



**NORTHERN
LAND COUNCIL**

Our Land, Our Sea, Our Life

Corporate Plan 2025-26



The background of the entire page is a photograph of a beach. In the foreground, there are several large pieces of driftwood in shades of brown, tan, and grey, scattered across the light-colored sand. In the background, the ocean waves are breaking, creating white foam. A semi-transparent orange circle is positioned on the left side of the image, containing the title and introductory text.

Statement of Preparation

We, as the Accountable Authority of the Northern Land Council (NLC), present the NLC Corporate Plan 2025–26, which covers the periods of 2025–26 to 2028–29, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



NLC CHAIR
MATTHEW RYAN



NLC CEO
YUSEPH DEEN

Accountable Authority (Chair and Chief Executive Officer) Message

As the Accountable Authority of the Northern Land Council (NLC) under the *Public Governance, Performance and Accountability Act 2013*, we are pleased to present the NLC Corporate Plan 2025–26.

The current Full Council began its term in December 2022, and at its first meeting endorsed a strategic plan to guide the NLC to 2027. The goals and priorities articulated in the strategic plan will continue to be put into action through the activities outlined in this corporate plan.

Council elections occur every three years and are due to be held in November 2025. Yuseph Deen joined the NLC on 9 December 2024 as Chief Executive Officer (CEO) following his tenure as CEO of the NSW Aboriginal Land Council (NSWALC). As a descendant of the Wuthathi peoples with connections to the Gunggandji and Torres Strait Islands, he brings extensive insight to the NLC as well as experience in local government and Aboriginal governance.

Over the past 25 years, he has supported First Nations people to secure and protect rights, land, culture and heritage as well as natural resource management and community development. In addition to his leadership across the NSW Land Rights Network, he has worked with the North Queensland Land Council, the Indigenous Land Corporation, Lumbu Indigenous Community Foundation and the Western Cape Communities Trust.

Mr Deen's commitment to social justice, cultural respect, and community engagement aligns with the core values of the NLC: respect, integrity and empowerment.

As the CEO, he will focus on implementing the strategic objectives of the NLC, ensuring that Aboriginal people can acquire and manage their lands to their greatest benefit. He aims to foster an environment where the voices of our constituents are heard, and their rights are upheld.

The NLC has a proud 51-year history fighting for land rights, being a strong advocate for Aboriginal people and remaining fiercely independent. The NLC will build on a solid foundation as it makes the transition from an era focused on the fight for land rights to one focused on activating those hard-won rights and interests in land, freshwater and sea country.

Over the next decade, almost all land claims under the *Aboriginal Land Rights (Northern Territory) Act 1976* and Native Title claims under the *Native Title Act 1993* will be finalised. The NLC must be ready to meet the opportunities of the post-land claims era.

We will continue to create stronger regions and make the NLC more accessible through our 'Building the Bush' regionalisation strategy, and we will proactively work to listen to the wishes of Traditional Owners and support their needs and priorities. The NLC will also continue supporting improved economic outcomes for constituents by increasing our focus on identifying

strengths and opportunities to develop sustainable sources of income and benefits through focused economic strategy. This work will evolve the way the NLC initiates projects, engages with strategic partners and supports constituents to participate in and benefit from emerging opportunities. The organisation will move forward with a transition based on structured change management to strengthen the things we currently do well and incorporate and transform the way we undertake business and operations in a holistic approach to be accountable, transparent and efficient.

To transition the Northern Land Council into the next phase and ensure staff are part of this newly designed change management process, the People and Culture team is focused on people culture and their engagement. We will review and redefine the people function at all layers and levels, including recruitment, position descriptions, capability and behaviours, performance review and management, and wage parity within a refreshed and fit-for-purpose organisational structure.

The Permits, Agreements and Compliance Team (PACT) has been established to manage and monitor strict compliance with permits, section 19 agreements and licences to ensure non-financial obligations to Traditional Owners are met. PACT oversees and ensures compliance with conditions specified in permits and agreements (made in accordance with the NLC's statutory functions) to access and utilise Aboriginal land and sea resources.

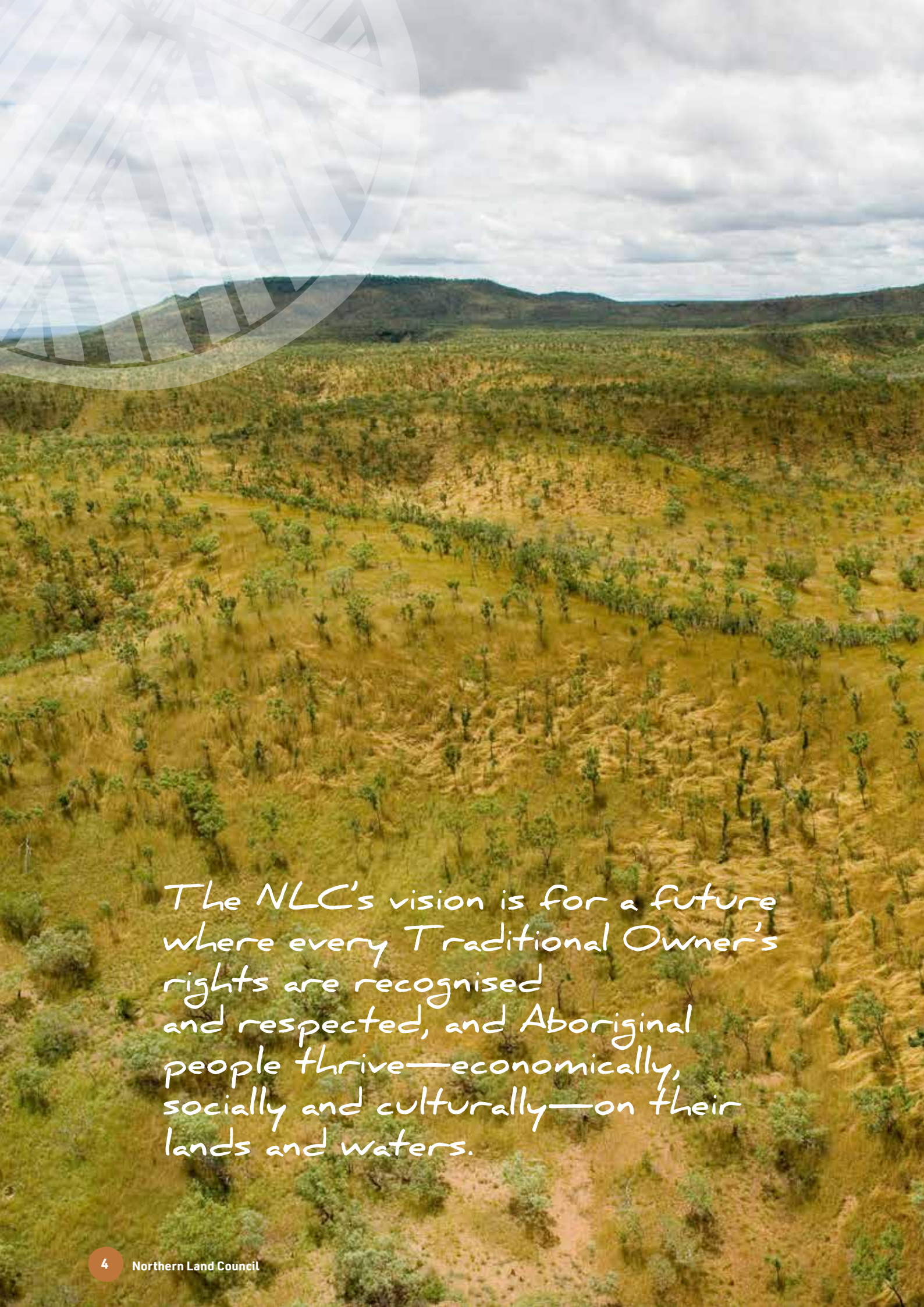
Additionally, we have centralised and consolidated the logistics function within the NLC. We are building capacity to provide a higher standard of meeting coordination, asset management, increased purchasing power for required goods and services, and risk

mitigation through compliance with logistics standards. Experienced logistics staff across the organisation are providing a high level of organisational agility, which is necessary for the delivery of large consultations on complex topics with Traditional Owners residing in numerous towns over a wide distribution.

