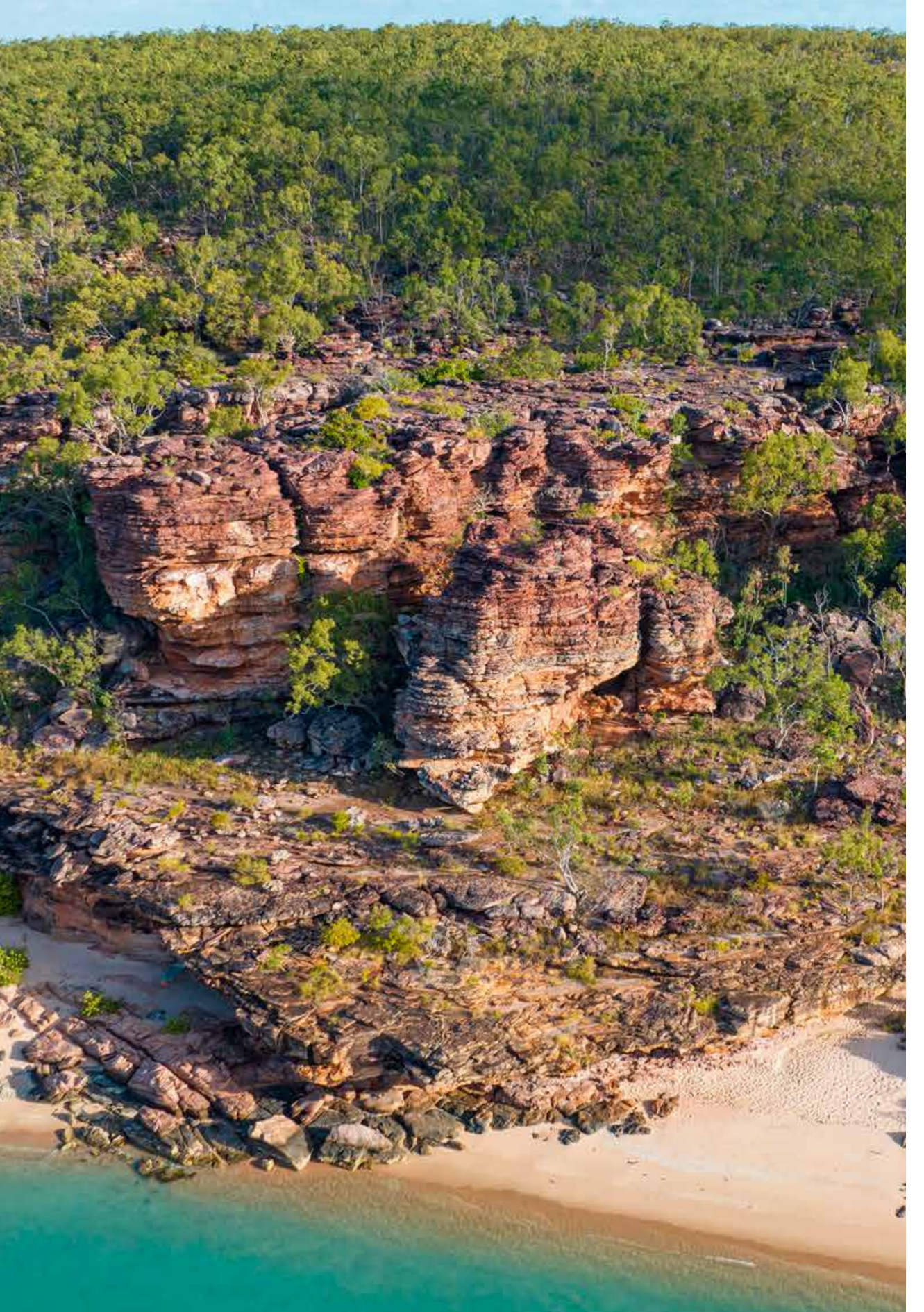
Anindilyakwa Land Council

Annual Report 2024-25



Anindilyakwa
Land Council

Annual Report 2024-25

Anindilyakwa
Land Council

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Warning: Every effort has been made to ensure that the ALC Annual Report 2024-25 does not contain material of a culturally sensitive nature. However, there may be some references to deceased persons.

Cover page: Menimberrkwa

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Letter of Transmittal

Anindilyakwa Land Council

Senator the Hon Malarndirri McCarthy
Minister for Indigenous Australians
Parliament House
Canberra ACT 2600

18 February 2026

Dear Minister,

The Anindilyakwa Land Council (ALC) has prepared the Annual Report 2024-25 in accordance with the applicable obligations of the *Aboriginal Land Rights (Northern Territory) Act 1976* (ALRA) and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The 2024-25 annual performance statements of the ALC are presented in the Annual Report 2024-25 as required under paragraph 39(1)(a) of the PGPA Act and the *Public, Governance, Performance and Accountability Rule 2014* (PGPA Rule). In our opinion, the annual performance statements accurately present the performance of the ALC in the reporting period and comply with section 39(2) of the PGPA Act.

The Accountable Authority is responsible for preparing and giving the annual report to the ALC's responsible Minister in accordance with section 46 of the PGPA Act. The PGPA Rule 7A, states that the Accountable Authority of the ALC is the group of persons made up of Chair and the Chief Executive Officer of the Land Council.

The ALC Board and Accountable Authority passed resolutions accepting the audited annual financial statements and approving the Annual Report 2024-25 at the ALC Board meeting on 11 February 2026.

Yours sincerely,

Cherelle Wurrawilya
Chair
Anindilyakwa Land Council

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PART 1: INTRODUCTION TO THIS REPORT

1.01 Aids to Access

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To access the Annual Report online visit:

ALC Website:
https://anindilyakwa.com.au/news-media-publications/publications/

Australian Government Transparency Portal:
https://www.transparency.gov.au/publications

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1.04 Acronyms

Table 1a: Acronyms

AHAC	Anindilyakwa Housing Aboriginal Corporation
ALC	Anindilyakwa Land Council
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976 (Cth)
ANAO	Australian National Audit Office
ARAC	Anindilyakwa Royalties Aboriginal Corporation
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CJG	Community Justice Group
ESD	Ecologically Sustainable Design
GAHP	Groote Archipelago Housing Program
GEBIPCAC	Groote Eylandt Bickerton Island Primary College Aboriginal Corporation
GEMCO	Groote Eylandt Mining Company
IPA	Indigenous Protected Area
IRP	Indigenous Rangers Program
LDMA	Local Decision Making Agreement
NIAA	National Indigenous Australians Agency
NT	Northern Territory
PGPA Act	Public Governance, Performance and Accountability Act 2013 (Cth)
PGPA Rule	Public Governance, Performance and Accountability Rule 2014 (Cth)

1.05 Message from the Chair

The ALC held the triennial Board member elections in September 2024, and I was honoured to be appointed as Chair of the ALC, which is allowing me to continue the important role that I was first appointed to in May 2024. My focus continues to be on strengthening the ALC, including its leadership to deliver the vision and goals of the Traditional Owners of the Groote Archipelago. The elected Board, consisting of new members and long-standing members, is committed to working together, sharing ideas and making decisions, sometimes under challenging circumstances, in the best interests of the community of Anindilyakwa people that we serve.

To strengthen our functioning as a Board, an Independent Board Advisor was appointed in November 2024, to coach us and support the running of our meetings. The Independent Board Advisor has supported ALC Board members to contribute more in meetings, to apply strong governance including managing conflicts of interest, build confidence to ask questions to inform our decision making and to upskill us in our roles and responsibilities.

Improving on the ALC's governance practices has been a focus, with ALC staff working diligently to fully implement the fourteen agreed recommendations of the Australian National Audit Office (ANAO) performance audit report on the Governance of the ALC (the ANAO governance report). The National Indigenous Australians Agency (NIAA) has supported us to establish a robust process of implementing the ANAO governance report recommendations, with appropriate quality assurance and oversight in place, including by the ALC Board. We will continue to give focus to embedding and continually improving on our governance practices and have included a key activity in our Corporate Plan 2025-26 to highlight this focus.

During this reporting period, as I met and talked with ALC staff, I was moved by the dedication and resilience of ALC staff across the organisation to carry on

the good work of their departments. I would like to acknowledge the work of the Land and Sea Department who have delivered a large workload of projects to care for and protect the Groote Archipelago's unique ecosystem, informed by traditional knowledge and approaches. The ALC Data Unit is growing from strength to strength and has developed a Strategic Plan, which the ALC Board endorsed in March 2025. The Data Unit is establishing strong systems and governance to provide useful information and analysis that is supporting us to make evidence-based decisions for our community. I am also proud of the work carried out in the law, justice and rehabilitation space. The community-led initiatives including the establishment of the Anindilyakwa Healing Centre, the activities of the Community Justice Group (CJG), community courts and the Peacemakers Program are coinciding with a sustained downward trend in recorded offences.

Community-led programs are leading to positive outcomes, and we can build on these successes and learn from them to reach positive results in other areas. I am optimistic that by prioritising housing to address overcrowding, that we will see improvements. Additionally, that all children participate and benefit from schooling is a priority. Positive steps forward have been made that is underpinned by a purpose to create pathways for youth to stand in both worlds. By working together, we will continue with these big agenda items to reach positive outcomes that we can celebrate in time to come.

Preparation for mine closure of the South32 and Anglo American, Groote Eylandt Mining Company (GEMCO) operations which is due to occur in six to eight years, progressed during the reporting period. The Mine Closure and Transition Steering Committee, which I am involved in, is made up of senior representatives and provides an important forum to deliver a smooth and responsible closure of the GEMCO mining operations and a successful transition economically and socially for community.

I am looking forward to working collaboratively with our stakeholders, including with the NT Land Councils, sharing our knowledge, learning from the experiences of others and making a positive impact on our communities.

PART 2: ABOUT THE ANINDILYAKWA LAND COUNCIL

2.01 Enabling Legislation and Responsible Minister

During the reporting period the responsible Minister for the ALC was the Hon Linda Burney MP, Minister for Indigenous Australians to 29 July 2024 followed by Senator the Hon Malarndirri McCarthy, Minister for Indigenous Australians. The ALC is a Corporate Commonwealth entity, subject to the PGPA Act and was created to carry out the functions specified to it by the ALRA.

In 1976, the Federal Parliament of Australia passed the ALRA, which is the enabling legislation for the ALC. The ALRA continues to be a strong foundation on which to build social, cultural and economic growth for Traditional Owners.

The ALC commenced in 1991, replacing the role previously carried out by the Northern Land Council. The Northern Land Council, however, continues to function as the Native Title Representative Body for the Groote Archipelago.

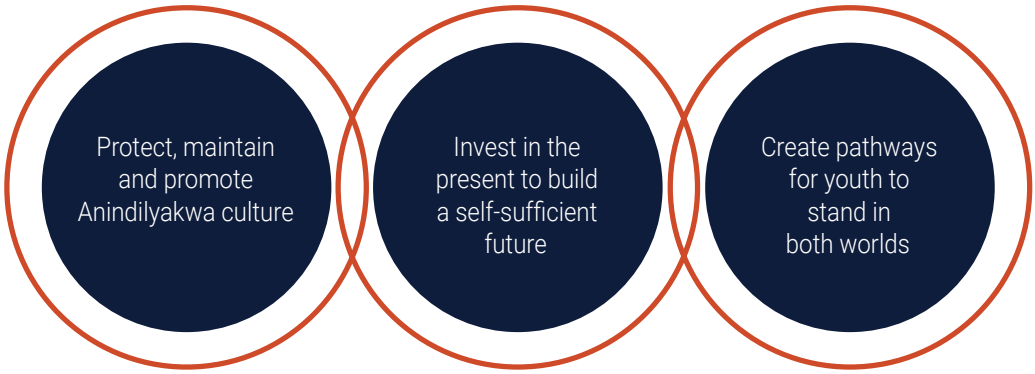
The key objects and functions of the ALC as set out in ALRA section 23(1) are:

- negotiate and enter into Aboriginal land use and access agreements with third parties on behalf of Traditional Owners and of other Aboriginal persons interested in the land;
- assist Aboriginal people in carrying out commercial activities;
- assist with traditional land claims and the protection of sacred sites;
- consult with Aboriginal people in the Land Council area about the management of land, and protect their interests, and ensure Traditional Owners understand the nature and purpose of any land use proposal and as a group consent to it;
- supervise, and provide administrative or other assistance for, Land Trusts in the area.

2.02 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.

Figure 2a: Purpose of the ALC



The ALC is guided by this purpose as it carries out its functions and responsibilities under the ALC's enabling legislation, ALRA.

2.03 Region

The Groote Archipelago is situated in Australia's remote north in the waters of the Gulf of Carpentaria in the Northern Territory (NT). It is located approximately 640km southeast of Darwin and some 50km off the Arnhem Land coast. Groote Eylandt was named by explorer Abel Tasman in 1644 and is Dutch for "Large Island". The Anindilyakwa name for Groote Eylandt is Ayangkidarrba.

The Groote Archipelago has a unique environment with pristine beaches, unobstructed fresh waterways, open woodland, rainforest, red sand dunes, and rock art which is thousands of years old. The Groote Archipelago is in an enviable position in the context of the NT's, Australia's and indeed the world's natural environment. The Anindilyakwa Indigenous Protected Area (IPA) covers approximately 10,000km² of land and sea. This area is listed as a Site of Conservation Significance (NT) and is recognised for its high biodiversity values.

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, Anganja, Emerald River, Leske Pools, Yenbakwa, Salt Lake and Six Mile.

Figure 2b: Map of the Groote Archipelago

2.04 People and Culture

The Traditional Owners of the Groote Archipelago are united by a common language, known as Amamalya Ayakwa or 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.

The usual Aboriginal residential population of the Groote Archipelago is 1,500 to 1,600.

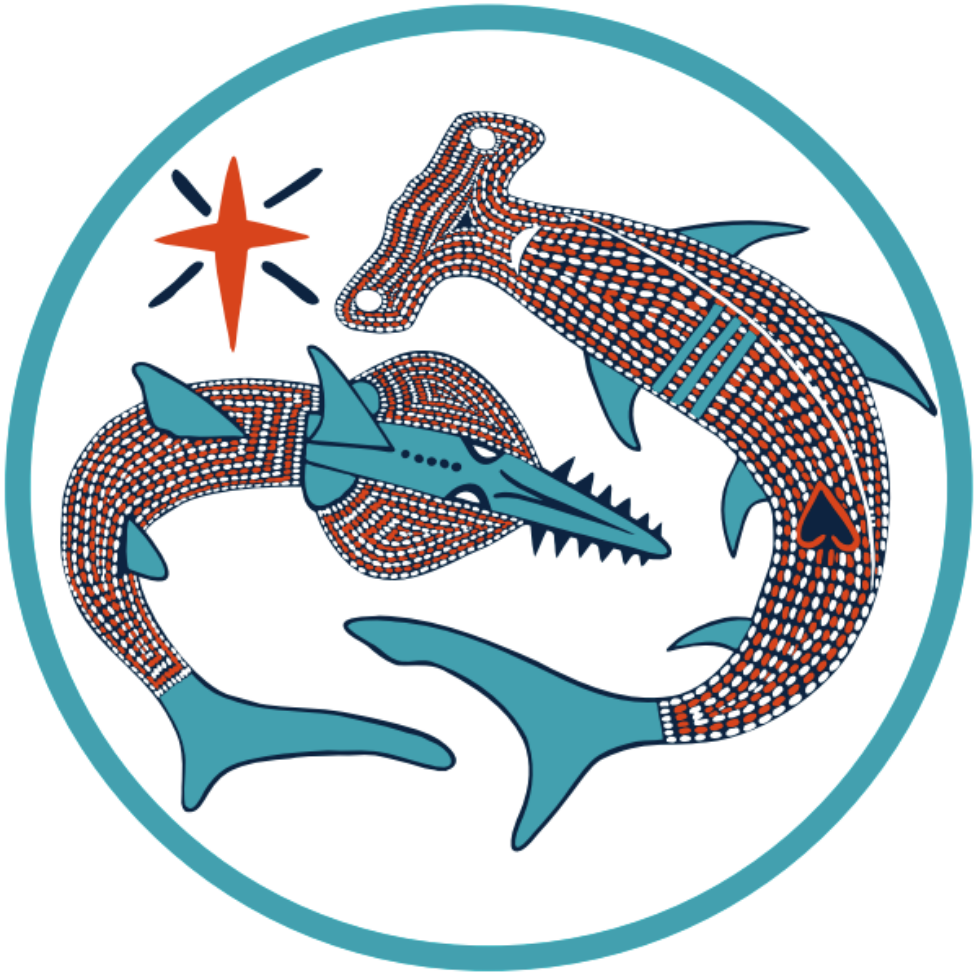
2.05 The ALC Emblem

There are three totems within the official shield logo of the ALC. These represent the moieties and clans who live on the Groote Archipelago, and are the morning star, sawfish, and hammerhead shark. In the beginning the island was dark. Barnimbirra (Morning Star) brought daylight to the island and ever since then there has been day and night.

In creation times, Yumaduwaya (Stingray), Mangwarra (Hammerhead Shark) and Yugwurrirrindangwa (Sawfish), began their journey from the eastern coast of Arnhem Land. On their way to Groote Eylandt they stopped at Bickerton Island, transforming themselves from human beings to sea creatures. Then they journeyed on to Groote Eylandt. On the way, they agreed to go on to the centre of the island and decided to enter from the north, but Sawfish said, “I’ll take a short cut”. After the Stingray had left him, Sawfish set off with a crowd of many different stingrays, all travelling together, following on after him. Sawfish led the way, probably because he was the biggest.

Meanwhile Lirreba, the Tide, was growing big. Sawfish reached Groote Eylandt, came out of the sea, and started to cut his way through the land, using his teeth and nose as he went. So he made the Angurugu River, cutting out the land and throwing the earth aside, opening a way for him and travelled towards Central Lake. As the water came in, the dirt was stirred up, and Lirreba, the Tide, grew bigger and bigger, following close behind Sawfish. Then came all the stingrays, still following behind Sawfish as he led the way. Then he went to the centre of the island where he created Central Hill (Yandarrnga).

Figure 2c: Emblem of the ALC



PART 3: ORGANISATION STRUCTURE

3.01 The ALC Board

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

Under the ALC Method of Choice, ALC Board members including the Chair and Deputy Chair serve a term of three years. The ALC Method of Choice, which was updated by the ALC and approved on 20 August 2024 by the Minister for Indigenous Australians, Senator the Hon Malarndirri McCarthy, is available on the ALC website (https://anindilyakwa.com.au/wp-content/uploads/2024/08/ALCMethod-of-Choice-for-members-2.pdf).

The triennial ALC Board elections took place in September 2024. At the first meeting on 11-12 September 2024 of the newly appointed Board, Ms Cherelle Wurrawilya was elected as Chair and Ms Ida Mamarika was elected as Deputy Chair by the Board members by way of secret ballot in accordance with the ALC's method of choice.

The ALC Board is comprised of 26 positions, and at 30 June 2025 there were 23 filled positions and there were three vacant positions (one Jaragba clan, one Yantarrnga clan and one Milyakburra community position). The ALC is proud of its strong balance of male and female Board members. At 30 June 2025 from a total of 23 filled positions, 12 comprised women and 11 comprised men.

Table 3a: ALC Board members by clan and community representatives at 30 June 2025

Clan	Representative
Amagula	Shianne Amagula, Gyselle Amagula
Bara Bara	Jennie Bara Bara, Joyleen Bara Bara
Bara/Murrungun	Bradley Bara, Serena Bara
Durilla	James Durrilla
Jaragba	Lionel Jaragba, vacant
Lalara	Rosalie Lalara, Renato Marocchini

Clan	Representative
Mamarika	Ida Mamarika, Elaine Mamarika
Maminyamanja	Dennis Maminyamanja, Elma Maminyamanja
Wurrawagwa/Yantarrnga	Lucelle Yantarrnga, vacant
Wurramara	Cain Wurramara, Ainsley Wurramara
Wurramarrba	Sherita Wurramarrba, Scott Wurramarrba
Wurrawilya	Cherelle Wurrawilya, Wayne Wurrawilya

Community	Representative
Angurugu	Matthew McKenzie
Milyakburra	vacant
Umbakumba	Josh Mamarika

3.02 Accountable Authority

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

1. Chair of the Land Council;
2. The Chief Executive Officer (CEO) of the Land Council.

The Chair and the CEO are held accountable for their performance by the ALC Board. All elected ALC Board members are eligible to become the Chair (or Deputy Chair) of the ALC. At the first meeting of the ALC Board following a whole of Board election, the ALC Members will hold an anonymous ballot to elect the Chair (and Deputy Chair). The ALC Board may, at any time, by resolution, elect a new Chair (or Deputy Chair).

During the reporting period the Chair of the ALC was Ms Cherelle Wurrawilya. The CEO position was held by Mr Mark Hewitt until 16 October 2024. Mr Colin Wakefield held the position of Interim CEO from 17 October 2024 to 28 April 2025. Mr Matthew Bonson was CEO from 29 April 2025 and resigned on 17 July 2025. Michael Trainor was appointed Interim CEO on 22 August 2025.

3.03 Chair's Bio

Ms Cherelle Wurrawilya commenced in the role of ALC Chair on 29 May 2024 and following the triennial elections of the ALC Board in September 2024, was appointed in accordance with the ALC's Method of Choice, to return to the Chair position. As the first woman Chair of the ALC, Ms Wurrawilya is known for her strong voice on community matters and a mentor to those she works with. Ms Wurrawilya has served as a member of the ALC Board since 2019.

Ms Wurrawilya, as Chair of the ALC is an Accountable Authority, together with the CEO who is also an Accountable Authority, as defined in the PGPA Rule 7A.

As Chair of the ALC, Ms Wurrawilya leads the ALC Board and its effective functioning including promoting transparent and accountable decision-making and advocating for the rights and interests of Traditional Owners. Ms Wurrawilya oversees the proper functioning of the ALC's committees and is responsible for overseeing that the ALC CEO carries out their duties in line with the directive set by the ALC Board.

As ALC Chair, Ms Wurrawilya is on the ALC Finance Committee established under ALRA section 29A. Ms Wurrawilya is a member of the Mine Closure and Transition Steering Committee which oversees plans for the closure of South32's GEMCO mine on Groote Eylandt. In February 2025, Ms Wurrawilya became a Director of Aboriginal Peak Organisations NT, representing the ALC which is a member organisation.

Ms Wurrawilya is a Director of Yimadumanja Aboriginal Corporation. During 2024-25, Ms Wurrawilya continued in the role as Director of Aboriginal Housing NT, stepping down from the position in July 2025.

Ms Wurrawilya has had an extensive career committed to serving the communities of the Groote Archipelago in the areas of women and youth services, health care and housing. Ms Wurrawilya began her career working with youth in need, via Centrelink at the Pink Room on Groote Eylandt, supporting youth to obtain proof of identity, licenses and other needs. In the late 1990s, Ms Wurrawilya commenced

employment with NT Government in a role addressing substance misuse. Between 2000-03, Ms Wurrawilya returned to focus on working with young people at Groote Eylandt Milyakburra Youth Development Unit taking youth on country, running sports and recreation programs including cooking with program participants. Ms Wurrawilya provided face to face counselling and supported youth to meet their health care needs at the clinic. After a break from paid work, Ms Wurrawilya returned to work with Territory Families where the core of her work focussed on women and children.

Ms Wurrawilya transitioned to a Community Housing Officer role at Groote Eylandt Bickerton Island Enterprises Aboriginal Corporation. There, Ms Wurrawilya was responsible for conducting inspections of houses, assisting with the tenancy management services such as rent payments, tenancy agreements, and maintenance issues.

When Anindilyakwa Housing Aboriginal Corporation (AHAC) was established in 2019, Ms Wurrawilya was appointed as a Director. Ms Wurrawilya was subsequently appointed to the position of AHAC Chair, which is a position she held until she resigned following her appointment as ALC Chair. Ms Wurrawilya was a Director of Anindilyakwa Leaders Future Fund Aboriginal Corporation since late 2020 and stepped down from the role following her appointment as ALC Chair. Ms Wurrawilya has previously been a member of the ALC's Audit Committee, which she resigned from following her appointment as ALC Chair.

3.04 Deputy Chair's Bio

Ms Ida Mamarika was elected to the position of Deputy Chair on 11 September 2024, in accordance with the ALC's Method of Choice, following the triennial elections of members held in September 2024. Ms Mamarika has been a Board member of the ALC for a total of 10 years and brings a wealth of experience and knowledge to the ALC Board.

Ms Mamarika is a member of the ALC Finance Committee (refer to pages 83-85 on ALRA section 29A Committees).

As a core member of the Community Justice Group, Ms Mamarika has supported the Groote Eylandt community courts and preparation of Aboriginal Experience Reports.

