

# Anindilyakwa Land Council

Corporate Plan 2022-23



## ACCOUNTABLE AUTHORITY MESSAGE

This document is designed to outline the priorities of the Anindilyakwa Land Council (ALC) in pursuit of our vision during the period 2022-23 to 2025-26. 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 aims to make a genuine difference to securing a sustainable future for the Anindilyakwa people of the Groote Archipelago. To do so, we must be innovative and proactive. The vision of ALC is to:

- Protect, maintain and promote Anindilyakwa culture;
- Invest in the present to build a self-sufficient future;
- Create pathways for youth to stand in both worlds.

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 administers a high volume of highly complex payments flowing to it, arising out mining activity on the Groote Archipelago. The ALC is committed to maximising the outcomes for Traditional Owners (TOs) from these arrangements.

Our corporate mission is to operate 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. We will provide increased governance support to the ALC. We will enhance community engagement and deliver more accessible and efficient services to Aboriginal people living in the Groote Archipelago.

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

We are confident that by successfully delivering our Corporate Plan, we will deliver effective and efficient corporate management and good governance.

We, as the Accountable Authority of the Anindilyakwa Land Council, present the Anindilyakwa Land Council Corporate Plan 2022-23.



Mark HEWITT  
Chief Executive Officer

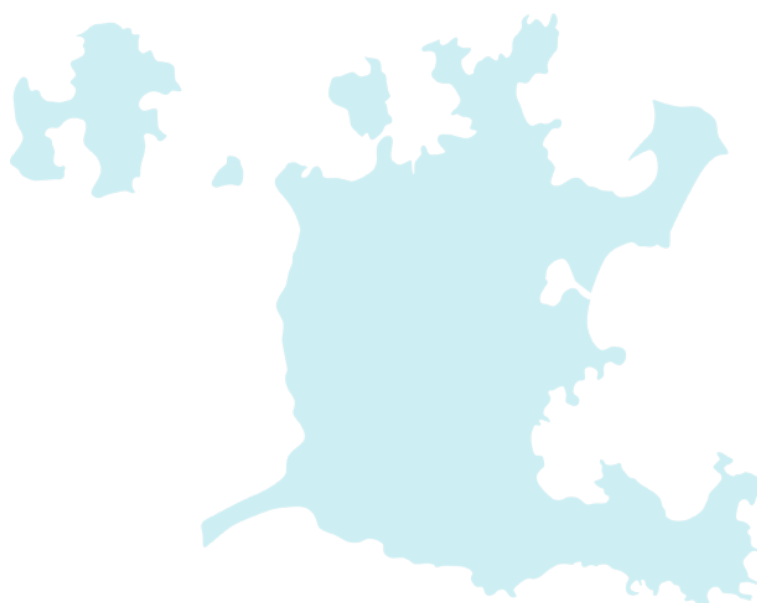


Tony WURRAMARRBA AO  
Chair



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## 1. STATEMENT OF PREPARATION

This is the Anindilyakwa Land Council Corporate Plan, covering the financial years 2022-23 to 2025-26 (a period of four years), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

## 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 of 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 culture, traditions and customary laws
- Empowering control over developments affecting their land, territories, resources and culture
- Providing greater unity through 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.

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 comprises representatives from the 14 clans of the Grootte Archipelago, and one community representative from each of the townships of Angurugu, Milyakburra and Umbakumba. The elected members serve a term of three years. The ALC held elections of the Board in September 2021.

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 and is appointed by the ALC Board. The CEO is responsible for the implementation of the ALC strategic plan as directed by the ALC Board and will structure the organisation to deliver the Strategic Plan and Corporate Plan effectively and efficiently. The CEO is responsible for:

- Creating the organisation design;
- Leading and managing operations;
- Implementing ALC Board decisions including policies;
- Driving the strategic direction and performance;
- Setting priorities;
- Enforcing sound corporate governance;
- Overseeing risk management and workplace health and safety.



## 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 *ALRA* S35(2) determinations for the distribution of *ALRA* S64(3) monies to Aboriginal Corporations. The Finance Committee convenes to review applications made by Aboriginal Corporations 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 *ALRA* S64(3) monies and recommends projects that demonstrate strong economic and social value for the TOs of the Groote Archipelago.

The Finance Committee also convenes when required to review applications from TOs who wish to be added to the TOs register and makes non-binding recommendations to the ALC Board on the applications. The Finance Committee convenes when required to make non-binding recommendations to the ALC Board on who will receive monies held by the ALC for TOs who have passed away, which is normally the next of kin.

### 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 who is independent of the ALC and has a strong background in accounting and auditing. There are up to 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 members of the Audit Committee must be persons who are not employees of the ALC. 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 works towards ensuring objectivity and reliability of externally published financial information and performance reporting. The Board approved ALC Audit Committee Charter is available on the ALC website: (<https://anindilyakwa.com.au/news-media-publications/publications/>)

### 4.2.3 Land and Sea Cultural Advisory Committee

The Land and Sea Cultural Advisory Committee (Advisory Committee) supports the work of the Land and Sea Program. The Advisory Committee provides the formal engagement of approximately seven identified TOs to guide the Land and Sea Business Unit 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

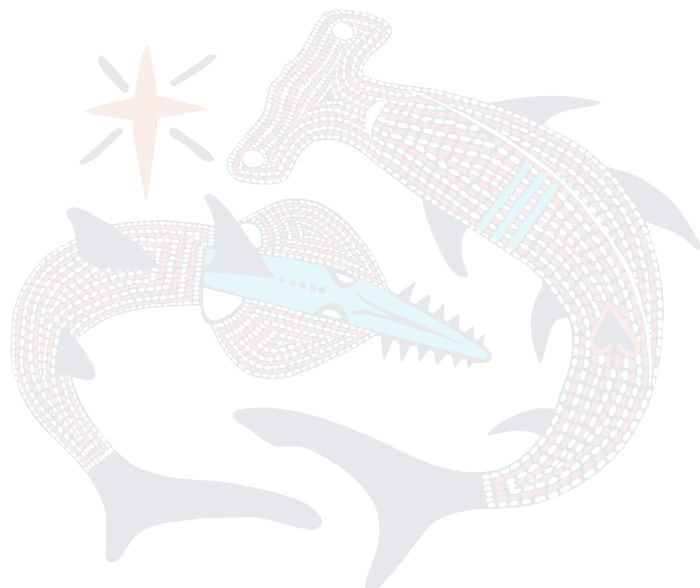
The Groote Eylandt Mining Company (GEMCO) and Winchelsea Mining Company (WMC) Mining/Exploration Agreements outline the formation and functions of Mining Liaison Committees.

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 communities when GEMCO ceases mining operations on the Groote Archipelago. The AMT 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.





