



CENTRAL LAND COUNCIL

CENTRAL LAND COUNCIL
CORPORATE PLAN

2020-2024

COVER ARTWORK

Winner of the Vincent Lingiari Art Award 2019

Kuruyultu, Eunice Napanangka Jack

Artist Statement:

In this painting Eunice depicts her father's Tjukurrpa (Dreaming). It shows the country at Kuruyultu, near Tjukurrla in Western Australia.

'This is my country. I can't remember how it all happened, because it happened before I was born. I have a scar on my back from it. My grandfather speared a wallaby at Kuruyultu. That night he ate that wallaby. At the same time my mother could feel me moving inside her. She was heavily pregnant with me. That next morning, after my grandfather had speared the wallaby, killed it and eaten it, I was born. I was born at Kuruyultu, near the rockhole there. I can't remember my grandfather or my grandmother. I was still a little baby. We left that place, Kuruyultu. My father, my mother, my big sister and my father's brother, we all left together and went to Haasts Bluff. I grew up in Haasts Bluff. I have been back to Kuruyultu for visits but I never lived there again in my country. I think about it every day. Only my father knows all the stories for that country and he painted them too... all the men's stories. I know the story of the wallaby mother and daughter which left me with a birthmark. That's what I paint: the wallaby mother and daughter.'

ACCOUNTABLE AUTHORITY (CHAIR & CEO) MESSAGE

Welcome. Our Corporate Plan for 2020-2024 sets out the medium and long-term aspirations and intentions.

As undoubtedly it is for all Australians, the COVID-19 crisis has had a significant impact on CLC operations, and will likely influence activities for the life of this plan.

The organisation has proven once again its ability to be agile taking on roles in securing biosecurity zones and support to remote communities that could never have been envisaged when the previous plan was written.

As this plan is being prepared the 'biosecurity zones' have been recently lifted and there is potential for 2020/21 to be a more normal year, albeit with both external and internal restrictions. The Council is still very concerned that COVID-19 will find its way into remote communities with a devastating effect. Our operations must therefore be tempered to minimise this possibility.

The next few years promise to see even greater influence and service delivery. In a post-land claims world Land Councils have an expanding role to ensure that Aboriginal peoples receive the benefit of land ownership and their native title. The Minister for Indigenous Australians, the Hon Ken Wyatt MP, concurs, and has supported the establishment of an Economic Participation Unit. Although COVID-19 has hindered progress, with the assistance of expert consultants work has been underway to establish the unit's most appropriate structure to ensure that its work is optimal.

Another key area of service delivery growth is in the related field of community development, and the Minister has fully supported the provision of additional resources so that those communities who have not benefitted in the past can share in the program's success.

We welcomed the long term commitment from the Minister to fund the Australian ranger program until at least 2028, and look forward to negotiating a long term funding arrangement this year for when the current agreement expires in 2021. The CLC is the best governance 'home' of the program and social and economic outcomes would be enhanced by further expansion to communities that do not have this benefit of real jobs on country.

We again look forward with anticipation to the reform of the Aboriginals Benefit Account, somewhat delayed during these turbulent times, with effective control passing to the Indigenous peoples of the Northern Territory.

We are confident that we can continue to make a difference in the lives of the Aboriginal peoples of Central Australia. Our corporate plan focuses on medium and long-term priorities to make a genuine difference to peoples' lives. Once again, the plan aligns our efforts to maximise the benefit of the outcomes.

The Land Council will always be in the hearts and minds of its true owners, the Aboriginal peoples of Central Australia.

We, as the accountable authority of Central Land Council, present the 2020/21 Central Land Council corporate plan, which covers the periods of 2020/21 to 2023/24, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013. The corporate plan has been prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



Sammy Wilson
CHAIR

31 August, 2020



Joe Martin-Jard
CEO

31 August, 2020

STRUCTURE AND CONTENT OF THIS CORPORATE PLAN

This corporate plan is deliberately structured to convey to readers:

- The **mandate** of the organisation.
- Its **aspirations**.
- The **activities** it intends to engage in to achieve those aspirations.
- The **resources** (people, assets, systems) available to deliver the activities, and;
- Importantly, how the CLC establishes **targets** and **measures** its success both in a financial and non-financial means.

The plan is the basis by which the organisation consults and negotiates with its Minister, currently the Minister for Indigenous Australians, on the resources provided from the Aboriginals Benefit Account (ABA) and as a Native Title Representative Body (NTRB) to achieve its objectives, and how those resources will be deployed. Unlike most other Commonwealth entities the CLC's budget is **'not'** determined by the annual Commonwealth budget, as its ABA allocation is determined by the Minister by 30 June each year.

Aside from meeting the PGPA's (legislation and rules) requirements the plan aims to be an information resource for its key stakeholders, including staff, constituents and Government.

The plan's content has the following key components:

- An overall message from the Accountable Authority (Chair and CEO), as well as the section 35(1)(b) PGPA¹ statement.
- An overview of the Commonwealth Performance Framework of which this plan is one component.

- The **purposes statement** which comprises both an aspirational vision and its **statutory purpose**.
- An introductory description of the **'strategic direction'** and how it is periodically reviewed by the Land Council, including a schematic of what parts of the corporate planning scheme are included in the plan.
- The Land Council's **vision** and **strategic goals** as well as the cross-cutting **themes** (being groups of activities that occur across the goals, presented in a **matrix**).
- A **key focus section** which describes some key elements that occur within many of the activities - **good governance**, challenges of operating in a **remote** environment, **economic** development and **community** development.
- The Land Council's **policy priorities**, including a **'Closing-the-Gap'** response.
- Organisational **'strategy'** discussion.
- **Risk, capability and environment** assessment.
- The performance framework including non-financial performance measures and targets for 2020/21, non-metric non-financial targets, and a financial sustainability assessment including financial forecasts over the life of the plan.

For the first time this plan also includes a summary (refer page 10) of how the CLC makes a difference to Aboriginal peoples' lives tracing, on one page, the path from goal traits, activities, performance measurement and desired outcomes.

¹ Public Governance, Performance and Accountability Act 2013.

ASSESSING PERFORMANCE

How should a reader understand CLC's intentions and its performance?

- Review the Purposes Statement and the eight (8) strategic goals.
- Note that there are ten (10) 'cross-cutting' themes (activity types that may appear in more than one (A) strategic goal).
- Each goal is achieved by a series of activities, sub-categorised by theme. Note each activity has a code, e.g. A9 for the first Key Performance Indicator (KPI) on page 61 refers to the activity A9 on page 14.
- Selected key performance indicators that are the basis for setting and measuring performance. Not all activities can be quantified. Some are time - based so refer the separate table for 'program' performance (on page 64).
- Much of the organisation's performance cannot be assessed by metrics, but qualitative assessment can be a significant increase in the volume. Therefore, selected 'cameo' will be included on the new website in 2021 to include:
 - Example community development project
 - Example outstation's project
 - Example of s64(4) grant application support trial program
- Finally, obtain the annual report for the year relevant to the target year. The Annual Performance Statement will include the same cross-reference to the Corporate Plan activity code.

To gain an overall appreciation of the performance scheme refer to page 9. This one page summary displays:

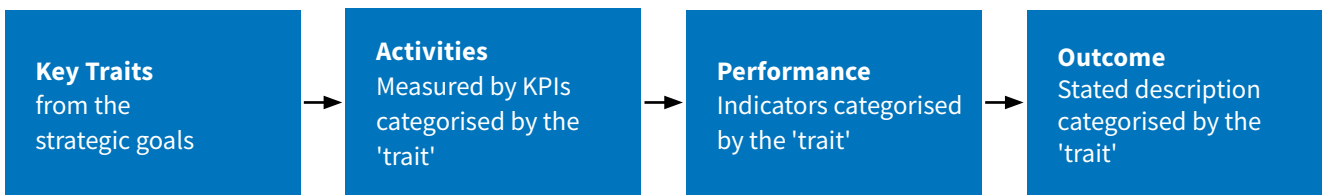


TABLE OF CONTENTS

Accountable authority (Chair & CEO) message	1
Structure and content of this corporate plan	2
Assessing performance	3
Introduction (incl. PGPA Act requirements/statements)	7
Commonwealth performance framework	7
Purposes statement	8
Strategic Direction	8
Corporate planning scheme	9
Goals strategies activities matrix	12
Key focus	17
Good governance	17
Remoteness and access to 'country'	17
Economic Participation	17
Community Development	18
Privacy Act 1988 and Australian Government Agencies Privacy Code	19
Policy priorities for 2019-2022	20
Governance and control	23
Policy Statement	23
Priority areas	23
Protecting the Land Rights Act and enabling development	24
Policy Statement	24
Housing	25
Policy Statement	25
Education	26
Policy Statement	26
Priority areas	27
Future of small communities & outstations	28
Policy Statement	28
Priority areas	29
Australian Government Indigenous 'Closing-the-Gap' targets	30
Commonwealth refresh of the targets and the Coalition of Peaks	31
Valued behaviour	32
Corporate strategy	33
Managing the growth	33
Philanthropy	34
Project objectives	34
Australian desert map	35
Ranger program strategic development	36
Ranger program existing groups	37
Potential ranger group opportunities	38

The key findings of program strategy	39
Risk, capability and environment	41
Environment	41
Dispute prevention and management	42
Capability Enhancement	42
Performance	43
Human resources / workforce planning	44
Enterprise agreement	45
Organisation structure	46
The responsibilities of the CEO include	46
Changes between 2012 and 2020	46
Affirmative succession plan & development	48
Audit Committee	49
Capital investment planning - transport planning & strategy	49
The existing building strategy	49
Way forward	50
ICT capability	50
Cybersecurity	50
ICT philosophy	51
Information Services	51
Risk oversight & management strategy	52
Risk assurance	53
Performance Framework	54
The 'Dashboards' painting a rich picture of performance	55
Dashboard Report - Community Development (DG51)	56
Dashboard Report - Permits (DG27)	57
Key stakeholders	58
Performance statement (projected targets 2020/21)	58
1. Metric Performance	60
2. Program performance	64
Financial sustainability	65
Why do we do a Medium Term Financial Plan?	66
Forecast Statement of Comprehensive Income	66
Forecast Cash Flow Statement	67
Statement of Financial Position (as at 30 June)	68
Income	68
Aboriginals Benefit Account (Commonwealth)	68
Expenditure – by type & output group	68
Borrowing	69
Land Use Trust Account (LUTA)	69

Modelling – Scenario planning	70
Scenario 1 (Baseline)	70
Scenario 2 (Expanded Ranger Program)	70
Forecast statement of comprehensive income	71
Ranger program phased 'expansion' - additional cost and employment estimates (2020 - 2030)	72
Glossary	74
Annexures	76
CLC's NT Area	76
CLC's NT Area - Communities	77
Powers and Functions	78
Native Title Representative Body	79
Priorities	80
Accountable Authority (PGPA)	80
Organisational section/unit functions	81
Staffing metrics	86
FTE numbers by level	86
Staff profile	86
FTE numbers by ranger group	87

INTRODUCTION (INCL. PGPA ACT REQUIREMENTS/STATEMENTS)

The Central Land Council (CLC) is an Australian Commonwealth corporate entity created to carry out the functions specified to it by the Aboriginal Land Rights Act, 1976, as amended (ALRA). Subsequent to ALRA the CLC was also made a Native Title Representative Body (NTRB) under the Native Title Act 1993. Its activities also substantially increased with taking responsibility for the Ranger Program in its area.

CLC’s main source of funding comprises allocations from the Aboriginals Benefit Account (ABA) established under section 64 of ALRA. Section 63 of ALRA provides funding to the ABA by periodically placing amounts into the account equal to the amounts of any royalties received by the

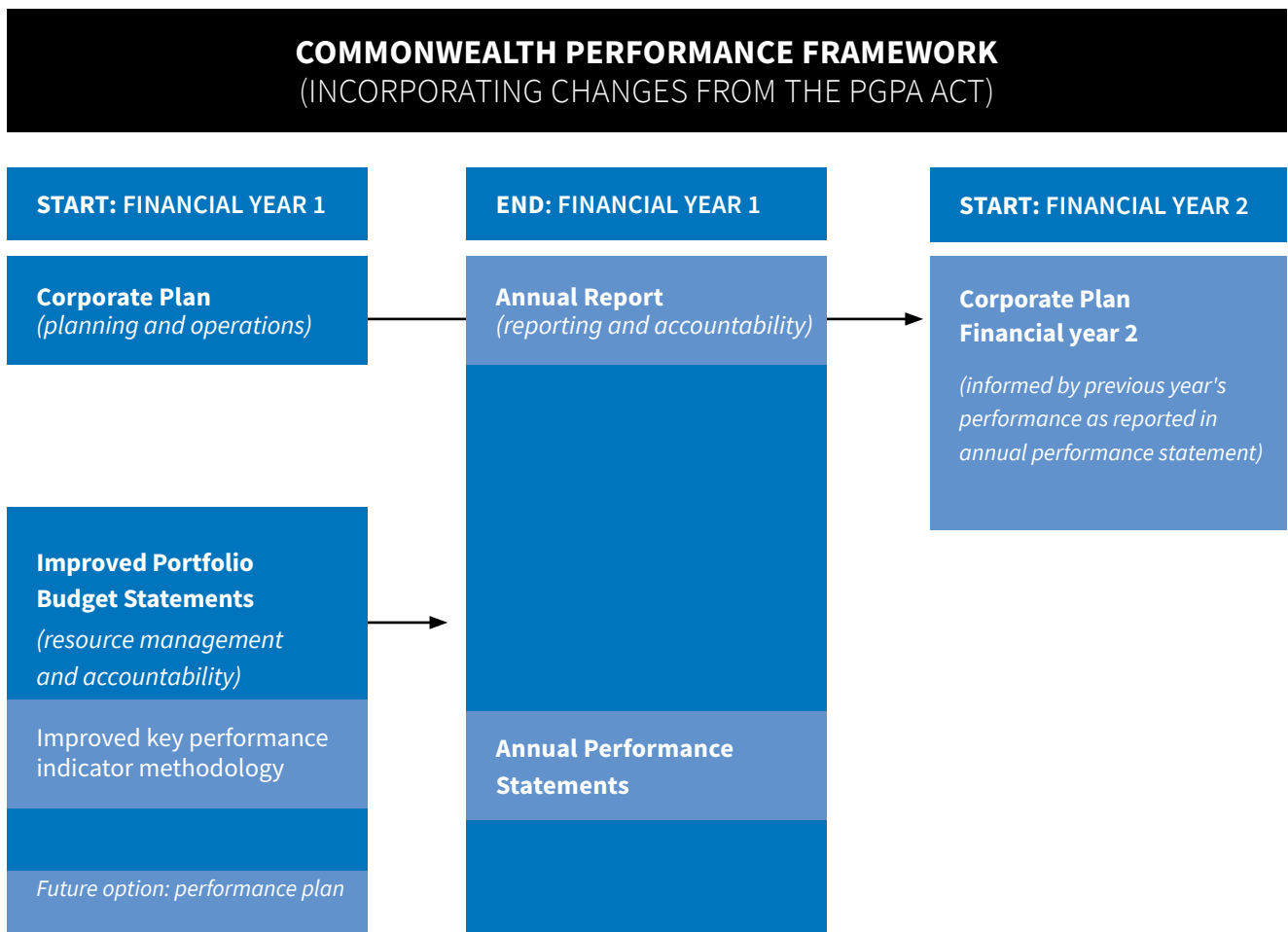
Australian or the Northern Territory in respect of a mining interest on Aboriginal land. The NTRB² functions are funded from the Australian Government budget. Special purpose grants are also received from various agencies.

Refer to **Annexure 1** for a map of the CLC and its regions for Council electoral purposes. **Annexure 2** is a map of Central Australian communities and shows CLC office locations.

The CLC does not have any subsidiaries. It holds shares in Centrecorp, which provides benefits to Central Australian Aboriginal people via two (2) charitable trusts and the Centrecorp Foundation.

COMMONWEALTH PERFORMANCE FRAMEWORK

This Corporate Plan is a key component of the performance framework (refer below). It represents the commencement of the framework’s planning cycle, i.e. producing a corporate plan.



² Endorsed by the Minister as an NTRB until mid-2021.

PURPOSES STATEMENT

VISION: *To promote and support Central Australian Aboriginal people's society, country, secured rights, culture and economy to deliver a promising future.*

STATUTORY PURPOSE: *The powers, functions and responsibilities were mainly established by the Aboriginal Land Rights Act 1976 and the Native Title Act 1993. Refer Annexure 3 for the Powers and Functions.*

Clarity of purpose is essential to good planning. The Minister for Indigenous Australians renewed the CLC as a Native Title Representative Body (NTRB) until 2021. As an NTRB, Aboriginal peoples are assisted with all aspects of native title claims, including the claiming process, court appearances on behalf of the claimants, responding to future applications (e.g., mining operations), and negotiations for Indigenous Land Use Agreements (ILUA's). Certification, dispute resolution, consultation and notification, and agreement making are facilitated.

The role of the CLC is described in published documents including this corporate plan, its annual report, and half-yearly report to its Minister.

The Australian Government has not published a key priorities and objectives statement under section 34 of the PGPA. This corporate plan elaborates on the goals for function attainment, and details the strategies to ensure goal achievement.

STRATEGIC DIRECTION

The strategic direction comprises strategies identified to ensure that the 8 strategic goals are measured and achieved. Management's organisational planning elaborates further with detailed 'action' plans for each of the strategies, but this level of detail is beyond the scope of this plan document and is available in the annual operational plan. The tables commencing on page 9 identify the strategic goals and the strategies that comprise each goal. Refer to the Performance Information Framework for a comprehensive list of the performance information identified during the planning phase (pages 60).

This Corporate Plan has been developed to meet the PGPA requirements and determine the medium and long term priorities, and be the basis for the allocation of resources in the achievement of its goals. On a three (3) yearly basis long term and medium objectives are reviewed with the newly elected Council, taking into consideration the current operating environment. Broad targets are established applying its Performance Information Framework. The corporate plan is supported by a long-term financial model, which enables various scenarios to be modelled to understand the impact on finances of the strategic decisions it makes or the services demands made upon it.

Simultaneously with the long term planning process the organisation structure (refer page 47) is reviewed and adjusted to take into consideration current demands. The next phase is to assign resources, through a medium term framework. The medium term framework is both a prudential tool to ensure that appropriate financial discipline is maintained and a prioritisation tool that

enables staging of expenditures where objectives cannot be resourced immediately. For example a commitment to asset management principles requires a steady and annual investment as the upgraded resources required are beyond any individual financial year budget.

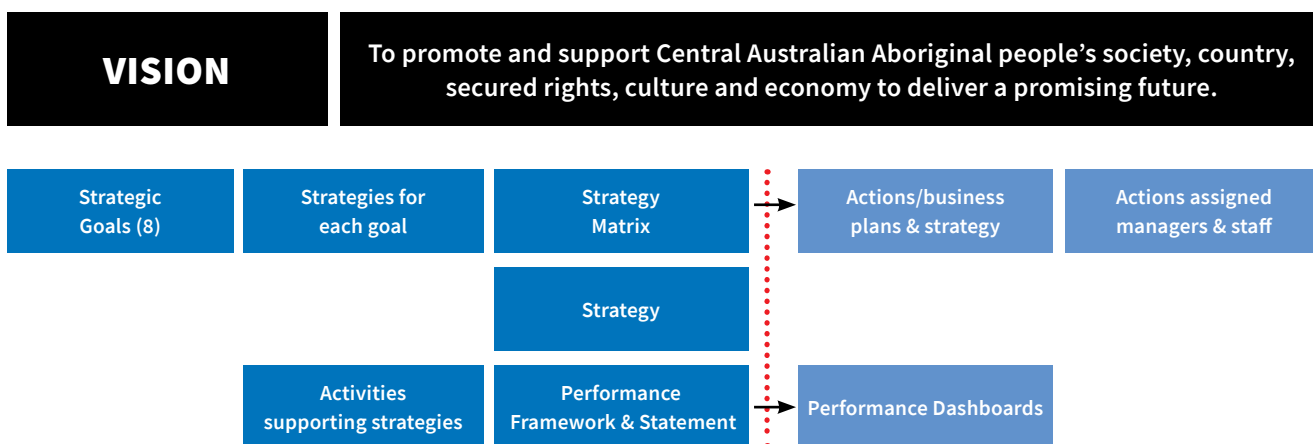
Appropriate monitoring and evaluation is achieved by regularly comparing results with the corporate plan, both during financial years and annually as part of the annual performance statement for the annual report. Where monitoring and evaluation identifies that there is a need for change the plan should be revised and resources adjusted.

A key premise of Governance is that each newly elected Council should have a say, around the beginning of its term, in the strategic direction of the organisation. The current Council was elected in 2019 and will contribute to a review of the strategic direction in this plan in early 2021. The next Council election is planned to be held in April 2022.

CORPORATE PLANNING SCHEME

The strategic direction comprises strategies identified to ensure that the eight (8) strategic goals are measured and achieved. Management’s organisational planning elaborates further with detailed ‘action’ plans for each of the strategies, but this level of detail is beyond the scope of this corporate plan document and is available in the annual operational plan.

The graphic below represents the structure of the strategic direction used to drive achievement of outcomes. The items to the left of the dotted line are represented in this plan. The details to the right of the plan are detailed in the annual operational plan.



