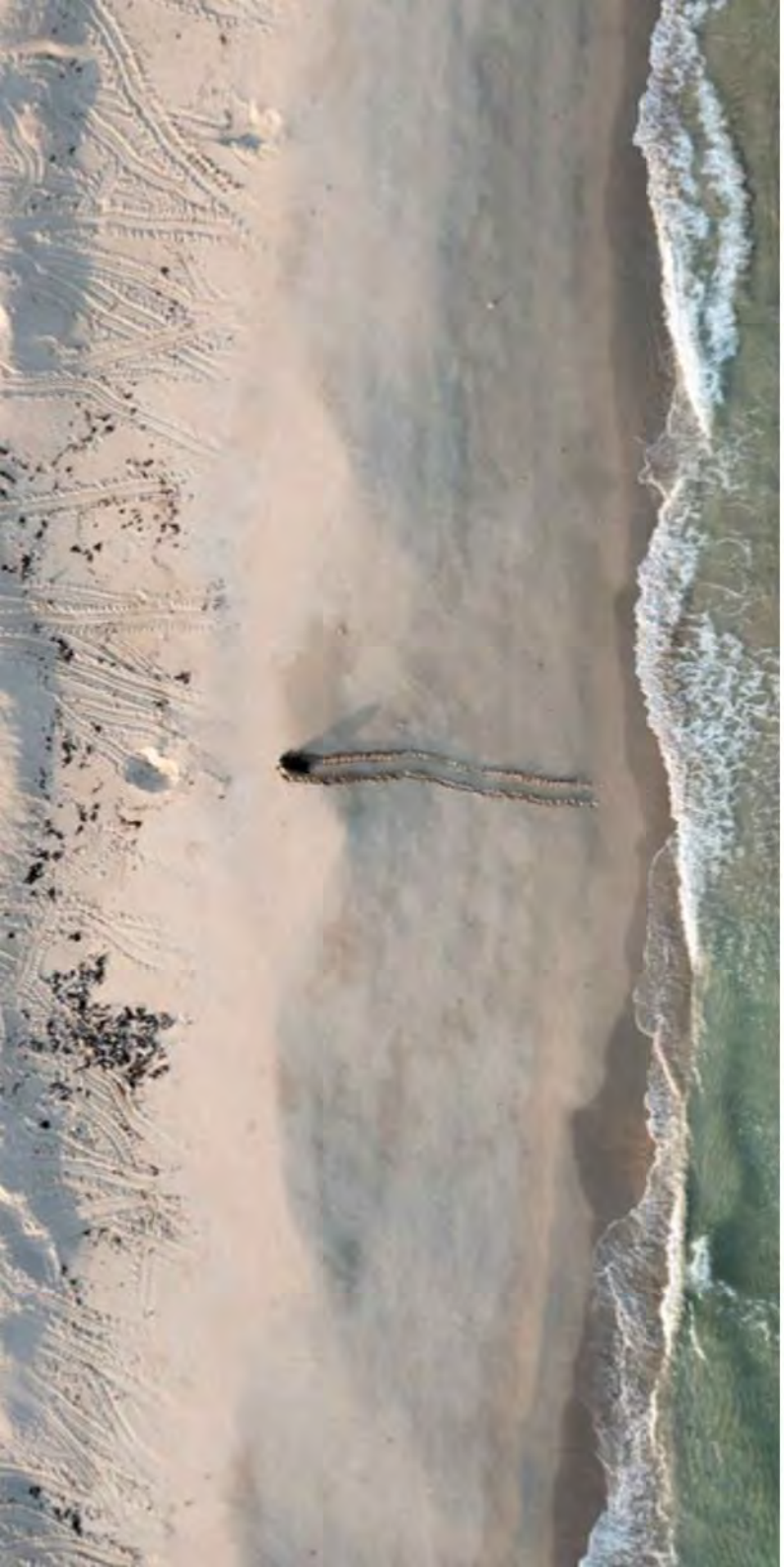

Anindilyakwa Land Council

Corporate Plan 2025-26

Anindilyakwa Land Council

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LERRUMUNGUMANJA

Cover image: Emikirrariyumana

Anindilyakwa
Land Council
Corporate Plan 2025-26

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CORPORATE PLAN ON A PAGE

MAKBUMANJA

Purpose

- 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

Key Activities

Caring for country	Economic and community development	Monitor mining and mine closure	Preserving culture	Governance
Protect and manage the biodiversity, and the cultural, functional and recreational values of the Anindilyakwa Indigenous Protected Area (IPA) and surrounding sea country.	Work collaboratively to pursue commercial and community development outcomes that builds a prosperous future for the Traditional Owners of the Groote Archipelago.	Protect the interests of Traditional Owners in respect to the exploration and mining of resources on the Groote Archipelago and pursue mine closure outcomes that sustain cultural, economic and environmental values.	Protect, maintain and promote Anindilyakwa culture including the protection of sites of cultural significance.	Implement appropriate governance systems and practices in accordance with ALRA and PGPA, that support the ALC Board to achieve the vision of the Traditional Owners of the Groote Archipelago.

Operating Context

Governance structure, Economic transformation, Significant agreements, Location, Capability, Risk oversight and management, Cooperation.

Performance Measures Themes*

1.1 Progress of Land and Sea annual project plan. 1.2 Marine debris and ghost net activities. 1.3 Marine patrols 1.4 Biosecurity freight inspections.	2.1 Anindilyakwa student attendance rates. 2.2 Anindilyakwa employment rates. 2.3 National Justice Reinvestment Program progress. 2.4 Reducing household overcrowding. 2.5 Monitoring and evaluating programs. 2.6 ALC employment of Anindilyakwa. 2.7 ALC employee professional development plans in place.	3.1 Monitoring mining and exploration agreements. 3.2 Review and monitor South32's Groote Eylandt Mining Company (GEMCO) rehabilitation. 3.3 Conceptual vision for South32's GEMCO Mine Closure. 3.4 Assessment of forestry and agriculture industries.	4.1 Cultural activities organised or supported by ALC. 4.2 Recording and updating sites of cultural significance. 4.3 Participant feedback on cultural awareness training.	5.1 Governance training modules completion rate by ALC Board members. 5.2 Completion rates of mandatory employee training. 5.3 Delivery of the Data Unit Strategic Plan. 5.4 Maintenance of controlled documents (ie policies and procedures). 5.5 Workplace health and safety awareness campaigns.

**Performance measures are summarised on the Corporate Plan on a Page. Full performance measures are listed on pages 24 to 32*

INTRODUCTION

We, as the Accountable Authority of the Anindilyakwa Land Council (ALC), present the 2025-26 ALC Corporate Plan, which covers the periods of 2025-26 to 2028-29 (a period of four years), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

LERRUMUNGUMANJA

PURPOSE

The purpose of the ALC is to protect, maintain and promote Anindilyakwa culture, invest in the present to build a self-sufficient future and create pathways for youth to stand in both worlds. This purpose has come from the Traditional Owners of the Groote Archipelago.