## 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:

1. Land and Sea
2. Mining and Sustainability
3. Preserving Culture
4. Community Support Program
5. Royalty Development Unit
6. Infrastructure and Development
7. Human Resources and Performance
8. Technology and Transformation
9. Finance
10. Royalty Financial Planning and Analysis
11. Legal and Executive Operations

The ALC maintains an Organisation Design Policy that provides details of each Business Units responsibilities. All Units carryout business planning, budgeting and reporting activities which align to the Strategic Plan and Corporate Plan to support ALCs statutory obligations under *ALRA*, *PGPA*, other applicable legislation and program funding requirements. All Business Units operate within a governance framework which includes organisation wide systems, policies and procedures. Business Unit specific systems, policies and procedures are also in place to support the particular operating requirements of those areas. A Risk Management, Compliance and Assurance framework is in place and is discussed further in section 9 (page 26) of this document.



## 5.1 Land and Sea

Anindilyakwa Land and Sea Business Unit manage an Indigenous Protected Area (IPA) of 10,000 square kilometres of islands, reef and ocean in the Groote Archipelago. The Land and Sea Business Unit are primarily 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 Land and Sea Program and has committed funding for WoC through to 2028.

The Land and Sea Business Unit undertake management activities guided by TOs deep connection to traditional culture and combine that with the latest 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 Indigenous Protected Area
- Protection of native species including marine and terrestrial, native flora and fauna, endemic, migratory and threatened and endangered species
- Fire management including preservation of traditional ecological knowledge
- Biosecurity matters such as invasive plants and animals, soil, vegetation, freshwater and sea country management
- Community education and research.

The Land and Sea Business Unit 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 and GEMCO. The Land and Sea Business Unit is 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. The Land and Sea Business Unit are also supporting tourism ventures within the Groote Archipelago where significant eco-tourism opportunities are present.

## 5.2 Mining and Sustainability

The Mining and Sustainability Business Unit (M&S) is responsible for ensuring that environmental and cultural impacts from mining development, whether on land or sea country in the Groote Archipelago, are considered in context with sustainable development. Sustainable development implies sustaining levels of cultural, environmental, and economic value after mining activity is completed. In this role M&S facilitates sustainable development on mining leases after current mining operations are completed. M&S consults with TOs of mined land to pursue a mixed land use model post-mining, which prescribes cultural and environmental conservation and identifies commercial development areas in the landscape to sustain economic activity while preserving culture and biodiversity. Ensuring that rehabilitation work has restored native environmental productivity and cultural value is the basis for conserving land capability after mining.

With current mining activities in the region planned to conclude around 2032-33, mine closure planning is a key focus. M&S is in discussion with TOs, GEMCO, WMC and NT Government stakeholders to ensure that all aspects of mine closure on Groote Eylandt and Winchelsea Island are addressed and that the sustainable development objectives are met. NT government and, national and international guidelines are used to support project planning. Forestry, biodiesel production and food production project plans use local cultural context to support a more diversified local economy in the future.

## 5.3 Preserving Culture

The Preserving Culture Business Unit of the ALC works in partnership with Groote Archipelago Aboriginal Corporations to conserve and protect Anindilyakwa cultural heritage and to build a living cultural economy. Programs are guided by the Warnumamalya, 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. This function actively maintains a register of genealogy for the Groote Archipelago and maps sacred sites, rock art and historical occupation sites in the Groote Archipelago.
- Arts - Anindilyakwa Arts represents, promotes, and upskills the many talented artists in the Groote Archipelago in the expression and application of traditional and contemporary art. Warnumamalya led community art centres and art gallery with the help of competent and skilled arts specialists, passing on new skills and art forms. Art fairs and exhibitions provide opportunities for professional development and exposure for artists and sales of artwork.
- Music - Led by Warnumamalya the Anindilyakwa Music Program supports, promotes, and engages contemporary bands and solo artists in the Groote Archipelago. This includes maintaining studios and organising and producing concerts, recordings, festivals and videos. They also support traditional songs, dances and music performances and teach both contemporary and traditional music to students within community schools, and to boarding students in Cairns.



- Broadcasting - Angurugu and Umbakumba radio stations broadcasts 24-hours a day, 7-days a week. They support local community news, national and international events, interview visiting stakeholders and highlight local, national, and international music. Groote Broadcasting supports local recruitment and proudly acknowledges the succession of Amethea Mamarika into the Umbakumba Station Manager role. They provide an information hub and entertain listeners with quality local content.
- Language - The Language Centre aims to safeguard, maintain, and promote the Anindilyakwa Language for future generations and is led by Anindilyakwa speakers and supported by certified linguists. This is demonstrated in a variety of ways, including oral history recordings and story sharing, translations, dictionary initiatives, and collecting and digitising Groote Eylandt's cultural heritage collection.
- Media - Guided by the Preserving Culture values and Warnumamalya seniors, Media produces content with high cultural value. Making films and photographs that document knowledge and successes of the TOs, it is a pathway to story-telling and creativity through digital media. Its aim is to empower, preserve culture and develop access and skill sets across moving and still imagery. Content and direction is shaped by Warnumamalya participants.
- Men's Shed - The senior men's shed is where traditional and cultural practices and stories are discussed and shared, such as traditional ochre paints, carvings, and contemporary items with local wood. They are the keeping place for sacred and secret items that have been repatriated back to Groote Eylandt. They also aim to improve the health and wellbeing of its members through the retention of cultural practices.

#### 5.4 Community Support Program

The Community Support Program (CSP) works in partnership with Groote Archipelago Aboriginal Corporations to provide social and community support activities to TOs eligible for the program. The CSP maintains a strong community presence with offices located within each township. The CSP acts as an open door to support Warnumamalya in a range of matters that impact their lives either by providing direct support or making connections with relevant services. The range of support services provided by CSP relate to aged and disability care, cultural activities, funerals, ceremonies, safety initiatives including working with the Night Patrol and Spotters Program and support for emergencies, medical assistance including dental care, Royalty Shoppa Card (Red Cards), welfare support, financial assistance for education on and off Groote Eylandt, funding for youth engagement with schools, sports and recreation, COVID response, community goods distribution and domestic animal management. The CSP 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 and community engagement driven by the ALCs strategic priorities. The RDU plays a key role in developing major economic opportunities for the Groote Archipelago region and supports the transition of these projects to Aboriginal Corporations that are capable of taking the projects through to maturity.

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 Infrastructure and Development Unit consists of employees with the skills to strategically plan for, coordinate and project manage major and minor works. The Infrastructure and Development Unit operates under the Strategic Infrastructure Plan 2020-2025 developed to provide strategic direction for the ALCs capital asset portfolio. The Strategic Infrastructure Plan 2020-25 forecasts future capital investments and planned maintenance. A proactive and planned approach is taken to deliver projects and, provide the care and ongoing maintenance of fixed and mobile 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 purpose of the Human Resources and Performance Unit (HR) is:

- Recruit, develop and retain a high performing and diverse workforce
- Promote a healthy and safe work environment
- Promote a performance culture
- Maintain a set of approved policies and procedures for ALC management and employee use.

