

Anindilyakwa Land Council

Corporate Plan 2021-22

Covering the reporting period
2021-22 to 2024-25

FORWARD

This document is designed to outline the priorities of Anindilyakwa Land Council (ALC) in pursuit of our Vision during the period 2021-22 to 2024-25. We are conscious that our priorities will evolve, and require periodic adjustment to coincide with social, political, and economic changes as they arise.

This plan focuses on medium and long-term priorities, which it is hoped will make a genuine difference to securing a sustainable future for our people. To do so, we must be innovative and proactive. The vision of ALC is to ensure that Traditional Aboriginal Owners (TOs) benefit socially, culturally, and economically from the secure possession of our land, waters, and seas.

We hope to assist Indigenous people in the Groote Archipelago by:

- Enhancing their inherent rights and interests, including their rights to land, territories, and resources deriving from their culture, traditions, and customary laws;
- Empowering their control over developments affecting their land, territories, resources, and culture;
- Providing greater unity by the provision of equitable representation and an unbiased focus for political, social, economic, and cultural action and research

The ALC is unique when compared to the other Northern Territory Land Councils constituted under the *Aboriginal Land Rights (Northern Territory) Act 1976 (ALRA)*. The ALC is subjected to high volume and highly complex payments flowing to it, arising out of the ALRA environment following the extraction of manganese by Groote Eylandt Mining Company (GEMCO). GEMCO operates the mine near the community of Angurugu. In operation since the early 1960s, the mine produces around 6 million tonnes of high-grade ore annually – about a quarter of the world’s total. In many years, around 80% of the substantial income of the Aboriginals Benefit Account (ABA) established by the ALRA for the use and benefit of TOs across the entire Northern Territory (NT) was generated from the extractive mining occurring on Groote Eylandt.

Our corporate mission is to have an effective and capable organisation that effectively serves TOs interests across the Groote Archipelago – one that is fully focused and committed to achieving our strategic goals over the next four years.

Our focus is targeting development on Groote Archipelago, including the introduction of the Royalty Development Unit (RDU), the reform of the 64(3) Royalty payment system, and the preparation of priority plans for the region.

We will provide increased governance support to the ALC. We will increase community engagement and deliver more accessible and efficient services to Aboriginal people of the ALC region.

We recognise the fundamental importance of working with the government and other key stakeholders in all sectors of the community. This Corporate Plan sets out our strategic framework and outlines the critical success factors driving our organisation.

We are confident that by successfully delivering on our Corporate Plan, we will deliver effective and efficient corporate management and good governance, and we will take positive and meaningful steps to realise our vision for the ALC.

This confidence is supported by the ALC's approved 15 YEAR STRATEGIC PLAN 2012- 27, guiding the ALC as both an advocacy organisation and a Commonwealth corporate entity created by legislation, well prior to four-year corporate planning becoming mandatory.

We, as the accountable authority of the Anindilyakwa Land Council, present the Anindilyakwa Land Council Corporate Plan 2021-22.



Mark HEWITT
Chief Executive Officer



Tony WURRAMARRBA AO
Chair

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1. STATEMENT OF PREPARATION

This is the Anindilyakwa Land Council Corporate Plan, covering the financial years 2021-22 to 2024-25 (a period of four years), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA)*.

2. PURPOSE

The ALC is the peak representative body for TOs of the Groote Archipelago. The ALC is an independent statutory authority established under *ALRA*. The ALC commenced operating in 1991, replacing the role previously carried out by the Northern Land Council (NLC). The NLC continues to function as the Native Title representative body for the Groote Archipelago.

The ALC under S23 (1) of the *ALRA* undertakes the following:

- Management of the land to protect TO interests;
- Protection of sacred sites;
- Consultation regarding proposals relating to lands and seas in the Groote Archipelago;
- Provision of assistance to TOs to engage in commercial activities and economic development;
- Supervision and administration of Land Trusts;
- Control of visits by all non-indigenous people through monitoring and permits;
- Protection and preservation of culture, including Intellectual Property, Copyright, reproduction of cultural products to safeguard against illegal or improper use of research, digital images, designs, stories, bio-cultural information, artefacts and art.

The ALC is an Australian Corporate Commonwealth Entity and is subject to the *PGPA*. The ALC does not have any subsidiaries.

3. VISIONS, MISSION, VALUES

The ALC **vision** is to:



Figure 3.1 ALC Vision

The ALC **mission** is to assist TOs of the Groote Archipelago by:

- Enhancing inherent rights and interests, including their rights to land, territories and resources, deriving from their culture, traditions and customary laws;
- Empowering control over developments affecting their land, territories, resources and culture;
- Providing greater unity by provision of equitable representation and an unbiased focus for political, social, economic and cultural action and research;
- To lay the foundation for a future Groote Archipelago economy post mining activity.

ALC **values**:

- One People One Family *Ngarrurrakawuruma ngarnumamalya*
- Pride *Ngarriwerrikiyangmakwajinama*
- Honest/Truth *Akuwerrikilyangmandukunadinama*
- Listen *Akeningmidini-yada*
- Respect *Akumaringkirradinama*
- Our Future *Ambakumurra-yada*

The ALC is a future-forward Land Council, highly geared to enable TOs to take full advantage of the opportunities and technology available, while simultaneously preserving land and sea, language and culture. This is the directive given by the 14 clans of the Groote Archipelago.

4. GOVERNANCE

The ALC Board is currently made up of 22 representatives, 10 of whom are women. The elected members serve a term of three years. The ALC will hold elections of the Board in the second half of the 2021 calendar year.

The ALC Board comprises representatives from the 14 clans of the Groote Archipelago, and one community representative from each of the townships of Angurugu, Milyakburra and Umbakumba.

The ALC Board provides the strategic vision and oversight of the ALC. The Chair and Deputy Chair are appointed by the ALC Board for a three-year term shortly following the general elections, and are held accountable for their performance by the ALC Board.

The Accountable Authority of the ALC, as stated in the *Public Governance, Performance and Accountability Rule 2014 (PGPA Rule)*, Rule 7A is:

- I. *Chair of the Land Council*
- II. *The CEO of the Land Council*

4.1 Chief Executive Officer

The Chief Executive Officer (CEO) of the ALC is the most senior manager appointed by the ALC Board. The CEO has the day-to-day responsibility for administrative operations. The CEO works closely with the Chair and the Board. The CEO is responsible for:

- Leading and managing the operations of the ALC;
- Implementing Board decisions including policies;

- Driving the strategic direction;
- Setting priorities;
- Enforcing sound corporate governance;

4.2 Committees

The ALC operates four specialist committees:

4.2.1 Finance Committee

The ALC Board resolved in March 2015 to create a Finance Committee under S29A of the *ALRA* to assist the ALC Board in making S35(2) determinations for the distribution of S64(3) monies to Aboriginal Corporations. The Finance Committee convenes to review applications for monies and makes non-binding recommendations to the ALC Board on the applications. The bi-annual meeting of the Finance Committee enables additional time to be spent considering the merit of requests for S64(3) monies and recommends projects that demonstrate strong economic and social value for the TOs of the Groote Archipelago.

4.2.2 Audit Committee

The Audit Committee is established in compliance with S45 of the *PGPA Act* and S17 of the *PGPA Rule*. The Audit Committee is composed of a Chair appointed by the ALC Board and is independent of the ALC. There are five members sourced from the ALC Board and other community members who have experience, knowledge and skills to assist the committee perform its functions. The role of the Audit Committee is to provide independent and objective assurance that the systems, processes and internal controls of the ALC are robust and that they comply with Government requirements. The Audit Committee also works towards ensuring objectivity and reliability of externally published financial information and performance reporting.

4.2.3 Land and Sea Rangers Cultural Advisory Committee

The Land and Sea Rangers Cultural Advisory Committee supports the work of the Land and Sea Rangers Program. The Advisory Committee provides the formal engagement of approximately seven identified TOs to guide Rangers direction and activities. The Committee meets quarterly at a minimum. On an annual basis the Advisory Committee invites external stakeholders to attend the meeting, to share ideas and build partnerships. The Advisory Committee provides for traditional ecological knowledge to be shared and utilised in designing best practice environmental management and to be paired with cutting edge science.