Ms Mamarika is the Chair of the Groote Eylandt Bickerton Island Primary College Aboriginal Corporation (GEBIPCAC), holding that position since GEBIPCAC was established in 2018. As a passionate advocate for education, Ms Mamarika is determined that every Anindilyakwa person receives an education that enables them to stand strongly in both worlds. Ms Mamarika believes that the children of the Groote Archipelago need to carry on the Anindilyakwa language and culture so that it remains strong. With Ms Mamarika as its Chair, GEBIPCAC has established a bilingual curriculum at the community schools on the Groote Archipelago and facilitated training of Anindilyakwa people to teach children to read and write in Anindilyakwa.

Earlier in Ms Mamarika's career, she was a Community Liaison Officer for the ALC. Then for many years Ms Mamarika worked for the Remote School Attendance Scheme as an Attendance Officer and highlighted with families and children the importance of attending school. Prior to this, at Umbakumba school, Ms Mamarika had the role of assistant teacher for five years working across all year levels.

Ms Mamarika was one of the leaders that carried out early discussions and research into the establishment of an independent college on the Groote Archipelago. Visiting other colleges operating in the Northern Territory has informed the model for the

Wurriyukwayuwa-Langwa College on Bickerton Island, which is currently under construction.

Ms Mamarika's career includes running a tourism business, Amuwurrnga Aboriginal Corporation, that provided on country tours for people to experience the unique Groote Eylandt landscape, abundant bush tucker and rich culture. During that time Ms Mamarika trained for the Coxswains license which equips participants with the skills to command with safety and efficiency a commercial vessel of eight metres or less. In 2009, in a national first, Ms Mamarika was the first Indigenous woman to qualify for the eight metre Inshore Coxswain Certificate.

The value of learning is a motto that Ms Mamarika carries with her to this day as she encourages the next generation. In the role of Deputy Chair of the ALC, Ms Mamarika is committed to pursuing positive outcomes for the Anindilyakwa people of the Groote Archipelago.

3.05 CEO's Bio

Mr Matthew Bonson commenced as the CEO of the ALC on 29 April 2025 and resigned on 17 July 2025. As CEO, Mr Bonson was an Accountable Authority of the ALC, together with the Chair who is also an Accountable Authority, as defined in the PGPA Rule 7A.

The CEO of the ALC is responsible for developing and maintaining the ALC's strategic and corporate plan including defining the priorities and desired outcomes sought by the Traditional Owners of the Groote Archipelago. The role of ALC CEO entails overseeing the operations of the ALC, ensuring effective frameworks are in place to advance workplace health and safety, to provide assurances of effective risk systems and controls, and embedding within the ALC ecologically sustainable development principles.

3.06 ALC Board Meetings and Attendance

There were 13 meetings of the ALC Board held during 2024-25. All meetings held achieved quorum. The dates and attendees of the meetings are listed in table 3b. Note that some meetings ran over two consecutive days and these are indicated in the table.

Table 3b: ALC Board meeting dates and attendances

Meeting date	Attendees	Total present
17 July 2024	Cherelle Wurrawilya, Ida Mamarika, Amethea Mamarika, Lionel Jaragba, Jennie Bara Bara, Joyleen Bara Bara, Russell Lalara, Noeleen Lalara, Scott Wurramarrba, Simone Yantarrnga, Wayne Wurrawilya, Serena Bara, Silas Bara, Elaine Mamarika, Bradley Bara.	15/23
21 August 2024	Cherelle Wurrawilya, Ida Mamarika, Lionel Jaragba, Jennie Bara Bara, Joyleen Bara Bara, Russell Lalara, Noeleen Lalara, Scott Wurramarrba, Simone Yantarrnga, Wayne Wurrawilya, Serena Bara, Silas Bara, Elaine Mamarika.	13/23
22 August 2024 (continuation from previous day)	Cherelle Wurrawilya, Ida Mamarika, Lionel Jaragba, Jennie Bara Bara, Joyleen Bara Bara, Russell Lalara, Noeleen Lalara, Simone Yantarrnga, Wayne Wurrawilya, James Durrilla, Serena Bara, Silas Bara.	12/23
11 September 2024	Cherelle Wurrawilya, Ida Mamarika, Serena Bara, Cain Wurramara, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Rosalie Lalara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie, Josh Mamarika, Gregory Jaragba, Noeliza Amagula, E Bara.	17/25
12 September 2024 (continuation from previous day)	Cherelle Wurrawilya, Serena Bara, Elaine Mamarika, Cain Wurramara, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Rosalie Lalara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie, E Bara.	14/25

Meeting date	Attendees	Total present
25 September 2024	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Rosalie Lalara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Matthew McKenzie, Josh Mamarika.	15/25
26 September 2024 (continuation from previous day)	Cherelle Wurrawilya, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Elma Maminyamanja, Sherita Wurramarrba, Matthew McKenzie, Josh Mamarika.	12/25
16 October 2024	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Cain Wurramara, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie, Raphael Maminjamanja, Simone Yantarrnga.	17/25
17 October 2024 (continuation from previous day)	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Cain Wurramara, Ainsley Wurramara, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie, E Bara.	15/25
11 November 2024	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Ainsley Wurramara, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Josh Mamarika, E Bara, Simone Yantarrnga.	17/22
20 November 2024	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Ainsley Wurramara, Jennie Bara Bara, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Josh Mamarika, E Bara, Simone Yantarrnga.	16/23

Meeting date	Attendees	Total present
21 November 2024 (continuation from previous day)	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Ainsley Wurramara, Lucelle Yantarrnga, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Josh Mamarika, E Bara.	16/23
11 December 2024	Cherelle Wurrawilya, Ida Mamarika, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Ainsley Wurramara, Lucelle Yantarrnga, Jennie Bara Bara, Joyleen Bara Bara, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, E Bara.	17/23
19 February 2025	Cherelle Wurrawilya, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Lucelle Yantarrnga, Renato Marocchini, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Simone Yantarrnga.	12/23
20 February 2025 (continuation from previous day)	Cherelle Wurrawilya, Gyselle Amagula, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Cain Wurramara, Lucelle Yantarrnga, Jennie Bara Bara, Renato Marocchini, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Josh Mamarika, Simone Yantarrnga.	16/23
19 March 2025	Cherelle Wurrawilya, Ida Mamarika, Gyselle Amagula, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Lucelle Yantarrnga, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie, Josh Mamarika.	15/23
20 March 2025 (continuation from previous day)	Cherelle Wurrawilya, Ida Mamarika, Gyselle Amagula, Bradley Bara, Serena Bara, Elaine Mamarika, Lionel Jaragba, Lucelle Yantarrnga, Renato Marocchini, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, James Durrilla, Matthew McKenzie.	14/23

Meeting date	Attendees	Total present
16 April 2025	Cherelle Wurrawilya, Ida Mamarika, Gyselle Amagula, Bradley Bara, Serena Bara, Elaine Mamarika, Lucelle Yantarrnga, Renato Marocchini, Dennis Maminyamanja, Elma Maminyamanja, Matthew McKenzie, Josh Mamarika.	12/23
21 May 2025	Cherelle Wurrawilya, Ida Mamarika, Shianne Amagula, Serena Bara, Elaine Mamarika, Cain Wurramara, Lucelle Yantarrnga, Jennie Bara Bara, Joyleen Bara Bara, Renato Marocchini, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie.	13/23
18 June 2025	Cherelle Wurrawilya, Bradley Bara, Elaine Mamarika, Lionel Jaragba, Jennie Bara Bara, Joyleen Bara Bara, Renato Marocchini, Dennis Maminyamanja, Elma Maminyamanja, Sherita Wurramarrba, Wayne Wurrawilya, Matthew McKenzie.	12/23

3.07 ALC Organisation Charts

Figure 3a: Whole of organisation chart

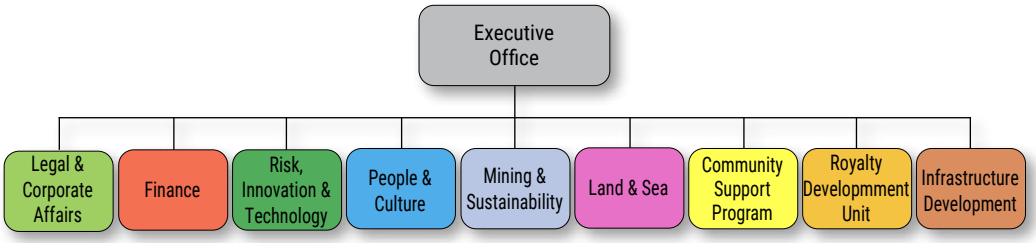


Figure 3b: Executive Office

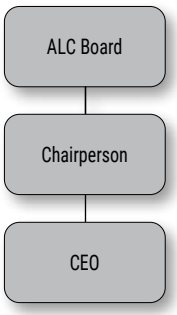


Figure 3c: Legal and Corporate Affairs Department

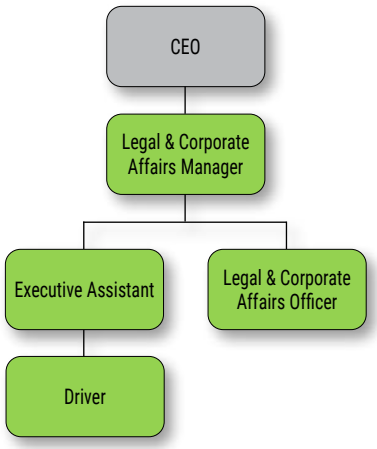


Figure 3d: Finance Department

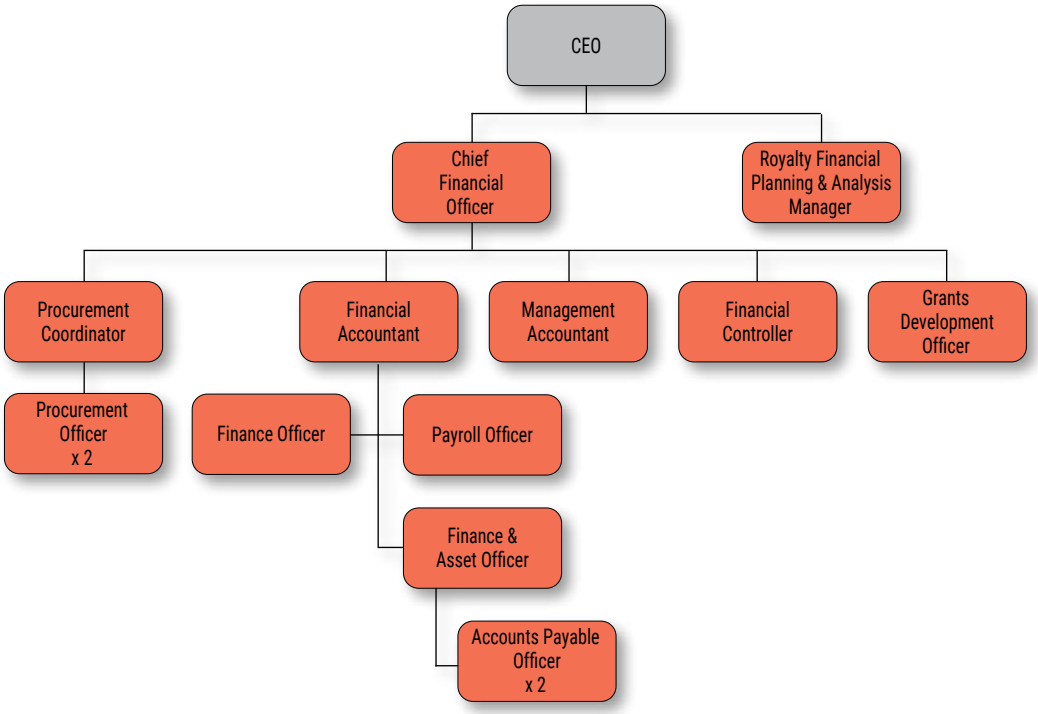


Figure 3e: Risk, Innovation and Technology Department

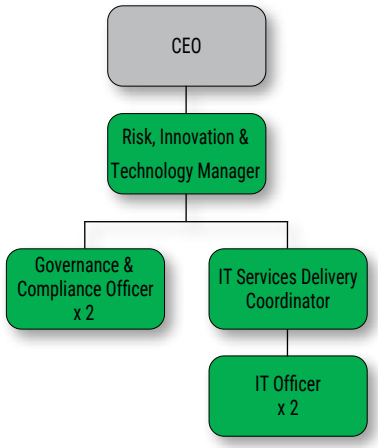


Figure 3f: People and Culture Department

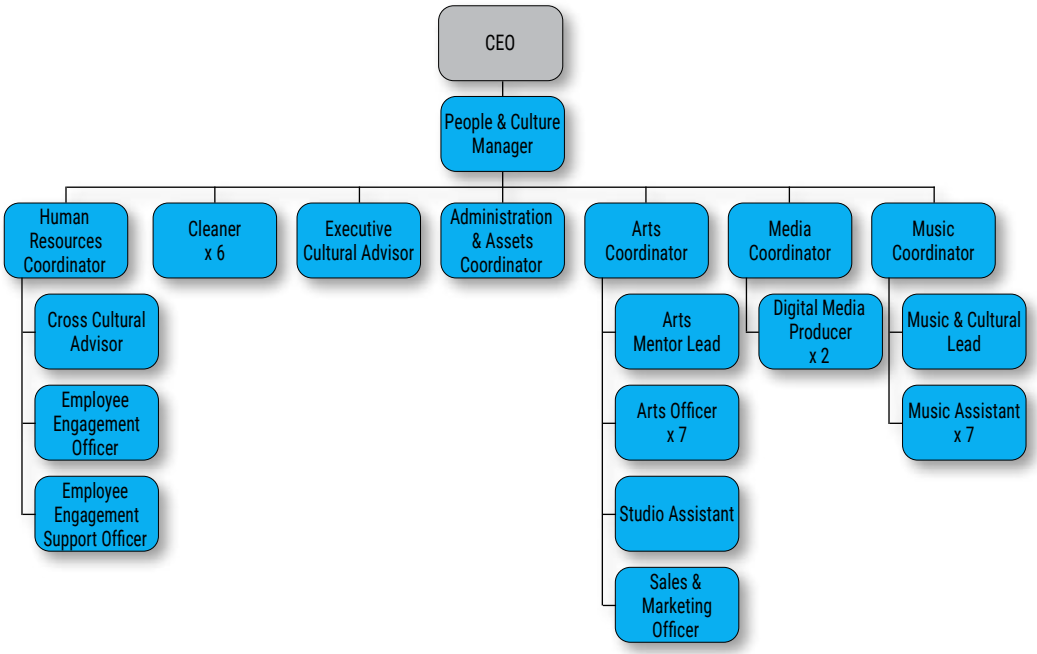


Figure 3g: Mining and Sustainability Department

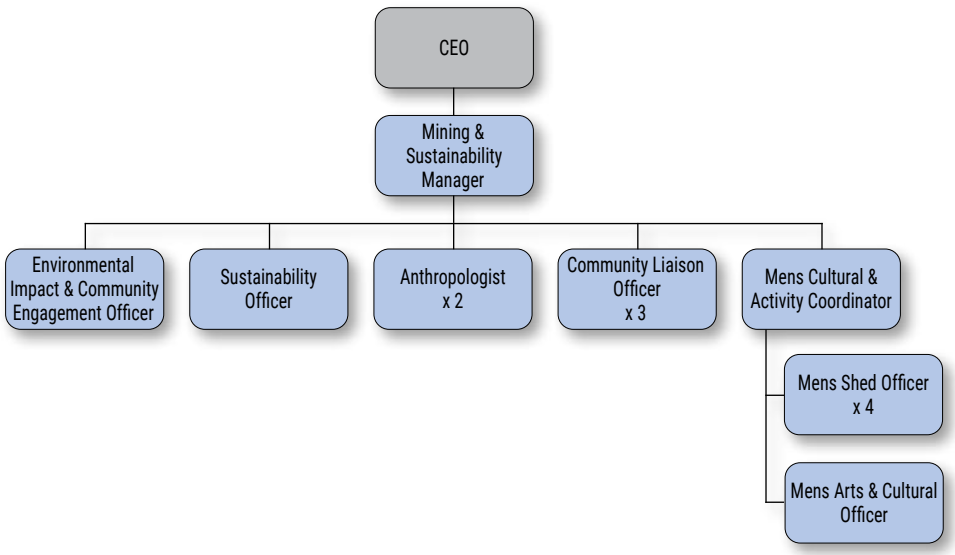


Figure 3h: Land and Sea Department

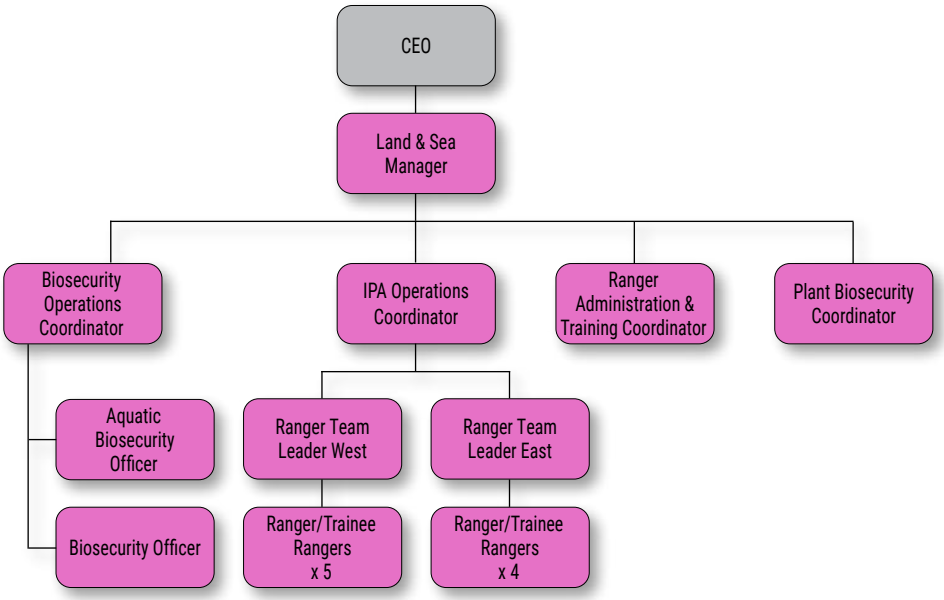


Figure 3i: Community Support Program Department

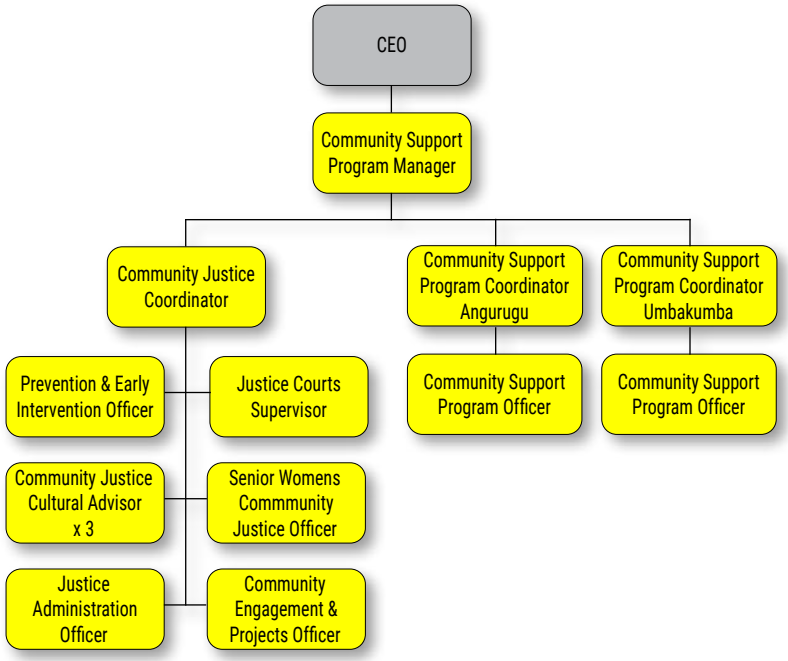


Figure 3j: Royalty Development Unit Department

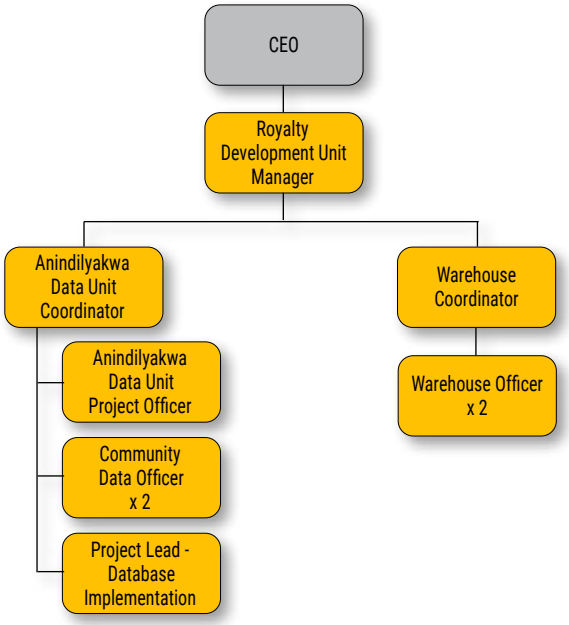
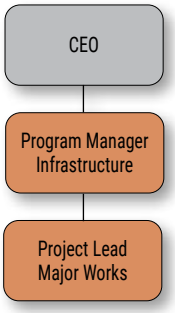


Figure 3k: Infrastructure Development Department



The ALC does not have any subsidiaries.

3.08 Funding and Program Arrangements

The ALC receives its operational funding under ALRA section 64(1) in line with the approved budget estimates submitted to the NIAA for the respective financial years.

The ALC also receives grants to run programs, carry out research, purchase equipment and employ people. A major funding source, for the ALC's Land and Sea Department, comes from the NIAA Indigenous Advancement Strategy Jobs, Land and Economy program. The employees in the Land and Sea Department referred to in the ALC's Organisation Chart on page 25 are predominantly funded by the NIAA grants.

The ALC has entered into general service deeds with Aboriginal Corporations on the Groote Archipelago to provide operational support services in line with ALRA section 27(1A). These services include human resources, payroll and accounting services, and support to Aboriginal Corporations to meet their compliance obligations such as annual returns to the Office of the Registrar of Indigenous Corporations. During the reporting period the ALC provided services to 14 Aboriginal controlled entities.

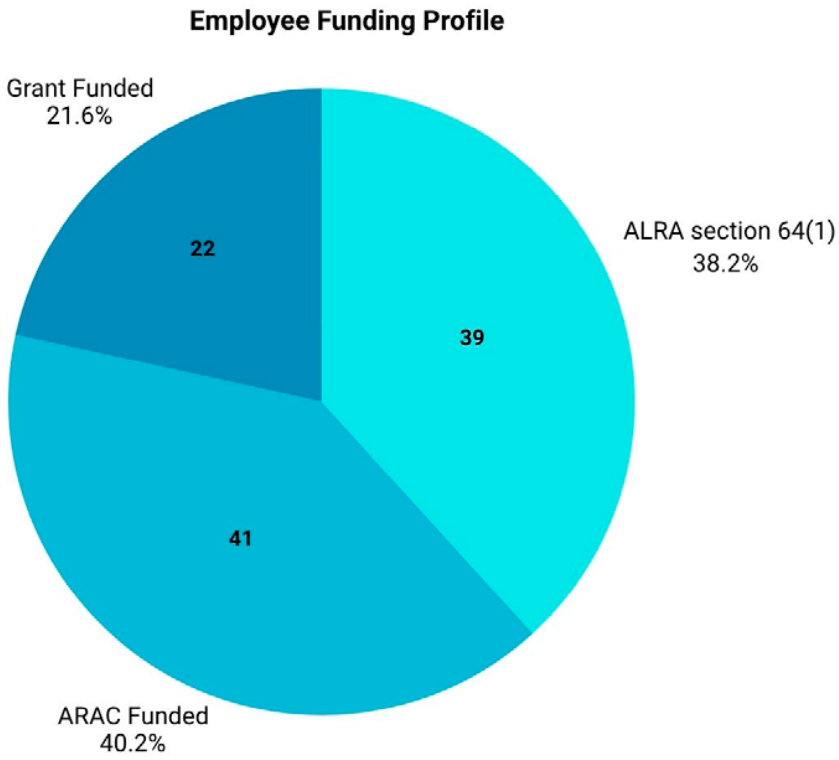
One of the 14 Aboriginal entities is Anindilyakwa Royalties Aboriginal Corporation (ARAC), to which the ALC provides human resources, payroll and accounting services, and program delivery. Employee costs are charged to ARAC in accordance with the general service deed between ALC and ARAC.

As part of the ARAC general service deed, the ALC provides administrative and other assistance which includes the employment of staff to deliver programs related to community support, infrastructure development, preserving culture and the Royalty Development Unit.

Figure 3l below, shows the funding source for ALC's employees, categories by:

1. ALC's ALRA section 64(1) operational funding which supports employment of 39 employees.
2. ARAC funded positions which supports employment of 41 employees.
3. Grant funded positions which supports employment of 22 employees.