HR provides whole of organisation oversight to the day-to-day functions of the ALC and coordinates cross-organisation recruitment, induction and training. HR provides training and support to line managers to implement performance management, career development and succession planning frameworks. Training in workplace health and safety is organised through HR. The HR Business Unit coordinates Board governance training and supports in executive review and remuneration processes as required. HR provides workforce development with particular emphasis on attracting and upskilling a strong Warnumamalya workforce and retaining staff through place-based programs. Initiatives include a numeracy and literacy program catered for Warnumamalya, inductions delivered in Anindilyakwa and six-monthly refresher sessions to support employees to navigate workplace policies, procedures and systems. The HR Unit also adopts a whole of Groote Archipelago approach to understanding and supporting Warnumamalya workforce participation, and training needs and opportunities.

## 5.8 Technology and Transformation

The Technology and Transformation Business Unit (T&T) was established as an in-house function in 2020 to manage the digital transformation of the ALC. Its purpose is to provide the most effective technological environment for ALC operations. The function provides leadership and governance of the ICT strategy, with a focus on the integration of systems and applications with operational processes. T&T manages data and cyber security risk within regulatory and legal mandates. The T&T manages people's access to appropriate Departmental data. It manages the digitisation of the ALCs information, processes and practices. Through the evaluation of current and future needs of the ALC operations, T&T identifies technology enabled improvements and opportunities for digital optimisation and innovation by working collaboratively with other Business Units.

The ALC is establishing Geographic Information Systems (GIS) as a tool to capture, store and analyse spatial data. The GIS will be used to enhance operational and strategic decision making by enabling information pertaining to the Groote Archipelago environmental, cultural and social landscape to be modelled, analysed and presented visually. A data management framework will define the principles and protocols to guide the use of the systems, and to manage data access and sharing. GIS will be progressively implemented across Business Units.

## 5.9 Finance

The Finance Business Unit carries out the day-to-day financial operations of the ALC including management of accounts, accounts payable and payroll. Finance prepares budgets, annual financial statements and is responsible for managing the annual financial audit process. The Finance Business Unit administers the TO register, TO rental list, property and asset registers. Finance also administers the distribution of funds to Aboriginal Corporations and the distribution of funds to TOs, via the Royalty Shoppa Card (Red Card) or directly into TOs bank accounts as directed by the ALC Board.

### 5.10 Royalty Financial Planning and Analysis

The purpose of the Royalty Financial Planning and Analysis (RFPA) Business unit is to provide financial planning and analysis capability within the ALC to support the operations of the ALC Finance Committee and the AMT.

The RFPA 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 RFPA collects and analyses financial information to inform the ALC Board on the allocation of funds to maximise the financial, economic and social outcomes for TOs.

The RFPA Manager coordinates the activities of the Finance Committee and manages the distribution of funds from the ALC to Aboriginal Corporations as directed by the ALC Board. RFPA oversees the utilisation of the funds and provides analysis of the distribution of those funds into identified priority areas. The RFPA manages service agreements with Aboriginal Corporations through which the ALC provides business support and financial administration services.

### 5.10 Legal and Executive Operations

The Legal and Executive Operations function of the ALC provides support to the CEO, Chair 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, NT Land 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.

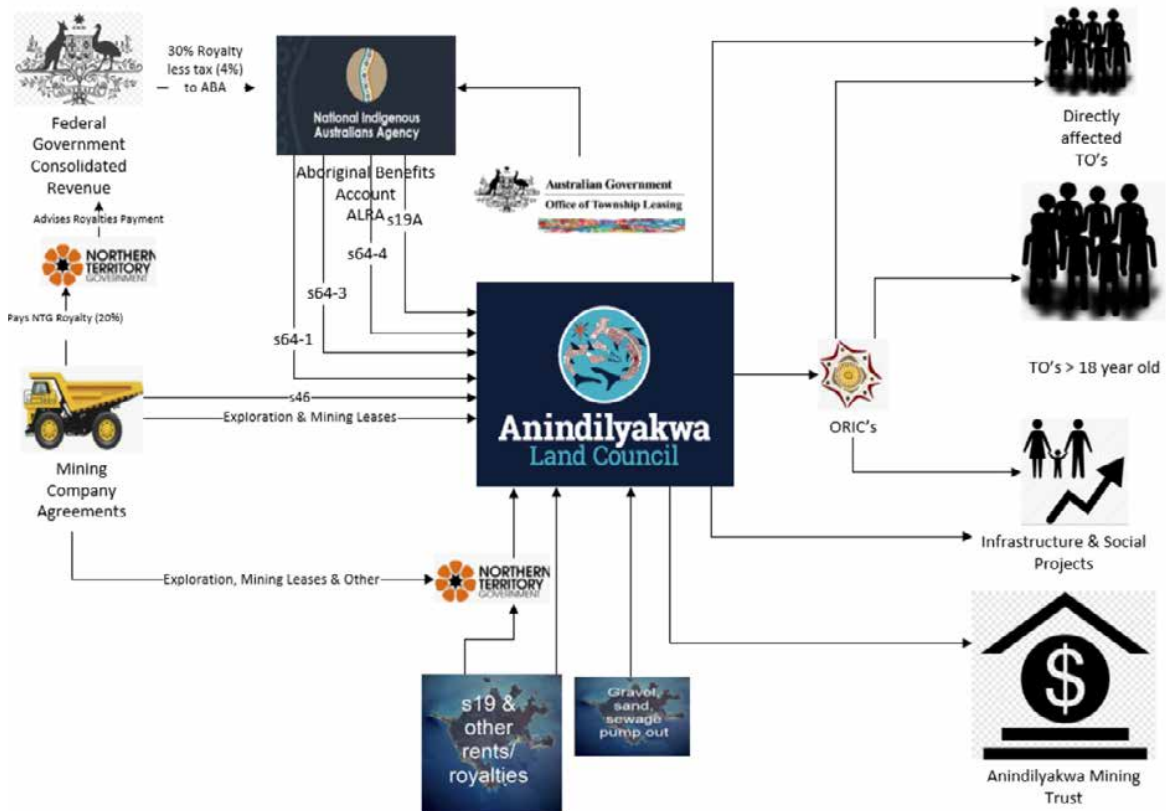
The ALC has also appointed resources to develop and implement an Enterprise Risk Management System including developing policies, procedures and practices to support risk management and mitigation within the ALC. Resources are provided to meet ALCs reporting obligations under ALRA and PGPA.



## 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 to and from the ALC 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 prior to the commencement of the financial 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 prioritised economic, cultural and social activities. A proportion of the monies are provided to eligible TOs individually, by Anindilyakwa Royalties Aboriginal Corporation. A cashless debit card system (Royalty Shoppa Card (Red Card)) is in place to provide TOs with monies for the purchase of essential items.

## 6.3 ALRA Section 64(4)

In 2021, the Australian Parliament passed the Aboriginal Land Rights (Northern Territory) Amendment (Economic Empowerment) Bill 2021. The centre-piece of the reforms is a new Aboriginal-controlled body called the Northern Territory Aboriginal Investment Corporation to empower Aboriginal people in the NT to maximise the economic future of their families and communities in generations to come. The new Corporation will be established in 2022. The new Corporation will replace the ABA grant program and will use funding to invest in Aboriginal businesses, commercial projects and community 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. Under the terms of the Groote township lease the monies received must be used for community and economic development. Reforms are currently underway to the management and administration of Township Leases on the Groote Archipelago.