4.2.4 Mining Liaison Committees

The GEMCO and Winchelsea Mining Company (WMC) Mining/Exploration Agreements outline the formation and functions of Mining Liaison Committees.

The GEMCO Mining Liaison Committee is an eight-member Committee comprising five members appointed by the ALC and three members appointed by GEMCO. The GEMCO Mining Liaison Committee meets quarterly to discuss specific matters relating to GEMCO mining activity. The meetings provide the forum for the effective discussion between TOs, ALC and GEMCO and to pursue the smooth working of the Agreements. Ad hoc working groups meet from time to time to discuss issues of mining, tradition, culture, land management, education and economic development.

It is planned that a WMC Mining Liaison Committee will be formed, upon execution of a Mining Agreement, and that will meet quarterly to achieve a similar function of providing TOs with information about the Winchelsea Mining Operations, to allow for the frank exchange of information and provide the option for TOs and the ALC to view the operations.

4.3 Anindilyakwa Mining Trust

The purpose of the Anindilyakwa Mining Trust (AMT) is to build a future fund for the benefit of the TOs that will provide services and support to the communities when GEMCO ceases mining operations on Groote Archipelago. The Trust was set up in 2006 as part of the mining agreement with GEMCO and there are eight Directors; three are experienced independent Directors and five are TO Directors. Mutual Trust Pty Ltd have been appointed by the AMT to look after the investment of the funds held by the AMT. Mutual Trust PTY Ltd also provide the administration, governance, auditing and the financial accounts on behalf of the AMT. Mutual Trust Pty Ltd arrange the meetings of the AMT Board with the assistance of the ALC.

The Anindilyakwa Royalties Aboriginal Corporation have the same Directors as the AMT and any change of a Director is mirrored across both of these operations.

5. ACTIVITIES

The CEO of the ALC provides the operational leadership to carry out the activities of the ALC. The CEO forms strategic partnerships to achieve the functions of the ALC and establishes and assigns responsibilities to the Business Units operating within the ALC. The following Business Units support the CEO, Chairman and ALC Board to achieve the goals of the ALC.

5.1 Land and Sea Rangers Program

Anindilyakwa Land and Sea Rangers manage an Indigenous Protected Area (IPA) of 10,000 square kilometres of islands, reef and ocean in the Groote Archipelago. ALC Rangers are funded through two Commonwealth streams of the National Indigenous Australians Agency (NIAA) Indigenous Ranger Grants Jobs, Land and Economy Programme, with funding flowing via Working on Country (WoC) and Indigenous Protected Area (IPA) grants. The

Commonwealth sees high value in the Rangers Program and has committed funding for WoC through to 2028.

Rangers undertake management activities guided by their deep connection to traditional culture and combine that with the latest western science and technology across both the land and sea. Key activities managed included:

- Land access permits including recreation, work and special access permits;
- Land closures in accordance with *ALRA*;
- Cultural and natural heritage management;
- Quarantine and biosecurity;
- Anindilyakwa IPA;
- Protection of species including marine and terrestrial, native flora and fauna, endemic, migratory and threatened species;
- Fire, invasive plants, soil, vegetation, freshwater and sea country management;
- Community education and research.

The Land and Sea Rangers work with a range of partners through grants, research and training projects including and not limited to Parks Australia, Australian Biological Resources Study, BHP and Earth Watch Australia (Bush Blitz Program), NT Department of Environment, Parks and Water Security, NT Department of Primary Industries and Fisheries, Charles Darwin University, Australian Government Department of Agriculture, Water and the Environment – Northern Australia Quarantine Strategy (NAQS) and GEMCO. The Rangers are working with the Darwin Aquaculture Centre to trial the farming of Black Lipped Oysters and once viability is established, an Aboriginal Corporation will operate the farming of the oysters as an enterprise. Rangers are also supporting tourism ventures within the Groote Archipelago where significant eco-tourism opportunities present.

5.2 Mining and Sustainable Development

Mining and Sustainable Development has responsibility to ensure that any development that is considered, whether on land or sea county in the Groote Archipelago, has the full consideration given to any impacts whether they be immediate or in the future. This

Business Unit maintains a relationship with GEMCO and WMC to facilitate consultations between TOs, GEMCO, WMC and ALC, and monitors agreements relating to exploration, mining and sustainable development. The Business Unit is responsible for coordinating the Mining Liaison Committee Meetings and ensuring Mining Agreements are adhered to. Currently, applications for land use agreements are processed and monitored under this Unit with support from the Infrastructure and Development Unit. Mining and Sustainable Development also administer applications for Aboriginal land access in support of the Anindilyakwa Land Trust (ALT) functions and responsibilities under the *ALRA*.

With mine closure expected in the next 10 years, projects relating to forestry, biodiesel production and food production are being defined and researched to ensure a more sustainable future for the local people post mining.

5.3 Preserving Culture

The Preserving Culture Unit of the ALC works in partnership with Groote Archipelago Aboriginal Corporations to conserve and protect Anindilyakwa culture heritage and to build a living cultural economy. Programs are guided by the Anindilyakwa people, their law and governance, and include:

- Anthropology – Male and Female Anthropologists engage key elders and community members to research, record and retain elements of their traditional culture, deemed of significance to them.
- Arts- a thriving hub of creativity with a diverse program that includes revitalisation of traditional practices for women artists such as pandanas weaving and string bag making, and for the men carving and bark painting.
- Broadcasting- 24-hour listening on Angurugu and Umbakumba radio with programs that feature local news, events, people and music. The objectives of the broadcasting program are local recruitment and retention, creating greater opportunity to engage with community, sharing skills in a safe creative environment, providing an information hub and entertain listeners with quality locally created content.

- Language Centre- protects, maintains and promotes the Anindilyakwa language for future generations and involves a varied and comprehensive portfolio of work and projects which are enthusiastically led by Anindilyakwa speakers.
- Media Program- is a pathway to story-telling and creativity through digital media. Its aim is to empower, preserve culture and develop access and skills sets across moving and still imagery. Content and direction is shaped by Anindilyakwa participants.
- Men’s Shed – A place to make spears and cultural objects. A range of activities are carried out including the development of ochre paints for artists, felled Groote Eylandt timber is recycled into bread boards and other items.
- Anindilyakwa Music Program (AMP!)- A string of bands are a part of the program. In-school and out-of-school music is also run by AMP!

5.4 Community Support Program

The Community Support Unit works in partnership with Groote Archipelago Aboriginal Corporations to provide social and community support activities to TOs eligible for the program. The range of services provided include support for electricity, aged care, cultural activities, funerals, ceremonies, domestic animal management, safety and support for emergencies, medical assistance, royalty cards and community goods distribution. The Community Support Program works in partnership with relevant primary care, health, emergency and other social services to support community.

5.5 Royalty Development Unit

The Royalty Development Unit (RDU), working in partnership with Groote Archipelago Aboriginal Corporations, is responsible for the planning and delivery of projects, business development and community engagement driven by the ALCs strategic priorities. The objective of the RDU is to provide high quality information to the ALC Board for informed decision-making to maximise benefits derived from royalties and develop economic sustainability for the post mining era. The RDU, funded by ALRA S64(3) funds, supports Aboriginal Corporations on Groote Archipelago to build capability, governance and viability to operate enterprises that achieve positive outcomes for their business. The RDU actively

establishes mechanisms and advocates for the establishment of Aboriginal Corporations to promote a diversified local economy. The RDU is responsible for executing the decision of the ALC Board for the distribution of royalty monies to TOs, via an Aboriginal Corporation.

5.6 Infrastructure and Development

The Infrastructure and Development Unit, working in partnership with Groote Archipelago Aboriginal Corporations, was established to bring improved coordination and management of infrastructure projects and asset maintenance on the Groote Archipelago and work in close partnership with Aboriginal Corporations. The Unit consists of employees with the skills to strategically plan for, coordinate and project manage major and minor works. The Infrastructure and Development Unit operate under the Strategic Infrastructure Plan 2020-2025 developed to provide strategic direction for the ALC capital asset portfolio. The Strategic Infrastructure Plan 2020-25 forecasts future capital investments and planned maintenance. The Strategic Infrastructure Plan 2021-25 supports a proactive and planned approach to project delivery and, managing and maintaining assets. ALC assets and infrastructure is categorised as building infrastructure, mechanical infrastructure, renewable energy assets and civil (road) infrastructure.