Figure 3I: Employee funding profile



The staff employed by the ALC to deliver operational, grant, general service deed and program commitments are included in the ALC's organisation charts and employment data.

3.09 Staffing

At 30 June 2025, the ALC had 102 employees, with 42 (41%) Traditional Owners and an additional five being other Aboriginal/Torres Strait Islander persons, placing ALC's Aboriginal employment at 46% of the workforce. Refer to Figure 3m.

The ALC's employee gender profile is 48% female and 52% male, as depicted in Figure 3n.

Figure 3m: Employment profile

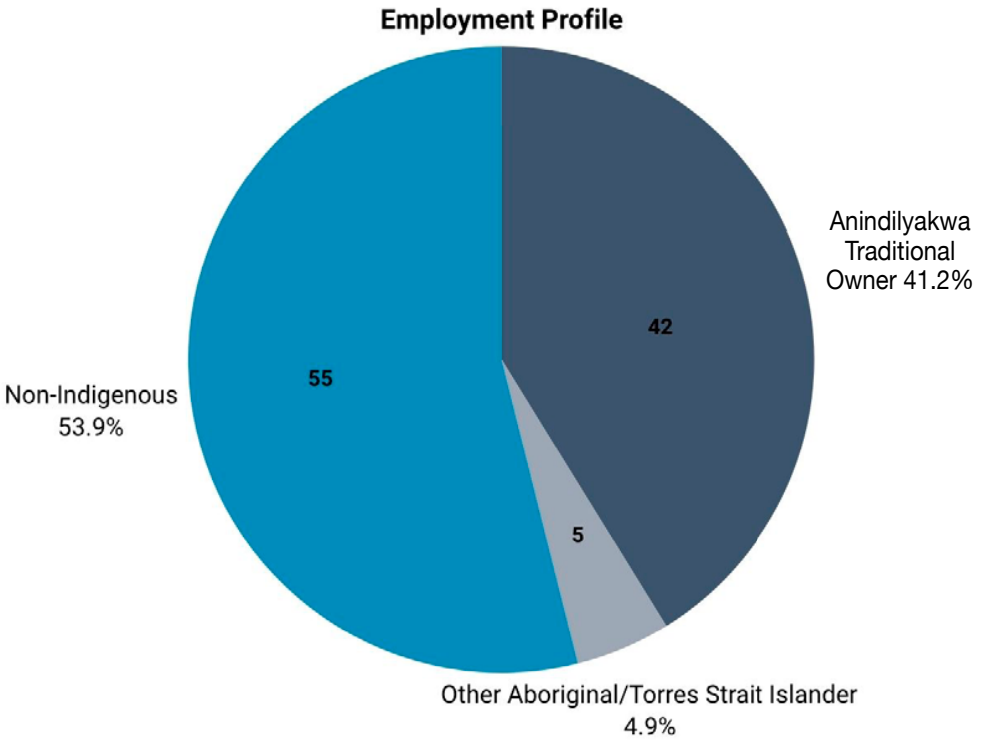


Figure 3n: Employment by Gender

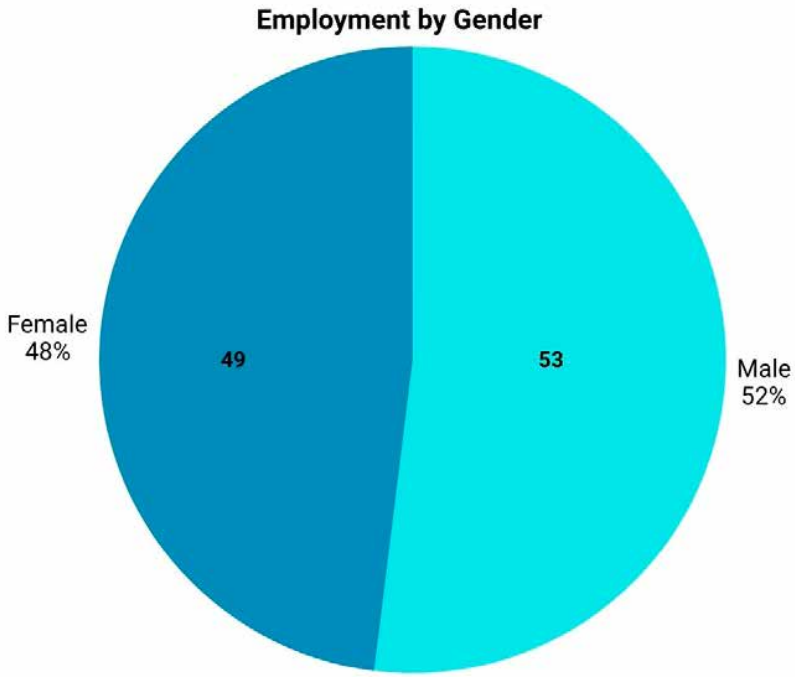


Table 3c and 3d presents data on ongoing and non-ongoing employees, respectively, at 30 June 2025. Tables 3e and 3f presents data on ongoing and non-ongoing employees, respectively, at 30 June 2024. The decrease to the employee head count from 30 June 2024 of 126 to 102 on 30 June 2025 is attributed to the reduction in the number of ARAC funded roles.

Table 3c: ALC ongoing employees (2024-25)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	8	0	8	10	0	10	0	0	0	0	0	0	0	0	0	18
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NT	31	10	41	25	8	33	0	0	0	0	0	0	0	0	0	74
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	39	10	49	35	8	43	0	0	0	0	0	0	0	0	0	92

Table 3d: ALC non-ongoing employees (2024-25)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	2
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NT	0	4	4	2	2	4	0	0	0	0	0	0	0	0	0	8
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	4	4	3	3	6	0	0	0	0	0	0	0	0	0	10

Table 3e: ALC ongoing employees (2023-24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	7	0	7	15	0	15	0	0	0	0	0	0	0	0	0	22
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NT	35	10	45	32	15	47	0	0	0	0	0	0	0	0	0	92
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	42	10	52	47	15	62	0	0	0	0	0	0	0	0	0	114

Table 3f: All non-ongoing employees (2023-24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	Full time	Part time	*Total*	
NSW	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Qld	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NT	0	8	8	0	3	3	0	0	0	0	0	0	0	0	0	11
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	9	9	0	3	3	0	0	0	0	0	0	0	0	0	12

3.10 Executive Remuneration

Information about remuneration for Key Management Personnel

Table 3g: Key management personnel remuneration

		Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
Name	Position title	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Mark Hewitt[1]	CEO	203,484	0	10,353[2]	28,995	96,094	0	301,570	640,498
Cherelle Wurrawilya	Chair	206,896	0	0	21,884	3,852	0	0	232,632
Colin Wakefield [3]	CFO/Interim CEO	258,846	0	12,639[4]	28,736	3,958	0	0	304,182
Julianne Uate-Jones	People and Culture Manager	162,415	0	0	18,725	3,270	0	0	184,410
Michael Trainor	Mining and Sustainability Manager	158,537	0	5,156[5]	18,060	1,310	0	0	183,067
Matthew Bonson [6]	CEO	49,143	0	0	5,078	0	0	0	54,221
Lena Bradley [7]	Acting CFO	97,032	0	0	11,436	3,877	0	0	112,345
Colleen Edgar [8]	Acting CFO	4,707	0	0	487	0	0	0	5,193

Notes to the Table 3g:

1. Employment ended 16 October 2024.
2. Other benefits and allowances are made up of $5,246 in insurance allowance and Fringe Benefits Tax of $5,107.
3. Interim CEO from 17 October 2024 to 28 April 2025.
4. Other benefits and allowances are made up of Fringe Benefits Tax of $12,639.
5. Other benefits and allowances are made up of Fringe Benefits Tax of $5,156.
6. Commenced employment on 29 April 2025.
7. Acting Chief Financial Officer (CFO) from 23 October 2024 to 28 April 2025.
8. Acting CFO from 17 June 2025 and was holding that position at 30 June 2025.

The ALC has no other Senior Executives or Other Highly Paid Staff.

3.11 Locations and Offices

The ALC head office is located on Groote Eylandt in the township of Alyangula (offices are also located in each of the townships of Angurugu, Milyakburra and Umbakumba):

30 Bougainvillea Drive, Alyangula, NT.

PO Box 172, Alyangula, NT, 0885.

The Land and Sea Department is based at Pole 13 at a purpose-built facility located 2.5 kilometres from the township of Alyangula:

Pole 13, Rowell Highway, Alyangula, NT.

PO Box 777, Alyangula, NT, 0885.

The Land and Sea Department also have facilities at Umbakumba.

There are Legal and Corporate Affairs, and Finance employees located at the Darwin office:

Charles Darwin Centre, Level 15, 19 Smith Street, Darwin, 0800, NT.

There are Finance, Risk, Innovation and Technology, Human Resources, Data Unit and Infrastructure Development employees located in Cairns:

58-62 McLeod Street, Cairns, QLD.

PO Box 8176, Cairns, QLD, 4870.

PART 4: GOVERNANCE PRACTICES

4.01 ALC Committees

The Accountable Authority has established the Finance, Audit and Risk Committee (the Audit Committee) as required under subsection 45(1) of the PGPA Act. The Audit Committee provides advice to the Accountable Authority and ALC Board to assist them to meet their duties and obligations under the PGPA Act. Details of the Audit Committee are provided on pages 37-41.

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 35(C) and where applicable, make recommendations to the ALC Board. Details on the Finance Committee are provided on pages 83-85.

4.02 Finance, Audit and Risk Committee

The ALC recognises the critical importance of effective risk management and has given emphasis to continue to foster a culture of accountability and integrity across all levels of the organisation. The role of the Finance, Audit and Risk Committee (the Audit Committee) plays a key oversight role, providing independent and objective assurance that the ALC's governance, risk management, internal control and financial and performance reporting systems and processes are robust, objective, reliable and compliant in all respects with acceptable standards and Government requirements.

The Audit Committee operates in an advisory capacity and does not hold executive powers, supervisory functions or decision-making authority. It supports the ALC Board through oversight and review and is authorised to request information from the ALC CEO and engage with external auditors on relevant matters.

The Audit Committee is comprised of an independent Chair and three members sourced from the ALC Board and other community members who have the experience, knowledge and skills to assist the Audit Committee to perform its functions. ALC senior management attend meetings by invitation to provide reports, insights and updates on relevant matters.

Following the ALC Board elections in September 2024, a new Audit Committee was appointed at the inaugural post-election meeting. Serena Bara continued her service to the Audit Committee, while Matthew McKenzie and Rosalie Lalara joined as new members. A new Audit Committee Chair was appointed in November 2024 following the resignation of the previous Chair in September 2024.

In addition to the Audit Committee meetings, the Chair met with the ANAO and the contract auditor and attended selected ALC Board meetings to provide updates on the Audit Committee's activities and recommendations.

The Audit Committee met five times during the reporting period, with the ALC CEO attending two meetings by invitation.

A structured annual work plan was developed and guided the Audit Committee's activities, ensuring a structured approach to fulfilling its responsibilities.

During the 2024-25 reporting period, the Audit Committee undertook the following key activities:

- Review and provide advice and reporting to the ALC Board on:
  - auditors closing letter for the 2023-24 financial year and passed recommendation to the ALC Board that it be accepted.
  - the appropriateness of the ALC financial reporting in relation to financial statements, compliance with mandatory requirements of the PGPA Act, PGPA Rules and Accounting Standards, and management's processes and systems for preparing financial reports, record keeping, and processes.
  - the appropriateness of ALC's systems, frameworks, and procedures for accessing, monitoring and reporting on achievement of the ALC's performance, and the completeness and appropriateness of performance reporting.
  - ALC performance against performance criteria and targets set out in the corporate plan, risk tolerance indicators in the Risk Management Policy Framework, and advising the Board of significant performance trends and risks as appropriate.
  - the appropriateness of the ALC's risk management framework, controls, and approach to managing key risks.
  - internal control frameworks appropriateness, legislative, policy and security compliance, and internal audit coverage.

  - the appropriateness of the business continuity planning arrangements.
  - whether ALC promotes a culture that ensures proper use and management of public resources and is committed to ethical and lawful conduct.
- Review ANAO recommendation packs presented to the Audit Committee for the endorsement of closure as per the ALC's ANAO Recommendation Implementation Procedure. The Audit Committee reviewed the implementation summary, evidence and Governance Risk Compliance system reports on how the ANAO recommendation was implemented, and, when required, requested additional actions or evidence to support the closure request. Upon the Audit Committee's satisfaction of the recommendation being fully implemented, the Audit Committee provided their recommendation of approving the recommendation's closure to the ALC Board. The Audit Committee endorsed the closure of 10 recommendations and three enhanced recommendations this reporting period.
- The Audit Committee provides the ALC Board with written updates on the Audit Committee's activities and recommendations after each meeting, ensuring transparency and accountability in its oversight role.

In February 2026 the Audit Committee reviewed and provided advice to the ALC Board on the auditors closing letter for the 2024-25 financial year and recommended to the ALC Board that it be accepted.

The Audit Committee Charter is available on the ALC website https://anindilyakwa.com.au/wp-content/uploads/2024/03/ALC005-Finance-Audit-Risk-Committee-Charter.pdf

Table 4a: Finance, Audit and Risk Committee members details

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Mark O'Shea	Chartered Accountant, Registered Company Auditor, Partner at Enmark Chartered Accountants, previously partner at Deloitte.	2	5	41,425	Mark O'Shea resigned as Audit Committee Chair after the September 2024 meeting.
Darren Box	Bachelor of Business (Accounting). Fellow of CPA, Public sector experience as a Chief Operating Officer with the Australian Federal Police and Chief Financial Officer with the Australian Federal Police and Services Australia.	3	5	16,500	Darren Box was appointed the Audit Committee Chair in October 2024 for a period of three years.
Serena Bara	ALC Board Member, Chair of AHAC, extensive experience as a Company Director.	5	5	1,985	

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Matthew McKenzie	ALC Board Member, Community Justice Committee Chair, experienced Company Director.	4	5	1,588	Elected Angurugu Community Representative at the 2024 election and was appointed to the Audit Committee at the inaugural Board meeting 11-12 September 2024. Matthew McKenzie stepped down from the Audit Committee in June 2025 when he accepted an employment opportunity with the ALC.
Rosalie Lalara	ALC Board Member, experienced Company Director.	1	5	397	Elected Lalara Clan Representative at the 2024 election and was appointed to the Audit Committee at the inaugural Board meeting 11-12 September 2024.
Ida Mamarika	ALC Board Member, GEBIPCAC Chair, experienced Company Director.	1	5	397	ALC held Board member elections in August 2024. Ida Mamarika remains a Mamarika Clan representative, however she was not re-appointed to the Audit Committee.

4.03 Independent Board Advisor

During the reporting period and in response to a recommendation of the ANAO governance report (refer to pages 46-47 for additional information), the role of an Independent Board Advisor was established and an appointment made which commenced on 1 November 2024. Reporting to the ALC Chair, the role of the Independent Board Advisor is to assist the ALC Board's understanding of Board matters, papers and forward work plan agenda, addressing governance matters including monitoring of ALC Board member and Accountable Authority conflicts of interest and associated management strategies, deliver governance training to the ALC Board, support attendance and participation of the full Board at meetings and to develop a specific governance framework document that builds on existing ALC policies for use by the ALC Board.

4.04 Risk Management

In 2024-25 the ALC continued to develop risk awareness and management as a key decision-making tool. The ALC's Risk Management Framework provides a systematic approach designed to identify, assess and mitigate potential risks within the organisation.

The ALC Risk Management policy was further developed during the reporting period, and the approach to risk management was improved to consist of the following steps:

1. Risk identification
2. Risk assessment
3. Risk mitigation
4. Risk monitoring and reporting
5. Communication and training

During this reporting period all departments underwent a thorough review of the risks associated with their programs, as part of the ALC's annual risk assessment process. Department risk assessments were updated using the ALC Workplace Risk Assessment and Control tool and included a review of current controls. An update on key risks was reported by the Risk, Innovation and Technology Manager to the Finance, Audit and Risk Committee at each quarterly meeting.

The ALC Risk, Innovation and Technology department continued to provide governance and compliance functions to support the ALC with dedicated governance support for ALC operations, with a focus on building capacity, undertaking committee functions, and driving continuous improvements. Additionally, IT Services focused on cyber security risks and the safe use of artificial intelligence.

The Governance, Risk and Compliance system, Protecht, was further developed, supporting the ALC's progress in tracking audit and risk assessment findings and actions required to address these findings.

During the reporting period the ALC embedded monitoring and reporting of key governance processes and systems, with a focus on the currency of control documents (i.e. policies and procedures), internal and external audit progress utilising Protecht and, mandatory and key governance training completion rates.

4.05 Applying the Fraud and Corruption Rule

During the reporting, the ALC has applied Rule 10 of the PGPA Rule (Fraud and Corruption Rule), utilising the Commonwealth Fraud and Corruption Framework, to guide the ALC to manage the risks and incidents of fraud and corruption.

The ALC has applied the Fraud and Corruption Rule during the reporting period, as follows.

- A Fraud Management risk assessment was conducted for the reporting period and implementation of controls are underway at 30 June 2025. The process which covers all ALC employees and departments is scoped to evaluate current practices, identify controls to mitigate risks, and aligns with ALC's operational context on the Groote Archipelago, legal obligations and the Commonwealth Fraud and Corruption Control Framework (Fraud and Corruption Rule (a)).
- A review commenced of the ALC's Fraud Control Plan during the reporting period and is underway (Fraud and Corruption Rule (b)).
- The ALC continued to apply internal controls designed to prevent and detect fraud. This included financial authorisations, separation of duties, account reconciliations and the continuous monitoring of payment transactions using the Eftsure system (Fraud and Corruption Rule (b),(c) and (d)).

- The Fraud and Corruption policy was updated during the reporting period to align with the Commonwealth Fraud and Corruption Control Framework which came into effect on 1 July 2024. The policy is accessible to all employees via the ALC's internal corporate resources library (Fraud and Corruption Rule (d),(e)).
- The ALC's Fraud and Corruption policy defines the responsibilities of roles within the ALC pertaining to preventing, detecting and dealing with fraud and corruption (Fraud and Corruption Rule (d)).
- The ALC's approach to managing fraud and corruption including risk assessments, control plans, and reviewing the effectiveness of controls is defined in the Fraud and Corruption policy (Fraud and Corruption Rule (d)).
- Related policies including the Risk Management policy and, Interest and Gifts policy were updated during the reporting period (Fraud and Corruption Rule (d)).
- The ALC launched a fraud and corruption online learning module on 20 March 2025, which is compulsory for all employees to complete and has had a 59% completion rate at 30 June 2025 (Fraud and Corruption Rule (e)).
- The ALC's Independent Board Advisor (refer to page 42 for details) is tasked with delivering face to face fraud and corruption training to ALC Board members, which is based on the online learning module. At 30 June 2025, eight ALC Board members have completed the training (Fraud and Corruption Rule (e)).
- The risks of fraud and corruption are taken into account when planning and conducting the activities of the ALC where greater risk is identified. For example in the procurement of goods and services (Fraud and Corruption Rule (e)).
- A mechanism for reporting, investigating and recording actual or suspected fraudulent or corrupt activities is in place and defined in the ALC's Fraud and Corruption policy (Fraud and Corruption Rule (d), (e) and (f)).
- A register is in use for the recording and reporting of actual or suspected incidence of fraud and corruption, with appropriate storing and access protocols in place (Fraud and Corruption Rule (f)).

The ALC is committed to continuous improvement to prevent, detect and respond to fraud and corruption relating to the ALC.

4.06 Related Entity Transactions

Related entity transactions are a characteristic of ALC's operating environment in a remote location with a small population and a limited pool of candidates for corporate positions with local Aboriginal Corporations who receive royalty equivalent funding under ALRA section 64(3).

The ALC Board applies a decision-making process when transacting with related entities that is guided by a register of interests including conflict management plans, ALC Board meeting rules, and a Conflicts of Interest policy (see note below).

During the reporting period, the ALC made 58 payments to related entities with an aggregate value of $598,020. Note 10 Related Party Disclosures (pages 26-28 of the financial statements) provides additional information.

Conflict of Interest Policy

The ALC's Conflict of Interest and Gifts Policy aims to ensure the integrity of decisions made by ALC Board members and staff are not compromised or publicly perceived to be biased by the receipt of gifts or benefits arising from conflicts of interest.

The ALC maintains and regularly updates a register of interests for ALC Board members, which is a requirement of ALRA section 29AA and the ALC Board rules. ALC Board members are asked to complete an approved form with details of the entities they hold interests in, at least annually or when changes occur. The register is approved by the ALC board when updated or at least annually.

The register of interests is used in conjunction with the ALC Board rules in the management of related entity relationships at the ALC Board level, by excluding members with a material personal or pecuniary interest in a matter from participating in the discussion or decision-making process. The interest and management are declared and documented during the meeting.

The ALC Board rules relating to conflicts of interest are consistent with the PGPA Rule 12(2). The ALC board rules were last updated and approved by the

responsible Minister on 6 February 2025. The updates included clarifying steps for managing and reviewing potential conflicts of interests.

The ALC Board rules allow certain exemptions where the matter relates to all or substantially all Traditional Owners of the Groote Archipelago (which includes the payment of royalties, rents or other mining derived income to Traditional Owners via multiple organisations under an omnibus resolution), the payment of royalties, rents and other mining derived income to individual Traditional Owners who are owners of lands affected by mining, or the member holds knowledge and information that will be useful to inform the discussion pertaining to the matter.

The ALC's staff register of interests is maintained by the policy owner and supported by ALC's governance function and human resources, and applies to all ALC employees. Staff are required to make at least an annual declaration, and update when interests change.

Any associated staff conflicts of interest management plans undergo human resources and/or legal review, as necessary. In addition, any required management plans for the ALC Chair and CEO (as the Accountable Authority) are reviewed by external legal counsel and subject to ALC Board approval.

4.07 Meeting the ANAO Governance Audit Recommendations

The ALC has prioritised implementing the recommendations of the ANAO performance audit report on the Governance of the ALC (the ANAO governance report), which was published on 31 May 2023.

During the reporting period the ALC has worked closely with the NIAA to establish a robust process for implementing the ANAO governance report recommendations completely, with appropriate quality assurance and oversight in place.

The ALC's Governance, Risk and Compliance system, Protecht, has been used to track, record and provide assurance on the progress made.

There are 14 agreed recommendations, of which the ALC has actioned and closed nine. The closure of recommendations requires Audit Committee

and ALC Board review and approval of actions taken. The remaining five recommendations (recommendations 1, 7, 8, 11, 12) are in progress and due to be completed during the 2025-26 reporting period.

In addition to the initial ANAO recommendations, there were four additional 'Enhanced Recommendations' identified through the Independent Review that was carried out in 2024-25. All four enhanced recommendations have been actioned and closed as per the recommendation closure process noted above.

The ALC remains committed to strengthening governance systems to support achieving the ALC's purpose and key activities as defined by the Traditional Owners of the Groote Archipelago.

PART 5: ANNUAL PERFORMANCE STATEMENTS

5.01 Statements (PGPA Rule 16F(2), Item 1)

We, the Accountable Authority of the ALC, present the 2024-25 Annual Performance Statements of the ALC, as required under paragraph 39(1)(a) of the PGPA Act and the PGPA Rule.

In our opinion, the Annual Performance Statements accurately present the performance of the ALC in the reporting period and comply with section 39(2) of the PGPA Act.

5.02 Explanatory Notes

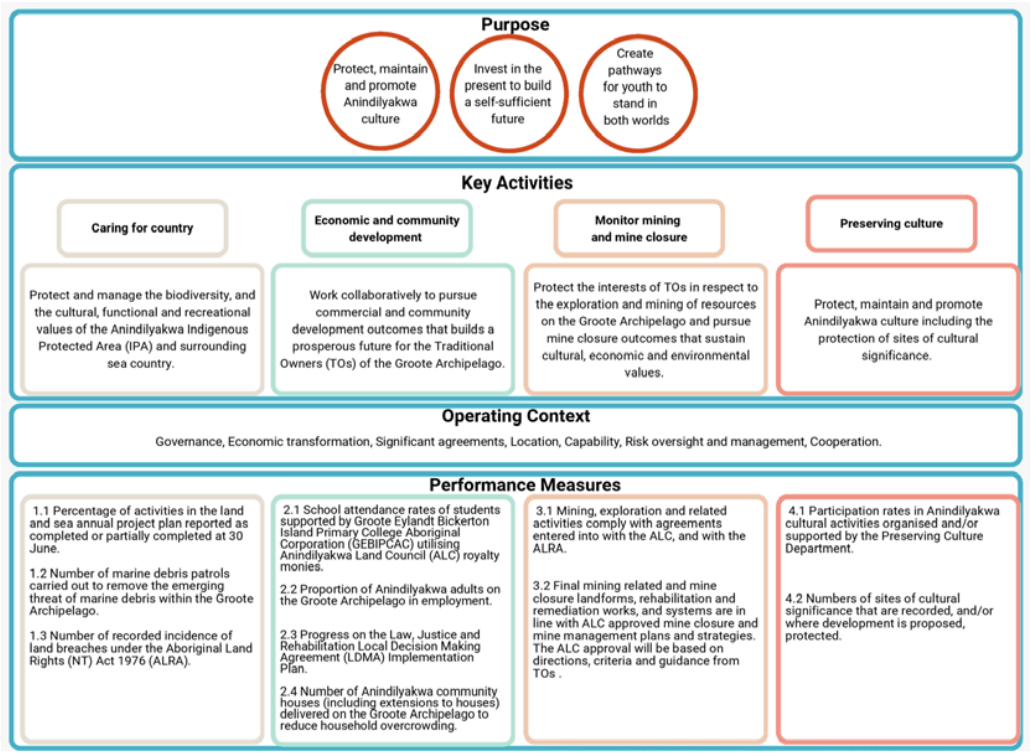
Key Activities and Performance Measures

The annual performance statements, presented on pages 56-77, should be read alongside the ALC Corporate Plan 2024-25, which is available on the ALC website (https://anindilyakwa.com.au/news-media-publications/publications/)

The ALC has defined four key activities in the Corporate Plan 2024-25, with associated performance measures that support the ALC to achieve its purpose. The plan on a page from the Corporate Plan 2024-25 is reproduced in Figure 5a to show ALC's purpose, key activities and performance measures.