The ALC is guided by this purpose as it carries out its functions and responsibilities under the ALC's enabling legislation, the *Aboriginal Land Rights Act (NT) 1976* (ALRA).

KEY ACTIVITIES
Caring for country
Economic and community development
Monitor mining and mine closure
Preserving culture
Governance

Caring for country

Protect and manage the biodiversity, and the cultural, functional and recreational values of the Anindilyakwa IPA and surrounding sea country.

- Consult, plan and engage with Traditional Owners to guide the management of the Ranger and IPA programs and to transfer knowledge in accordance with cultural protocols.
- Issue and monitor land access permits including recreation and special access permits.
- Manage land closures in accordance with ALRA.
- Carry out cultural and natural heritage management.
- Manage quarantine and biosecurity.
- Carry out the Anindilyakwa IPA Plan of Management.
- Protect native species including marine and terrestrial, native flora and fauna, endemic, migratory, 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.
- Research and community education including engagement with schools.
- Administer land use proposals and monitor agreements in line with ALRA.

GHOST NET RETRIEVAL- 4 MILE

Economic and community development

Work collaboratively to pursue commercial and community development outcomes that builds a prosperous future for the Traditional Owners of the Groote Archipelago.

- Distribute mining royalties to support the growth of a culturally informed, diversified and sustainable post mining economy in line with the wishes of TOs.
- Support the implementation of the Local Decision Making Agreement (LDMA) across housing, education, economic development, law, justice and rehabilitation, health and wellbeing, and local government to achieve self-determination.
- Provide appropriate support structures including the operation of the Finance Committee and the Royalty Development Unit to build capability and capacity of Anindilyakwa-led Aboriginal Corporations.
- Work in partnership with Aboriginal Corporations to strengthen Traditional Owner led commercial and community development activities.
- Work with stakeholders to build the Anindilyakwa Mining Trust (AMT) investment to support a perpetual future Groote Archipelago cultural economy.
- Deliver a community support program to improve Traditional Owners wellbeing, address community needs and to work collaboratively with community service providers.
- Build Anindilyakwa data sovereignty to support informed and evidence based local decision making.

ANGURUGU SPORTS AND RECREATION HUB

Monitor mining and mine closure

SOUTH32 MANGANESE PORT-MILNER BAY

Protect the interests of Traditional Owners in respect to the exploration and mining of resources on the Groote Archipelago and pursue mine closure outcomes that sustain cultural, economic and environmental values.

- Ascertain and express the wishes of Traditional Owners in respect to exploration and mining on the Groote Archipelago.
- Ensure that Traditional Owners are fully informed and proper consent is obtained for land use proposals and decisions.
- Monitor and pursue compliance with the conditions of mining and exploration agreements in line with Traditional Owners wishes and the ALRA.
- Work collaboratively with the mine closure working groups and mining companies operating in the region to plan for and deliver on all aspects of a sustainable future of the Groote Archipelago after mine closure.
- Ensure final post mining landform design and outcomes meets contractual criteria.
- Carry out feasibility assessments and develop post mining land use strategies.
- Maintain effective relationships with mining companies by attending mining liaison committee meetings and industry forums to represent Traditional Owner's concerns and queries in respect to mining activities and remuneration.

Preserving culture

Protect, maintain and promote Anindilyakwa culture including the protection of sites of cultural significance.

- Endorse Anindilyakwa-led programs that sustain, share, and celebrate a strong culture through various creative mediums.
- Engage Anindilyakwa for consultation, advocacy, and guidance in protecting cultural and traditional knowledge, and significant areas.
- Maintain a comprehensive genealogy register for the Groote Archipelago and map sacred sites, rock art, and historical occupation sites.
- Support, promote, and empower artists in both traditional and contemporary art expressions, including the revival of old practices.
- Safeguard, maintain, and promote the Anindilyakwa language through various means to ensure its continuity for future generations.
- Produce culturally significant media content, such as films and photography, shaped by Anindilyakwa to document Traditional Owner knowledge and storytelling.
- Preserve and transfer traditional and contemporary dance and musical knowledge and skills through programs involving young people and the broader community.
- Assist Anindilyakwa in walking in both worlds through a community development and strengths-based approach.
- Support the social and emotional well-being of the community.
- Provide support for funeral and ceremony practices.
- Act as custodians of cultural, sacred and secret materials.

Governance

Implement appropriate governance systems and practices in accordance with ALRA and PGPA, that support the ALC Board to achieve the vision of the Traditional Owners of the Groote Archipelago.

- Ensure the appropriateness of ALC's financial reporting, performance reporting, system of risk oversight and management and system of internal control.
- Implement ALC Board governance training and development to support elected Anindilyakwa Traditional Owners to carry out their duties and responsibilities.
- Active management of conflict of interests including clear processes to disclose interests and consistent implementation of conflict management plans.
- Continue to build and utilise the capabilities of the Data Unit to provide the Anindilyakwa community with access to, and control over information about their community and their country to support evidence- based decision making and to plan for a better future.
- Establish, implement and maintain systems, policies and procedures to support good governance across all ALC's activities.
- Optimise the learning management system and other training tools that support employees to upskill and to perform their work in line with expectations, regulations and obligations.
- Promote a safe and healthy workplace to support employee well-being.
- Implement and embed recommendations from external and internal audits and reviews for continuous improvement.

OPERATING CONTEXT

ANINDILYAKWA HEALING CENTRE-MARBLE POINT ROAD

Governance Structure

The representation of all 14 clans of the Groote Archipelago on the ALC Board supports us to ascertain and express the interests of all Traditional Owners to achieve our purpose.

The ALC is an Australian Corporate Commonwealth Entity and is subject to the PGPA Act.

The ALC is governed by a Board representing the Traditional Owners of the Groote Archipelago. Within the Groote Archipelago, there are 14 clan groups divided into two moieties, bound to each other by a strict kinship system. Each clan is represented on the Board, with Board members being elected on a three-year cycle.

The selection of the Board is defined within the Method of Choice, in accordance with ALRA section 29(1) and approved by the responsible Minister. The Method of Choice is available on the ALC website.

The ALC Board is responsible for the overall governance, management and strategic direction of the ALC. It is responsible for delivering accountable corporate performance in accordance with ALRA and the PGPA Act.

The Accountable Authority of the ALC, as stated in the Public Governance, Performance and Accountability Rule 2014, Rule 7A is:
I. Chair of the Land Council
II. The CEO of the Land Council

The ALC has established committees prescribed under ALRA and PGPA, as applicable to the ALC, which support ALC to carry out key activities.