Key elements of the plan are:

- Developing cost effective asset management strategies for the long-term;
- Taking a life cycle approach to asset management;
- Ensuring the sustainable use of physical resources; and
- Providing a basis for the continuous improvement in asset management practices.

The key activities undertaken by Infrastructure and Development are:

- Updating existing asset registers for each infrastructure category;
- Inspecting assets to determine current condition;
- Provide an estimated budget for planned maintenance of assets;
- Provide and manage a program for completing minor and major infrastructure projects.

5.7 Human Resources and Performance

The Human Resources and Performance Unit (HR) provides whole of organisation oversight to the day-to-day functions of the ALC, providing support to the CEO in coordinating cross-organisation activities and training. HR carries out recruitment, induction, and training for employees. ALC Board governance training is also organised through HR. The Workforce Development section provides induction and training on all employment matters such as understanding responsibilities, policies, procedures and, reading and understanding pay slips and applying for leave. Six-monthly refreshers are delivered. These inductions are carried out in Anindilyakwa language and support the retention and successful workforce participation of TOs. HR also takes a whole of Groote Archipelago approach to understanding workforce participation and TO training needs and opportunities.

5.8 Technology Transformation

The ALC established an in-house function in May 2020 to manage the digital transformation of the ALC. The function is providing consolidation and transformation, information management, security, technology governance and digital led optimization. The Technology Transformation Unit has implemented a number of improvement projects including moving the ALC operating system to Microsoft 365 and adopting Sharepoint as the data management and sharing platform for the ALC. The Technology Transformation Unit adopts a whole of Groote Archipelago approach to investigating and scoping IT infrastructure needs and is considerate of the unique challenges of operating in a remote environment.

5.9 Finance

The Finance Unit carries out the day-to-day financial operations of the ALC including management of accounts, procurement, accounts payable and payroll. The Chief Financial Officer prepares the annual financial statements and is responsible for managing the annual financial audit process. The Royalty Financial Planning and Analysis Manager oversees the monies that is received and distributed under *ALRA S64(3)* to Aboriginal Corporations, Office of Township Leasing rents to affected TOs, and the AMT as applicable. The Royalty Financial

Planning and Analysis Manager coordinates the activities of the Finance Committee. The Finance Unit collects and analyses financial information to inform the allocation of funds to maximise the financial, economic and social outcomes for TOs.

5.10 Legal, Executive Operations, Risk and Reporting

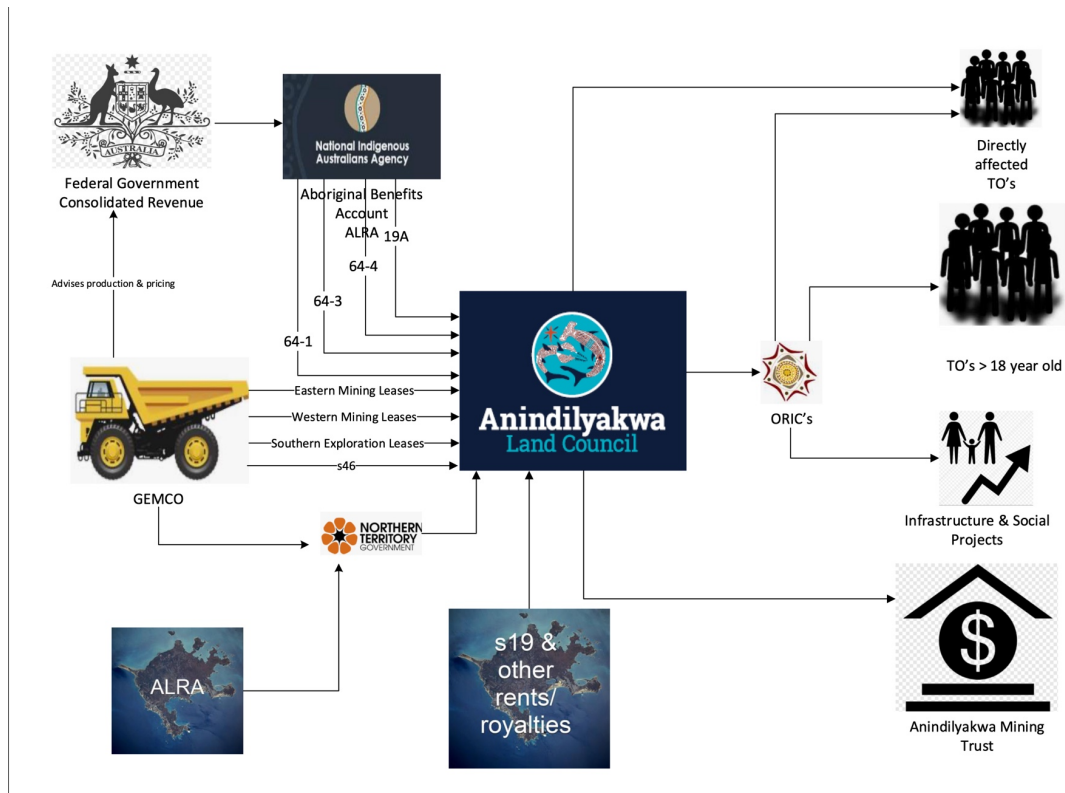
The Legal and Executive Operations function of the ALC provides support to the CEO, Chairman and Board in developing and executing ALC strategies. The function engages and negotiates with Commonwealth and NT Government agencies, Mining Companies operating in the Groote Archipelago, Aboriginal Corporations, Councils and Trusts to advance the interests of TOs. Legal and Executive Operations manages legal matters, including instructing external legal counsel. This function transmits the decisions made at ALC Board meetings for adoption and execution.

The ALC has also appointed resources to develop and implement an Enterprise Risk Management System including developing policies, procedures and practices to support risk management and mitigation within the ALC. Resources are also provided to meet ALCs reporting obligations under *ALRA* and *PGPA*.

6. DISTRIBUTION OF RENTS AND ROYALTIES

ALC is responsible for the administration of royalty and rent receipts which have particular requirements attached. The diagram below presents a simple representation of the flows of funds as stipulated by various sections of the *ALRA*, Mining and Exploration Agreements and Land Use Agreements.

Figure 6.1 – Anindilyakwa Land Council rent and royalty distribution model.



6.1 ALRA Section 64(1) Funds

All Land Councils established under ALRA receive Commonwealth funding for core operations through the ABA under ALRA S64(1). The ALC must submit an annual budget proposal to NIAA in June each year. This is reviewed and the approved amount is paid in four tranches during the year by the Minister for Indigenous Australians. Special payments are provided to drive Government initiatives for example funding for COVID-19 response and Economic Stimulus.

6.2 ALRA Section 64(3) Funds

The ALC receives the equivalent of 30 percent of royalties derived from mining operations on Groote Archipelago from the ABA as directed under ALRA S64(3). The amount of ALRA S64(3) receipts is dependent on manganese production and prices during the period. The monies are remitted twice each year to the ALC. Monies received by the ALC under S64(3) must then be paid, within 6 months of its receipt to any Aboriginal and Torres Strait Islander

Corporation whose members live in or are the TOs of the area affected by those mining operations, in such proportions as the ALC determines. These monies form the substantial capacity in which ALC, in close consultation with TOs and working in partnership with Aboriginal Corporations on Groote Archipelago, distributes monies into a range of economic, cultural and social activities that have been prioritised. A proportion of the monies are provided to eligible TOs individually, by Anindilyakwa Royalties Aboriginal Corporation. A cashless debit card system (Indue Card) is in place to provide TOs with monies to spend in aboriginal owned businesses for the purchase of essential items.