The key activities, as stated in the Corporate Plan 2024-25 are caring for country (measures 1.1, 1.2 and 1.3), economic and community development (measures 2.1, 2.2, 2.3 and 2.4), monitor mining and mine closure (measures 3.1 and 3.2) and preserving culture (measures 4.1 and 4.2). The results and analysis for the performance measures are presented below in this order.

Figure 5a: ALC's 2024-25 Corporate Plan on a Page



During the reporting period the ALC continued to improve on the monitoring of performance measures by:

- implementing an interim reporting process on performance measures.
- carrying out an assurance review on the interim reports on performance measures and full year performance statements.

A Corporate Plan and Annual Report Control Document for the 2024-25 reporting period was maintained by the ALC to capture the review and updates made to performance measures during corporate planning, the interim and full year reporting on performance measures, and interim and full year assurance reviews. The Control Document 2024-25 also provides a register of the key reviews and approvals, and cross checks the requirements of the PGPA Act and PGPA Rule.

Procedures for corporate planning and annual reporting were finalised during the reporting period.

The review and oversight of the Audit Committee over the appropriateness of the ALC's systems, frameworks and procedures for assessing, monitoring and reporting on achievement of ALC's performance was strengthened during the reporting period.

Economic and Community Development Key Activity

The ALC's rationale to include education, employment, law, justice, and rehabilitation, and housing as performance measures in the ALC's Corporate Plan and Annual Report 2024-25 is presented here to aid reader understanding.

The ALC, on behalf of the Traditional Owners of the Groote Archipelago, entered into a Local Decision Making Agreement (LDMA) and subsequent implementation plans focussed on economic development, education, law, justice and rehabilitation, housing, health and wellbeing, and local government. The LDMA is a key mechanism through which the ALC works in collaboration with stakeholders to achieve economic and community development outcomes.

The pursuit of economic and community development outcomes to benefit the Groote Archipelago requires joint effort and collaboration with stakeholders. The ALC is not the sole contributor to the results discussed in the economic and community development performance measures. The ALC, with Board membership that is representative of all 14 clans of the Groote Archipelago, is in a strong position to positively contribute to these outcomes by:

- expressing the wishes of Traditional Owners through the LDMA and Implementation Plans.
- advocating and supporting Traditional Owner's self-determination and the transition of services to community control.
- participating in forums and committees with NT Government, Australian Government, NT Land Councils, industry and other key stakeholders at a senior level to progress economic and community development activities.
- the ALC Board making decisions on the distribution of ALRA section 64(3) royalty equivalent funds that is guided by the LDMA and strategic planning. Refer to Significant Activities and Changes (page 78) on the impacts of nil receipts of these funds during the reporting period.

- providing support services to Aboriginal Corporations on the Groote Archipelago, where appropriate. Refer to Funding and Program Arrangements (pages 27-28) for additional information.
- under a general services deed with ARAC supporting the delivery of programs within the ALC's organisation structure. Refer to Funding and Program Arrangements (pages 27-28) for additional information.

The economic and community development performance measures seek to measure school attendance, employment, law, justice and rehabilitation, and housing overall as a gauge on performance. Noting that the ALC's activities are not the sole or necessarily the primary contributor to the performance measure.

Key Changes to Performance Reporting in 2024-25

Compared to the 2023-24 reporting period, there has not been significant change to the performance measures defined during corporate planning for the 2024-25 reporting period. There are 11 performance measures for 2024-25 compared to 10 in the previous reporting period. An additional housing measure (numbered 2.4) was developed to track progress to address overcrowding on the Groote Archipelago. There are three measures (numbered 2.3, 2.4 and 3.2) that, while the measure continued to focus on the same activity area as the previous reporting period, were updated with a new measure. There were minor changes made to measures 1.1, 3.1, 4.1 and 4.2 to refine the measure without changing the basis of what was being measured. No changes were made to measures 1.2, 1.3, 2.1 and 2.2. The table below lists the key changes between 2023-24 and 2024-25.

Table 5a: Key changes to performance measures between 2023-24 and 2024-25

Performance measure number	Performance measure key activity and theme	Summary	Key change from 2023-24 to 2024-25 corporate plans.
1.1	Caring for country; annual Project Plan status	Retained measure	Minor edit to delete the status category of 'ongoing' to align with the NIAA Annual Project Plan and Budget that does not contain 'ongoing' as a category.
1.2	Caring for country; marine debris patrols	Retained measure	Nil
1.3	Caring for country; incidence of land breaches	Retained measure	Nil
2.1	Economic and community development; school attendance.	Retained measure	Nil
2.2	Economic and community development; employment.	Retained measure	Nil
2.3	Economic and community development; law, justice and rehabilitation LDMA Implementation Plan.	New measure	The previous measure on law, justice and rehabilitation was narrow in its focus on offences and did not appropriately represent ALC's broader role in the LDMA. A broader measure was determined to be more appropriate.

Performance measure number	Performance measure key activity and theme	Summary	Key change from 2023-24 to 2024-25 corporate plans.
2.4	Economic and community development; housing.	New measure	To provide a measure addressing the housing focus area of the LDMA which the ALC is a signatory to.
3.1	Monitor mining and mine closure; compliance with agreements.	Retained measure	Minor edit to retained measure to add 'exploration and related' and added 'entered into with the ALC and with the ALRA'. To capture that agreements contain mining, exploration and related activities such as rehabilitation requirements.
3.2	Monitor mining and mine closure; alignment with mine closure and mine management plans.	New measure	Replaces a monitor mining and mine closure measure, with the rationale to appropriately measure performance against mine closure, which is a prioritised activity area for the ALC as GEMCO approaches mine closure on the Groote Archipelago.
4.1	Preserving culture; activities organised or supported.	Retained measure	Minor edits to note that some activities listed are led by other agencies and supported by ALC for example, participation in GARMA Festival. Measure updated to 'organised and/or supported'. A department restructure was carried out on the Preserving Culture Department during the reporting period. A note is provided in the analysis of performance measure 4.1 to explain this.

Performance Results Rating Scale

The performance rating scale provides a basis to assess the degree to which the ALC progressed across all the performance measures.

Table 5b: Performance rating scale and description

Performance rating	Description
Achieved	The activity met or exceeded the target for the reporting period. The expected level of performance was achieved by the end of the reporting period.
Substantially achieved	Most (>80%) of the target and expected level of performance was achieved by the end of the reporting period.
Partially achieved	Some (>30%) of the target and expected level of performance was achieved by the end of the reporting period
Not achieved	The activity did not meet any proportion of the target; there was no change in the level of performance.
Unable to report	Circumstances in the operating environment that are sensitive or results are not available to provide a report at the end of the reporting period.

Performance Summary

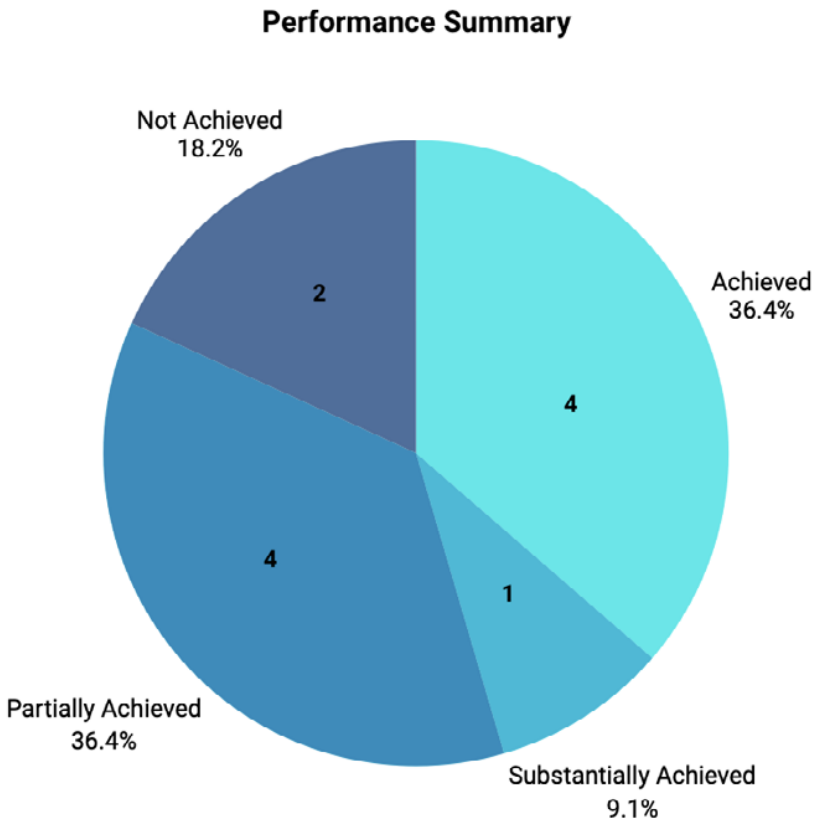
Utilising the performance rating scale and the ALC's fair assessment, of the 11 performance measures defined, four are listed as achieved, one is listed as substantially achieved, four are listed as partially achieved and two are listed as not achieved.

Where a target is not defined for a measure (measure 2.3 and measure 4.1), a performance rating has been determined based on the Accountable Authority's and ALC Board's expectations.

A reasonable target could not be set for measure 2.3 relating to the law, justice and rehabilitation LDMA Implementation Plan due to the complex inputs, collaborations and changes to systems that did not lend the measure to having a defined time bound target. The law, justice and rehabilitation measure in the Corporate Plan 2025-26 has an associated target defined.

A reasonable target could not be set for measure 4.1 relating to cultural activities organised or supported by the ALC, due to the ongoing collection of baseline data and significant changes underway to the preserving culture programs at the time the Corporate Plan 2024-25 was being finalised. A target has been set for measure 4.1 in the Corporate Plan 2025-26.

Figure 5b: Performance summary



5.03 Results and Analysis (PGPA Rule, 16F(2), Item 2 and 3

Key Activity 1. Caring for Country

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

Key Activity 1. Caring for Country- Measure 1.1

Table 5c: Measure 1.1 results

Measure 1.1	Target	Results	Performance rating
Percentage of activities in the land and sea annual project plan reported as completed or partially completed at 30 June.	100%	97%	Substantially achieved

Analysis- Measure 1.1

In financial year 2024-25, 94 activities were set in the NIAA Project plans under the IPA and the Indigenous Rangers Program (IRP). The IPA and IRP project plans were combined during the financial year. All activities and completion status are referenced in the completed Annual Project Plan and Budget – IRP IPA combined template provided by NIAA. During the reporting period 93% of activities were completed, 4% were partially completed, 3% were not started. Key activities that were completed in 2024-25 include:

- Identify and record targets, threats and knowledge gaps within the sea country space. This was delivered through a two-year project, creating a Sea Country Management Plan.
- Marine research and ecology, two sites targeted to gather information on the impacts of climate change on vulnerable nesting turtles. The hawksbill and green turtles were chosen due to the number of nesting sites located in the Groote Archipelago. This work was completed with Charles Darwin University and the Australian Institute of Marine Science and stretched out over two separate camps. This project was highly successful and gave Land and Sea base line data to build on into the future.

- Advice was sought from relevant Traditional Owners on environmental management within the IPA, allowing Traditional Owners to offer cultural and traditional knowledge to inform future projects and activities.
- Working alongside GEMCO to create a structured weed management approach across Groote Eylandt in line with the Biodiversity Offset Management Plan. The Land and Sea Ranger team created a new position funded through GEMCO's Eastern Leases Offset funding, this position will implement the Biodiversity Offset Management Plan focussing on transformative grasses that pose a threat to the biodiversity of the Anindilyakwa IPA. Weed mapping and weed control was completed this financial year.

There are a number of factors that have contributed to the Land and Sea team's successful completion of most of the activities outlined in the NIAA project plans, demonstrating an outstanding achievement and a significant improvement over last year's outcome. The Land and Sea Department has provided strong management of 11 distinct funding streams. Currently, the program employs 18 staff members who collectively oversee the entire 10,000 square kilometre IPA. A robust biosecurity program continues to support the region's exceptional biodiversity, enabling the Ranger program to operate proactively rather than reactively.

Key Activity 1. Caring for Country - Measure 1.2

Table 5d: Measure 1.2 results

Measure 1.2	Target	Results	Performance rating
Number of marine debris patrols carried out to remove the emerging threat of marine debris within the Groote Archipelago.	24 targeted marine debris activities	28 targeted marine debris activities.	Achieved

Analysis- Measure 1.2

The Land and Sea Rangers have successfully completed 100% of marine debris and ghost net activities set out in the Indigenous Rangers Coastal Clean-up Program.

Marine debris and ghost nets are an emerging threat to the biodiversity and health of the marine species that live within the Anindilyakwa IPA. Through the Indigenous Rangers Coastal Clean-up Project, the Land and Sea Rangers can strategically target

and remove ghost nets and debris from beaches, rocky headlands, mangroves and from the ocean. Using innovative technology, the Land and Sea Rangers have been able to work with Charles Darwin University and North Australia Centre for Autonomous Systems to create a more affordable and appropriate mapping technique to locate and record ghost nets and debris loading on the 1,000kms of coastline that the Land and Sea Rangers manage, by using advanced drone technology.

This reporting period the Land and Sea Rangers removed 3.9 tonnes of marine debris and 50 ghost nets from the IPA. The types of debris collected ranged between plastics, foam, metal, rubber and wood with plastics being the prominent material found.

Through the collaboration with Charles Darwin University & North Australia Centre for Autonomous Systems, the Land and Sea Rangers have obtained a Civil Aviation Safety Authority certification to operate and fly purpose-built drones to map debris loads and ghost nets along the coastline.

The annual "Clean up Groote Eylandt Day" attracted 67 Volunteers, in the three-hour clean-up they were able to remove 1.8 tonnes of debris from 6 Mile Beach.

During the previous reporting period, the Land and Sea Rangers initiated the construction of a purpose-built vessel designed specifically for ghost net retrieval. Featuring a spacious deck and a catamaran-style build, the vessel was delivered in November 2024. Its advanced design has significantly enhanced operational capacity, allowing access to previously unreachable shallow coastal areas.

Key Activity 1. Caring for Country- Measure 1.3

Table 5e: Measure 1.3 results

Measure 1.3	Target	Results	Performance rating
Number of recorded incidence of land breaches under the ALRA.	Nil breaches	Nil breaches	Achieved

Analysis- Measure 1.3

Throughout the reporting period the Land and Sea Rangers conducted 30 marine patrols, no ALRA breaches were detected. The Rangers conduct marine patrols in conjunction with NT Fisheries. Marine patrol reports were completed which include, a GPS track of the patrol, photos of vessels, vehicles and or recreational goers as well as comments of the patrol and Rangers involved. These reports once completed are sent through to NT Fisheries

where they can search registrations of vessels and liaise back to the Land and Sea Department if there is a concern with any of the commercial vessels.

The Land and Sea Department has been selling digital permits via the ALC website. This platform has proven to be a successful way to ensure recreational goers are compliant and informed of what they can and can't do on Aboriginal Freehold Land.

Key Activity 2. 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.

Key Activity 2. Economic and Community Development- Measure 2.1

Table 5f: Measure 2.1 results

Measure 2.1	Target	Results	Performance rating
School attendance rates of students supported by Groote Eylandt Bickerton Island Primary College Aboriginal Corporation (GEBIPCAC) utilising ALC royalty distributions.	Increasing trend in average attendance of children.	Declining trend in average attendance of children	Not achieved

Analysis- Measure 2.1

Groote Eylandt Bickerton Island Primary College Aboriginal Corporation (GEBIPCAC) has been established to fulfil the wishes of the Anindilyakwa people on all aspects of education from birth to age 25. GEBIPCAC delivers and manages aspects of the Education Implementation Plan under the LDMA. The ALC is a signatory of the LDMA and the Education Implementation Plan. This performance measure and the related activities of the ALC supports the ALC's purpose to create pathways for youth to stand in both worlds.

This performance measure has been in place for the 2023-24 and 2024-25 reporting period and captures one aspect of ALC's support for GEBIPCAC, which involves working with Anindilyakwa families and children to attend school regularly at the Alyangula community school. The ALC has supported GEBIPCAC to deliver this activity

between 2022 and 30 June 2025. GEBIPCAC also receives funding from Groote Eylandt Aboriginal Trust to support families with uniforms, school fees, camps and other related costs.

The ALC provides additional funding to GEBIPCAC to oversee the operation of the Wurriyukwayuwa-langwa College (which is under construction as at 30 June 2025), deliver school nutrition programs, support Anindilyakwa students attending school off-island, creating and managing the bilingual curriculum, delivering the remote school attendance strategy, the Our Country Our Culture program and the Play to Learn early childhood program.

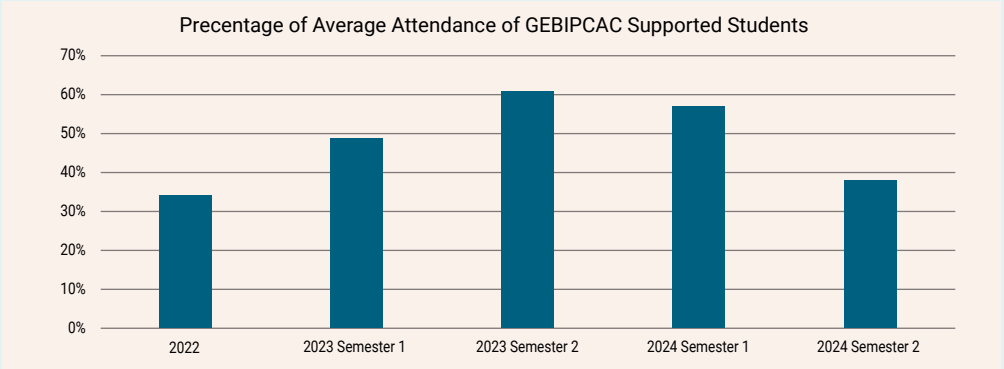
The 2024-25 reporting period is marred by funding constraints caused by nil ALRA section 64(3) receipts, which is the usual funding source that supports GEBIPCAC and other Aboriginal Corporations operating on the Groote Archipelago (refer to Significant Activities and Changes on page 78). During the reporting period, the ALC requested the Anindilyakwa Mining Trust to make available to the ALC a hardship funding package to support the operating requirements of organisations operating on the Groote Archipelago. GEBIPCAC, while a recipient of this funding during the reporting period, was provided with approximately half the funding it had originally budgeted to request, for the 2024-25 reporting period.

Additional factors hampered the delivery of GEBIPCAC's case management program of Anindilyakwa students to attend Alyangula school. The program, which was impacted by the funding cuts, was also impacted by staffing gaps for various reasons over significant segments of the school year.

Despite these challenges GEBIPCAC continued to support students to attend school during the reporting period. This involved when available an Engagement Officer to work with families utilising the program, Traditional Owner consultants to drive students to school (sometimes requiring up to three trips), to be on call to support students as needed, support unsettled students and support students going through a re-entry process.

The data presented for this measure is captured by GEBIPCAC and provided to the ALC Data Unit for analysis. GEBIPCAC supported more than 80 students to attend Alyangula community school during the reporting period. The results show a declining trend in the average attendance of this cohort during 2024, after a promising start when the program commenced in 2022 that showed an increasing trend from 2022 to 2023. Figure 5c presents the percentage of average attendance of GEBIPCAC supported students, followed by a guide to interpreting the data.

Figure 5c: Percentage of average attendance of GEBIPCAC supported students



Average attendance as presented here is the average attendance rate across each cohort from years transition to year 11 (there are no year 12 students in the program). It is not the average attendance rate of all students in the program but rather the average of each year groups average attendance. It should be noted that average attendance varies widely across year groups. Data is not presented at the year group level as some numbers are too small and risk identifying program participants. Semester attendance figures are then calculated as the average attendance of the two calculated term figures.

The latest data presented in figure 5c relates to attendance in semester two 2024. Complete data for semester two 2025 was not yet available at the time of reporting. Semester attendance was calculated by using the average attendance of each year group and then the average attendance across all year groups was calculated. Prior to 2024 semester two, data supplied to the ALC was split into male and female categories, and attendance was calculated as the average of each male and female cohort across all years. 2024 semester two data did not split each year's average attendance into male and female categories and this small discrepancy in methodology will affect exact results presented in this table, however, should not dramatically affect the trend presented.

These results viewed alongside school attendance across community schools on the Groote Archipelago (visit myschool.edu.au for additional data collected and presented by the Australian Curriculum Assessment and Reporting Authority), highlights the need for stakeholders to come together to discuss strategies to improve school attendance across the Groote Archipelago.

Education policy plays a significant role in ensuring that remote schools that face systemic attendance challenges are funded appropriately to reengage and retain students in the schooling system. The ALC is encouraged by the landmark bilateral agreement signed in July 2024, by the Australian and Northern Territory governments to increase funding for schools to 100% of the Schooling Resource Standard by 2029. The agreement aims to address the historical underfunding and shift towards a more equitable needs-based funding model. The shift is underway from the effective enrolment funding model which was introduced in the Northern Territory in 2013. The effective enrolment model, applied in the Northern Territory and which is unlike other Australian jurisdictions, largely determines a school's funding by the number of students who effectively attended school the previous year. Thus, impacting remote schools and Indigenous community schools with lower attendance rates.

While the ALC does not have primary responsibility for education on the Groote Archipelago, the ALC is committed to working with stakeholders including the NT Government, Australian Government, GEBIPCAC and Anindilyakwa families to reach better outcomes for students. This supports the ALC's purpose to create pathways for youth to stand in both worlds.

Key Activity 2. Economic and Community Development- Measure 2.2

Table 5g: Measure 2.2 result

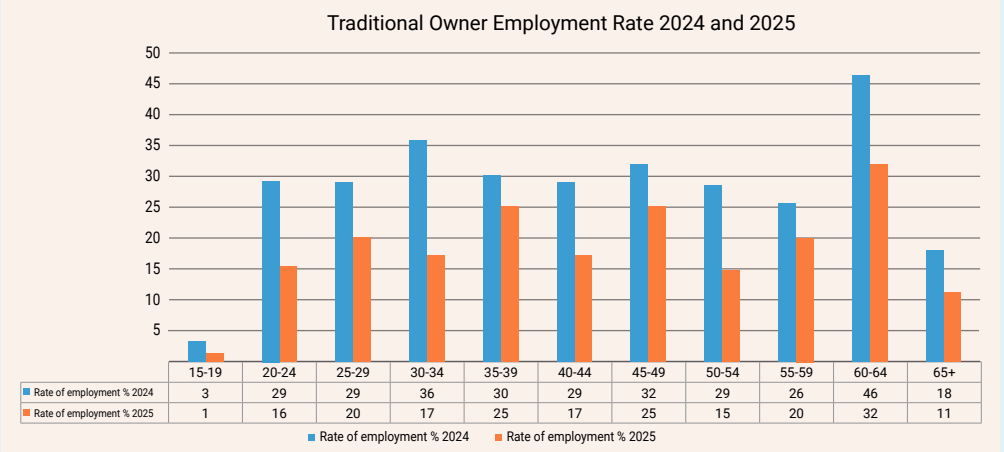
Measure 2.2	Target	Results	Performance rating
Proportion of Anindilyakwa adults on the Groote Archipelago in employment	Increasing trend in employment numbers	Decrease in Anindilyakwa employment between 2024 and 2025	Not achieved

Analysis- Measure 2.2

In April 2025, the ALC Data Unit conducted a Groote Archipelago-wide employment survey using the same methodology as in 2024. The survey was distributed to all employers across Groote Eylandt and Bickerton Island, aiming to capture the number of Traditional Owners engaged in full-time, part-time, or casual employment. The

analysis is based on nonidentifiable survey responses and excludes participants in the Australian Government's Community Development Program. The results show a clear decline in employment rates for Traditional Owners across all age groups from 2024 to 2025. This trend suggests that there was a broad and systemic impact on employment opportunities in the reporting period.