STRATEGIC GOALS		THEMES
RIGHTS	<i>Protect and represent the rights and interests of Aboriginal peoples</i>	Advocacy Consultation/engagement/negotiation Employment Opportunities Business Incubation Culture/Custom/Heritage Development approach (educate, train, development) Resource/Fund Communicate Monitoring & evaluation Risk management
LAND	<i>Pursue and protect Aboriginal Land ownership and interests</i>	
CULTURE	<i>Protect land and culturally significant sites, and maintain cultural heritage & languages</i>	
ECONOMIC	<i>Economic development and effective land income management</i>	
COMMUNITIES	<i>Support Aboriginal peoples’ development of strong communities and outstations</i>	
RANGERS	<i>Strong/sustainable ranger program providing work on country & achieving land management outcomes</i>	
USING LAND	<i>Aboriginal peoples sustainably using and managing their land</i>	
GOVERNANCE	<i>Good governance and engagement to ensure best possible decisions made to fulfill constituent and legislation requirements</i>	

A goal without a plan is just a wish.
Antoine de Saint-Exupéry

Activities impact multiple outcome traits

Aspirational traits from goals	... Activities Central Land Council contributions 'making a difference' measured by ...		
<p>'Country' Owning country, Living in communities & outstations, Sustainably using & managing land, Working on their country</p>	ALRA land claims & native title claims won	Ranger Program land management activities	Renewable energy for operations and reduce carbon emissions
	Remove feral animals from Aboriginal land		
	Post claim 'use-of-land' outcomes negotiated	Developing of strong communities & outstations	NPA - Remote Indigenous housing
<p>'Culture' Protecting culturally significant sites, Cultural heritage and customs maintenance, Language & knowledge protection, Recognition</p>	Land access protected - ALRA permit access to Aboriginal land		Activities protecting Aboriginal land & culturally significant sites
	Heritage/languages - supporting traditional Aboriginal ceremony & funeral customs	Governance meetings - ALRA & Native Title Act, regular cultural engagement opportunities	Heritage - development of heritage management plans
<p>'Economy' Commercial activities, Economic participation, Land development, Income management, Aboriginal corporation administration (successful), Working on country</p>	Supporting economic development (including mining and agricultural interests)	Effective management of income derived from Aboriginal/ Native Title land	Aboriginal Corporations' administration as per CATSI Act
<p>'Rights' Land Rights and Native Title Acts enhanced - not diminished, Interests/ rights, Interests protection, Advocacy</p>	Successful communication 'Rights/ Interests' advocacy activities to key stakeholders	Favourable & unfavourable ALRA & NT legislation changes monitored	
<p>'Society' Living with respect in 2 Worlds, Pride, Harmony (no disputes), Owning & operating businesses, Employment, Education & training</p>	Ranger program success - employment & training outcomes, ranger program staff retention	Dispute management	Securing employment opportunities derived from the use of the land

Evaluation characteristics = Technical efficiency, cost effectiveness, program effectiveness

	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
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					Outcome state
Land claims finalised (ALRA)		Native Title claims finalised			'Country' Land owned & controlled. Remote housing acceptable standard in modern Australia. Aboriginal peoples' proud, satisfaction, self-worth, belonging, future certainty.
Traditional Owner land "ownership" (sq. kms.)		Energy - Co2 Renewable savings (tonnes)		Remote housing – complete 'alternative' model consultancy	
Permits Issued – Aboriginal land access		Feral animals culled		Remote housing – complete housing 'prioritisation' report	

	Sacred Site Clearance Certificates (SSCC)	Council meetings held			'Culture' Living on country (access & visiting), practising culture freely. Sacred Sites known, secured & maintained. Heritage & customs prevail. Languages live on. Cultural diversity recognised. Social connections and kinship maintained.
	Ceremony activity - regional payments - \$	Executive Committee meetings held			
	Funerals assisted # and payments \$ - ABA and community funded	Homelands number consulted/funding apps.		Maps produced for meetings & logistics	

Leasing - consents obtained	Anthropological advice issued – determines Traditional Owners for claims/interests	Mining agreements - ALRA			'Economy' Creating employment & business opportunities. Supporting new business ventures. Unemployment 'gap' closed. Aboriginal businesses abound in the regions. Sustainable real jobs on country. Leaders & role models.
Leasing - current leases/licenses	Cultural heritage management plans #	Native Title - Mining agreements			
Native Title non-mining ILUA	Exploration (mining) titles applications	AAMC meetings held - AGMs			
Mining/Non mining - future act meetings	Exploration agreements (ELs & EPs)	ORIC general reports lodged			

	Native title meetings/ consultations - Post Determination				'Rights' Exercising land rights, Amendments to Land Rights Act and Native Title Acts (and ancillary legislation) allowed only if enhancing rights and interests and not detrimental.
	No. of external publications produced				
	CLC Web Page Access Rate (visits)				

Employment placements	Community Development - 5 year lease money spent - \$	Community Development – early learning projects spent - \$			'Society' Successful businesses, education & employment gaps closed. Living in harmony. Aboriginal peoples' contribution to modern Australia respected.
Ranger program - rangers employed - FTE	Community development project expenditure \$				
Ranger training - certificates awarded	GMAAAC - annual project value committed \$				
Ranger program - Turnover (Annual/Trend)					

GOALS STRATEGIES ACTIVITIES MATRIX

Strategic Goals	Aboriginal land rights & interests protection	Land ownership & interests	Culture & Heritage protection	Economic development & management of income from land
ABBREVIATION	RIGHTS (A)	LAND (B)	CULTURE (C)	ECONOMIC (D)
Will achieve this by ...				
Advocacy	<p>A1. Pursue recognition of Aboriginal peoples' constitutional rights</p> <p>A2. Protect Aboriginal people's interests under Commonwealth/Territory legislation and policy (including Native Title rights PBC interests)</p> <p>A3. Lobby governments and the public sphere on Aboriginal issues</p>	<p>B1. Advocate for improving land rights and native title statutory frameworks & government policy</p> <p>B2. Realise Native Title claims</p> <p>B3. Exercise Native Title rights</p> <p>B4. Represent/enhance the interests of Traditional Owners in national parks and reserves (e.g. Support NPR interests) under joint management and other arrangements</p>	<p>c1. Protection of Sacred Sites</p>	<p>D1. Informed decisions through effective and efficient processing of exploration and mining applications</p> <p>D2. Informed decisions through effective and efficient processing of non-mining land use and development proposals</p>
Consultation/engagement/negotiation		<p>B5. Identify Traditional Owners and Native Title holders</p> <p>B6. Manage disputes</p>	<p>c2. Ceremony customs protected</p>	<p>D3. Effective and efficient processing of Informed decisions non-mining land use and development proposals</p> <p>D4. Opportunities/partnerships where major infrastructure projects are planned, e.g. community roads, electricity generation (private or government)</p>
Employment Opportunities	<p>A4. Opportunities/partnerships major infrastructure govt. or private projects are planned, e.g. community roads, power generation (advocacy)</p> <p>A5. Achieve reform for the CDP (ex CDEP)</p>	<p>B7. Employment - pursue the acquisition of more pastoral property/stations</p>	<p>c3. Identification and protection of Aboriginal material heritage</p>	<p>D5. Establish/pursue employment targets</p> <p>D6. Develop/pursue alternate employment models</p> <p>D7. Develop new indigenous managers - provide employment/education opportunities</p>
Business Incubation	<p>A6. Pursue opportunities/partnerships where major infrastructure projects are planned, e.g. community roads, power generation (advocacy) - either private or government)</p>	<p>B8. Business - pursue the acquisition of more pastoral property/stations</p>	<p>c4. Work with aboriginal groups to develop and deliver cross cultural training as a service (to raise revenue and build business opportunities)</p>	<p>D8. Identification and protection of Aboriginal material heritage</p> <p>D9. Development of alternative pastoral strategy</p> <p>D10. Economic participation strategy</p> <p>D11. Support carbon abatement research</p> <p>D12. Agricultural model development, e.g. ALEDA</p> <p>D13. Tourism Development Strategy</p>

"Participatory development is a process through which stakeholders can influence and share control over development initiatives, and over the decisions and resources that affect themselves."

Richard S. Ondrik

Stronger Communities	Rangers	Sustainable land use & management	Good governance & engagement to make the best possible decisions fulfilling its requirements of legislation & constituents
COMMUNITIES (E)	RANGERS (F)	USING LAND (G)	GOVERNANCE (H)
E1. National Partnership Agreement - Remote Indigenous Housing - Steering Committee		G1. Develop strategy to sustainably manage large herbivores* G2. Pursue sustainable initiatives addressing Traditional Owner aspirations and other land management priorities	H1. Lobby governments and raise public awareness on indigenous issues
E2. Homelands development - assist communities prioritise Outstations' ABA grant applications	F1. Negotiate Ranger Program expansion with Minister		H2. Regional approach H3. Develop Council succession plan H4. Develop leadership H5. Fair representation H6. Governance support to Aboriginal corporations
E3. Identify employment opportunities and develop connections with CLC	F2. Operate an effective, strong and sustainable Ranger Program with and land management outcomes F3. Entry level rangers		H7. Aboriginalisation Employment Strategy (CLC) H8. Develop standardised preferred supplier employment contract terms
E4. Opportunities for small Aboriginal enterprises		G3. Development/support opportunities for Traditional Owner participation, employment and enterprise in sustainable land use and management	H9. Develop stronger procedures for remote enterprises

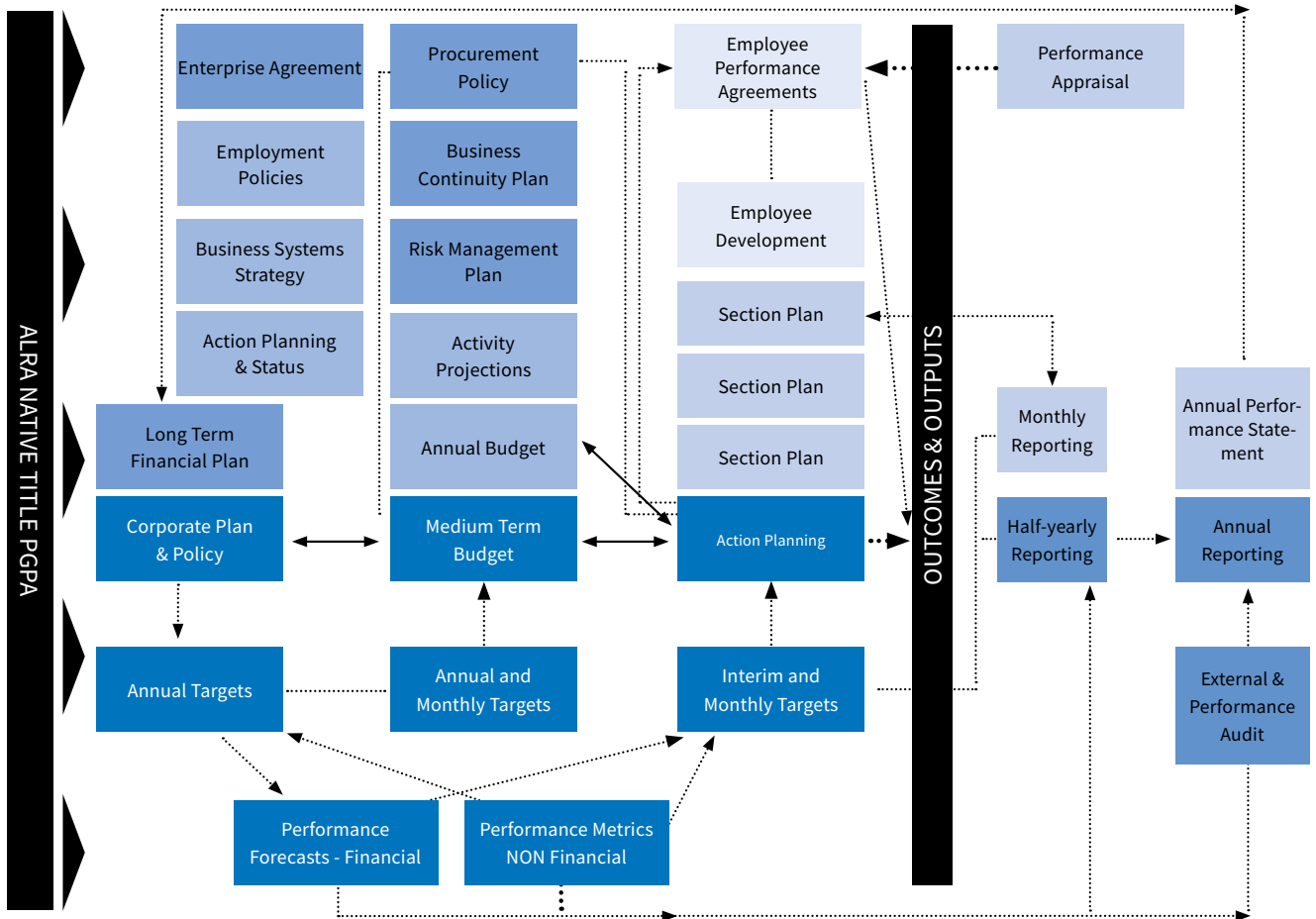
* Horses, camels, donkeys, cattle.

Strategic Goals	Aboriginal land rights & interests protection	Land ownership & interests	Culture & Heritage protection	Economic development & management of income from land
	RIGHTS (A)	LAND (B)	CULTURE (C)	ECONOMIC (D)
Culture/Custom/Heritage			<ul style="list-style-type: none"> c5. Repatriation of objects c6. Repatriate local knowledge and information to Traditional Owners c7. Ceremony customs maintained Identification and protection of Aboriginal material heritage c8. Funeral support c9. Digital archive 	
Development approach (educate, train, development)		<ul style="list-style-type: none"> B9. PBC development B10. Have a say on future development 	<ul style="list-style-type: none"> c10. Identify and support the next generation of aboriginal leaders c11. Support the continued learning and use of Aboriginal languages by any appropriate means c12. Aboriginal people on country c13. Intergenerational (to young people) transfer of cultural knowledge and knowledge of country 	
Resource/Fund	<ul style="list-style-type: none"> A7. Empower local people by providing well-resourced and highly functional regional offices A8. Promote a fair and equitable distribution of resources and program activity across the CLC region 	<ul style="list-style-type: none"> B11. Negotiate leases, licences & other access arrangements for best outcomes for Traditional Owners and communities 	<ul style="list-style-type: none"> C14. Provide research grants and support research projects C15. Law & Culture preservation 	<ul style="list-style-type: none"> D14. Support opportunities for alternate employment models D15. Support carbon abatement research
Communicate	<ul style="list-style-type: none"> A9. Improve public awareness of CLC's role and Aboriginal peoples' issues A10. Improve awareness of rights of vulnerable constituents e.g. women, children, elderly 		<ul style="list-style-type: none"> C16. Promote recognition of and respect for Aboriginal cultural values, heritage and languages C17. Data collection/analysis to provide information in publications 	<ul style="list-style-type: none"> D16. Promote success stories, lessons learnt
Monitoring & Evaluation				<ul style="list-style-type: none"> D17. Agreement enforcement - ensure that contractual obligations from agreements are exercised efficiently and diligently D18. Develop carbon-abatement markets abatement research D19. Aboriginal corporation administrative support
Risk Management	<ul style="list-style-type: none"> A11. Enhance constituent participation in, and ownership of, the CLC A12. Enhance the regional approach and outreach 			<ul style="list-style-type: none"> D20. Minimise harm from income distribution processes

Stronger Communities	Rangers	Sustainable land use & management	Good governance & engagement to make the best possible decisions fulfilling its requirements of legislation & constituents
COMMUNITIES (E)	RANGERS (F)	USING LAND (G)	GOVERNANCE (H)
<p>E5. Support good community governance and capacity and active participation, enhance evidence base for effective CD of Aboriginal people in planning and implementing development projects. Informed decision-making</p> <p>E6. Community organisation capacity building</p>	<p>F4. Ranger training and development framework</p>	<p>G6. Build Traditional Owner capacity for sustainable land use and management</p> <p>G7. Support Tanami Regional Biodiversity Project - consider/ understand cumulative impact of mining and linkage to mining agreements</p>	<p>H10. Regional approach</p> <p>H11. Leadership development</p> <p>H12. Develop a Council and Executive Committee succession plan/s Formalise elected members' gender policy</p> <p>H13. Provide governance support to Aboriginal corporations</p>
	<p>F5. Secure long term funding for Ranger program, including a sustainable expansion</p>		<p>H14. Manage internal finances and resources by selectively aligning them to business plans</p>
<p>E7. Promote the utilisation of land use agreement income for community development</p> <p>E8. Communicate CD challenges and achievements</p>	<p>F6. Develop Ranger Communication Strategy</p>	<p>G8. Current/accessible information for contemporary community issues</p>	<p>H15. Develop, deliver media training and practice for Executive Committee managers and senior Aboriginal staff</p>
<p>E9. Develop a framework to enable the measurement of projects, and of outputs and outcomes</p> <p>E10. Enhance regulatory monitoring</p>	<p>F7. Develop/enhance the M&E Ranger Program</p>		
			<p>H16. Business system strategy</p> <p>H17. Risk management strategy</p> <p>H18. Work Health & Safety strategy</p> <p>H19. Embed CLC risk planning</p> <p>H20. Promote good governance for Aboriginal land owning & land management entities, e.g. IPAs, PBCs, Pastoral Corporations</p> <p>H21. Stronger process and procedures for remote enterprises</p> <p>H22. Audit Committee</p> <p>H23. ATO compliance</p> <p>H24. Reduce organisational environmental impacts</p> <p>H25. Privacy Management Plan</p>

The goals, strategies and activities presented previously do not capture all of the functional responsibilities, but instead focus on the organisational ‘aspirations’. A description of all functions by organisational section/unit is presented in Annexure 4.

The following schematic illustrates the relationship between the key organisational activities, policies and performance monitoring stages that enable the CLC’s desired outcomes to be achieved:



KEY FOCUS

The purpose of this section is to provide an elaboration of particular ‘cross-cutting’ elements comprised in many of the CLC’s activities:

GOOD GOVERNANCE

Good governance requires elements of structure, frameworks, regulations and policies as well as people and values. This corporate plan also addresses, and is part of, the key components of governance, including legislation, planning, organisational structure and a performance framework aligned to outputs and outcomes and its people.

A key consideration for any organisation, especially a Commonwealth corporate entity with an elected Council, is the division between the responsibilities of the elected and administrative arms of the organisation. ALRA established the elected Council, the Council formed an elected

Executive Committee, and the PGPA requires an Audit Committee to provide independent oversight. The Council has formally delegated operational responsibilities to the CEO who reports on activities to both the Executive Committee and the Council. Appropriate induction and training is provided to the Executive Committee and Council to support best practice governance. A key support program is also enhancing good governance in large ‘CATSI-Act’ corporations administered by CLC.

REMOTENESS AND ACCESS TO ‘COUNTRY’

The difficulties and challenges of meeting and consulting with Aboriginal peoples in the vastness and hostile climate of Central Australia should never be underestimated. This plan will refer to logistical and safety factors, as well as the aspirations and achievement of best practice consultation practices. But, we must also constantly acknowledge the need for consultation practices and

processes to be culturally appropriate in remote locations and communities, during the many smaller consultations for such other requirements as site clearance work. Appropriate consultation, along with effective decision making and informed consent, rely heavily on the achievement of the right process or forum which requires understanding, planning, time and persistence.

ECONOMIC PARTICIPATION

The role in supporting economic development and participation is taking on increased importance, moving into a ‘post determination’ era. Aboriginal people have been successfully supported to attain rights and interests over almost 50% of the land mass of the Northern Territory and 80% of the coastline under the Aboriginal Land Rights Act, and more than 250,000 square kilometres of land and water under the Native Title Act. Increasingly, the Land Council is now engaged in post-determination activities focused on assisting Aboriginal people to use their land for social, cultural and economic benefits.

This new era will present new opportunities, and new challenges, in supporting economic participation in the region:

- An increased role for PBCs and local Aboriginal corporations in supporting economic participation. Some corporations are likely to already hold significant funds.

- Working with Aboriginal corporations, there is an opportunity for place based economic plans, grounded in the local aspirations and priorities of Aboriginal people across the region, and to encourage local entrepreneurship.
- Opportunities supporting strategic investment in economic activities, to align community development funds with long term economic priorities, to leverage external funding (including ABA funds and IBA investments), and to facilitate procurement.
- Corporations will require structured planning, governance and capacity development support, and workforce development programs and related support (such as literacy, language and numeracy supports) will become an increasing priority.
- Overall, the CLC will play a crucial role in coordinating and catalysing economic opportunities across the region, leveraging its broad capabilities, and applying

learning from past approaches, to support sustainable economic outcomes.

At the time of preparation of this plan the organisation is examining, guided by expert consultants, how it can best structure an Economic Participation Unit and the organisation to most effectively support Aboriginal economic participation in a post determination context. The organisation is already involved in a number of aspects of economic participation, so a key aim is to achieve synergies between these roles that currently include:

- Negotiating land use agreements
- Land planning and enterprise support
- Training and employment – rangers and IPAs
- Supporting applications for beneficial grants through the ABA

COMMUNITY DEVELOPMENT

The Community Development (CD)³ Program has maintained a consistent allocation of over 60% of total Aboriginal peoples' available rent and lease payments to lasting community benefit purposes. As of June 2020, \$139 million has been committed to 1,968 community development projects. This is a significant achievement as prior to the 2010-2020 period almost all funds/receipts were distributed to individuals. This outcome has been achieved in part through the strong leadership of the Council which for example in 2010 mandated that all rent, from the 16 national parks handed back to Traditional Owners under joint management arrangements, be applied to community benefit purpose projects determined by the relevant Traditional Owner group. Similarly, in 2012 the Council set clear parameters on the allocation of 5-year community lease money, which resulted in over 68% (over \$14 million of \$20.6 million available) of Aboriginal peoples' funds via the CD Program to social, cultural and economic initiatives.

In addition to rent and lease payments administered directly out of the Land Use Trust Account a growing number of Aboriginal Corporations use CD to act as their agent in applying royalty, affected area, exploration compensation and investment funds to lasting community benefit. The Granites Mine Affected Areas Aboriginal Corporation (GMAAAC) invests half of its annual income to ensure there are funds available for future development and the other half in community development projects prioritised and planned by each of the nine (9) Tanami

- Founding shareholder of the Centrecorp Aboriginal Investment Corporation that operates through a charitable trust structure to provide funds for the benefit of Aboriginal people
- Partnership with NLC with Centrefarm pursuing a horticultural pilots scheme
- Involvement with NT remote public housing steering committee
- Advocacy and policy development in areas such as land tenure, employment and training, with a long history of making submissions around Indigenous economic development

communities specified in the affected areas agreement. There is likely to be, due to a substantial increase in mine output, a large increase in funds available for GMAAAC CD projects in future years. Discussions were held with the GMAAAC directors in October 2016 on how to effectively resource this growing program and how best to work with the nine GMAAAC communities to maximise community benefits.

Another example, the Warlpiri Education and Training Trust each year has benefited from over \$1.5 million of gold mining royalties by the Kurra Aboriginal Corporation for Warlpiri peoples determined education and training initiatives. The Kurra Aboriginal Corporation has already directed several million dollars that would have otherwise been distributed to individuals to establish and operate dialysis units in remote communities in the Southern Tanamai region. This support remains ongoing.

Due to the substantial growth in the activities of this unit during the 2019-20 'COVID-crisis' the opportunity was taken to engage external expertise to undertake a review of the section's operational 'model' and to prepare a business plan that details the 'CD' activities of this plan. The business plan will be finalised early in the 2020-21 financial year, and its finding progressively implemented.

³ Not to be confused with the Commonwealth's 'CDP' program which has created some misunderstanding in the CLC region.

PRIVACY ACT 1988 AND AUSTRALIAN GOVERNMENT AGENCIES PRIVACY CODE

Although there is a general awareness of its obligations, circumstances have arisen during the COVID-19 crisis that have led us to conclude that a formalised approach now needs to be taken to ensure good privacy management and governance practices. Development of a Privacy Management Plan has initially been added as an activity under the Good Governance strategic Goal. During 2020/21, the actions that will be implemented as part of the activity will include:

- Designation of a Privacy Champion
- Appointment of a Privacy Officer
- Development of a Privacy Management Plan (PMP)

- Undertake Privacy education and training for key staff
- Determine the method of measuring Privacy performance

The Office of the Australian Information Commissioner (OAIC) provides an interactive tool for the development of a PMP. It is proposed to use this tool to develop the PMP, and initial steps have already been taken to assess the risk profile. It is probable that the organisation would be a 'Medium Risk' category, in that it provides "some services to Aboriginal clients but handle less personal information, or which influence the privacy practices of other agencies" (OAIC).