The Accountable Authority has established the Finance, Audit and Risk (FAR) Committee as required under subsection 45(1) of the PGPA Act. The FAR Committee provides advice to the Accountable Authority and ALC Board to assist them to meet their duties and obligations under the PGPA Act.

The ALC has appointed a Finance Committee under ALRA section 29(A) to review matters pursuant to ALRA section 35(2), 35(4), 35A, 35B and/or 35C and where applicable, make recommendations to the ALC Board.

The ALC does not have any subsidiaries.

Economic transformation

The ALC is proactively pursuing opportunities to transform the local economy and to support infrastructure development to build a prosperous future for the Traditional Owners of the Groote Archipelago which protects, maintains and promotes culture, invests in the present to build a self-sufficient future and creates pathways for youth to stand in both worlds.

Enterprise Development

Mining on the Groote Archipelago is expected to end in six to eight years. The Groote Archipelago economy is currently under transformation from one reliant on mining royalties to a culturally informed, diversified and sustainable economy that builds on the strengths of the people, land and sea.

Enterprise development is underway to re- establish the main revenue generating economies that will see the Groote Archipelago going back to high value seafood exports to the north, based on the traditional economies that were historically in place for 100s of years, prior to colonisation.

Growing the workforce and building workplace capability to increase local employment is a priority.

Infrastructure Development

A portfolio of infrastructure works has been delivered and is underway to build the future economy and deliver the LDMA Implementation Plans. Infrastructure development on the Groote Archipelago is delivered by a range of entities. Projects delivered include the Anindilyakwa Healing Centre and the Little Paradise Development.

Current works include new houses, the Wurriyukwayuwa-Langwa independent boarding school, and an all-weather barge landing and biosecurity lay down yard on Bickerton Island. The ALC has a service agreement in place with Anindilyakwa Royalties Aboriginal Corporation (ARAC) to project manage and support delivery of some infrastructure projects on the Groote Archipelago.

Managing the impacts of Cyclone Megan

The ALC continues to work closely with GEMCO, the NT and Australian Governments and stakeholders to address the flow-on impacts of cyclone Megan, which made landfall on the south-western Gulf of Carpentaria coast in March 2024.

Little Paradise development

Significant agreements - LDMA

The LDMA agreement with the NT Government was signed in 2018. The ALC is driven by the decision making principles and honouring the existing agreements throughout the change in government in the Northern Territory. The LDMA is and continues to transfer control of services, decision making and assets to Traditional Owner led entities. It is a key mechanism through which we are achieving our purpose.

Local Decision Making Agreement

The ALC, on behalf of Tradtional Owners, signed a LDMA with the NT Government in 2018 (with support from the Australian Government) to transfer control of services to Traditional Owners.

There are six focus areas under implementation – housing, economic development, education, law, justice and rehabilitation, health and wellbeing, and local government. Traditional Owner led entities have been established to take responsibility of services.

The desired outcomes of the six LDMA Implementation Plans are:

Housing - a single, sustainable, diverse and culturally appropriate community housing system across all towns and satellite communities in the Groote Archipelago that the Anindilyakwa people control and take responsibility for.

Economic Development- A viable, culturally rich and sustainable two-stream diversified economy in the Groote Archipelago, not dependent upon mining royalty income, which is controlled by Anindilyakwa people.

Education - a new community-controlled, bi-lingual education system in the Groote Archipelago that allows for Anindilyakwa people to control and take responsibility for their own schools, has a curriculum to enable Anindilyakwa people to live in both worlds, and facilitates a single governance model for education.

Law, Justice and Rehabilitation - increased involvement and leadership of the Anindilyakwa people in the justice system, including access to rehabilitation services by building on country the Anindilyakwa Healing Centre as an alternative-to-custody facility that integrates cultural content. Support the ongoing development of the Community Justice Group to progress LDMA priorities and the NT Aboriginal Justice Agreement.

Health - to increase involvement, capacity and leadership of Anindilyakwa people in the health and wellbeing sector, and support the long term aspiration to transition control and responsibility for health clinics in the Groote Archipelago from NT Health to an aboriginal community controlled health organisation nominated by the Anindilyakwa people.

Local Government - for Anindilyakwa people to take responsiblity for local government in the Groote Archipelago through the establishment of the Groote Archipelago Regional Council (GARC).

Significant agreements- Mining and Exploration

Mining and exploration agreements have shaped the Groote Archipelago economy since the 1960s. The ALC monitors mining and exploration agreements to ensure that the expressed interests of Traditional Owner's are protected. Where applications are made for exploration and mining or for agreement variations and moratorium matters, the ALC manages processes in line with the embedded principles of free, prior and informed consent to safeguard Traditional Owner's rights and interests.

South32's GEMCO Mine

As mine closure approaches for South32's GEMCO mine in six to eight years, ALC, South32, the NT and Australian Governments have formed a Mine Closure and Transition Steering Committee, which is made up of senior representatives. The Steering Committee has jointly committed to working together to achieve a world class mine closure process with a vision to secure the Anindilyakwa Purpose (stated on page 4) by delivering a smooth and responsible closure of GEMCO mine and a successful social, economic and community transition. Six working groups have been established to provide focus on key considerations and these are:

- Assets, Essential Services and Infrastructure
- Rehabilitation of Country
- Land Tenure and Master Planning
- Community and Government Services
- Future Industries and Economic Development
- Employment and Training

In line with ALRA and as a result of South32 mining in the region, the ALC administers receipts of mining derived rents and royalties. In addition to statutory royalty equivalents, GEMCO mining agreements provides for negotiated royalties and rents to be paid into the AMT with the goal of reaching a level capable of sustaining community and cultural projects in perpetuity.

Winchelsea Mining

The ALC will be reviewing arrangements with Winchelsea Mining to ensure Traditional Owner's interests are met and that the principles of free, prior and informed consent are adhered to.

Location

The location of the ALC's operations both strengthens our ability to achieve our purpose and presents us with challenges. On the one hand the unique, pristine island environment, the language and culture, and unity of the Anindilyakwa-speaking people is protected by our location. On the other hand, remoteness adds significant costs and complexities to achieving our purpose.

The Groote Archipelago is situated in Australia's remote north in the waters of the Gulf of Carpentaria, NT. The Groote Archipelago has a unique and diverse environment with pristine beaches, unobstructed fresh waterways, open woodland, rainforests, red sand dunes, and rock art which is thousands of years old. The IPA covers approximately 10,000km2 of land and sea.

The remote island location supports the protection and conservation of the rich and unique ecosystem. Owing to its outstanding conservation value, the Groote Archipelago has been recognised by the NT Government as a site of International Conservation Significance.

The remote location adds significant complexity to service delivery and establishing infrastructure. The expense to build and carry out development on the Groote Archipelago is exponentially higher when compared to the mainland due to the cost of bringing materials and labour to the remote location.