6.3 ALRA Section 64(4)

The ABA Grant Funding program provides support for one-off projects, specifically to benefit the Aboriginal people in the NT. The grant program is administered by NIAA and applications are deliberated by an ABA Committee which includes members nominated by the Northern Territory Land Councils. The ALC and other organisations operating in the Groote Archipelago applies for and on merit receives funding for projects.

6.4 ALRA Section S19A

A Township Lease is a voluntary, long term lease over a Township on Aboriginal land in the NT. When the terms and conditions of the Township Lease are agreed, a Head Lease is granted by the Aboriginal Land Trust to the Executive Director of Township Leasing who then manages the land in the Township for the TOs for up to 99 years. There are currently three township leases on the Groote Archipelago and these are for Angurugu, Umbakumba and Milyakburra. The Office of Township Leasing receives township lease revenue and these funds are returned to the ALC through ABA. The monies received must be paid to Aboriginal Corporations established for the TOs of the impacted area.

6.5 ALRA Section 19

The ALC processes applications for and monitors Land Use Agreements for a range of purposes. For example, S19 Land Use Agreements are in place for the Groote Lodge, Pole 7 Development, Light Houses at four locations and more recently the Alternative to Custody

site. The ALC administers these agreements, is in receipt of and distributes monies under the terms and conditions of the agreements to the TOs of the impacted area.

6.6 ALRA S46 Mining and Exploration Agreements

The ALC has entered into Mining Agreements and Exploration Agreements with GEMCO and an Exploration Agreement with Winchelsea Mining Company, with a Mining Agreement also currently being finalised for Winchelsea Island. The Agreements provide for negotiated royalties to be paid to the affected TOs. Additionally, the ALC receives funds for the administration of the Agreements and is able to seek reimbursement under the agreement to engage TO services in activities relating to the Mining and Exploration Agreements. The ALC receives the monies and distributes them according to the terms and conditions set out in the Agreements.

7. ENVIRONMENT

7.1 People and Culture

The TOs of the Groote Archipelago are united by a common language Anindilyakwa, by a shared kinship system, and through collective participation in the performance of regional ceremony and ritual that celebrate a complex system of songlines. These songlines celebrate amalawudawarra, the journeys of the ancestors, and unite the 14 Anindilyakwa-speaking clans with their cultural allies on the adjacent mainland – the Nunggubuyu. The Anindilyakwa-speaking people collectively refer to themselves as Warnumamalya.

Warnumamalya endeavour to preserve and transmit knowledge of their traditional lifestyles, and the maintenance of cultural and traditional practices form an important part of life on the Groote Archipelago. Contemporary ceremonial practices are a continuum of those which have existed since their totemic ancestors created the land, the sea, and ceremonial law at the beginning of time.

There are approximately 2,000 Aboriginal residents living on the Groote Archipelago.

7.2 Geography

The Groote Archipelago is situated in Australia's remote north in the waters of the Arafura Sea in the Gulf of Carpentaria in the NT. The Groote Archipelago is unique, and has a diverse environment with pristine beaches, spring water swimming holes, open woodland, rainforest, red sand dunes, aqua waters and rock which is thousands of years old.

There are seven Anindilyakwa communities in the Groote Archipelago. The Anindilyakwa people primarily reside in Angurugu and Umbakumba which are located on Groote Eylandt, and Milyakburra which is located on Bickerton Island. The four additional satellite communities are located close to mainstream services and exist for culturally significant reasons. These include 4 Mile, Malkala, Little Paradise and Bartalumba Bay. There are also a number of homeland centres or outstations associated with these communities. These are Thompsons Bay, Ananja, Emerald River, Leske Pools, Yenbakwa, Salt Lake and Six Mile.

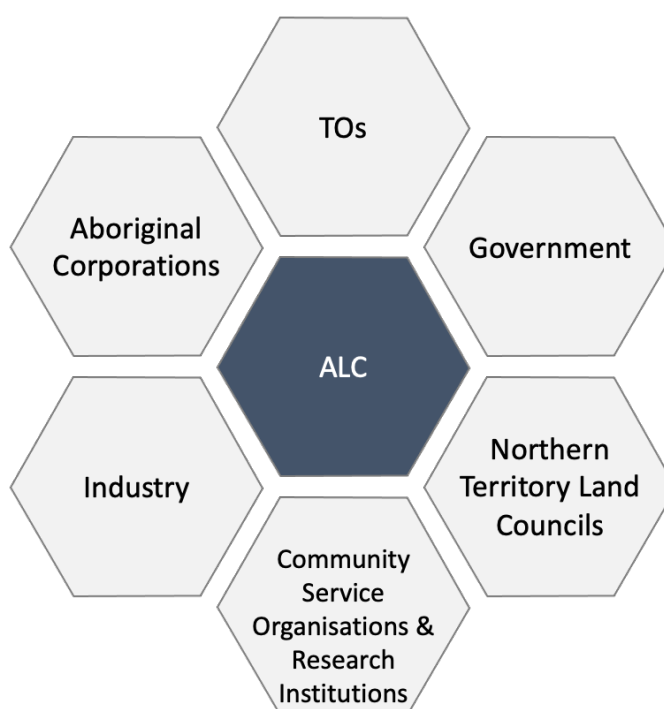
Figure 7.1- Groote Archipelago map.



8. STAKEHOLDERS AND COOPERATION

The ALC builds and maintains relationships with a range of stakeholders to support the achievement of the Corporate Plan. These stakeholders can be classified as Traditional Owners, Aboriginal Corporations, Government at all levels, Northern Territory Land Councils, Industry, and Community Service Organisations and Research Institutions.

Figure 8.1- Anindilyakwa Land Council Stakeholders



8.1 Traditional Owners

The ALC carries out its duties and strategic activities by fostering cooperation with its key stakeholders. The foremost stakeholder from which ALC determines its strategic direction and actions is the TOs of the Groote Archipelago. At all levels of the organisation ALC works to understand TO priorities through continuous engagement and in-depth consultation. TO involvement forms the essence of the ALC governance and organisation structure. The ALC workforce is comprised of 47% TO employees.

8.2 Aboriginal Corporations

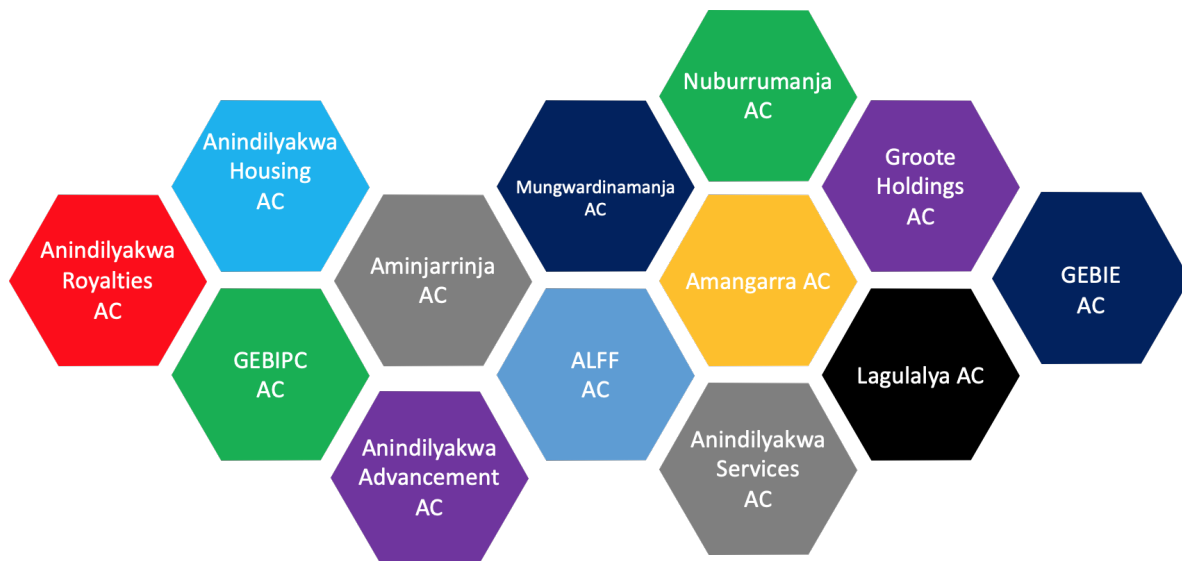
Aboriginal Corporations operating on Groote Archipelago play an important role in social and economic growth and in carrying out activities to practice, preserve and promote Anindilyakwa culture. The ALC has supported the establishment of Aboriginal Corporations on the Groote Archipelago to actively participate in building sustainable and thriving communities.