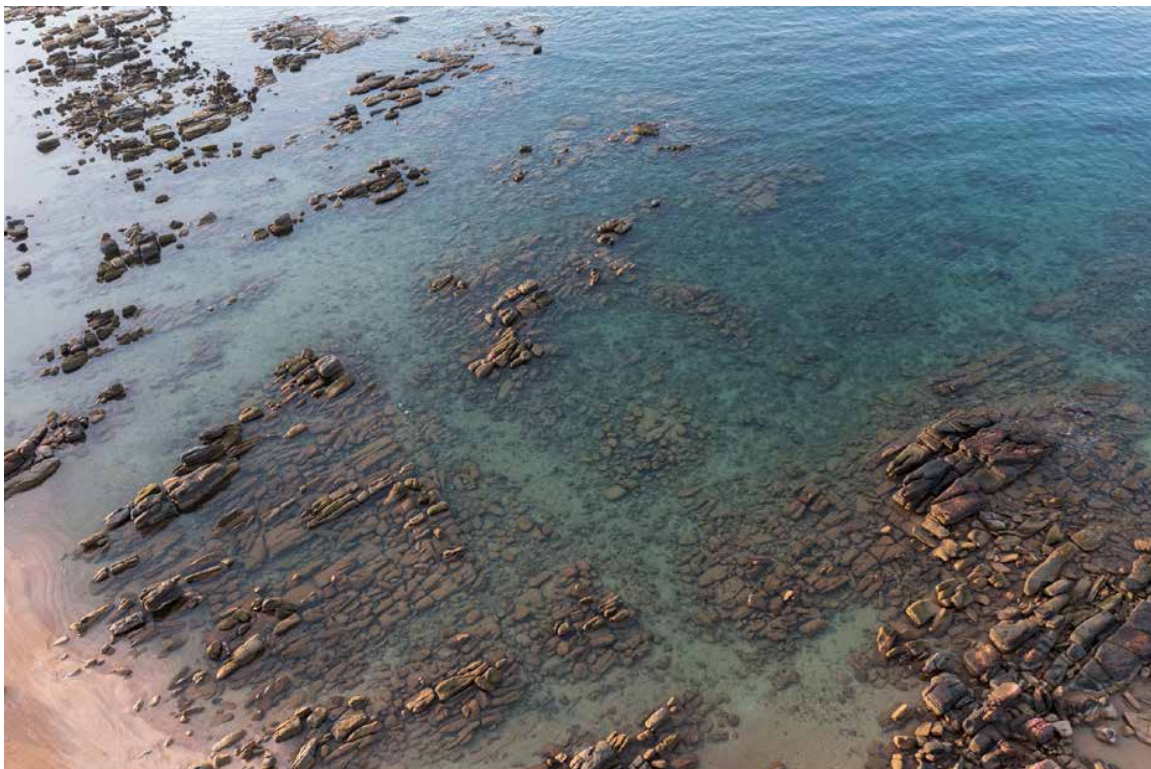


## 6.5 ALRA Section 19

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. Following completion of the environmental assessment process a Mining Agreement will be entered into with Winchelsea Mining. These Agreements provide for negotiated royalties to be paid to TOs. Under the agreements the ALC receives administration funds, and is reimbursed for engaging TO cultural consultation services that relate to mining and exploration activities. 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.

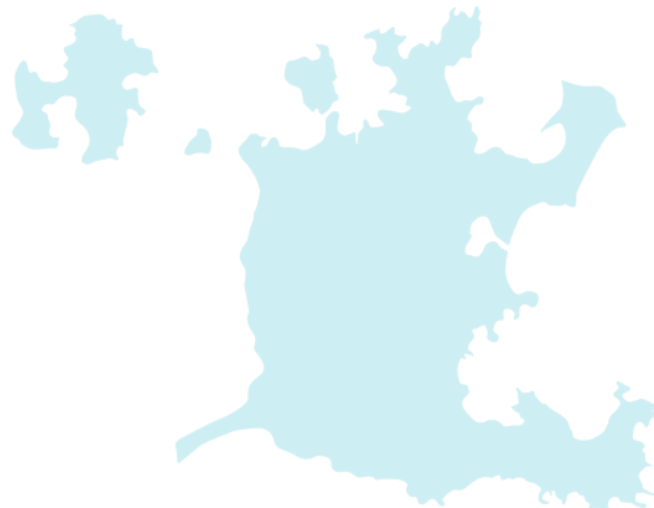
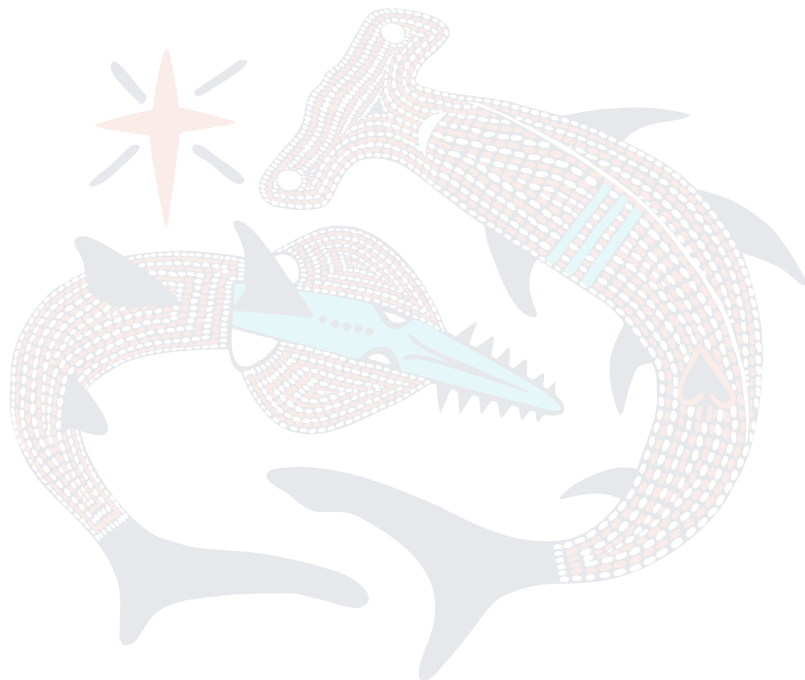