Traditional Owners (including Native Title Holders) will remain at the heart of everything the NLC does. We will continue to fervently advocate for the aspirations of Traditional Owners, maximise the benefits that flow from their leadership, and support them for the benefits they wish to achieve from their land and sea.

This corporate plan sets out the strategies and activities the NLC will implement in 2025–26 to manage and protect Aboriginal lands and sea country, create real opportunities for Aboriginal people across the Top End, and strengthen our organisation and the seven regions it serves.





The NLC's vision is for a future where every Traditional Owner's rights are recognised and respected, and Aboriginal people thrive—economically, socially and culturally—on their lands and waters.

Contents

Accountable Authority (Chair and Chief Executive Officer) Message	1
About us	6
Purpose	7
Vision, mission, values	8
Governance	9
Strategic goals and key activities	12
Strategic Goals and Priorities of the NLC	13
Key Activities to Achieve Our Strategic Goals	14
Operating Context	18
The environment the NLC operates in	19
Capability	20
Risk oversight and management	21
NLC key risks	24
Cooperation	28
Performance	30
Performance metric	31
Non-metric program performance measures	35



ABOUT US

Purpose

The NLC is responsible for assisting Aboriginal people in our region to acquire and manage their lands, waters and seas in accordance with our statutory powers, functions and responsibilities under the *Aboriginal Land Rights (Northern Territory) Act 1976* (the Land Rights Act) and the *Native Title Act 1993* (the Native Title Act).

The NLC is the peak representative body for Traditional Owners of seven regions: Borroloola/Barkly, Darwin/Daly/Wagait; East Arnhem; Katherine; South East Arnhem; Victoria River District; and West Arnhem, each represented by a Regional Council.

The NLC is a Commonwealth corporate entity created to carry out the functions specified by the Land Rights Act. It commenced operation in 1973. The NLC is also a Native Title Representative Body (NTRB) under the Native Title Act. In addition to those functions, the NLC performs functions prescribed by Commonwealth and Northern Territory legislation, including the *Aboriginal Land Act 1978* (NT).

Under section 23 of the Land Rights Act, the NLC undertakes:

- management of the land to protect Traditional Owner interests
- assistance in the protection of sacred sites
- consultation on proposals relating to lands and seas of the seven regions the NLC represents
- provision of assistance to Traditional Owners to engage in commercial activities and economic development
- supervision and administration of Land Trusts
- control of visits by all non-Aboriginal people through monitoring and permits
- protection and preservation of culture, including intellectual property and copyright, and the reproduction of cultural products and safeguards against illegal or improper use of research, digital images, designs, stories, biocultural information, artefacts and art.

The NLC's main functions under section 203B of the Native Title Act are to:

- facilitate the research and preparation of applications by individuals or groups for determinations of Native Title or compensation for acts affecting Native Title
- assist in the resolution of disagreements among individuals or groups about the making of such applications
- assist individuals or groups by representing them, if requested to do so, in negotiations and proceedings relating to:
 - the doing of acts affecting Native Title
 - the provision of compensation in relation to such acts
 - Aboriginal land use agreements or other agreements in relation to Native Title rights of access conferred under the act or other acts
 - any other matters relevant to the operation of the act.
- certify written applications for determinations of Native Title and applications for registration of Aboriginal land use agreements relating to areas of land wholly or partly within the region of the representative body
- become a party to Aboriginal land use agreements after consultation with the Native Title Holders of the land or waters, subject to the agreement.

Functions under the Native Title Act are funded through a separate budget appropriation from the Australian Government. The NLC ceased to control Aboriginal Investment NT and its controlled entities on 1 July 2022 through a mutually agreed divestment process with the Aboriginal Investment Group. The NLC does not have any subsidiaries.

Vision, mission, values

Our vision

The NLC's vision is for the rights and responsibilities of every Traditional Owner in the NLC region to be recognised and respected, and for Aboriginal people to benefit economically, socially and culturally from the secure possession of their lands, seas, waters and intellectual property rights.

Our mission

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

Our approach

Using the principles of free, prior and informed consent inscribed in article 19 of the United Nation's Declaration on the Rights of Indigenous Peoples, the NLC assists Aboriginal people in obtaining and securing their interests in land and sea country. In doing this, we consult, advocate and represent the views of Aboriginal people within our region to deliver effective land administration and management.

Aboriginal people increasingly seek equity partnerships and participation in proposed development activities. The NLC is responsible for ensuring that social, economic and cultural benefits flow to Aboriginal people from these developments.

Our values

Our values guide the way that NLC staff and members conduct themselves. Therefore, these core values must be present in everything we do and our interactions with the community.



CONSULT

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



RESPECT

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



BE RESPONSIVE

- To Aboriginal people's needs and effectively advocate for their rights and interests.
- Provide effective services to the people we represent and other stakeholders.
- Complete actions and tasks promptly and be accountable to the people we represent.



SOCIAL JUSTICE

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

Governance

The NLC Full Council provides leadership and cultural integrity, comprising 78 elected and five co-opted women members.

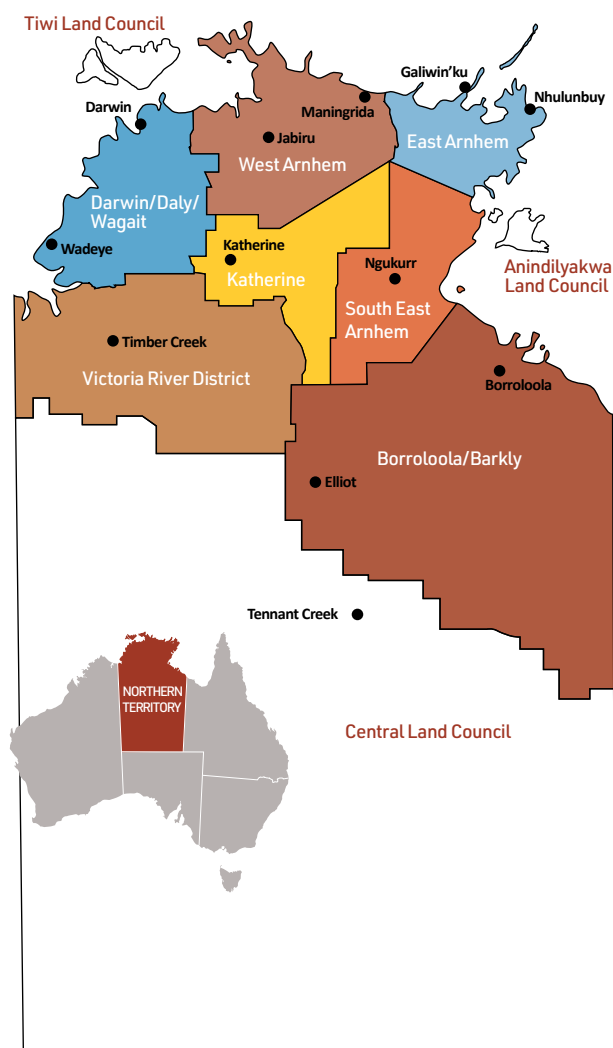
Membership of the Full Council is determined by a nomination process called the method of choice, which occurs every three years. The method of choice is developed by the Full Council and approved by the Commonwealth Minister for Indigenous Australians. At the first meeting of a new Full Council, the NLC Chair and Deputy Chair are elected along with two members from each region to sit on the NLC's Executive Council (total of 14 members).