Figure 5d: Traditional Owner Employment Rate for 2024 and 2025



	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
Rate of employment % 2024	3	29	29	36	30	29	32	29	26	46	18
Rate of employment % 2025	1	16	20	17	25	17	25	15	20	32	11

The likely cause of this is the nil receipts in ALRA section 64(3) mining royalty equivalent funding following Tropical Cyclone Megan (refer to Significant Activities and Changes on page 78), which has disrupted a key funding stream which supports Traditional Owner employment on the Groote Archipelago.

The ALC received responses from 18 organisations operating on the Groote Archipelago. Due to some employers unable to return survey responses (as was the case in 2024) there is inevitably an underreporting of the number of Anindilyakwa people employed. However, after cross-checking the information received and ground truthing the information with stakeholders on the Groote Archipelago, the ALC is confident in the assessment of broad declines in employment since the previous survey was undertaken.

Younger age groups (15–24 year olds) experienced the most significant drop in employment rates and middle-aged groups (25-49 year olds) also saw substantial declines, indicating that the reduction in funding has affected core segments of the workforce. While also impacted, older age groups maintained relatively higher employment rates compared to younger cohorts.

Staffing data specific to the ALC is presented on pages 29-34.

During the reporting period the ALC adopted strategies to lessen the impacts of the nil receipts of ALRA section 64(3) funding by:

- Prioritising Traditional Owner jobs within the ALC workforce amidst funding constraints.
- Working to secure alternative funding sources to support business continuity for organisations usually funded from royalty equivalents ALC receives under ALRA section 64(3) and distributed under ALRA section 35(2).
- Sourcing a hardship funding package from the Anindilyakwa Mining Trust to support the operating requirements of various organisations across the Groote Archipelago.

Key Activity 2. Economic and Community Development- Measure 2.3

Table 5h: Measure 2.3 results

Measure 2.3	Target	Results	Performance rating
Progress on the Law, Justice and Rehabilitation LDMA Implementation Plan	Not applicable	Demonstrated significant progress	Achieved

Analysis- Measure 2.3

In alignment with the LDMA Law, Justice and Rehabilitation Implementation Plan, which aims to increase the involvement and leadership of the Anindilyakwa people in the justice system and ensure Anindilyakwa culture is respected, the reporting period demonstrates substantial progress across all key actions of the Implementation Plan. The ALC is working collaboratively with stakeholders to progress the desired outcomes of the Implementation Plan, which are to:

a) increase the involvement and leadership of the Anindilyakwa people in the justice system, including access to rehabilitative services and;

b) ensure the Anindilyakwa culture is respected in the justice system and working constructively with all stakeholders to reduce the number of Anindilyakwa people in the justice system.

The ALC Groote Archipelago CJG has continued to lead transformative change in

justice, rehabilitation, and community safety across the Groote Archipelago. The implementation and growth of community-led justice initiatives, including the Anindilyakwa Healing Centre, CJG, Community Courts, and Peacemakers Program has coincided with a sustained downward trend in recorded offences. This trend suggests that the LDMA strategies are contributing to meaningful change in justice outcomes and community wellbeing.

Key results against the Law, Justice and Rehabilitation Implementation Plan in reporting period are:

Anindilyakwa Healing Centre- Justice Infrastructure and Rehabilitation Services

A major achievement in this reporting period was the completion and operationalisation of the Anindilyakwa Healing Centre at Marble Point. The 32-bed facility, delivered by the ALC Infrastructure Department, provides culturally appropriate, community-based residential rehabilitation as an alternative to imprisonment in Darwin. The final phase-two construction was completed in February 2025.

As of 2 June 2025, the Healing Centre program reported nine active participants in the day program, two residents in the residential program, four clients on the waitlist, and twelve new referrals. Additionally, two clients have successfully graduated from the program, and four client plans have been closed. Full residential services officially began on 31 May 2025. This update reflects all current activity within the Healing Centre program.

The Anindilyakwa Healing Centre began receiving referrals from the Community Courts as well as other local services, including directly from the CJG, establishing its role as a key rehabilitative pathway.

CJG members have played a central role in shaping the Anindilyakwa Healing Centre's culturally grounded service model. During the reporting period, they delivered four peacemaker-led sessions and provided ongoing mentoring to Drug Alcohol Services Australia staff to ensure cultural responsiveness in service delivery.

CJG Capacity Building

In the reporting period, the CJG has expanded its staffing and membership, strengthening its capacity to deliver community-led justice initiatives. CJG members have undertaken training in cultural safety, justice processes, and trauma-informed practice. Monthly Law and Justice Steering Committee meetings have continued, involving key stakeholders such as Attorney General's Department, the NT Department of Chief Minister, and Drug Alcohol Services Australia.

Community Courts and Case Management

Groote Archipelago became the first region in the NT to operationalise Community Courts under recent legislative changes. Since May 2024, CJG members have participated as appointed leaders, presenting Aboriginal Experience Reports and advocating for culturally grounded sentencing options. In the reporting period,12 Community Court hearings were held, involving 33 participants. All participants were referred to support services including Alcohol and Other Drugs, NT Families, the North Australian Aboriginal Justice Agency, and the Anindilyakwa Healing Centre. A dedicated Community Courts Officer was appointed within CJG and mentoring of younger CJG members commenced by current CJG members to build future leadership.

Peacemakers Program Expansion

The Peacemakers Program was formally transferred to sit within CJG management during the reporting period from the larger ALC Community Support Program. Senior Peacemakers led 10 educational sessions targeting young men at risk of justice system involvement, with 8–14 participants per session. Police, courts, and corrections services have begun referring individuals to the program, recognising its value in conflict resolution and personal development. As at 30 June 2025, there were a total of 22 Peacemakers engaged on an as-needed basis, and police-initiated Peacemaker interventions have increased, contributing to de-escalation of community incidents.

Justice Patrol Program Development

The Anindilyakwa Justice Patrol is in the implementation phase. Community consultations were completed, and a safety baseline survey involving 102 participants was conducted in Angurugu and Umbakumba. Recruitment has commenced, with job descriptions finalised and positions scheduled for rollout in the new financial year. Crime statistics from NT Police and ALC data will be used to monitor the program's impact.

Quantitative Indicators and Crime Trends

Data compiled by the ALC Data Unit, sourced from NT Police's SerPro system, shows a consistent downward trend in overall offences and arrests across the Groote Archipelago since 2018. This sustained decline strongly aligns with the introduction and growth of community-led justice initiatives supported under the LDMA Law Justice and Rehabilitation Implementation Plan. The correlation suggests that increased Anindilyakwa leadership in justice is contributing to reduced offending and enhanced community safety:

- Total recorded offences dropped by 75%, from 1,041 in 2019 to 261 in 2024 (Figure 5e)
- Youth offending decreased by 90% since 2019, from 267 offences to just 28 in 2024 (Figure 5f)
- Arrests have declined 85% from 427 in 2018 to 61 in 2024 (Source: NTG data supplied to the ALC)

These reductions are particularly notable in property damage, theft, and public order offences.

Figure 5e. Total Offences on Groote Eylandt (2018-2024)

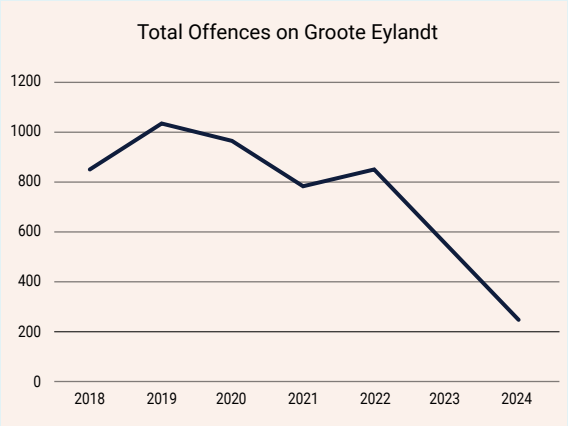
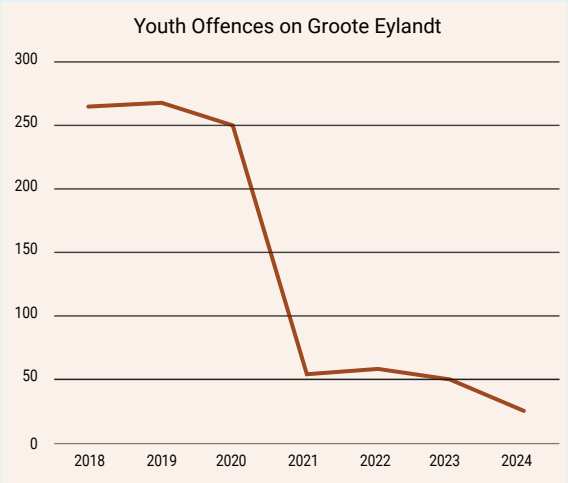


Figure 5f. Youth Offences on Groote Eylandt (2018-2024)



Within the 2024 calendar year alone, total offences nearly halved from 565 to 261. Of the total, active policing offences fell from 247 to 86. Arrests declined 43% from 108 in 2023 to 61 in 2024.

The decline in arrests and offences suggests that increased Aboriginal leadership and involvement in justice initiatives is contributing to improved community safety and a reduction of the number of Anindilyakwa people in the justice system.

It should be noted that the data presented reflects calendar year reporting and should be interpreted within the context of broader longitudinal trends. While annual figures provide a snapshot of progress, the most meaningful insights emerge when viewed over multiple years. This approach highlights the sustained impact of community-led justice initiatives under the LDMA Law, Justice and Rehabilitation Implementation Plan and supports the observed long-term reductions in offending and arrests across the Groote Archipelago.

This reporting period reflects a strong trajectory of community-led justice reform, with measurable actions completed and underway that support the LDMA's vision for self-determined, culturally respectful justice systems. The ALC has continued to build capacity of justice initiatives for the Anindilyakwa people, who are increasingly shaping justice outcomes across the Groote Archipelago, with the Anindilyakwa Healing Centre, CJG, and Peacemakers Program at the forefront of this transformation.

Key Activity 2. Economic and Community Development- Measure 2.4

Table 5i: Measure 2.4 results

Measure 2.4	Target	Results	Performance rating
Number of Anindilyakwa community houses (including extensions to houses) delivered on the Groote Archipelago to reduce household overcrowding.	58 bedrooms	18 bedrooms	Partially achieved

Analysis- Measure 2.4

Addressing the need for increased community housing to alleviate overcrowding is a priority for the ALC. The ALC is a signatory to the LDMA Housing Implementation Plan and is a signatory and working group member for the Partnership Agreement for Remote Housing and Homelands. While the ALC does not have primary responsibility

or control for construction of community housing, the ALC is committed to working with stakeholders to support this critical need. To that end the ALC performance measure and the target on housing reflects a combined goal for the Groote Archipelago with contributing stakeholders that include ALC, NT Government, AHAC, Australian Government and for this reporting period funding provided by GEMCO.

During the reporting period 18 bedrooms from a target of 58 bedrooms was added to community houses on the Groote Archipelago. The ALC and GEMCO jointly funded the renovation of a house at the Emerald River outstation, which was completed in October 2024 and included the addition of two bedrooms to the house. Under the NT Government's Room to Breathe program renovations to houses in Umbakumba and Angurugu resulted in 16 bedrooms added to community houses during the reporting period. With no new houses being constructed during the reporting period progress towards the planned target fell significantly short.

Key activities carried out by the ALC to progress this measure include:

- a commitment to provide top up funding for the first 13 of the NT Government's Homebuild program houses to be constructed in Milyakburra, Umbakumba and Angurugu due to commence in the 2025-26. The top up funding enables consistency of housing standard and features across the Groote Archipelago in line with the Groote Archipelago Housing Program (GAHP).
- to fully fund the construction of five GAHP houses to be built at the Market Garden development at Angurugu.
- under a service agreement with ARAC and as part of the establishment of the subdivision for the Market Garden, overseeing the development approvals, which received part 5 clearance from the NT Department of Infrastructure and Logistics during the reporting period.
- Working in collaboration with AHAC and NT Government, commencing an update to the hybrid GAHP housing design plans. The decision to revisit the hybrid GAHP design was driven by the quantity surveyors cost estimate and a dual desire to achieve a more cost-effective design and to provide consistent housing across the Groote Archipelago. As at 30 June 2025 the updated hybrid GAHP design plans had not been finalised.
- Participating in the Joint Steering Committee for Remote Housing Northern Territory.

Progress to achieve the target for this measure was hindered by the late decision to update the hybrid GAHP design which subsequently delayed next steps. Additionally, the ALC continued to experience funding constraints for the entire reporting period

caused by the impacts of Tropical Cyclone Megan which consequently resulted in nil receipts of ALRA section 64(3) mining royalty equivalent funding (refer to Significant Activities and Changes on page 78). That the ALC had not received ALRA section 64(3) funding during the reporting period restricted houses from being constructed under the original more costly design plans.

The Chair of the ALC has made it clear that increasing housing on the Groote Archipelago is a priority and is committed to a concerted effort to facilitate this endeavour. As at 30 June 2025, the NT Government has set an ambitious plan, subject to tender proposals, to build 56 new houses on the Groote Archipelago by June 2027.

Key Activity 3. Monitor Mining and Mine Closure

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.

Key Activity 3. Monitor Mining and Mine Closure- Measure 3.1

Table 5j: Measure 3.1 results

Measure 3.1	Target	Results	Performance rating
Mining, exploration and related activities comply with agreements entered into with the ALC and with the ALRA.	All conditions in agreements and requirements under the ALRA are met.	ALRA Part IV compliance: GEMCO: 73.8% Winchelsea: N/A *	Partially achieved

Analysis- Measure 3.1

The included agreements in the Mining and Sustainability Compliance Register are as follows:

- **GEMCO:**
  - Western Lease Mining Agreement,
  - Eastern Lease Mining Agreement and Amendments,
  - Emerald River Access Haul Road Agreement,
  - Haul Road Agreement and Amendments, and
  - Southern Lease Exploration Agreement,

- **Winchelsea:**
  - Winchelsea Island Lease Mining Agreement, and
  - Winchelsea Island Lease Exploration Agreement.

In each agreement there are numerous contractual obligations that the mining companies need to meet. These compliance requirements can be split into three groups:

- payment requirements – which covers the payment obligations
- operational requirements – which deals with how the companies operate, and
- administrative requirements - which covers the documentation/ reporting requirements

GEMCO

GEMCO's operations were materially impacted from the loss of the ship loader facilities and Angurugu River haul road crossing, both as consequences of the March 2024 Tropical Cyclone Megan event (refer to Significant Activities and Changes on page 78). GEMCO recommenced ship loading activities in May 2025. GEMCO met their payment obligations, through the period. There were three major operational non-compliant matters that occurred through the period, all associated with the discharge of water from the mine into the bush. There were two dieback events, in August 2024, both approximately one hectare in area. One occurred on lease but encroached into a sacred site buffer zone and the other occurred off lease. Both these events were reported by GEMCO to regulatory authorities. The other event was the discharge of high salinity water, which while this discharge happens on lease there is evidence that the high salinity water flows off lease.

Since the August 2024 events GEMCO has increased its level of monitoring and incorporates weekly drone surveillance, bi-weekly satellite imagery and ground truthing. The ALC also undertakes both joint and separate field inspections. The purpose of these responses is to ensure that the risk of further recurrence is minimalised.

There were a number of administrative conditions that were not met, by GEMCO, these primarily were in relation to supporting documentation, which while are necessary to fully confirm GEMCO's compliance under their agreements with the ALC, are not considered as a material breach of their compliance, however the number of matters is of a concern. GEMCO's level of Traditional Owner engagement, with respect to employment and contracting opportunities has been another area where the ALC is of the opinion that improvements can be made. The ALC has met with GEMCO and has discussed GEMCO's obligations under the agreements and both the ALC and GEMCO

are reviewing the processes of appropriately reporting administrative obligations and to increase the levels of Traditional Owner engagement. The ALC is reviewing its resourcing to ensure that adequate time can be allocated to fully follow through with GEMCO's administrative agreement obligations.

Winchelsea

Winchelsea Mining is yet to commence production and during the period was, in ALC's opinion, dormant. There were no activities on Winchelsea during the reporting period.

Overall, there have been 24 major meetings with Traditional Owners during the reporting period, where different key aspects of the current mining or planned operations have been discussed. During these meetings there has been no material concern raised by the Traditional Owners with respect to any operational non-compliance that has been observed, with the exception of the damage to the land from the bush discharge events noted above.

Key Activity 3. Monitor Mining and Mine Closure- Measure 3.2

Table 3.2: Measure 3.2 results

Measure 3.2	Target	Results	Performance rating
Final mining related and mine closure landforms, rehabilitation and remediations works, and systems are in line with ALC approved mine closure and mine management plans and strategies. The ALC approval will be based on directions, criteria and guidance from Traditional Owners.	All requirements in approved mine closure, and mine management plans and strategies are met.	Final Landform Generated 124 Ha versus a Target of 135.7 Ha Rehabilitated Land 38.8 Ha versus a Target of 166.8 Ha	Partially achieved

Analysis- Measure 3.2

GEMCO's internal plan as at June 2024, for the reporting period was to complete development of 135.7 Ha of final landfall and rehabilitate 166.8 Ha of disturbed land. The shortfall between actual and planned is predominantly attributed to the impacts of Tropical Cyclone Megan and longer than planned reduced mining output until the ship

loader was rebuilt (refer to Significant Activities and Changes on page 78). The target set for this measure in the ALC Corporate Plan 2024-25 prior to the start of the reporting period was incongruent with GEMCO's internal plan. A new measure has been set in the ALC Corporate Plan for the 2025-26 reporting period that is in better alignment to mine closure plans and strategies.

The planned evaluation of GEMCO's rehabilitation works was impacted by Tropical Cyclone Megan and has been delayed until early 2025-26. This evaluation will include a scientific assessment of a sample of the rehabilitation works, however in June 2025 there was an inspection by Traditional Owners who emphasised in the visit with GEMCO the requirement for appropriate topsoil and variation in vegetation types to ensure the land closely resembled that prior to mining.

GEMCO's Revised Mine Management Plan for the period 2025 to Finish was only partially approved by the ALC, due to a lack of detail, nonspecific criteria and a lack of commitment for vegetation diversity. The ALC is working with GEMCO to rectify these aspects so that future Mine Management Plans are suitable.

The GEMCO Mine Closure and Transition Steering Committee, involving representatives from the ALC, South32, the NT Government and NIAA met once in the year and there were no working group meetings. The lack of progress on these matters was primarily as a result of the focus from GEMCO in restarting the mine following the impacts of Tropical Cyclone Megan.

Key Activity 4. Preserving Culture

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

Key Activity 4. Preserving Culture- Measure 4.1

Table 5l: Measure 4.1 results

Measure 4.1	Target	Results	Performance rating
Participation rates in Anindilyakwa cultural activities organised and/or supported by the Preserving Culture Department.	Baseline data collected in 2023-24 to inform future targets.	3055 attendees	Achieved

Analysis- Measure 4.1

A purpose of the ALC is to protect, maintain and promote Anindilyakwa culture and an important way that ALC achieves this is through organising and supporting cultural activities. The ALC organises and supports cultural activities through two main streams. Firstly, through anthropology and cultural awareness activities funded under ALC's operational funding defined under ALRA section 64(1). Secondly, during the reporting period the ALC, under a service agreement with ARAC, delivered music, art, media, forestry, milling and men's shed programs. Additionally, funerals and ceremonies organised by the ALC are funded in part under ALRA section 64(1) and by ARAC. Due to nil receipts of ALRA section 64(3) funds during the reporting period (refer to Significant Activities and Changes page 78) the Anindilyakwa Mining Trust and GEMCO provided hardship funding to ensure continuity of cultural programs that are captured under this measure.

Activities for the purposes of this measure relate to an event with a start and end, that engages members of the Anindilyakwa community and/or shares Anindilyakwa culture broadly with other communities in Australia or Internationally. Activities captured include those organised and led by the ALC and, in which the ALC plays a supporting role by working with other agencies to share Anindilyakwa culture.

Beyond the activities captured in this measure Anindilyakwa culture is protected, maintained and preserved in a number of other ways for example through individuals visiting and viewing historical records on an ad hoc basis at ALC's offices, through the caring for country activities of the Land and Sea Rangers, public consumption of radio broadcasting, music recordings, media productions and art exhibitions. For example, films produced by the ALC's cultural programs have a large reach to community schools, NT Corrections for sharing with incarcerated community members and through social media.

During the reporting period the Preserving Culture Department was restructured, and cultural programs under this measure are spread across multiple Departments. Additional programs were added to the register, to provide a wider representation of cultural activities organised by the ALC, to include cultural awareness training and, funerals and ceremonies. The language program moved from the ALC to GEBIPCAC during the reporting period.

ALC has maintained a register of activities organised or supported by the ALC during the reporting period. Care should be taken when interpreting the data to note that individuals may have participated in multiple events over the course of the reporting period.

In 2024-25 the ALC organised 61 activities where Traditional Owners and the broader community engaged in Anindilyakwa culture. There were 2069 participants recorded across these ALC organised activities, with Traditional Owners comprising 1354 of the participants. Youth under 18 years of age comprised 292 attendees across these activities during the reporting period.

The ALC also worked closely with other agencies to keep culture strong and support cultural activities that were led by other agencies. The ALC supported 10 activities organised by other agencies, which recorded a total of 956 participants, comprising 552 Traditional Owners. This brings the total number of attendees across ALC organised and supported activities to 3,025 across a total of 70 activities.

While space does not allow for the breadth of activities to be covered here, a sample is provided below.

- During the reporting period the ALC ran 14 cultural awareness training sessions. Cultural awareness training is provided to anyone working on the Groote Archipelago to understand the Anindilyakwa culture and assist them in their roles while working on the Groote Archipelago.
- Ceremonies, including those related to funerals, involves ancient practices of the Anindilyakwa people and is an important way in which culture is kept alive and is shared from one generation to the next.
- The Dadikwakwa-kwa (doll shells) workshops run by the art program during the reporting period taught history through play. The Dadikwakwa-kwa (doll shells) were traditionally used by women to teach kinship, literacy, numeracy and women's health. In present day the practice of making the shell dolls has been revived following the repatriation of artefacts from Manchester Museum in 2023, from sharing photos and hearing older ladies talk about the art form.
- Filming and photography in preparation for the Venice Biennale Exhibition which will be held in 2026. This includes filming a selection of individual stories that explores cultural practices, which as well as for exhibition will be kept as a record for future reference.
- The return of over 100 audio-visual collections to the Anindilyakwa community from the Australian Institute of Aboriginal and Torres Strait Islander Studies. The films, photographs and recordings were repatriated after being requested by community members through the anthropology and media programs. The return was marked by several community viewings, where Traditional Owners came together to witness the powerful footage of their forebears, with highlights being traditional dance recordings from the 1960's and 70's. The screenings were

unifying and emotional, as people connected with their relatives through these carefully preserved recordings.

Positive factors that supported this measure during the reporting period was the reopening of the art centre at its new central location at the Alyangula arcade. The new site offers increased thoroughfare, extended business hours and an expressed sense of pride in seeing artwork on display for greater community visibility.

Great effort was placed during the reporting period to continue cultural activities and to retain Traditional Owner held positions, despite funding constraints (Refer to Significant Activities and Changes on page 78 and Staffing on page 29). The funding constraints placed restrictions during the reporting period on the types of activities organised, with limitations on travel, the focus was on locally delivered and cost-effective activities. Despite this challenge the breadth of cultural activities delivered, and the level of engagement demonstrates a strong commitment to keep culture strong.

Key Activity 4. Preserving Culture- Measure 4.2

Table 5m: Measure 4.2 results

Measure 4.2	Target	Results	Performance rating
Number of sites of cultural significance that are recorded, and/ or where development is proposed, protected.	20 new sites or updates to sites of cultural significance.	15 new sites or updates to sites of cultural significance.	Partially Achieved

Analysis- Measure 4.2

The ALC's Anthropology function is responsible for facilitating an anthropological record of the Groote Archipelago by recording sacred information including actively developing and maintaining a register and mapping of sacred sites, rock art and historical occupation sites in the Groote Archipelago.

During the reporting period there were 15 sites of cultural significance recorded, which included 13 cultural sites and two burial sites. There has been a good spread of projects that has generated fieldwork during the reporting period.

Firstly, five rock art sites and a stone arrangement in the Central Hill region of Groote Eylandt were identified during an archaeological survey. These six sites were revisited during the reporting period for the first time since being recorded by Archaeologist Annie Clarke in the 1990s and are the only archaeological excavations in the Central Plateau of Groote Eylandt.