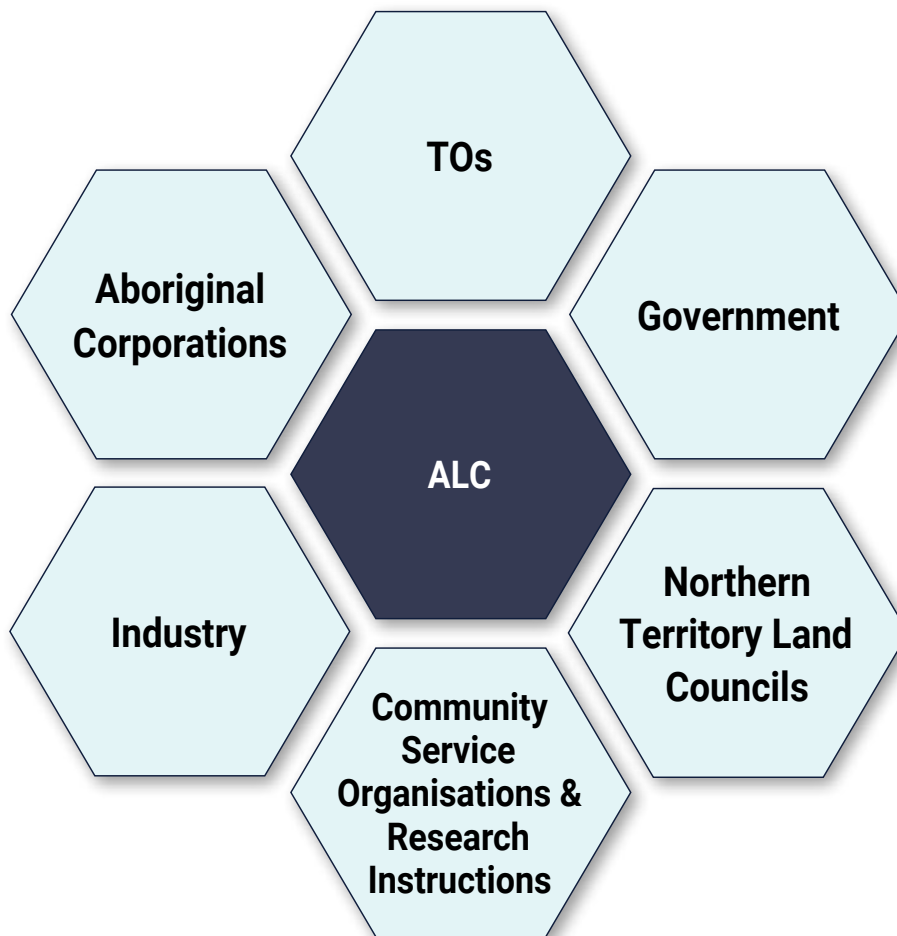
Figure 7.1- Groote Archipelago map.



## 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 are Traditional Owners, Aboriginal Corporations, Government at all levels, Northern Territory Land Councils, Industry, 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 core of the ALC governance and organisation structure. The ALC workforce is comprised of 56% Warnumamalya 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. There are over 20 Aboriginal Corporations operating at varying levels of activity on the Groote Archipelago. Under the LDMA and its Implementation Plans covering economic development, education, housing, health, law, justice and rehabilitation, and local government, Anindilyakwa-controlled entities are increasingly being empowered to take charge of local service delivery and economic growth on the Groote Archipelago.

The ALC, is required under *ALRA S35*, to disburse *ALRA S64(3)* royalties to Aboriginal Corporations. The ALC has put in place processes and mechanisms for the efficient, effective, and transparent disbursements of *ALRA 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 TOs. A transparent and systematic application process managed by RDU and RFPA has been established through which Aboriginal Corporations can apply for *ALRA 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 assessed.

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).

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 ALC offers any Aboriginal Corporation or enterprise on the 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.

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 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 a range of other Australian Government Departments to achieve mutual goals and to deliver 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 the Local Decision Making Agreement (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 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. The NT Land Councils are working together to unlock the economic potential of the region.

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 Australian Parliament passed the Aboriginal Land Rights (Northern Territory) Amendment (Economic Empowerment) Bill 2021 (the Bill). Refer to section 6.3 ALRA Section 64(4) (page 17) for additional discussion.

In 2022, the Aboriginal Sea Company (ASC) was incorporated and will be governed by a Board comprising equal representation from the three Land Councils in the NT with traditional ownership of sea country- NLC, Tiwi Land Council and ALC, as well as industry experts. It is envisaged that the ASC will empower TOs to be actively engaged in the commercial fishing and aquaculture industries.

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.

## 8.5 Mining Industry

Mining has existed on Groote Eylandt since the 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 a joint venture between the Anindilyakwa Advancement Aboriginal Corporation and AUS China International Mining Pty Ltd. It is majority owned by TOs. 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)*.

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

Together with Aboriginal Corporations on the Groote Archipelago the ALC is working with leading industry professionals, research institutions, the private sector and the NT Land Councils 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 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.

### **8.7 Community Service and Research Institutions**

The ALC interacts and works with the full breadth of community service organisations on Groote Archipelago. In pursuing the objectives of the Strategic Plan, the ALC works with education, health, aged care, MJD Foundation and youth organisations that are 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 undertaking new ventures. The ALC has partnered with the First Nations Portfolio of the Australian National University to implement research projects that create new knowledge that have practical benefits for the Anindilyakwa-speaking people. A project to Deliver Anindilyakwa Data Governance is underway to provide a comprehensive community profile and to support the establishment of a data unit on the Groote Archipelago that will host and manage Anindilyakwa data on an ongoing basis to enable evidence based decision making relevant to the local context.

## 9. RISK OVERSIGHT AND MANAGEMENT

In recent years, the ALC has dedicated resources to review and improve upon risk oversight and management. The ALC is continuing to build capability and further embed Governance Risk and Compliance activities in 2022-23. In May 2022, the ANAO commenced a Governance Audit of the NT Land Councils.

### 9.1 Governance

The ALC Governance framework refresh continues:

- Existing policies are updated to reflect contemporary operational requirements
- New policies 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. electronic forms and 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 Business Unit 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 2022-23 are focused on developing the maturity of risk registers, and workplace health and safety. Risk reporting is to be introduced and risk appetite established.

### 9.3 Risk Registers

Departmental risk registers have been developed and will continue to be 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 opportunities to be addressed through the governance framework.

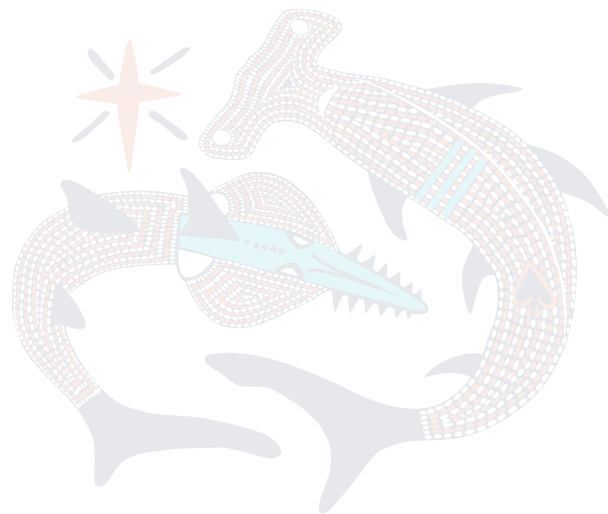
## 9.4 Risk Appetite

A renewed risk appetite statement will be created with ALC 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 2022-23 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 2022-23 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 summarise legal obligations in plain English, apply a risk rating to each obligation and identify an owner for that obligation within the ALC. Work has been completed for the *PGPA*, and is underway for the *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 commenced in 2021 with an audit of payroll.