At the second Full Council meeting following elections, the Chair appoints the five co-opted women on advice from the Executive and Regional Council members to improve female representation.

The Full Council is responsible for setting the strategic direction of the NLC with advice from the Chief Executive Officer (CEO) and senior staff. The Full Council can delegate some powers to the Executive and Regional Councils and staff. The CEO and senior management team is responsible for the NLC's day-to-day operations, implementing Full Council decisions and reporting to the Full, Executive and Regional Councils.

The NLC Chair and CEO jointly act as the NLC's Accountable Authority within the PGPA Act requirements.

NLC regions and regional offices



Chief Executive Officer

The NLC Executive Council appoints the Chief Executive Officer (CEO). The CEO is accountable for driving, promoting and protecting the NLC's commitment to serve the Traditional Owners within the NLC's jurisdiction through effective and culturally responsible leadership, balancing and driving a Traditional Owner-centric model for our constituents and people-centred model for our staff.

The CEO is responsible for ensuring statutory compliance with all relevant legislations affecting the operations of the NLC, in particular the functions and responsibilities of the NLC as primarily set out in the Land Rights Act and the Native Title Act.

The CEO, in conjunction with the NLC Chair, jointly acts as the NLC's Accountable Authority under the PGPA Act. The CEO is responsible for implementing the NLC's strategic and corporate plans effectively and efficiently.

Council Services

The Council Services Team is part of the Office of the CEO and is responsible for the NLC's Council administration.

Committees

Committees established under the Land Rights Act:

- Executive Council
- Regional Councils

Committees established under the PGPA Act:

- NLC Audit and Risk Committee

Other

- Women's Subcommittee
 - The Women's Subcommittee is made up of the female members of the Full Council. The group meets prior to Full Council meetings to discuss women's business and other matters affecting women in the NLC region.
- The Full Council of the Northern Land Council makes appointments to the boards of the below entities (they are not committees of the NLC):
 - Aboriginal Investment NT (two positions)
 - Aboriginal Sea Company Asset (three positions)

Land and Law

Land and Law comprises the Legal, Anthropology, and Resources and Energy service areas. This group identifies and consults with Traditional Owners to secure and protect their rights and interests in land and sea. The group provides specialised legal, anthropological, and resource and energy advisory and project management services to the NLC and Traditional Owners. It also undertakes land rights and Native Title claims, and land use agreement negotiations to meet the NLC's statutory obligations under the Land Rights Act and the Native Title Act.

Land and Sea Management

Traditional Owners in the NLC region have responsibility for some of the most intact, biologically diverse and culturally rich savanna landscapes and sea country areas in the world. The Land and Sea Management's service areas are Caring for Country (CFC), Sea Country, Learning on Country, Community Planning and Development, and Partnerships and Enterprise Development that includes Parks and Joint Management and the savanna fire management carbon project development.

CFC hosts and provides administrative and operational support to 13 land and sea ranger groups and Indigenous protected area managers across the NLC region. It also provides policy support and advice on land and sea management issues. CFC actively supports Traditional Owners to establish grass-roots land and sea management initiatives across Aboriginal Land Trusts via various partnerships and agreements, providing two-way land and sea management through Aboriginal employment programs.

The Partnerships and Enterprise Development service area supports joint management partnerships in the NT, including Kakadu and NT parks and reserves, and captures opportunities in the carbon industry through improved fire management across the landscape.

Sea Country focuses on negotiating access agreements and long-term planning and management of the vast and important coastal and marine areas of the NT.

The Learning on Country program is a joint initiative between Aboriginal ranger groups and schools across 14 Top End remote communities. The program is aimed at integrating 'both ways' learning into secondary school curriculum, supporting remote Aboriginal students to walk strong in two worlds. The teaching and learning programs are developed collaboratively between school and ranger staff with a focus on field-based activity, drawing on traditional and Western knowledge systems.

In December 2023, the Northern Land Council (NLC) was awarded three years of funding through the Australian Government's Saving Native Species program, administered by the Department of Climate Change, Energy, the Environment and Water. This support established the Gamba Eradication and Biodiversity Conservation (GEBC) Project, which is housed within the NLC's Land and Sea Management Group. The project

aims to combat the spread of gamba grass—a highly invasive species—across the Class A Gamba Eradication Zone, which includes Arnhem Land, Groote Eylandt, Daly River, Katherine, Victoria River and the Gulf regions.

Working collaboratively across tenures, the GEBC team partners with Indigenous ranger groups, pastoralists, and other landholders to identify, control, and eradicate gamba grass infestations. By supporting strategic on-ground management and prevention activities, the project plays a critical role in protecting some of northern Australia's most intact and ecologically significant landscapes. These efforts help safeguard the habitat of threatened native flora and fauna that are at serious risk due to the destructive fire regimes and ecological disruption caused by gamba grass.

Recently, Community Planning and Development has transitioned into this group and supports Aboriginal land-owning groups to use payments from land use agreements to drive their own development through planning and implementing projects that deliver and secure long-lasting benefits from their land, waters and seas to their communities.

Land and Sea Management is focused on helping Traditional Owners plan for the future health of their land and sea country and report on the effectiveness of their efforts.

Regional Development

Regional Development is composed of the Regional Network Services that provide our regional and remote constituents access to NLC services, including funeral and ceremony assistance funding, and coordinates a high percentage of the planning and delivery of meeting logistics for on-country consultations. Regional Network Services manage the processing of permits, funeral and ceremony applications, plus local regional stakeholder engagement activities.

Regional Operations includes the section 19 Land Use Management team that coordinates the proposal and assessment approval process across the regions. This service area also provides advice and support to Aboriginal applicants within the NLC region regarding Aboriginal Investment NT grant applications. In addition, they manage Department of Defence projects and other economic development activities across the NLC regions

and the consultation, deployment and progression of economic development options in line with Traditional Owners' decisions and consent.

The Regionalisation Strategy has been designed to build the NLC's regional capacity to achieve operational objectives and key organisation goals more quickly. The service area also leads several priority projects across the seven regions.

Corporate Services

Corporate Services provides the NLC with essential, accountable and professional customer services across its teams: Financial Management; Benefit Distribution service area; People and Culture; Wellbeing Health and Safety; Education and Employment Pathways; and Fleet and Property. Areas within Corporate Services are enabling functions. They enable the work of the NLC to happen, providing services externally and internally to NLC people and workplaces so that the NLC can achieve organisational strategic goals and endeavour to effectively comply with the statutory requirements.

