consulting Traditional Owners about routine distributions, in place of anthropologists and regional office staff.

The NLC continues, usually under longstanding arrangements, to pay mining royalty equivalents to royalty-receiving associations under section 35(2).

Focusing on the non-royalty kinds of income which must be distributed under sub-sections 35(3) and (4) of the Land Rights Act, the BDU is developing new ways to ascertain the interests of Traditional Owners. These include annual money meetings with a Traditional Owner group regarding that group's accumulated funds, but also regarding all its expected future annual income. The BDU seeks a group's approval of a forward annual budget encompassing all expected sources of income. This will reduce the need for future ad hoc meetings, and empowers the group to effectively plan for its future.

Outcome

Under the Land Rights Act, income of \$59,816,053 was generated from Aboriginal land during 2021-22. A total of 7,285 payments were made during the course of the financial year totaling \$52,667,977. Most lease, contract and other non-royalty equivalent income is received pursuant to sections 15, 16 and 19 of the Land Rights Act. Distribution of these kinds of income, pursuant to section 35(4), increased from \$30,419,982 in 2020-21 to \$36,778,571 in 2021-22.

ADMINISTERING ABORIGINAL LAND TRUST

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 that 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

There were no significant judicial decisions during the reporting period.

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 fulfil 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 organisation's strategic objectives.

The Audit Committee plays an important oversight role in monitoring financial risk, compliance and financial performance in conjunction with senior management.

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 2021-22, 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 in 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 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 (the Committee), in compliance with section 45 of the PGPA Act and under PGPA Rule (section 17 [I]) the Accountable Authority of the NLC has determined the charter of the audit committee.

The Committee provides independent advice and assistance to the Council.

The Audit Committee Charter sets out the Committee's role, authority, responsibilities, composition and tenure, reporting, and administrative arrangements.

The Charter can be found on the NLC website at www.nlc.org.au. Details of the Committee membership are at table 16 below

Table: NLC Audit Committee Membership for the Period 1 July 2021 to 30 June 2022

TABLE 16: 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	\$3,048	-
Bala Donepudi	CPA	4 / 4	\$1,984	-
Richard Dixon	Council member	3 / 4	\$468	-
Wayne Wauchope*	Council member	1 / 4	\$156	* Resigned on 30 Jul 2021

NLC WOMENS 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 17: NLC WOMEN’S SUB-COMMITTEE MEMBERS

MEMBER NAME	REGION	MEMBERSHIP STATUS
Joy Priest	Borroloola / Barkly	Current
Maxine Wallace	Borroloola / 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 Affairs 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 18: ABORIGINALS BENEFIT ACCOUNT ADVISORY COMMITTEE (ABAAC)

MEMBER NAME	REGION	MEMBERSHIP STATUS
Samuel Bush-Blanasi (Co-Chair)	Katherine	Nov 2016 – Current
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



Wardaman Rangers

Work Health Safety (WHS)

The WHS Committee met four times during the year. 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

In addition to the committee, the NLC has introduced and managed the following initiatives:

- online reporting using IAuditor;
- successful ongoing management of an early intervention program;
- 4WD refresher training;
- flu vaccination program;
- employee counselling service; and
- comprehensive review of policies and procedures.

ONGOING WHS ACTIVITIES

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

Appropriate prevention strategies remain in place 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 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 the presence of a Comcare office being located in Darwin.

OUTCOMES

The NLC continued to experience low injury rates and minimal workdays lost because of workplace injuries.

- Reported injuries resulting in lost workdays: 6
- Total lost workdays: 12
- Reported injuries without lost work days: 7

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. The Regulator took no action.

TRENDS

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

HEALTH AND SAFETY REPRESENTATIVES (HSR)

This group is made up of three members and was reviewed in March 2022.

Two way learning - Milingimbi Island



Environment 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 19: NLC'S PERFORMANCE AGAINST COMMONWEALTH ENVIRONMENTAL MEASURES

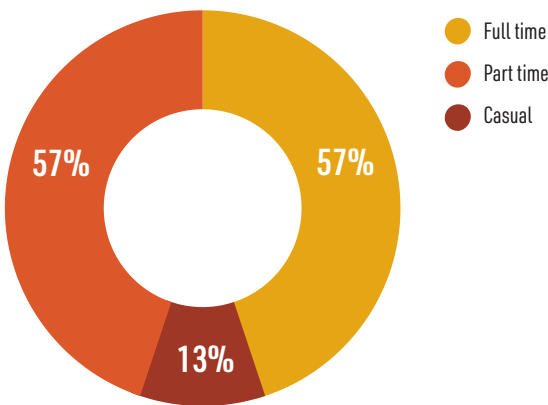
THEME	INDICATORS	MEASURES	2020-21	2021-22
ENERGY EFFICIENCY	Electricity purchased	\$	220,234	286,591
	Electricity consumed	kWh	705,101	1,678,268
	Other fuels purchased / consumed	L	677,322	256,261
	Fuels purchased	\$	953,466	713,031
	Air travel distances	km	856,015	1,078,008
GREENHOUSE EMISSION	Air travel (CO2)	tonnes	231	270
	Electricity (CO2)	tonnes	395	2047
	Other fuels (CO2)	tonnes	1788	677
ENERGY USE PER EMPLOYEE	Electricity used	kWh	2117	4879
	Other fuels	L	2034	745
WASTE	amount going to landfills	cubic metres	194.4	287.36
	Amount going to recycling facilities	cubic metres	48.72	38.16
	Amount of waste per employee	cubic metres	1.03	0.95
WATER	Water consumption	kL	11,678	15,051
	Relative water consumption – water use	kL p/e	35	44

About our Workforce

NLC EMPLOYEE STATISTICS 2021-22

The NLC has grown during the 2021-22 year with the permanent workforce increasing by approximately 6.5% from 326 to 347 full-time or part-time employees. The NLC continues to engage a significant number of casual employees to support seasonal workloads in the dry season.

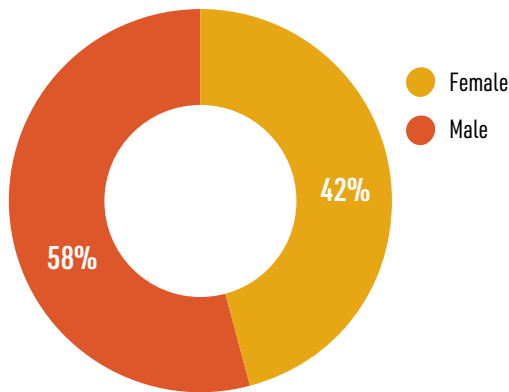
FIGURE 11: EMPLOYEE STATUS (HEADCOUNT) 2021-22



GENDER

The NLC has reasonable gender parity across the organisation. There was a slight reduction in female representation.

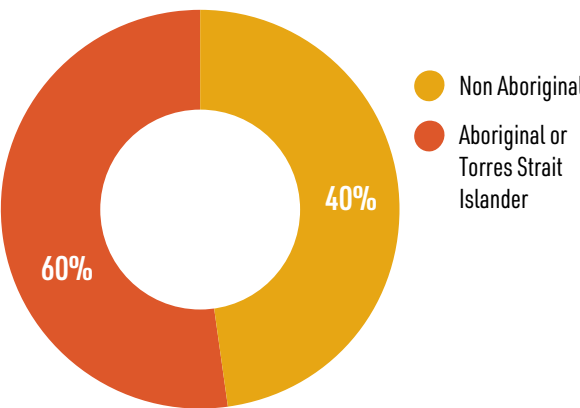
FIGURE 13: GENDER DIVERSITY 2021-22



WORKFORCE DIVERSITY

The NLC has approximately 60% of its employees identify as Aboriginal or Torres Strait Islander.

FIGURE 12: ABORIGINAL EMPLOYEES 2021-22



WORKFORCE COMPOSITION BY LOCATION

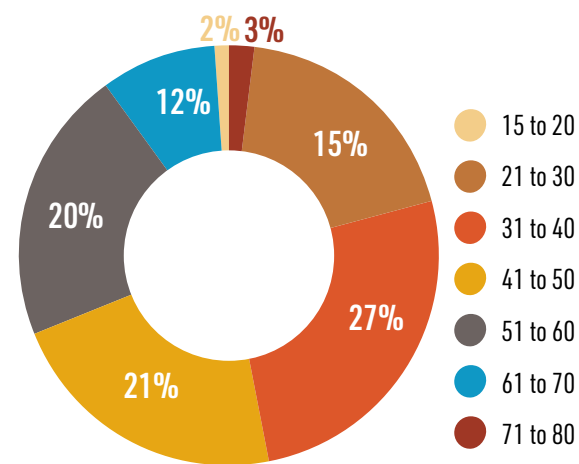
TABLE 20: NLC WORKFORCE COMPOSITION BY LOCATION 2021-22

LOCATION	TOTAL EMPLOYEES
Belyuen	8
Borroloola	54
Bulgul	8
Croker Island	9
Daly River	7
Darwin	252
Galiwinku	1
Goulburn Island	10
Jabiru	12
Katherine	40
Kununurra	2
Maningrida	1
Ngukurr	12
Nhulunbuy	4
Numbulwar	11
Pine Creek	14
Tennant Creek	18
Timber Creek	18
Wadeye	1
Winnellie	4
Wudikapildyerr	6
TOTAL	497

GENERATIONAL DIVERSITY

The NLC has an appropriate balance of age diversity.

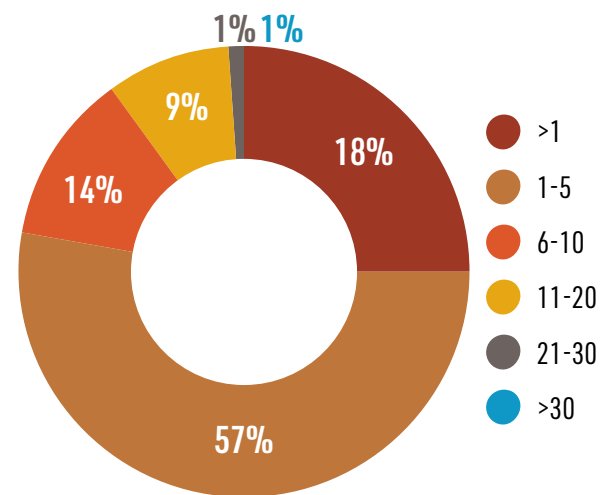
FIGURE 14 : AGE DIVERSITY 2021-22



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 15: LENGTH OF SERVICE (YEARS)



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.

TABLE 21 : REMUNERATION COMMITTEE MEMBERS

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

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 Chair and Executive Council members are 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 2022, the Northern Land Council had 15 executives who met the definition of key management personnel (KMP).

TABLE 22: REMUNERATION FOR KEY PERSONAL MANAGEMENT 2021-22

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	39,454	0	1,125	28,912	448	0	173,250	243,189
Joe Martin-Jard	Chief Executive Officer - NLC	352,951	0	24,231	41,706	4,010	0	0	422,898
Samuel Bush-Blanas	Chairperson	185,029	0	19,779	18,790	0	0	0	223,598
Richard Dixon (Deputy Chair)	Executive Member	16,655	0	0	2,119	0	0	0	18,774
Helen Lee	Executive Member	8,653	0	0	1,052	0	0	0	9,705
William (Bill) Danks	Executive Member	10,930	0	0	1,375	0	0	0	12,305
Djava Yunupingu	Executive Member	11,233	0	0	1,414	0	0	0	12,647
Brian Pedwell	Executive Member	10,221	0	0	1,283	0	0	0	11,504
Christopher Neade	Executive Member	19,835	0	0	2,533	0	0	0	22,368
Dr Grace Riley Daniels	Executive Member	8,450	0	0	1,085	0	0	0	9,535
Calvin Deveraux	Executive Member	9,665	0	0	1,210	0	0	0	10,875
Deborah Jones	Executive Member	4,503	0	0	526	0	0	0	5,029
Julius Kernan	Executive Member	8,096	0	0	1,052	0	0	0	9,148
Matthew Nagarlbin Cooper	Executive Member	8,400	0	0	1,052	0	0	0	9,452
Yananymul Mununggurr	Executive Member	7,388	0	0	947	0	0	0	8,335
Clifford Duncan	Executive Member	7,084	0	0	921	0	0	0	8,005
Totals		708,547	0	45,135	105,977	4,458	0	173,250	1,037,367

Footnotes:

1. Base salary is total salary paid and includes annual leave paid plus annual leave movements
2. Other benefits and allowances include motor vehicle benefit and fringe benefits tax paid
3. Superannuation contributions is actual super paid
4. Any annual leave and long service leave paid on termination is not included as per PGPA
5. The KMPs reported above are for the NLC only and will not match with 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 23: REMUNERATION FOR SENIOR EXECUTIVE

TOTAL REMUNERATION BANDS		SHORT-TERM BENEFITS			POST-EMPLOYMENT BENEFITS	OTHER LONG-TERM BENEFITS		TERMINATION BENEFITS	TOTAL REMUNERATION
	NUMBER OF SENIOR EXECUTIVES	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	0	0	0	0	0	0	0	0	0
\$220,001 - \$245,000	4	185,823	0	21,272	25,980	2,246	0	0	235,321
\$245,001 - \$270,000	0	0	0	0	0	0	0	0	0
\$270,001 - \$295,000	1	227,416	0	23,600	27,292	2,582	0	0	280,891
\$295,001 - \$320,000	2	220,410	0	14,501	25,727	2,278	0	39,666	302,582
\$320,001 - \$345,000	0	0	0	0	0	0	0	0	0
\$345,001 - \$370,000	1	155,731	0	21,097	22,528	1,927	0	152,998	354,280
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0
\$395,001 - \$420,000	1	325,637	0	29,504	42,416	3,711	0	0	401,267
\$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	1	278,941	0	26,265	46,254	3,115	0	122,230	476,804
\$495,001 - ...	0	0	0	0	0	0	0	0	0

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.