POLICY PRIORITIES FOR 2019-2022

A policy priority review was last undertaken in July 2019 and confirmed the priority areas set out below. Each newly elected Council reviews these policy priorities, the next election will be held in mid-2022 with a policy review planned for the following Council meeting in July 2022. Council understands the need to promptly respond to policy issues and demands as they arise, but also the need to assert and progress their own policy priorities and agenda. At the heart of this policy development is the concept of self-determination. Aboriginal peoples in Central Australia want to articulate and progress

their own aspirations, and devise their own solutions to complex issues. Staff work with the Council and Executive Committee to understand and analyse the policy environment and develop their policy positions and solutions. These policy positions then guide the work of the Council and are the basis for negotiations with all levels of government, corporate Australia and non-government organisations. The aims are to ensure that the views of Aboriginal people in Central Australia are central to policy debates and policy development on the matters that impact on their lives and families.

GOVERNANCE AND CONTROL

Constitutional Reform

- Ensure the views of Traditional Owners are front and centre of Government processes in progressing constitutional reform and a referendum.
- Consider options for a referendum.
- Work with Aboriginal leadership, national peaks and key organisations to progress 'Voice to Parliament'.
- Be part of the co-design process for designing the 'Voice to Parliament'.

NT Treaty

- Support Traditional Owners to access information about a treaty or treaties and understand the process of possible treaty making in the NT.
- Facilitate Council access to the Treaty Commissioner and Deputy Treaty Commissioner.
- Work to progress a Treaty in the NT based on views of Traditional Owners.
- Provide input into any future treaty process and support local and regional input into the work of the NT Treaty Commission so Traditional Owner interests are taken into account.

Achieve greater local and regional control

- Advocate for improvements in the NT Government's Local Decision Making (LDM) policy.
- Support local community governance building initiatives and work with APO NT's Aboriginal Governance and Management Program (AGMP) and other governance training programs.

Work with Aboriginal Peak Organisations NT (APONT) to promote Aboriginal control

- Work with APONT to provide a united Aboriginal voice on NT and Commonwealth policies to ensure policy approaches are based on principles of empowerment and self-determination.
 - Contribute to APONT forums to give a strong Aboriginal voice on key issues.
-

Closing the Gap

- Advocate for Closing the Gap to improve and benefit the lives of remote Aboriginal people.
- Support the objectives of the Coalition of Peaks and participate fully in its operations including policy development and governance.
- Work with the Coalition of Peaks on major reforms focussing on:
 - Shared decision making between Aboriginal and Torres Strait Islander representatives and organisations and Australian Governments on Closing the Gap, including at the regional level; and
 - Building the formal Aboriginal and Torres Strait Islander community controlled services sector.

Strengthen Council and Executive Committee

- Support good governance processes and practices, including regular governance training.
- Undertake reviews as required by Council and Executive to improve meetings, review rules, code of conduct, membership.

YOUTH, LAW AND JUSTICE

Advocate for a better education system

- Contribute to policies and strategies to strengthen and improve remote education.
- Advocate for language and culture in schools and bilingual education.

Royal Commission into the Protection and Detention of Children in the NT

- Advocate for system wide changes necessary to improve outcomes for children and young people and the community as a whole.
- Work with APONT to ensure the government does not rush through legislation that goes against the recommendations of the Royal Commission.

Remote Policing

- Advocate for remote policing arrangements that meets the needs of remote community residents.

KEEPING LAND RIGHTS STRONG

Keep the *Aboriginal Land Rights (Northern Territory) Act 1976* (the ALRA) strong and promote economic opportunities on Aboriginal land.

- Be watchful that Government does not make changes to the ALRA without our agreement.
- Work to get control over ABA processes and funding decisions.
- Use CLC's 12 guiding principles to guide ABA reform.
- Support a development approach to economic development.
- Support and advocate for policies that strengthen access to resources so Traditional Owners can achieve economic development and empowerment.

Native Title

- Be watchful that Government does not make changes to the Native Title Act without our agreement.
- Make sure that the views of Native Title holders from Central Australia are represented at the national level.
- Keep Council up to date with changes to the Native Title system which may affect people's native title rights and interests.

Community leasing model

- Support Traditional Owner aspirations in relation to leasing arrangements, including community township leasing and housing leases.

Remote Housing

- Demonstrate the failure of the remote housing system.
- Advocate for improved government housing policy using the CLC housing principles adopted at the Alparra Council meeting (November 2018 and Council resolution CM2018.03.09).
- Continue to work with the APONT and Aboriginal Housing NT (AHNT) to publicise the failure in the system.
- Develop an alternative housing model and obtain government support.
- Participate on the Joint Steering Committee (JSC) overseeing the National Partnership Agreement to improve housing for remote communities.
- Advocate for better housing through submissions, policy papers and contributions to NT and Commonwealth strategies and policies.
- Work with the new peak body for Aboriginal housing, Aboriginal Housing NT (AHNT) to achieve a better housing system for remote communities.
- Position housing as a key policy issue as we head into the 2020 NT election.

Climate Change

- Advocate for greater attention on how climate change will impact on the social, cultural and health and well-being of remote community residents.
- Support housing policies and strategies that lessen the impact of climate change on households.
- Work with key stakeholders to strengthen advocacy around climate change and remote housing.
- Support information and understanding of climate change adaptation.

Demonstrate the need and value of small communities and outstations

- Report on the work the CLC does for outstations, and Traditional Owner money being invested.
- Advocate for improved service delivery and better funding.

Outstations - understand NTG policy and funding arrangements

- Contribute to NTG policies, reviews and strategies regarding outstations.

Respond to other key government policy initiatives

- Advocate for reforms to CDP based on the APONT alternative model 'Fair Work and Stronger Communities.'
- Progress APONT policy and advocacy work on the alternative model.
- Carry out research and collect data to better support and show the issues facing remote community residents.
- Respond to government proposal to continue income management through the proposed Cashless Debit Card.
- Advocate for the adoption of a jobs package for remote NT communities.

WATER

Advance Aboriginal rights and interests

- Advocate for water viability in remote communities.
 - Support water rights for social, cultural, and economic use (strategic Indigenous Water Reserves).
 - Advocate for legislated water quality supply and standards and regulation of water service delivery in remote communities.
-

GOVERNANCE AND CONTROL

POLICY STATEMENT

Over the last several decades, there has been mounting evidence for a strong causal link between governance and positive development outcomes. Research from the United Nations Development Program, the World Bank, the Harvard Project on American Indian Economic Development and the Australian Indigenous Community Governance (ICG) Project all conclude that having effective governance pays a ‘development dividend’; that is, it is a powerful predictor of success in economic and community development (Cornell & Kalt, 1995); (see for example Dodson & Smith, 2003; Jones, 2002; D.E Smith, 2005; United Nations Development Program (UNDP), n.d.; World Bank, 1994).

Government policies in the last decade have moved away from a policy of self-determination and have become increasingly interventionist, punitive and focused on individual responsibility rather than collective capacity. The cumulative impacts of recent policies of the NT and Australian Governments, most notably the NT Emergency Response (NTER) and the abolition of community councils through local government reform, have resulted in a significant ‘governance vacuum’ in communities, decreasing the capacity for local decision making and control.

This problem is exacerbated by excessive government demands on limited community capacities.

These external conditions place heavy demands on Aboriginal communities where there are limited human resource capacities, a multitude of advisory structures, but few active and resourced community governance mechanisms. One of the local consequences is that the workload of decision-making and accountability falls onto the shoulders of a few people who often become disillusioned, while the capacity for collective action is undermined by failures of government departmental coordination and communication.

Even so, disenfranchised Aboriginal community members in the NT and elsewhere across Australia continue to look for new ways to be directly engaged in shaping the futures of their communities. At the heart of this Aboriginal persistence is the desire for greater local control and recognition of their own self-determined ways of governing the things that matter most to them.

The CLC recognises that there is an urgent need to support Aboriginal governance and capacity building as a critical

foundation to sustainable development. A development approach has been adopted as articulated in the CLC Community Development Framework and works to nurture, support and empower Aboriginal governance arrangements and decision-making.

The CLC is heartened by the NT Government’s commitment to enhance local decision-making. This focus on building local capacity and devolving control over priority services will drive fundamental change in remote communities. The CLC has engaged with the Department of Education’s local decision making policy through supporting the Warlpiri Education Training Trust to advocate for a community-led schools project in the Tanami region. Discussions have started about how to strengthen Warlpiri governance across the four Warlpiri schools of Willowra, Yuendumu Lajamanu and Nyirripi.

Importantly, the national journey towards constitutional reform and a Voice to Parliament continues, and the NT Government has established an independent Treaty Commission. The CLC supports efforts to achieve a Voice to Parliament, and will support consultations with Aboriginal people in our region regarding the opportunities and implications of treaties at the NT level. In 2020, the NT’s Legislative Assembly passed the *Treaty Commissioner Act 2020*. The Act implements the Barunga Agreement signed by the four NT Land Councils on 8 June 2018, establishing the NT Treaty Commissioner as a statutory appointment. Professor Mick Dodson is the NT Treaty Commissioner with Ursula Raymond the Deputy Treaty Commissioner.

PRIORITY AREAS

- Ensure Aboriginal peoples in Central Australia are front and centre of government processes in progressing constitutional reform and a Voice to Parliament, including considering options for a referendum, working with national peaks and key organisations and being part of the co-design process for designing the Voice to Parliament (as opposed to a Voice to Government).
- Support Aboriginal people to access information about a treaty or treaties and understand the process of possible treaty making in the NT, including calling for a treaty mechanism at both the national and NT level with a view to settling an agreed position.
- Support initiatives that aim to build greater local and regional Aboriginal control and innovative governance arrangements.

- Strengthen policy and advocacy work through participation in the Aboriginal Peak Organisations NT.
- Promote and demonstrate the need for a development approach rather than a ‘top down’ approach.
- Strengthen the internal governance capacity of Council and Executive Committee.
- Advocate for Aboriginal-led policy development processes to address priority social issues including:
 - › housing
 - › better social security arrangements, including reform to income management and advocacy for Raise the Rate and an increase in Remote Area Allowance
 - › stimulus to remote employment through job creation that can be achieved through reforms to CDP
- › improved food security
- › better education outcomes
- › remote policing arrangements that meet the needs of remote community residents
- › improved outcomes for children and young people, including reform to the NT’s justice system (raising the minimum age of criminal responsibility, supporting and resourcing the Aboriginal Justice Agreement, investing in community justice groups, diversion and early intervention programs)
- › legislation which specifically covers the management, administration and regulation of morgues in remote communities

PROTECTING THE LAND RIGHTS ACT AND ENABLING DEVELOPMENT

POLICY STATEMENT

The Aboriginal Land Rights (Northern Territory) Act 1976 (the ‘ALRA’) was the first attempt by an Australian Government to legally recognise an Aboriginal system of land ownership and put into law the concept of inalienable freehold title. It has enabled Aboriginal peoples in the Northern Territory to claim back land and underpinned the maintenance of law, language and culture. It is widely regarded as the high-water mark of land rights legislation and demonstrates how underlying communal title can be preserved whilst also providing for transferable property rights.

From its commencement the ALRA was subject to opposition from successive conservative Northern Territory governments and there have been numerous attempts to review and amend the legislation aimed at diminishing the rights of Traditional Owners. Over the last fifteen years, advocates of legislative reform of the ALRA, and those seeking to demonise ‘communal title’ have tended to:

- Deliberately mischaracterise the efficacy of existing ALRA provisions.
- Ignore the intended beneficiaries, the Aboriginal landowners, in devising tenure ‘solutions.’
- Overemphasise and misrepresent the likely outcomes of major legislative reform; and,

- Ignore the significant extent to which the formalisation of land tenure on Aboriginal communities in the Northern Territory, by means of leasing, is now well advanced.

Indeed, Traditional Owners have now consented to 491 leases covering 2,478 lots in remote communities in the CLC region.⁴ There are now three different models for leasing ALRA land inside remote communities – s.19 leases over individual lots and two forms of township leasing over whole communities. Reform of the arrangements for Community Living Area (CLA) land in 2013 has also enabled a leasing scheme. All major communities, including the larger CLAs, are substantially leased. This includes leases over community housing, NT Government infrastructure, Commonwealth government infrastructure, stores, art centres, Regional Councils and NGO assets. These leases are voluntary, require Traditional Owners’ informed consent, have flexible and negotiated terms and conditions, are transferable and can be used to secure a mortgage. Importantly, they provide certainty for leaseholders and recognise the property rights of Traditional Owners, including through the payment of rent. Given there were virtually no leases issued in remote communities before 2007, this has been a rapid and significant period of tenure reform.

⁴ *These figures include leases progressed to consent on ALRA and CLA land between June 2007 and June 2020 (on a lot by lot basis). It does not include leases that have been applied for but have not yet been processed, or leases refused or withdrawn.*

In contrast to the ideological and oppositional approach taken by the Australian Government in the 2006 ALRA amendment process, and the 2007 Intervention period, there now appears to be acceptance that future reforms need to be negotiated with land councils and Traditional Owners. This more collaborative approach resulted in successful negotiation of CLA reforms in 2013, and Australian Government acceptance of the CLC's community-entirety township leasing model from around 2015. The Mutitjulu sublease, signed in 2017, was the first example of this new leasing model, and the CLC continues to explore innovative tenure arrangements to meet the specific needs of Traditional Owners and communities. More recently, in 2018, the Australian Government recognised the role of Traditional Owners, and the important advocacy function of the land councils by insisting land councils be included in a joint steering committee overseeing the new partnership agreement on remote housing in the NT.

With land tenure formalisation within most remote communities in Central Australia almost complete, the CLC has identified five priority areas of work for the coming year:

1. Support Aboriginal governance and capacity building to enable development in the NT, particularly achieving greater Aboriginal control and strategic use of the ABA.
2. Advocate for increased investment in infrastructure, particularly power, water and sewerage, needed to

increase the availability of serviced lots in remote communities.

3. Advocate for amendments to the *Sacred Sites Act (NT)* to streamline development applications and to recognise the CLC's role in sacred site protection.
4. Finalise and progress agreed workability reforms to Part IV of the ALRA.
5. Progress the CLC's model for comprehensive reform required to strengthen CLA title.

In particular, the CLC looks forward to working with the Commonwealth Government to achieve significant reform of the ABA. This is a key priority for the coming two years. Some progress has already been made with the formation of the ABA Reform Working Group, and revision of funding guidelines. The CLC's proposal for reform of the ABA would achieve greater Aboriginal involvement in decision-making related to the ABA and ensure funds are targeted towards strategic regional investment based on priorities identified by Traditional Owners in each region.

This fifth decade of land rights in the Northern Territory brings new and unprecedented challenges: the impacts of climate change, the shortage of potable water in remote communities, and the recent public health crisis. It is critical that governments focus on facilitating thriving and sustainable Aboriginal communities by working in partnership with land councils and Traditional Owners.

HOUSING

POLICY STATEMENT

The CLC holds the delivery of a fair, effective and efficient housing system to remote communities as a very high priority. Housing in remote communities has been an issue of major concern and a policy priority due to the continued dissatisfaction with the quality of housing services provided to remote communities. The implementation of the public housing model through the 'Intervention' has been disastrous for Aboriginal residents of remote housing and Aboriginal organisations that provide services to remote housing. CLC has two main priorities with respect to ensuring a fair, effective and efficient housing system. The first is our participation with three other land councils on the Joint Steering Committee (JSC) for the National Partnership Agreement (NPA) on Remote Indigenous Housing (1 July 2018 – 30 June 2023). The NPA is between the Commonwealth of Australia and the Northern Territory and aims to improve remote housing by reducing overcrowding for Aboriginal people in

73 remote NT communities and the 17 Alice Springs town camps. The establishment of the JSC through the NPA is an important acknowledgement by the Commonwealth and the Northern Territory that they have a mutual interest in working together with Aboriginal people to improve health and physical outcomes through increasing the supply and standard of remote housing and that this will be achieved through the following JSC objectives:

- reduce overcrowding;
- ensure a role for the Land Councils in this Agreement's governance;
- provide transparency about how money is spent; and
- ensure, to the maximum extent possible, works are delivered by local Indigenous Territorians and businesses

The CLC has participated in JSC meetings and associated sub-committee meetings since August 2019, engaging in

collective oversight with NT and Australian Governments and the three other land councils of the implementation of the NPA.

A major CLC priority for the next stage of the NPA is substantive input to the JSC review of the NT housing delivery model. The CLC advocated for this review to be included in the NPA. The CLC's contribution will include a comprehensive background discussion paper as well as a community housing model proposal both based on extensive stakeholder consultation. Both documents are designed for wide circulation and endorsement as well as direct submission to the JSC review process.

The CLC aims to use both priority strategies as the foundation to achieve its objectives in relation to housing in remote Aboriginal communities including:

- Addressing the social determinants of health including by reducing overcrowding and ensuring houses are well designed and maintained.
- Addressing the impacts of climate change by ensuring thermal efficiency and water-saving fixtures and fittings as well as climatically appropriate housing positioning and design.
- Ensuring the voices and views of CLC's constituents are represented on the Joint Steering Committee of the National Partnership Agreement
- Working with the Commonwealth, NT Government and other NT Land Councils to achieve better outcomes for

Aboriginal community housing arrangements and service delivery in the NT including supporting the development of an innovative community housing sector combining Aboriginal control and specialist advice within a strong governance framework.

- Achieving better housing outcomes for Traditional Owners in Central Australian communities.
- Ensuring the CLC principles for developing a remote Indigenous community housing sector guides housing reform.
- Supporting the effective delivery of appropriate housing services to Indigenous communities in Central Australia.
- Working to ensure continued Australian Government investment in remote Aboriginal housing.
- Ensure remote housing tenancy management is culturally appropriate.
- Structuring tenure arrangements to provide for innovation, diversity and choice while protecting the fundamental property rights of Aboriginal land owners.
- Supporting the work of APONT and the Aboriginal Housing NT (AHNT); and
- Embedding the principles of diversity, partnership, community building, sound management and accountability in Aboriginal housing arrangements and service delivery.

EDUCATION

POLICY STATEMENT

Remote education service delivery is complex, compounded by multi-faceted issues of policy failure, under-investment and remoteness. Poor school attendance is only one of the issues facing remote education delivery and even this is affected by many factors. In the NT, remote and very remote Aboriginal school attendance continues to decline (Commonwealth of Australia 2017, pp.36-38). Low school attendance is a serious problem and the urgent need to improve school attendance rates and educational outcomes is acknowledged. The focus on school attendance must be part of a more comprehensive approach to improving education outcomes in remote schools. This requires prioritising community involvement and ownership of what is going on in local schools, universal access to early childhood learning and preschool education, quality teaching in classrooms, a high-

performing school and education system, as well as the incorporation of, and respect for, student identity, local language and culture. Working together, these critical factors inspire school attendance and the opportunities promised by access to education will be realised.

To improve the unacceptably low education outcomes for Aboriginal students in Central Australia, long-term planning and consistent implementation of evidence-based approaches is essential. It is vital to identify and mobilise the factors that give Aboriginal students an advantage. This requires a shift from a 'deficit' way of thinking to a 'strengths-based' approach. This approach must be inclusive of Aboriginal cultural frameworks, local knowledge and language.

The CLC has regularly provided submissions to education reviews at the Commonwealth and Northern Territory level

and quality education and improved school attendance remains a policy priority. CLC undertook research of school attendance data to better understand the impact of royalty distribution meetings. Analysis of school attendance data found only two schools showed statistically significantly negative effects of both ‘royalty’ (and other types of income) meetings and the subsequent payment transfers, four schools showed negative effects of either meetings or payments, but not both, and three schools showed no effects at all. However, these inconsistent negative effects were within much larger patterns of extremely variable school attendance from week to week, season to season, and year to year that is largely independent of income distribution activities. Given the extremely variable student attendance between schools and between times (from weeks to years), it is just as important to understand reasons for high attendance as it is to understand the reasons for poor attendance (Commonwealth of Australia 2015).⁵ We recommend the establishment and adequate resourcing of an independent Aboriginal-controlled peak body for Aboriginal education to improve the education and attendance outcomes of remote Aboriginal students.

CLC research on royalty (and other types of income) distribution processes aimed to reduce misunderstandings, to understand better the concerns of school staff, and to present recommendations for improvement. While it was acknowledged that the impact of distribution processes on an already low attendance rate hinders efforts to increase attendance in some locations, it is important to recognise that not all distribution meetings impact negatively on remote school attendance. It is also important that the benefits of royalty distribution arrangements be part of the consideration given to the overall issue. Since 2005, CLC’s Community Development team has worked with Traditional Owners on community benefit projects using income from land use agreements, including royalties.

Dialogue between the NT Department of Education and CLC to reduce the impact of large royalty meetings on school attendance is ongoing.

In October 2019, a group of senior educators from four remote Tanami communities received public recognition for their long and committed contributions to education at a ceremony in Alice Springs. The teachers, who have had a long affiliation with the CLC through their leadership role with the Warlpiri Education and Training Trust, were presented awards by Minister Selena Uibo at an event to celebrate World Teacher’s Day.

PRIORITY AREAS

- Contribute to policies and strategies to strengthen and improve remote education, particularly improvements to literacy and numeracy and the availability of Vocational Education and Training Programs for students who have disengaged from secondary school.
- Increase Aboriginal teachers working in schools through ongoing funding for the RATE program.
- Support the establishment of an independent Aboriginal-controlled peak body for Aboriginal education in the NT ensuring that it is adequately resourced to provide high-level advice and accountability for education policy development, outcomes, funding formulas and resource allocations.
- Ensure schools in the NT have flexible curricula that include Aboriginal languages, cultures and history as well as employing more Aboriginal staff.
- The Department of Education employ Aboriginal Assistant Teachers and reverse the decision that they be employed by the school councils which means that they don’t get paid during school holidays or annual leave or receive other benefits. A reduction in benefits is a disincentive to Aboriginal teaching staff retention.
- That the commitment to universal access to at least 15 hours per week of preschool be operationalised for remote NT communities with appropriate support and resourcing provided for remote early childhood education and learning services.
- That the NT Government adopts a more inclusive model for remote pre-school service provision allowing funding to be directed towards non-government / community controlled service providers in addition to government operated pre-schools.
- That an independent evaluation be commissioned to examine education outcomes for remote Aboriginal students attending government and non-government boarding schools in the NT and interstate (using historical data 2005-2019). Where a community is committed to the implementation of a bilingual program, local schools should be fully supported and consistently resourced to implement such a program.

⁵ <https://www.pmc.gov.au/sites/default/files/publications/remote-school-attendance-strategy-interim-progress-report.pdf>

FUTURE OF SMALL COMMUNITIES & OUTSTATIONS

POLICY STATEMENT

Since the late 70s and 80s, and following the ALRA, many groups of Aboriginal people in Central Australia sought to re-establish themselves on their traditional land. Known more formally, as the 'homelands movement', this return to country was driven for many reasons including to maintain connection and cultural responsibilities for land, improve opportunities in health, and, to escape the social issues and tensions of larger communities. Today, almost a quarter of Aboriginal people in Central Australia live in small remote homelands and outstations.