### 9.8 Strategic Risk Register – Top 5 Inherent Risk

Table 9.1: Top 5 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 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	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



**Table 9.3: Strategic Risks Register – Top 5 Inherent Risks**

Risk #	Risk	Risk Event	Class	Inherent likelihood	Inherent likelihood description	Inherent consequence rating	Inherent Consequence Description	IRR	Controls	Residual likelihood	Residual likelihood description	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.  A new role - Royalty Financial Planning & Analysis Manager - has been established to focus on performing financial forecasting to understand future requirements.	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 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 enabled an incentive program to encourage vaccinations across the archipelago (97% as of April 2022)	2	Unlikely	5	Minor adjustments strategic plan requirement program deliverables and timelines to be adjusted.	10

**Table 9.3: Strategic Risks Register – Top 5 Inherent Risks** (continued)

Risk #	Risk	Risk Event	Class	Inherent likelihood	Inherent likelihood description	Inherent consequence rating	Inherent Consequence Description	IRR	Controls	Residual likelihood	Residual likelihood description	Residual consequence	Residual Consequence Description	RRR
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	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol>	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	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.  ALC workplace participants are also exposed to cultural and community violence in the course of their duties and at home.	Workplace health and safety 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	The ALC have engaged subject matter experts to rebuild the WHS framework. Key activities include:  <ol style="list-style-type: none"> <li>Due diligence training</li> <li>Development of fit-for-purpose safe work practices including warehouse operations</li> <li>Implementation of incident reporting</li> <li>Development of systems for the consistent testing of electrical and fire systems</li> <li>development of cultural de-escalation strategies in consultation with community.</li> </ol>	2	Unlikely	4	Significant but reversible disabilities requiring hospital.	8

## 10. CAPABILITY

The ALC operates within a framework of continuous improvement and organisational development. The ALC is cognisant 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. ALCs focus on workforce development and technological improvements is building capability at the ALC.

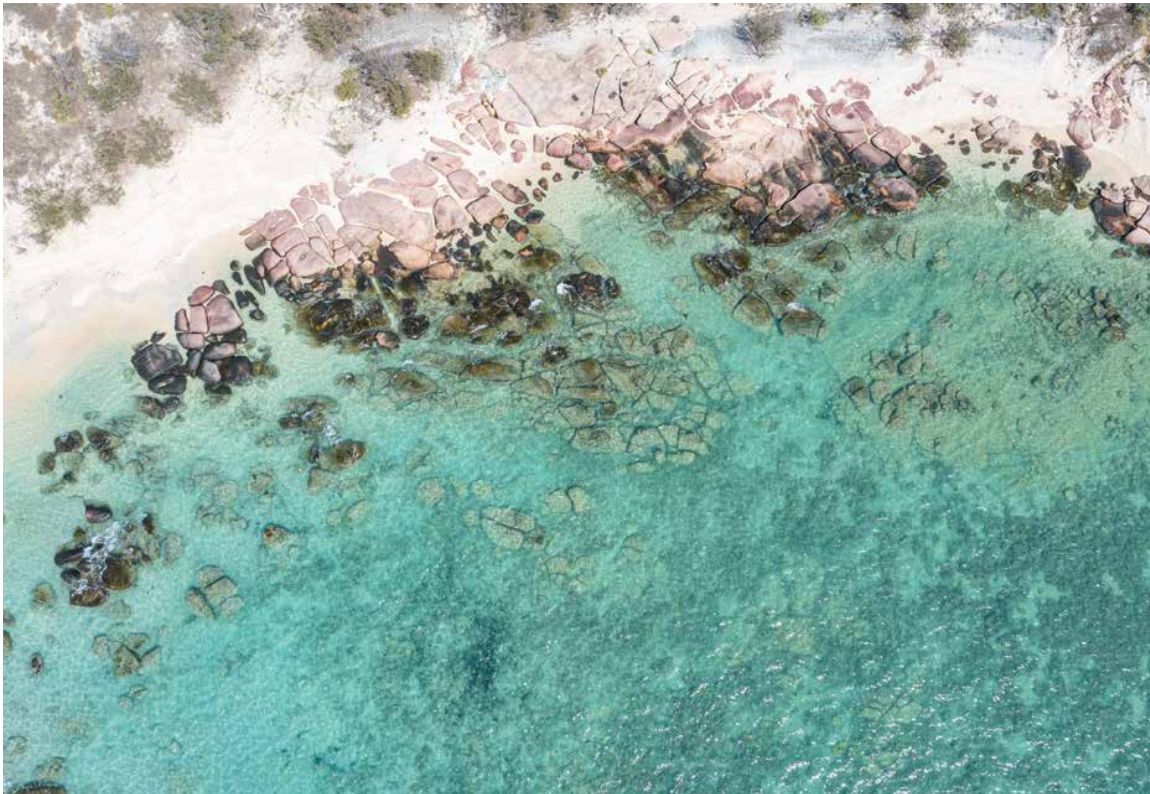
The ALC demonstrates capability by tailoring workplaces and a workforce profile to deliver strategic objectives. The ALC has main offices located on Groote Eylandt in community and in Alyangula, a major new office in Darwin and Finance Administration located in Cairns. Employment arrangements aim to maximise Warnumamalya workforce participation through local community-based roles, to attract and retain individuals with the required skills and experience through off-island placements or providing housing Groote Eylandt, and to contract relevant specialist services. The ALC leadership at the Accountable Authority and ALC Board level is stable, long standing and experienced in building governance practices within the ALC and delivering the Strategic Plan.

Building the Warnumamalya workforce capability, retaining and providing succession pathways for employees is an ALC priority. A range of strategies are in place to strengthen the Warnumamalya workforce by creating culturally informed settings through which Warnumamalya engage with the ALC as an employee. Delivering comprehensive inductions in Anindilyakwa language, providing ongoing supports to build understanding of and engagement with workplace policies, procedures and systems, and a management culture of mentoring and two-way learning are supporting the ALCs goal of increasing Warnumamalya employment. HR is working with stakeholders to create accredited training programs which are tailored to the needs of prospective Warnumamalya employees and the local jobs market on the Groote Archipelago. A foundation of the program is to build adult literacy and numeracy skills that are relevant to the workplace.

The Preserving Culture Business Unit which hosts a strong Warnumamalya workforce provides an example of how the ALC is engaging with the Warnumamalya workforce. At its core the Preserving Culture Unit is led by TOs who guide the programs, in a mission to sustain, share and celebrate strong culture. Accountability is being built through genuine Warnumamalya engagement with business planning and by seeking commitment to work towards the goals of the Preserving Culture Business Unit. Employees are provided with on-the-job and structured training and are encouraged to take on increased responsibilities that pave the way to succession through the ALC or with other organisations on the Groote Archipelago.