NLC Annual Performance Statement 2021–22

INTRODUCTORY STATEMENT

We, Samuel Bush-Blanasi and Joe Martin-Jard, as the Accountable Authority of the Northern Land Council (NLC), present the 2021–22 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 section 39(2) of the PGPA Act.

ENTITY VISION, MISSION AND VALUES

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

Our Values

CONSULT

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

BE RESPONSIVE

- to Aboriginal people's needs and effectively advocate for their rights and interests.
- Provide effective services to the people we represent and other stakeholders.
- Complete actions and tasks in a timely way. Be accountable to the people we represent.

RESPECT

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

SOCIAL JUSTICE

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

Analysis of Performance

This section summarises the NLC’s performance during the reporting period.

The NLC has delivered core statutory functions well during 2021–22 while also responding to COVID-19 entering our region and, sadly, taking the lives of some Aboriginal people.

The Northern Land Council actively advocated for stronger protections and responses as COVID-19 began directly impacting communities throughout the Northern Territory. The NLC supported local emergency responses and played a critical role, sharing information and creating awareness campaigns in language to encourage vaccination against COVID-19.

COVID-19 lockdowns and travel restrictions in the Northern Territory had an impact on NLC operations, resulting in fewer community consultations taking place than previous years. Despite the challenges, the NLC held 240 community consultations, meeting with over 3,000 Traditional Owners and affected groups at 70 different locations.

The NLC maintained permit restrictions for Aboriginal land to help stop the spread of COVID-19. The NLC issued more than 19,000 permits with over 50% of those being work permits.

At the end of the reporting period there were 915 section 19 active land use agreements managed by the NLC on behalf of Traditional Owners. There are 681 proposals in progress.

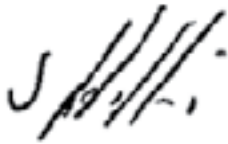
Five former land claim areas were granted as Aboriginal land during the period, making it a very significant year for Traditional Owners in the Urapunga Township, the Old Elsey Homestead area and groups within Kakadu. The NLC continues working to resolve 22 other land claims which are before the Aboriginal Land Commissioner.

Better service to our constituents where they live continued to be a priority as the NLC opened a new office in Elliott, a commitment as part of the Regionalisation Strategy ‘Building the Bush’.

The NLC’s focus on land management continued with the NLC’s 12 directly hosted Aboriginal ranger groups and two new groups under establishment: the Gajjeron Rangers and the Elliott Rangers. The Gummur Marthakal Rangers are managed via local subcontract arrangements as they move towards full independence. The NLC also manages three Indigenous Protected Areas (IPAs), which are globally recognised ways for Aboriginal people to care for country in the long term.

The NLC’s support for the Learning on Country program continued in 15 participating schools. The program brings together two knowledge systems that link culture and curriculum.

A detailed explanation of the NLC’s performance against the Corporate Plan 2021–22 is available in the Assessment of Performance section.



Samuel Bush-Blanasi
Chair



Joe Martin-Jard
Chief Executive Officer

Assessment of Performance

The NLC Corporate Plan 2021–22 outlined priorities and measures of success for the 2021–22 financial year. This section assesses the NLC’s performance in achieving its objectives throughout the reporting period.

TABLE 24: NLC ANNUAL PERFORMANCE STATEMENT 2021-22

FOCUS AREA ONE: ADVOCATE: BE A VOICE FOR ABORIGINAL PEOPLE			
OBJECTIVE	MEASURE/SPECIFIC TARGET	OUTCOMES	CP REF PP.
1.1 Facilitate and enable full participation by council members	<ul style="list-style-type: none">Full, Executive and Regional Council meetings held during the year.Provide governance induction training of all new full council members.	<ul style="list-style-type: none">There was One Full Council Meeting, five Executive Council Meetings and 11 Regional Council Meetings held during the reporting period.A number of scheduled council meetings were cancelled due to COVID-19.	Corporate Plan p.16
1.2 Provide leadership, good governance and cultural integrity	<ul style="list-style-type: none">Provide detailed information and decision agenda papers to Council Members to make informed decisions.	<ul style="list-style-type: none">Agenda papers are provided to Full, Executive and Regional Council prior to all meetings.Over 185 documents were presented to the Executive Council, including reports for information and reports for decision.	Corporate Plan p.16
1.2 In partnership with Aboriginal Peak Organisation NT (APONT), monitor the implementation of the National Partnership Agreement on Closing the Gap	<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.	<ul style="list-style-type: none">The NLC has been represented on the National Coalition of Peaks through membership of APONT.An NT implementation plan was finalised in August 2021 and will be refreshed on an annual basis.The NT Executive Council has been established and the Terms of Reference were signed off in May 2022.	Corporate Plan p.16
1.2 Monitor the implementation and reporting implementation on the National Partnership Agreement on Remote Housing Agreement on Remote Housing	<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 over-crowding, increasing Aboriginal employment and business engaged in housing related services.	<ul style="list-style-type: none">The NLC is a member of the Joint Steering Committee for Remote Housing in the NT and has been represented on its sub-committees on Remote Housing Reform.	Corporate Plan p.16

1.2 Engage with governments on proposed land access infrastructure programs	<ul style="list-style-type: none"> Assist government with understanding: progressing the s19 land use agreement processes housing and community infrastructure. 	<ul style="list-style-type: none"> The Northern Territory Government (NTG) provides all s19 EOIs through the Land Tenure Unit. The EOIs are then sent to the NLC and registered in CRM within two working days. The NLC liaises closely with the government to ensure Traditional Owners are consulted regarding infrastructure initiatives on Aboriginal land. 	Corporate Plan p.16
1.3 Raise awareness of the interest of Aboriginal people through effective communications and marketing	<ul style="list-style-type: none"> Presented to Full Council in 2021 and reviewed and refined as required. 	<ul style="list-style-type: none"> Communications and Marketing Strategy presented and approved at Full Council in June 2021. Four editions of the Land Rights News published, with a primary focus on promoting the interests and achievements of Aboriginal people. The reach of Land Rights News was increased by refining subscriptions and expanding distribution. Posted at least five promotional and achievement posts per week across NLC's social media platforms. Solidified relationships with media and government. 	Corporate Plan p.16
1.3 Engage Traditional Owners in developing a Northern Territory Treaty Negotiating Model	<ul style="list-style-type: none"> Provide advice on consultations options with Aboriginal communities. 	<ul style="list-style-type: none"> NLC wrote a submission on the Treaty Discussion Paper in October 2021. 	Corporate Plan p.16
1.3 Protect and promote the land rights and water interest of Aboriginal people	<ul style="list-style-type: none"> Develop a policy position and implement an effective Communications and Marketing Strategy. 	<ul style="list-style-type: none"> NLC Freshwater Principles were developed and presented at each Regional Council meeting from September to November 2021. Supporting resolutions were passed by Borroloola-Barkly, East Arnhem, Katherine, Ngukurr, VRD, and West Arnhem regional councils. 	Corporate Plan p.16
1.3 Develop and implement Place Names Engagement Framework	<ul style="list-style-type: none"> Represent the Land Council at Place Name Committee Meetings. 	<ul style="list-style-type: none"> Place Names Working Group developed a Draft Engagement Framework for presentation at the Executive Council in June 2022. 	Corporate Plan p.16
1.3 Support recognition of Aboriginal people in the Australian Constitution and Voice to Parliament	<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"> The Full Council of the NLC will consider the policy positions regarding the voice and constitutional recognition at the joint land council meeting scheduled for August 2022 in Kalkarindji. 	Corporate Plan p.16

FOCUS AREA TWO: OPPORTUNITY AND EMPOWER: CREATE REAL OPPORTUNITIES FOR ABORIGINAL PEOPLE

OBJECTIVE	MEASURE/SPECIFIC TARGET	OUTCOMES	CP REF PP.
1.3 Creation of Tomorrow's Leader Council	<ul style="list-style-type: none"> Seek Endorsement from Full Council of 'Christo's Tomorrows Leaders Council. Market and advertise the opportunity throughout region. Engage 20 council members from across the region. 	<ul style="list-style-type: none"> The Full and Executive Councils support the establishment of Tomorrow's Leaders Council. Nominations have been promoted through NLC's social media channels, at Learning on Country youth forums, through regional offices and staff. COVID-19 has impacted the NLC's ability to engage members, and advertising and marketing began again in 2022. 	Corporate Plan p.18
1.4 Water is available and used for Aboriginal economic development	<ul style="list-style-type: none"> Joint drafting sessions with Land Councils and NTG Water Amendment Regulations. 	<ul style="list-style-type: none"> Negotiations are continuing with the NT Government regarding the draft regulations. 	Corporate Plan p.18
1.5 Develop and implement projects to document cultural water requirements for key catchments in order to inform government-led water planning and management processes	<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. 	<ul style="list-style-type: none"> External consultancy not undertaken. This work is being delivered internally, in collaboration with NTG. A second on-country visit was conducted during the year, following the first visit in June 2021. Work will continue in 2022-23. 	Corporate Plan p.18
2.1 Implement NLC Mining Policy	<ul style="list-style-type: none"> NLC performing statutory functional duties and fulfilling contractual obligations in accordance with mining policy. 	<p>The NLC:</p> <ul style="list-style-type: none"> received: <ul style="list-style-type: none"> 21 applications for mineral and petroleum tenure under the Land Rights Act 102 notices of future acts under the Native Title Act administered 74 mineral and petroleum agreements for the benefit of Traditional Owner groups delivered 381 information sessions or stakeholder engagement type meetings lodged 21 objections to the application of the expedited procedure to the grant of the proposed exploration licences under the Native Title Act. 	Corporate Plan p.18
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 fee prior and inform consent of Traditional Owners, Executive Council and Regional Council. 	<ul style="list-style-type: none"> The NLC managed 240 community consultations regarding s19 land use agreements, native title, royalty distribution, community development, minerals and energy, and dispute resolutions. These consultations involved 3,064 Traditional Owners and affected Aboriginal people attending NLC meetings at 70 different locations. 	Corporate Plan p.18

2.2 Implement new royalty management workflows	<ul style="list-style-type: none"> Dispute resolutions – Implement new royalty workflows. 	<p>Managing disputes</p> <p>The NLC has a duty under the Land Rights Act and the Native Title Act to help Aboriginal people to conciliate 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 fulfil 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.</p> <p>As at the end of the 2021–22 reporting period, the NLC was monitoring over 50 disputes in the region, varying in historical depth, significance and intensity. Advice and support from Council members and senior Aboriginal regional authorities is key to adequately understanding and managing disputes.</p> <p>Royalty workflows</p> <p>Improving royalty management workflows is a key organisational reform that focuses on two key areas:</p> <ol style="list-style-type: none"> Financial benefits of business on Aboriginal land flows more easily to Aboriginal people. Allow the Anthropology branch to focus on its core business of advice and consultation. <p>Building on the work in the previous financial year, the royalty reform project has focussed on structural change, IT systems changes and inter-branch workflows.</p> <p>A complete rebuild of the Royalty Disbursement System and the Land Interest Reference system has been implemented. The successful separation of these systems is a significant achievement.</p> <p>The upgraded Royalty Disbursement System provides the following for the NLC:</p> <ol style="list-style-type: none"> A coherent list of Aboriginal Beneficiary Groups (typically Traditional Owner groups) who have interests in various contracts. A register of which groups have interests in which contracts and to what extent. A register of individual beneficiaries who receive money from contracts through Traditional Owner group decisions. A register of meeting outcomes which provided the instructions for the disbursement of money from various contracts to groups and individuals. Algorithms for the generation of payment schedules in multi-group, multi-contract scenarios to ensure funds can be accurately and correctly paid from contracts to individuals. <p>Other improvements been made through the royalty management project, including inductions for staff in the Land Interest Request System and its links to NLC geographic information-mapping systems. This is proving effective as staff are more familiar with the tool that provides an easy spatial reference about contract areas and interests on Aboriginal Land.</p>	Corporate Plan p.18
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2.2 Empower Traditional Owners to actively consult, govern and lead important economic decision making streams	<ul style="list-style-type: none"> Deliver purpose-built community development and planning guides. Number of groups investing in project opportunities in each region. 	<p>More than 483 Aboriginal people have been actively involved in the CP&D program: visioning, planning, budgeting and managing projects.</p> <p>Number of groups participating in Community Planning and Development (CP&D) projects by region:</p> <ul style="list-style-type: none"> Borroloola/Barkly: 1 Darwin/Daly/Wagait: 3 East Arnhem: 2 Katherine: 2 Ngukurr: 6 West Arnhem: 1 Victoria River District: 3 <p>Total: 18 groups</p>	Corporate Plan p.18
2.2 Assist Traditional Owner groups to achieve aspirations for economic and community development	<ul style="list-style-type: none"> Deliver current Community Planning and Development projects. 	<ul style="list-style-type: none"> There are 16 CP&D projects at various stages of planning. In total the NLC has supported group to complete 44 CP&D projects. <p>A total of 60 projects have been completed or are underway based across the following community priorities: Strong culture 13; Pride in identity 4; Pride in community (including investment in infrastructure) 10; Strong governance 8; Supported young people 8; Skills training and employment 2; Good health and wellbeing 4; Connection with country 11.</p>	Corporate Plan p.18
2.2 Assist Traditional Owner groups to achieve aspirations for economic and community development	<ul style="list-style-type: none"> Assist Traditional Owner groups to apply for grants and lodge s19 applications. Facilitate economic opportunities through timely presentation of land use agreements to Traditional Owners. 	<ul style="list-style-type: none"> At the end of the reporting period NLC had 915 active s19 land use agreements. This is a 7% increase from the previous year total of 858 land use agreements. During the reporting period 80 s19 land use agreements were approved by the NLC Executive Council (76) and CEO (4). The NLC managed 240 community consultations that involved 3,064 Traditional Owners, and affected Aboriginal people, at 70 different locations across a range of topics. This includes 54 meetings regarding s19 land use agreements including 948 Traditional Owners and affected people. The overall number of s19 land use agreements approved were down on previous years due to COVID-19. Aboriginal organisations are proponents of nearly 26% of current land use agreements across a range of industries. There are 234 s19 land use agreements held by 85 different Indigenous proponents. There were 240 new expressions of interest received this year. At the end of the reporting period there are a total of 681 proposals in process. Aboriginal participation is likely to increase in future years with 34% of all outstanding land use proposals linked to Aboriginal proponents. 	Corporate Plan p.18