Despite the strong interest of Aboriginal people to live remotely, recent governments have adopted policies that focus on prioritising larger communities over smaller ones. Smaller communities (even those with populations of 200) are seen as more challenging to service and govern centrally, despite evidence that socioeconomic, community harmony and health outcomes are better when people live in communities on their traditional land.

Negotiations between the Australian and State and Territory governments regarding the payment of funds to support services in remote outstations has resulted in a transfer of future funding responsibility to the State and Territory level. The withdrawal of Commonwealth funds and responsibility for the future sustainability of small communities and outstations represents a significant threat to their continued existence. While many groups in the region are investing their own resources into outstations, with the support of the Community Development Unit, this cannot substitute for government funding, and is unavailable to those who do not receive income from Aboriginal land-use agreements.

Alternative policy, funding and institutional arrangements are required to ensure a sustainable future for small communities (including outstations) in Central Australia.

Nine (9) key principles underpin this work:

1. Land has significant cultural, social, health and environmental benefits for Aboriginal people.
2. Community residents should be engaged in policy development and should be assisted to develop long-term plans based on their aspirations and to build greater self-reliance.
3. The best outcomes will be achieved if residents are able to negotiate regarding service delivery priorities.
4. Funding formulas must be more equitable and the performance of service providers must be more transparent and accountable to the recipients of those services.
5. The delivery of appropriate and affordable outstation housing is critical to the future of small communities. Homelands are a vital part of the Aboriginal housing system but there has been no funding for the construction of new houses on homelands for more than fifteen years. A transition from public to community controlled housing must also include homeland housing.
6. Food security and the higher cost of food in remote communities impacts on all aspects of life including housing, education and health. Improved availability, affordability and access to healthy food using community-led solutions is fundamental to the future of remote living.
7. Building resilience to climate change is essential to safeguarding the social, cultural, health and well-being of remote community and outstation residents.
8. Water is a precious and scarce resource and the guarantee of access to safe drinking water is a fundamental human right. Advocate for the recognition and legislated delivery of water quality standards and of Aboriginal water rights for social, cultural and economic use.
9. The remote jobs market has always been limited and post-COVID-19 competition for the diminishing available jobs will become much worse. Poverty is increasing and the employment gap is growing wider in remote regions. Social security payments must be increased to keep people in areas with few jobs out of poverty. Social security arrangements for remote Aboriginal people should not be punitive or discriminatory. Rather, existing mechanisms, like CDP, must be radically transformed so that local jobs are created and Aboriginal youth are given the opportunity to experience work.

PRIORITY AREAS

- Promote the needs and values of small communities and outstations, and service and funding arrangements that take into account the interconnection of communities to enhance sustainability.
- Ensure the sustainability of small communities and outstations, including through use of community development funds.
- Monitor the impact of remote employment and social security arrangements (currently the Australian Government's Community Development Program) and advocate for increased Jobseeker and Youth Allowance payments and an alternative subsidised wage scheme to support and stimulate local enterprises and build employment capacity of Aboriginal controlled community organisations.
- Ensure the effective rollout of the ABA; outstation funding program (\$15.75 million for the CLC region).
- Support service delivery arrangements that improve access and affordability for remote communities (e.g. communication services).
- Improve health outcomes by addressing long-term food insecurity through improved access, availability, affordability and consumption of healthy food using community-led solutions.
- Build resilience to climate change by advocating for regional adaptation planning, and reducing the health harms of climate change through improved housing design, health hardware, thermal efficiency and energy security.
- Develop an overarching water security strategy that ensures remote populations have access to a safe and secure drinking water supply and ensure Aboriginal water rights are upheld. Advocate for identification of new potable water supplies and increased investment in remote water infrastructure, enabling repair, replacement and ongoing maintenance. Promote the installation of technological solutions to better utilise non-potable water.

CLOSING THE GAP

POLICY STATEMENT

AUSTRALIAN GOVERNMENT INDIGENOUS ‘CLOSING-THE-GAP’ TARGETS

CLC’s expanding responsibilities, especially in the areas of community development, Aboriginal employment initiatives and enterprise support and development, contribute to the achievement of the national targets originally agreed in 2008. The Closing the Gap targets to which the CLC’s involvement and programs have made and continue to make a difference are:

- Close the life-expectancy gap by 2031.
- 95 per cent of all Indigenous four-year-olds enrolled in early childhood education by 2025.
- Halve the gap in Year 12 attainment by 2020.
- Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade (by 2018).

Our contribution to Closing the Gap is reflected in the aim of supporting social, cultural, and economic development for Aboriginal people in Central Australia to create better lives and futures through setting and achieving their own development objectives. Closing the Gap will be best achieved by an integrated, multi-faceted approach directed by Aboriginal people. A self-directed multi-faceted approach, underpinned by Aboriginal peoples’ commitment to their cause, will positively influence the outcomes, and successes in one area will undoubtedly have positive outcomes in other areas. For example, achievement of employment improves a family’s economic circumstances, and long term achievement of employment also provides community role models who can stimulate interest and desire for educational attainment with the consequence of a virtuous cycle of improvement against all targets.

Although the CLC’s activities can make a valuable contribution, it is unlikely that their impact can be easily distinguished from other Government initiatives and programs. Program successes are better evaluated against the performance framework targets the CLC sets for itself.

Practically, the CLC can contribute to target attainment by:

Implementing Aboriginal ‘leadership and management’ development programs (elected members and staff).

- Expanding the ranger program to create immediate growth in employment opportunities.
- Improving retention rates of Aboriginal staff.
- Leveraging both the ranger and community development programs to encourage employment initiatives through enterprise development and project employment.
- Using mining and other land use agreements to maximise Aboriginal employment outcomes.
- Minimising harm by encouraging administered Aboriginal corporations to use their royalty and other land-use income for long term sustainable benefit.
- Conducting ongoing research into the impact of CLC operations and meetings on school attendance.
- Encouraging Aboriginal corporations to actively discourage school-age child attendance at any of their meetings during school terms, and wherever practicable to hold distribution meetings and subsequent distribution of funds at times that do not disrupt school attendance.

CLC’s assessment is that progress is stalling in remote and very remote areas of the Northern Territory. The first ten years of Closing the Gap saw aggregated targets disguise the different contexts and outcomes between urban - regional and remote - very remote. CLC submits there must be separate reporting for remote and very remote to ensure greater visibility of progress. Policy continuity over the long term is required along with place-based policy responses and remote investment. In particular, the CLC is concerned about signs of worsening poverty caused by the discriminatory and punitive Community Development Program (CDP).

COMMONWEALTH REFRESH OF THE TARGETS AND THE COALITION OF PEAKS

In 2018, the Commonwealth Government committed to a ‘refresh’ of the Closing the Gap targets. CLC participated in the consultation process around the refresh. Closing the Gap is a matter of national interest and critical to the future lives and positive outcomes of remote Aboriginal people.

Dismayingly, the refresh consultation mechanisms were a continuation of those that occurred in the past and did not amount to a change in the way governments engaged with Indigenous peoples. In fact, there was concern from Aboriginal community-controlled organisations across Australia about the refresh process.

In October 2018, CLC and other Aboriginal community controlled organisations (the Coalition of Peaks) wrote to the Prime Minister, Premiers and Chief Ministers proposing that they agree to a formal partnership with representatives of Indigenous communities across Australia to decide the next phase of Closing the Gap.

In December 2018, the Council of Australian Governments (COAG) agreed that a formal partnership between the Commonwealth, State and Territory governments and the Coalition of Peaks would provide the basis of a revised Closing the Gap policy. The Coalition of Peaks has evolved into a group of 50 Aboriginal and Torres Strait Islander community-controlled peak bodies, operating across a range of service sectors that support closing the gap. CLC is a member of the Coalition, as is the Northern Land Council.

To give effect to the partnership agreed by COAG, the Coalition of Peaks proposed that a formal agreement be negotiated and in March 2019, the Partnership Agreement on Closing the Gap was signed with CLC’s strong support. A Joint Council is now established under the Agreement to govern the partnership and apart from the relevant Minister for each jurisdiction, the Coalition of Peaks has 12 representatives that includes a Northern Territory representative elected by the Territory’s peak members.

The Joint Council agreed in August 2019 that a new national agreement should be negotiated to replace COAG’s

National Indigenous Reform Agreement from 2008. For the first time, the Agreement will also be signed by the Coalition of Peaks and will enable shared decision making on Closing the Gap at the national, state, regional and local level. They also agreed that the new national agreement should be underpinned by priority reforms proposed by the Coalition of Peaks, instead of targets. Four priority reforms have been agreed following national community engagements led by the Coalition of Peaks including a significant session with the Central Land Council at its meeting at Yulara Pulka outstation in November 2019. The four priority reforms are:

1. Developing and strengthening structures to ensure the full involvement of Aboriginal and Torres Strait Islander peoples in shared decision making with governments on Closing the Gap;
2. Building the formal Aboriginal and Torres Strait Islander community-controlled services sector to deliver Closing the Gap services and programs in agreed focus areas;
3. Ensuring all mainstream government agencies and institutions undertake systemic and structural transformation to contribute to Closing the Gap, improve accountability and respond to the needs of Aboriginal and Torres Strait Islander people;
4. Ensuring Aboriginal and Torres Strait Islander people have access to, and the capability to use, locally relevant data and information to monitor the implementation of the Priority Reforms, the new Closing the Gap targets and drive local priorities.

The National Agreement is expected to be signed before the end of July 2020. In the meantime, the CLC considers it has been developed in a genuine partnership between the Coalition of Peaks and Australian Governments.

While an active contributor to the Coalition of Peaks, at the highest national level, the CLC also continues to strongly support the reforms advocated in the ‘Uluru Statement from the Heart’ which was agreed at the 2017 Constitutional Convention at Yulara.

VALUED BEHAVIOUR

The elected members and staff have agreed to be guided by the following organisational values:

HONEST we value honesty, integrity and difference.

LEAD we aim high, extending ourselves and empowering others.

LEARN we collaborate and support each other to grow, learn and continuously improve.

LISTEN with interest to our colleagues, constituents and our community.

LOYAL we are loyal, dedicated and effective and take responsibility for what we do.

PRIDE we are proud of the CLC, each other, our constituents and our community.

PRIVACY we respond to our client needs and statutory obligations.

RECOGNITION we recognise the aspirations of Central Australian Aboriginal people.

RESPECT we believe that everyone should be treated with dignity and respect.

RISK we understand, accept and manage risk.

SUCCESS we acknowledge success and celebrate our achievements.

CORPORATE STRATEGY

Since 2006 CLC has successfully pursued, alternative ‘services’ strategies, especially diversification. Advocacy is the core business, but increasingly the organisation is regarded by external agencies as a competent and professional vehicle for managing and supporting additional service delivery activities to Aboriginal Central Australian peoples. This trend accelerated in 2019/20 due to COVID-19.

A consequence of the diversifying and expanding service delivery is the extraordinary organisational growth since 2007, a challenging growth for any organisation. Although there has been some degree of consolidation over recent financial years due to funding constraints. Growth is now accelerating again and building and vehicle resources are being stretched to their limits.

However, all the current signs are that this growth will continue, potentially exponentially.

- Community Development outcomes are increasingly being identified and advocated by CLC constituents and Council as the target for Aboriginal Corporation funds, and additional corporations and other funding sources are likely.
- The Australian Government’s ‘secure tenure’ policy is also increasing and changing the advocacy role, with property ‘leasing’ providing an additional ongoing compensation to Traditional Owners and communities increasing both the corporation management support and community development demands.
- The Australian Government funding commitment to the Ranger Program is to 2021. CLC will likely continue

to be viewed as a trusted vehicle for Australian and NT Governments to use to achieve its objectives, e.g. Aboriginal employment, economic development, parks management and tourism.

- Expanding Native Title ‘future act’ and oversight responsibilities. This includes guiding PBCs over the next 3 years to improve their capacity and move to a sustainable situation. Up to 36 PBCs will be involved in this program (Currently 29).
- Finalisation of consultation and funding applications for Homelands project.
- Constant demands for anthropological ‘clearance’ for private sector use of Aboriginal land.
- Land Council representation on steering committee to NT public housing (remote).
- Philanthropy - the 10 Deserts Project.
- New project to support applications to ABA s64 (4) grant process.
- Community development expansion.
- COVID-19 community support project.

MANAGING THE GROWTH

The pressure to ‘achieve real outcomes in the bush’ means it is difficult to resist the demands for the growth in service delivery. At best, the Council, Executive Committee and Management’s role is to strive to ensure that adequate resources are available and that those who demand the growth in services make an adequate contribution to costs such that the financial condition is maintained at a conservative level required of an Commonwealth Government entity. A sophisticated long-term financial model forecasts the personnel and operational demands

brought about by services growth. This corporate plan continues the process, which becomes the basis for forecasting the forward estimates provided in this plan.

Best endeavours and information from relevant Government Departments have been used to forecast the most likely service demand changes over a medium and long term, as well as modelling alternative scenarios. The scenarios are described in Modelling - Scenario planning (refer page 70.)

PHILANTHROPY

The BHP Foundation 10 Deserts Project

In late 2016 Kanyirninpa Jukurrpa (KJ) coordinated an Indigenous led partnership of organisations to submit a joint project application to the BHP Foundation supporting Traditional Owners to continue to look after their country. Other partners include Desert Support Services (DSS) (part of Central Desert Native Title Services), Central Land Council, Kimberly Land Council, Nyangumarta Warrarn (supported by Yamatji Marlpa Aboriginal Corporation), Natural Resources Alinytjara Wilurara, Indigenous Desert Alliance (IDA).

The project area potentially includes all ten deserts in Australia - an area approximately 2.8 million square km in size. This area includes the largest connected network of protected areas and the largest network of Indigenous managed lands in the world. The 10 Deserts Project aims to increase the environmental resilience of the Australia's desert country by supporting and building the capacity of its Indigenous people to secure long lasting environmental, cultural and socio-economic outcomes.

The project launched in Canberra (March 2018) that was attended by BHP Billiton and BHP Foundation, politicians and senior government officials. CLC is a member of the steering committee and other working groups associated with this project has contributed to its design and development.

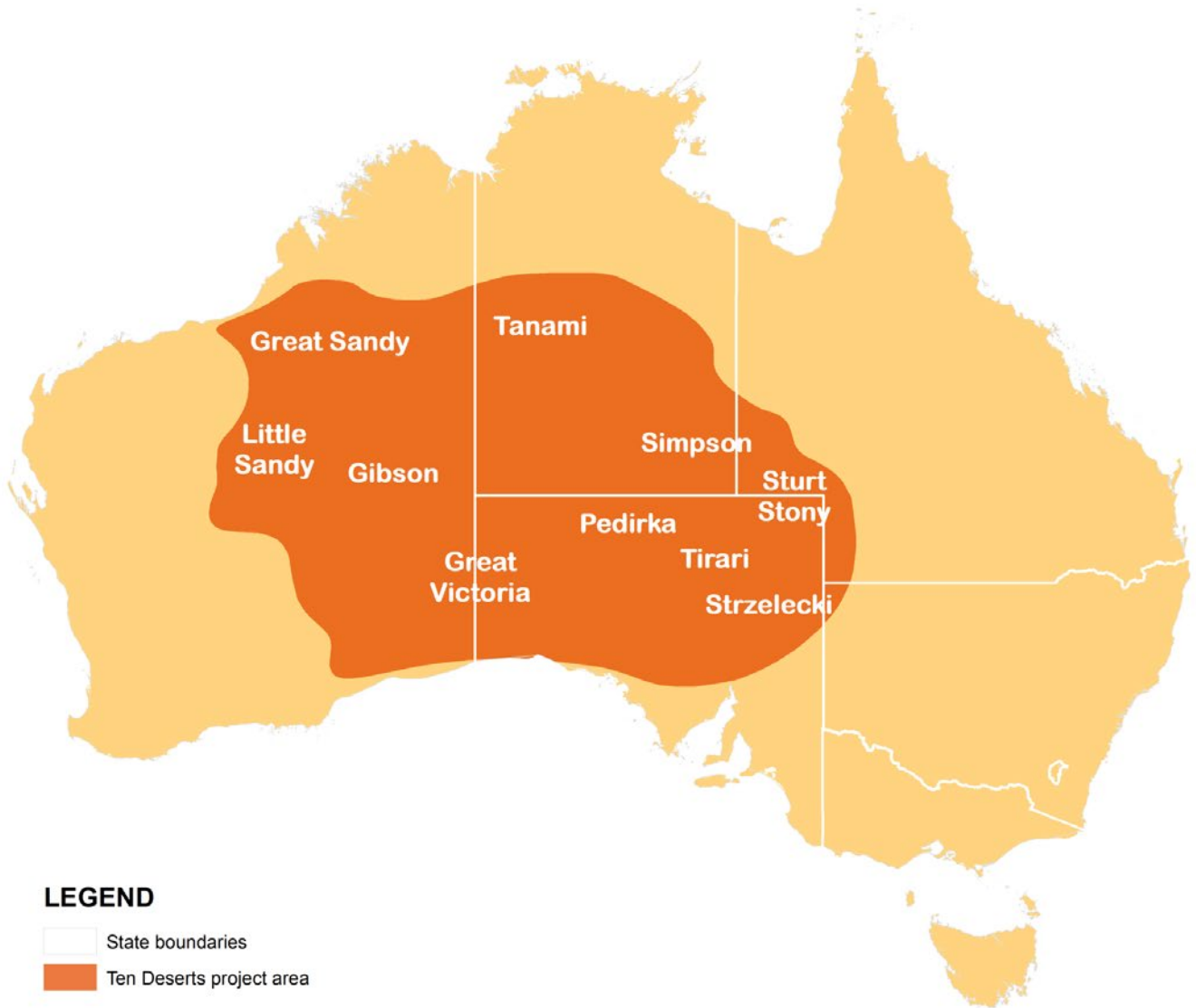
CLC is currently creating opportunities for Traditional Owners to establish ranger work activity in un-serviced areas, support transfer of cultural and ecological knowledge, upscale fire management decision making, test the viability of a carbon abatement methodology for low rainfall areas and provide funding for feral camel control work. The funding value to CLC is \$2.95 million over 5 years and the total project value is \$20.9 million.

Work has started with camel culls conducted, planning and counting visits in Kintore, planning for a knowledge transfer project and contract issued for consultants to test viability of a carbon abatement methodology.

PROJECT OBJECTIVES



AUSTRALIAN DESERT MAP



RANGER PROGRAM STRATEGIC DEVELOPMENT

The Ranger Program is one of the CLC's most highly visible and respected functions. At the time of preparation of this plan, there are 11 ranger groups 'hosted' and 2 'emerging groups,' funded to employ 78.4 (refer Annexure 5) FTE⁶ and/or Indigenous Land and Sea Corporation (ILSC) funding agreements that have been renegotiated until 2021. These 13 groups are currently operating under Commonwealth Government (NIAA).

The Ranger Program provides unique 'working on country' employment and training opportunities for local Aboriginal people in natural and cultural resource management while supporting the aspirations of senior Traditional Owners for family members to remain living in their community and assume responsibility for their country. Such initiatives are:

- Providing 'real jobs' on country.
- Increasingly the basis for supporting Traditional Owners to sustainably manage and protect the cultural and natural values of their country.
- Frequently involve senior Traditional Owners in a mentoring role alongside young rangers and the intergenerational transfer of knowledge.
- Enjoy a high level of community support, participation and ownership.
- Provide a valuable youth-diversionary service for remote communities by building critical individual confidence and self-esteem.
- Build a wide range of skills for providing contract environmental management and other services to government and industry where available.
- Deliver considerable social, environmental, cultural and economic benefits to traditional land owners and their communities.

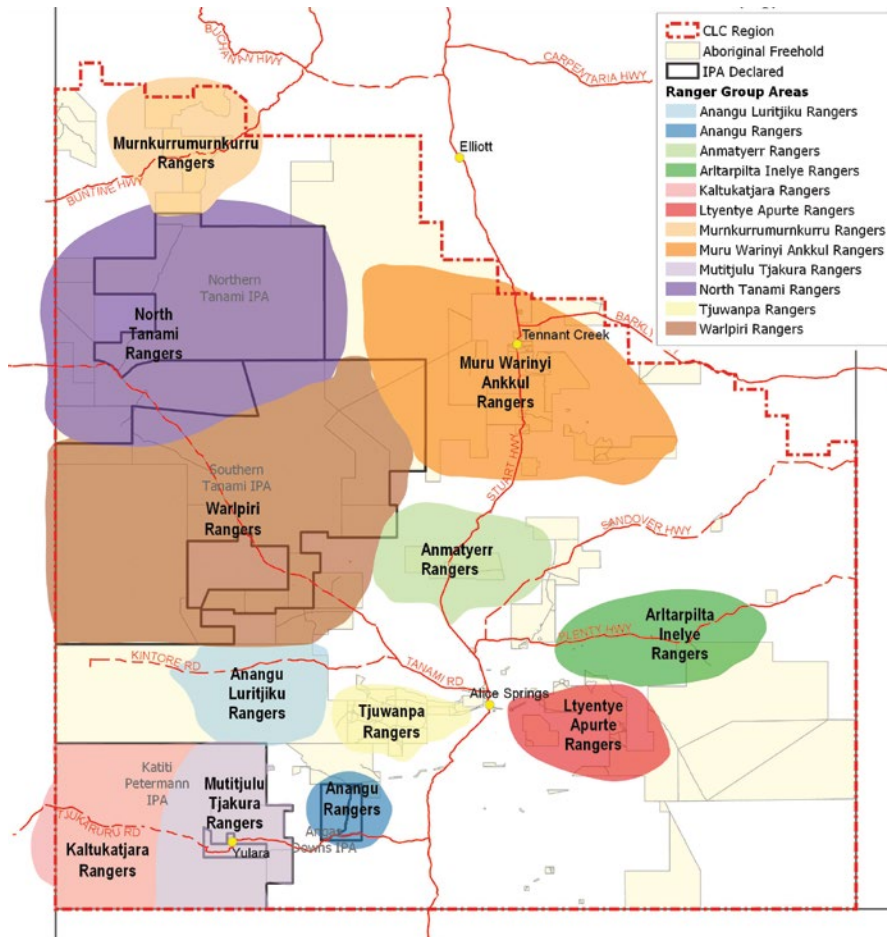
In addition to expanding the scope of the existing Ranger Program there is also opportunity to extend the reach of the program into new areas so that the corresponding benefits can be spread further. There is still consistent demand from Traditional Owners and CLC members to develop ranger groups in areas and communities where they do not currently exist. That demand continues to outstrip available Commonwealth funding. There will be limited additional support from the 10 Deserts Project over the next three years.

It is acknowledged that while continued Commonwealth funding is critical to the sustainability of the Ranger Program, new and innovative approaches to attract revenue from other sources is required in order to respond to demand for expansion and address land management issues. This includes pursuing more fee-for-service (FFS) work while balancing the interests of Traditional Owners and land management issues requiring attention.