Map of the Groote Archipelago

Capability

Utilising the strengths of people and country, local decision making, strategy, and building Anindilyakwa data sovereignty underpins ALC's approach to achieving our purpose.

PEOPLE AND COUNTRY

The Traditional Owners of the Groote Archipelago are the custodians of one of the oldest continuous languages and cultures on earth. Anindilyakwa language and culture is strong and living.

Traditional Owner knowledge informs all ALC activities through the representation of all 14 clans as board members, by ALC being a major employer of Anindilyakwa-speaking people and through community engagement.

The Groote Archipelago has a unique and rich eco-system. The ALC is positioning the future Groote Archipelago economy as clean, green, culturally rich, sustainable and Traditional Owner led.

LOCAL DECISION MAKING

The ALC is continuing to pursue increased Traditional Owner control of programs, services and economic development on the Groote Archipelago. The landmark LDMA signed in 2018, is a key mechanism through which the transfer of decision making and control of assets is shifting to Traditional Owners. There are six current focus areas - housing, economic development, education, law, justice and rehabilitation, health and wellbeing, and local government (refer to page 14 for additional details).

STRATEGY

The ALC applies a strategic approach to plan for a post mining culturally informed, sustainable and economically diverse future. Traditional Owners have prioritised the protection, maintenance and preservation of culture and want their children to stand strongly in both worlds. The ALC is working with Traditional Owners to proactively plan and purposefully distribute mining royalties to secure a prosperous future. The Strategic Plan 2023-33 is available on the ALC website.

DATA SOVEREIGNTY

The ALC is building capacity to provide the Anindilyakwa community with access to, and control over information about their community and their country to support evidence-based decision making and to plan for a better future.

The Data Unit Strategic Plan 2025-2028 sets out an Anindilyakwa road map to applied data governance and sovereignty with the key goals of keeping data safe, knowing our people, mapping our country, being trusted and sharing our knowledge. The Data Unit Strategic Plan 2025-2028 is available on the ALC website.

Risk oversight and management

The ALC remains focused on our commitment to manage risk and identify improvement opportunities as we deliver on our purpose. The key objective is to identify material risks and to manage them.

ALC's Approach to Managing Risk

The ALC's risk management framework is a systematic approach designed to identify, assess and mitigate potential risks within the ALC.

The approach consists of four key steps:
Risk identification
Risk assessment
Control identification
Control effectiveness monitoring.

The Risk, Innovation and Technology Department, funded under ALRA section 64(1), is now fully resourced to oversee the management of the governance systems to ensure data integrity and quality standards are met.

On an annual basis the ALC undertakes risk reviews. Material risks are reported to the Accountable Authority and the FAR Committee. Risks are recorded in the ALC's governance compliance system, Protecht, where controls are monitored and progress is reported.

ALC's Risk Management Framework

Risk oversight and management

Areas for Improvement

The following initiatives will be undertaken to bring to life the risk management framework. The initiatives are aimed at lifting ALC's risk maturity.

Risk Appetite and Business Continuity Plans

The ALC will be reviewing its risk appetite to define tolerance levels to certain risks in order to achieve the ALC's purpose. Business continuity plans will be established and a method set up for plans to be periodically tested.

A deep dive will be carried out into high risk areas including psychosocial hazards and, fraud and corruption control.

Build Capacity

The ALC will continue to focus on implementing risk management training for staff to equip individuals with the knowledge and skills necessary to perform their responsibilities effectively and efficiently. Investing in our employees is paramount to fully embedding a self-sustaining risk culture for the ALC.

Strengthen Audit and Assurance Functions

The FAR Committee's focus has been expanded beyond financial risk. A dedicated secretariat is in place to support the FAR Committee. Improvements are underway and will continue to be implemented on the running of FAR Committee meetings, record keeping and raising the standard of information presented to the FAR Committee.

Ongoing enhancements will be made to the current risk management framework, including the development and implementation of measures for risk control and effectiveness monitoring across the ALC's risk portfolio.

These initiatives are aimed at ensuring the effective management of ALC's risks.

Improve and Integrate Governance Systems

The ALC has implemented systems to support governance processes which include a learning management system, governance compliance system (Protecht) and a policies and procedures system.

Improvements will be made to the learning management system, which is in place to consistently upskill staff on key governance policies. New training modules will be developed including Managing Conflicts of Interest, Privacy Act 1988 and Cyber Security. Reviews on the current content of training modules for relevance will also be carried out.

Protecht will continue to be used to facilitate ALC's audit function, workplace health and safety risks and track actions to address matters raised. Improvements will include utilising the system for incidence and hazard reporting and management, and to develop a safety observation template.

Risk oversight and management

Key Risks		Controls
Future Groote	If proactive planning and investment in line with Traditional Owner values and aspirations does not continue, the Groote Archipelago will be unprepared for the cessation of mining by South32 in six to eight years.	• Implement the Strategic Plan to achieve the ALC's purpose. • Proactive distribution of royalty monies to build the future economy. • Support local decision making to put control of services, programs and assets in the hands of Traditional Owners. • Pursue a mine closure plan that meets the values and aspirations of Traditional Owners.
Mental health and wellbeing	ALC employees operate within a demanding work environment which may impact mental health and wellbeing.	• Access to essential services for physical and mental health care. • Develop incident response procedures and roll out new process in ALC inductions. • Implement flexible work arrangements. • Further improve the ALC staff induction to include strategies for managing workload and stress.
Conflicts of interest	The ALC operates in a remote environment with a limited pool of professional people to choose from for corporate roles. Whole families often work in the same or related entities, presenting significant potential for conflict of interests.	• The ALC applies a conflicts and gifts policy. • A register of interests is maintained that forms the basis for the development of conflict management plans that are reviewed annually.
Travelling for work	The ALC conducts its operations from multiple offices situated in various communities on the Groote Archipelago. Staff members travel to remote locations accessible solely by means of four-wheel drive vehicles, helicopters, boats and charter flights.	• Review of the ALC travel policy to include further breakdown of types of work travel. • Develop vehicle maintenance strategy. • Update the procurement policy to include contract management and preferred list of vendors. • Develop a remote work checklist to include passenger list, first aid kits, satellite phones and vehicle inspection.

Cooperation

We work with a range of stakeholders to achieve our purpose and participate in regional forums that help us to progress matters of shared priority.

Traditional Owners

Traditional Owners of the Groote Archipelago are the foremost stakeholder from which the ALC determines its strategic direction and key activities. The ALC continuously engages with Traditional Owners when carrying out key activities.