3.2 Ensure HR practice is culturally safe and inclusive for all with specific outcomes for Aboriginal employment and tenure	<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. 	<ul style="list-style-type: none"> In 2021 People Services finalised a suite of policy, procedures and fact sheets. All were placed on the NLC intranet for staff to access. Metrics were undertaken quarterly, with trends noted and provided to council for consideration. No internal inclusivity projects were identified for consolidation into People Services. People & Culture Manager represented the NLC on the APSC Affirmative Measures Project. 	Corporate Plan p.18
4.2 Implementation of the Aboriginal Employment Pathway Strategy	<ul style="list-style-type: none"> Engage 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. Facilitate in partnership with the community, Community Careers Expos. 	<ul style="list-style-type: none"> The NLC currently has 10 Aboriginal employees enrolled in Certificate III or higher. The NLC receives monthly reports from registered training organisations with key information about the trainees' progress. Trainees collaborate and are supported through a Microsoft Teams group with other trainees and the program manager. During COVID-19, schools postponed site visits and opportunities for work experience were limited. The NLC supported an Aboriginal work experience student during term 2, 2022. Many career expo events were postponed due to COVID-19. The NLC is attending school career expos in coming months. 	Corporate Plan p.18

FOCUS AREA THREE: A STRONG NLC: BE A CULTURALLY RICH AND TRUSTED ORGANISATION

OBJECTIVE	MEASURE/SPECIFIC TARGET	OUTCOMES	CP REF PP.
3.1 Build the NLC's regional capacity – 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. 	<p>The NLC has a network of 12 offices located across its seven regions. Office locations are Darwin, Wadeye, Jabiru, Maningrida, Nhulunbuy, Galiwinku, Katherine, Ngukurr, Timber Creek, Tennant Creek, Borroloola and Elliott.</p> <p>NLC Regional Offices provide a range of services to Traditional Owners and other stakeholders, including:</p> <ul style="list-style-type: none"> local stakeholder engagement; answering enquiries; process permits; funeral and ceremony applications and assistance to the Land Council to perform its statutory functions through coordinated logistics for community consultations; compliance activities for s19 land use agreements; and support to the Full, Executive and Regional Council meetings. 	Corporate Plan p.20
3.1 Assess land availability, secure funding for tender-ready documents and project management to drive the Regionalisation Strategy	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 2nd floor of the existing building.	<ul style="list-style-type: none"> The Nhulunbuy NLC Regional Service Hub relocated to larger office space in July 2021. There were also additional staff appointed within the region, including a trainee admin officer. A second anthropologist and resources officer are expected to move to the region. Land was purchased to build staff housing in Timber Creek and Tennant Creek. Staff housing was purchased in Tennant Creek and Borroloola. A s19 was executed over Gurungu land in Elliott, to establish the 12th NLC office. The office will provide accommodation for NLC's Regional Development and Caring for Country branches and allow for a future ranger group in the area. Secured staff housing in Elliott for the new Ranger Coordinator position. Secured financial resources for the design and build of Katherine Region Service Hub and the Visiting Officer quarters in Elliott. 	Corporate Plan p.20
3.1 Provide responsive customer service to Traditional Owners and native title holders and the general public across the NLC Region	<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. 	<ul style="list-style-type: none"> Over the course of the year the NLC region was impacted with a number of COVID-19 outbreaks which disrupted service delivery. After the Katherine COVID-19 outbreak in November 2021, there were a series of community outbreaks and the result was that a large number of meetings were cancelled between November 2021 and April 2022. These meetings all had to be re-scheduled for the 2022 calendar year with meetings starting from May with strict COVID-19 meeting protocols to protect constituents and staff. NLC staff in regional office locations played a critical role in sharing information and assisting authorities to coordinate emergency responses. Despite the challenges, 240 community consultations took place during the year. 	Corporate Plan p.20

3.2 Centralise of all learning and development functions and records across the NLC	<ul style="list-style-type: none"> Centralisation of CFC 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 CP&D programs. Accelerate purpose-designed Learning on Country programs for remote communities. 	<ul style="list-style-type: none"> The NLC has consolidated learning and development resources to create better learning and development outcomes for NLC rangers and support staff. Centralisation of all training and participation records was completed in September 2022. The Dhukarr Marngidhinyamirri learning management system was procured in July 2021 and went live December 2021. Dhukarr Marngidhinyamirri, a Yolngu word that means 'pathway of learning', contains 90 items in the content library, including online courses, face-to-face training opportunities and learning resources. The NLC CP&D Monitoring and Evaluation Project trailed and adapted various monitoring methods and tools for data collection over a three-year period (2019-22). There were many important learnings throughout the trial period, which were drawn upon to develop a comprehensive proposal for future monitoring, evaluating and learning within the CP&D program. <p>The purpose of the CP&D monitoring, learning and evaluation (in order of importance) is to:</p> <ul style="list-style-type: none"> provide accountability to Aboriginal land owner groups on how their money is managed and used on projects improve the CP&D Program, especially the value and impact of the work for Aboriginal people demonstrate the value of a community development approach to internal and external stakeholders The Learning on Country Program is a partnership model that requires strong governance and community support. Significant consultations with communities and funding providers are critical pre-requisites that must take place in order to identify new suitable Learning on Country locations. At present there is one site identified for expansion of the Learning on Country Program within the NLC Region. 	Corporate Plan p.20
3.2 Have a contemporary probation, performance review framework	<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. 	<ul style="list-style-type: none"> NLC probation forms and templates have been updated. Face to face training to support supervisors has been provided during the year. All HR team members have undertaken specialist training in job design, analysis and position description development. Managers now receiving automated cues to undertake probation and PEP. HR is providing coaching during these processes. Research commenced to culturally appropriate probation/PEP process. 	Corporate Plan p.20

3.2 Development of a talent management framework	<ul style="list-style-type: none"> Undertake training needs analysis across the organisation and develop a Skills Matrix for key functions and roles. 	<ul style="list-style-type: none"> Training needs analysis is in progress. Skills matrixes have been developed for five operational units. 	Corporate Plan p.20
3.2 Delivery of a suite of training to support competency and capacity building across the organisation	<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. 	<ul style="list-style-type: none"> The Dhukarr Marngidhinyamirri learning management system launched with suite of online and face-to-face training available for staff. Training request forms transitioned to electronic PDFs. Internal training developed with SMEs to build organisational knowledge and capability. Commenced leadership and mentoring training with staff across the NLC. 	Corporate Plan p.20
3.2 Development of a cultural competency framework	<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 is available for all staff through Dhukarr Marngidhinyamirri. Four cross-cultural communication training sessions have been delivered with the full day program open to new and existing staff. 	Corporate Plan p.22
3.2 Have a contemporary employee experience framework	<ul style="list-style-type: none"> Transactional L&D, HR & 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"> Key people services tasks have been successfully automated including recruitment, contract variations, separations and key date reminders. The Human Resources Business Partner model has been implemented during the reporting period. The NLC Code of Conduct review commenced during the reporting period and will be complete in 2022-23. The NLC has started a project to translate key employment resources into languages of the NLC region. 	Corporate Plan p.22

3.3 Celebrate NLC history	<ul style="list-style-type: none"> Draft an outline of the History Project Plan. Undertake preliminary assessment of archival material. Identify external sources. 	<ul style="list-style-type: none"> The NLC History Project plan has been prepared and presented to each of the seven NLC Regional Council meetings for consideration and the NLC Executive Council meeting held at Katherine in July 2022. The final NLC History Project Plan – incorporating feedback from the Regional and Executive Council meetings will be prepared for the NLC Full Council Meeting in December 2022. In preparation to implement the NLC History project NLC staff have conducted extensive research and assessment of NLC related material at the National Archives of Australia; the Australian Institute of Aboriginal and Torres Strait Islander Studies; Archives and Library NT; and the National Library. 	Corporate Plan p.22
3.3 Management and application of funeral and ceremonial fund	<ul style="list-style-type: none"> Administer the funeral and ceremonial fund. Number of funeral and ceremony applications approved. Percentage of funeral applications processed within five (5) working days. 	<p>The NLC administers the funeral and ceremonial assistance fund from the Aboriginals Benefit Account. The Full Council recognises the increasing costs of charters, freight and coffins, and the fund enables Traditional Owners to apply for assistance to conduct funerals and ceremony on country. The fund assisted 266 Aboriginal families during the reporting period, and assisted with the cost of holding 20 ceremonies.</p> <p>The number of funerals that NLC supported increased significantly this year with nearly a 20% increase on the previous year.</p> <p>The maximum amount per funeral was increased this year to \$3,000 (GST inclusive). The upper limit for ceremonial assistance remains at \$1,000 (GST inclusive).</p> <p>In excess of \$730,000 (GST inclusive) was spent on assisting funerals and ceremonies throughout the NLC region throughout 2021–22. There are no cash payments; all financial transactions are direct to a service provider for the supply of goods or services. NLC aims to process funeral and ceremony applications within five business days and provide an answer to the applicant about potential support as early as possible. The NLC processed 63% of applications within two working days, and 74% of all applications are finalised within five working days.</p> <p>Delays in processing the applications are typically due to one or more of the following reasons:</p> <ul style="list-style-type: none"> Applicants have failed to provide all information. Administrative delays. Family disputes. COVID-19 pandemic causing delays with various aspects of funeral arrangements. <p>A breakdown of the 2021–22 number of funeral and ceremony assistance applications by region is provided.</p>	Corporate Plan p.22

3.4 Comply with the Public Governance, Performance and Accountability Act 2013 (PGPA Act)	<ul style="list-style-type: none"> Meet PGPA deadlines. 	<ul style="list-style-type: none"> Key PGPA deadlines were met throughout the reporting period. 	Corporate Plan p.22
3.4 NLC governance and compliance framework	<ul style="list-style-type: none"> Monitor the performance of internal control systems including policies, procedures and plans. 	<ul style="list-style-type: none"> During the period the NLC approved 65 corporate policies. As at 30 June 2022, there are 23 (17%) policies overdue for review. 	Corporate Plan p.22
3.4 Implement the NLC risk management, governance and compliance frameworks	<ul style="list-style-type: none"> Update and review risk, governance and compliance frameworks. 	<ul style="list-style-type: none"> The NLC Risk Register was presented to the Audit Committee at the October 2021 and March 2022 meetings. The risk register is regularly updated and significant work has been done consolidating risks in preparation to launch the online Enterprise Risk Management tool which will administer accountability and improve the ability to update risks, analyse and report on risks. The Enterprise Risk Management Framework has been rewritten to align with Commonwealth and international standards for risk management. Governance and compliance frameworks have been developed with information and awareness sessions planned for staff and elected members in the next financial year. 	Corporate Plan p.22
3.5 Deliver outstanding financial management services	<ul style="list-style-type: none"> Manage and adhere to the delivery of corporate accounting requirements including: <ol style="list-style-type: none"> Grant acquittals FBT and GST Variance analysis Unmodified auditor's report. 	<ul style="list-style-type: none"> 90% grant acquittals submitted on time. 100% quarterly financial reports presented to Council. 100% FBT and GST returns lodged before due dates. 	Corporate Plan p.22
3.6 Drive efficient and well supported ICT systems	<p>Manage:</p> <ul style="list-style-type: none"> security, operations, procurement and integrity of 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"> Disaster recovery test for recovering of major servers and services return to operation is approximately four hours. There were no identified security incidents, including intrusions. The median time for deploying security patches is 48 hours. Total of 7,479 services request received between 2021 and 2022, with 7430 completed. All users with an NLC-provided laptop are able to connect to the NLC from remote location, and the ICT team is able to deploy and manage all the devices remotely. ICT also has created learning modules in the learning and development platform, tailored to the system used. The intranet has regularly been updated and there is a project underway to refresh the NLC intranet with an external consultant. This work will be completed by the end of 2022. The new intranet will allow staff to access information from any devices and anywhere, with their networking account via SharePoint online. The department champion will be in charge of their on-site content. 	Corporate Plan p.24

3.7 Install fleet, vehicle, property and assets system	<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"> A Mix Telematics Vehicle Tracking System has been implemented in 2021-22. The system allows for NLC vehicle surveillance including due and completed service details, and a reminder system for vehicle registrations. The fleet booking request system is still under review, which is expected to be completed by December 2022. NLC is also exploring the use of a property inspection app to manage residential properties. The app will allow NLC to capture staff outgoing inspection reports and record any minor as well as major maintenance requests. An asset management system that allows the NLC to effectively manage its assets is still under review, which has been delayed due to COVID-19. 	Corporate Plan p.24
4.1 Resource the development of Healthy Country plans	<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. 	The NLC has been developing many Healthy Country plans and in 2021-22 continued the Healthy Country Planning (HCP) process for an additional number of ranger groups including the Garawa, Wudicupildiyerr, Bulgul, Gajjerong, Wagiman, Garngi and Mardbalk ranger groups. The NLC also initiated the process for two additional groups; Alawa and Elliott. This brings the number of Healthy Country plans under development or in place to 11. Increasingly, the Healthy Country process is also being used for Sea Country planning through the NLC Sea Country project team.	Corporate Plan p.24
4.2 Capacity build NLC Ranger Groups	<p>Build capacity of NLC Ranger Groups to be actively involved in all land and water monitoring activities undertaken on Aboriginal lands by:</p> <ul style="list-style-type: none"> Implement the Women's Ranger Employment Strategy Develop and implement the Youth Ranger Engagement Strategy Develop the Ranger Workforce Development Strategy Secure funding and expand the NLC ranger compliance program. 	<p>The women ranger employment strategy has been implemented through the annual work planning process for both the ranger and IPA program.</p> <p>The youth ranger engagement strategy is also implemented through the same annual work planning process with an increase in the number of youth focused activities being integrated in ranger annual work plans. In 2021-22, the NLC secured a seven-year funding agreement for the Aboriginal ranger program and in June 2022, the NLC was informed it would receive increased funding through the Indigenous Land and Sea Corporation (ILSC) for the three ILSC funded ranger teams. The NLC was also successful in securing funding for the South East Arnhem Land (SEAL) Marine Indigenous Protected Area. This was the only IPA application from the NT that was successful in obtaining funding.</p> <p>COVID-19 has had a significant downturn in employment of casual rangers displaced due to COVID-19 CHO Directions and internal policy relating to mandatory vaccinations. However, the rate of re-employment of casual employees is on the rise with 25% of casual ranger positions returning to the workplace.</p> <p>There has been a slight reduction in women rangers; however, this is likely due to the pressures dealing with issues related to COVID-19.</p>	Corporate Plan p.24