Secondly, cultural sites and burial sites on Winchelsea Island were documented during cultural surveys conducted in the context of mining exploration. The protection that has been afforded to the recorded cultural sites and burial sites identified during the cultural surveys are key to addressing Traditional Owner concerns about the impact of proposed mining activities. Additional cultural surveys are planned and may identify other burial sites for protection.

Fieldwork was also conducted on cultural sites and a burial site on Burney Island, which is located north of Bickerton Island. The ALC anthropology undertook to locate and record a burial site new to ALC's records at the request of senior Wurramara Bickerton Island community leader. The principal outcome of the fieldwork was to confirm location, traditional ownership, songline orientation and cultural associations with the small group of islands adjacent to Burney Island.

Factors that impacted the result for the reporting period include the postponing of two periods of fieldwork firstly relating to GEMCO's Northern Leases and secondly relating to the Songlines Archaeology Project. Both projects are due to commence in the first half of the 2025-26 reporting period. The delay in carrying out fieldwork during the reporting period was compounded by funding constraints and wet season weather.

PART 6: ADDITIONAL REPORTING REQUIREMENTS

6.01 Ministerial Directions and Government Policy Orders

The annual report for a Corporate Commonwealth entity for a reporting period must include the following:

1. Any directions given to the entity by a Minister under an Act or instrument during the period;
2. Any government policy orders that applied in relation to the entity during the period under section 22 of the PGPA Act;
3. If, during the period, the entity has not complied with a direction or order referred to in paragraph (d) or (e)—particulars of the non-compliance.

During the reporting period, the ALC did not receive any Ministerial directions or Government Policy Orders.

6.02 Significant Activities and Changes

In March 2024, Tropical Cyclone Megan (a category three system), passed through the Gulf of Carpentaria causing substantial damage right across the Groote Archipelago. This included significant damage to the GEMCO wharf and export infrastructure. In April 2024, South32 confirmed to the ASX that there would be no manganese exports from Groote Eylandt until repairs were carried out. GEMCO resumed export sales in May 2025.

As a result of the suspension of manganese exports by GEMCO, the ALC did not receive royalty equivalent payments under ALRA section 64(3) during that period. The ALC has taken a number of steps to mitigate the impacts of a tighter royalties environment, including restructuring programs to continue to operate within the reduced resourcing capacity, undertaking substantial efforts to secure additional funding support from the Anindilyakwa Mining Trust and from governments to ensure the continuation of critical cultural and community programs and projects during this period. GEMCO also provided funding to support the continuation of programs that provide a direct benefit community.

6.03 Judicial Decisions and Decisions of Administrative Tribunals

There were no judicial decisions or decisions of administrative tribunals on the ALC in 2024-25.

6.04 Reports on the ALC

Particulars of any reports on the ALC given by:

a) The Auditor General (other than a report under section 43 of the Act),

Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2024

Th Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2024 (Audits of the Financial Statements report) is prepared annually by the ANAO that draws on information collected during financial statements audits to provide insights at a point in time of financial statement risks, governance arrangements and internal control frameworks of Commonwealth entities. The report published on 6 February 2025 relating to the 2023-24 reporting period makes references to the ALC. The finding on the ALC relates to progress in addressing previously reported governance findings and delays in addressing the recommendations arising from the ANAO Governance report (refer to 4.07 Meeting the ANAO Governance Recommendations on pages 46-47 for additional information).

Related to the ANAO's finding is a report prepared by BellchambersBarrett, ALC Independent Review: ANAO Recommendation Implementation Progress Final Report (independent review), published on 27 August 2024. The objective of this independent review was to assess progress of ALC's response to the ANAO governance report. The independent review found that while the ALC had commenced a program of work to address the 14 accepted recommendations, no agreed recommendations had been assessed as fully implemented or closed as at late July 2024. The independent review had identified positive observations including the implementation of the Governance, Risk and Compliance system, Protecht, improvements in the quality of Committee meetings minutes and the establishment of an internal audit function.

During the reporting period the ALC strengthened the processes through which

ANAO Governance report recommendations were implemented. Additional steps taken included establishing a comprehensive ANAO Recommendation Implementation Procedure, carrying out a robust recommendation closure process, enhanced documentation of the steps taken, working closely with the NIAA to obtain their review and feedback on actions taken to support full implementation and quality assurance, seeking Audit Committee review, and endorsement once satisfied with implementation of a recommendation (refer to 4.02 Finance, Audit, Risk Committee section on pages 37-39 for additional information) and obtaining ALC Board review and approval to close a recommendation. The ALC continued to use its Governance Risk Compliance system, Protecht, to track and report on progress. The status of implementing the ANAO Governance report recommendations is provided in 4.07 on pages 46-47.

During the reporting period there were no reports on the ALC given by:

b) Parliamentary Committee, or

c) the Commonwealth Ombudsman, or

d) the Office of the Australian Information Commissioner.

6.05 Indemnities and Insurance Premiums

No indemnity against liability has been given by agreement or other means to a current or former member of staff. Comcover provides general liability and professional indemnity insurance for ALC directors and officers, and legal practitioners are covered by compulsory professional indemnity insurance as required by the NT Law Society.

6.06 Significant Non-compliance with Finance Law

Table 6a: Description of non-compliance and remedial action

Description of non-compliance	Remedial action
Nil	Nil

6.07 ALRA Section 37 Reporting

Table 6b: Fees under ALRA section 33A and 33B

Fees under sections 33A and 33B	
(A) GEMCO reimbursement of meetings, and other reasonable costs associated with the administration of the privately negotiated agreement	3,710
(B) Section 33A fees for services prescribed by the regulations that it provides in performing any of its functions, or exercising any of its powers under ALRA, whether in the reporting year or the previous year	0
(C) Section 33B for other fees charged to the Commonwealth, for the reasonable expenses incurred by the ALC in providing services prescribed by the regulations	0

Table 6c: Determinations under ALRA section 35(2)

Determinations under section 35(2)	
Summary section 64(3) statutory royalty equivalents	
Opening balance	1,400,689
Receipts:	
Aboriginals Benefit Account allocations	0
Interest	51,104
Sub-total	51,104
Distributions:	
Aminjarrinja Enterprises Aboriginal Corporation	930,000
Anindilyakwa Royalty Aboriginal Corporation	265,329
Groote Eylandt Bickerton Island Primary College Aboriginal Corporation	100,000
Sub-total	1,295,329
Balance 30 June 2025	156,464

Table 6d: Determinations under ALRA section 35(3)

Determinations under sections 35(3)	
Sections 42, 43, 44, 46, 48A, 48B and/or 48D negotiated agreements and exploration licenses	
Opening balance	363,871
Receipts:	
Section 46 negotiated royalties	2,807,379
Section 46 negotiated rents	1,084,265
Interest	2,532
Sub-total	3,894,176
Payments:	
Section 46 negotiated royalties paid to Mutual Trust as the investment organisation approved by the trustees of Anindilyakwa Mining Trust	2,807,379
Section 46 negotiated rents paid to Traditional Owners affected by privately negotiated agreement	938,051
Section 44A exploration license royalties paid to Traditional Owners affected by section 48A agreement	0
Sub-total	3,745,430
Closing balance	512,617

Table 6e: Determinations under ALRA section 35(4)

Determinations under section 35(4)	
Sections 15, 16, 19 and 20 - rents and other prescribed amounts	
Opening balance	70,233
Receipts:	
Section 16 rents and other prescribed amounts paid to Traditional Owners affected by section 16 agreements	344,868
Interest received in respect of investment in accordance with section 35(11)	4,082
Sub-total	348,950

Payments:	
Section 16 rents and other prescribed amounts paid to Traditional Owners affected by section 16 agreements	390,402
Sub-total	390,402
Closing balance	28,781

Determinations under ALRA Section 35(6)

During the reporting period there were no determinations made by the responsible Minister under ALRA section 35(6).

Details of Amounts Held in Trust

The details of amounts held in trust is provided in Note 15 of the Annual Financial Statements (refer to pages 33-35 of the financial statements).

ALRA Section 19A Township Lease and Approved Entities

Table 6f: Township Lease details

Name of the township	Name of the approved entity	Name of any other party to the lease
Groote Archipelago Township Lease	ARAC	Anindilyakwa Land Trust ALC

Acting on the direction of the ALC, the Anindilyakwa Land Trust agreed to transfer the Groote Archipelago Township Lease to ARAC on 1 October 2022. The Township Lease was held by the Executive Director of Township Leasing prior to that.

ALRA Section 29A Committees

The Finance Committee was formed in 2015, pursuant to ALRA section 29A to exercise the powers delegated to it by the ALC. The Finance Committee performs the following functions conferred upon it:

- make recommendations to the ALC pursuant to ALRA section 35(2) and/or section 35(4) and,
- review matters for and on behalf of the ALC so as to make recommendations to the ALC concerning matters pursuant to ALRA section 35A, section 35B and/or section 35C.

The Finance Committee comprises a minimum of seven and a maximum of ten ALC Board members including the Chair and Deputy Chair. Following the ALC Board elections held in September 2024, eight members were appointed to the Finance Committee at the inaugural ALC Board meeting held on 11-12 September 2024 and these eight members remained the same as at 30 June 2025. The appointed Finance Committee members were Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, James Durrilla, Scott Wurramarrba, Ida Mamarika and Joyleen Bara Bara. Six were returning members and two were new appointments, Renato Marocchini and Joyleen Bara Bara. Elma Yantarrnga and Amethea Mamarika ceased being members of the Finance Committee.

The dates and attendees of the Finance Committee meetings held during the reporting period are listed in table 6g.

Table 6g: Finance Committee meeting dates and attendance

Meeting date	Date	Attendees	Total present
10 October 2024	10	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, Ida Mamarika, Joyleen Bara Bara.	6/8
14 November 2024	14	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, Ida Mamarika, Joyleen Bara Bara.	6/8
10, 11 and 13 February 2025	10	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, James Durrilla, Ida Mamarika.	6/8
	11	Cherelle Wurrawilya, Bradley Bara, Serena Bara, James Durrilla, Ida Mamarika.	5/8
	13	Cherelle Wurrawilya, Bradley Bara, Serena Bara, James Durrilla, Joyleen Bara Bara.	5/8

10 -13 June 2025	10	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, Ida Mamarika, Joyleen Bara Bara.	6/8
	11	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, James Durrilla, Ida Mamarika, Joyleen Bara Bara.	7/8
	12	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, James Durrilla, Ida Mamarika, Joyleen Bara Bara.	7/8
	13	Cherelle Wurrawilya, Bradley Bara, Renato Marocchini, Serena Bara, James Durrilla, Joyleen Bara Bara.	6/8

Details of Consultants Engaged

Table 6h: List of consultants engaged

Consultant	Amount paid (GST exclusive)	Nature of work undertaken
Legal Practitioner's Fidelity Fund	135	Legal practising certificate fee
Department of the Chief Minister and Cabinet	245	Interpreter & translation services
Department of Housing Local Government & Community Development	560	Interpreter & translation services
Simpsons Solicitors	918	Legal services
Aly De Groot	1,210	Consulting services for Machado-Joseph Disease conference
Department of Agriculture & Fisheries	1,385	Consulting analysed soil sample
Conservation Management Pty Ltd	1,800	Conservation services

The Pacific Collective Pty Ltd (The Plastic Collective)	2,800	Plastic recycling consultation
Eleanor Kate Jones	3,400	Design Data Unit strategic plan
Thales Belasco Ferreira da Silva	3,510	Data Unit services
PKF Brisbane	4,000	Preparation and lodgment of the FBT return 2024
Acumen Health Management	4,983	Professional health & wellbeing services
The Trustee for Agency Projects Trust	5,296	Art sales and marketing training
Shoshana Hill	5,719	Legal services
BDO (Nth Qld)	6,500	Preparation of statutory financial statements
The Virtual Admin AU	6,565	Mine closure project programmer consultant
Mercer Consulting (Australia) Pty Ltd	7,435	Remuneration framework design
Antiquities Conservation Pty Ltd	7,848	Develop secure space for Anindilyakwa Arts archive collection
Altitude Networks Pty Ltd	8,476	Installation of VC & network repairs
Groote Aqua Aboriginal Corporation	9,528	Monitoring of Angurugu River before & during GEMCO water discharges
Pacifica Pty Limited	10,594	Development of internal audit function
Luddies & Co Pty Ltd (Top-G Projects)	11,700	Consulting services for board meetings
Rodney Peter Tidey	14,654	Assessment & review of ALRA S64(3) distributions

Darren Box Pty Ltd	15,000	Audit Committee Chair fees
Bellette Media Pty Ltd (Bellette)	17,678	Makarda management plan design & production
E.J Reilly & J.E Solomon & B Mason & I Denham (Moray & Agnew)	19,605	Legal services
H20 Consulting Group Pty Ltd	23,131	GEMCO discharge review
Clayton Utz	24,521	Legal & professional services
Ecological Management Services Pty Ltd	39,600	Review of threatened species management permits & research project
National Indigenous Australians Agency	49,490	ALC Independent review
Mauresmo Pty Ltd (Ghost Net Collective)	50,652	Ghost net collective project development & design
Hays Specialist Recruitment (Australia) Pty Limited	60,066	Recruitment services
Yamagigu Consulting Pty Ltd	77,400	Independent Board Advisory services
Kim Anderson	84,100	Legal services
Keynes Consulting Pty Ltd	90,000	Land and Sea Rangers support services
MiSAFE Solutions Pty Ltd	113,359	Professional QHSE consulting
Wilfern Group Pty Ltd	145,385	Corporate planning & reporting
The Phillips Communications Group Pty Ltd	170,225	Professional services, advice & ALC Board training
BM (NT) Pty Ltd (Bowden McCormack Lawyers)	224,585	Legal services

6.08 Work Health and Safety Act 2011 (Cth)

The ALC is committed to providing a safe and healthy working environment for workers and community members. In the reporting period improvement initiatives were undertaken to support the reporting and management of incidents. The key focus areas were:

- Training and upskilling of ALC employees
- Improvements to risk and safety culture across all levels.
- Implementation of ALC Psychological Safety Procedure.
- Improving the workplace health and safety incident reporting procedure.
- Developing a new platform to support the incident management process.
- Report health and safety trends and analysis.

As a result of the initiatives carried out above the ALC has identified key areas that require attention and has allocated additional resourcing to better support staff.

The ALC commenced implementing a new Work Health and Safety Incident Management System in Protecht, to transition from paper-based recording to a systems-based process, streamlining management and reporting of incidents and to tie in with risk management. Key features include:

- new incident/hazard reporting form,
- incident investigations and lessons learnt,
- corrective/preventative action management, and
- automated reporting of trends and analysis.

This new feature will go live in the 2025-26 reporting period, and training will be provided to workers on utilising the system as part of the roll out process.

Under Part 3 of the *Work Health and Safety Act 2011 (Cth)*, there were no notifiable incidents for the reporting period and no investigations arising out of the conduct of the ALC, or undertakings by the entity reported within ALC during 2024-25. The ALC is cognisant of duties to notify Comcare after becoming aware of incidents. There were no notices given to the ALC during the reporting period under Part 10 of the *Work Health and Safety Act 2011 (Cth)*.

6.09 Environment Protection and Biodiversity Conservation Act 1999 (Cth) Section 516A

Ecologically Sustainable Design

The ALC has adopted the Ecologically Sustainable Design (ESD) principles in guiding its activities and in the evaluation through to the development of future economic development projects. These are framed within the ALC Strategic Plan to transform from a royalty fed economy to an economy, empowered by local decision- making and sustainable economic development. Throughout the reporting period, the ALC did not conduct any activities which required an *Environment Protection and Biodiversity Conservation Act 1999* (Cth) clearance.

Table 6i: ESD reporting

Activity	How it accords with the principles of ESD
Operations	The ALC operates in accordance with its vision and goals, which ensures its practices align with protecting the culture of the people of the Groote Archipelago, preserve the unique environment and consider the long-term viable sustainability of the Groote Archipelago, *(integration, intergenerational, biodiversity and valuation principles)*.
How it furthers or advances ESD principles	
By increasing awareness of the ESD principles throughout the ALC and the wider community.	

Activity	How it accords with the principles of ESD
Infrastructure Management	Infrastructure projects include assessment of impact on the natural environment, *(integration and biodiversity principles)*.
How it furthers or advances ESD principles	
Environmental risk assessments are incorporated into project planning for future planned developments.	

Activity	How it accords with the principles of ESD
Management of lease related agreements	Operating conditions for the various agreements refer to environmental protection and preserving the underlying land capability in accordance with the decisions made by Traditional Owners with consideration given to a post mining community, *(integration, precautionary, intergenerational, biodiversity and valuation principles)*.
How it furthers or advances ESD principles	
By providing mechanism through agreement compliance monitoring and Traditional Owner consultation which ensure that the social, cultural and economic needs of community are addressed and that mining related activities have minimal impact, maximising environmental protection.	

Activity	How it accords with the principles of ESD
Preserving Culture Programs	Culture is an integral part of the social fabric on the Groote Archipelago, and by providing facilities and opportunities to preserve, record, pass on or display language, music, songlines, stories and art, assists the community in maintaining these cultural aspects, *(intergenerational principle)*.
How it furthers or advances ESD principles	
This activity not only enables the perpetuation of cultural aspects for future generations but increases the wider community awareness of the importance of preserving the culture.	

Activity	How it accords with the principles of ESD
Community Support Programs	The community support programs run on the Groote Archipelago, provide Traditional Owners with assistance through a variety of programs, including aged care support, medical assistance , community safety , youth services and funeral assistance . These programs are aimed at achieving social equity within the community, *(integration principle)*.

How it furthers or advances ESD principles
A thriving community from a social aspect is vital for not only the wellbeing of the community but for the whole Groote Archipelago environment.

Activity	How it accords with the principles of ESD
Land and Sea Program threatened species management	The ALC supports the evaluation of the Groote Archipelago threatened species, through the commitments to the joint ALC/ NT Government/ GEMCO Threatened Species Steering Committee, and the coordination and support of various specific studies on individual flora and fauna threatened species. Coordinating these works with Traditional Owners ensures that land knowledge is integrated with scientific knowledge, improving environmental protection outcomes, *(integration, precautionary and biodiversity principles)*.
How it furthers or advances ESD principles	
The threatened species activities have and will continue to directly lead to the protection of environmentally fragile areas on the Groote Archipelago.	

Activity	How it accords with the principles of ESD
Land and Sea Program waste management work	The management of marine debris, ghost nets and ocean plastics, through the ghost net program, ranger patrols and community involvement, (in the annual community "Clean Up Groote Eylandt Day") removed 50 ghost nets and, 3.9 tonnes of ocean plastics and marine debris, *(biodiversity principle)*.
How it furthers or advances ESD principles	
With a forecast growth in plastic pollution to where the United Nations estimates there will be an equivalent of 50kg of ocean dumped plastic per meter of coastline by 2040, the ongoing waste removal programs will assist in protecting this environment.	

Environmental Performance Reporting

Table 6j: Steps and measures to reduce impact

Theme	Steps taken to reduce effect	Measures to review and improve reducing the effect
Energy Efficiency	Solar Power	The ALC continued to facilitate discussions between Groote Holdings Aboriginal Corporation and GEMCO regarding the planning of a Solar Farm, that will power communities, the Milner Bay Port and future post mining sustainable development.
Waste	Steps taken to reduce waste production	The ALC has a relatively minor waste footprint and has worked to appropriately remediate legacy landfill and demolition waste issues in accordance with government controls.
	Cleanup	The ALC, through the Land and Sea Rangers, operates various marine waste cleanup programs throughout the Groote Archipelago.
	Procurement policy	Consideration of waste streams are incorporated into procurement system.
Water	Water consumption	The ALC has relatively minor water consumption for offices and residential accommodation. GEMCO provides municipal water supply. The ALC ensures groundwater supply for outstations is sufficient for community needs.

Climate Action in Government Operations Net Zero 2030 Emissions Reporting

As part of the Net Zero in Government Operations Strategy, and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2024–25 financial year. The greenhouse gas emissions reported are calculated on the basis of Carbon Dioxide Equivalent (CO_2-e) and in line with the Emissions Reporting Framework. This is consistent with a Whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure requirements.

Not all data sources were available at the time of the report and amendments to data may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.

Table 6k: 2024-25 greenhouse gas emissions inventory - location-based method

Emission source	Scope 1 t CO_2-e	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e
Electricity (Location Based Approach)	n/a	118.44	14.81	133.25
Natural Gas	-	n/a	-	-
Solid Waste[1]	-	n/a	-	-
Refrigerants	-	n/a	n/a	-
Fleet and Other Vehicles	516.87	n/a	127.55	644.42
Domestic Commercial Flights	n/a	n/a	81.07	81.07
Domestic Hire Car	n/a	n/a	-	-
Domestic Travel Accommodation	n/a	n/a	-	-
Other Energy	-	n/a	-	-
Total t CO_2-e	**516.87**	**118.44**	**223.43**	**858.74**

Notes to table 6k:
The table above presents emissions related to electricity usage using the location-based accounting method.
CO_2-e = Carbon Dioxide Equivalent.
n/a = not applicable.

[1] Solid waste data was unable to be separated from Landlord data and has not been included.

Table 6l: 2024-25 electricity greenhouse gas emissions

Emission source	Scope 2 t CO_2-e	Scope 3 t CO_2-e	Total t CO_2-e	Electricity kWh
Electricity (Location Based Approach)	118.44	14.81	133.25	211,505.05
Market-based electricity emissions	140.15	19.03	159.18	173,021.71
Total renewable electricity consumed	**n/a**	**n/a**	**n/a**	**38,483.34**
Renewable Power Percentage[1]	n/a	n/a	n/a	38,483.34
Jurisdictional Renewable Power Percentage[2, 3]	n/a	n/a	n/a	-
GreenPower[2]	n/a	n/a	n/a	-
Large-scale generation certificates[2]	n/a	n/a	n/a	-
Behind the meter solar[4]	n/a	n/a	n/a	-
Total renewable electricity produced	**n/a**	**n/a**	**n/a**	**-**
Large-scale generation certificates[2]	n/a	n/a	n/a	-
Behind the meter solar[4]	n/a	n/a	n/a	-

Notes to table 6l:
The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods.
CO_2-e = Carbon Dioxide Equivalent.
Electricity usage is measured in kilowatt hours (kWh).
n/a= not applicable.
[1] Listed as mandatory renewables in 2023-24 Annual Report. The Renewable Power Percentage accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target.
[2] Listed as voluntary renewables in 2023-24 Annual Report.
[3] The Australian Capital Territory is currently the only state with a Jurisdictional Renewable Power Percentage.
[4] Reporting behind the meter solar consumption and/or production is optional.

PART 7: INDEX OF REPORTING REQUIREMENTS

7.01 List of Requirements- PGPA Rule

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	***Contents of annual report***		
17BE(a)	Page 7	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Page 7	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Page 8	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Page 7	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Page 78	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Page 78	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Page 78	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Pages 48-77	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(h), 17BE(i)	Page 80	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Page 13	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Pages 22-26	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	Pages 31-34	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	Page 36	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Pages 12-21 and 37-47	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	Page 45	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than $10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(p)	Page 78	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Page 79	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	Pages 79-80	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Page 80	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Pages 37-41	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(ta)	Page 35	Information about executive remuneration	Mandatory
17BF	Disclosure requirements for government business enterprises		
17BF(1)(a)(i)	N/A	An assessment of significant changes in the entity's overall financial structure and financial conditions	If applicable, mandatory
17BF(1)(a)(ii)	N/A	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	N/A	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	N/A	Details of any community service obligations the government business enterprise has including: (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations	If applicable, mandatory
17BF(2)	N/A	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

7.02 Index of ALRA Section 37 Reporting

Table 7b: Index of ALRA section 37 reporting

ALRA References	Part of report
Fees under section 33A and section 33B	Page 81
Section 35 determinations	Pages 81-83
Amounts held in trust	Page 83
Section 19A township lease and approved entities	Page 83
Section 29A committee	Pages 83-85
Consultants engaged	Pages 85-87

7.03 Index of Other Legislation Reporting

Table 7c: Index of other legislation reporting

Legislation	Part of report
Work Health and Safety Act 2011 (Cth)	Page 88
Environment Protection and Biodiversity Conservation Act 1999 (Cth)	Pages 89-94

Forms of Financial Statements 2024-25

PGPA Act
Non-corporate and Corporate Commonwealth Entities

Anindilyakwa Land Council

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Anindilyakwa Land Council

STATEMENT BY THE ACCOUNTABLE AUTHORITY, CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* , and are based on properly maintained financial records as per subsection 41(2) of the *PGPA Act* .

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Anindilyakwa Land Council will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.