Aboriginal Corporations

Aboriginal Corporations operating on the Groote Archipelago are the recipients of ALC's ALRA section 64(3) royalty distributions and play a crucial role in supporting ALC's purpose to invest in the present to build a self-sufficient future for Traditional Owners. The ALC works closely with local Aboriginal Corporations to implement the LDMA to transfer the control of services and assets to Traditional Owners in the areas of economic development, education, housing, health, law, justice and rehabilitation and local government. The ALC offers support services to Aboriginal Corporations and enterprises to enhance governance and business management. A services deed is in place with ARAC, for the ALC to provide business administration services, project management and program delivery.

NT and Australian Governments

The ALC maintains a productive working relationship with NT and Australian Government Departments and agencies to achieve mutual goals and to deliver programs.

The ALC carries out continuous liaison with NIAA relating to ALC operations and the funding of programs including the Land and Sea program. Operational and program funding from NIAA is crucial to the ALC's ability to effectively carry out its purpose.

The ALC and NT Government have established a strong working relationship to implement the LDMA. Parties are also working closely together to address the mine closure of South32's GEMCO mine in approximately six to eight years.

Groote Archipelago Regional Council

The Groote Archipelago Regional Council (GARC) has been established with elections held in March 2025 and key appointments made including Councillors, Mayor, Deputy Mayor and CEO. The ALC will work with GARC to establish a new governance framework for the Groote Archipelago that supports strategic partnerships and united collaboration.

Cooperation

Northern Territory Land Councils

The land councils operating in the NT work collaboratively to progress matters of shared priority. The NT Land Councils are working together to unlock the economic potential of the region. The three land councils in the NT with traditional ownership of sea country - Northern Land Council (NLC), Tiwi Land Council (TLC) and ALC, and industry experts will govern the Aboriginal Sea Company (ASC). The ASC will empower Traditional Owners to be actively engaged in the commercial fishing and aquaculture industries.

Industry, Experts and Research Institutions

The ALC works closely with South32 and GEMCO on land use monitoring and mine closure planning. Collaboration with industry professionals and research institutions supports the ALC to identify economically viable industries that provide a sustainable alternative for a post mining economy, informs leading edge approaches to caring for country and supports the ALC in building Anindilyakwa data sovereignty.

Community Service Organisations

The ALC works with the full breadth of community service organisations operating on the Groote Archipelago to address the services needs of Traditional Owners.

Cooperation

The ALC participates in forums to progress matters of shared interests with other agencies, which enables collaboration and cooperation on complex and multifaceted issues of importance to the Groote Archipelago and which support the ALC to achieve its purpose.

Sample of Forums

Aboriginal Investment NT

A corporate Commonwealth entity, Aboriginal Investment NT (formerly known as the NT Aboriginal Investment Corporation, was established in 2022 and has shifted the decision making of the Aboriginals Benefit Account ALRA section 64(4) to the NT. It will make decisions to invest $680 million of Aboriginals Benefit Account funding in projects that will grow long term wealth and support Aboriginal economies and important social and cultural projects (ALC representatives: two Board members and CEO).

Aboriginal Sea Company (ASC)

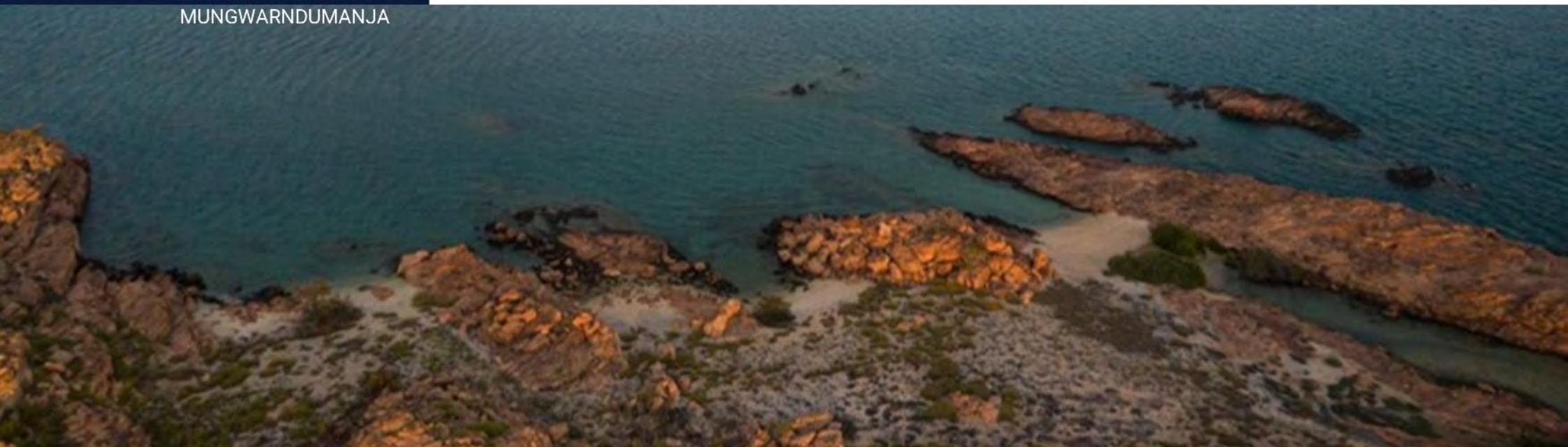
Comprises equal representation from the three Land Councils in the NT with traditional ownership of sea country- NLC, TLC and ALC, as well as industry experts.
ASC aims to actively empower Traditional Owners to engage in commercial fishing and aquaculture industries. (ALC representatives: three ALC Board members).

Aboriginal Peak Organisations NT

An alliance comprising the Aboriginal Medical Service Alliance NT, North Australian Aboriginal Justice Agency, Central Land Council, NLC, TLC, ALC, Aboriginal Housing NT and NT Indigenous Business Network, created to advocate and advance the joint interests and concerns affecting Aboriginal people in the NT (ALC representatives: Chair and CEO).

Sample of forums that ALC participates in

PERFORMANCE MEASURES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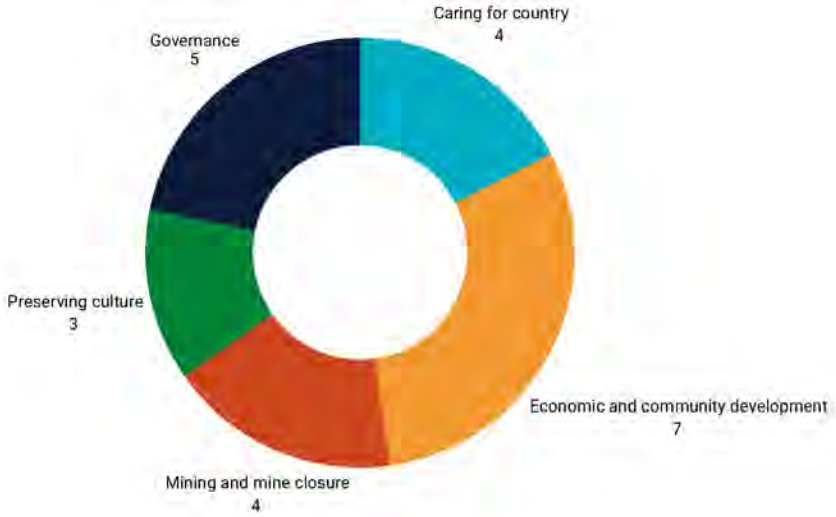
Summary of Changes

The ALC has reviewed all performance measures to check relevance and appropriateness. There are 23 performance measures defined for the 2025-26 reporting period. This is a notable increase from the 11 measures defined for 2024-25. The rationale for the increase in performance measures was to seek to provide a better representation of ALC's activities, with particular focus on defining measures related to ALC's operational funding under ALRA section 64(1). A new Governance key activity has been defined for the 2025-26 reporting period to capture ALC's activities relating to Board governance, employee training, raising risk awareness, the Data Unit and reviewing controlled documents. Improvements were also made to strengthen previous measures.