FOCUS AREA FOUR: PROACTIVE MANAGE COUNTRY: ACQUIRE, MANAGE AND PROTECT TRADITIONAL LANDS AND WATERS IN ACCORDANCE WITH STATUTORY FUNCTIONS

OBJECTIVE	MEASURE/SPECIFIC TARGET	OUTCOMES	CP REF PP.
1.4 Support Aboriginal enterprises governance structures, to access and use water from Aboriginal Water Reserve for economic development	<ul style="list-style-type: none"> Seek funding opportunities to support and develop Aboriginal Water Reserve governance structures. 	<p>There is currently only one water committee in NLC's region (Mataranka Water Advisory Committee). During the year, NLC facilitated a capacity building workshop for relevant TOs and supported TO members at all (two) meetings of the Committee. NLC is now working with TO Committee members and other TOs to document cultural water needs in the Mataranka region.</p> <p>There is a specific project underway relevant to governance arrangements for the Aboriginal Water Reserve. The first stage (consultancy to scope issues and write a report) was completed during the year. The second stage (developing a governance framework) has commenced.</p>	Corporate Plan p.26
1.5 Work with government to resolve regulations and ensure the Aboriginal Water Reserve policy is in legislation	<ul style="list-style-type: none"> Advocate for joint Land Council consultation meetings over the draft Water Amendment Regulations. 	Negotiations are continuing with NTG on the draft Water Amendment regulations.	Corporate Plan p.26

4.1 Delivery of best practice people and land management principles to develop Aboriginal Land Trusts within the NLC seven (7) regions	<p>Manage Indigenous Protected Areas within the regions by:</p> <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. 	<p>Ranger and Indigenous Protected Area programs are the practical expression of many of the Caring for Country aspirations of Traditional Owners in the NLC Regions. The NLC directly hosts 12 Aboriginal ranger groups with two new groups under establishment: the Gajjerong Rangers and the Elliott Rangers. The Gummur Marthakal Rangers are managed via local subcontract arrangements as they move towards full independence. Indigenous Protected Areas (IPAs) are a globally recognised Indigenous developed way for people to meet their aspiration to Care for Country long term and participate in the National Reserve System. The NLC manages three IPAs, the Wardaman IPA (declared in 2014) the Ganalanga Mindibirrina IPA (declared in 2016) and the South-East Arnhem Land IPA (SEAL IPA, declared in 2017). In May 2022, the NLC was informed that its submission for extension of the SEAL to establish a new Sea Country IPA was successful.</p> <p>Planning and data analysis is a critical element of the ranger and IPA programs. The NLC has strengthened its data analysis approaches with the third round of the annual ranger work planning analytics undertaken in early 2022. These analytics correlate the FTE allocation for individual ranger teams to the volume of work they plan to undertake in a year. For each ranger team, the NLC can now present visual infographics on how ranger teams allocate effort across multiple thematic areas of work.</p> <p>In addition to work plan analytics, the NLC secured a significant investment from NIAA to develop a Project Environmental and Cultural Information Management System (PECIMS). This is a Monitoring and Evaluation (M&E) framework that is being piloted through the Learning on Country program with extensive on-ground consultations having taken place in Maningrida, Galiwin'ku and Lanapuy. The project team has articulated a number of cultural values underpinning the M&E Framework development with many of these transferable to the wider ranger program. The M&E Framework also heavily relies on the Healthy Country Planning process. 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 and protected area plans. It is increasingly being used by Aboriginal people worldwide. The HCP process involves a series of meetings and workshops where Aboriginal people, resource managers, community members and other stakeholders gather to analyse data and create a plan to look after country and keep it healthy. The NLC has been spearheading many Healthy Country plans and, in 2021–22, continued the HCP process for an additional number of ranger groups including the Garawa, Wudicupildiyerr, Bulgul, Gajjerong, Wagiman, Garngi and Mardbalk ranger groups, and initiated the process for the Alawa and Elliott groups. This brings the number of Healthy Country plans under development or in place to 11.</p>	Corporate Plan p.26
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4.2 Implement an effective Minerals and Energy Cultural Monitor Program	<ul style="list-style-type: none"> • Implement an effective Minerals and Energy Cultural Monitor Program by actively consulting with Aboriginal peoples. 	<p>The NLC facilitated and assisted the engagement of Cultural Managers across 13 Resources and Energy projects. Each project employed at least two Cultural Managers at a time for periods ranging from one day to two weeks.</p>	Corporate Plan p.26
4.4 Establish the Aboriginal Sea Company	<ul style="list-style-type: none"> • Establish the Aboriginal Sea Company. 	<p>The NLC played a major role in getting the Aboriginal Sea Company (ASC) established. It was formally registered in February 2022. Moving forward it is important to note that the ASC is its own entity and their activities will be guided by its board.</p> <p>In accordance with the Blue Mud Bay (BMB) Implementation Action Plan, the NTG provided \$8 million of seed funding to the ASC upon its establishment. It is envisaged that the sea company will create opportunities for Aboriginal people to be actively involved the fishing industry.</p> <p>The board comprises of representatives from Tiwi Land Council, Anindilyakwa Land Council and Northern Land Council, including three independent board members which will be determined by the ASC board. The inaugural meeting of the ASC was held on 19 April 2022 and appointed a Chair, Deputy Chair and CEO.</p> <p>Aboriginal Sea Company board members:</p> <ul style="list-style-type: none"> • Chair – Calvin Deveraux (NLC) • Deputy Chair – Andrew Bush (TLC) • Julius (Clint) Kernon (NLC) • Djawa Yunupingu (NLC) • Gibson Farmer Illortaminni (TLC) • Brian Tipungwuti (TLC) • Mark Hewitt (ALC) • Tony Wurramarrba (ALC) • Thomas Amagula (ALC) 	Corporate Plan p.26

4.4 Deliver the Blue Mud Bay (BMB) Implementation Action Plan	Resource the Blue Mud Bay Team and engage legal expertise to negotiate Blue Mud Bay outcomes.	<p>The NLC has a dedicated Sea Country team progressing the implementation of the Blue Mud Bay Action Plan.</p> <p>The NLC is working with the NTG to amend the NT Fisheries Act 1988. The drafting instructions have been finalised by the NTG and have been provided to the NLC. The bill itself is currently being drafted by the NTG and in accordance with the action plan was to be introduced to Parliamentary Council by 31 July 2022. However, due to delays, the bill is now anticipated to be introduced to parliamentary council in October 2022.</p> <p>The proposed amendments to the act may include:</p> <ul style="list-style-type: none"> the protection of customary fishing and cultural values in Aboriginal communities across the coastal and riverine areas of the Top End the acknowledgment of the exclusive Traditional Aboriginal Owner rights over Aboriginal lands and non-exclusive native title rights over certain waters the promotion of economic development opportunities in fishing industry related business the engagement and involvement of Aboriginal people in fisheries management, monitoring and compliance activities. <p>Capacity development The NTG will continue to support Aboriginal Capacity Building programs, such as fisheries compliance training, fisheries inspector appointments, fee-for-service fisheries compliance patrols, and training and mentoring associated with Aboriginal Coastal Licences to the value of approximately \$360,000 per annum plus professional and other in-kind support. This is the same level of funding as NTG's previous commitment.</p> <p>Access to tidal Aboriginal land The Action Plan requires the NLC to undertake consultations with traditional Aboriginal owners regarding access arrangements to Aboriginal waters for the purpose of fishing up until 31 December 2022. The NLC and Traditional Owners can terminate any access arrangements early if the NTG does not comply with its obligations under the Action Plan. The NLC has undertaken consultations with traditional Aboriginal owner groups.</p> <p>In addition to the BMB Implementation Action Plan items above, the Sea Country team are also undertaking the following:</p> <ul style="list-style-type: none"> Sea Country Planning <p>The Sea Country team have been in discussion with NTG around improving management and access requirements for people who fish in Aboriginal waters. The NLC would like to work closely with Traditional Owners and Aboriginal Sea Rangers to develop and implement Sea Country management plans. The aim is to develop a standard of values and principles that will be applied to the entire NT coast. In addition to the NT coast-wide management framework, the NLC would like to work closely with Traditional Owners to develop region/area specific management plans. An important part of this process will be to conduct a sacred site survey for each region.</p>	Corporate Plan p.26
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		<p>NLC have put to the NTG that Traditional Owners' Sea Country does not stop at the low tide mark, and extends as far as the eye can see. The NLC envisaged that these Sea Country management plans could extend out to the three nautical mile mark and that the Sea Country could be jointly managed by Traditional Owners and the NTG; this is the extent of the <i>NT Fisheries Act 1988</i>. The NTG is not supportive of this approach, but is supportive of Sea Country management plans over Aboriginal waters; however, this only limits the plans to the intertidal zone.</p> <ul style="list-style-type: none"> NLC and NTG Joint Consultancy The current management and legislative frameworks in the NT do not appropriately address the rights and interests of Aboriginal people in the fishing industry. In conjunction with the amendments to the <i>NT Fisheries Act 1988</i>, the NLC and NTG entered into a joint consultancy in January 2022. <p>The scope of the consultancy was to review the current fisheries management framework and provide a recommendation to the NLC and NTG on a new management framework that not only addresses the rights and interest of Aboriginal people, but ensures that Aboriginal people are better engaged in fisheries management and administrative processes. The consultants provided the final report to the NLC and the NTG in June 2022. Given the BMB decision was handed down 14 years ago, the NLC felt this report appropriately outlined a way forward to address outstanding matters in relation to Sea Country.</p> <p>The NTG presented the report to its internal Senior Officers Working Group; however, initial feedback received from NTG was that it needs more time to consider the recommendations in the report and that the report needs to better articulate the problems that exist in the current fisheries management framework.</p> <ul style="list-style-type: none"> Compliance and signage <p>The NLC has been working closely with Traditional Owners to develop educational materials to educate fishers on the Aboriginal waters.</p> <p>Educational materials have been developed and distributed for the Finnis River area down to and including the Peron Islands area, consisting of educational flyers and signage being erected at the Dundee boat ramp.</p>	
4.5 Secure and protect Native Title rights	<p>In the NLC region:</p> <ul style="list-style-type: none"> progress unresolved land claims progress unresolved native title claims perform litigation as required. 	<p>In the reporting period there were:</p> <ul style="list-style-type: none"> five former land claim areas granted as Aboriginal land 22 land claims progressed before the Aboriginal Land Commissioner 22 native title claims to land or compensation in respect of an area of land or waters within the area of the NLC before the Federal Court. NLC lawyers represented the native title claimants in 16 of those claims two litigation proceedings relating to the interpretation of provisions in the Land Rights Act and Native Title Act. 	Corporate Plan p.26
4.6 Effectively manage visitors on Aboriginal Land	<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"> The NLC permit administration system has been online for the full duration of this reporting period. It has played a critical role in managing visitor requests during the reporting period particularly with challenges due to COVID-19. A summary of the number of permits issued during the period is provided below. The Land Use Management and Royalty project has continued during the period with a focus on improving useability and improving the quality of data and reporting. 	Corporate Plan p.26

4.7 Provide anthropologic advice to the NLC and Traditional Owners	<ul style="list-style-type: none">• Implement royalty reform.• Review Anthropology branch.• Maintain the Land Interest register.• Provide anthropology advice to the NLC and Traditional Owners.	<p>NLC Royalty Reform Project</p> <p>The royalty reform project is progressing steadily and significant milestones have been achieved, but there remains some work to be done to streamline the flow of information between NLC branches.</p> <p>The NLC Benefits Distribution Unit was established in December 2021 to implement royalty reform, streamline routine distributions and improve disbursement workflows.</p> <p>Anthropology review</p> <p>The NLC reviewed and restructured the Anthropology branch with the addition of regional supervisors for improved management over work flows and staff activities, and to reduce the direct reports to the manager. The restructure is key in enabling the NLC to continue to meet the challenge of significant workloads in a complex social and cultural environment.</p> <p>A key addition is a full-time genealogist, who works with the regional anthropologists and attends field consultations to update family trees and the genealogical descent maps of Traditional Owner groups.</p> <p>Maintain the Land Interest register</p> <p>The Land Interest Register (LIR) is a geographically indexed collection of genealogies, reports, observations, maps, research and literature focused on the NLC administrative area. It contains material dating back to the 1850s and has grown significantly to over 38,000 records.</p> <p>The main systems improvements during the year were to improve secure access of LIR elements without compromising the security of the confidential Land Interest Reference system.</p> <p>To date, the catalogue is 93% digital. This figure may never reach 100%, as material is considered far too sensitive to include in the digital catalogue, and only physical copies are stored in a high-security archive area.</p> <p>There were 187 new requests for release from the LIR during the reporting period. In total 225 releases were made from the LIR during the reporting period. The full release count includes releases that were late from the previous year and those that were early for the 2022-23 financial year. COVID-19 related travel restrictions in the second half of 2021 led to an immediate cease of activity which may have affected the number of requests this year.</p> <p>Provide anthropology advice to the NLC and Traditional Owners</p> <p>During the reporting period advice was provided on 225 matters over 250,000 square kilometres of country (44% of the total land area of the NLC administrative region). A total of 51% of the NLC's Land Trust area was consulted on (excluding larger Arnhem Land and Daly River/Port Keats Land Trusts this figure is 72%). This total consultation area included 53 of the 66 Land Trusts in the NLC region.</p>	Corporate Plan p.26
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Timber Creek