The ALC, is required under *ALRA S35*, to disburse *S64(3)* royalties to Aboriginal Corporations. The ALC has put in place processes and mechanisms for the efficient, effective, and transparent disbursements of *S64(3)* royalties. The ALC advocates for an active, self-determined environment in which Aboriginal Corporations can seek and utilise such monies for the economic, social, and cultural benefit of the Anindilyakwa people. A transparent and systematic application process managed by the RDU and the Finance Unit has been established through which Aboriginal Corporations can apply for *s64(3)* monies twice each year. Aboriginal Corporations are invited to submit applications for monies. Applications are assessed against criteria including social, economic, employment and cultural benefits of the intended uses of the monies. The solvency and financial position of the Aboriginal Corporation is also considered.

The Finance Committee provides the governance structure to review applications from Aboriginal Corporations and to make non-binding recommendations to the ALC Board to inform decisions on the disbursement of *ALRA S64(3)* monies (refer to 4.2.1 Finance Committee).

During 2020-21 there were 13 Aboriginal Corporation in receipt of *ALRA S64(3)* monies through *S35* determinations made by the ALC Board.

Figure 8.2- Aboriginal Corporations (AC) in receipt of ALRA S64(3) monies in 2020-21

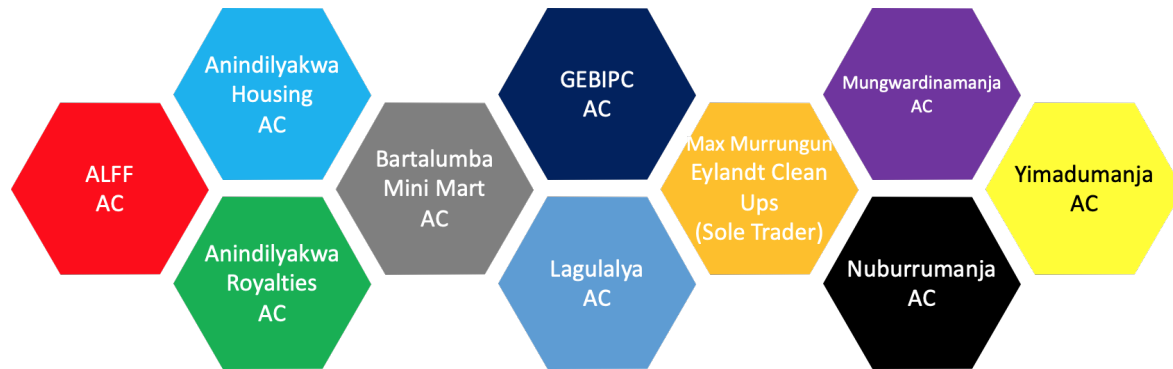


Another way in which the ALC works with Aboriginal Corporations (and other enterprises) is by providing services to support the operations of the Aboriginal Corporations and to build capacity and business acumen. The RDU offers any Aboriginal Corporation or enterprise on Groote Archipelago the option to access support services to enhance governance and business activities. Services offered include:

- Supporting Aboriginal Corporations meet their compliance obligations such as audits and annual returns to the Office of the Registrar of Indigenous Corporations (ORIC);
- Management and financial accounting;
- Human resources and payroll services;
- Business planning;
- Support services such as preparation of Agendas and Minutes for Directors meetings.

There are 10 service level agreements in place between ALC, and Aboriginal Corporations and Enterprises to provide the services listed above.

Figure 8.3 – 9 Aboriginal Corporations (AC) and 1 Enterprise have entered into general service agreements with ALC.



The Aboriginal Corporations operating on the Groote Archipelago carry out a range of activities which include retail, accommodation, cafes, construction, housing, employment and training, art and culture, education, health services, community services, mining, fisheries and aqua-culture, and land management.

The ALC views the collaborative and capacity building approach of working with Aboriginal Corporations as key to building a sustainable and thriving economic, social, and cultural environment for the Groote Archipelago.

8.3 Government

The ALC maintains a productive working relationship with Australian Government Departments including Department of Prime Minister and Cabinet under which portfolio the ALC sits and carries out continuous liaison with NIAA relating to ALC operations and funding of programs including the Land and Sea Rangers Program. The Economic Stimulus Package represents a significant funding contribution from NIAA which together with funding from the private sector and TO royalty derived income has boosted economic activity on the Groote Archipelago. Regular communication also occurs between the Department of Finance and ALC. The ALC interacts with other Australian Government Departments to achieve mutual goals and to delivery programs.

The ALC works with the NT Government on a range of areas and the relationship has been strengthened in recent years with the establishment of Local Decision Making Agreements (LDMA) between the ALC and NT Government. Under the LDMA, TOs determine the service delivery models that work best for their communities. The LDMA contains commitments for local control over:

- economic development;
- housing;
- education;
- law, justice and rehabilitation;
- health services;
- local government.

The ALC has negotiated LDMA implementation plans with the NT Government in respect of economic development, housing, education, and law, justice and rehabilitation. ALC and NT Government are working on the implementation plans for health services and local government.

The ALC and NT Government have established a mutual understanding of what needs to be achieved next and a continued spirit of cooperation is required to work through the complexities of carrying out the implementation plans for each LDMA. The ALC is actively advocating for increased control of local decision making and seeking to establish legally binding arrangements to this end, with NT Government.

The ALC through the Land and Sea Rangers Programs works with a number of NT Government Departments to deliver programs that support mutual goals.

8.4 Northern Territory Land Councils

The ALC engages with Land Councils operating in the NT to progress matters of shared priority and to collaborate. Over the past three years the ALC, led by the CEO and Chair, has collaborated with NLC, Central Land Council and Tiwi Land Council to co-design with the Minister for Indigenous Australians a package of generational reforms to the *ALRA* to activate the potential of Indigenous land in the NT. The reforms provide for the establishment of a new Aboriginal-controlled corporate Commonwealth entity with Aboriginal leaders holding positions on the Board alongside government representatives and independent financial experts. The reforms will utilise ABA funding to invest in large-scale, strategic initiatives that will create substantial economic opportunities for the Groote Archipelago. The reforms also modernise and streamline the provisions relating to exploration and mining on Aboriginal land, and support improved land administration and local decision making.

The NLC is the Native Title representative body for the Groote Archipelago and the ALC has coordinated efforts with the NLC to pursue and achieve protection of sea country surrounding the Groote Archipelago. Activity to progress the Native Title Claim includes amendments and corrections to the Anthropology Report being incorporated by Scott Cane, and biographies and witness statements being prepared by ALC (Groote Clans) and NLC (Mainland Clans).

8.5 Mining Industry

Mining has existed on Groote Eylandt since the early 1960s. Over this time the economic returns from mining royalties have been pivotal in shaping the social, infrastructure capacity and community functions present today. GEMCO is jointly owned by South32 Pty Ltd (60%) and Anglo America Plc (40%). GEMCO operates the Western Leases and Eastern Leases, under a Mining Agreement with the ALC. GEMCO is also carrying out exploration under the Southern Leases Exploration Agreement.

WMC is jointly owned by Aboriginal Advancement Aboriginal Corporation (60%) and OZ China Pty Ltd (40%). WMC has acquired several Exploration Application leases on the Groote Archipelago and has an approved Exploration license for Winchelsea Island. WMC has recently completed a significant exploration program and is seeking to commence mining in the next few years.

Mining Liaison Committee meetings are held as a requirement under Agreements with each mining company to facilitate formal discussions relating to mining activity, rehabilitation, cultural site protection, environment and land management on mining and exploration leases, and community development on the Groote Archipelago. The ALC maintains a relationship beyond these formal meetings with GEMCO and WMC to progress matters and to foster understanding and cooperation.