Cherelle Wurrawilya	Michael Trainor	Vincent Yeo
Chairperson	Chief Executive Officer	Chief Financial Officer
Accountable Authority	Accountable Authority	
13 February 2026	13 February 2026	13 February 2026

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 $	2024 $
NET COST OF SERVICES			
Expenses			
Employee benefits	2A	**11,240,421**	13,477,533
Suppliers	2B	**7,600,182**	6,263,124
Depreciation and amortisation	2C	**1,442,558**	1,409,939
Finance costs	2D	**146,824**	139,655
Losses from sale of non-financial assets	2E	**201,923**	3,609
Total expenses		**20,631,908**	21,293,860
Own-Source Income			
Own-Source Revenue			
Revenue from contracts with customers	3A	**11,059**	13,546
Interest received	3B	**163,121**	129,087
Non-government grants	3C	**376,860**	1,268,291
Other revenue	3E	**5,925,407**	9,167,247
Total Own-Source Revenue		**6,476,447**	10,578,171
Net cost of services		**14,155,461**	10,715,689
Revenue from Government	3F	**16,233,168**	13,442,621
Surplus on continuing operations		**2,077,707**	2,726,932
OTHER COMPREHENSIVE INCOME			
Changes in asset revaluation reserve		**1,253,201**	-
Total comprehensive income		**3,330,908**	2,726,932

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

Statement of Financial Position

as at 30 June 2025

	Notes	2025 $	2024 $
ASSETS			
Financial assets			
Cash and cash equivalents	4A	**10,117,176**	8,068,779
Trade and other receivables	4B	**823,312**	972,072
Total financial assets		**10,940,488**	9,040,851
Non-financial assets			
Buildings and leasehold improvements	5	**13,440,877**	12,039,351
Infrastructure, plant and equipment	5	**2,467,169**	1,728,563
Capital work-in-progress	5	**346,754**	926,736
Right-of-use assets - land and buildings	5	**3,988,684**	3,961,600
Total non-financial assets		**20,243,484**	18,656,250
Total assets		**31,183,972**	27,697,101
LIABILITIES			
Payables			
Suppliers	6A	**1,941,010**	1,720,810
Other payables	6B	**1,412,060**	1,357,330
Total payables		**3,353,070**	3,078,140
Interest bearing liabilities			
Lease liabilities	6C	**4,658,515**	4,404,723
Total interest bearing liabilities		**4,658,515**	4,404,723
Provisions			
Employee provisions	7	**1,246,200**	1,618,959
Total provisions		**1,246,200**	1,618,959
Total liabilities		**9,257,785**	9,101,822
Net assets		**21,926,187**	18,595,279
EQUITY			
Asset revaluation reserve		**3,743,983**	2,490,782
Retained surplus		**18,182,204**	16,104,497
Total equity		**21,926,187**	18,595,279

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

Statement of Changes in Equity

for the year ended 30 June 2025

	Notes	Retained surplus		Asset revaluation reserve		Total equity	
		2025	2024	**2025**	2024	**2025**	2024
		$	$	**$**	$	**$**	$
Opening balance as at 1 July							
Balance carried forward from previous period		**16,104,497**	13,377,565	**2,490,782**	2,490,782	**18,595,279**	15,868,347
Comprehensive income							
Surplus for the period		**2,077,707**	2,726,932	**-**	-	**2,077,707**	2,726,932
Other comprehensive income							
Revaluation adjustment	5	**-**	-	**1,253,201**	-	**1,253,201**	-
Total comprehensive income		**2,077,707**	2,726,932	**1,253,201**	-	**3,330,908**	2,726,932
Closing balance as at 30 June		**18,182,204**	16,104,497	**3,743,983**	2,490,782	**21,926,187**	18,595,279

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

Cash Flow Statement

for the year ended 30 June 2025

	Notes	2025 $	2024 $
OPERATING ACTIVITIES			
Cash received			
Receipts from Government		**14,217,219**	14,180,265
Sale of goods and rendering of services		**1,376,239**	10,635,033
Interest		**163,121**	129,087
GST refunded		**555,102**	261,888
Total cash received		**16,311,681**	25,206,273
Cash used			
Employees		**(7,725,279)**	(13,515,798)
Suppliers		**(4,560,653)**	(6,508,382)
Interest on lease liabilities		**(134,878)**	(139,655)
Total cash used		**(12,420,810)**	(20,163,835)
Net cash (used by)/ from operating activities		**3,890,871**	5,042,438
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of property, plant and equipment		**-**	30,753
Total cash received		**-**	30,753
Cash used			
Purchase of property, plant and equipment		**(1,666,134)**	(1,790,236)
Total cash used		**(1,666,134)**	(1,790,236)
Net cash used by investing activities		**(1,666,134)**	(1,759,483)
FINANCING ACTIVITIES			
Principal payments of lease liabilities		**(176,340)**	(164,447)
Total cash used		**(176,340)**	(164,447)
Net cash used by financing activities		**(176,340)**	(164,447)
Net (decrease)/increase in cash held		**2,048,397**	3,118,508
Cash and cash equivalents at the beginning of the reporting period		**8,068,779**	4,950,271
Cash and cash equivalents at the end of the reporting period	4A	**10,117,176**	8,068,779

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

Note 1: Summary of Material Accounting Policies

1.1 Overview

The Anindilyakwa Land Council (ALC) is a not-for-profit entity and is established under the *Aboriginal Land Rights (Northern Territory) Act 1976* . The responsible Minister is the Hon Malarndirri McCarthy, Minister for Indigenous Australians. The ALC is an Australian Government Statutory Authority with responsibilities under the *Public Governance, Performance and Accountability Act 2013* . The ALC has its registered office and principal place of business at 30 Bougainvillea Drive, Alyangula, NT.

The nature and description of the operations and activities of the ALC are:

- To fulfil the functions of a Land Council under Section 23 of the *Aboriginal Land Rights (Northern Territory) Act 1976* and develop it as the peak body for the region;

- To develop an informed, united and culturally proud Indigenous community represented by the 14 clans of Traditional Owners in the Groote Archipelago; and

- To act as a facilitator for the development of a viable economic base for Indigenous people of the Archipelago.

The continued existence of the ALC in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

The funding conditions of the ALC are laid down by the *Aboriginal Land Rights (NT) Act 1976* , and any special purpose grant guidelines. Accounting for monies received from the Aboriginals Benefit Account is subject to conditions approved by the responsible Minister for Indigenous Australians.

1.2 Basis of Preparation of the Financial Statements

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* .

The ALC is a statutory authority formed within the provisions of Sections 21 of the *Aboriginal Land Rights (NT) Act 1976* . It is a not-for-profit entity. The ALC receives appropriations from the Aboriginals Benefit Account pursuant to ministerially approved estimates prepared in accordance with Section 34 of the Act and made available under Section 64 of the Act.

The financial statements have been prepared in accordance with:

a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR);* and

b) *Australian Accounting Standards and Interpretations* - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest dollar unless otherwise specified.

1.3 Material Accounting Judgements and Estimates

Accounting assumptions or estimates have been identified that have a risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. These include estimates of the probability of long service leave being taken, incremental borrowing rate applied to lease liabilities and estimates of future lease renewals.

1.4 New Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements
The ALC has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.
Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.
The adoption of these Accounting Standards and Interpretations did not have any material impact on the financial performance or position of the ALC.

Note 1: Summary of Material Accounting Policies

1.5 Taxation

The entity is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST except:

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

b) for receivables and payables.

As of 1 July 2005 the ALC has been recognised as a Public Benevolent Institution by the Australian Taxation Office. Its recognition accesses the following tax concessions to the Council:

- GST concession from 1 July 2005;
- FBT exemption from 1 July 2005 (subject to a capping threshold); and
- Income tax expense exemption from 1 July 2000.

1.6 Events After the Reporting Period

The following events occurred after the end of the reporting period:

Matthew Bonson resigned as Chief Executive Officer on 17 July 2025. Michael Trainor was appointed Acting Chief Executive Officer on 22 August 2025.

Colleen Edgar assumed the Acting CFO position on 17 June 2025 until her resignation on 7 November 2025. Vincent Yeo assumed the position of CFO on 26 November 2025.

There have been no other subsequent events that had the potential to significantly affect the ongoing structure and financial activities of the entity.

Note 2: Expenses

	2025	2024
Note 2A: Employee Benefits	**$**	$
Wages and salaries	9,868,682	11,575,108
Chairman's fees	190,294	206,183
Sitting fees	124,656	93,021
Superannuation		
Defined contribution plans	1,079,471	1,241,675
Leave and other entitlements	(309,437)	45,230
Travel allowance	286,755	316,316
Total employee benefits	11,240,421	13,477,533

Accounting Policy

Employee Benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long-term employee benefits are measured as net total of the present value of the estimated future cash flows to be made in respect of services provided by employees up to the reporting date.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

Staff of ALC are members of approved superannuation funds which are defined contribution schemes. The liability for superannuation at 30 June 2025 represents outstanding contributions for the final month of the year.

Note 2: Expenses

	2025	2024
Note 2B: Suppliers	**$**	$
Goods and services supplied or rendered		
Administration	1,289,023	988,394
Advertising	21,965	23,981
Annual report	-	11,470
Audit - ANAO	53,910	38,000
Audit - other auditors	-	13,635
Audit committee	52,354	100,241
Ceremony & funeral expenses	370,900	326,453
Consultancy	1,488,592	1,206,945
Consultancy payments to traditional owners	463,098	205,251
Covid-19 safety and protection expenses	5,336	6,685
Employee housing costs	488,487	227,206
Equipment purchases <$1,500	195,605	128,014
Freight	39,914	60,440
Insurances	184,618	116,915
Motor vehicle expenses	533,820	582,260
Repairs and maintenance	423,288	227,884
Telephone	304,610	296,622
Training	203,974	148,794
Travel	580,420	863,162
Other	354,782	244,291
Total goods and services supplied or rendered	7,054,696	5,816,643
Goods supplied	2,512,272	2,309,334
Services rendered	4,582,707	3,507,309
Total goods and services supplied or rendered	7,094,979	5,816,643

Note 2: Expenses

	2025	2024
Other suppliers	**$**	$
Short-term leases	249,982	196,788
Workers compensation expenses	295,504	249,693
Total other suppliers	545,486	446,481
Total Suppliers	7,600,182	6,263,124

The above lease disclosures should be read in conjunction with the accompanying notes 2C, 2D, 5 and 6C.

Accounting Policy
Short-term leases and lease of low-value assets

The entity has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than $10,000 per asset). The entity recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025	2024
Note 2C: Depreciation and Amortisation	**$**	$
Depreciation		
Buildings	492,214	443,721
Infrastructure, plant and equipment	665,048	700,912
Right-of-use assets	285,296	265,306
Total depreciation	1,442,558	1,409,939

Note 2D: Finance Costs

Interest on lease liabilities	146,824	139,655
Total finance costs	146,824	139,655

The above lease disclosures should be read in conjunction with the accompanying notes 2B, 2C, 5 and 6C.

Note 2E: Losses from sale of non-financial assets

Losses from sale of non-financial assets	201,923	3,609
Total losses from sale of non-financial assets	201,923	3,609

Note 2: Expenses

Note 2F: Reimbursement of Expenses

Included in expenses are costs relating to third parties that have been recharged and the revenue received is disclosed in Note 3E: Other Revenue – Reimbursement of Expenses.

The Anindilyakwa Land Council sometimes pays for services and goods on behalf of other Aboriginal Corporations to support the Corporations in pricing and availability. Under Section 27 of the *Aboriginal Lands Rights (NT) Act 1976* the Land Council can supply such support when requested. The Anindilyakwa Land Council charges this on to the Corporations with no further benefit. This note reports the substance of the transaction of the goods and services and ensures a clear ability to understand the true income and expense of the financial statements by all users.

The expenses in the financial year that have been oncharged to third parties are as listed below:-

	2025	2024
	$	$
Wages & Salaries	3,818,802	6,874,714
Superannuation	423,938	721,462
Leave and other entitlements	(399,037)	(86,027)
Travel Allowance	-	5,214
Administration	145,087	153,059
Consultancy	135,525	122,200
Consultancy payments to Traditional Owners	2,795	2,378
Employee Housing Costs	158,368	33,194
Equipment Purchases > $1500	-	14,025
Freight	528	3,725
General Consumables	900	596
Legal Fees	-	2,270
Motor Vehicle Expenses	285,035	240,881
Repairs & Maintenance	5,003	282
Sitting Fees	-	31,385
Telephone	72,548	87,874
Training	1,944	550
Travel	2,539	17,796
Operating lease rentals	267,396	333,823
Other	37,699	40,072
Total reimbursement of expenses	4,959,070	8,599,473

Note 2: Expenses

Note 2G: Audit Fees

During the financial year the following were paid or payable for services provided by auditors to the ALC.

	2025	2024
Australian National Audit Office	**$**	$
Audit of the financial statements	53,910	38,000
Other Auditors - MGI Cairns Pty Ltd		
Audit of government grant acquittals	-	13,635
Total Audit Fees	53,910	51,635

Note 3: Income

	2025	2024
Own-Source Revenue	**$**	$
Note 3A: Sale of Goods and Rendering of Services		
Sale of goods in connection with		
External parties	11,059	13,546
Total revenue from contracts with customers	11,059	13,546
Note 3B: Interest Received		
Other	163,121	129,087
Total interest	163,121	129,087
Note 3C: Non-Government Grants		
Specific project funding	376,860	1,268,291
Total non-government grants	376,860	1,268,291

Accounting Policy

Own-Source Revenue

The ALC recognises revenue as follows:

Revenue from contracts with customers.

Revenue is recognised as an amount that reflects the consideration to which the ALC is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the ALC identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

When a contract is within the scope of AASB 15 and if the performance obligation are required by an enforceable contract, with sufficiently

When revenue is classified in accordance with AASB 1058, it is recognised in the profit or loss as point in time.

The following is a description of principal activities from which the ALC generates its revenue:

a) revenue from contracts with customers including cross-cultural courses;

b) other revenue including income from the mining agreement with Groote Eylandt Mining Company, permit revenue and funeral contributions.

c) revenue from Government via distributions from the Aboriginals Benefit Account.

d) other Commonwealth Government grants including working on country, indigenous protected areas and other state government grants. The nature, amount, timing and performance obligations causes this revenue to be in scope of AASB 1058.

e) reimbursement of expenses.

Interest

Interest revenue is recognised as interest using the effective interest method.

Non-government Grants

Grants are received from non-government organisations. These grants are received for specific projects and are recognised over time in accordance with the agreement as performance obligations are met.

Note 3: Income

Note 3E: Other Revenue	2025 $	2024 $
Groote Eylandt Mining Company Mining Agreement - external parties	165,420	154,245
Permit revenue - external parties	20,101	21,988
Quarantine Officer	399,618	210,484
Reimbursement of Expenses	4,959,071	8,599,473
Other	381,197	181,057
Total other revenue	5,925,407	9,167,247
Total own-source revenue	6,476,447	10,578,171

Accounting Policy

Reimbursement of Expenses

Reimbursement of expenses from other entities are recognised when received or receivable.

Other Revenue

Other revenue is recognised at the time of receipt.

Accounting Policy

Gains

Resources Received Free of Charge

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense.
Resources received free of charge are recorded as either revenue or gains depending on their nature.

Sale of Assets

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

Timing of Transfer of Services		
Over Time	376,860	1,268,292
Point in Time	6,099,587	9,309,879
	6,476,447	10,578,171

Note 3: Income

	2025	2024
Note 3F: Revenue from Government	**$**	$
Section 64(1)	13,702,683	11,105,777
Total revenue from Aboriginals Benefit Account	13,702,683	11,105,777
Other Government Grants		
Commonwealth		
National Indigenous Australians Agency	1,543,710	1,634,618
Director of National Parks	-	155,605
Other Commonwealth Agencies	926,775	219,621
Northern Territory		
Dept of Agriculture and Water Resources	-	267,000
Dept of Tourism, Industry and Trade	60,000	60,000
Total revenue from Other Government Grants	2,530,485	2,336,844
Total revenue from Government	16,233,168	13,442,621

Accounting Policy

Grants and Government Revenue Funding

Grant and Government revenue funding is recognised in the profit or loss when received in accordance with AASB 1058.

If conditions are attached to the grant and government revenue funding, which must be satisfied before the ALC is eligible to retain the contribution, the grant will be recognised in accordance with AASB 15 in the statement of financial position as a liability until those conditions are satisfied.

Note 4: Financial Assets

	2025 $	2024 $
Note 4A: Cash and Cash Equivalents		
Cash on hand or on deposit	10,117,176	8,068,779
Total cash and cash equivalents	10,117,176	8,068,779

Accounting Policy

Cash

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

a) cash on hand; and

b) demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

The closing balance of Cash, does not include amounts held in trust. Refer Note 15 "Assets Held in Trust" for further information.

Note 4B: Trade and Other Receivables		
Goods and services receivables in connection with		
Related parties	111,807	31,999
External parties	426,929	731,524
Total goods and services receivables	538,736	763,523
Other receivables		
GST receivable	217,894	116,589
Income in advance	(5,058)	37,760
Prepayments	60,619	47,679
Property rental bonds	11,153	4,120
Other receivables	(32)	2,401
Total other receivables	284,576	208,549
Total trade and other receivables (gross)	823,312	972,072
Less expected credit loss allowance	-	-
Total trade and other receivables (net)	823,312	972,072

Note 4: Financial Assets

Accounting Policy

Finance Costs

All finance costs are expensed in the period in which they are incurred.

Financial Assets

The ALC classifies its financial assets as financial assets measured at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the ALC becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial Assets at Amortised Cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and

2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of Financial Assets

Financial assets are assessed for impairment at the end of each reporting period based on Expected Credit Losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

Note 5: Non-Financial Assets

Note 5: Reconciliation of the Opening and Closing Balances of Non-Financial Assets

Reconciliation of the opening and closing balances of Non-Financial Assets for 2025

	Right-of-use assets - land and buildings	Buildings and leasehold improvements	Infrastructure, plant and equipment	Capital work-in-progress	Total
	$	$	$	$	$
As at 30 June 2024					
Gross book value	**4,933,360**	**15,993,340**	**5,564,462**	**926,736**	**27,417,898**
Accumulated depreciation	**(971,760)**	**(3,953,989)**	**(3,835,899)**	**-**	**(8,761,648)**
Total as at 30 June 2024	**3,961,600**	**12,039,351**	**1,728,563**	**926,736**	**18,656,250**
Additions/Disposals					
Purchases	**-**	**90,107**	**870,150**	**705,877**	**1,666,134**
Revaluation	**-**	**911,996**	**341,205**	**-**	**1,253,201**
Disposals	**-**	**(79,363)**	**(122,560)**	**-**	**(201,923)**
Transfers	**-**	**971,000**	**314,859**	**(1,285,859)**	**-**
Reassessment of right-of-use assets	**312,380**	**-**	**-**	**-**	**312,380**
Amortisation of right-of-use assets	**(285,296)**	**-**	**-**	**-**	**(285,296)**
Depreciation	**-**	**(492,214)**	**(665,048)**	**-**	**(1,157,262)**
Total as at 30 June 2025	**3,988,684**	**13,440,877**	**2,467,169**	**346,754**	**20,243,484**
Total as at 30 June 2025 represented by					
Gross book value	**5,324,911**	**17,887,080**	**6,968,118**	**346,754**	**30,526,863**
Accumulated depreciation	**(1,336,227)**	**(4,446,203)**	**(4,500,949)**	**-**	**(10,283,379)**
Total as at 30 June 2025	**3,988,684**	**13,440,877**	**2,467,169**	**346,754**	**20,243,484**
Carrying amount of right-of-use assets	**3,988,684**	**-**	**-**	**-**	**3,988,684**

No buildings and leasehold improvements, right-of-use assets - land and buildings, infrastructure, are expected to be sold or disposed of within the next 12 months. There are approximately 11 motor vehicles that will disposed of or sold in the 2025/2026 year.

Nil impairment was applied to Buildings and leasehold improvements and right-of-use assets - land and buildings in 2025 (2024: $Nil).

Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated below. A valuation was performed as at 30 June 2025 by an independent valuer, Tom Cooper, Certified Practising Valuer of Jones Lang LaSalle Public Sector Valuations Pty Ltd (JLL). The valuation has been conducted in accordance with Australian Accounting Standards, including AASB13 Fair Value Measurement and AASB 116 Property, Plant and Equipment, as well as with the Public Governance, Performance and Accountability (Financial Reporting) Rule 2015. The market and cost approaches have been utilised to determine fair value by the valuer. In addition to the fair value measurement, JLL has also reported on the other aspects of the fair value framework, including the valuation premise, the highest and best use, the valuation technique, the market (principal or most advantageous), the fair value hierarchy level for the measurement including whether this has changed since the 2021/22 financial year and a description of the significant unobservable input(s). JLL considers the building assets held by the ALC do not transact in active markets. In such circumstances, where the subject asset does not normally transact with enough frequency or transparency to develop objective opinions of value from observable market data, the fair value measurement must assume a transaction takes place between hypothetical market participants from the perspective of the market participant that holds the asset (AASB 13 para. 21). The most appropriate valuation technique to measure fair value is the current replacement cost approach which has been adopted.

Note 5: Non-Financial Assets

Contractual commitments for the acquisition of property, plant, equipment and intangible assets

Refer to Note 12 for details of commitments.

Accounting Policy

Buildings and leasehold improvements and Infrastructure, plant and equipment

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset Recognition Threshold

Purchases of Buildings and leasehold improvements and Infrastructure, plant and equipment are recognised initially at cost, except for purchases costing less than $1,500 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. The property leases taken up by the ALC do not have any 'make good' provisions and there has therefore been no cost included in the value of the ALC's leasehold improvements.

Revaluations

Assets (excluding right-of-use assets and capital work in progress) are measured at fair value, in accordance with AASB 116 *Property, Plant and Equipment* and AASB 13 *Fair Value Measurement* .

Following initial recognition at cost, assets (excluding right-of-use assets and capital work in progress) are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depend upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount.

Depreciation

Depreciable assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

	2025	**2024**
Buildings and leasehold improvements	**40 years**	40 years
Infrastructure, plant and equipment	**3 - 20 years**	3 - 20 years

Note 5: Non-Financial Assets

Impairment

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if it's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

Capital Work-in-progress

Capital work-in-progress reflects construction costs in relation to building (leasehold improvements) and infrastructure projects. The asset is recorded at cost and will be transferred to the appropriate category of property, plant and equipment upon completion.

Derecognition

An item of buildings and leasehold improvements and infrastructure, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Council expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The Council has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Council's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Note 6: Payables

	2025	2024
	$	$
Note 6A: Suppliers		
Trade creditors	**1,472,910**	1,478,717
Accrued expenses	**468,100**	242,093
Total suppliers payable	**1,941,010**	1,720,810

Payments are usually made within 30 days of month end (2024: 30 days).
Supplier accounts are expected to be settled within 12 months.

Note 6B: Other Payables		
Superannuation	**89,398**	225,264
PAYG Withholding liability	**-**	38,987
ABN Withhholding Amounts	**2,688**	-
Credit card payable	**7,805**	9,555
FBT Payable	**(5,914)**	27,074
Staff Deductions payable	**3,929**	34,977
Staff Housing Bonds	**43,583**	45,652
Other payables	**53,271**	11,966
Accrued wages & superannuation	**153,875**	123,049
Unexpended Grants	**1,063,425**	840,807
Total other payables	**1,412,060**	1,357,330

Other Payables are made within the statutory dates for payment.
Other Payables are expected to be settled within 12 months.

Note 6C: Lease liabilities		
Lease Liabilities	**4,658,515**	4,404,723

Total cash outflow for leases for the year ended 30 June 2025 was $311,252 (2024: $308,488).

Maturity analysis - contractual undiscounted cash flows		
Within 1 year	**355,676**	311,218
Between 1 to 5 years	**1,500,425**	1,657,885
More than 5 years	**4,555,393**	4,230,961
Total Leases	**6,411,494**	6,200,064

Monthly lease payments are increased annually in line with CPI increases. The incremental borrowing rate was 3.68% across leased properties except for Darwin and Cairns office leases which applied 2.7%.
The ALC in its capacity as lessee has entered into leasing arrangements covering its office in Cairns and Darwin; art and cultural centres located at Angurugu, Umbakumba and Milyakburra, its field office in Angurugu.

Refer below for further details of the leases and the option terms:

Lease	Occupied by Department	Date First Occupied	Expiry Date after Options Exercised	Option Term
Lots 18 & 20 - Cairns	Infrastructure & HR (Combined Lot 18 & 20)	October 2020	30/09/2030	5 years
Lots 561 & 638 Angurugu	Angurugu Cultural Centre	01/04/2017	31/03/2057	20 years
Lot 133 Umbakumba	Umbakumba Cultural Centre	30/06/2019	01/04/2051	15 years
Lot 77 Milyakburra	Milyakburra Cultural Centre	01/07/2014	01/03/2047	15 years
Lot 327 Angurugu	Anthropology Field Office	01/07/2014	30/06/2054	20 years
Lot 363 Angurugu	Language Department	March 2010	01/03/2045	15 years
Lot 347 Angurugu	Art Building	01/09/2018	01/09/2058	20 years
Lot 139 Umbakumba	Umbakumba Beach house - Arts Program	01/07/2010	30/06/2045	15 years
Lot 254 Umbakumba	Umbakumba Rangers Office	01/03/2010	30/06/2045	15 years
Darwin office	Darwin Executive Office	01/05/2021	30/04/2038	2 x 5 years

The lease for the art gallery is currently in a holdover term following the expiration of the original lease.