Governance, Strategy and Communications

Governance, Strategy and Communications delivers several core functions, including permits (PACT), governance, compliance, strategy and advocacy, and media and communications. Our teams ensure that the NLC is an effective voice for Aboriginal people in our region through strong advocacy on critical policy issues and by holding governments accountable for their commitments. A key priority for this group is to implement reforms that address longstanding issues with water, permit and section 19 agreement compliance across our seven regions. We are also responsible for strengthening and monitoring governance, compliance and risk-management practices throughout the organisation.



STRATEGIC GOALS AND KEY ACTIVITIES

Strategic Goals and Priorities of the NLC

The NLC Strategic Plan was set by the Full Council at their Katherine meeting in December 2022. It identifies the strategic goals and priorities necessary to achieve and fulfil its purpose over the next five years.

Strategic Goals	Strategic Priorities
STRATEGIC GOAL 1: Proactively manage country Acquire, manage and protect traditional lands and waters in accordance with statutory functions	<ol style="list-style-type: none"> 1. Give strong support to Traditional Owners by maximising resources and benefits from land and sea management, ensuring strict compliance with agreements and developing long-term plans with Traditional Owners' free, prior and informed consent. 2. Enforce and advocate for better protection of heritage areas, sacred sites and permits for access to Aboriginal land, water and sea country.
STRATEGIC GOAL 2: Opportunity and empower Create real opportunities for Aboriginal people and Traditional Owners	<ol style="list-style-type: none"> 3. Activate land rights by harnessing pride and strength in Aboriginal culture, innovation, creativity, skills, employment, intellectual property, economic development and entrepreneurship. 4. Create opportunities for self-determination through Traditional Owner decision-making, community consultations, ranger programs, learning on country, Aboriginal-led township leasing, planning and development.
STRATEGIC GOAL 3: A strong NLC Be a culturally rich and trusted organisation that gets things done and our community can be proud of	<ol style="list-style-type: none"> 5. Create stronger NLC regions with more NLC staff and more support for Aboriginal people by implementing our Regionalisation Strategy 'Building the Bush'. 6. Build on improvements already made in NLC governance, leadership, communications and support systems for Council members and staff.
STRATEGIC GOAL 4: Advocate Be a voice for Aboriginal people	<ol style="list-style-type: none"> 7. Raise issues and influence policy in critical areas of interest including agriculture, pastoral, mining, tourism, carbon economy, homelands and essential services, water rights and security, remote housing, and infrastructure like roads, bridges and communications. 8. Be a strong voice for the next generation, tomorrow's leaders, constitutional recognition and the Voice to Parliament, implementation of the Uluru Statement of the Heart in full and the Northern Territory Treaty process.

Key Activities to Achieve Our Strategic Goals

NLC key activities are tasks that identify how we deliver core business, implement statutory functions and fulfil our strategic goals.

STRATEGIC GOAL 1: Proactively manage country

Acquire, manage and protect traditional lands and waters in accordance with statutory functions

Key Activities

- | | | | |
|-------------|--|-------------|--|
| 1.01 | Effectively manage access on Aboriginal land, seas and water | 1.07 | Provide timely anthropological advice to the NLC |
| 1.02 | Monitor compliance of non-financial obligations within agreements on Aboriginal land, seas and water | 1.08 | Manage archaeological heritage protection |
| 1.03 | Assess expression of interest/applications for land use agreements including section 41 of the Land Rights Act and Native Title in a timely manner | 1.09 | Support Aboriginal rangers and other organisations to actively manage gamba grass, reducing its impact across the NT by delivering the Gamba Eradication and Biodiversity Conservation Project |
| 1.04 | Assess expression of interest/applications for exploration and mining including section 41 of the Land Rights Act and Native Title in a timely manner | 1.10 | Provide coordination and support to joint management of national parks and reserves with the NT Government and Australian Government |
| 1.05 | Empower Traditional Owners and Aboriginal constituents to exercise informed and participatory decision-making about managing exploration and production agreements | 1.11 | Support the development and implementation of Savanna Fire Management (carbon abatement) Program involving NLC ranger groups |
| 1.06 | Present land use agreements supported by Traditional Owners to Executive Council for decision | 1.12 | Advocate and assist Traditional Owners to understand technical aspects, cultural interests and rights relating to closure activities and legacy mines |

STRATEGIC GOAL 2: Opportunity and empower

Create real opportunities for Aboriginal people and Traditional Owners

Key Activities

- | | |
|---|--|
| <p>2.01 Provide timely notifications to Traditional Owners and Aboriginal constituents of proposed commercial activities on their land</p> | <p>2.07 Support Traditional Owners to assert and benefit from their land, sea, water rights and interests</p> |
| <p>2.02 Increase the number of Aboriginal groups planning and delivering sustainable projects using their own resources, and realising their future aspirations to deliver against the Community Planning and Development Program Strategic Plan 2020–25</p> | <p>2.08 Engage with remote communities to develop pathways through Learning on Country (LoC) programs as per the LoC Strategic Plan 2025-26</p> |
| <p>2.03 Assess land availability, secure funding for tender-ready documents and project management to drive the Regionalisation Strategy 'Building the Bush'</p> | <p>2.09 Deliver against the six key pillars in the Caring for Country Strategic Plan 2024-2029 as per the agreed time frames</p> |
| <p>2.04 Implement effective project management to progress the NLC Regionalisation Strategy 'Building the Bush'</p> | <p>2.10 Review and update the Caring for Country Women's Engagement Framework and implement women's engagement strategy</p> |
| <p>2.05 Income generated under all NLC land and sea use agreements to be collected in full</p> | <p>2.11 Support Traditional Owners to assert their rights and interest in water across the NLC region</p> |
| <p>2.06 Distribute income in accordance with section 35 of the Land Rights Act, and fulfil Native Title Act payments</p> | <p>2.12 Deliver the Sea Country Business Plan which is a three-year strategic framework for the NLC Sea Country team to manage, develop and protect Traditional Owners' rights to sea country</p> |

STRATEGIC GOAL 3: A strong NLC

Be a culturally rich and trusted organisation that gets things done and our community can be proud of

Key Activities

- | | | | |
|-------------|---|-------------|--|
| 3.01 | Ensure financial management services are delivered in a compliant and timely manner | 3.10 | Develop systems to monitor timeliness of meeting notices |
| 3.02 | Enhance good governance practices across the NLC through education and regular reporting | 3.11 | Improve responsive customer service to NLC constituents and the general public across the NLC regions |
| 3.03 | Enhance the governance induction training of all Council members and staff | 3.12 | Ensure all invoices are issued accurately and within agreed timeframes following the delivery of goods, services, or contract milestones |
| 3.04 | Streamline human resource processes | 3.13 | Manage the funeral and ceremonial fund |
| 3.05 | Deliver a suite of training to support competency and capacity building across the organisation | 3.14 | With consent, assist Aboriginal groups to work through conflict, disagreements and different points of view |
| 3.06 | Deliver legislated and regulatory training required for work health and safety | 3.15 | Strengthen workforce composition, planning and engagement to support a skilled, inclusive and committed workforce |
| 3.07 | NLC ICT Governance model enables informed decision-making by ensuring that all business units are heading in the same overall direction to achieve the NLC's vision | 3.16 | Monitor, review, and actively pursue the recovery of outstanding debts in accordance with the organisation's Debt Recovery Policy |
| 3.08 | Implement a sound assets, fleet, property and survey boats system | | |
| 3.09 | Deliver culturally rich and trusted communications | | |

STRATEGIC GOAL 4:

Advocate

Be a voice for Aboriginal people

Key Activities

- 4.01** Monitor the implementation and reporting of the National Partnership Agreement on Remote Housing and advocate for changes in relation to community aspirations and housing management
- 4.02** Monitor the implementation of the National Partnership Agreement on Closing the Gap, in partnership with Aboriginal Peak Organisations NT (APO NT)
- 4.03** Advocate for legislative and policy reform to ensure improved outcomes and equity for the NLC's constituents
- 4.04** Advocate for the implementation of the Uluru Statement from the Heart in full
- 4.05** Facilitate Council meetings and enable full participation by Council members

* The above-mentioned primary activities do not fully represent the work that the NLC does to fulfil its mission because it also engages in numerous other activities.