The Sea Country of the Groote Archipelago is currently protected from all forms of seabed mining under the *Northern Territory Minerals Title Act (2010)*. Additionally, the ALC is currently awaiting a decision from the Commonwealth on the listing of the Groote Seas for National Heritage protection.

8.6 Tourism, Horticulture, Aquaculture, and Sea- Based Industries

The ALC is working with leading industry professionals and research institutions to establish sustainable tourism, horticulture, aquaculture, and sea-based industries on the Groote Archipelago. These strategic partnerships aim to identify economically viable industries that provide a sustainable alternative for a post mining economy. Recent studies undertaken for the ALC have identified opportunities in the area of aquaculture including Trepang ranching, Tropical Rock Lobster puerulus harvesting, Black Lipped Oyster grow-out trials and high-end Tourism products. It has long been recognised that there is a need for greater production of food on the Groote Archipelago to improve health outcomes for communities and this along with forestry and biodiesel production are being researched for future viability. The ALC is currently working with GEMCO and the NT Government to access Mining Lease areas for these activities and various trials. Several opportunities in Tourism have been identified for the Groote Archipelago and ALC is actively working to establish projects that will benefit the

Groote Archipelago. The ALC is also engaging with other stakeholders in the East Arnhem region to maximise future options.

8.7 Community Service and Research Institutions

The ALC interacts and works with the full breadth of community services organisations on Groote Archipelago. In pursuing the objectives of the Future Groote Strategic Plan, the ALC works with education, health, aged care, MJD Foundation and youth organisations delivering services on Groote Archipelago. The ALC particularly works with AFLNT, Pollyfarmer Foundation, Save the Children, Elders Visiting Program and Larrakia Nation (ALC TOs Bus Service).

The ALC also engages with research and training institutions to provide individual and community training opportunities on the Groote Archipelago, to partner in developing leading edge and scientifically based programs, and in undertaken new ventures.

9. RISK OVERSIGHT AND MANAGEMENT

The ALC is seeking to build capability and embed Governance Risk and Compliance activities in 2021-22. Key activities are outlined below:

9.1 Governance

The ALC Governance framework refresh continues:

- Existing policies are updated to reflect contemporary operational requirements;
- New polices are created to address emerging risks;
- Development of supporting documents such as checklists, procedures and forms are created to provide guidance and collect information necessary to support the governance framework;
- Planning for the future automation for the performance of governance activities and retention of evidence e.g., checklists;

- Improvements to the 'source of truth' established for the ready access to official ALC governance documents – taking advantage of improvement to the ALC Information Technology infrastructure;
- Training provided to Department Managers and Coordinators in the operation of new and revised policies and procedures.

9.2 Risk Management

Work continues to bring the ALC Risk Management Framework to life and embed risk management as a key decision tool at the ALC. Activities for 2021-22 are focused on the key elements of risk registers, risk appetite and workplace health and safety.

9.3 Risk Registers

Departmental risk registers are being developed and refined to provide a comparable representation of risk for each department, and at a consolidated or enterprise level. Analysis of risk events in terms of likelihood and consequence will be enhanced with each iteration as new information becomes available. The identification and assessment of effectiveness of controls will highlight gaps and improvement opportunity to be addressed through the governance framework.

9.4 Risk Appetite

A renewed risk appetite statement will be created with Board approval. Training is to be provided for Managers in how this is to be used in decision making, using the risk measurement skills applied in the creation of the risk registers. Board approval will be required to deviate from the risk appetite.

9.5 Workplace Health and Safety

The ALC has engaged experts in this field to improve the management of Workplace Health and Safety (WHS). Over the year 2021-22 they will conduct visits to ALC operations on Groote Eylandt, Cairns and Darwin to foster increasing awareness and skills in:

- WHS due diligence – building capacity for Directors and Managers to Support the achievement of the ALC vision while leading through the best practice in governance;
- Warehouse safety – maintain compliance and role model best practice safety in the ALC warehouse for workplace participants and the community as a whole;
- WHS incident management – create systems that keep workers safe and learn from mistakes or incidents;
- Create systems for testing fire and electrical systems so workplace participants and ALC assets are protected;
- Build capability in WHS while protecting culture and language through innovative communication techniques;
- Use effective risk management to keep workplace participants safe from occupational violence;
- Creating a consistent and effective risk management system to keep workplace participants safe while working in remote locations.

9.6 Compliance Management

The ALC will develop compliance management over 2021-22 with the key objectives of:

- Identifying and understand ALC legal obligations;
- Communicating those obligations to the responsible managers;
- Ensuring sufficient and effective controls and appropriate levels of monitoring are applied to the obligations that represent the highest risk to the ALC.

To achieve this objective, an 'obligations register' will be created to summarize legal obligations in plain English, apply a risk rating to each obligation and identify an 'owner' for

that obligation within the ALC. The register will at first focus on the *PGPA*, and *ALRA*. Future work will include all federal, territory and state legislation relevant to the ALC.

Obligation 'owners' will be required to attest to the state of compliance for each of their obligations, and this will be reported to the CEO. The CEO will in turn attest to their obligations. The attestations are to be completed in a 'no blame' atmosphere of trust. Issues raised this way will be the cause of investigation and remediation. Failure to raise issues will result in performance management.

9.7 Assurance

The lynchpin to ensuring the ALC achieves its goals in Governance, Risk and Compliance is to introduce ongoing assurance in the form of internal audit. A rolling risk based internal audit plan will be developed with the guidance of the Audit Committee. Expertise to conduct independent reviews and audits will be procured and will perform the activities under the direction of the Chair of the Audit Committee. This is anticipated to commence late 2021.

9.8 Strategic Risk Register

Table 9.1: Top five Risks – Inherent Risks

		Consequence scale				
Risk rating = Consequence scale x Likelihood scale		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Likelihood scale	Almost certain (5)	5	10	15	4	2 5
	Likely (4)	4	8	12	16	1
	Possible (3)	3	6	9	12	6
	Unlikely (2)	2	4	6	8	10
	Rare (1)	1	2	3	4	5

Table 9.2: Residual Risk

		Consequence scale				
Risk rating = Consequence scale x Likelihood scale		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Severe (5)
Likelihood scale	Almost certain (5)	5	10	15	20	25
	Likely (4)	4	8	12	16	20
	Possible (3)	3	6	2	12	15
	Unlikely (2)	2	4	1	6	5
	Rare (1)	1	2	3	4	5

Risk #	Risk	Risk Event	Class	Inherent likelihood	Inherent likelihood description	Inherent consequence rating	Inherent Consequence Description	IRR	Controls	Residual likelihood	Inherent likelihood description2	Residual consequence	Residual Consequence Description	RRR
Strat02	Uncertainty in future funding sources	Income from sources that rely on royalties derived from Manganese mining on Groote Eylandt vary greatly from year to year and may in the future be no longer be enough to support ALC managed projects e.g. Preserving Culture, Royalty Development Unit.	Strategic	5	Almost Certain	5	Severe adjustment to the strategic plan requiring the cancellation of programs and overall reductions of scope. Ministerial intervention into the strategic direction of the ALC	25	The ALC makes provision for periods of reduced royalty income and the eventual closure of the GEMCO mine by investing with the Anindilyakwa Royalties Aboriginal Corporation (ARAC) and increasing funds held in the Mining Trust. These amounts may be used for continuation of programs across the archipelago. Investment returns from the Mining Trust and income agreements with various venture in the Archipelago will become a significant income stream to replace reliance on royalties.	3	Possible	3	Moderate adjustments to the strategic plan required, including program deliverables, timelines and budgets	9