The list of measures on pages 26 to 32 identifies whether the measure is retained or new. Some wording of retained measures have been updated to improve the measure without altering the basis of the measure. The ALC maintains a control document for each reporting period which provides details of the changes and the rationale.



Number of measures by key activity

Key activity with measure reference number

Caring for country	Economic and community development	Monitor mining and mine closure	Preserving culture	Governance
(1.1)(1.2)(1.3)(1.4)	(2.1)(2.2)(2.3)(2.4)(2.5)(2.6)(2.7)	(3.1)(3.2)(3.3)(3.4)	(4.1)(4.2)(4.3)	(5.1)(5.2)(5.3)(5.4)(5.5)

Key Activity Area	Caring for Country	Caring for Country	Caring for Country	Caring for Country
Measure	1.1 Percentage of activities in the land and sea annual project plan reported as completed or partially completed at 30 June (retained).	1.2 Number of marine debris and ghost net activities carried out to remove the emerging aquatic biosecurity threats within the Groote Archipelago (retained).	1.3 Number of marine patrols completed between 1 July and 30 June (new measure).	1.4 Percentage of biosecurity freight inspections completed at barge landings on Groote Eylandt (new measure).
Target	2025-26 (100%) 2026-27 (100%) 2027-28 (100%) 2028-29 (100%)	2025-26 (24 targeted marine debris and ghost net activities) 2026-27 (24 targeted marine debris and ghost net activities- funding dependent) 2027-28 (as above) 2028-29 (as above)	2025-26 (30 marine patrols) 2026-27 (30 marine patrols) 2027-28 (30 marine patrols) 2028-29 (30 marine patrols)	2025-26 (100%) 2026-27 (100%) 2027-28 (100%) 2028-29 (100%)
Why this measure	The land and sea annual project plan captures the breadth of activities under the NIAA funded Indigenous Rangers and IPA programs.	Marine debris and ghost nets are emerging threats to the ecosystems of the Groote Archipelago and impacts on Traditional Owner's economic aspirations (eg. aquaculture enterprises).	The Land and Sea Rangers are funded by NT Department of Agriculture and Fisheries to carry out marine patrols.	Freight inspections are an important control for biosecurity threats that could cause harm to the biodiversity of the Anindilyakwa IPA.
Data Source	End of financial year Indigenous Rangers Program and IPA report to NIAA and Department of Climate Change, Energy, the Environment and Water.	Top Watch Biosecurity application.	Fisheries report for each patrol carried out.	GEMCO Annual Biosecurity Report.
Methodology	A percentage calculated from the number of completed and partially completed activities compared to the total number of activities listed in the end of financial year report.	Retrieval of number of activities logged in the Top Watch biosecurity application between 1 July and 30 June.	A Fisheries Report (utilising an NT Fisheries form) is completed for each patrol carried out. The patrols carried out between 1 July and 30 June will be compiled and counted to provide the total number of patrols for the reporting period.	A percentage will be calculated from the number of barges inspected compared to the total number of barges that have landed at any of the three barge landings on Groote Eylandt.

Key Activity Area	Economic and Community Development	Economic and Community Development	Economic and Community Development
Measure	2.1 Attendance rates of Anindilyakwa students attending school on the Groote Archipelago (retained)	2.2 Proportion of Anindilyakwa adults on the Groote Archipelago in employment (retained)	2.3 Percentage of the Activity Work Plan under the Australian Government National Justice Reinvestment Program reported as achieved and/or ongoing in the 31 January 2026 Activity Work Plan report (new measure).
Target	2025-26 (Increasing trend in average attendance of students) 2026-27 (as above) 2027-28 (as above) 2028-29 (as above)	2025-26 (increasing trend in employment numbers) 2026-27 (as above) 2027-28 (as above) 2028-29 (as above)	2025-26 (100%) 2026-27 (funded to 30 June 2026) 2027-28 (funded to 30 June 2026) 2028-29 (funded to 30 June 2026)
Why this measure	The ALC is working with stakeholders to support Anindilyakwa children going to school everyday. School attendance is a key indicator to support ALC's purpose of creating pathways for youth to stand in both worlds.	ALC plays a significant role in supporting economic and community development in the region. ALC's distribution of royalty monies aims to stimulate the local economy and increase Anindilyakwa employment.	The Activity Work Plan provides a detailed list of deliverables and measures of success for the funding. The funding agreement is between the Australian Government Attorney Generals Department and ARAC. ARAC and ALC have a services deed in place for ALC to provide project management of the community justice grant requirements.
Data Source	Australian Curriculum Assessment and Reporting Authority (ACARA) My School data for Angurugu, Umbakumba, Milyakburra and Alyangula community schools.	ALC Data Unit compiled employment survey results.	National Justice Reinvestment Program - Activity Work Plan Report 31 January 2026 collated by customised CRM capturing secure data and reporting in a culturally safe manner.
Methodology	Data collected and published by ACARA on the My School website will be reviewed by the ALC to track student attendance rates at community schools on the Groote Archipelago.	Retrieval of Anindilyakwa employment statistics for the Groote Archipelago from quantitative survey data captured in Microsoft 365.	The number of items listed as achieved and/or ongoing in the Activity Work Plan report status column will be tallied and divided by the total.