OPERATING CONTEXT

The environment the NLC operates in

As stated in the Chair and CEO's message, the NLC has a proud history of fighting for land rights, being a strong advocate for Aboriginal people and remaining fiercely independent. The NLC will build on this solid foundation, developed over the past 51 years, as it makes the transition from an era focused on the fight for land rights to one focused on activating those hard-won rights and interests in land, freshwater and sea country.

The NLC continues to implement its Regionalisation Strategy. The regional network of 12 offices provides services to more than 51,000 Aboriginal people living across the NLC regions, the majority of whom live in and around regional communities and homelands in remote parts of the Northern Territory.

Geography

- The NLC operates across an area of approximately 600,000 km² (including for Native Title Representative Body purposes, the surrounding seas, the Tiwi Islands and Groote Eylandt).
- This area takes in a variety of landscapes from desert country to vast wetland systems, tropical savanna and coastal regions.
- Substantial parts of the region are poorly serviced regarding roads and communications infrastructure, which presents a challenge to the NLC to deliver services.
- The area of operation is within the wet-dry tropics of Australia. About 93% of the region's annual rainfall occurs in the Wet Season (from November to April), when many remote communities are accessible only by charter flights.
- Constituents live in about 200 scattered communities ranging in size from small family groups to settlements of up to 3,000 people.

The physical environment has a substantial impact on the work of the NLC, affecting travel and communications, and the costs of providing core services remotely can be disproportionate to servicing urban settings.

Regulatory environment

As a Corporate Commonwealth Entity, changes to the regulatory environment in which the NLC operates is largely determined by legislative or policy changes enacted by the government of the day.

Any changes to the Land Rights Act or Native Title Act could have significant impacts on the NLC. We advocate for stronger rights for Native Title Holders through legislative reform and other means. The NLC has statutory functions and powers under the Land Rights Act and Native Title Act which it carries out daily. Since the passage of the Land Rights Act, 91.5% of the coastline and 37.5% of the land in the NLC region has been granted to Aboriginal people as freehold lands. Over 30.6% of the area is under Native Title in the NLC region.

The PGPA Act is another key source of regulatory obligations that the NLC must follow. It establishes a system of governance and accountability that applies across Commonwealth entities.

The NLC also has some functions relevant to Northern Territory legislation, for example the *Aboriginal Land Act 1978* (NT), which includes the power to issue and revoke permits for persons entering and remaining on Aboriginal land and close seas.

Social environment

Traditional land-owners recognise the importance of keeping culture strong. The NLC is proud of its Learning on Country program, a joint initiative between Aboriginal ranger groups and schools across the NLC region. The program has a strong focus of intergenerational transfer of culture and traditional knowledge while building capacity in future leaders to walk strong in two worlds.

Capability

Economic environment

The NLC regions, while having much in common, can also be distinctly different in regard to opportunities for economic development. Through the lens of activating land and sea rights, the NLC will work with Aboriginal corporations to take advantage of opportunities for economic development and wealth creation.

As proponents seek to increase activity on Aboriginal land, Traditional Owners have recognised the opportunity to invest in community planning and development projects that will benefit their entire community. Providing options for Traditional Owners to participate in community planning and development remains a strong focus for the NLC. The NLC continues to support numerous Aboriginal corporations in regional areas with their aspirations.

Administration and support services

The regional offices spread throughout the NLC's areas are closely coordinated by the NLC's main office in Darwin. As a result, the NLC can promptly address any demands or problems that may occur locally. NLC regional offices provide a range of services to Traditional Owners and other stakeholders across the seven regions.

Workforce

A skilled and engaged workforce is essential for the NLC's performance and ability to be responsive to today's changing economic, social, political and legislative environment. Over the coming period, the NLC will revise strategies and plans to ensure we can attract and retain a workforce that can deliver on our statutory and operational obligations. Workforce planning will adopt a risk-based approach which will consider management processes and procedures to ensure critical workforce gaps are supported by effective learning and development programs, promoting and improving staff wellbeing practices, and fostering innovative work practices to improve productivity. To achieve this, the following workforce priorities have been identified for 2025–26.

1. Continue to implement a leadership capability framework.
2. Continue to review all key positions in the workforce to accurately identify business continuity risks and address these through sound workforce planning initiatives.
3. Continue to actively review staff engagement levels to ensure survey outcomes are actioned and contribute towards improving workforce engagement levels.
4. Undertake an analysis of current labour market trends and shortages to embark on new strategies to attract and retain talent and expand the Employment Pathways programs.
5. Develop a contemporary and relevant employee performance management framework.

Infrastructure

The NLC manages a range of assets which are deployed across each of its seven regions. The types of assets managed by the NLC include offices, staff housing, motor vehicles, boats, trailers and generators. Asset management plans are being developed to ensure maintenance, compliance and the effective use of assets. The NLC uses a straight-line approach to depreciate the principal asset category.

Risk oversight and management

ICT requirements

Information and Communications Technologies (ICT) are critical to the successful delivery of NLC services. The NLC ICT Strategy seeks to deliver secure, flexible, reliable and integrated systems and solutions to staff and customers through an ICT environment that is highly responsive to the NLC's objectives.

Key ICT goals 2023–27:

1. Exceptional customer experience.
2. Reliable ICT enterprise systems.
3. Continuous business-ICT alignment.
4. Sustainable ICT delivery.
5. Flexible and innovative system.

NLC ICT strategic priorities 2023–27:

1. Adopt new ways of working.
2. Build a flexible, scalable and efficient ICT ecosystem.
3. Provide secure, resilient, reliable and reusable digital assets.
4. Develop confident digital capabilities and knowledge management.

Enterprise risk management framework

The NLC faces a variety of risks within its unique operating context across the Top End and broader Northern Territory. The diverse range of threats and opportunities requires the NLC to have a deep and specialised understanding of each of its seven regions and how to best support Traditional Owners. The NLC's enterprise risk management framework is a structured approach to risk within all NLC groups and service areas that allows for consistent identification, assessment and management of risks on an ongoing basis. The enterprise risk management framework aligns with responsibilities of all NLC workers in the Three Lines of Accountability model and has enhanced the NLC's ability to manage risks within an approved threshold, overseen cooperatively by management and risk delegates.

The first line of accountability is that all NLC workers take ownership of the daily management of their operational risks. This includes identifying and assessing existing and emerging risks, and developing appropriate operating procedures.