Strat05	Pandemic	2020 witnessed the most significant global pandemic since the 1919 Spanish Flu – COVID19. The impact of an outbreak on the population of Groote Eylandt archipelago would be devastating due to the underlying health issues and unhygienic living conditions created by inadequate housing common on the island. An outbreak could extinguish remaining aspects of culture that the ALC is intended to protect.	Strategic	5	Almost Certain	5	Severe adjustment to the strategic plan requiring the cancellation of programs and overall reductions of scope. Ministerial intervention into the strategic direction of the ALC.	25	The ALC works with the Northern Territory Department of Health, Queensland Department of Health and Federal Government to respond to COVID19 threats as they arise and reduce the risk of infection on the archipelago, in the Cairns office and the Darwin office. The ALC has a COVID19 response plan and this is regularly updated to reflect current advice. The archipelago has remained free of infection.	2	Unlikely	5	Minor adjustments strategic plan requirement program deliverables and timelines to be adjusted.	10
Strat01	Continuity in leadership and strategic environment	The initiatives and programs supported by the ALC require generations to fulfil their goals. There is a risk that external political change or changes in ALC leadership may mean programs are unable to fulfil their full potential due to shifting priorities. ALC leadership has undergone significant changes in the last five years, and the external political influences (Commonwealth and Northern Territory) also have cycles of less than 5 years.	Strategic	4	Likely	5	Severe adjustment to the strategic plan requiring the cancellation of programs and overall reductions of scope. Ministerial intervention into the strategic direction of the ALC.	20	1. The ALC invests significant effort in developing and renewing Strategic and Corporate plans. There are robust processes in place to ensure changes in strategy or planning do not occur unless there are compelling reasons to do so. The strategic direction should survive a change in Chief Executive Officer or government unless there is a compelling reason to change. 2. The CEO engages with the Federal and Territory Government routinely to explain the ALC strategic directions and gauge the likelihood of changes in Government policy that may impact that.	2	Unlikely	3	Moderate adjustments to the strategic plan required, including program deliverables, timelines and budgets.	6
Strat04	Information Technology infrastructure	Information technology infrastructure for the ALC is stretched due to legacy decisions, the remoteness of Groote Eylandt and increasing requirements for information technology services for administration and program delivery.	Strategic	5	Almost Certain	4	Major adjustment to the strategic plan requiring extensive modification or cancellation of programs and reallocation of funding.	20	ALC IT strategy is progressing to see contemporary platforms implemented and supported including: * SharePoint * Office 365 * Microwave links between remote offices and satellite links to the mainland * Extension of fibre optic links to Deception Bay logistics base and solar farm. The joint venture with the Northern Territory Government, Telstra and South 32 to improve bandwidth available on Groote Eylandt is progressing on schedule.	2	Unlikely	2	Minor adjustments strategic plan requirement program deliverables and timelines to be adjusted.	4

Strat06	Workplace Health and Safety	<p>ALC employees work in environments ranging from offices to remote locations on land and at sea. Industrial worksites include the Men's Shed, timber mill and construction sites. ALC staff operate a variety of vessels and vehicles. The environment is at times hazardous and work place participant may be injured or killed in the worst case scenarios.</p> <p>ALC workplace participants are also exposed to cultural and community violence in the course of their duties and at home.</p>	Workplace health and safety	3	Possible	5	Severe adjustment to the strategic plan requiring the cancellation of programs and overall reductions of scope. Ministerial intervention into the strategic direction of the ALC.	15	<p>The ALC have engaged subject matter experts to rebuild the WHS framework. Key activities include:</p> <ul style="list-style-type: none"> a. Due diligence training b. Development of fit-for-purpose safe work practices including warehouse operations c. Implementation of incident reporting d. Development of systems for the consistent testing of electrical and fire systems e. development of cultural de-escalation strategies in consultation with community. 	2	Unlikely	4	Significant but reversible disabilities requiring hospital.	8
Strat03	People	Isolation, challenging community dynamics and the availability of suitable housing make it difficult for the ALC to attract and retain suitable qualified and high calibre employees.	Strategic	4	Likely	3	Moderate adjustments to the strategic plan required, including program deliverables, timelines and budgets	12	<p>The ALC Human Resources Strategy identifies future requirements and enables planning for them to be met. Housing stock on Groote is being improved by the ALC infrastructure Department.</p> <p>Funding arrangements with Anindilyakwa Housing Corporation and the Northern Territory Government (NTG) are in place to fund the development and maintenance of housing. Private sector funding will be used to construct the assets and rents paid by NTG.</p> <p>Development of cultural de-escalation strategies in consultation with community.</p>	2	Unlikely	2	Minor adjustments strategic plan requirement program deliverables and timelines to be adjusted	4

10. CAPABILITY

The ALC operates within a framework of continuous improvement and organisational development. The ALC is cognizant of the capabilities, expertise and resources required to carry out its functions and activities. The ALC is continually evolving to meet operational requirements and to achieve strategic mission, vision and goals.

The ALC has demonstrated the capability to bring in the required skills and expertise evidenced by the staffing profile of the ALC. The ALC has main offices located on Groote Eylandt, a major new office in Darwin and Finance Administration located in Cairns. Employment arrangements aim to maximise TO workforce participation through local community-based roles, attract and retain individuals with the required skills and experience through 'off-Eylandt' placements or providing housing 'on-Eylandt', and to contract-in relevant specialist services. The ALC leadership at the Accountable Authority and ALC Board level are stable, long standing and experienced in building governance practices within the ALC and delivering the Future Groote Strategic Plan.

The recently established in-house Digital Transformation function has achieved a step-change improvement for ALC operations within a complex and remote environment. A cloud-based system is being rolled out, establishing standardised operating systems through Microsoft 365 and Sharepoint and addressing network security. These business improvements will be further realised with the completion of the Telstra backhaul upgrade which will increase bandwidth and enable seamless cloud-based working on Groote Eylandt. Further technology infrastructure and system improvements have been identified for implementation over the period of the four-year Corporate Plan.

The Human Resources and Performance function is implementing a Groote Archipelago wide training program in partnership with Charles Darwin University to support TOs in obtaining training in key areas where employment opportunities exist. The immediate priority is to build the literacy and numeracy skills of TOs in preparation for undertaking further training. Key considerations are being made on course structure, delivery location,

types of courses offered and the needs of all organisations operating on Groote Archipelago to maximise demand and viability.

The ALC takes a whole of Groote Archipelago approach to build local capacity, capability and control over the activities and events effecting TOs.

The ALC has an Adaptive Management Plan for COVID-19 which provides consideration of the implications of COVID transmission on Groote Archipelago, identifies the key stakeholders ALC interacts with in response to the pandemic and sets out crisis management strategies and responses. The Adaptive Management Plan also provides scenario planning to guide responses that could impact ALC operations and its employees.

11. PERFORMANCE

Output 1: Manage Land

Output 1	Manage Land				
Objective: The Land and Sea Rangers work to protect and manage biodiversity, and the cultural and recreational values of the Anindilyakwa Indigenous Protected Area (IPA) and surrounding sea country.					
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Carry out the Land and Sea Rangers Program	Percentage of total activities in the Land and Sea Rangers Annual Project Plan completed or on track.	100%	100%	100%	100%
	Adopt emerging technologies to improve safety, effectiveness and efficiency of Land and Sea Rangers activities.	Define and secure funding	Trial and evaluate	Adopt for ongoing use	Embedded usage
	Impact of Rangers activity on the environment and community	Qualitative	Qualitative	Qualitative	Qualitative
Strategic Planning and Governance of the Anindilyakwa IPA	Quarterly Advisory Committee Meetings	4	4	4	4
	Review and update of the 5-year IPA Plan (commenced in 2020-21)	Completed	Implemented	Implemented	Implemented
Learning on Country	Two classroom or on-country activities carried out during each school term.	8	8	8	8

Output 1	Manage Land				
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Administer and Issue Permits for Access to Areas in the Anindilyakwa IPA	Number of Recreation Permits sold (demand driven)				
	Number of compliance patrols carried out per year	30	30	30	30
	Permit non-compliance identified during patrols	0	0	0	0
Increase community awareness of the ALC Rangers and threats to Anindilyakwa IPA. Raise the profile and knowledge of the Land and Sea Rangers Program using a range of media and communication strategies.	Number of activities carried out (ie creating of picture booklets, videos, media announcements, digital noticeboard stories and social media activities).	25	25	25	25
Develop a Mine Closure Plan, in partnership with TOs and GEMCO to address South 32 ceasing mining operations on Groote Eylandt.	Progress to complete a Mine Closure plan that has the ALC Board approval. Appoint ALC resource, negotiate with NTG, GEMCO and TOs on key areas including the terms of reference, scope, timeline for developing and finalising the plan.	Engage ALC staff to focus on closure planning. Liaise with GEMCO on plan, finalise current TO consultations on closure aspirations	Work with GEMCO and NTG on Closure Plan, terms of reference and consultations, set timelines	Continue work with GEMCO and NTG on Closure planning with all stakeholders for agreed draft plan	Continue work with GEMCO and NTG on finalising and refining the draft Closure plans seek ALC Board approval on Draft