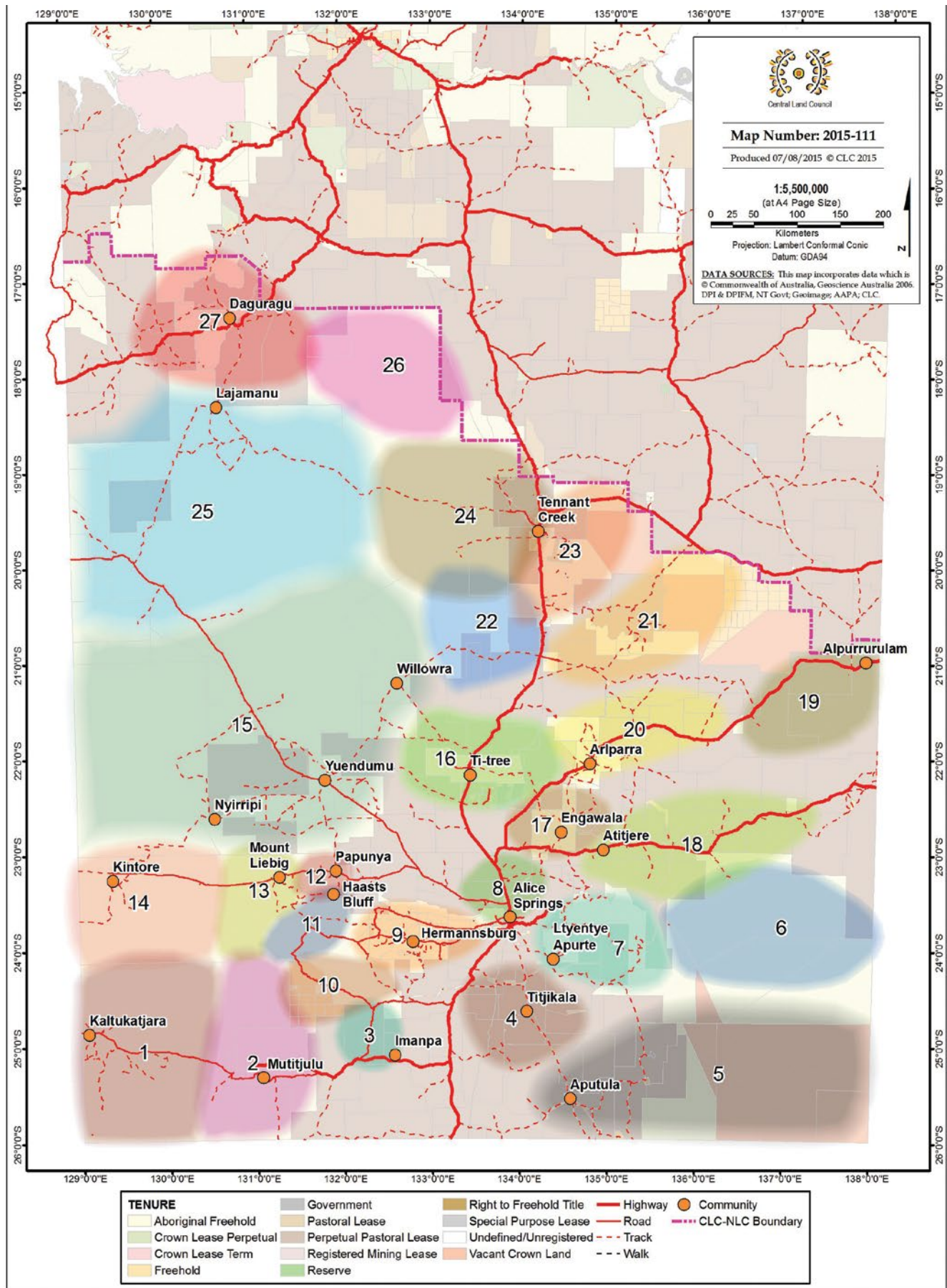
⁶ FTE= Full time equivalent.

RANGER PROGRAM EXISTING GROUPS

Ranger group	Areas of operation	Area (km ²)	Employment (FTE)
Anangu Luritjiku	Papunya and surrounding Haasts Bluff ALT	19,471	5.8
Anmatyerr	Ahakeye ALT (Ti Tree) and wider Anmatyerr region	22,288	6.6
Arltarpilta Inelye	Atitjere region, Huckitta Station and surrounds	22,607	5.6
Kaltukatjara	Kaltukatjara (Docke River) and Western Katiti Petermann IPA	28,585	4.2
Ltyentye Apurte	Santa Teresa ALT and surrounds	17,101	7.0
Murnkurrumurnkurru	Daguragu ALT and surrounds	24,073	6.4
Muru-warinyi Ankkul	Tennant Creek region	71,743	9.3
North Tanami	Lajamanu and Northern Tanami IPA	89,749	7.6
Tjakura	Mutitjulu, Eastern Katiti Petermann IPA, collaboration with Uluru Kata Tjuta National Park	26,682	4.2
Tjuwanpa	Hermannsburg ALTs and adjoining national parks	10,776	8.1
Warlpiri	Yuendumu, Nyirripi, Willowra and Southern Tanami IPA	128,326	6.6
Emerging groups	Walungurru - western half of Haasts Bluff ALT (IPA in development)	19,500	1.5
	Alyawarra/Arlparra and Ampilitawatja communities and the Alyawarra, Angarapa and Alkwert ALTs	7,000	1.5



POTENTIAL RANGER GROUP OPPORTUNITIES



THE KEY FINDINGS OF PROGRAM STRATEGY:

To ensure the CLC responds in a strategic manner and new groups are given the best possible chance of success has conducted an analysis has been of which areas/locations will have the most chance of succeeding. A range of criteria under the following themes identifies the priority locations for this investment:

- **Social Factors** – population demographics, presence of strong governance structures, value-adding linkages to community schools and other social programs, e.g. youth-at-risk.
- **Cultural and aspirational factors** – demonstrated interest, clearly articulated aspirations.
- **Economic Factors** – unemployment, access to land, presence of enterprise and fee-for-service opportunities.
- **Bio-physical and bio-cultural factors** – biodiversity values, presence of culturally significant sites.
- **Potential development partners/collaborators** – e.g. resource centres, local government, government and non-government interests.

This work is based on an initial assessment. The Map on page **38** illustrates the potential coverage that the Ranger Program could have in terms of enhancing the existing ranger groups and the expansion into new areas. This requires further consultation however the initial assessment identifies another potential **17** areas that would be worthwhile assessing further bringing the total number of groups to **28**, creating over 100 direct new jobs.

Any expansion of the program would require a simultaneous increase in organisational capacity to co-ordinate the program, recognising the additional management and supervision complexities of a hybrid employment and training program with a high proportion of Aboriginal employees with limited education and employment experience. As part of the assessment process the investigations are being undertaken regarding the structural requirements to support such an expansion.

The following table proposes a prioritisation based on the criteria listed above of where and in what order investment should be made to expand the reach of the program. A description of each of the areas and indicative costs is also included. The standard model for operating a ranger group, which involves a ranger group and associated infrastructure operating from a central community and working on the surrounding land, does not apply in each of the cases listed in the table. Areas that do not include a large central community would benefit from taking a project-based approach with remote based operational camps established within each of the work areas.

Refer also page 72 for the funding requirements for the first five (5) phases and the estimates of employment creation.

NEW RANGER GROUP PRIORITISATION		Approximate	Employment	Indicative	Operational	
Work Area Description (in order of priority)		Area	Full Time	Establishment	Costs p.a.	
Phased implementation to meet community expectations/resource availability			Equivalents	Costs - capital		
		(km ²)	FTE	\$m	\$m	
PHASE 1	1	Kintore - Work Area 14: A group operating out of Kintore would cover the western half of the Haasts Bluff ALT working in partnership with the existing Anangu Luritjiku (Papunya) Rangers who cover the eastern half of the Haasts Bluff ALT. Lease already held on suitable land for establishing operations.	19,500	5.6	1.5	0.8
	2	Arlparra (Utopia) - Work Area 20: Operational base for this group will be the Arlparra Community. The work area includes the Angarapa, Alywarra ALT's and other neighbouring ALT's, and Aboriginal owned pastoral land. NOTE 2	7,000	4.0	1.3	0.6
	3	Aputula (Finke)/Southern Simpson Desert - Work Area 5: The operational base for this group is the Aputula (Finke) Community which is situated 430km south of Alice Springs.	13,000	4.8	1.3	0.6
PHASE 2	4	Tennant Creek Region (Epanarra/Canteen Creek) - Work Area 21: A group operating in this area will work across the Davenport Range National Park, Anurrete ALT, Wakaya ALT, Warrabri ALT, Epanarra and Canteen Creek Community. Tennant Creek will be the central point for coordination and administration with the creation of modest infrastructure within the work area. Note 2	5,500	4.8	2.2	0.6
	5	Tennant Creek Region - Work Area 22, 23, 24 & 26: There is scope to expand the reach of the existing Muru-warinyi Ankkul (Tennant Creek) Rangers under an alternative model. This model involves Tennant Creek as the central point of coordination. The existing Tennant Creek based group would shift their focus towards pursuing fee-for-service work with additional rangers focusing on regional projects within the above mentioned work areas. Note 2	68,000	11.2	1.2	1.4
PHASE 3	6	Alice Springs - Work Area 8: A group based in Alice Springs working across Aboriginal land within close proximity to the town. This group could also work in partnership with the Alice Springs Town Council and NT Parks and Wildlife. NOTE 3		8.0	0.9	1.0
PHASE 4	7	Laramba/Yuelumu (Mount Allan)/Central Mount Wedge - Work Area 28: Potential work area includes the Yalpirakinu and Ngalurrju ALT and based out of the Yuelumu/Laramba communities.	7,000	4.8	1.3	0.7
	8	Titjikala - Work Area 4: A group based at Titjikala will work across small parcels of Aboriginal land including national Parks in the area.	200	3.6	1.2	0.6
PHASE 5	9	Northern Simpson Desert - Work Area 6: There are no major communities in this area therefore a seasonal and project based approach needs to apply in order to manage key threats and provide employment opportunities for Traditional Owners. Extended field based land management activity will be conducted from modest ranger operational camps established within the work area. NOTE 4	28,000	5.6	1.1	0.7
PHASE 6	10	Alpurrurulam (Lake Nash) - Work Area 19: The community of Alpurrurulam is the proposed operational base for this group. There is limited Aboriginal land in the area however the rangers could work across pastoral lease and potentially collaborate with Indigenous rangers operating across the border in Queensland.	200	5.6	1.3	0.7
	11	Engawala - Work Area 17: Work area covers the Alkwert ALT and includes the Mulga Bore, Angula and Engawala community.	3,000	4.0	1.3	0.6
PHASE 7	12	Urrampinyi Itjtjjarri (Tempe Downs) ALT - Work Area 10: This land trust borders the Angas Downs IPA to the south and lies between the Utju (Areyonga) community to the north and Imanpa to the south. The existing group based at Imanpa could be expanded to work across the UIALT and to the north towards Utju. NOTE 5	5,000	4.8	1.2	0.6
	13	Mount Liebig and Haasts Bluff (Ikuntji) - Work Area's 13 and 11: These work areas will be included as part of the existing ranger group based out of Papunya but with a view of creating employment opportunities for people based in these communities. The central point of coordination will remain at the Papunya Community.	14,000	4.8	0.7	0.6
		TOTALS:		71.6	16.5	9.5
		Headcount		102		

Notes:

1. Equivalent head count employment (many rangers contracted part-time for cultural reasons)
2. Links with Barkly Regional Deal
3. CLC provide advisory services to an Alice Springs-based entity to operate
4. Subject to successful IPA application for funds - may need to be fast-tracked
5. As an interim measure, could be supported through Angas Downs operations

RISK, CAPABILITY AND ENVIRONMENT

Risk, capability and environment factors, over the four (4) year life of the plan, are assessed in the following ways:

- The high level **Environmental** context is explained by a 'SWOT' (Strengths, Weaknesses, Opportunities, Threats) analysis presented on page 43. The SWOT is addressed over the life of the plan by the identification of strategies within a planning framework that 'maximise' the strengths, 'minimises' the weaknesses, 'takes advantage of opportunities' and 'avoids external threats'. This is translated into an organisational 'action' plan that identifies actions, assigns responsibility for, and designates timeliness and responsibilities to be-achieved progressively in accordance with the availability of resources.
- The **Organisation Capability** context is considered from the human resource/workforce planning (refer page 44), organisation structure (page 47), capital investment (page 49) and Information Governance perspectives. The three (3) major resources affecting operations are staffing, vehicles and business systems. Workforce planning identifies the staff resources that are likely to be available until 2023/2024. Transport planning describes the strategy that maximises fleet availability suitable for purpose, minimises safety risks and minimises transport costs. Information Governance is managed and monitored by a Information Governance Committee.
- **Risk** is clarified by explaining the CLC's approach to maintaining an appropriate system of risk oversight (refer page 52). Risk Management Plan that is described in the 'Risk Oversight and Management Strategy' section identifies a series of risk 'actions' that either reduce or maintain the level of each key business risks assessed in the Risk Profile. These actions are included in the corporate plan 'action planning', described under 'Environmental' context above, to guarantee implementation against the corporate plan timelines. The 'Risk Assurance' map/assessment (refer page 53) will be reviewed on an annual basis until 2023/2024 during the Accountable Authority review of the Risk Management Plan, and independently appraised by the Audit Committee.

ENVIRONMENT

The definition of 'environment' is the broadest context, and not limited to the physical climatic and geographic context. Which was described under 'Remoteness' on page 17.

Environment took on a new meaning during 2020 with COVID-19 presenting some major operational challenges and presenting a value-adding opportunity to excel.

The 'Environmental context' in which the CLC has prepared this plan is presented as a SWOT analysis.

The strengths are considered to be factors that are currently in full control of the entity, weaknesses are in partial control but the CLC is responding to, and opportunities/threats are external factors to which the organisation may or may not be able to respond.

Key stakeholders are discussed on page 58.

DISPUTE PREVENTION AND MANAGEMENT

Land Councils have statutory functions under both the Land Rights Act (s.25) and the Native Title Act (s.203BF) to assist with the resolution of disputes that relate to land. Consulting with Aboriginal people, and ensuring there is informed consent about land use decisions is central to operations. Every effort is made to ensure consultation processes accord with traditional decision-making, reduce the potential for family or group conflict, and ensure informed consent, that is, that Aboriginal people understand the nature and implications of their decisions. It is believed that supporting the capacity and commitment of Aboriginal people to prevent and manage their own disputes is fundamental to the achievement of Aboriginal self-determination. Dispute management processes are critical to building strong Aboriginal governance at all levels: regional, local and organisational. At the heart of good governance lies an effective decision-making process.

If relevant and transparent decision-making processes are in place which work for the group many disputes may be alleviated or managed through these processes.

As the organisation grows and diversifies it is evident that a more systematic approach is required to ensure that staff have the appropriate skills and expertise to facilitate these informed consent processes, with a particular emphasis on preventing, recognising and managing disputes. Two important documents to ensure that our engagement processes are best practice, and to provide clarity regarding the approach to dispute management. The *Effective Engagement Strategy 2015* and the *Traditional Owner Dispute Management Framework 2015* are progressively being implemented, subject to available resources.

CAPABILITY ENHANCEMENT

Some of the activities presented on pages 12 through to 15 were developed to improve the capability of the organisation to achieve its goals:

Activity ref	Activity	How will it allow strategic goals and purpose to be achieved:
A4/A6/D4	Opportunities/partnerships major infrastructure government or private projects	Improve effectiveness of project outcomes
D6	Develop/pursue alternate employment models	Ranger program – increase Aboriginal participation
D9	Development of alternative pastoral strategy	Pastoral program – increase Aboriginal participation and improve pastoral property administration
D10	Economic participation strategy	Refer discussion under Economic Participation
H3	Develop Council succession plan	Increase Aboriginal participation in the elected Council
E9	Develop a framework to enable the measurement of projects, and of outputs and outcomes	Enhance performance management
H15	Develop, deliver media training and practice for Executive Committee managers and senior Aboriginal staff	Communication of policy advanced
H19	Embed CLC risk planning	New focus on risk opportunity adding value
H25	Privacy Management Plan	Formal scheme for compliance

Note: Each of the activities are supported by a detailed action plan or incorporated in the business plan of larger units, i.e. Land Management, Community Development.

Strategies were selected to minimise the risk and weakness and avoid the threats:

STRENGTHS (INTERNAL)	OPPORTUNITIES (EXTERNAL)
Quality image – respected and held in high regard	Funding sources – ABA, IAS, ILC, Philanthropy
Financial sustainability and well managed	Leasing - advocacy
Quality financial control and compliance	Community development expansion opportunities (especially GMAAAC)
Alice Springs HQ high standard work environment	Ranger Program expansion opportunities – employment
Property asset ownership	Climate change – social premium/carbon opportunities
40+ years of history and experience	
Succession planning and Aboriginal leadership development	
Strategic, corporate and financial planning	
Performance framework development	
Senior management experience	
Staff passion and commitment	
Risk management	

WEAKNESSES (INTERNAL)	THREATS (EXTERNAL)
Staff turnover	Pandemics (especially those which disproportionately impact Aboriginal people)
Staff co-ordination and communication	Government Change
Regional operations strategy	Funding and economic threats
Royalties and related tax issues	Legislative and policy change
Corporate management (Rewards, HR, WHS, Succession Planning)	Threats to viability of remote communities
Planning and performance maturity	Threats to continuity of Aboriginal law, language and culture
Funding structure (especially accommodation)	Lack of economic development/employment/training/ opportunities for constituents
Growth management	Inability to meet constituent expectations
Major staff incident or constituent death risk	Public perception of CLC
Consultation and communication to constituents	Social change within constituent communities
Privacy management	Lack of suitable/capable partner organisations

PERFORMANCE

The resources requirements are explained in the section on Financial Sustainability, which includes the forecasts for requirements over the term of this plan and scenario analysis of possible key organisational changes. Refer page 65.

Performance measurement, including the targets for 2020/21, is explained in the section on the **Performance Statement**. Refer page 58.

If you want to build a high performance organisation, you've got to play chess not checkers.

Mark Miller

HUMAN RESOURCES/ WORKFORCE PLANNING

The key factors influencing organisation capability:

- Sufficient human resources to undertake the statutory functions under ALRA and Native Title legislation, as well as other grant funded services separately funded by Governments.
- Improvement in Aboriginal participation and providing opportunities and capacity enhancement of Aboriginal managers.
- An effective staff attraction and retention strategy to achieve and maintain high performance, recognising the challenges of residing in remote Central Australian conditions.
- Keeping staff safe, especially those regularly confronted by working in remote areas with challenging climatic conditions.

Staff resources management involves:

- Budget establishment and approval including estimating the full remuneration cost.
- Regularly monitoring and reporting of staffing levels, including Average Staff Level (ASL) reports to Government, annual and half-yearly reports to the Minister and Parliament, as well as forward estimates in the corporate plan.

Staff resources include:

- Full and part-time ongoing and term contracted staff.
- Casual staff.

The Minister for Indigenous Australians has committed to fund the Ranger Program for employment and environment purposes until mid-2021 and has publicly announced that the program will continue to be funded until 2028.

FTE is calculated based on the proportion each staff member is engaged during the financial year, and excludes any turnover vacancy.

Tables that detail the available and projected staff (FTE) resources are shown in Annexure 5.

ENTERPRISE AGREEMENT

Enterprise agreement (EA) making is deliberately discussed in this corporate plan due to the significant implications for employee recruitment and motivation, especially as employee costs constitute a significant proportion of the organisation's resources.

The former Minister for Indigenous Affairs required that independent Commonwealth Entities follow the Government's EA policy intended to constrain salary increases and achieve productivity improvement at least equivalent to any proposed increases. The Australian Public Service Commissioner (APSC) was tasked with monitoring the policy.

The Minister was advised that CLC will endeavour to bargain EAs with its employees to constrain salary increases to within Government policy limits, and will achieve genuine productivity gains as offsets. It was acknowledged that land council staff are not employed under the *Public Service Act 1999* and are not in receipt of all of the benefits available to such staff. Also the CLC is not an Australian Public Service agency as defined under that Act and, as an independent Commonwealth entity, is not subject to Ministerial approval for its EA as this is the responsibility of the employer of staff under the Aboriginal Land Rights Act (ALRA).

Approach to EA bargaining is:

- Maintain existing staffing – a shortfall exists between service delivery requirements, so any productivity improvements would be applied to improving service outcomes.
- Identify productivity improvements and costs savings to enable best salary increase allowed under the Government's policy.

During 2020/21:

- The existing EA expires in April 2021. Staff will be asked whether they prefer to negotiate a new EA or consider a 'salary increase only' determination.

ORGANISATION STRUCTURE

BACKGROUND

Any significant change in goals and strategies requires a structural review to ensure organisation alignment. Any organisation's structure is key component of the business strategy, constructed to ensure that the organisation design most effectively and efficiently delivers the desired outputs and outcomes. The structure has a 'representative' aspect (Council, Executive Committee, Chair) directly or indirectly determined by legislation and Council delegation, an operational aspect determined by authority delegated by the Council and a PGPA requirement (the 'Accountable Authority'). Any discussion here is only related to the 'operational' aspect as the representative and PGPA aspects are determined by legislation.

THE RESPONSIBILITIES OF THE CEO INCLUDE:

- Ensure the Land Council is structured and staffed to best implement the policies and priorities of the Council.
- Maximise the capacity of Aboriginal people to direct and manage activities at all levels of the organisation.
- Being a member of the Accountable Authority.