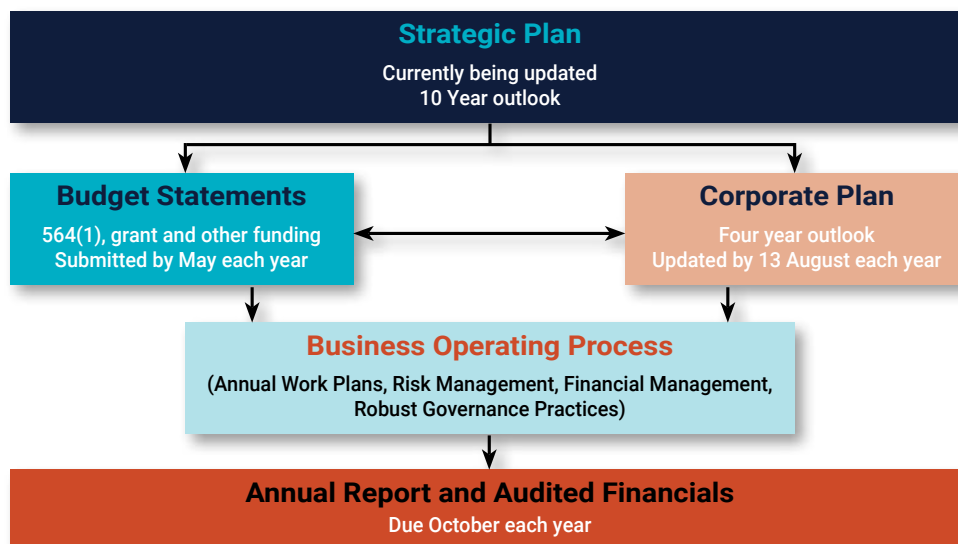
The CSP Business Unit is another example and is experiencing a higher level of involvement from Warnumamalya employees than ever before. Warnumamalya employees are taking on increased responsibilities including building financial literacy of business processes. Employees are participating in formal training that is supported by on the job experience to gain qualifications.

Major technology infrastructure and system improvements were delivered in 2021 including the Telstra Back Haul Project and building the ALC SharePoint site. The next phase, which is underway, involves the transfer of all department data out of old servers into SharePoint and the continued adoption of SharePoint as a workspace, which will continue in 2022-23. The T&T Business Unit is coordinating the delivery of training to adopt the technology and is working with Business Units to establish new technology enabled practices. Outcomes include simplifying the management of backup and security, digitisation and streamlining of paper-based activities and the ability for employees to work seamlessly between ALC sites. The ALC is undertaking geospatial data capture and digitising knowledge that will provide multi-layered information about the Groote Archipelago infrastructure, social, cultural and environmental landscape. The systems of data capture and governance will provide information to support enhanced decision making at the Board and operational levels of the ALC.



## 11. PERFORMANCE

The ALC operates within the Commonwealth Performance Framework, adapted below to the ALC context. The 15 Year Strategic Plan (2012-2027) is the current applicable Strategic Plan available on the ALC website (<https://anindilyakwa.com.au/news-media-publications/publications/>). During the 10 years since the Strategic Plan was completed, the ALC has worked with stakeholders to address the majority of actions. The Strategic Plan is currently under review and will be updated to provide a 10-year outlook to 2033. The refreshed Strategic Plan will operate within an integrated strategic framework which will support improved alignment of planning, operating processes and reporting, to facilitate a clear read between the Strategic Plan, Budget Statements, Corporate Plan and Annual Report.



The Performance Statements below highlight key areas of activity which are aligned to the functions of the ALC as defined under *ALRA* and stated in section 2 and 3 (pages 4 and 5) above. The ALC recognises that developing quality performance statements are part of the corporate planning process which supports the allocation of resources to achieve ALC objectives. Performance measures supports targets to be defined and progress to be tracked. The ALC currently utilises a combination of available quantitative and qualitative performance measures to track progress against activities.

During 2022-23 and 2023-24, following the completion of the Strategic Plan refresh, the ALC will review and update the performance statements, targets and metrics used to track performance. This in turn will support improved reporting of results and allow for deeper analysis of performance in the Annual Report year on year.

The ALC currently categorises performance statements across four Output Areas:

1. Manage Land
2. Acquire Land
3. Economic Development and Community Development
4. Advocacy and Support Services

## Output 1: Manage Land

### Output 1: Manage Land

Objective: 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			
		2022-23	2023-24	2024-25	2025-26
Carry out the Land and Sea Program.	Percentage of total activities in the Land and Sea Annual Project Plan completed or on track.	100%	100%	100%	100%
	Adoption of emerging technologies to improve safety, effectiveness and efficiency of Land and Sea activities.	Trial and evaluate	Adopt for ongoing use	Embedded usage	Evaluate
Training and development of Warnumamalya employees.	Participation in formal training.	100%	100%	100%	100%
Strategic Planning and Governance of the Anindilyakwa IPA.	Quarterly Advisory Committee Meetings.	4	4	4	4
	Implementation of the 5-year IPA Plan.	Implemented	Implemented	Implemented	Implemented
Engage youth in Learning on Country.	Two classroom or on-country activities carried out during each school term.	8	8	8	8



<b>Output 1: Manage Land</b> (Continued)					
Activity	Performance Measure	Targets			
		2022-23	2023-24	2024-25	2025-26
Administer and issue Permits for access to areas in the Anindilyakwa IPA.	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 Land and Sea Program and threats to Anindilyakwa IPA. Raise the profile and knowledge of the Land and Sea Program using a range of media and communication strategies.	Number of activities carried out (i.e. creating picture booklets, videos, media announcements, digital noticeboard stories and social media activities).	25	25	25	25
Process applications and assist in making land use agreements on Indigenous lands.	Effective management of the application process for ALRA S19 land use agreements.	Achieved	Achieved	Achieved	Achieved
	Effective management of the application process for exploration and/or mining related land use agreements.	Achieved	Achieved	Achieved	Achieved



Output 1: Manage Land (Continued)					
Activity	Performance Measure	Targets			
		2022-23	2023-24	2024-25	2025-26
Monitor existing land use agreements	Ensuring commitments under existing agreements are met.	Achieved	Achieved	Achieved	Achieved
Provide accurate advice on potential environmental impacts and benefits of potential exploration and mining license applications. Maintain effective relationships with Mining Companies.	All quarterly meetings attended.	4	4	4	4
	TOs expectations and concerns relating to mining are communicated and addressed.	All issues logged and addressed	All issues logged and addressed	All issues logged and addressed	All issues logged and addressed



## 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			
		2022-23	2023-24	2024-25	2025-26
Obtain Native Title Rights to seas surrounding the Groote Archipelago, working in partnership with Native Title Claim body NLC.	Support progress of Native Title Claim through NLC	Follow up application, lodgment, registration and outcome	tbc	tbc	tbc

## Output 3: Economic and Community Development

### Output 3: Economic and Community Development

Objective: Contribute to improving the lives and futures of TOs through achieving sustainable change.