ADDITIONAL DATA TABLES RELEVANT TO PERFORMANCE STATEMENTS

OBJECTIVE 3.3 MANAGEMENT AND APPLICATION OF FUNERAL AND CEREMONIAL FUND

NUMBER OF FUNERAL APPLICATIONS BY REGION 2021-22			
REGION	APPLICATIONS	APPROVED	TOTAL
Borroloola Barkly	36	36	\$87,000
Darwin/Daly/ Wagait	60	60	\$166,030
East Arnhem	61	61	\$168,416
Katherine	37	37	\$99,000
Ngukurr	15	15	\$41,000
Victoria River District	13	13	\$38,000
West Arnhem	44	44	\$116,220
Total	266	266	\$715,666

OBJECTIVE 3.3 MANAGEMENT AND APPLICATION OF FUNERAL AND CEREMONIAL FUND

NUMBER OF CEREMONY ASSISTANCE APPLICATIONS BY REGION			
REGION	APPLICATIONS	APPROVED	TOTAL
Borroloola Barkly	0	0	\$0
Darwin/Daly/ Wagait	0	0	\$0
East Arnhem	9	9	\$8,000
Katherine	2	2	\$1,500
Ngukurr	0	0	\$0
Victoria River District	1	1	\$1,000
West Arnhem	8	8	\$8,000
Total	20	20	\$18,000

OBJECTIVE 4.2 CAPACITY BUILD NLC RANGER GROUPS

NLC RANGER DEMOGRAPHICS AT 30 JUNE 2022				
ROW LABELS	CASUAL	FULL TIME	PART TIME	TOTAL
F	17	10	17	44
M	39	22	28	89
Total	56	32	45	133

OBJECTIVE 4.6 EFFECTIVELY MANAGE VISITORS ON ABORIGINAL LAND

PERMIT CATEGORY	PERMITS ISSUED 2020-21	PERMITS ISSUED 2021-22
Recreation	165	47
Residential	511	821
Transit	1,455	2,234
Visitor	324	1,169
Work	8,211	10,405
Media	120	169
Mining	596	368
Research	370	341
Tourism	3,065	3,894
Total	14,817	19,448

Part Four

Financial Statements

FINANCIAL STATEMENTS

NORTHERN LAND COUNCIL
ANNUAL CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 30 June 2022

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INDEPENDENT AUDITOR'S REPORT



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of the Northern Land Council and its subsidiaries (together the Consolidated Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosures 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 2022 and its financial performance and cash flows for the year then ended.

The financial statements of the Consolidated Entity, which I have audited, comprise the following as at 30 June 2022 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 and forming part of 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 – Simplified Disclosures 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 determines 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.

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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

30 September 2022

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 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 Executive Council.



Mr Samuel Bush-Blanasi
Chair / Accountable Authority



Mr Joe Martin-Jard
Chief Executive Officer /
Accountable Authority



Mr Irfan Bhat
Chief Financial Officer

30 September 2022

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2022

		2022	2021
	Note	\$'000	\$'000
NET COST OF SERVICES			
Expenses			
Employee benefits	3A	39,711	35,232
Suppliers	3B	42,820	31,399
Depreciation and amortisation	3C	3,558	3,178
Finance costs	3D	80	90
Impairment loss on financial instruments	3E	1	-
Total expenses		86,170	69,899
Own-Source Income			
Own-source revenue			
Revenue from contracts with customers	4A	5,540	2,781
Rental income	4E	-	6
Interest	4B	127	128
Total own-source revenue		5,667	2,915
Gains			
Gains from sale of assets	4C	556	223
Reversals of write-downs and impairment	4D	-	11
Total gains		556	234
Total own-source income		6,223	3,149
Net cost of services		79,947	66,750
Revenue from government	4F	82,691	88,820
Surplus on continuing operations		2,744	22,070
Net result from discontinued operations	1.8	(1,148)	(1,264)
		(1,148)	(1,264)
Surplus for the year		1,596	20,806
OTHER COMPREHENSIVE INCOME			
Items not subject to subsequent reclassification to net cost of services			
Changes in asset revaluation reserve		3,710	-
Total comprehensive income		5,306	20,806

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 30 June 2022

		2022	2021
	Note	\$'000	\$'000
ASSETS			
Financial Assets			
Cash and cash equivalents	6A	64,405	66,340
Trade and other receivables	6B	577	1,334
Total financial assets		64,982	67,674
Non-financial assets			
Land, buildings and leasehold improvements^	7A	8,042	19,166
Property, plant and equipment^	7A	9,304	6,363
Other non-financial assets	7B	868	559
Investment property	7C	-	1,740
Total non-financial assets		18,214	27,828
Assets of disposal groups classified as held for sale	1.6	18,281	-
Total assets		101,477	95,502
LIABILITIES			
Payables			
Suppliers	8A	4,581	6,215
Other payables	8B	1,134	1,058
Total payables		5,715	7,273
Interest bearing liabilities			
Borrowings	8C	-	2,061
Leases	8D	1,390	1,928
Total interest bearing liabilities		1,390	3,989
Unearned revenue			
Advanced payments	9	24,075	22,113
Total unearned revenue		24,075	22,113
Provisions			
Employee provisions	10	6,342	6,254
Total provisions		6,342	6,254
Liabilities of disposal groups classified as held for sale	1.7	2,776	-
Total liabilities		40,298	39,629
Net assets		61,179	55,873
EQUITY			
Asset revaluation reserve		9,403	5,693
Retained surplus		51,776	50,180
Total equity		61,179	55,873

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 2022

	NOTE	RETAINED SURPLUS	ASSET REVALUATION RESERVE	TOTAL EQUITY
		\$'000	\$'000	\$'000
Balance at 1 July 2020		29,374	5,693	35,067
Surplus for the year		20,806	-	20,806
Balance at 30 June 2021		50,180	5,693	55,873
Other comprehensive income		-	3,710	3,710
Surplus for the year		1,596	-	1,596
Closing Balance as at 30 June 2022		51,776	9,403	61,179

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

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 30 June 2022

		2022	2021
	Note	\$'000	\$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from government		87,002	89,053
Rendering of services		8,567	5,207
GST received		1,486	-
Interest		127	128
Total cash received		97,182	94,388
Cash used			
Employees		41,186	35,623
Suppliers		49,832	29,826
GST paid		-	558
Interest payments on lease liabilities		80	90
Interest payments on borrowings		42	42
Total cash used		91,140	66,139
Net cash from operating activities		6,042	28,249
Net cash from discontinued operations	1.8	210	90
Net cash from continuing operating activities		5,832	28,159
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of property, plant and equipment		671	305
Total cash received		671	305
Cash used			
Purchase of property, plant and equipment		6,372	2,815
Total cash used		6,372	2,815
Net cash used by investing activities		(5,701)	(2,510)
Net cash used by investing activities- discontinued operations	1.8	(310)	(316)
Net cash used by continuing investing activities		(5,391)	(2,194)
FINANCING ACTIVITIES			
Cash received			
Borrowings		300	31
Total cash received		300	31
Cash used			
Principal payments of lease liabilities		669	424
Repayment of borrowings		250	250
Total cash used		919	674
Net cash used by financing activities		(619)	(643)
Net cash from / (used) financing - discontinued operations	1.8	50	(219)
Net cash used by continuing financing activities		(669)	(424)
Net (decrease) / increase in cash held		(278)	25,541
Cash and cash equivalents at the beginning of the reporting period		66,340	41,244
Transfer of cash and cash equivalents to disposal groups		(1,657)	(445)
Cash and cash equivalents at the end of the reporting period	6A	64,405	66,340
Non-cash financing and investing activities			
Acquisition of right-of-use assets	7A	131	1,484

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 2022

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* and the *Pastoral Land Act 1992*. The NLC is domiciled in Australia and its registered address is at 45 Mitchell Street Darwin NT 0800. It is a not-for-profit Corporate Commonwealth entity.

The consolidated financial statements were approved by the Executive Council on 28 September 2022 and authorised for issue on 30 September 2022.

The objectives of the NLC are to:

- Advocate, protect and acquire Aboriginal property rights and interests 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 ALRA and made available under section 64 of the ALRA.

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 a 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.

In 2022 financial year, 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 for 2020, 2021 and 2022 of \$3,846,488 (2020 and 2021: \$3,520,955) was spent from the funds and the unspent amount \$153,512 (2021: \$479,045) has already been committed for COVID19 support as at 30 June 2022 and will be expended in the year 2022-23. 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 was allocated \$36.7 million. The NT Indigenous economic stimulus package was 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 2020-21 and \$14.7 million in 2021-22 financial years. The amounts were recognised as income during the years ended 30 June 2021 and 30 June 2022 respectively. However, the unspent amount \$15,947,473 (2021: \$16,436,823) will be expended in the year 2022-23 with no corresponding income recognised in 2022-23. Refer Note 20 for further information.

S 64(1) Funding for COVID-19 resilience support for Aboriginal communities in Northern Land Council's region

In March 2022 the Minister for Indigenous Australians, Hon Ken Wyatt AM MP approved a one-off payment of \$500,000 for the benefit of Aboriginal communities to increase their resilience against COVID-19. As at 30 June 2022 NLC spent \$454,744 and unspent amount \$45,256 will be expended in 2022-23. Refer Note 20 for further information.

North Australia Aboriginal Corporation received Job Keeper Payments of \$NIL (2021: 96,000) and Cash Flow Boost of \$NIL (2021: 37,500) from the Australian Taxation Office for the year ended on 30 June 2022.

1.2 Basis of preparation of the financial statements

The consolidated financial statements 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 - including simplified disclosures for Tier 2 entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

These consolidated financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards - Simplified Disclosures. In the prior year the consolidated financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements. There was no impact on the recognition and measurement of amounts recognised in the statement of financial position, statement of comprehensive income and cash flows of the Group as a result of the change in the basis of preparation.

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 noncontrolling 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 1.9, 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 Disposal groups classified as held for sale

Accounting Policy **Disposal groups classified as held for sale**

Assets of disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use. They are measured at the lower of their carrying amount and fair value less costs of disposal. For assets of disposal groups to be classified as held for sale, they must be available for immediate sale in their present condition and their sale must be highly probable.

An impairment loss is recognised for any initial or subsequent write down of the assets of disposal groups to fair value less costs of its disposal. A gain is recognised for any subsequent increases in fair value less costs of disposal and assets of disposal groups, but not in excess of any cumulative impairment loss previously recognised.

The assets of disposal groups classified as held for sale are presented separately on the face of the consolidated statement of financial position. The liabilities of disposal groups classified as held for sale are presented separately on the face of the consolidated statement of financial position.

1.6 Assets of disposal groups classified as held for sale

	2022	2021
	\$'000	\$'000
Cash and cash equivalents	1,657	-
Trade and other receivables	338	-
Land, buildings and leasehold improvements	14,148	-
Property plant and equipment	304	-
Other non-financial assets	94	-
Investment property	1,740	-
	18,281	-

1.7 Liabilities of disposal groups classified as held for sale

	2022	2021
	\$'000	\$'000
Trade creditors and accruals	296	-
Borrowings	2,099	-
Advance payments	294	-
Employee provisions	87	-
	2,776	-

1.8 Discontinued operations

On 1 July 2022 NLC and its subsidiaries executed its restructuring plan to split NLC and its subsidiaries, refer to note 2 for more details.

At balance sheet date, the assets and liabilities of NLC's subsidiaries (NAAC, NAIC and NAACT) were remeasured at lower of carrying amounts and fair value less costs of disposal and the effects of remeasurement of disposal groups that constitute the discontinued operations was \$NIL.

	2022	2021
	\$'000	\$'000
Operating activities of discontinued operations		
Revenue	2,047	2,307
Employee benefit expenses	(1,650)	(1,741)
Depreciation	(291)	(316)
Other expenses	(1,254)	(1,514)
Net operating results from discontinued operations	(1,148)	(1,264)
Remeasurement of assets held for sale		
Gain (loss) on remeasurement	-	-
Net gain (loss) from discontinued operations	-	-
Net result from discontinued operations	(1,148)	(1,264)
Cash flow information		
Net cash from operating activities	210	90
Net cash used in investing activities	(310)	(316)
Net cash from / (used in) financing activities	50	(219)
Net decrease in cash and cash equivalents from discontinued operations	(50)	(445)

1.9 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 \$62,000 (2021: \$82,000) has been recorded for doubtful debts in the current year.
 - Lease term: whether the Group is reasonably certain to exercise extension options.
 - An internal calculation of Bradshaw Crescent Katherine NT was conducted by the directors as at 30 June 2022 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 2021: internal calculation by the directors: \$1,740,000).
 - An internal calculation, using the net income approach, of the property at 45 Mitchell Street, Darwin NT was conducted by the directors as at 30 June 2022. The property was valued at \$7,200,000 (30 June 2021: internal calculation by the directors: \$7,200,000).
 - The commercial property at Katherine Terrace, Katherine was also valued by the directors as at 30 June 2022 using objective evidence from real estate market data and an internal capitalisation of net income approach. This resulted to property value of \$950,000 (30 June 2021 internal calculation using income approach: \$950,000).
 - Assets of disposal group classified as held for sale: Management estimate of fair value less cost to dispose equals to the carrying value of the assets of disposal groups.
- 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.

1.10 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 2021. 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 CHANGES IN ACCOUNTING POLICY AND ADJUSTMENT TO FINANCIAL STATEMENTS
AASB 1060 <i>General Purpose Financial Statements: Simplified disclosures for For-Profit and Not-for-Profit Tier 2 Entities</i>	AASB 1060 became effective from 1 July 2021. AASB 1060 is a new stand-alone disclosure standard to replace the current Reduced Disclosure Requirements (RDR) framework. The standard requires mandatory application for annual periods beginning on or after 1 July 2021. As a result these consolidated financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. In the prior year the consolidated financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements. There was no impact on the recognition and measurement of amounts recognised in the statement of financial position, statement of comprehensive income and cash flows of the Group as a result of the change in the basis of preparation. There have been some changes made to disclosures to reflect the modified requirements of the Simplified Disclosures regime.