Output 2: Acquire Land

Output 2	Acquire Land				
Objective: Pursue all appropriate avenues to achieve the acquisition of land for the benefit of Indigenous people.					
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Obtain Native Title Rights to seas surrounding the Groote Archipelago, working in partnership with Native Title Claim body NLC.	<p>Progress of Native Title Claim. Amendments and corrections to Anthropology Report being incorporated by Scott Cane.</p> <p>Biographies and Witness Statements prepared by ALC (Groote Clans) and NLC (Mainland Clans).</p>				

Output 3: Economic and Community Development

Output 3	Economic and Community Development				
Objective: The ALC aims to contribute to improving the lives and futures of TOs through achieving sustainable change.					
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Assisting in the economic advancement of Aboriginal people through education, training and employment	<p>Applying transparent governance processes via the Finance Committee and ALC Board, and with Aboriginal Corporations to determine the amount of royalty payments made to individual TOs.</p> <p>Finance Committee consideration given to amounts received and distribution into projects that have social and economic benefit. Tracked by minutes of Finance Committee and ALC Board meetings twice a year.</p>	Demonstrated	Demonstrated	Demonstrated	Demonstrated

Output 3	Economic and Community Development				
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
(continued from page above)	Applying transparent governance processes via the RDU, Finance Committee and ALC Board for the allocation of S64(3) monies to Aboriginal Corporations.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
	Distribution of S64(3) monies to Aboriginal Corporations into the following categories – Economic development, employment and operational, community support program, cultural protection, health, housing, education and infrastructure, aligned to the Future Groote Strategic Plan.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
	Effectiveness and acceptance of Indue Card measured using trend analysis of card usage since introduction in 2019.	increased	increased	increased	increased
	On-time distribution of S64(3) monies within six months of ALC receipt of monies, as required under ALRA	completed	completed	completed	completed
Process applications and assist in making land use agreements on Indigenous lands.	Effective management of the application process for ALRA S19(a) and S19 land use agreements.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
	Effective management of the application process for exploration and/or mining related land use agreements.	Demonstrated	Demonstrated	Demonstrated	Demonstrated

Output 3	Economic and Community Development				
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Attend Mining Liaison Committee meetings and provide accurate advice on potential environmental impacts and benefits of potential exploration and mining license applications.	All quarterly meetings attended.	4	4	4	4
Monitor existing land use agreements.	Ensuring commitments under existing agreements are met.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
Implement the Strategic Infrastructure Plan 2020-25 and update periodically.	Plan is up-to-date and supports a proactive and planned approach to project delivery, and managing and maintaining assets. Asset registers, budget and forecasts are up to date.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
The RDU develops and Implements policies and procedures to increase efficiency in the services it delivers.	Policies and processes in place, improvements made, and the benefits and outcomes of those improvements.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
Continue to work in partnership with Aboriginal Corporations, industry and government stakeholders to increase employment and training opportunities on Groote Archipelago.	Agreement put in place with identified training provider/s to offer whole of Groote Archipelago training opportunities.	Implemented			

Output 3	Economic and Community Development				
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
(continued from page above)	Number of training courses offered (to be scoped).				
	Number of employment opportunities proposed in the project/programs supported under S64(3) drawn from applications received from Aboriginal Corporations and approved by the ALC Board.	Upward trend each year	Upward trend each year	Upward trend each year	Upward trend each year
Utilise funds received from GEMCO as a result of recent mining and exploration lease approvals to make investments in economic and commercial activities on the Groote Archipelago consistent with the conditions agreed by GEMCO and the ALC over the use of these negotiated royalties.	Description of activities for which the funds have been utilised. Outcomes of the activities. Funds for the Maminyamanja clan were utilised to develop rental housing in Alyangula which has been highly successful. Funds for the Wurrawilya clan were used to purchase the Coffee Shop in Alyangula which has also been a successful acquisition. The Amagula clan has recently utilised their funds to construct four units for accommodation in Alyangula all of which are now rented.	Remaining funds for Mamarika clan are proposed to be used to build a camp at Dalumba Bay in association with a tourism development	Seek economic opportunities for final remaining funds with the Wurramara clan		
Distribute funds provided under the NIAA Economic Stimulus Package and oversee the implementation of the projects.	Report on projects supported, implementation and outcomes.	Demonstrated	Demonstrated	Demonstrated	Demonstrated

Output 4: Advocacy and Support Services

Output	Advocacy and Support Services				
Objective: To advocate on behalf of the TOs of the Groote Archipelago and to express TOs views.					
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Implement Six Groote Archipelago Local Decision Making Agreements and seek legally binding arrangements to support Anindilyakwa people to have control over the decisions and operations of services delivered on Groote Archipelago.	Implementation plans in place for the Health Service and Local Government in 2021-22. Progress made on implementation plans for the six LDMA.	Health and Local Government implementation plans in place	Implementation of six LDMA.	Implementation of six LDMA.	Implementation of six LDMA.
Preserving culture through artistic expression and practice as determined by the TOs on Groote Archipelago.	Activities taking place to preserve culture.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
Sharing Anindilyakwa culture with other communities at events or through multi-media platforms accessible beyond Groote Archipelago.	Activities taking place to share culture	Demonstrated	Demonstrated	Demonstrated	Demonstrated
Provide up to date information on issues affecting TOs.	Regular utilisation of the ALC Website, broadcasting, social and other media.	Demonstrated	Demonstrated	Demonstrated	Demonstrated
Raise public awareness of ALCs statutory role.	Engagement with Aboriginal Corporations and media announcements.	Demonstrated	Demonstrated	Demonstrated	Demonstrated

Output	Advocacy and Support Services				
Objective: To advocate on behalf of the TOs of the Groote Archipelago and to express TOs views.					
Activity	Performance Measure	Targets			
		2021-22	2022-23	2023-24	2024-25
Advocate for strong governance and commercial practices of Aboriginal Corporations and enterprises and provide support services.	Number of General Service agreements in place with Aboriginal Corporations and Groote Archipelago enterprises to support strong governance and commercial practices.				
	All Aboriginal Corporations under General Service agreements with ALC are in compliance with ORIC	100%	100%	100%	100%
Update the Future Groote Strategic Plan.	Status of the Future Groote Strategic Plan (work to be scoped).				
Implement an Enterprise Resource Program as part of ALC Digital Transformation that consolidates HR, Payroll and Customer Management to achieve reliable and efficient data management and that supports service delivery.	Progress of implementation.	Scoped and evaluated.	Costed and budgeted.	Implemented.	
Build capability and embed Governance, Risk and Compliance activities.	Policies created and/or updated. Supporting tools and documents put in place to support practice and information collection.				

12. ACRONYMS

ABA	Aboriginal Benefits Account
AC	Aboriginal Corporation
ALC	Anindilyakwa Land Council
ALFF	Anindilyakwa Leaders Future Fund
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976
ALT	Anindilyakwa Land Trust
AMP!	Anindilyakwa Music Program
ASAC	Anindilyakwa Services Aboriginal Corporation
CEO	Chief Executive Officer
HR	Human Resources and Performance
GEBIE	Groote Eylandt Bickerton Island Enterprises
GEBIPC	Groote Eylandt Bickerton Island Primary College
GEMCO	Groote Eylandt Mining Company
IPA	Indigenous Protected Area
LDMA	Local Decision Making Agreements
NIAA	National Indigenous Australian Agency
NLC	Northern Territory Land Council
NT	Northern Territory
PGPA	Public Governance, Performance and Accountability Act 2013
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RDU	Royalty Development Unit
TO	Traditional Aboriginal Owner
WHS	Workplace Health and Safety
WMC	Winchelsea Mining Company
WoC	Working on Country