The structure responds to ALRA and Native Title core businesses, and pursues activities emanating from other funding sources such as Community Development and the Ranger Program functions. 'Hybridity' is also in

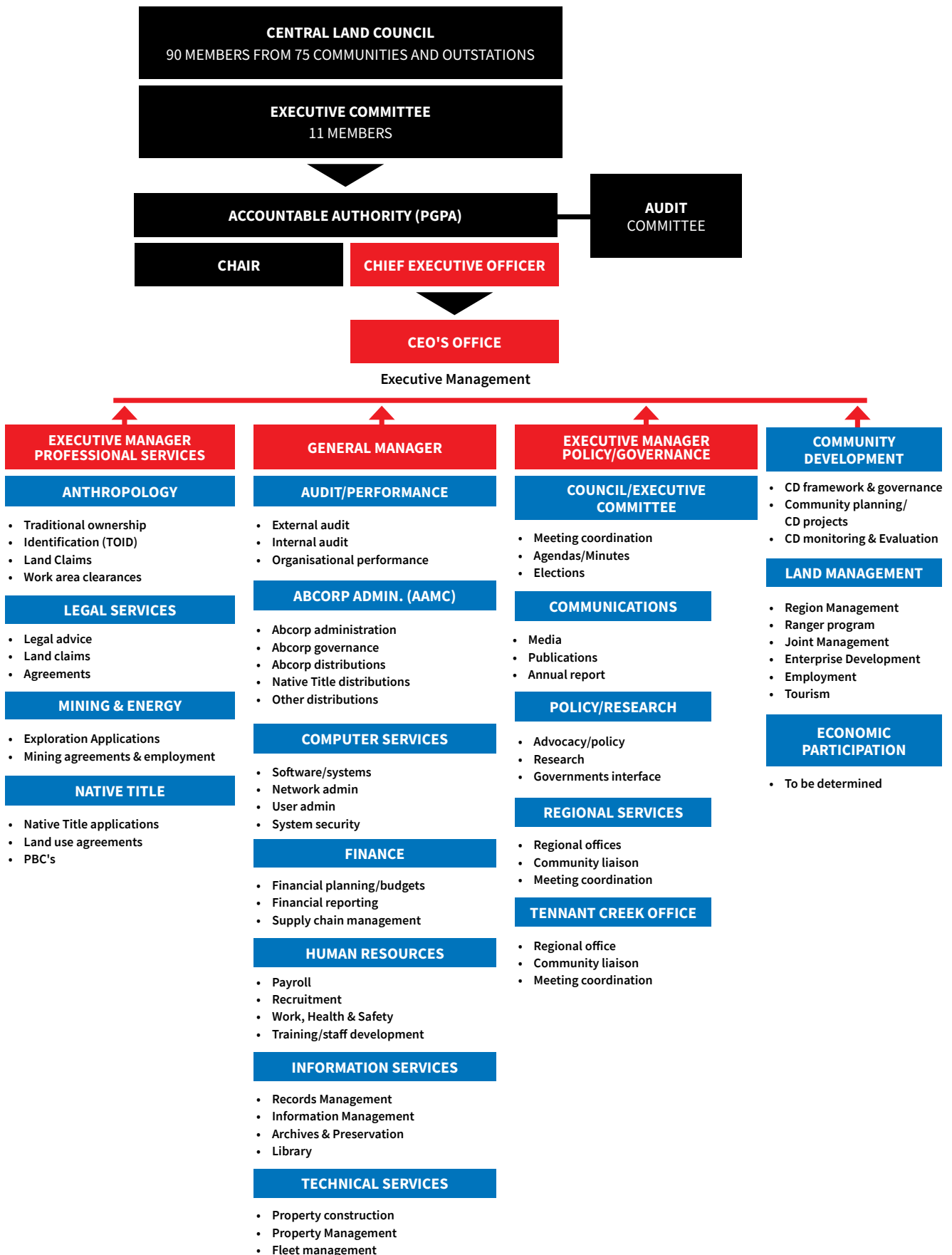
evidence related to the 'regionalisation' aspects of the organisation, e.g. most units are organised on a regional bases, the organisation structure is also characterised as a 'flat' structure because there are a relatively large number of managers that reported directly to the CEO for an organisation of its size, but an even larger number of managers who participate in the management 'group' for decision making.

CHANGES BETWEEN 2012 AND 2020

CLC has been progressively pursuing the revitalisation of its structure in an incremental manner since 2012. The key changes that have occurred:

- Implementation of the Accountable Authority in accordance with the PGPA Act (Chair and CEO).
- Establishment of an Executive Manager Professional Services.
- Review of the structure of the independent Audit Committee, to be responsible to the Accountable Authority (all independent members).
- Recruitment and appointment of an Aboriginal Executive Manager (Policy/Governance).
- During 2018 a recruitment process was concluded, finding a new CEO to replace the retiring Director.

ORGANISATION STRUCTURE



AFFIRMATIVE SUCCESSION PLAN & DEVELOPMENT

Wherever possible the appointment of high calibre Aboriginal people to senior roles is pursued. The underlying strategy is to develop a pool of candidates to meet the requirements of the succession plan. The affirmative (senior Aboriginal appointment) achievements thus far include:

- Manager Policy - 2017
- Manager Tennant Creek Regional Office (TCRO) - 2012
- Coordinator Employment and Enterprise – 2014
- Manager Native Title – 2015
- Senior Policy Officer – 2015
- Manager Regional Services Unit (RSU) - 2019
- Chief Executive Officer 2019
- Executive Manager Policy Governance 2020

An ‘assessment centre’ approach is being pursued, with direct budget support from the Minister for Indigenous Australians, to newer and existing senior Aboriginal staff. This involved expert consultants undertaking an analysis of each individual and identifying a tailored development path. This is known as the Aboriginal Development Group (ADG) Program.

The aim of the ADG Program is to support and strengthen professional development commitment to Aboriginal staff. Potential Aboriginal staff in management or senior officer positions were identified and selected. The focus of the program is on providing training, taking into account the realistic aspirations of, and potential opportunities for each participant as well as the future needs. The program seeks to:

- Build the internal capacity
- Support its staff in professional development that is relevant to the unique operating environment in Central Australia.

It is also an opportunity for senior Aboriginal staff to pass on their knowledge and wisdom to the younger staff, and for junior staff to aspire to senior positions.

The ADG Program T&D process consists of four (4) main stages:

1. The **Selection process** stage which includes identifying the participants, inviting them to formally participate in the program and their acceptance to be in the program.
2. **Developing training requirements** stage which includes introducing the ADG Program to the participants, reviewing their position descriptions (PD), their individual rating against organisational requirements, corporate plan functions job requirements as well as their Line Manager’s (LM) feedback . This stage informs individual training needs and the development of the training plan.
3. **Implementation** stage consists of three phases: Phase 1 will be where the participants demonstrate their existing knowledge in the work place drawing on previous work experience and training. This phase is incorporated in to the training plan as an analytical phase for management to gauge the commitment and level of application by the ADG. Phase 2 will consist of formal or informal training to develop or strengthen areas that were identified for training. Phase 3 will be a time for the ADG to demonstrate and apply their new learning in the work place, for improved work efficiency. An assessment will be conducted by the LM or /and the Human Resources Manager (HRM) to track progress of each ADG member.
4. The **Review** stage will use information from the implementation stage lessons learnt and assessment results to inform management of the future roll out of the ADG Program.

AUDIT COMMITTEE

An important aspect of the Governance structure is the contribution of the Audit Committee. Since 2017 the Audit Committee has comprised 4 independent members, including an independent chair, with the appropriate expertise and experience in Aboriginal affairs, good governance, legal expertise and financial management. In 2017 it was agreed that a member term 'staggering' and rotation plan would be implemented to ensure that the risk of loss of experience is avoided. An additional member was appointed for a term of three (3) years, current members were extended for two (2) years, and a further member will be recruited in 2020 for a three (3) year term.

Current members are appointed by the Accountable Authority. The Committee meets at least three (3) times

a year and is supported by the General Manager, Financial Controller and a senior risk and performance officer. The Committee operates in accordance with a charter based on the better practice guideline issued by the Australian National Audit Office and customised to the scale of CLC operations.

The charter requires that the Committee periodically reviews the CLC's governance arrangements or elements of the arrangements as determined by the Council and suggest improvements, where appropriate, to the Accountable Authority. For the purposes of this Corporate Plan it is considered that these arrangements are best practice and will be continued during the period of the plan.

CAPITAL INVESTMENT PLANNING - TRANSPORT PLANNING & STRATEGY

The key assets comprise a substantial fleet and operational property (mainly office accommodation). Total fixed assets are valued at approximately \$32 million, comprising \$26 million for 'Land & Buildings' and \$6 million for 'Plant, vehicles & equipment'. The main focus for this corporate plan, is a review of the transport planning strategy for the

vehicle fleet and the ongoing upgrade of remote properties to an acceptable standard. A 'data analytics' program has been commenced for finalisation during 2019/20, that will analyse GPS tracking data and vehicle booking information. This will allow a conclusion as to whether the fleet is utilised effectively.

THE EXISTING BUILDING STRATEGY:

The building network includes four (4) commercial properties in Alice Springs, 14 regional offices which support core operations and Ranger Programs and various residential properties located in Alice Springs and in various regional areas. These infrastructure assets have a significant value. The building asset management strategy combines engineering, financial and economic practices with the objective of providing an acceptable level of service in a cost effective/efficient manner.

Many properties are located on Aboriginal land with a current lease held over all sites. The facility management of these sites is delivered with various 'panel' contracts and the repairs and maintenance strategy for these buildings is 80% scheduled to ensure safe, secure and with constant services supplied. Future upgrades and renewals are

considered on a case-by-case basis against approved annual budgets. The key goals and objectives of the building strategy include:

- Ensuring various legislative and building obligations are met.
- Providing a defined level of service and monitoring performance.
- Reviewing growth, especially in the Ranger program, and managing the impact on existing buildings.
- Identifying, assessing and appropriately controlling risks; and
- Linking to long-term financial planning to capital expenditure.

WAY FORWARD

The current capital program includes:

- Design and planning approval of extension at Alice Springs Head Office (current building has reached maximum capacity)
- Developing and enhancing detailed Asset Management Plans for all sites including levels of service, future demand, life cycle management, risk, financial and improvement and monitoring plans.
- Office building construction in Mutitjulu.
- Staff housing in Utopia and Mutitjulu
- Visiting staff accommodation in Finke

The approved and forward estimates capital program includes the following major developments:

- Lajamanu staff accommodation - \$650k
- Tennant Creek staff accommodation - \$1,100k (2020/21 to 2022/23)
- Tennant Creek Ranger Hub - \$2,160k (20/21)
- Mutitjulu staff accommodation (ranger coordinator) - \$450k **

- Harts Range regional office upgrade - \$650k
- Chewings Street upgrade (staff recruitment 'flats') - \$540k (2020/21 – 2022/23)
- Staff housing – Mutitjulu IPA coordinator – deferred from 2019/20 **
- Mutitjulu regional office upgrade/relocation – deferred from 2019/20 **
- Staff housing – Utopia - \$450k – deferred from 2019/20
- Solar installation for remote offices/accommodation - \$200k (over 2020/21 and 2021/22)
- Electric vehicle charger for Alice Springs – using solar electricity - \$60k (2020/21)

** Delays have been experienced for obtaining approval from the Office of Township Leasing due to water capacity issues in Mutitjulu. A recent approval has been obtained for the regional office which can now proceed.

ICT CAPABILITY CYBERSECURITY

In accordance with cyber.gov guidance prompt patching of internet-facing software, operating systems and devices is performed, and administrative privileges to operating systems and applications based on user duties are strictly restricted. Multifactor authentication was implemented across all remote access services during 2019/20.

Backup practices are comprehensive and follow the '3-2-1' strategy, including tape backups that provide an 'air gap' between production systems and backup data. Event logging facility has been centralised. All e-mail and web traffic is filtered. Client computers are denied direct internet connectivity. Mobile device management is employed. Multiple anti-malware platforms are run across all server and client computers. There are established processes for secure provision and removal of staff and contractor access, and are subscribed to security advisory services.

Improvement in progress include:

- Application to become an ACSC Partner.
- Increased retention of our event logging facility
- Implementation of an enterprise password management platform
- Establishment of a cloud-based operations and recovery environment
- Improvements to our network segmentation.

As part of the 2020/21 budget request from the Minister there was a much-needed request for additional funding and staffing, which would enable implementation of application control to prevent execution of unapproved/malicious programs, Network Access Control across our WAN, and proactive monitoring of SIEM events.

ICT PHILOSOPHY

CLC currently applies a 'best-of-breed' (BoB) philosophy by the acquisition of specific purpose software to meet its needs. However, invariably financial constraints have meant that the software solution actually acquired are sometimes acknowledged as being 'mediocre' rather than 'best'.

A preliminary investigation was undertaken during 2015/16 to ascertain whether an integrated solution would be a more effective and cost-efficient strategy. However, it was concluded that BoB was the most effective and cost-efficient, culminating in the decision to acquire a BoB EDRMS solution and financial system in 2016/17 and 2017/18.

INFORMATION SERVICES

Information Services (IS) provides a range of Archives, Records, Registry, Preservation/Digitisation and Library Services. It preserves and enables access to existing and emerging organisational information collections. IS also acquires relevant library and research information resources and ensuring effective access and availability to staff at any time. IS conducts continuous stakeholder training, information retrieval, and marketing and promotion.

Information Services administrates a Library Management Systems and develops the Electronic Document and Records Management System (EDRMS) eDIS to meet organisational needs and complies with relevant legislation, frameworks, policies and standards. IS strives to achieve measurable outcomes for the organisation.

Information Management / Information Governance

Information Services aims for Information Management and Information Governance to be recognised as business functions. The section plays a key role in Information Management and directs a significant part of the Information Governance. Business systems are suitable for short and long-term management sensitive information. Roles and responsibilities are outlined in the Information Management Framework that is undergoing its first revision: The organisation is currently setting the pathway for future policy and strategy review and development. Information is managed as an asset, and the aim is to transform to digital work processes.

Due to the regional remote location of the CLC opportunities for collaboration, co-investment and/or shared services are limited. Data speeds are currently a major impediment. In regional/remote locations, and expensive to upgrade.

The Minister has previously approved funding to replace the 'IT' system that manages workflows for mining permit administration, known as 'EMPAA', but this was delayed due to the retirement of the Mining Manager.

Risk Management EDRMS / Preservation (Digitisation)

- Records and documents are managed in the organisational EDRMS.
- Preservation (Digitisation) projects of hard copy/paper based records have commenced, targeting at risk formats (i.e. analogue audio visual), high use collections (land and native title claims) and vital corporate records (i.e. Council and Executive meeting agendas, minutes and resolutions).
- Other paper-based archival material will remain in line with legally mandated Records Authorities until respective digital preservation plans have been actioned.
- In consultation with business section materials still managed in other appropriate business systems are in planning stage for migration to eDIS.
- Information Management introduced and applied COVID-19 appropriate actions and handling.

Outlook

All functions and activities aim to ensure information and data quality and authenticity, sharing and access, avoiding work duplication while preserving invaluable cultural and business information of national heritage and significance.

RISK OVERSIGHT & MANAGEMENT STRATEGY

Section 16 of the PGPA Act requires the Accountable Authority of a Commonwealth entity to establish and maintain an appropriate system of risk oversight and management. This should include a regularly updated Risk Management Plan.

An annual review of the Risk Management Plan was completed in December 2019 in accordance with better practice requirements, including an update of the risk action plan aligned to the Corporate Plan.

The important elements of the risk management plan are the development of the risk profile, which includes the identification of the key risks of the organisation, and the actions developed to ameliorate the risks. These actions are linked to the corporate plan's action planning to guarantee implementation. A summary of the risks and ratings are presented in an assurance map which is independently reviewed by the Audit Committee. The other essential operational features are the requirements to undertake and document a formal risk assessment when new risks periodically arise, and the review of the risk appetite when there are changes in senior managers and key staff.

Comcover's annual best practice benchmarking is used as a basis for continuous improvement in risk management.

Compliance and reporting obligations are ensured by maintenance of registers and checklists.

The key management risk activities to be pursued during the period of this corporate plan are:

- Annual update of the Risk Management Plan, including review of the risk profile and risk action planning.
- Annual review of the Business Continuity Plan.
- Ongoing participation in Comcover annual benchmarking.
- During 2020/21 it is proposed to undertake a full review of the Risk Profile.

The table on the following page is an extract from the Risk Management Plan, being a summary of the level of assurance for each key risk, as considered by the Audit Committee.

1. *In identifying the source of an entity's assurance activities, it is important to recognise that the activities of the ANAO do not form part of an entity's control framework.*
2. *The level of assurance obtained will depend on the adequacy of management controls in place to manage particular business risks. The overall assessment of controls can range from management judgement to being supported by more formal arrangements, such as control self-assessments, or internal audits.*
3. *The term 'work area' is used by the ANAO to describe a major organisational part. This has been replaced with the CLC's various risk ratings.*
4. *Where the level of assurance is considered to be inadequate, it is expected that the Audit Committee will take action designed to increase the level of assurance to an acceptable level, including providing advice to the Accountable Authority.*
5. *Level of entity assurance and advice provided on the entity business risks—high, moderate, low. The level of assurance provided will depend on the extent to which the controls in place and other arrangements address the business risk.*

RISK ASSURANCE

BUSINESS RISKS FROM RISK MANAGEMENT PLAN (RISK PROFILE)	SOURCE AND LEVEL OF ASSURANCE PROVIDED			OVERALL ASSESSMENT OF LEVEL OF ASSURANCE	IS LEVEL OF ASSURANCE ADEQUATE?
	Residual Risk rating	Control Effectiveness rating	Target Risk rating		Yes/No
Pandemics	High	Marginal	Medium	Watch	No
Failure to attract and retain appropriately qualified staff	High	Satisfactory	Medium	Watch	Yes
Failure to effectively manage staff	Medium	Marginal	Medium	Moderate	Yes
Personal injury and/or damage to property arising from abusive behaviour	High	Marginal	Medium	Moderate	Yes
Personal injury and/or damage to property arising from remote travel and operations *	Catastrophic	Marginal	Medium	Moderate	Yes
Personal injury and/or damage to property arising from use and storage of dangerous goods and equipment at multiple sites *	High	Unsatisfactory	Medium	Moderate	Yes
Disruption to operations from external events	High	Unsatisfactory	High	Moderate	Yes
Failure of information technology and data management systems	Low	Satisfactory	Low	High	Yes
Failure to maintain adequate infrastructure to support operations	Medium	Satisfactory	Medium	High	Yes
Theft / misuse / damage to buildings and property	Medium	Satisfactory	Medium	Moderate	Yes
External pressure to expand scope of operations beyond core capacity and capability	High	Marginal	High	Moderate	Yes
Failure to effectively engage with constituents	High	Marginal	High	Moderate	Yes
Failure to meet expectations of constituents / maintain positive relationship	High	Marginal	High	Moderate	Yes
Government policy / priorities do not align with CLC strategic objectives	High	Satisfactory	High	High	Yes
Failure to comply with legislative and regulatory obligations	Low	Satisfactory	Low	High	Yes
Failure to effectively manage conflicts of interest	Medium	Satisfactory	Medium	Moderate	Yes
Organisational structure, governance framework and operations incompatible with obligations and strategic objectives	Medium	Satisfactory	Medium	High	Yes
Contagion risk	Low	Satisfactory	Low	High	Yes
Failure to achieve efficient and effective use of resources	Medium	Satisfactory	Medium	High	Yes
Failure to comply with financial management accountability obligations (ATO, PGPA Act, ORIC, FMOs, TPB)	Medium	Satisfactory	Medium	High	Yes
Fraud / misappropriation of funds and assets	Medium	Satisfactory	Low	High	Yes
Ineffective administration of administered funds: CATSI/AAMC organisations	High	Marginal	Medium	Moderate	Yes
Insufficient funding to support operations	Medium	Satisfactory	Medium	High	Yes

* Major influence on catastrophic and High residual risk ratings is the significant remote distances and travel.

PERFORMANCE FRAMEWORK - MEASURING & ASSESSING PERFORMANCE

CLC faces competing demands for measuring and reporting performance. Its preference is a performance structure whereby achievements are reported against the strategic goals and targets in this Corporate Plan.

However, Land Councils in the NT have an obligation to ABA funding and Native Title Representative Body requirements including to report against an Outcomes and Outputs framework. The ABA outcome is broad enough to remain relevant, but growth and expansion in activities and functions over the years has meant that the outputs are no longer entirely relevant to operations, and it has been recognised for some time that these require review.

This corporate plan proposes amendments for the basis of consultation with the Minister.

The main aim of the CLC Performance Information Framework (PIF) is to ensure alignment between the strategic goals and performance monitoring and evaluation. A concurrent aim is to achieve alignment between organisational performance evaluation and staff performance management.

PIF applied a categorisation procedure known as the **'Performance Dimensions'** to development and select the key performance measures to be used to monitor success. The Performance Dimensions is intended to resolve the following challenges:

- Ensure that the goals are represented in the selected performance measures.
- Recognises that performance management is devolved throughout the organisation structure, with key measures being considered by management, Council and Executive Committee, but supporting measures being managed within the organisation's manager and staff structure.
- Ensures that the performance measures do not overly focus on one or few types, which is a weakness of performance measure selection systems that do not include such a categorisation approach.

The 'practical' application of the Performance Dimensions involved:

- Identify and categorise all known measures into the dimension database.
- Identify new measures for evolving functions.
- Negotiate measures with Minister.
- Examined all proposed actions in the strategy action plans and identifying appropriate measures for each key action.
- Categorising all new proposed measures into the dimension database.
- Identifying goals that were 'under' measured or not measured and developing a performance measure that met the requirements.
- Assessing the quality of every measure identified using the **SMART+ principles** (Specific, Measurable, Achievable, Relevant, Time-bound + Community Satisfaction, Organisation Influence, Cost Effectiveness).
- Identifying goals that were 'over' measured, where multiple measures may have been focused on the same goal, and selecting a preferred measure.

The ‘Dashboards’ – painting a rich picture of performance

Performance is managed by a series of performance indicator ‘dashboards’. There are currently 37 such ‘dashboards’ being used to monitor performance, generally each related to a different function or activity being conducted.

Each dashboard contains a number of performance measures that collectively ‘paint a rich picture’.

Why is a ‘dashboard’ necessary? The Commonwealth Performance Framework presupposes that organisational performance is best interpreted by relevant ‘high-level’ key performance indicators selected, targets established for each indicator and actual performance reported and analysed in the annual report. This approach has some value for entities that are able to represent their performance with a limited suite of measures that holistically cover Government aims and organisation goals/objectives. But, it is less value in the CLC context because 1) the organisation is engaged in a broad range of activities and a small set of measures cannot effectively portray performance 2) many organisation functions do not drive demand, and therefore have minimal control, and 3) organisational functions invariably experience unpredictable services demands with a mix of increasing and decreasing demand trends. Therefore, single performance measures do not adequately explain performance.

An example of a dashboard is illustrated below. This dashboard is a compilation of a series of measurements relating to the ‘Community Development’ function.

It is proposed that, when the transparency portal is made available future corporate plans incorporate a link to these dashboards presented on the CLC website to enable users to diagnose performance.

During 2014/15 the CLC commenced a project for the development of a system of ‘dashboards’ to provide accessible, quality, integrity of information for decision-making. Further development occurred in 2017/18. These ‘dashboards’ are being used for both corporate plan and reporting requirements, to comprehensively measure performance. The key aims of the project were to:

- Research best practice MS Excel performance indicator scorecards and reporting solutions.
- Use MS Excel as a commonly understood to hold CLC metric data and reporting.
- Agree the dashboard ‘groups’, containing multiple related ‘metrics’, to be produced.
- Automate data entry to the dashboards wherever possible, e.g. from existing data-base of data.
- Develop a standard format for charts and tables for use in planning and reporting, e.g. corporate plan and annual report.
- Produce a centralised performance metric repository.