Key Activity Area	Economic and Community Development	Economic and Community Development	Economic and Community Development
Measure	2.4 Number of bedrooms in housing for community that are renovated or constructed on the Groote Archipelago (retained)	2.5 Monitor and evaluate the community and economic development outcomes of programs and projects that ALC supports through funding distributions to Aboriginal Corporations (new measure).	2.6 Percentage of Anindilyakwa Traditional Owners that make up the ALC workforce (new measure).
Target	2025-26 48 bedrooms 2026-27 (to be defined for future reporting periods) 2027-28 (to be defined for future reporting periods) 2028-29 (to be defined for future reporting periods)	2025-26 (framework developed and ready for implementation). 2026-27 (funding outcomes monitored and evaluated for all recipients) 2027-28 (funding outcomes monitored and evaluated for all recipients) 2028-29 (funding outcomes monitored and evaluated for all recipients)	2025-26 (50%) 2026-27 (55%) 2027-28 (60%) 2028-29 (65%)
Why this measure	A priority for the ALC is that overcrowding is addressed and housing is of an acceptable standard as defined in the Groote Archipelago Housing Program.	The ALC supports Aboriginal Corporations on the Groote Archipelago to deliver economic and community development benefits to the Anindilyakwa community. A robust monitoring and evaluation framework will support the ALC Board's strategic planning and decision making.	ALC is a major employer on Groote Eylandt and is committed to maximising employment of Traditional Owners.
Data Source	For the ALC fully funded houses, completion reports for each house constructed and for NT Government houses the record of completed houses.	Documents prepared by the ALC defining the monitoring and evaluation framework.	ELMO HR system
Methodology	Tally of the number of bedrooms in community housing constructed and renovated from ALC completion reports and NT Government reports.	A review will be carried out of the documents and/or system created to define the monitoring and evaluation framework and an assessment made on its status and whether it is ready for implementation as at 30 June 2026.	Extract from ELMO HR system on the number of Traditional Owners employed by the ALC in full-time, part-time and casual roles, compared to the total number of ALC employees, as at 30 June 2026.

Key Activity Area	Economic and Community Development	Monitor mining and mine closure	Monitor mining and mine closure	Montor mining and mine closure
Measure	2.7 Percentage of ALC employees that have a professional development plan in place (new measure).	3.1 Mining, exploration and related activities comply with agreements entered into with the ALC and with the ALRA (retained).	3.2 Number of activities carried out to review and monitor South32 rehabilitation requirements (new measure).	3.3 For the ALC Board to have developed a clear conceptual vision for the post South32 mining Groote Archipelago (new measure).
Target	2025-26 (50%) 2026-27 (80%) 2027-28 (100%) 2028-29 (100%)	2025-26 (All conditions in agreements and requirements under ALRA are met). 2026-27 (as above) 2027-28 (as above) 2028-29 (as above)	2025-26 (14 activities) 2026-27 (14 activities) 2027-28 (14 activities) 2028-29 (14 activities).	2025-26 (conceptual vision completed) 2026-27 (to be defined) 2027-28 (to be defined) 2028-29 (to be defined)
Why this measure	Provides professional development and training pathways for employees. Increases employee retention, job satisfaction and motivation. Supports progressing Traditional Owners into leadership roles, broadening skills and enhances contributions to the workplace.	Legal requirements under the ALRA and Traditional Owners interests are documented in agreements as conditions.	The ALC is responsible for confirming that GEMCO meets its rehabilitation obligations on the lands affected by mining.	Having a defined vision is critical to ensuring that the mine closure programs follow a direction guided by the requirements of the Traditional Owners.
Data Source	ELMO HR system.	Mining and Sustainability Compliance Register.	Register of rehabilitation review and monitoring activities.	Documentation of the conceptual vision and the relevant section of the ALC Board meeting minutes.
Methodology	A percentage will be calculated from the number of employees that have a professional development plan in place compared to the total number of ALC employees in the ELMO HR system as at 30 June.	Conditions in mining and exploration agreements are recorded and tracked in a register. Compliance with agreed conditions will be reported as at 30 June.	A register of activities to review and monitor South32's GEMCO rehabilitation requirements will be maintained by the ALC. The number of activities carried out by the ALC will be tallied for the reporting period to provide the result.	The conceptual vision is deemed to be completed when it is captured in formal documentation that is endorsed at an ALC Board meeting.

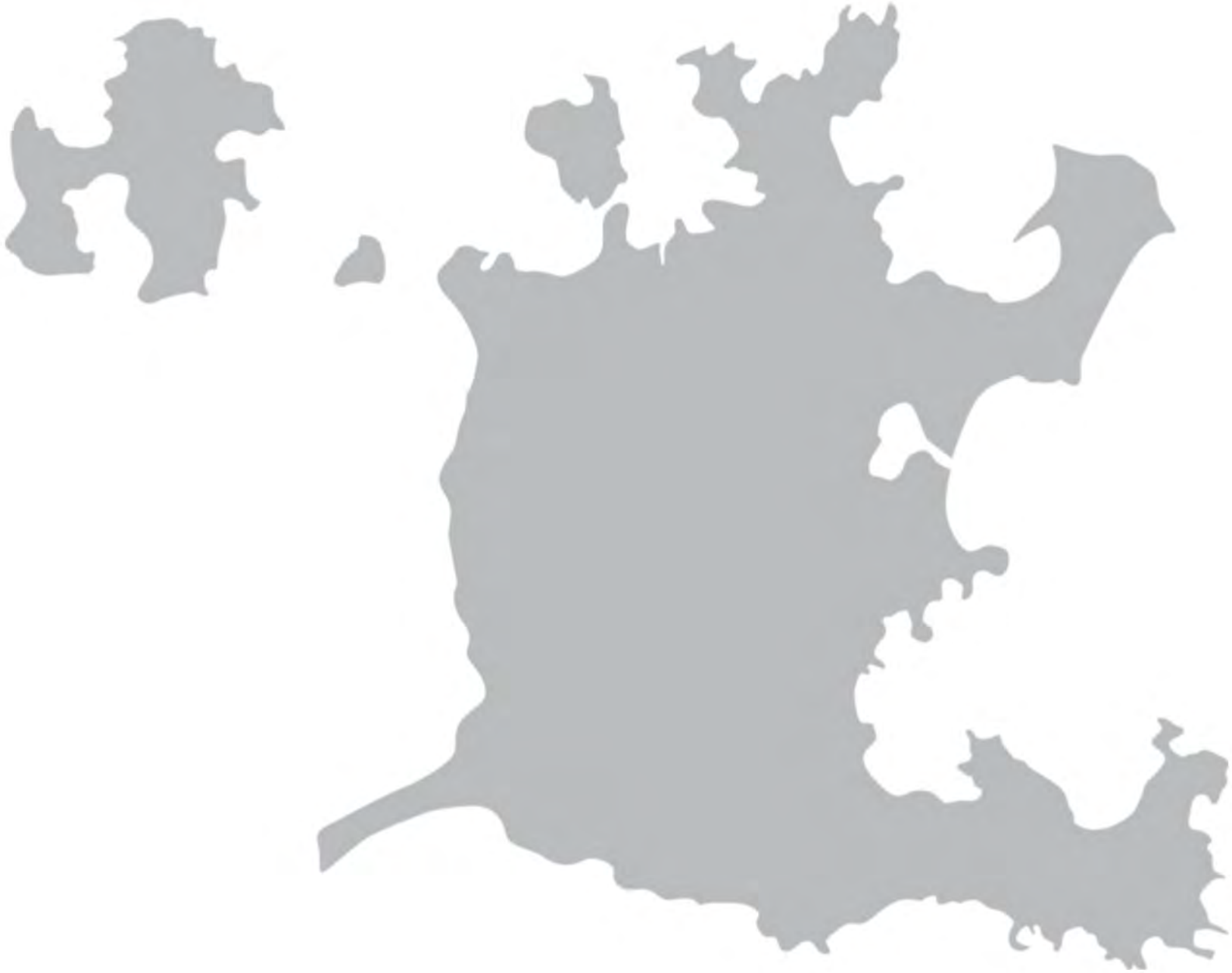
Key Activity Area	Monitor mining and mine closure	Preserving Culture	Perserving Culture
Measure	3.4 Evaluate to a prefeasibility study level of confidence, forestry and agricultural post mining industries on Groote Eylandt (new measure).	4.1 Number of participants in Anindilyakwa cultural activities organised or supported by the ALC (retained).	4.2 Number of sites of cultural significance that are recoded during fieldwork including areas where development is proposed (retained).
Target	2025-26 (Prefeasibility study completed). 2026-27 (to be defined) 2027-28 (to be defined) 2028-29 (to be defined)	2025-26 (3,500 participants) 2026-27 (3,500 participants) 2027-28 (4,000 participants) 2028-29 (4,000 participants).	2025-26 (20 new sites or updates to sites of cultural significance) 2026-27 (as above) 2027-28 (as above) 2028-29 (as above)
Why this measure	Alternative industries will be required on the Groote Archipelago post mining.	Participation in Anindilyakwa cultural activities is a strong indicator that culture is being maintained, shared amongst the Anindilyakwa speaking community and more broadly, and is protected for future generations.	Provides an indication of the level of activity and the importance placed upon sites of cultural significance.
Data Source	Prefeasibility study report on forestry and agriculture.	Cultural Activities 2025-26 Register.	Consolidated Site Records Database.
Methodology	The prefeasibility study is deemed to be completed when the final prefeasibility study report has been endorsed by the ALC Board.	Cultural activities organised or supported by the ALC will be recorded in the Cultural Activities 2025-26 Register. Actual or estimated numbers of participants will be recorded for each activity. The result will be a tally of the total number of participants across all activities held during the reporting period.	Counting the number of new sites or updates to sites that are recorded in the Consolidated Site Records database during the reporting period.