The accounting standard above had no impact to the Group.

NOTE 2. EVENTS AFTER THE REPORTING PERIOD

NLC and its subsidiaries executed its restructuring plan on 1 July 2022 to split NLC and its subsidiaries, refer Note 1.8.

Control over North Australia Aboriginal Corporation

In April 2022, NAAC held a general meeting and approved a new Rule Book (2022) to appoint members through an independent election process from the 7 regions of the Northern Territory. The Rule Book stipulates all members automatically become directors.

An election process was held in June 2022 and on 1 July 2022, NAAC held a general meeting to remove old members and appoint new members.

Majority of the elected new members are not members of the NLC's Executive Council therefore effectively NLC lost control over NAAC on 1 July 2022.

Control over Northern Aboriginal Investment Corporation Pty Ltd

On 1 July 2022, NLC entered an agreement to sell 75 shares (100%) in NAIC to NAAC with consideration of \$75 therefore effectively NLC lost control over NAIC on 1 July 2022.

Control over Northern Australian Aboriginal Charitable Trust

As a result of loss of control over NAIC on 1 July 2022, NLC also no longer controls NAAC and its subsidiaries from the same date.

NLC recognised the assets and liabilities of the subsidiaries as disposal groups classified as held for sale in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*. Due to the loss of control over subsidiaries, the NLC estimated to record a loss from de-consolidation of \$15.5 million on 1 July 2022. Refer to Notes 1.5-1.8.

Sale of motor vehicles

After 30 June 2022 but prior to the report date, NLC's management committed to sell four motor vehicles. The motor vehicles were originally acquired in 2013-14 and 2014-15 and their written-down value including accessories were \$NIL as at 30 June 2022. Subsequent to the year-end the motor vehicles were sold at the market value \$191,347 for a profit of \$191,347.

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

NOTE 3. EXPENSES

	2022	2021
	\$'000	\$'000
3A: Employee Benefits		
Wages and salaries	33,822	30,313
Superannuation		
Defined contribution plans	4,183	3,585
Leave and other entitlements	1,706	1,334
Total employee benefits	39,711	35,232

ACCOUNTING POLICY

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

	2022	2021
	\$'000	\$'000
3B: Suppliers		
Goods and services supplied or rendered		
Consultants	4,680	4,723
Stationery	805	826
Travel	3,094	3,343
Vehicle expenses	1,866	1,797
Office accommodation	1,208	958
IT/Communications	3,110	3,520
Meeting costs	1,043	1,199
Financial and legal services	2,241	1,243
Payment to grant partners	20,221	8,366
Training costs	562	487
Funeral and ceremonial costs	694	419
Equipment hire and minor purchases	1,448	2,930
Other	1,133	1,153
Total goods and services supplied or rendered	42,105	30,964
Goods supplied	5,363	7,276
Services rendered	36,742	23,688
	42,105	30,964
Other suppliers		
Lease rentals for short-term and low value leases*	141	69
Workers compensation expenses	574	366
Total other suppliers	715	435
Total suppliers	42,820	31,399

*The Group has short-term lease commitments of \$356,578 as at 30 June 2022 (2021: \$61,493).
The above lease disclosures should be read in conjunction with the accompanying notes 3D, 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 have 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.

	2022	2021
	\$'000	\$'000
3C: Depreciation and Amortisation		
Property, plant and equipment	2,414	1,727
Buildings and leasehold improvements	1,144	1,451
Total depreciation and amortisation	3,558	3,178

	2022	2021
	\$'000	\$'000
3D: Finance Costs		
Interest on lease liabilities	80	90
Total finance costs	80	90

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.

	2022	2021
	\$'000	\$'000
3E: Impairment loss on financial instruments		
Impairment on trade and other receivables	1	-
Total Impairment loss on financial instruments	1	-

NOTE 4. OWN-SOURCE REVENUE AND GAINS

	2022	2021
	\$'000	\$'000
4A: Revenue from Contracts with Customers		
Rendering of services		
Government departments	1,011	815
External parties	4,529	1,966
Total revenue from contracts with customers	5,540	2,781
Disaggregation of revenue from contracts with customers		
Type of customers:		
Australian Government entities	192	307
State and Territory Governments	819	508
Non-government entities	4,529	1,966
	5,540	2,781

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 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.

Project income is recognised under AASB 15 for not-for-profit entities when a contract includes enforceable rights and obligations as well as deliverables which are sufficiently specific. For a contract to include enforceable rights and obligations, the customer has the final authority over the use of the money, and whether it is required to be repaid or to be approved for alternate use.

Where funds are received in advance of the services being provided then these funds are recognised as a contract liability on receipt, and the revenue is recognised over time as performance obligations are met.

Where funds are received after the services have been provided, a contract asset is recognised and the revenue is recognised as and when performance obligations are met.

Performance obligations are based on the measurable services defined in the contract, and revenue is recognised as the service is provided using input method.

The NLC recognises revenue from economic development services over the time because the NLC's performance creates an asset with no alternative use and it has an enforceable right to payment for performance completed to date. The Funding Body simultaneously receives and consumes the benefits provided to them and they control the asset as it is being created. The Group uses an input method in measuring progress of delivery of the economic development services because there is a direct relationship between the NLC's effort based on achievement of milestones and the transfer of service to the Funding Body. The Group recognises revenue on the basis of the costs incurred relating to the total expected costs incurred to complete the service.

	2022	2021
	\$'000	\$'000
4B: Interest		
Deposits	127	128
Total interest	127	128

ACCOUNTING POLICY

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

	2022	2021
	\$'000	\$'000
4C: Gains from Sale of Assets		
Proceeds from sale	597	305
Carrying value of assets disposed	(41)	(82)
Total gains from sale of assets	556	223

ACCOUNTING POLICY

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

	2022	2021
	\$'000	\$'000
4D: Reversals of Write-Downs and Impairment		
Less: Recovery / (loss) allowances for trade receivables	-	11
Total reversals of write-downs and impairments	-	11

	2022	2021
	\$'000	\$'000
4E: Rental Income		
Operating lease		
Other	-	6
Total rental income	-	6

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.

	2022	2021
	\$'000	\$'000
4F: Revenue from Government		
National Indigenous Australians Agency (NIAA)		
Native Title Program	5,082	5,881
Aboriginals Benefit Account (ABA) s64 (1)	59,884	63,754
Total NIAA	64,966	69,635
Special Purpose Grants		
NIAA	13,874	12,577
Indigenous Land and Sea Corporation	1,770	1,630
Department of Defence	105	175
Arnhem Land Fire Abatement (NT) Limited	125	174
Department of Primary Industries & Resources (NTG)	-	35
Department of Agriculture & Water Resources (NTG)	-	97
Department of Agriculture, Water and the Environment (NTG)	510	-
Department of Environment, Parks and Water Security (NTG)	259	515
Department of Industry, Trade and Tourism - Fisheries (NTG)	520	-
Northern Indigenous Land and Sea Management Alliance	43	222
Project Sea Dragon Pty Ltd (Seafarms)	94	187
Charles Darwin University	104	94
Director of National Parks (NTG)	123	123
Bush Heritage Australia	-	29
Department of the Chief Minister (NTG)	-	3,130
Gapuwiyak School	51	85
Other	147	112
Total special purpose grants	17,725	19,185
Total revenue from Government	82,691	88,820

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:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO); and
- 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

	2022	2021
	\$'000	\$'000
6A: Cash and Cash Equivalents		
Cash on hand or on deposit	64,405	66,340
Total cash and cash equivalents	64,405	66,340

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.

	2022	2021
	\$'000	\$'000
6B: Trade and Other Receivables		
Goods and services receivables		
Goods and services receivables	349	1,038
Total goods and services receivables	349	1,038
Grant receivables		
External parties	271	253
Government entities	19	125
Total grant receivables	290	378
Total trade and other receivables (gross)	639	1,416
Less impairment loss allowance		
Goods and services	(62)	(82)
Total impairment loss allowance	(62)	(82)
Total trade and other receivables (net)	577	1,334

Credit terms for goods and services were within 30 days (2021: 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 ASSET

NOTE 7A: RECONCILIATION OF THE OPENING AND CLOSING BALANCES OF LAND, BUILDINGS, LEASEHOLD IMPROVEMENTS AND PROPERTY, PLANT AND EQUIPMENT

	LAND	BUILDINGS	LEASEHOLD IMPROVEMENTS	PROPERTY, PLANT AND EQUIPMENT	TOTAL
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2021					
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 1 July 2021	1,897	15,059	2,210	6,363	25,529
Additions by purchase	71	3,057	726	2,518	6,372
Addition by right-of-use assets	-	131	-	-	131
Classified as disposal groups*	(1,950)	(12,172)	(26)	(304)	(14,452)
Revaluations and impairments recognised in other comprehensive income	1,065	7	(122)	2,760	3,710
Depreciation and amortisation	-	(238)	(1,097)	(1,839)	(3,174)
Depreciation on right-of-use assets	-	(576)	-	(99)	(675)
Disposals	-	-	-	(95)	(95)
Total as at 30 June 2022	1,083	5,268	1,691	9,304	17,346
Total as at 30 June 2022 represented by					
Gross book value	1,083	6,556	3,720	15,235	26,594
Accumulated depreciation, amortisation and impairment	-	(1,288)	(2,029)	(5,931)	(9,248)
Total as at 30 June 2022 represented by	1,083	5,268	1,691	9,304	17,346
Carrying amount of right-of-use assets	-	1,155	-	15	1,170

* Non-financial assets of NAAC and NAACT were transferred to disposal groups, refer Notes 1.6.

Revaluation 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 2022 financial year resulting to revaluation increment of \$2,924,940 charged to asset revaluation reserve (2021: \$NIL). Herron Todd White is a independent valuer not related to the Group. They have the appropriate qualifications and recent experience in the fair value measurement of properties in the relevant locations. The valuation conforms to International Valuation Standards and was based on recent market transactions on arm's length terms for similar properties.

The best suitable approach was adopted based on the classification of assets as specialised or non-specialised and operational or non-operational.

Specialised operational assets, by their nature, lack market evidence on which to base a market value assessment and accordingly, these require a replacement cost valuation methodology. Consequently, such assets are sub-categorised as replacement cost based assets and the market value is derived by using the Depreciated Replacement Cost approach.

Operational assets are those which are utilised in the operation of the entity and are held for the continued use or service potential for the near future.

Non-operational assets are those which are not integral to the operation of the entity and are valued on a realisable value basis. That is, the amount that could be achieved if the assets were offered to the market separate to the operational assets of the entity.

The valuer considered the three main approaches to value (income, market and cost approaches) and the methods that comprise these approaches. Based on the nature of the assets and information available, the valuer concluded on the approaches that were most appropriate to value the subject assets.

The subject assets have been considered to be a combination of specialised operational and non-operational assets. As such a combination of market and cost approach to value the subject assets was adopted.

An independent valuation of the property at 32 Dripstone Road, Casuarina NT was conducted by Integrated Valuer Services as at 30 June 2022. 32 Dripstone Road, Casuarina NT was valued at \$5,500,000 (30 June 2021: internal calculation by the directors: \$4,800,000). Integrated Valuer Services is a independent valuer not related to the Group. They have the appropriate qualifications and recent experience in the fair value measurement of properties in the relevant locations. The valuation conforms to International Valuation Standards and was based on recent market transactions on arm's length terms for similar properties. The fair value was determined using the market approach using observable market data for similar properties and relevant cash flows and the input used was net income per square metre; market capitalisation rates.

An internal calculation of the property at 45 Mitchell Street, Darwin NT was conducted by the directors as at 30 June 2022. The property was valued at \$7,200,000 (30 June 2021: internal calculation by the directors: \$7,200,000). The fair value was determined using the market approach using observable market data for similar properties and relevant cash flows determined by Director Valuation and the input used was net income per square metre; market capitalisation rates. 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 properties at Katherine Terrace, Katherine and Scheelite Cres Tennant Creek NT, was conducted by the directors as at 30 June 2022. The properties were valued at \$950,000 (30 June 2021: internal calculation by the directors: \$950,000). The fair value was determined using the market approach using observable market data for similar properties and relevant cash flows determined by Director Valuation and the input used was net income per square metre; market capitalisation rates. Further, the NAAC had put into market the commercial property located in Scheelite Cres Tenant Creek NT amounting to \$320,000 during the year. Accordingly, such property were reclassified as assets held for sale in the statement of financial position as at and for the year ended 30 June 2022.

No indicators of impairment were found for NLC's land, buildings, leasehold improvements and property, plant and equipment at year end. As discussed in Note 2, after 30 June 2022 but prior to the report date, NLC's management committed to a plan to sell four motor vehicles. The motor vehicles were originally acquired in 2013-14 and 2014-15 and the written-down value including accessories were \$NIL as at 30 June 2022. Subsequent to the year-end the motor vehicles were sold at the market value \$191,347 for a profit of \$191,347.

The assets of the subsidiaries were recognised as disposal groups classified as held for sale in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*. Refer to Notes 1.5-1.8.

The contractual commitments for the purchase of the land, buildings, leasehold improvements and property, plant and equipment of the Group is \$944,220 in 2022 (2021: \$908,625), 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.

Assets 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:

ASSETS CLASS	CAPITALISATION THRESHOLD VALUE
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:

ASSETS CLASS	FAIR VALUE MEASUREMENT
Land	Market selling price
Buildings	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.

The fair value of the Land, Buildings and Property plant and equipment was determined based on the market approach that reflects the active market for an asset. This approach primarily involves comparison of the asset with recent sales of other similar assets to ascertain the fair market value of the subject asset. Where appropriate valuation techniques such as summation and capitalisation of net rental value have been used to refine this approach.