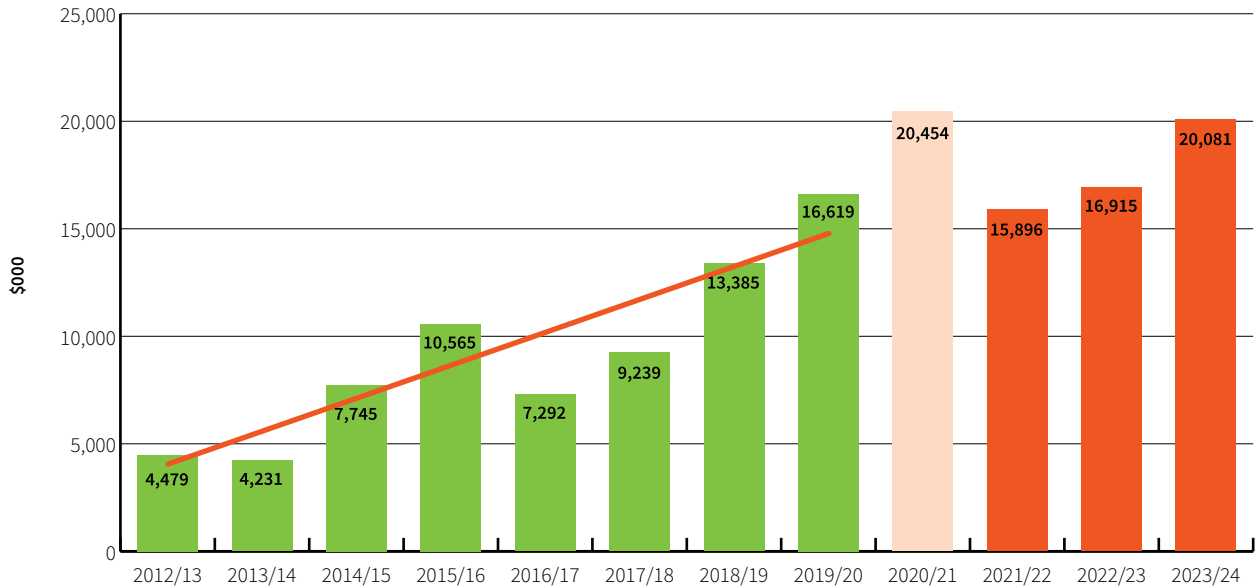
During 2017/2018 some effort was made to research alternative solutions to using MS Excel, but alternatives were found to be expensive and functionally limited.

Dashboard Report - Community Development (DG51)

GOAL/STRATEGY: Community Development / Strong communities, outstations & regions

Total Community Development Project Expenditure

Trends analysis



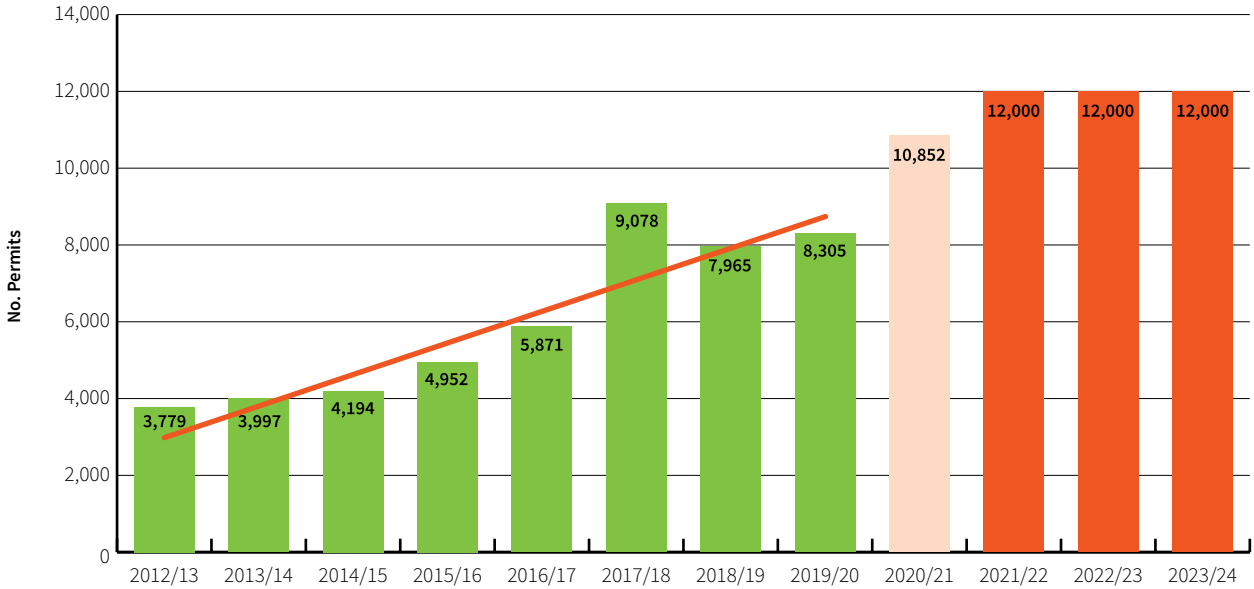
	ACTUAL OUTCOME						ANNUAL TARGET	HALF-YEARLY TARGET AT	FULL YEAR ACTUAL	FORECAST		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	31/12/20	2020/21	2021/22	2022/23	2023/24
Total Community Development Project Expenditure (\$000)	7,745	10,565	7,292	9,239	13,385	16,619	20,454	10,227	0	15,896	16,915	20,081
Change (% p.a.) /Actual Target	n/a	36.4%	-31.0%	26.7%	44.9%	24.2%	23.1%		-100.0%	-22.3%	6.4%	18.7%
Variance-number									-20,454			
Variance - %									-100.0%			

Dashboard Report - Permits (DG27)

GOAL/STRATEGY: Access arrangements / Land ownership & interests

Total Permits Issued

Trends analysis



	ACTUAL OUTCOME						ANNUAL TARGET	HALF-YEARLY TARGET AT	FULL YEAR ACTUAL	FORECAST		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	31/12/20	2020/21	2021/22	2022/23	2023/24
Total Permits Issued	4,194	4,952	5,871	9,078	7,965	8,305	10,852	5,426	0	12,000	12,000	12,000
Change (% p.a.) /Actual Target	n/a	18.1%	18.6%	54.6%	-12.3%	4.3%	30.7%		-100.0%	10.6%	0.0%	0.0%
Variance-number									-10,852			
Variance - %									-100.0%			

KEY STAKEHOLDERS

To achieve its purposes there are established working relationships with many key stakeholders. At the forefront are the Traditional Owners and Native Title Holders that the organisation exists to support. Many of the key stakeholders are government (Commonwealth, Northern Territory, Local) agencies and entities, that share a common purpose of improving the lives of Aboriginal peoples. There are also many organisations that have a common 'advocacy' interest. 'Internal' stakeholders are fundamental to successful performance. There are also many organisations that are partners in the delivery of services, with the biggest growth being community development project partners.

See table on the right

PERFORMANCE STATEMENT (PROJECTED TARGETS 2020/21)

For an analysis of actual performance against the 2019/20 targets refer to the annual performance statement of the 2019/20 CLC Annual Report available on the CLC Website, which will be available on the website after the report has been tabled in Parliament by the Minister.

The tables on the following pages provide the previous performance results (past 5 years) and targets for the 2020/21 financial year. There are three (3) tables presented:

- Metric performance measures – categorised according to the strategic goals, cross-referenced to the corporate plan strategy number (refer corporate planning activity 'matrix').
- Environment measures – compulsory environmental reporting requirements.
- Non-metric performance measures – key activities and policy initiative targeted completion.

The explanation of the performance measure (what will be measured) is a combination of the sub-category and each measurement's description. The 2019/20 target year delineates when the measurement will occur. The method that will be used to measure performance will be comparing the actual achieved measure with the target measure. This will be reported in the half-yearly and annual report (annual performance statement) to the Minister and the Council.

Each performance measure/metric is cross-referenced to the individual strategies to measure the outcome of the strategy in achieving the CLC's purpose.

KEY STAKEHOLDERS

= persons, groups or organisation that are of importance to the CLC (Stakeholders in *italics* = CLC supports)

ABORIGINAL RIGHTS & INTERESTS PROTECTION		ABORIGINAL LAND OWNERSHIP AND INTERESTS				
CULTURE & HERITAGE PROTECTION	Aboriginal Organisations <i>Aboriginal Corporations (AAMC)</i> <i>Aboriginal Land Trusts</i> <i>Aboriginal owned pastoral properties</i> ACCO - Batchelor Institute ACCO - Ingkerreke Homelands ACCO - Tangentyere Constructions ACCO - WDNWPT ACCO - WYDAC APY Council Central Australian Aboriginal Congress Centrecorp <i>Land holding (CLA) Aboriginal corporations</i> NPY Women's Council Ngurratjuta Other NT Land Councils <i>Prescribed Bodies Corporate</i> Tangentyere Council Waltja Tjutangkku Palyapayi Warlpiri Education Training Trust	Corporates/private institutions/Individuals ALSEDA BHP Foundation Centrecorp Centrefarm Community development project partners Desert Support services Grazing licence holders Jemena (gas pipeline construction) Major hardware and software suppliers Mutitjulu Foundation Newmont Goldcorp (Granites mine) NT Law Society Pastoral property managers Pastoralists Peter Kittle Motor Company Power & Water Corporation Prodigy Gold (formerly ABM)	Corporates/private institutions/Individuals (continued) Registered training organisations Remote communities, including CLAs Strehlow research centre Telstra Tourism Operators Tourists - Australian/International (entry permits) Vocus Voyages Yulara Resort	Northern Territory (NT) Government/Agencies Chief Minister & NT Ministers Aboriginal Land Commissioner Aboriginal Social Justice Commissioner Treaty Commissioner Solicitor for the NT Aboriginal Affairs, Office of Aboriginal Areas Protection Authority Alice Springs Desert Park Anti-Discrimination Commission Department of Attorney-General and Justice Children's Commissioner Commissioner for Public Employment Department of Education & Schools BIITE Charles Darwin University Electoral Commission	NT Government/Agencies (continued) Environment Protection Authority Department of Environment and Natural Resources Dept. of Infrastructure, Planning and Logistics Fire and Rescue Service Department of Health Department of Local Government, Housing and Community Development Ombudsman Police Power and Water Corporation Department of Primary Industry and Resources Territory Families Department of Tourism, Sport and Culture Tourism, Sport and Culture WorkSafe NT Tourism NT PWCNT	SUSTAINABLE LAND USE AND MANAGEMENT
	ECONOMIC DEVELOPMENT AND EFFECTIVE LAND INCOME MANAGEMENT	NGOs APY Land Management Desert Support services Ngaanyatjarra Council Nyangatjajara College Outstation resource centres Pew Charitable Trusts Strehlow Research Centre	TRADITIONAL OWNERS & NATIVE TITLE HOLDERS <div style="border: 2px solid yellow; padding: 10px; margin: 10px auto; width: 80%;"> Central Land Council and operations Council Executive Committee CLC management & staff Graduates/cadets Contractors Consultants Community development partners CPSU Creditors External Auditors (contract) Frontier (payroll bureau) CBB (staff salary packaging) Vocus (data provider) </div>			
Commonwealth Government Minister for Indigenous Australians Department of Prime Minister and Cabinet ANAOa Commonwealth Government MHRs Commonwealth Government Senators Department of the Environment and Energy Department of Trade Business and Innovation		Commonwealth Government Agencies & Authorities National Indigenous Australians Agency (NIAA) ABAAC ACNC ARC Director of National Parks Federal Court of Australia IBA ILSC National Archives of Australia National Native Title Council National Native Title Tribunal Office of the Register of Indigenous Corporations Parks Australia UKKTNP board of management Universities	State/Local Governments Alice Springs Town Council Barkly Regional Council Central Desert Regional Council MacDonnell Regional Council Victoria/Daly Regional Council South Australia Museum Department for Environment and Water South Australia (Natural Resources SA Arid Lands)			
RANGER PROGRAM MANAGEMENT		STRONGER COMMUNITIES				

STAKEHOLDER ACRONYMS

AAMC	Aboriginal Associations (CATSI corporations) Management Centre	IBA	Indigenous Business Australia
ABAAC	ABAAC Aboriginals Benefit Account Advisory Committee	ILSC	Indigenous Land & Sea Corporation
ABM	ABM Resources (mining)	MHR	Member of the House of Representatives
ACCO	Aboriginal Community Controlled Organisation	NAAJA	North Australian Aboriginal Justice Agency
ACNC	Australian Charities and Not-for-profits Commission	NAILSMA	North Australian Indigenous Land and Sea Management Alliance Ltd
AHNT	Aboriginal Housing Northern Territory	NTCOSS	NT Council of Social Services
ALSEDA	Aboriginal Land and Sea Economic Development Agency	PBC	Prescribed body corporate
ANAO	Australian National Audit Office	PWCNT	Parks and Wildlife Commission of the Northern Territory
APO NT	Aboriginal Peak Organisations Northern Territory	SNAICC	Secretariat for National Aboriginal Islander Child Care
APY	Anangu Pitjantjatjara Yankunytjatjara	UKTNP	Uluru-Kata Tjuta National Park
ARC	Australian Research Council	WDNWPT	Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (Purple House)
BIITE	Batchelor Institute of Indigenous Tertiary Education	WETT	Warlpiri Education and Training Trust
CLA	Community Living Area	WYDAC	Warlpiri Youth Development Aboriginal Corporation
CPSU	Commonwealth Public Sector Union		

PERFORMANCE STATEMENT

1. METRIC PERFORMANCE

Strategic Goals	Performance criteria	KPI Number	Key performance indicators - description	
Rights	Successful communication of CLC's 'Rights and Interests' advocacy activities to Aboriginal constituents and key stakeholders.	1	Number of external publications produced	
		2	CLC Web Page Access Rate (visits) - by constituents & stakeholders (000)	
Land	ALRA land claims & native title claims - recognition of Aboriginal constituents' interests in land by successfully (in compliance with ALRA and Native Title legislation) negotiating & obtaining land rights and native title determinations.	3	Land claims finalised (ALRA) (Note 1)	
		4	Traditional Owner 'ownership' (square kms.) achieved	
		5	CLC - total region size (square kms)	
		6	Native title meetings and consultations - Post Determination	
		7	Anthropological advice issued - determines relevant Traditional Owners (claims and interests)	
		8	Native Title claims finalised - consent determination handed down	
		Post land & native title claim negotiation & administration - administering ALRA permit access to Aboriginal land & negotiating post claim 'use-of-land' outcomes (leasing consents, mining consents, other future acts requests).	9	Total Permits Issued - access to Aboriginal land
	10		Leasing - consents obtained - all	
	11		Leasing - current leases and licences - all	
	12		Native Title non-mining ILUA (Note 2) - negotiated and registered	
	13		Mining/Non mining - future act meetings - NT holder identification field trips	
	Culture		Activities protecting Aboriginal land & culturally significant sites & to maintain Aboriginal cultural heritage & languages by supporting traditional Aboriginal ceremony & funeral customs & development of heritage management plans.	14
		15		Cultural heritage management plans/projects completed, progressed, supported
16		Ceremony activity - regional payments - ABA - s64(4) funded		
17		Total funerals assisted - ABA and community funded		
18		Funeral payments - ABA s64(4) funded (\$)		
Economic	Activities supporting economic development (including mining and agricultural interests) of Aboriginal land and the effective management of income derived from the use of the land.	19	Exploration (mining) titles applications - completed (includes those withdrawn during the negotiating period)	
		20	Exploration agreements (ELs & EPs)	
		21	Mining agreements - ALRA	
		22	Native Title - Mining agreements	
	Pursuing & negotiating employment opportunities derived from the use of the land.	23	Employment placements (mining, exploration, road construction, rail line maintenance, remote employment services, pastoral industry)	
Rangers	Performance measures related to achieving the requirements of this grant funded program - improving employment & training outcomes, ranger program staff retention.	24	Ranger program - rangers employed - Full Time Equivalent	
		25	Ranger program - Turnover (Annual/Trend) %	
		26	Ranger program - Training - certificates awarded	
	Ranger Program land management activities.	27	Ranger program - Fire management burns	

INPUT
ACTIVITIES
OUTPUTS
OUTCOMES
IMPACT

Strategy Ref. (4)	PREVIOUS PERFORMANCE					TARGET	TARGET FORECASTS		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A9	58	80	35	40	19	25	25	25	25
A9	136	133	125	120	109	120	160	170	180
B1	-	-	-	-	-	2			
B1	417,448	418,548	418,548	418,548	418,548	418,548	418,548	418,548	418,548
B1	776,549	776,549	776,549	776,549	776,549	776,549	776,549	776,549	776,549
B10	114	75	54	50	40	55	42	42	42
B12	430	370	411	455	624	624	398	398	398
B2	2	4	5	1	1	4	3	3	3
B11	4,952	5,871	9,078	7,965	8,305	10,852	12,000	12,000	12,000
B11	393	231	170	37	400	44	38	38	38
B11	2,126	2,347	2,450	2,492	2,844	2,942	2,992	3,042	3,092
B3	1	1	4	3	1	2	1	1	1
B5	28	22	1	10	2	3	19	19	19
C1	180	182	165	112	172	172	182	182	182
C2	8	27	19	31	2	2	20	20	20
C2	96,221	84,242	81,793	64,585	154,365	126,000	126,000	126,000	126,000
C8	306	319	315	340	326	330	330	330	330
C8	253,217	265,296	268,207	319,385	329,553	1,010,000	1,000,000	1,025,000	1,050,000
D1	60	24	36	15	16	5	20	20	20
D1	70	65	59	69	51	53	69	69	69
D1	11	11	11	12	11	12	10	10	10
D1	-	-	-	3	2	2	-	-	-
D5	50	15	14	48	10	20	38	38	38
F1	93	72	49	71	76	71	93	93	93
F1	30%	23%	34%	26%	27%	27%	27%	26%	25%
F4	30	-	16	17	19	16	16	16	16
F8	16	17	14	15	14	15	15	15	15

Strategic Goals	Performance criteria	KPI Number	Key performance indicators - description
Communities	Actions to support the development of strong communities & outstations.	28	Community Development expenditure - 5 year lease money (\$000)
		29	Granites Mines Affected Areas compensation community development - annual value committed (\$000)
		30	Community development project expenditure - CLC region - Total (\$000)
		31	Homelands/outstations (no.) consulted - ABA funding approved by Minister of IA (Note 3)
Using land	Activities to remove feral animals from Aboriginal land.	32	Feral animals culled
Governance	Governance meetings held to administer the requirements of the ALRA & Native Title Act, and to provide council members with regular cultural engagement opportunities.	33	Council meetings held
		34	Executive Committee meetings held
	Effective & sustainable management of CLC operational assets.	35	Vehicles in operation
		36	Vehicle resale - proceeds as a % of purchase price
	Human resources planning, capability & health/safety.	37	Total staff Working Days in field (remote working measure)
		38	Staff Turnover (Terminations/Average Staff) (%) - Ranger program
		39	Staff Turnover (Terminations/Average Staff) (%) - Other
		40	Leadership program (Aboriginal) participants (from 2016/17)
		41	New staff study agreements
		42	Lost Days - injury
	Information Governance - ICT capability	43	Health & Safety representatives
		44	Information systems - user roles supported
		45	Maps produced for meetings & logistics
	Investments to increase utilisation of renewable energy for operations and reduce carbon emissions.	46	Records (move to electronic) - new paper files added
		47	Renewable energy - solar electricity produced (kWh) (5)
	Effective and compliant administration of Aboriginal Corporations (CLC engaged under ALRA) in accordance with CATSI Act.	48	Renewable energy - CO ₂ savings (tonnes) (5)
49		AAMC meetings held - AGMs	
50		Office of Registrar of Indigenous Corporations (ORIC) - general reports lodged	

Rights	Aboriginal Rights & Interests Protection
Land	Aboriginal Land Ownership and Interests
Culture	Culture & Heritage Protection
Economic	Economic Development and Effective Land Income Management
Rangers	Ranger Program Management
Communities	Stronger Communities
Using land	Sustainable Land use and Management
Governance	Good Governance and Engagement


Strategy Ref. (4)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
E4	1,490	1,583	578	1,278	34	71			
E4	1,200	1,970	3,013	4,641	7,710	12,300	9,440	10,584	13,227
E4	8,524	7,292	8,226	13,385	16,610	19,794	16,783	17,903	20,928
E1				280					
G	3,000	2,615	406	5,293	2,992	2,000	500	500	500
H	3	3	3	3	2	3	3	3	3
H	9	8	8	9	9	9	9	9	9
H	98	98	107	108	111	110	115	115	115
H	39.6%	43.4%	46.4%	45.3%	47.4%	47.0%	47.0%	47.0%	47.0%
H	7,486	7,589	8,178	7,686	5,740	5,740	7,810	7,967	8,126
H	40	40	38	26	21	20	20	20	20
H	19	24	29	28	24	33	25	23	21
H		6	5	14	14	14	6	6	6
H	10	9	4	8	8	8	9	9	9
H	70	60	11	221	189	150	50	50	50
H	5	5	5	-	-	5	5	5	5
H	210	216	250	250	260	260	260	260	260
H	623	702	804	749	731	730	832	832	832
H	2,800	765	755	655	511	500	500	400	300
H	53,918	51,201	42,500	46,831	97,146	160,000	481,000	481,000	481,000
H	37	35	29	32	67	110	560	560	560
H	31	27	31	27	28	33	31	31	31
H	31	31	31	31	31	31	31	31	31

NOTES

1. No new ALRA land claims permitted under the legislation - only 2 claims remaining in CLC region.
2. Indigenous Land Use Agreement.
3. Involvement in ABA Homelands' project finalised in 2018/19
4. Strategy reference - refer to the strategy matrix on pages 12-15.

2. PROGRAM PERFORMANCE

GOAL/ STRATEGY	PERFORMANCE MEASURE NAME/ DESCRIPTION (1)	PREVIOUS PERFORMANCE RESULTS					TARGET	2021/22 - 2022/23
		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
NON-METRIC PERFORMANCE								
Strategic Goal: Aboriginal rights & interests protection								
	Annual policy priority review							
	Community based research framework							
Strategic Goal: Land ownership & interests								
	Rights and interests on pastoral leases effectively protected and supported							
Strategic Goal: Culture & heritage protection								
	Sacred site quality procedure developed							
	Repatriation procedures developed							
	Language interpreter policy completed							
Strategic Goal: Economic development & income management								
	Dispute management and facilitation training							
Strategic Goal: Strong communities, outstations & regions								
	Annual review of Community Development project outcomes and governance							
	Community satisfaction survey							
	TO decision-making capacity review							
Governance								
	Organisation structure review and implementation							
	Aboriginalisation strategy implementation							
	CLC external funding guidelines review, completed by June 2021 (incl. cost recovery framework)							
	EDRMS implementation completed							
	Records Management Policy review (in association with EDRMS)							
	Medium term financial framework/annual budget update							
	Facilities development plan & periodic review							
	Gender report							
	Enterprise Agreement (EA)							
	Professional development 'curriculum' established and implemented							
	Staff satisfaction survey/index							
Strategic Goal: Good governance								
	Council elections held every 3 years (due 2019 and 2022)							
	Performance reporting to Minister - annual and half-yearly							
	Legislative compliance framework - Non-compliance reporting if applicable (Audit committee oversights)							
	Ongoing unmodified CLC annual audited financial statements (annual)							
	Governance program participation post-elections							
	Corporate performance framework review							

 = year to be completed

FINANCIAL SUSTAINABILITY

Financial sustainability, as it is for many government entities, means generating revenue that is sufficient to support the activities as a going concern, and is able to maintain and replace its assets as they are consumed. CLC must also effectively fund statutory consultation and advocacy functions.