Key Activity Area	Preserving Culture	Governance	Governance
Measure	4.3 Percentage of participant feedback surveys that reported the cultural awareness training will be helpful to their work (new measure).	5.1 Percentage of mandatory governance training modules that have been completed by ALC Board members during the reporting period (new measure).	5.2 The percentage of mandatory training modules due between 1 July and 30 June that have been completed by ALC employees by the due date (new measure).
Target	2025-26 (95%) 2026-27 (95%) 2027-28 (95%) 2028-29 (95%)	2025-26 (90%) 2026-27 (90%) 2027-28 (90%) 2028-29 (90%)	2025-26 (100%) 2026-27 (100%) 2027-28 (100%) 2028-29 (100%)
Why this measure	The ALC receives operational funding under ALRA section 64(1) to deliver cultural awareness training to workers operating on the Groote Archipelago. Developing effective cultural awareness training supports maintaining culturally informed workplaces.	To enhance the corporate governance knowledge and skills of the elected Traditional Owners representing the interests of the 14 clans of the Groote Archipelago.	Mandatory training provides employees with the essential knowledge for working at the ALC.
Data Source	Excel spreadsheet of cultural awareness training feedback responses.	Learning Management System	Learning Management System completion report and Power BI Mandatory Compliance Training Report.
Methodology	For the period 1 July to 30 June, the number of Cultural Awareness Feedback survey respondents that responded yes to the question 'Will this training be helpful to your work?' will be tallied and a percentage calculated against the total number of survey respondents.	Mandatory governance training modules assigned to ALC Board members will be tracked in the Learning Management System and a completion rate against the schedule will be calculated.	A count of the total number of training modules identified as mandatory by the ALC that have been completed by the due date compared to the total number of mandatory modules scheduled to be completed during the reporting period in the Learning Management System.

Key Activity Area	Governance	Governance	Governance
Measure	5.3 Number of activities completed during the reporting period to achieve the goals defined in the Data Unit Strategic Plan (new measure).	5.4 The percentage of controlled documents that are up to date at 30 June (new measure).	5.5 The number of awareness campaigns relating to workplace health and safety that are delivered between 1 July and 30 June (new measure).
Target	2025-26 (11 activities) 2026-27 (to be defined) 2027-28 (to be defined) 2028-29 (to be defined)	2025-26 (70%) 2026-27 (80%) 2027-28 (100%) 2028-29 (100%)	2025-26 (2) 2026-27 (4) 2027-28 (4) 2028-29 (4)
Why this measure	The ALC receives operational funding under ALRA section 64(1) to provide the Anindilyakwa community with access to, and control over information about their community and their country to support evidence-based decision making and to plan for a better future. The five goals defined in the Strategic Plan will enable the Data Unit to achieve this mission.	The controlled documents, which include ALC's policies and procedures, are fundamental to the ALC's governance framework and ensures consistency in the way ALC operates.	To uplift occupational workplace health and safety and to take a proactive approach to promoting workplace health and safety.
Data Source	Data Unit Strategic Plan Implementation Tracker.	Sharepoint - Corporate Resources Library - restricted section accessible to the ALC Governance team.	Feedback, surveys and materials created for each campaign. Workplace health and safety data.
Methodology	The activities in the data source that are listed as completed during the reporting period will be counted to determine the result.	A count of the controlled documents where the expiry date is 1 July 2026 onward and a percentage calculated against the total number of controlled documents.	A count of the number of topics covered, referring to data sources, between 1 July and 30 June.

Acronyms

ACARA	Australian Curriculum, Assessment and Reporting Authority
ALC	Anindilyakwa Land Council
ALRA	*Aboriginal Land Right (Northern Territory) Act 1976*
AMT	Anindilyakwa Mining Trust
ARAC	Anindilyakwa Royalties Aboriginal Corporation
ASC	Aboriginal Sea Company
FAR Committee	Finance, Audit and Risk Committee
GARC	Groote Archipelago Regional Council
GEMCO	Groote Eylandt Mining Company
IPA	Indigenous Protected Area
LDMA	Local Decision Making Agreement
NIAA	National Indigenous Australians Agency
NLC	Northern Land Council
NT	Northern Territory
PGPA Act	*Public Governance Performance and Accountability Act 2013*
TLC	Tiwi Land Council



Anindilyakwa
Land Council

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