The fair value of the Leasehold improvements was determined using the cost approach that reflects the cost to a market participant to construct assets of comparable utility and age, adjusted for obsolescence/other methods. This approach involves the identification of current reproduction or replacement cost estimates for the applicable assets using the either a direct or indirect (trending) method.

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.

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 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:

	2022	2021
Buildings on leasehold land	40 years	40 years
Leasehold improvements	Lease term	Lease term
Property, plant and equipment	2-20 years	2-20 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 2022. 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.

	2022	2021
	\$'000	\$'000
7B: Other Non-Financial Assets		
Deposits	15	15
GST receivable from the ATO	513	-
Other	-	168
Prepayments	340	376
Total other non-financial assets	868	559

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.

		2022	2021
		\$'000	\$'000
7C: Investment property			
Beginning of year		1,740	1,560
Increase in fair value during the year		-	180
Transfer to disposal groups	Note 1.6	(1,740)	-
Closing balance		-	1,740

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 2022 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 2021: internal calculation by the directors: \$1,740,000). The values are consistent with the Northern Territory Government residential housing market.

The fair value of investment property is determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of the property being valued.

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

	2022	2021
	\$'000	\$'000
8A: Suppliers		
Trade creditors and accruals	4,581	6,215
Total suppliers	4,581	6,215

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 (2021: 30 days).

OTHER PAYABLES EXPECTED TO BE SETTLED	2022	2021
	\$'000	\$'000
8B: Other Payables		
Salaries and wages	798	596
Superannuation	365	334
GST payable to the ATO	-	31
Other	(29)	97
Total other payables	1,134	1,058

Other payables expected to be settled

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

	2022	2021
	\$'000	\$'000
8C: Borrowings		
Secured - at amortised cost		
Bank loans	-	2,061
Total borrowings	-	2,061

NAAC's negotiated a loan with Indigenous Business Australia (IBA) amounting to \$30,000 on 17 August 2020 with a three year-term. 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.

On 27 January 2022 an amendment and restatement deed was signed by the NAAC's Board in regard to existing NAB Corporate Market Loan drawing down an additional \$300,000, bringing the total loan balance to \$2,342,000. The NAB Corporate Market Loan is secured by a registered mortgage over the property situated at 32 Dripstone, Darwin NT. Conditions of the corporate loan remained the same with the loan term being extended to 28 February 2025 in line with 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 2% per annum. The quarterly principal repayment of the renegotiated loan remains as previously \$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.

	2022	2021
	\$'000	\$'000
8D: Leases		
Lease liability for buildings	1,375	1,808
Lease liability for property, plant and equipment	15	120
Total leases	1,390	1,928

Total cash outflow for leases for the year ended 30 June 2022 was \$241,338 (2021: \$262,588).

	2022	2021
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	629	787
Between 1 to 5 years	750	1,256
More than 5 years	48	19
Total leases	1,427	2,062

The above lease disclosures should be read in conjunction with the accompanying notes 3B, 3D, 4E and 7. This note relates to NLC only.

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 2022.

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

	2022	2021
	\$'000	\$'000
Advanced payments	24,075	22,113
Total unearned revenue	24,075	22,113
Australian Government Entities	16,516	17,538
State and Territory Governments	2,093	1,640
Non-government entities	5,466	2,935
Total unearned revenue	24,075	22,113

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

	2022	2021
	\$'000	\$'000
Leave	6,342	6,254
Total employee provisions	6,342	6,254

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 2022 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	
	2022	2021
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) (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) (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.

On 1 July 2022 NLC and its subsidiaries executed its restructuring plan to split NLC and its subsidiaries, refer to Note 2 for more details.

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.

Investment in subsidiaries

Investments in subsidiaries are accounted for at cost.

	2022	2021
	\$'000	\$'000
Financial Position		
Assets		
Financial assets	65,337	65,600
Non-financial assets	19,159	15,142
Total assets	84,496	80,742
Liabilities		
Payables*	6,543	6,882
Lease liabilities	3,412	4,827
Unearned revenue	24,075	22,087
Provisions**	5,009	6,075
Total liabilities	39,039	39,871
Net assets	45,457	40,871

* 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.

	2022	2021
	\$'000	\$'000
	\$'000	\$'000
Equity		
Equity	45,457	40,871
Total Equity	45,457	40,871
Financial Performance		
Surplus for the year	1,663	21,040
Other comprehensive income	2,925	-
Total comprehensive income	4,588	21,040
Contingent assets and liabilities of the parent entity		
Contingent liabilities	60	-
Total contingent liabilities	60	-

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 \$944,220 in 2022 (2021: \$ \$908,625), amounts are inclusive of GST.

NOTE 13. CONTINGENT ASSETS AND LIABILITIES

	CLAIMS FOR DAMAGES OR COSTS	
	2022	2021
	\$'000	\$'000
Contingent Liabilities		
Balance from previous period	-	135
New contingent liabilities recognised	60	-
Obligations expired	-	(135)
Total contingent liabilities	60	-

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.

NLC entered in to a standard contract of sale for the purchase of land on 1 September 2021. The contract of sale is still conditional upon the satisfactory completion of due diligence enquiries and obtaining development consent under the *Planning Act 1999* (NT) as at 30 June 2022. All these conditions are outside NLC's control and if not met, the contract of sale will be rescinded. As at the date of this report, the NLC management is unable to ascertain whether this event will occur or not. Hence, the contract value is not quantifiable.

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 7 NLC regions, with the next election scheduled 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 members nominated from each of the NLC's 7 regions as Executive Council members. The Chair and the Deputy Chair comprise the NLC Group's fourteen 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 2022:

NLC (EXECUTIVE COUNCIL)			NAIC, NAACT & NAAC	
NAME	POSITION	TERM	POSITION	TERM
Samuel Bush-Blansi	Chairperson	Full year	Director*	Full year
Richard Dixon	Deputy Chairperson	Full year	Director*	Full year
Helen Lee	Executive Member	Full year	Director	Full year
Calvin Deveraux	Executive Member	Part year from 28/07/2021	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
William (Bill) Danks	Executive Member	Full year	Director*	Full year
Djawa Yunupingu	Executive Member	Full year	Director*	Full year
Deborah Jones	Executive Member	Part year from 28/07/2021	Not applicable	
Julius Kernan	Executive Member	Part year from 28/07/2021	Not applicable	
Matthew Nagarlbin	Executive Member	Part year from 28/07/2021	Director*	Part year from 29/10/2021
Yananyumul Mununggurr	Executive Member	Part year from 28/07/2021	Not applicable	
Clifford Duncan	Executive Member	Part year from 28/07/2021	Not applicable	

* - ceased date 1 July 2022

The NLC Group Chief Executives, who held office over the 2021/22 financial year, were as follows:

NAME	NLC GROUP	TERM
Marion Scrymgour	NLC	Part year up to 30 July 2021
Joe Martin-Jard	NLC	Part year from 16 July 2021
Steve Smith	NAAC, NAIC, NAACT	Part year up to 16 July 2021
Elizabeth Morgan-Brett	NAAC, NAIC, NAACT	Part year from 16 August 2021

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, there were no transactions with subsidiaries that are not consolidated as part of the Group. The following amounts were outstanding at the reporting date:

	AMOUNTS OWED TO RELATED PARTIES	
	2022	2021
	\$'000	\$'000
Loans to Directors		
Loans to other related parties: Directors loans	26	41
Total	26	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 KMP remuneration is reported in the table below:

	2022	2021
	\$'000	\$'000
Short-term employee benefits:		
Short-term employee benefits	1,010	995
Post-employment benefits	127	104
Other long-term employee benefits	4	9
Termination benefits	173	-
Total key management personnel remuneration expenses	1,314	1,108

The total number of key management personnel that are included in the above table are 18 (2021: 12).

NOTE 16. REMUNERATION OF AUDITORS

	2022	2021
	\$'000	\$'000
Remuneration of auditors for the reporting period are as follows:		
Australian National Audit Office (ANAO) - Statutory audit: NLC	94	92
Australian National Audit Office (ANAO) - Statutory audit: NAAC (2017-18 to 2018-19)	-	17
Australian National Audit Office (ANAO) - Statutory audit: NAACT (2012-13 to 2018-19)	-	23
Australian National Audit Office (ANAO) - Subsidiary Audits	52	52
BDO Australia - Grants Audits	16	22
Total remuneration to auditors	162	206

The audit fees above report the costs associated with auditing each financial year.

No other services were provided by the ANAO and BDO Australia.

NOTE 17. FINANCIAL INSTRUMENTS

	2022	2021
	\$'000	\$'000
17A: Categories of Financial Instruments		
Financial assets at amortised cost		
Cash at bank	64,405	66,340
Trade and other receivables	577	1,334
Total financial assets at amortised cost	64,982	67,674
Total financial assets	64,982	67,674
Financial Liabilities		
Financial liabilities measured at amortised cost		
Trade creditors	4,581	6,215
Other payables	1,134	1,058
Unearned revenue	24,075	22,113
Borrowings	-	2,061
Total financial liabilities measured at amortised cost	29,790	31,447
Total financial liabilities	29,790	31,447

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 POLICYFinancial assets

In accordance with AASB 9 *Financial Instruments*, 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 Group 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 the simplified approach which 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

		2022	2021
		\$'000	\$'000
Assets expected to be recovered in:			
No more than 12 months			
Cash and cash equivalents		64,405	66,340
Trade and other receivables		577	1,334
Other non-financial assets		868	559
Assets of disposal groups classified as held for sale	Note 1.6	18,281	-
Total no more than 12 months		84,131	68,233
More than 12 months			
Land, buildings and leasehold improvements		8,042	19,166
Property, plant and equipment		9,304	6,363
Investment property		-	1,740
Total more than 12 months		17,346	27,269
Total assets		101,477	95,502
Liabilities expected to be settled in:			
No more than 12 months			
Suppliers		4,581	6,215
Other payables		1,134	1,058
Borrowings		-	213
Leases		532	1,275
Advanced payments		16,578	14,616
Employee provisions		5,010	4,931
Liabilities of disposal groups classified as held for sale	Note 1.7	2,776	-
Total no more than 12 months		30,611	28,308
More than 12 months			
Borrowings		-	1,848
Leases		858	653
Advanced payments		7,497	7,497
Employee provisions		1,332	1,323
Total more than 12 months		9,687	11,321
Total liabilities		40,298	39,629

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.

	2022	2021
	\$'000	\$'000
Income		
Grant income*	-	-
Carry forward funds from previous year	26	147
Grant income	26	147
Expenditure		
Travel related expenses	8	5
Consultants	9	10
Building/Capital works	-	106
Total expenditure	17	121
Surplus	9	26

*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. S 64(A) FUNDING**s64(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.

	2022	2021	2020	TOTAL
	\$'000	\$'000	\$'000	\$'000
Income:				
Grant income	-	-	4,000	4,000
Grant income	-	-	4,000	4,000
Expenses:				
Fuel and power	5	369	24	398
Administration and freight	1	212	6	219
Minor equipment	300	2,042	164	2,506
Food	-	293	39	332
Repairs and maintenance houses	-	44	-	44
Essential services - capital works	-	295	-	295
Trailers	-	-	33	33
Payment to Grant partners	20	-	-	20
Total expenses	326	3,255	266	3,847
Surplus / (Deficit)	(326)	(3,255)	3,734	153

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 2022, funds to the value of \$153,512 remain unspent and will be expended in 2022-23.

s64(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 was allocated \$36.7 million. The NT Indigenous economic stimulus package was delivered over two financial years with \$22 million in the year 2020-21 and \$14.7 million in the year 2021-22.

	2022	2021	TOTAL
	\$'000	\$'000	\$'000
Income:			
Grant income	14,700	22,000	36,700
Grant income	14,700	22,000	36,700
Expenses:			
Stimulus packages to Indigenous Business and Homeland Communities	15,190	5,563	20,753
Total expenses	15,190	5,563	20,753
Surplus / (Deficit)	(490)	16,437	15,947

NLC received \$22 million in 2020-21 and \$14.7 million in 2021-22 financial years. The amounts were recognised as income during the years ended 30 June 2021 and 30 June 2022 respectively. However, the total unspent amount \$15.95 million will be expended in the year 2022-23 with no corresponding income to be recognised in 2022-23.

s64(1) Funding for COVID-19 resilience support for Aboriginal communities in Northern Land Council's region

In March 2022 the Minister for Indigenous Australians, Hon Ken Wyatt AM MP approved a one-off payment of \$500,000 for the benefit of Aboriginal communities to increase their resilience against COVID-19.

	2022	TOTAL
	\$'000	\$'000
Income:		
Grant income	500	500
Grant income	500	500
Expenses:		
Stimulus packages to Indigenous Business and Homeland Communities	455	455
Total expenses	455	455
Surplus	45	45

Unspent amount \$45,256 as at 30 June 2022 will be expended in 2022-23.

This note relates to NLC only.

NOTE 21. NATIVE TITLE

The NLC is a Native Title Representative Body (NTRB) under the Native Title 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.