The second line of accountability is the oversight and support role provided by the dedicated risk function, being the Governance, Compliance and Risk (GCR) service area. GCR applies the enterprise risk management framework through a structured approach to assessing risks, controls and treatment plans in cooperation with risk delegates across the organisation. This includes the preparation of risk reports to the Audit and Risk Committee, the Council and management.

The third line of accountability is independent assurance by internal audit or an external service provider to measure the effectiveness and efficiency of NLC controls and risk governance.

The NLC's Accountable Authority (Chair and CEO) oversee the risk management framework and are committed to the proactive management of risks to minimise threats and meet strategic goals across the organisation. The NLC undertakes quarterly reviews of elements of the framework including risks, mitigating controls and treatment plans to ensure it is fit for purpose and reactive to changes in the operating environment.

Benchmarking to the Commonwealth model

The NLC's enterprise risk management framework is aligned to the Commonwealth Risk Management Policy as a matter of better practice. The NLC is supported by Commonwealth resources to underpin the risk governance and meet our obligations to Commonwealth legislative requirements. Relevant legislative standards include but are not limited to:

- the *Public Governance, Performance and Accountability Act 2013*
- the Commonwealth Fraud and Corruption Control Framework 2024
- the *National Anti-Corruption Commission Act 2022*
- the *Public Interest Disclosure Act 2013*
- International Standard ISO 31000:2018 Risk Management.

Continuous improvement

The NLC's enterprise risk management framework is designed to accommodate ongoing improvement through refining risk identification and treatment methodology. The Audit and Risk Committee provides independent assurance to the Accountable Authority on the system of risk controls through assessment, challenge and testing based on their knowledge and expertise. The Executive Council provides input into effective risk management for the Accountable Authority, including seeking clarity on the results of risk reporting to increase interactivity and real-time risk treatment.

Furthermore, risk management training is available for all NLC workers to enhance risk culture at the NLC. This includes additional specific risk training for managers, who are responsible for embedding controls and risk treatment plans on a day-to-day basis and are critical to the governance of risk within the NLC.



NLC key risks

The NLC has identified eight key risks that may prevent its ability to achieve strategic goals. This list is reviewed regularly under the Enterprise Risk Management Framework and is prone to change over time in response to emerging risks, mitigation strategies and changes in the operating environment.

Work Health and Safety (WHS)	
Risks	Mitigation plan
NLC workers; building and assets can be affected by natural disaster including cyclone, flood, bushfire and earthquake	<ul style="list-style-type: none"> • NLC reviews the NLC emergency plan and cyclone plan every two years • NLC identifies offices or work areas that are prone to natural disaster as areas of priority • NLC regularly conducts emergency mitigation meeting with staff ahead of each cyclone season • NLC monitors Northern Territory Emergency Service (NTES) and Bureau of Meteorology (BOM) website for natural disaster information • NLC maintains accurate employee contact details and their next of kin • NLC maintains and distributes emergency service contact details to each NLC regional office and ranger stations.
Failure to comply with the Work Health and Safety Act and regulations	<ul style="list-style-type: none"> • NLC reviews internal WHS policy and procedures every two years • NLC promotes implementation of WHS policy and procedure to all NLC workers • NLC will monitor workers understanding and implementation of WHS policy and procedures • NLC will conduct risk assessment and equipment checks • NLC will report incidents as required and maintain the incident register • NLC will conduct compliance checks on journey management plans and mandatory check-in/check-out protocol.
Failure to ensure NLC property, assets and fleet are fit for purpose and compliant with WHS standards	<ul style="list-style-type: none"> • NLC will ensure any new building, assets and fleet are compliant and supported with relevant documentation • NLC will record compliance gaps on existing buildings used for NLC business • NLC will acquire building plans for buildings that do not meet the compliance requirements.

Agreement management and compliance	
Risks	Mitigation plan
Failure to monitor and enforce contractual obligations in land use agreements entered pursuant to section 19 of the Land Rights Act	<ul style="list-style-type: none"> • NLC will ensure that contractual obligations from agreements are exercised efficiently and effectively • NLC will record compliance activities on Aboriginal land using Customer Relationship Management (CRM) application • NLC will employ a dedicated subject matter expert to enhance CRM functionality • NLC will apply another compliance record application to support CRM functionality.
Failure to enforce contractual obligations in resources and energy agreements	<ul style="list-style-type: none"> • NLC will monitor the contractual obligations of all parties to resources and energy agreements • NLC will perform regular audits of all agreements to ensure compliance.

Failure to distribute land use agreement payments within six months of payment in accordance with section 35(4) of the Land Rights Act	<ul style="list-style-type: none"> • NLC will ask Traditional Owners to give standing instructions for the distribution of all known future land use agreement payments to ensure payment within six months of receipt • NLC will ask Traditional Owners to sign agreements with Traditional Owners who are unable to reach agreement on distribution and want the NLC to hold their monies in accordance with section 35(9) of the Land Rights Act • NLC will create and maintain a separate account for all section 35(9) funds • NLC will obtain royalty distribution instructions at all land use agreement decision-making meetings to ensure land use payments can be distributed within six months • NLC utilise technology to map existing agreements to estate boundaries so that group land shares of future revenue can be calculated.
Failure to raise issues and influence policy in critical areas of interest	<ul style="list-style-type: none"> • NLC will develop and maintain a policy position on a number of critical themes to proactively be a voice for constituents • NLC will address organisational needs across thematic areas as determined by NLC executives, including but not limited to agriculture, pastoral, mining, tourism, carbon economy, homelands and essential services, water rights and security, remote housing and infrastructure.

Delivering services to stakeholders

Risks	Mitigation plan
Failure to engage and maintain relationship with all levels of government and key stakeholders	<ul style="list-style-type: none"> • NLC will review communications with government and other land councils on regular basis • NLC will promote public and community awareness of NLC's functions under relevant legislation (Land Rights Act, Native Title Act, PGPA Act) • NLC will produce draft submission documents to assist development of government policies and programs that benefit and impact on Aboriginal people and their interests • NLC will acknowledge in strategic decisions that the loss of community trust is a key risk. Managing reputational opportunities and risks is critical to our ability to meaningfully support Traditional Owners.
Failure to provide leadership in the co-design of national partnership agreements	<ul style="list-style-type: none"> • NLC will contribute to the design of the national partnership agreement priority reform areas and target objectives • NLC will work with the Northern Territory Government and Aboriginal Peak Organisations Northern Territory (APO NT) to develop the Northern Territory Closing the Gap Implementation Plan • NLC will participate on the National Partnership Agreement on Remote Housing Joint Steering Committee, monitor the service delivery and advocate for community-controlled housing model, including homelands • NLC will ensure that governance arrangements, objective and scope are outlined in the terms of reference • NLC will review and monitor progress of the agreements.
Failure to support and resource Traditional Owners to participate in the joint management of Territory and Commonwealth national parks across the Top End	<ul style="list-style-type: none"> • NLC will increase resources for joint management of parks to ensure that joint management committees across the NLC region are supported to attend and participate in joint management meetings • NLC will conduct annual joint management forums with constituents to guide its approach to joint management • NLC will monitor the contractual obligations of all parties to joint management agreements.