Activity	Performance Measure	Targets			
		2022-23	2023-24	2024-25	2025-26
Assisting in the economic advancement of Aboriginal people through education, training and employment.	Applying transparent governance processes to determine the amount of royalty payments made to individual TOs.	Achieved	Achieved	Achieved	Achieved



Output 3: Economic and Community Development (Continued)					
Activity	Performance Measure	Targets			
		2022-23	2023-24	2024-25	2025-26
	Applying transparent governance processes for the allocation of S64(3) monies to Aboriginal Corporations.	Achieved	Achieved	Achieved	Achieved
	Distribution of S64(3) monies to Aboriginal Corporations in the following categories – economic development, employment and operational, community support program, cultural protection, health, housing, education and infrastructure, aligned to the Strategic Plan.	Achieved	Achieved	Achieved	Achieved
	Effectiveness and acceptance of Royalty Shoppa Card (Red Card) measured using trend analysis of card usage since its 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.	Achieved	Achieved	Achieved	Achieved
Implement the Road Map to Relinquishment for GEMCO and WMC Mine Closure.	Identify candidate areas of land for relinquishment. Identify and consult relevant TOs on their aspirations. Agreement on sustainable development plans.	Areas identified. TOs consulted. Development plans drafted.	Development trials underway. Monitoring program operational.	Relinquishment agreements completed. Business cases developed.	Development plans implemented.

<b>Output 3: Economic and Community Development (Continued)</b>					
<b>Activity</b>	<b>Performance Measure</b>	<b>Targets</b>			
		<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Review the GEMCO Mine Closure Plan and assert the aspirations of TOs to be included in the Plan.	Optimise support for post-mining development plans.	Achieved	Achieved	Achieved	Achieved
Utilise funds received from GEMCO as a result of mining and exploration lease approvals to invest in economic and commercial activities consistent with the agreed conditions.	Demonstrated economic and/or community outcomes of funded activities.	Achieved	Achieved	Achieved	Achieved
Mining rents paid out as required under lease agreements.	Mining rents distributed within the terms of lease agreements.	Process reviewed and updated to meet requirements	Implemented within guidelines and procedures	Implemented within guidelines and procedures	Implemented within guidelines and procedures
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. Fixed and mobile assets are managed and maintained. Asset registers, budget and forecasts are up to date.	Achieved	Achieved	Achieved	Achieved

<b>Output 3: Economic and Community Development (Continued)</b>					
Activity	Performance Measure	Targets			
		2022-23	2023-24	2024-25	2025-26
The RDU develops and implements policies and procedures to increase efficiency in the services it delivers.	Policies and processes in place.	100% up to date	100% up to date	100% up to date	100% up to date
	Timelines and improvement initiatives set. All initiatives implemented within defined timeframe.	Achieved	Achieved	Achieved	Achieved
Continue to work in partnership with Aboriginal Corporations, industry and government stakeholders to increase employment and training opportunities on Groote Archipelago.	Status of ALC Groote Archipelago employment and training program.	Program design completed	Training program initiated and first training courses delivered	Employment and training programs delivered	Demonstrated training to employment pathways
	Number of employment opportunities proposed in the project/programs supported under s64(3)	Upward trend	Upward trend	Upward trend	Upward trend
Distribute funds provided under the NIAA Economic Stimulus Package and oversee the implementation of the projects.	Demonstrated economic and/or community outcomes of funded activities.	Achieved	Achieved	Achieved	Achieved

## Output 4: Advocacy and Support Services

### Output 4: 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			
		2022-23	2023-24	2024-25	2025-26
Implement Groote Archipelago LDMA and Implementation Plans. Seek legally binding arrangements to support Anindilyakwa people to have control over the decisions and operations of services.	Progress in line with LDMA Implementation Plans, agreed project plans and outcomes.	Implementation Plans finalised for Health and Local Government. All Implementation on track.	Implementation on track.	Implementation on track.	Implementation on track.
Preserving, maintaining and celebrating culture through artistic mediums and practice as determined by TOs on the Groote Archipelago.	Develop and implement Department Team Charter Apply KPI's throughout each program	Introduce and implement Team Charter Annual Review	Annual Review	Annual Review	Annual Review
Raising the profile of Anindilyakwa Culture	The Preserving Culture Department to improve Anindilyakwa Culture presence through a variety of platforms, locally through the Terms of Engagement and then externally through Conferences, Presentations and interchanges.	Annual Review	Annual Review	Annual Review	Annual Review

<b>Output 4: Advocacy and Support Services (Continued)</b>					
<b>Activity</b>	<b>Performance Measure</b>	<b>Targets</b>			
		<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Provide up to date information on issues affecting TOs.	Regular utilisation of the ALC Website, broadcasting, social and other media.	Achieved	Achieved	Achieved	Achieved
Advocate for strong governance and commercial practices of Aboriginal Corporations and enterprises and provide support services.	All Aboriginal Corporations under general service agreements with ALC are in compliance with ORIC.	100%	100%	100%	100%
Prepare, obtain ALC Board approval and carry out the Groote Archipelago Strategic Plan 2023-33.	Progress of preparation, approval and implementation of the Groote Archipelago Strategic Plan 2023-33.	ALC Board approved. Actions defined against timelines.	Implementation on track.	Implementation on track.	Implementation on track.
Continued digitisation of organisational forms onto SharePoint to reduce duplication and streamline work processes.	Number of Business Units working via digital forms and processes.	50%	50%	50%	50%
Establishment of GIS including protocols, systems and data capture.	Status of information management protocols, systems and data capture.	Developed, implemented and used in Infrastructure and Development, Land and Sea, Preserving Culture and Mining and Sustainability.	Utilised consistently by all relevant Business Units.	Data captured is enriched and GIS is used widely.	Systems, protocols and programs are up to date and relevant for operational and strategic uses.



## 12. ACRONYMS

ABA	Aboriginals Benefit Account
ALC	Anindilyakwa Land Council
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976
AMT	Anindilyakwa Mining Trust
ASC	Aboriginal Sea Company
CEO	Chief Executive Officer
CSP	Community Support Program Business Unit
HR	Human Resources and Performance Business Unit
GEMCO	Groote Eylandt Mining Company
GIS	Geographic Information Systems
IPA	Indigenous Protected Area
LDMA	Local Decision Making Agreement
M&S	Mining and Sustainability Business Unit
NIAA	National Indigenous Australians Agency
NLC	Northern Territory Land Council
NT	Northern Territory
ORIC	Office of the Registrar of Indigenous Corporations
PGPA Act	Public Governance, Performance and Accountability Act 2013
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RDU	Royalty Development Unit
RFPA	Royalty Financial Planning and Analysis
TO	Traditional Aboriginal Owner of the Groote Archipelago
T&T	Technology and Transformation Business Unit
WHS	Workplace Health and Safety
WMC	Winchelsea Mining Company
WoC	Working on Country