	2022 APPROVED BUDGET	2022 ACTUAL	2022 ACTUAL VS BUDGET	
	\$'000	\$'000	\$'000	%
Income				
Income 2020/2021 brought forward	2,961	2,961	-	100%
Department of the Prime Minister and Cabinet funding - Operational	4,179	5,213	1,034	125%
Prescribed Bodies Corporate support funding	500	500	-	100%
Interest income	11	7	(4)	64%
Total income	7,651	8,681	1,030	113%
Capital expenditure				
Vehicles	62	11	51	18%
Equipment	10	8	2	80%
Operational salaries				
Corporate staff (e.g. Accounting admin)	474	492	(18)	104%
Project staff (e.g. Legal, anthropologists, field)	2,648	2,412	236	91%
Services				
Accommodation	154	143	11	93%
Motor vehicles - corporate	115	55	60	48%
Consultants - attributable	1,731	1,059	672	61%
Communications, telephones, fax and information technology	194	182	12	94%
Insurance	24	24	-	100%
Energy and water	31	30	1	97%
Training and development				
Staff	49	49	-	100%
Meeting expenses				
Claimants	110	43	67	39%

	2022 APPROVED BUDGET	2022 ACTUAL	2022 ACTUAL VS BUDGET	
	\$'000	\$'000	\$'000	%
Travel and allowances				
Claimants	22	10	12	45%
Staff travel - corporate	20	20	-	100%
Staff travel - attributable	286	77	209	27%
Supplies and consumables				
Office supplies and consumables - corporate	40	21	19	53%
Other operational				
Recruitment and relocation	10	10	-	100%
Equipment	29	16	13	55%
Computer services	18	17	1	94%
Transcripts and claim documents	2	1	1	50%
Other				
National Native Title Council contribution	25	25	-	100%
Prescribed Bodies Corporate support funding	1,597	384	1,213	24%
Total expenses	7,651	5,089	2,562	67%
Surplus	-	3,592	3,592	

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 the Native Title 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

	2022	2021
	\$'000	\$'000
Cash held at the beginning of the reporting period	42,839	39,771
Receipts		
ALRA section 64(3) royalty equivalents	15,295	16,900
ALRA sections 15, 16 & 19 rental and lease monies	41,682	35,865
ALRA sections 42, 43 and 44 mining exploration negotiated monies	2,839	1,309
Native Title	6,760	6,077
Contract administration	803	568
Other monies	91	660
Total receipts	67,470	61,379
Payments		
ALRA section 35(2) royalty equivalents	(14,352)	(16,950)
ALRA section 35(3) mining exploration negotiated monies	(1,538)	(1,170)
ALRA section 35(4) rental and lease monies	(36,779)	(30,420)
Native Title	(3,860)	(5,508)
Contract administration	(805)	(472)
Other monies	(2,001)	(1,146)
Total payments	(59,335)	(55,666)
GST paid to ATO	(3,336)	(2,645)
Total amount held at the end of the reporting period	47,638	42,839
Cash at bank	47,638	42,839

The reporting requirements of the ALRA are detailed in sections 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).

Receipts under section 64(3), as referred in section 35(2):

	2022	2021
	\$'000	\$'000
Opening balance	-	49
Funds received	15,295	16,900
Funds distributed to the following associations:		
Gumatj Aboriginal Corporation	(9,188)	(10,044)
Rirratjingu Aboriginal Corporation	(2,749)	(3,007)
Laynhapuy Homelands Aboriginal Corporation	(2,062)	(2,256)
Gundjeihmi Aboriginal Corporation	(353)	(1,642)
Closing balance	943	-

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 Rio Tinto Alcan Gove Bauxite Mining Projects 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 1976

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 1976

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 Gundjeihmi Aboriginal Corporation.

Resolution number: C122/4880

Date of Resolution: 09/12/2020

This note related 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.

	2022	2021
	\$'000	\$'000
Cash held at the beginning of the reporting period	5,245	4,553
Receipts		
Malak Malak	20	3
Wadeye	-	388
Rak Panngal	14	-
Gapuwiyak	92	207
Galiwinku	420	538
Katherine - Mangarrayi	50	-
Ngukurr	-	30
Seal IPA	-	6
Guyal Ambulya	28	-
Guyal Muynmin	98	-
Mambali Ngubayin (Johns)	125	-
Mambali Ngubayin (Watsons)	28	-
Mambali Walangara	91	-
Budal Riley	76	-
PSD DjarraDjarrany	25	-
West Arnhemland	160	-
Other	10	11
Total receipts	1,237	1,183
Payments		
Malak Malak	(25)	(11)
Rak Panngal	(3)	(16)
Gapuwiyak	(41)	(76)
Galiwinku	(270)	(376)
Ngukurr	(84)	-
Seal IPA	(17)	(12)
Marralam Outstation	(3)	-
PSD DjarraDjarrany	(8)	-
Total payments	(451)	(491)
Total amount held at the end of the reporting period	6,031	5,245
Cash at bank	6,031	5,245

This note relates to NLC only.

Full Council Meeting Attendance

One meeting of the Full Council was held in 2021 -22:
123rd FCM at Banatjarl Outstation, 26-30 July 2021.



KEY:												
✓ = Member was in attendance						A = Member was an apology						
BORROLOOLA/ BARKLY	POSITION	WARD	26/7 AM	26/7 PM	27/7 AM	27/7 PM	28/7 AM	28/7 PM	29/7 AM	29/7 PM	30/7 AM	30/7 PM
Brian Limerick	Member	Alexandria	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
David Harvey	Member	Borrooloola	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Shaun Evans	Member	Borrooloola	A	A	A	A	A	A	A	A	A	A
Keith Rory	Member	Borrooloola - Outstation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jack Green	Member	Brunette Downs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Christopher Neade	Executive	Elliott	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jason Bill	Member	Muckaty	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Jeffery Dixon	Member	Murrانji	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maxine Wallace	Member	Nicholson River	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Joy Priest	Member	North Barkly	✓	✓	✓	✓	✓	✓	A	A	A	A
Richard Dixon	Member	Robinson River	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gordon Noonan	Member	Rockhampton Downs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
John Finlay	Member	Wombaya	✓	✓	✓	✓	A	A	A	A	A	A

Timber Creek

[illegible][illegible]

[illegible][illegible][illegible][illegible]

Executive Council Meeting Attendance

Five meetings of the Executive Council were held in 2021-22:

- 215th ECM - 13-15 July 2021 - Darwin
- 216th ECM (Special) - 6 October 2021 - Teleconference
- 217th ECM - 15-17 December 2021 - Darwin
- 218th ECM - 15-17 March 2022 - Darwin
- 219th ECM - 30 June 2022 - Darwin

KEY:

✓ = Member was in attendance

A = Member was an apology

T = Member attended via teleconference

* = Apology for less than one day of the meeting

** = apology for more than one day of the meeting

NAME	POSITION / REGION	ECM 215	ECM 216	ECM 217	ECM 218	ECM 219
Samuel Bush-Blanas	Chair – Katherine	✓	A	✓	✓	✓
Richard Dixon	Deputy Chair – Borroloola/Barkly	✓	C	T	✓	T
Christopher Neade	Executive – Borroloola/Barkly	✓	A	T	✓	T
Bill Danks	Executive – Darwin/Daly/Wagait	✓	T	✓	✓	✓
Calvin Deveraux	Executive – Darwin/Daly/Wagait	N/A	T	✓	✓	✓
Djawa Yunupingu	Executive – East Arnhem	✓	A	✓	✓	A
Yananyimul Mununggurr	Executive – East Arnhem	N/A	T	✓*	A	A
Helen Lee	Executive – Katherine	✓	T	T	✓	T
Grace Daniels	Executive – Ngukurr	✓	A	T	✓	T
Clifford Duncan	Executive – Ngukurr	N/A	T	✓**	✓	A
Brian Pedwell	Executive – Victoria River District	✓	A	T	✓	T
Deborah Jones	Executive – Victoria River District	N/A	T	✓	A	A
Matthew Nagarlibin (Cooper)	Executive – West Arnhem	N/A	T	C	✓	T
Julius (Clint) Kernan	Executive – West Arnhem	N/A	A	✓	✓	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)	History	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	About Us	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Corporate Plan	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Strategic Thinking	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)	Strategic Thinking	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Strategic Thinking	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)	Not applicable	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)	Annual Performance Statement	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Financial Performance Summary	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
17BE(j)	Accountable Authority	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	NLC Organisational Structure	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

17BE(ka)	About our workforce	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	Contact Us	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Corporate Management and Reporting	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	Consultants Expenditure	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): (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)	Summary of significant activities	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Judicial Decisions and Reviews by Outside Bodies	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory

17BE(r)	Not applicable	Particulars of any reports on the entity given by: (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)	Note 11. Subsidies	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)	Insurance Premiums for Officers	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)	Audit Committee	The following information about the audit committee for the entity: (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; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Remuneration	Information about executive remuneration	Mandatory

REQUIREMENTS UNDER THE ABORIGINAL LAND RIGHTS (NORTHERN TERRITORY) ACT 1976

REQUIREMENT	ALRA SECTION	REFERENCE
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); andUnder 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. <ul style="list-style-type: none">No fee types prescribed under s 33A and no fees were requested under s 33B.	Page 128-130
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 156-157
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 155-156
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 73
CONSULTANTS Specify consultants engaged by the NLC during the year and the amount paid to each consultant.	s 37(8)	Page 69

OTHER REPORTING OBLIGATIONS	REFERENCES	PAGE(S) NLC
Environment Protection and Biodiversity Conservation Act 1999	s 516A	Page 78
Work Health and Safety Act	Part 3 & 4 of Schedule 2	Page 76
Freedom of Information Act	Part 1 of Schedule 2 s 7	Page 68

2021-22 ANNUAL REPORT GLOSSARY

AAC	Australian Agricultural Company
AASB	Australian Accounting Standards Board
ABA	Aboriginals 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 Aus-tralia	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
ILC	Indigenous Land Corporation
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
NLC	Northern Land Council

NT	Northern Territory
NTA	Native Title Act
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



Jasper Creek

Digital Reporting Tool Data Templates – Corporate Commonwealth entities (2021-22)

DIGITAL REPORTING TOOL DATA TEMPLATES – CORPORATE COMMONWEALTH ENTITIES (2021-22)

The below data templates are designed by the Department of Finance to capture the mandatory PGPA Rule related information relevant to the NLC. The data templates included in this section do not appear in the body of the annual report. They have been included in this section for compliance with the PGPA Rule requirements.

PGPA RULE SECTION 17BE (H) – (I) SIGNIFICANT NON-COMPLIANCE WITH THE FINANCE LAW

DESCRIPTION OF NON-COMPLIANCE	REMEDIAL ACTION
N/A	N/A
-	-

PGPA RULE SECTION 17BE (J),(I)-(V) – ACCOUNTABLE AUTHORITY

Details of Accountable Authority during the current reporting period.

NAME	QUALIFICATIONS OF THE ACCOUNTABLE AUTHORITY	EXPERIENCE OF THE ACCOUNTABLE AUTHORITY	PERIOD AS THE ACCOUNTABLE AUTHORITY OR MEMBER WITHIN THE REPORTING PERIOD			
			POSITION TITLE / POSITION HELD EXECUTIVE / NON-EXECUTIVE	DATE OF COMMENCEMENT	DATE OF CESSATION	NUMBER OF MEETINGS OF ACCOUNTABLE AUTHORITY ATTENDED
Samuel Bush-Blanasi	Kormilda College, Darwin	Mr Blanasi is an artist who has a long history of community service and a wealth of social experience. This is Mr Blanasi's eight term at the NLC with a third term as Chair	Chair	1 July 2021	30 June 2022	One Full Council Meeting Four Executive Council Meetings
Marion Scrymgour	Hon. DHSc (The Sydney University) Loughlin Catholic College, Darwin	Deputy Chief Minister of the Northern Territory Member of Arafura MLA Chairperson Aboriginal Medical Services Alliance NT CEO Wurli Wurlinjang Aboriginal Corporation CEO Tiwi Islands Regional Council	CEO	1 July 2021	30 July 2021	One Full Council Meeting One Executive Council Meeting
Joe Martin-Jard	Company directors duties, Australian Institute of Company Directors, 2015 Masters International Management, Charles Darwin University, 2002 Graduate Certificate, Public Sector Management, Flinders University, 2001 Bachelor of Teaching, Charles Darwin University 1998 Field officers Certificate for Aborigines Charles Darwin University, 1984	CEO, Central Land Council Director, Northern Territory Famers Association Regional Manager, Department of Prime Minister and Cabinet Chief Operating Officer, Aboriginal Medical Services Alliance of the Northern Territory	CEO	16 July 2021	30 June 2022	One Full Council Meeting Four Executive Council Meetings

PGPA Rule Section 17BE (ka) – Management of Human Resources

ALL ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL MALE	FULL TIME	PART TIME	TOTAL FEMALE	FULL TIME	PART TIME	TOTAL INDETERMINATE	
NSW	-	-	-	-	-	-	-	-	-	-
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-
ACT	-	-	-	-	-	-	-	-	-	-
NT	81	26	107	65	25	90	-	-	-	197
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	81	26	107	65	25	90	-	-	-	197

ALL NON-ONGOING EMPLOYEES CURRENT REPORT PERIOD (2021-22)

	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL MALE	FULL TIME	PART TIME	TOTAL FEMALE	FULL TIME	PART TIME	TOTAL INDETERMINATE	
NSW	-	-	-	-	-	-	-	-	-	-
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-
WA	1	0	1	-	-	-	-	-	-	1
ACT	-	-	-	-	-	-	-	-	-	-
NT	78	7	85	57	7	64	-	-	-	149
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	79	7	86	57	7	64	-	-	-	150

ALL ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020-21)

	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL MALE	FULL TIME	PART TIME	TOTAL FEMALE	FULL TIME	PART TIME	TOTAL INDETERMINATE	
NSW	-	-	-	-	-	-	-	-	-	-
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-
ACT	-	-	-	-	-	-	-	-	-	-
NT	59	21	80	52	19	71	0	0	0	151
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	59	21	80	52	19	71	0	0	0	151

ALL NON-ONGOING EMPLOYEES PREVIOUS REPORT PERIOD (2020-21)

	MALE			FEMALE			INDETERMINATE			TOTAL
	FULL TIME	PART TIME	TOTAL MALE	FULL TIME	PART TIME	TOTAL FEMALE	FULL TIME	PART TIME	TOTAL INDETERMINATE	
NSW	-	-	-	-	-	-	-	-	-	-
Qld	-	-	-	-	-	-	-	-	-	-
SA	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-
Vic	-	-	-	-	-	-	-	-	-	-
WA	-	-	-	-	-	-	-	-	-	-
ACT	-	-	-	-	-	-	-	-	-	-
NT	64	21	85	78	12	90	0	0	0	175
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	64	21	85	78	12	90	0	0	0	175

Borroloola/Barkly





**NORTHERN
LAND COUNCIL**

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