IT, cybersecurity and records management	
Risks	Mitigation plan
Failure to protect data security	<ul style="list-style-type: none"> NLC will maintain an appropriate level of qualified and trained staff NLC will maintain adequate policies and processes regarding ICT, cybersecurity and records management NLC will promote record-keeping obligations to staff and report on compliance with these obligations to management NLC will comply with requirements of the National Archives of Australia Information Management Standards and ensure appropriate retention and destruction of records.
Failure to detect or prevent cybersecurity attacks on NLC networks and systems	<ul style="list-style-type: none"> NLC will ensure antivirus and endpoint protections are up to date and maintained NLC ICT staff will deliver core service in line with policy and procedure NLC will ensure all hardware is installed with the latest patch and updates to protect against malware NLC will ensure that records are backed up in a secure location to protect against the loss of key documents in the event of disaster recovery or business continuity.
Failure to provide effective Information and Communication Technology services to the NLC	<ul style="list-style-type: none"> NLC will maintain adequate policies and processes regarding staff hardware and software practices NLC will ensure all hardware is regularly updated by the ICT service area to minimise potential system downtime and security issues NLC will resource the ICT service area to ensure that it is readily contactable and all business requirements are responded to in a timely and effective manner.

Project specific	
Risks	Mitigation plan
Failure to successfully secure Native Title and land claims and failure to assist Traditional Owners to exercise their rights	<ul style="list-style-type: none"> NLC will prepare and file Native Title applications as required NLC will assist to finalise all outstanding land claims and work with Traditional Owners and detriment interest holders to progress the grant of Aboriginal land NLC will notify, facilitate and assist negotiations and seek free, prior and informed consent from Traditional Owners for all exploration and mining applications and non-mining land use and development proposals (including non-pastoral use permits, land-clearing permits and water extraction licences) NLC will consult with Native Title Holders about the application of the expedited procedure to exploration licence applications that pose a particularly high risk to sacred sites and cultural heritage, and lodge or prosecute objections if instructed NLC will seek expert advice on contractual terms as required NLC will take relevant steps to protect Traditional Owners' interests, pursue available remedies, protect sacred sites and cultural heritage, and secure benefits on their behalf (if instructed).
Unable to provide consults with Aboriginal people on proposed or current resource and energy projects	<ul style="list-style-type: none"> NLC will be neutral when presenting applications or expressions of interest to Traditional Owners and Native Title Holders NLC will ensure relevant NLC staff are trained in cross-cultural communication NLC will implement cross-cultural training for relevant staff NLC will engage interpreters to develop audio-visual material in the main language groups where required.
Unable to maintain an effective regional office network for remote regional Aboriginal people	<ul style="list-style-type: none"> NLC has purchased some land and is seeking partnerships with local Aboriginal corporations to build or lease additional housing NLC will own and maintain land and property for the purpose of staff housing.

Failure to effectively identify, assess and mitigate risks that emerge in specific NLC projects or projects to which the NLC is a party	<ul style="list-style-type: none"> NLC will maintain project risk registers and apply the enterprise risk management framework to each project it is involved in. Each project will be represented in the NLC Enterprise Risk Register.
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Financial	
Risks	Mitigation plan
Funds to be returned to agency due to non-compliance both financially and performance related, particularly allocations that are not accepted by some agencies	<ul style="list-style-type: none"> NLC will monitor financial progress and performance NLC will monitor and assess revenue grants and project plans accordingly.
Failure to ensure effective and timely financial operations	<ul style="list-style-type: none"> To mitigate deficiencies in internal financial processes and systems, the NLC will implement robust internal controls to address the risk of error and fraud NLC will conduct regular fraud risk assessments and quality assurance to identify potential vulnerabilities and weaknesses in financial processes and systems NLC will provide comprehensive training to all workers involved in financial operations to ensure they understand their roles and promote a culture of compliance and accountability.

Governance	
Risks	Mitigation plan
Failure to meet PGPA Act requirements	<ul style="list-style-type: none"> NLC will ensure all staff complete and regularly update their conflict of interest declarations NLC will ensure staff receive training on their duties as officials under the PGPA Act NLC will resource the Audit and Risk Committee meeting regularly NLC will prepare its corporate plan and annual report in a timely manner NLC will maintain a suite of policies and procedures and develop new ones as required NLC will liaise with Australian National Audit Office (ANAO) as required.
Failure to meet complaint management obligations	<ul style="list-style-type: none"> NLC will review and maintain policy and procedures to ensure complaint handling and issue resolution are managed properly NLC will provide and maintain a channel for the public to make a complaint on the NLC website NLC will record the complaints and recommended actions NLC will report on complaints to Council members, Audit and Risk Committee and in the annual report NLC will include key performance measures in relation to complaints management in its corporate plan.
Failure to manage risk	<ul style="list-style-type: none"> NLC will continuously monitor and develop its risk management framework according to the Commonwealth Risk Management Policy NLC will continuously enhance risk reporting process to Audit and Risk Committee and management NLC will deliver risk management training across workers and Council members NLC will identify and manage risks across all NLC projects and activities.

Failure to facilitate full participation by Council members	<ul style="list-style-type: none"> NLC will provide induction governance training and regular refresher governance sessions for all Full Council members NLC will provide company directors training to all incoming Executives Council members NLC will review and update the NLC Code of Conduct and Meeting Rules for Council Members regularly NLC will facilitate the attendance of councillors at all Council and committee meetings NLC will ensure meetings, minutes and action registers align with best-practice meeting procedures.
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People, culture and capability	
Risks	Mitigation plan
Failure to develop and maintain high-performing and capable NLC workers	<ul style="list-style-type: none"> NLC will embed human resources strategies to ensure clear and appropriate processes are in place for learning and development, recruitment, and staff engagement throughout the organisation NLC will ensure all workers have clearly defined roles and responsibilities, and managers who will routinely discuss strategic and operational goals to support a high-performing workforce.
Failure to effectively develop leadership and succession planning	<ul style="list-style-type: none"> NLC will ensure leadership pathways are available to all workers to promote internal development of staff NLC managers will identify roles with specialised expertise and develop succession plans to mitigate potential leadership and skillset gaps.

Cooperation

The Aboriginals Benefit Account is the primary funding source for the NLC. Other funding sources include special-purpose grants and funding for Native Title body functions.

Successful delivery of this corporate plan relies on having a good understanding of the operating context as well as establishing and maintaining strong relationships with NLC stakeholders.

Stakeholders with varying levels of interest and impact affect how the NLC operates. The NLC continues to establish new relationships with key stakeholders and improve existing ones to maximise the outcomes for Traditional Owners and community members. This is achieved by working collaboratively with Traditional Owners, affected people, Aboriginal organisations, and government and non-government partners.

Level	Stakeholders
Other	Aboriginal people Aboriginal corporations Community organisations Proponents
Australian Government	Minister for Indigenous Australians National Indigenous Australians Agency (NIAA) Department of Finance (DoF) Indigenous Land and Sea Corporation (ILSC) Aboriginal Investment NT Central Land Council Anindilyakwa Land Council Tiwi Land Council
Territory	Northern Territory Government
Regional	Municipal and regional councils





PERFORMANCE

Performance metric

This section identifies how the NLC will measure performance in delivering our key activities. It is made up of metric and non-metric performance indicators. Metrics are quantitative measures; non-metrics are qualitative performance measures.