The above lease disclosures should be read in conjunction with the accompanying notes 2B, 2C, 2D and 5.

Note 6: Payables

Note 6D: Lease liabilities

Anindilyakwa Land Council holds a sublease for 30 Bougainvillea Drive, Alyangula with Groote Eylandt Mining Company Proprietary Limited. The ten-year lease term expires on 31 December 2032 with the right to renew for a further ten-year lease. The rent under the sublease is $1 per annum excluding GST. The property is the principal place of business for the organisation and therefore the entity is dependent on this arrangement.

Accounting Policy

Financial Liabilities

Financial liabilities are classified as other financial liabilities. Financial liabilities are recognised and derecognised upon 'trade date'.

Financial Liabilities at Amortised Cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Note 7: Provisions

	2025 $	2024 $
Note 7: Employee Provisions		
Employee provisions		
Leave	**1,246,200**	1,618,959
Total employee provisions	**1,246,200**	1,618,959

Note 8: Current Non-Current Distinction for Assets and

Note 8: Current Non-Current Distinction for Assets and Liabilities

	2025 $	2024 $
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	**10,117,176**	8,068,779
Trade and other receivables	**823,312**	972,072
Total no more than 12 months	**10,940,488**	9,040,851
More than 12 months		
Buildings and leasehold improvements	**13,440,877**	12,039,351
Infrastructure, plant & equipment	**2,467,169**	1,728,563
Captial work-in-progress	**346,754**	926,736
Right-of-use assets - land and buildings	**3,988,684**	3,961,600
Total more than 12 months	**20,243,484**	18,656,249
Total assets	**31,183,972**	27,697,101
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	**1,941,010**	1,720,810
Other payables	**1,412,060**	1,357,330
Leases	**358,707**	176,340
Employee provisions	**874,524**	1,302,344
Total no more than 12 months	**4,586,301**	4,556,825
More than 12 months		
Leases	**4,299,808**	4,228,383
Employee provisions	**371,676**	316,615
Total more than 12 months	**4,671,484**	4,544,998
Total liabilities	**9,257,785**	9,101,823

Note 9: Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity.

The entity has determined the key management personnel to be the Chairman, Chief Executive Officer, Chief Financial Officer, HR & Performance Manager, Mining & Sustainability Manager and the Minister.
Key management personnel remuneration is reported in the table below:

	2025	2024
	$	$
Short-term employee benefits	**1,169,207**	1,260,437
Post-employment benefits	**133,401**	103,473
Other long-term employee benefits	**112,362**	25,436
Termination benefits	**301,570**	-
Total key management personnel remuneration expenses	**1,716,540**	1,389,346

The total number of senior management personnel that are included in the above table in 2025 is 8. (2024: 7)

The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

Ms. Cherelle Wurrawilya serves as the Chair of both Anindilyakwa Land Council and Chair of Anindilyakwa Housing Aboriginal Corporation. Additionally, Ms. Cherelle Wurrawilya holds the position of Director at Yimadumanja Aboriginal Corporation (YAC), and Aboriginal Housing NT Aboriginal Corporation (AHNT). YAC operates a coffee shop and catering services, facilitating a transfer of goods and services to ALC.

Mark Hewitt served as the Chief Executive Officer (CEO) until 16 October 2024. Colin Wakefield assumed the role of Acting CEO on 17 October 2024. Colin continued in this position until the commencement of Matthew Bonson on 29 April 2025 as CEO. Matthew Bonson resigned from his position on 17 July 2025. Michael Trainor was appointed Acting CEO on 22 August 2025.

Upon Colin Wakefield taking up the Acting CEO role, Lena Bradley assumed the Acting Chief Financial Officer position. Lena remained in the position until the appointment of Matthew Bonson and subsequently assumed the position of Chief Financial Controller (CFO), while Colin Wakefield returned to the CFO position on 29 April 2025.

Colin Wakefield was on leave from his position from 18 May 2025 until his final day of employment on 29 August. Colleen Edgar assumed the Acting CFO position on 17 June 2025 and resigned on 7 November 2025. Vincent Yeo assumed the position of CFO on 26 November 2025 and remains in this position.

Note 10: Related Party Disclosures

Related Party Relationships

The entity is an Australian Government controlled entity. Related parties to this entity are the Accountable Authority, key management personnel, Council members including the Cabinet Ministers, Portfolio Minister and Executive, and other Australian Government entities.

No loans were made to Council members or Council member-related entities, or key management personnel during the 2024-25 financial year. (2023-24: Nil) The ALC did not provide loans to senior executives in the reporting period.

A number of the Accountable Authority, key management personnel and ALC Council members, or their related parties, hold positions in other entities that result in them having significant influence over the financial and operating policies of these entities.

A number of these entities transacted with the ALC during the year. The terms and conditions of the transactions with key management personnel or their related entities were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-key management personnel related entities on an arm's length basis.

The aggregate value of transactions and outstanding balances relating to Accountable Authority, key management personnel, Council members and entities over which they have significant influence were as follows:

Entity	Accountable Authority, key management personnel or Council Member who are directors/trustees of the entity listed	Related party transactions	Transaction value year ended 30 June		Balance outstanding as at 30 June	
			2025	2024	**2025**	2024
Anindilyakwa Royalties Aboriginal Corporation	Elma Yantarrnga Lionel Jaragba James Durilla Simone Yantarrnga	Purchase of goods or services	**1,195,436**	1,180,728	**518,522**	964,321
		Other revenue	**5,037,778**	8,242,415	**82,471**	(21,136)
		Section 64(3) royalty distributions	**265,329**	11,723,708	-	-
Anindilyakwa Housing Aboriginal Corporation	Cherelle Wurrawilya Serena Bara James Durilla Wayne Wurrawilya Elaine Mamarika Judith Warramara	Other revenue	**11,741**	7,712	**2,664**	3,286
		Section 64(3) royalty distributions	-	2,234,433	-	-
Amekburra Aboriginal Corporation	Elaine Mamarika Ida Mamarika Amethea Mamarika	Purchase of goods or services	**600**	-	-	-
		Other Revenue	**159**	-	-	-
		Section 64(3) royalty distributions	-	466,388	-	-
Lagulalya Aboriginal Corporation	Elliott Bara	Other revenue	**81,270**	28,813	**84**	592
		Section 64(3) royalty distributions	-	225,000	-	-
Aminjarrinja Enterprises Aboriginal Corporation	Amethea Mamarika	Section 64(3) royalty distributions	**930,000**	1,754,000	-	-
		Purchase of goods or services	**39**	-	-	-
Angabunumanja Aboriginal Corporation	Lionel Jaragba Archie Jaragba	Section 19 Rent	-	20,000	-	-
Anindilyakwa Mining Trust	Elma Yantarrnga Lionel Jaragba James Durilla Simone Yantarrnga	Section 46 Negotiated Royalties	**2,807,379**	17,181,018	-	-

Note 10: Related Party Disclosures

Entity	Accountable Authority, key management personnel or Council Member who are directors/trustees of the entity listed	Related party transactions	Transaction value year ended 30 June		Balance outstanding as at 30 June	
			2025	2024	**2025**	2024
Amangarra Aboriginal Corporation	Wayne Wurrawilya	Purchase of goods or services	**1,509**	1,332	**-**	1,332
Anindilyakwa Services Aboriginal Corporation	Serena Bara	Other revenue	**900,101**	20,038	**-**	459
		Section 64(3) royalty distributions	**-**	825,000	**-**	-
Nuburramanja Aboriginal Corporation	Noeliza Amagula Gyselle Amagula Shianne Amagula	Purchase of goods or services	**91,699**	-	**6,500**	-
		Other revenue	**5,000**	-	**-**	-
Groote Eylandt Bickerton Island Primary College Aboriginal Corporation	Judith Warramara Serena Bara Elaine Mamarika Ida Mamarika Scott Wurramarrba Elma Maminyamanja	Purchase of goods or services	**-**	344	**-**	-
		Section 64(3) royalty distributions	**100,000**	2,502,778	**-**	-
		Other revenue	**-**	18,150	**-**	2,645
Groote Holdings Aboriginal Corporation	Elma Yantarrnga Ida Mamarika Silas Bara Lionel Jaragba Bradley Bara	Purchase of goods or services	**8,756**	8,164	**396**	2,750
		Section 19 Rent	**-**	3,000	**-**	-
		Other revenue	**43,201**	49,745	**34,159**	41,084
		Section 64(3) royalty distributions	**-**	15,426,619	**-**	-
Anindilyakwa Leaders Future Fund Aboriginal Corporation	Ida Mamarika Cherelle Wurrawilya Wayne Wurrawilya Serena Bara	Section 64(3) royalty distributions	**-**	150,000	**-**	-
		Other revenue	**162**	-	**162**	-
Mungwardinamanja Aboriginal Corporation	Elma Maminyamanja Wayne Wurrawilya	Section 64(3) royalty distributions	**-**	150,000	**-**	-
		Purchase of goods or services	**88,587**	74,089	**1,430**	-
Anindilyakwa Advancement Aboriginal Corporation	Lionel Jaragba Archie Jaragba Silas Bara Bradley Bara	Section 64(3) royalty distributions	**-**	2,060,000	-	-
		Other revenue	**-**	5,000	**-**	-
Yimadumanja Aboriginal Corporation	Cherelle Wurrawilya	Other revenue	**50,000**	-	-	-
		Purchase of goods or services	**32,882**	86,133	**-**	274
Groote Aqua Aboriginal Corporation	Lionel Jaragba Ida Mamarika Elma Yantarrnga Bradley Bara	Purchase of goods or services	**10,482**	-	**-**	-
		Section 64(3) royalty distributions	**-**	212,000	**-**	-
		Other revenue	**375**	1,612	**-**	38
Winchelsea Mining Pty Ltd	Mark Hewitt Bradley Bara	Other revenue	**3,850**	-	-	-

Note 10: Related Party Disclosures

Entity	Accountable Authority, key management personnel or Council Member who are directors/trustees of the entity listed	Related party transactions	Transaction value year ended 30 June		Balance outstanding as at 30 June	
			2025	2024	**2025**	2024
Warnumamalya Health Services Aboriginal Corporation	Elliott Bara Elaine Mamarika	Other revenue	**626,721**	25,368	-	31
		Section 64(3) royalty distributions	-	570,000	-	-
Arirrki Aboriginal Corporation	Russell Lalara	Section 64(3) royalty distributions	-	453,821	-	-
East Arnhem Regional Council	Elliott Bara	Purchase of goods or services	**56,133**	-	-	-
		Other revenue	**4,635**	4,500	-	-
Groote Broadcasting Anindilyakwa Radio Aboriginal Corporation	Amathea Mamarika James Mamarika Edith Bara Judy Lalara Percy Bishop	Purchase of goods or services	**148,547**	-	4,088	-
		Other revenue	**449,473**	-	9,340	-

Note 11: Contingent Assets and Liabilities

Contingent Assets
As at 30 June 2025, the ALC does not have any contingent assets (2024: nil).

Contingent Liabilities
On 19 June 2024, Groote Eylandt Mining Company Pty Ltd (GEMCO) served a writ to commence legal proceedings and seek a determination in the Supreme Court of the Northern Territory concerning a dispute as to the proper division of mining royalties as between ALC and the Groote Eylandt Aboriginal Trust in respect of the 2016 Eastern Leases Mining Agreement signed under the Aboriginal Land Rights (Northern Territory) Act 1976. The matter was listed for mention on 1 May 2025 was vacated and relisted for 12 June 2025. The matter remains 'on foot' in the court until the position between Groote Eylandt Aboriginal Trust (GEAT) and GEMCO is resolved. The parties through formal negotiation are close to finalising a 'Variation Agreement'. Legal costs are unknown at this moment.

Accounting Policy

Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the balance sheet but are reported in the relevant note. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Note 12: Commitments

As at 30 June 2025, the ALC had entered into contractual commitments for property, plant and equipment to the value of $ 433,016 (2024: $94,214).

Other expenditure commitments at year end totalled $151,708 (2024: $336,468).

Note 13: Financial Instruments

	2025 $	2024 $
Note 13A: Categories of Financial Instruments		
Financial Assets		
At amortised cost		
Cash and cash equivalents	**10,117,176**	8,068,779
Trade and other receivables	**538,736**	763,523
Total financial assets measured at amortised cost	**10,655,912**	8,832,302
Financial Liabilities		
At amortised cost:		
Trade creditors and accrued expenses	**1,941,010**	1,720,810
Other payables	**1,168,787**	970,031
Total financial liabilities measured at amortised cost	**3,109,797**	2,690,841
Note 13B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Interest revenue	**163,121**	129,087
Net gains/(losses) on financial assets at amortised cost	**163,121**	129,087

Note 14: Fair Value Measurements

The following tables provide an analysis of assets and liabilities that are measured at fair value.

Note 14A: Fair Value Measurements	Fair value measurements at the end of the reporting period	
	2025	2024
	$	$
Non-financial assets		
Buildings and leasehold improvements	**13,440,877**	12,039,351
Infrastructure, Plant & Equipment	**2,467,169**	1,728,563
Total non-financial assets	**15,908,046**	13,767,914

Buildings and leasehold improvements

The fair value of the Council's buildings and leasehold improvements as at 30 June 2025 have been determined and approved by the Council using the basis of a valuation performed as at 30 June 2025 by an independent valuer, Tom Cooper, Certified Practising Valuer of Jones Lang LaSalle Public Sector Valuations Pty Ltd. The market and cost approaches have been utilised to determine fair value by the valuer.

Infrastructure, plant and equipment

The fair value of the Council's infrastructure, plant and equipment as at 30 June 2025 have been determined and approved by the Council using the basis of a valuation performed as at 30 June 2025 by an independent valuer, Tom Cooper, Certified Practising Valuer of Jones Lang LaSalle Public Sector Valuations Pty Ltd. The market and cost approaches have been utilised to determine fair value by the valuer.

Note 15: Assets Held in Trust

Monetary assets

The Anindilyakwa Land Council is a body corporate for the receipt and distribution of monies under Sections 35(2), 35(3) and 35(4) of the *Aboriginal Land Rights (Northern Territory) Act 1976* which prescribes the Land Council's responsibility in respect of the receipt and distribution of funds.

Section 35(1A) of the *Aboriginal Land Rights (Northern Territory) Act 1976* prevents the use of monies received under the provisions of section 35(2), 35(3) and 35(4) of the Act for the meeting of administrative or capital costs. These monies are not available for other purposes of the Land Council and are not recognised in the Land Council's financial statements, but are disclosed as Assets Held in Trust.

Assets held in trust ('recoverable GST exclusive')

	2025	2024
	$	$
Section 64(3) Royalties		
As at 1 July	**1,400,688**	3,298,876
Receipts during the year	**-**	35,898,706
Interest received	**51,104**	491,644
Total as at 30 June	**1,451,792**	39,689,226
Distributions made	**(1,295,329)**	(38,288,538)
Total monetary assets held in trust as at 30 June	**156,463**	1,400,688
Negotiated Royalties		
As at 1 July	**358,831**	3,427,921
Receipts during the year	**2,807,379**	20,630,895
Reallocation of expenses	**-**	(3,862)
Total as at 30 June	**3,166,210**	24,054,954
Distributions made	**(2,807,379)**	(23,696,123)
Re-allocation	**-**	-
Total monetary assets held in trust as at 30 June	**358,831**	358,831
Negotiated Rents		
As at 1 July	**5,040**	3,474
Receipts during the year	**934,265**	906,993
Interest received	**2,532**	3,514
Total as at 30 June	**941,837**	913,981
Distributions made	**(938,051)**	(908,941)
Total monetary assets held in trust as at 30 June	**3,786**	5,040
Mining Lease Rents		
As at 1 July	**36,776**	109,262
Receipts during the year	**167,790**	257,879
Interest received	**629**	1,696
Total as at 30 June	**205,195**	368,837
Distributions made	**(80,600)**	(332,061)
Total monetary assets held in trust as at 30 June	**124,595**	36,776
Eastern Lease Rents		
As at 1 July	**14,129**	703
Receipts during the year	**105,528**	101,307
Interest received	**1,248**	298
Total as at 30 June	**120,905**	102,308
Distributions made	**(145,005)**	(88,179)
Total monetary assets held in trust as at 30 June	**(24,100)**	14,129

Note 15: Assets Held in Trust

	2025 $	2024 $
Gravel Royalties		
As at 1 July	**26,034**	28,118
Receipts during the year	**61,558**	45,161
Total as at 30 June	**87,592**	73,279
Distributions made	**(31,662)**	(47,245)
Total monetary assets held in trust as at 30 June	**55,930**	26,034
Taylor Street Rents		
As at 1 July	**485**	1,270
Receipts during the year	**12,875**	15,450
Interest received	**181**	61
Expenses	**(8,833)**	(8,496)
Total as at 30 June	**4,708**	8,285
Distributions made	**-**	(7,800)
Total monetary assets held in trust as at 30 June	**4,708**	485
Other Rents		
As at 1 July	**25,853**	16,019
Receipts during the year	**271,641**	158,736
Interest received	**2,834**	3,339
Total as at 30 June	**300,328**	178,094
Distributions made	**(184,105)**	(152,241)
Total monetary assets held in trust as at 30 June	**116,223**	25,853
Southern Lease Rents		
As at 1 July	**4,218**	18,541
Receipts during the year	**51,194**	49,387
Total as at 30 June	**55,412**	67,928
Distributions made	**(24,683)**	(63,710)
Total monetary assets held in trust as at 30 June	**30,729**	4,218
Lighthouse Lease Rents		
As at 1 July	**-**	-
Receipts during the year	**4,947**	4,857
Total as at 30 June	**4,947**	4,857
Distributions made	**(4,947)**	(4,857)
Total monetary assets held in trust as at 30 June	**-**	-
Bonds		
As at 1 July	**70,000**	70,000
Total as at 30 June	**70,000**	70,000
Total monetary assets held in trust as at 30 June	**70,000**	70,000
Royalty Shopping Card (Shoppa)		
As at 1 July	**229,551**	246,783
Receipts during the year	**14,283,238**	5,038,705
Interest received	**67,159**	9,106
Total as at 30 June	**14,579,948**	5,294,594
Distributions made	**(12,458,271)**	(5,065,042)
Total monetary assets held in trust as at 30 June	**2,121,677**	229,551

Note 15: Assets Held in Trust

	2025	2024
	$	$
Projects funded by and managed for Anindilyakwa Royalties Aboriginal Corporation		
As at 1 July	**100**	100
Total as at 30 June	**100**	100
Distributions made	**-**	-
Total monetary assets held in trust as at 30 June	**100**	100
Total Monetary Assets Held in Trust	**3,018,942**	**2,171,705**

Note 16: Aboriginals Benefit Account Section 64(1) Appropriations

Annual Government Funding - Monetary assets

Output group	Approved Estimates	Actual Expenditure	Under/(over)	Actual Expenditure funded by Section 64(1)	Actual Expenditure funded by Other Sources
	$	$	$	$	$
Land & Resource Management	**348,968**	**207,545**	**141,423**	**207,545**	**-**
Economic Development	**2,862,094**	**2,226,935**	**635,159**	**2,226,935**	**-**
Advocacy	**4,076,640**	**3,512,861**	**563,779**	**3,512,861**	**-**
Administration & Support	**6,414,981**	**6,216,262**	**198,719**	**6,216,262**	**-**
	13,702,683	**12,163,603**	**1,539,080**	**12,163,603**	**-**

The Anindilyakwa Land Council, in the 2024-25 financial year, carried out activities identified as priorities by the Traditional Owners of the Groote Eylandt archipelago across the four output groups that resulted in the incurrence of expenditure above the allocation of Section 64(1) funding.

Reconciliation to Operating Expenditure	2025	2024
	$	$
Total Actual Expenditure	**12,163,603**	10,482,364
Add Non-Budget Items:		
Depreciation	**1,442,558**	1,409,939
Loss on sale of non-current assets	**201,923**	3,609
Expenses funded by grants	**3,607,197**	2,671,146
Expenses funded by own sources	**3,216,627**	6,726,802
	20,631,908	**21,293,860**

Aboriginals Benefit Account cash released during the reporting periods:

	2025	2024
	$	$
Section 64(1)	**13,702,683**	11,105,777
Section 64(4)	**-**	341,396
	13,702,683	11,447,173

Australian National Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of the Anindilyakwa Land Council (the Entity) for the year ended 30 June 2025

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*, and

(b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended

- Statement by the Accountable Authority and Chief Financial Officer,
- Statement of Comprehensive Income,
- Statement of Financial Position,
- Statement of Changes in Equity,
- Cash Flow Statement, and
- Notes to the financial statements, comprising a Summary of Material Accounting Policies and other explanatory information

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chair and Chief Executive Officer are responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chair and Chief Executive Officer are also responsible for such internal control as the Chair and Chief Executive Officer determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chair and Chief Executive Officer are responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chair and Chief Executive Officer are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

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38 Sydney Avenue Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office

Richard Grant

Executive Director

Delegate of the Auditor-General

Canberra

17 February 2026

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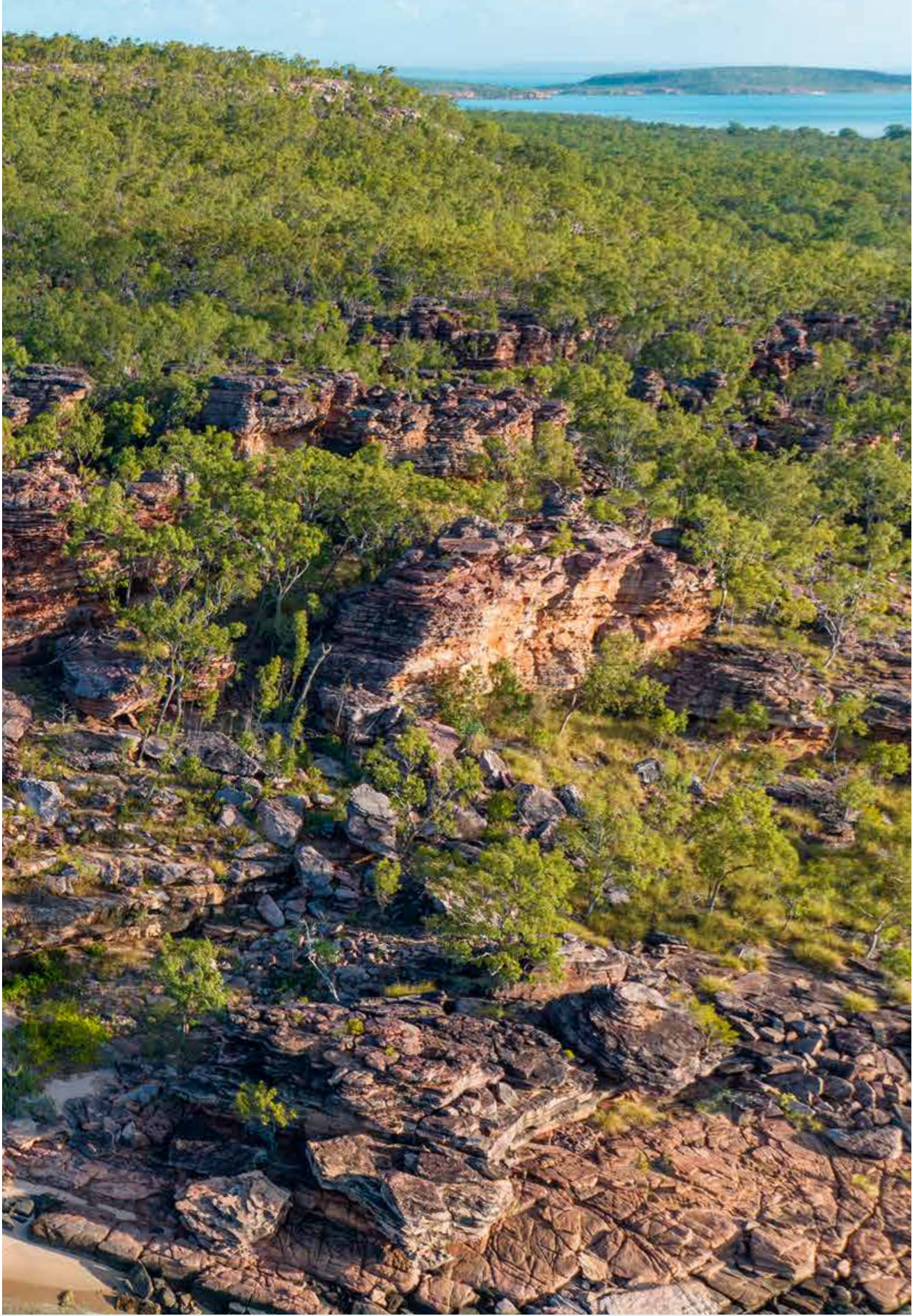

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