STRATEGIC GOAL 1: Proactively manage country					
Acquire, manage and protect traditional lands and waters in accordance with statutory functions					
Key activity reference	Performance Metric Measures	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
1.01a	Process permit applications within 10 days	100%			
1.01b	Process special access (research and media) permit applications in less than 20 business days	80%			
1.03a	All applications are received and registered within two days under section 19, Part IV and Native Title land use agreements	80%			
1.03b	Applications are quality checked and progressed for consideration (including expressions of interest and future acts) within 30 days	10%			
1.04a	Applications for exploration and mining assessed against section 41(6) of the Land Rights Act within 30 days of receipt	25%			
1.05a	Percentage of consultations associated with commercial land use applications (section 19, Part IV and Native Title)	85%			
1.05b	Total number of consultations for contract management	10%			
1.06a	Percentage of land use agreements signed within three months of consent	100%			
1.07a	Percentage of land interest reference requests completed within agreed timeframe	80%			
1.09a	Progress towards stage 1 and 2 of the Gamba Eradication and Biodiversity Conservation Project to meet objectives by 2027	50%	75%	100%	
1.11a	Coordinate the delivery of four Indigenous Land and Sea Corporation (ILSC) Savanna Fire Management projects in the NLC region	100%			

○ Activity will not occur during these years.

STRATEGIC GOAL 2: Opportunity and empower

Create real opportunities for Aboriginal people and Traditional Owners

Key activity reference	Performance Metric Measures	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
2.01a	Future acts notifications issued within three months	75%			
2.02a	Achieve eight initiatives listed in the Community Planning and Development Strategic Plan	90%	○	○	○
2.03a	Increase staff living and based in regions	5%			
2.03b	Increase regional staff housing	5%			
2.04a	Effective completion of projects to progress the NLC Regionalisation Strategy	25%	50%	75%	100%
2.05a	Income generated from all NLC land and sea use agreements received	95%			
2.06a	Distribute income in accordance with section 35 of the Land Rights Act within six months	100%			
2.06b	Achieve 60% of disbursements made via standing instructions	60%			
2.06c	Achieve 100% distribution of income received under Native Title Act within 12 months of receipt	100%			
2.07a	Proactive advocacy for positive outcomes in the water policy space	100%			
2.08a	Progress towards achieving the nine Learning on Country priorities	50%	100%	○	○
2.09a	Progress towards achieving six key priorities in the Caring for Country Strategic Plan	60%	90%	90%	90%
2.10a	Implement Caring for Country (CFC) Women's Engagement Strategy	50%			
2.11a	Facilitate two meetings per year for the NLC Water Committee	100%			
2.12a	Progress towards delivery of the measurable KPIs within the four key strategic areas for Sea Country	100%			

○ Activity will not occur during these years.

STRATEGIC GOAL 3: A strong NLC

Be a culturally rich and trusted organisation that gets things done and our community can be proud of

Key activity reference	Performance Metric Measures	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
3.01a	No adverse findings reported during the financial year	100%			
3.02a	Continue to deliver a suite of governance sessions at each Council meeting	100%			
3.02b	Deliver regular governance, compliance and risk dashboard reporting to Council and NLC management	100%			
3.03a	All staff complete governance training	70%			
3.05a	All staff complete mandatory training requirements	95%			
3.06a	All staff in compliance with WHS training	100%			
3.08a	Ensure assets, fleet, property and survey boats are compliant and available for NLC use	95%			
3.09a	Grow audience size across media platforms	100%			
3.09b	Publish Land Rights News quarterly	100%			
3.10a	Meeting notices delivered within 21 days prior to date of meeting	90%			
3.11a	Increase the percentage of external complaints response within 30 days	80%	95%	95%	95%
3.12a	Issue 95% or greater invoices within five business days of the completion of deliverables, or in accordance with contractually agreed timeframes	95%			
3.13a	Funeral and ceremony applications processed within five working days	80%			
3.14a	Number of requests for assistance to complete a mediation process	75%			
3.15a	Decrease the average vacancy rate	50%			
3.15b	Decrease average time to recruit to vacancy from job close date	50%			
3.15c	Decrease full time equivalent (FTE) turnover rate	50%			
3.15d	Improve Aboriginal and Torres Strait Island (ATSI) employment	50%			
3.15e	Assess workforce engagement based on Staff Survey metrics	50%			

STRATEGIC GOAL 3: A strong NLC

Be a culturally rich and trusted organisation that gets things done and our community can be proud of

Key activity reference	Performance Metric Measures	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
3.16a	Maintain recovery of 95% or greater of outstanding debt (corporate and trust) within 90 days			95%	
3.16b	Maintain doubtful debts at less than or equal to 5% of total accounts receivable			5%	

STRATEGIC GOAL 4: Advocate

Be a voice for Aboriginal people

Key activity reference	Performance Metric Measures	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
4.05a	Achieve at least 80% attendance of Council members at Full and Executive Council meetings			80%	

Non-metric program performance measures

STRATEGIC GOAL 1: Proactively manage country

Acquire, manage and protect traditional lands and waters in accordance with statutory functions

Key activity reference	Non-metric Performance Measure	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
1.02a	Produce quarterly reports on contract compliance activities	●	●	●	●
1.08a	Develop a NLC strategy/position statement on heritage matters	●	○	○	○
1.08b	Develop a NLC policy on repatriation of artefacts and management of archaeological heritage	●	○	○	○
1.10a	Deliver NLC's joint management functions on NT and Commonwealth parks	●	●	●	●
1.12a	Develop NLC position on mine closure and legacy mines	●	●	●	●

● Activity will occur during these years ○ Activity will not occur during these years

STRATEGIC GOAL 2: Opportunity and empower

Create real opportunities for Aboriginal people and Traditional Owners

Key activity reference	Non-metric Performance Measure	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
2.01b	Total number of consultations for commercial activities conducted by NLC	●	●	●	●
2.06d	Develop Royalty Trust Account Payments Procedure	●	○	○	○

● Activity will occur during these years ○ Activity will not occur during these years

STRATEGIC GOAL 3: A strong NLC

Be a culturally rich and trusted organisation that gets things done and our community can be proud of

Key activity reference	Non-metric Performance Measure	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
3.04a	Develop and implement a Performance Management Framework	●	●	○	○
3.07a	Establish Project Approval Board, Change Advisory Board, and Enterprise Architecture Forum	●	○	○	○
3.14b	Use best endeavours for the settlement or prevention of a dispute	●	○	○	○
3.14c	Implement the NLC Engagement and Dispute Resolution Framework	●	○	○	○
3.15f	Identify strategies to balance workforce composition to achieve gender equity	●	●	●	●

● Activity will occur during these years ○ Activity will not occur during these years

STRATEGIC GOAL 4: Advocate

Be a voice for Aboriginal people

Key activity reference	Non-metric Performance Measure	Target			
		2025 – 26	2026 – 27	2027 – 28	2028 – 29
4.01a	Monitor and inform the Council about the implementation of the National Partnership Agreement on Remote Housing	●	●	●	●
4.02a	Monitor and inform the Council about the implementation of the National Partnership Agreement on Closing the Gap	●	●	●	●
4.03a	Fiercely advocate for positive policy outcomes on critical policy issues	●	●	●	●
4.04a	Advocate to advance the implementation of the Uluru Statement from the Heart and participate in negotiations	●	●	●	●

● Activity will occur during these years ○ Activity will not occur during these years





**NORTHERN
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Our Land, Our Sea, Our Life

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