A core source of revenue is the Aboriginals Benefit Account (ABA) both for operational and special project purposes. The ABA “is an account established under law to receive and distribute royalty equivalent monies generated from mining on Aboriginal land in the Northern Territory (NT)”. The money is used for the benefit of Aboriginal people living in the Northern Territory.

This includes funding for:

- Initiatives of benefit to Aboriginal people living in the Northern Territory (beneficial payments).
- Distribution to traditional land owners (Aboriginal Corporations) who are affected by mining operations on their land.
- Support for the administration of the Northern Territory Land Councils.
- Support for the acquisition and administration of land leases through the Office of Township Leasing.
- Support for the administration of the ABA.

Core revenue is heavily reliant upon funds available from the ABA, and the ABA is entirely dependent on the level of mining royalties on Aboriginal land in the NT (as that determines the amount of funds appropriated by the Australian Government to the ABA being equivalent to royalties) and any interest earned from the investment of surplus funds.

The Minister’s annual approval of a transfer from the ABA is based upon a salary calculation of existing positions and current salary rates. Funding is indirectly provided for long service leave entitlements, on the basis that the salary allocation will provide sufficient funds. However, this is a challenge if a staff member terminates employment with accrued long service leave, and for service delivery reasons (especially for senior positions where immediate replacement has to occur, e.g. CEO, CFO, Principal Legal Officer and other technical managers).

The Chief Financial Officer (CFO) is assigned the responsibility to ensure financial sustainability. This is achieved in a combination of ways:

- Ensuring an annual budget is approved that ensures that expenditure does not exceed available resources.
- Regularly monitoring actual financial performance against the approved budget during the year, by producing internal monthly financial reports and half-yearly/annual financial statements.
- The Accountable Authority annually revises the instructions of expenditure authorisation to ensure that it meets the needs of the organisation, and authorisation levels are limited to the maximum amount necessary to achieve organisational purposes.
- Regularly monitoring the cash flow and working capital to ensure all obligations can be met as and when they fall due.
- Close monitoring of debts owed, both to the CLC and the Aboriginal Corporations it administers.
- The ongoing development and maintenance of a financial model, to understand the impact of economic and organisational change over the 4-year term of this corporate plan.

A three (3) year medium term financial plan has been modelled in support of strategic goals. The plan has been prepared primarily to understand and manage the impact of growth on the organisation and to meet the PGPA obligations. Medium term scenarios analysis for the length of this strategic plan have also been completed.

WHY DO WE DO A MEDIUM TERM FINANCIAL PLAN?

To assist in driving, at a strategic level, the key principles of better practice financial management:

- Planning for long term efficiency and sustainability.
- An outcomes orientation.
- Collaboration and partnership with stakeholders.
- Ongoing robust planning and design.

The objectives are:

- Surplus / Deficit-achieve an underlying 'balanced' result across funding sources, except where savings made and returned to funding providers. This is subject to annual fluctuations in the timing of outgoings, but is intended to ensure that CLC is a going concern by not spending beyond its means.
- Land Use Trust administration - CLC is party to a variety of agreements, and amounts are often held on trust before instructions are received to be distributed, invested or applied to community purpose projects.
- Capital Assets under management incur the lowest total cost of fleet (refer Transport Planning) and are otherwise managed in line with an asset management approach.

- Governance, accountability and transparency.
- Achieving value with public money.
- Understanding the risks and constraints of its operating environment.
- Salaries & operating costs. Funds support the employment of quality long term staffing and purchase arrangements across Central Australia through modern practice procurement policies, adapted to the challenges of remote Central Australia, and Enterprise Agreements to achieve value with public and constituents money.

The following tables are the budgeted/forecast Statements of Comprehensive Income, Balance Sheet (Financial Position) and Cash Flow. The Comprehensive Income Statement is prepared on an accrual basis.

The forecasts indicate that, taking into consideration asset depreciation, that it is a reasonable expectation that the CLC will continue to achieve a 'balanced' result over the forecast period. Further that productivity improvements will minimise the draw on the ABA.

FORECAST STATEMENT OF COMPREHENSIVE INCOME

	Actual	Audited Actual	Actual unaudited	Estimates	Forward Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
For the year ended 30 June	\$000	\$000	\$000	\$000	\$000	\$000	\$000
EXPENSES:							
Employees and council members benefits	23,543	25,961	27,304	28,825	29,698	30,390	30,997
Supplier expenses *	14,246	15,328	16,035	17,259	17,371	17,463	17,536
Total depreciation	2,503	2,776	2,821	2,664	2,878	4,352	4,518
Write-down and impairment of assets (net)	-	-	-	-	-	-	-
TOTAL EXPENSES	40,292	44,065	46,160	48,748	49,947	52,205	53,051
LESS:							
Net cost of services	6,981	7,874	8,493	8,548	8,606	8,665	8,726
Revenue from government	339	408	387	285	393	412	436
Total Own-source Income	7,320	8,282	8,880	8,833	8,999	9,077	9,162
Net cost of services	32,972	35,783	37,280	39,915	40,948	43,128	43,889
Revenue from government							
RANGER Program - no expansion	-	-	-	-	-	-	-
From Government - ABA s.64(1) *	18,068	19,380	23,461	31,220	27,090	27,469	27,854
From Government - Special Purpose Contracts	14,200	13,298	17,622	16,585	16,668	16,751	16,751
From Government - Special Purpose Contracts (unspent at year end)	2,773	2,671	2,480	3,547	3,565	3,583	3,601
Total revenue from Government	35,041	35,349	43,563	51,352	47,323	47,803	48,206
Surplus / (Deficit) attributable to the Australian Govt	2,069	(434)	6,283	11,437	6,375	4,675	4,317
OTHER COMPREHENSIVE INCOME:							
Changes in asset revaluation reserves	-	937	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME (LOSS) (ATTRIBUTABLE TO THE AUSTRALIAN GOVERNMENT)	2,069	503	6,283	11,437	6,375	4,675	4,317

FORECAST CASH FLOW STATEMENT

	Actual	Audited Actual	Actual unaudited	Estimates	Forward Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
For the year ended 30 June	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operating activities							
Cash received							
Sales of goods and rendering of services	5,657	7,950	4,924	8,162	8,203	8,244	8,286
Receipts from Government	37,858	38,243	46,323	51,352	47,323	47,803	48,206
Rental income	45	46	47	60	61	61	61
Net GST received/(paid) to ATO	(488)	-	6	-	-	-	-
Interest	415	500	313	326	342	359	379
Total cash received	43,487	46,739	51,613	59,900	55,929	56,467	56,932
Cash used							
Employees	23,775	25,560	26,911	28,824	29,698	30,390	30,997
Suppliers	16,970	19,330	13,464	22,260	21,371	21,463	21,536
Total cash used	40,745	44,890	40,375	51,084	51,069	51,853	52,533
Net cash from operating activities	2,742	1,849	11,238	8,816	4,860	4,614	4,399
Investing activities							
Cash received							
Proceeds from sales of property, plant & equipment	723	922	746	450	468	487	511
Total cash received	723	922	746	450	468	487	511
Cash used							
Purchase of property, plant & equipment	3,999	2,983	3,688	7,271	6,473	4,891	5,973
Total cash used	3,999	2,983	3,688	7,271	6,473	4,891	5,973
Net cash from investing activities	(3,276)	(2,061)	(2,942)	(6,821)	(6,005)	(4,404)	(5,462)
Net increase/(decrease) in cash held	(534)	(212)	8,296	1,995	(1,145)	210	(1,063)
Cash and cash equivalents at the beginning of the reporting period	15,849	15,315	15,103	23,399	25,394	24,249	24,459
Cash and cash equivalents at the end of the reporting period	15,315	15,103	23,399	25,394	24,249	24,459	23,396

STATEMENT OF FINANCIAL POSITION (as at 30 June)

	Actual	Audited Actual	Actual unaudited	Estimates	Forward Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
ASSETS							
Financial assets							
Cash and cash equivalents	15,315	15,104	23,380	25,387	24,242	24,452	23,389
Trade and other receivables	2,050	1,708	1,725	1,734	1,742	1,751	1,760
Total financial assets	17,365	16,812	25,105	27,121	25,984	26,203	25,149
Non-financial Assets							
Land and buildings	25,484	26,048	26,523	37,258	46,133	52,325	53,756
Infrastructure, plant and equipment	6,600	6,706	7,225	7,168	6,843	5,911	5,536
Inventories	28	20	5	5	5	5	5
Total non-financial assets	32,112	32,774	33,753	44,431	52,981	58,241	59,297
Assets held for sale							
Total assets	49,477	49,586	58,858	71,552	78,965	84,444	84,446
LIABILITIES							
Payables							
Suppliers	3,338	1,457	8,657	9,318	9,378	9,428	9,467
Other Payables	708	1,794	1,550	1,558	1,566	1,573	1,581
Total payables	4,046	3,251	10,207	10,876	10,944	11,001	11,048
Provisions							
Employee provisions	3,766	4,167	4,560	4,606	4,698	4,792	4,887
Total provisions	3,766	4,167	4,560	4,606	4,698	4,792	4,887
Total liabilities	7,812	7,418	14,767	15,482	15,642	15,793	15,935
NET ASSETS	41,665	42,168	44,091	56,070	63,323	68,651	68,511
EQUITY							
Asset revaluation reserve	7,075	8,012	8,012	8,012	8,012	8,012	8,012
Retained surplus	34,590	34,156	36,079	48,058	55,311	60,639	60,499
	41,665	42,168	44,091	56,070	63,323	68,651	68,511

INCOME

ABORIGINALS BENEFIT ACCOUNT (COMMONWEALTH)

As the ABA is the core income source it is important to understand the trends.

The ABA provides funds to Land Councils for Administrative purposes under s64(1) of ALRA. For 2020/21 the Minister has authorised a transfer of \$31.2 million.

Income and expenditure is not limited to ABA sources. This is further explained below.

Although predominantly reliant on the ABA and other government funding, support is received and cost recovered from many sources.

EXPENDITURE – BY TYPE & OUTPUT GROUP

Expenditure is mainly related to staffing costs. Approximately 60% of costs are directly related to salaries, representing greatest strength and greatest area of dependency risk.

Expenditure is classified along business unit and output group criteria to enable reporting against the Output/

Outcomes framework. The Output/Outcomes framework is out-dated, and a review will seek to incorporate changes to the s19 leasing environment, and significant Community Development and Ranger program successes.

BORROWING

Section 33 of the ALRA specifies that “with the approval of the finance minister, a land council may, in any one financial year, borrow from a bank approved by the finance minister for the purpose an amount not exceeding, or amounts not exceeding in the aggregate, an amount

equal to 10% of the total of the estimates of expenditure approved by the minister under section 34 in respect of that year”.

The CLC does not have any borrowing.

LAND USE TRUST ACCOUNT (LUTA)

A Land Use Trust Account is maintained to receives monies on behalf individual Traditional Owners, associations and corporations of Aboriginal people in accordance with the Native Title Act and Section 35 of the ALR (NT) Act.

These monies are held in the LUTA and are disbursed in accordance with resolutions passed at Council or Executive Committee meetings. These monies are unavailable for other purposes of the Land Council, and are not recognised as CLC assets. However, management and distribution of these funds requires significant staff resources. In almost all instances, these funds are attributable to the community, individual or claim area related to a relevant land use agreement.

The majority of these receipts and payments are outside the control of CLC from an annual operational perspective, although significant resources are required to create, consult, administer and where applicable distribute the funds relating to these agreements.

	Actual	Audited Actual	Actual unaudited	Estimates	Forward Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Opening balance	34,052	33,724	35,093	36,276	38,555	40,846	43,148
<i>Add receipts</i>							
Subsection 64(3) statutory royalty equivalents	14,994	19,819	25,327	25,454	25,581	25,709	25,837
Section 42,43,44,46,48a & 48d negotiated monies	19,604	24,072	30,060	30,210	30,361	30,513	30,666
Section 15,16,19 & 20 rental and lease monies	9,806	9,779	11,045	11,100	11,156	11,212	11,268
Northern Territory - National Emergency Response Act 2007	0	0	0	0	0	0	0
Other monies	1,299	5,823	3,610	3,628	3,646	3,664	3,683
Total Receipts	45,703	59,493	70,042	70,392	70,744	71,098	71,454
<i>Deduct payments</i>							
Section 35(2) statutory royalty equivalents	15,051	19,617	24,164	24,285	24,406	24,528	24,651
Section 35(3) negotiated payments	19,437	23,229	30,480	30,632	30,786	30,939	31,094
Section 35(4) rental and lease monies	8,360	7,606	9,500	9,548	9,595	9,643	9,691
Northern Territory - National Emergency Response Act 2007	524	1,895	1,085	0	0	0	0
Other payments	2,659	5,777	3,630	3,648	3,666	3,685	3,703
Total payments	46,031	58,124	68,859	68,113	68,453	68,795	69,139
Cash at bank and term deposits	33,724	35,093	36,276	38,555	40,846	43,148	45,462
Closing Balance	33,724	35,093	36,276	38,555	40,846	43,148	45,462

MODELLING – SCENARIO PLANNING

Why do scenario planning and financial modelling? It achieves an understanding of the overall financial impact of key decisions and opportunities. The most significant opportunity that currently presents itself is an expansion of the Ranger program to improve employment prospects for Aboriginal peoples in Central Australia.

It is recognised that the CLC is dependent on support from the Australian Government to be a going concern. CLC also acknowledges that its performance in line with constituent and Government expectations is a key driver in ensuring its ongoing success. Recent years have seen additional growth, of which some components have been actively pursued by Traditional Owners and CLC (e.g. Community development and Ranger Programs), whilst others have been assigned by government or have arisen through CLC's statutory role (e.g. s19 Leasing management). Two scenarios have been modelled to plan and account for possible future outcomes.

Scenario 1 (Baseline)

Broadly in line with current expectations and assuming contracted Ranger and Community Development programs are continued at their current levels (refer to Forecast financial statements on the previous pages).

Scenario 2 (Expanded Ranger Program)

Assumes an expanded Ranger Program to meet community demand and improve employment in remote areas.

As at the writing of this plan the CLC is funded to host 12 ranger groups across Central Australia (including the additional group at Mutitjulu recently approved by the Minister), and is funded to do this until June 2021. For the base financial model it is assumed that the program **will at least continue for the life of this corporate plan.**

As discussed previously the CLC has undertaken an in depth evaluation of the potential for a Ranger program expansion. This is in line with a consultant report, 'Ranger Program Development Strategy', that was funded by the ABA.

This scenario assumes that approximately 120 (most rangers employed part time for cultural commitment reasons) additional rangers and support staff will be employed progressively over a period of five (5) years from 2020/21. This additional employment could be achieved in a number of ways:

1. **Progressive** implementation of additional ranger groups each year until the maximum employment target is achieved. It is assumed for financial forecasting only that each 'phase' described in the table on page 26 is implemented every 2 years, i.e. phase 1 and phase 2 would be implemented during the life of this plan.
2. Larger numbers employed at the beginning of the program and receive immediate training. Trained rangers then deployed in communities.
3. Improving fee for service revenue to limit the draw required on the IAS.

The following summary budgeted/forecast Statement of Comprehensive Income would be the impact if the program was expanded progressively as proposed from 2020/21.

FORECAST STATEMENT OF COMPREHENSIVE INCOME

	Actual	Audited Actual	Actual unaudited	Estimates	Forward Estimates		
<i>Amounts allow for proposed Ranger Expansion Program</i>	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
EXPENSES:							
Employees and council members benefits	23,543	25,961	27,304	28,825	29,698	30,390	30,997
Supplier expenses *	14,246	15,328	16,035	20,174	19,671	20,423	20,172
Total depreciation	2,503	2,776	2,821	3,484	3,698	4,352	4,518
Write-down and impairment of assets (net)	-	-	-	-	-	-	-
TOTAL EXPENSES	40,292	44,065	46,160	52,483	53,067	55,165	55,687
LESS							
Total Own-source Revenue	6,981	7,874	8,493	9,588	10,809	12,913	11,950
Net gain from sale of assets	339	408	387	285	393	412	436
Total Own-source Income	7,320	8,282	8,880	9,873	11,202	13,325	12,386
Net cost of services	32,972	35,783	37,280	42,610	41,865	41,840	43,301
Revenue from government							
RANGER Program Expansion funding - operational	-	-	-	2,915	2,300	2,960	2,636
From Government - ABA s64(1) *	18,068	19,380	23,461	31,220	27,090	27,469	27,854
From Government - Special Purpose Contracts	14,200	13,298	17,622	16,585	16,668	16,751	16,751
From Government - Special Purpose Contracts (unspent at year end)	2,773	2,671	2,480	3,547	3,565	3,583	3,601
Total revenue from Government	35,041	35,349	43,563	54,267	49,623	50,763	50,842
Surplus / (Deficit) attributable to the Australian Govt	2,069	(434)	6,283	11,657	7,758	8,923	7,541
OTHER COMPREHENSIVE INCOME:							
Changes in asset revaluation reserves	-	937	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME (LOSS) (ATTRIBUTABLE TO THE AUSTRALIAN GOVERNMENT)	2,069	503	6,283	11,657	7,758	8,923	7,541
<i>Ranger program expansion funding - capital **</i>	-	-	-	4,100	-	2,400	240

* New ranger salaries shown as a supplier contract payment

** Capital funding excluded from Rev. from Govt. to avoid creating a surplus in year of receipt although accounting requirements would include in annual financial statements

RANGER PROGRAM PHASED 'EXPANSION' - ADDITIONAL COST AND EMPLOYMENT ESTIMATES (2020 - 2030)

Scenario assumptions	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2028/29	2029/30
	\$cap	\$cap	\$cap	\$cap	\$cap	\$cap	\$cap	\$cap	\$cap
PHASE 1	4,100,000			240,000					
PHASE 2			2,400,000			160,000			
PHASE 3					900,000			80,000	
PHASE 4							2,500,000		
PHASE 5									1,100,000
	\$op	\$op	\$op	\$op	\$op	\$op	\$op	\$op	\$op
PHASE 1	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
PHASE 2			2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
PHASE 3					1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
PHASE 4							1,300,000	1,300,000	1,300,000
PHASE 5									700,000
Sum	6,100,000	2,000,000	6,400,000	4,240,000	5,900,000	5,160,000	8,800,000	6,380,000	8,100,000
Indirect 15%	915,000	300,000	960,000	636,000	885,000	774,000	1,320,000	957,000	1,215,000
Grand total	7,015,000	2,300,000	7,360,000	4,876,000	6,785,000	5,934,000	10,120,000	7,337,000	9,315,000
7 year agreement		44,712,000							
New groups (accum)	3	3	5	5	6	6	8	8	9
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
PHASE 1	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4	14.4
PHASE 2			16.0	16.0	16.0	16.0	16.0	16.0	16.0
PHASE 3					8.0	8.0	8.0	8.0	8.0
PHASE 4							8.4	8.4	8.4
PHASE 5									5.6
New FTEs (accum)	14.4	14.4	30.4	30.4	38.4	38.4	46.8	46.8	52.4
Notional headcount	20.5	20.5	43.3	43.3	54.7	54.7	66.7	66.7	74.6

GLOSSARY

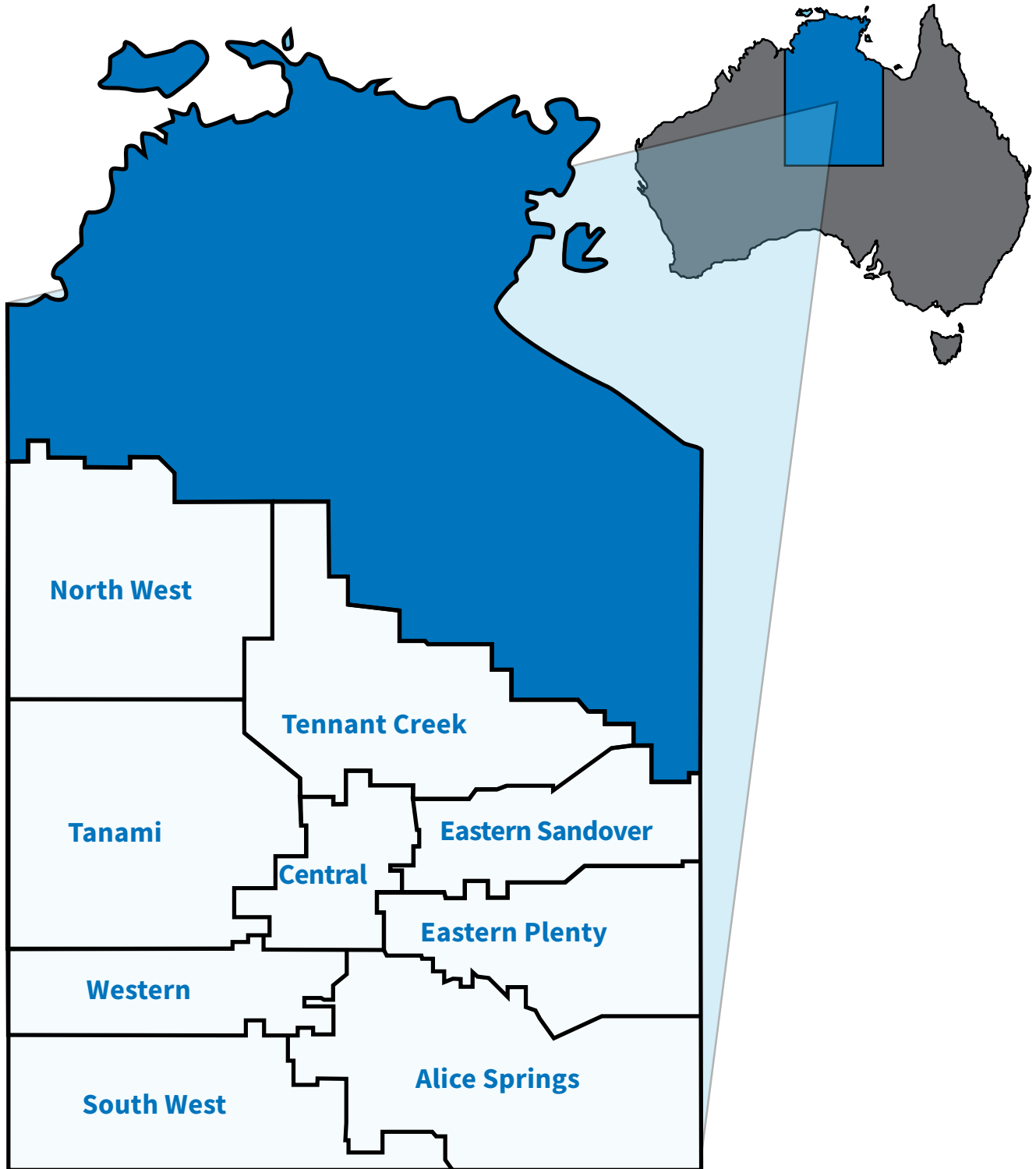
ABA	Aboriginals Benefit Account
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976
ALT	Aboriginal Land Trust
AAMC	Aboriginal Associations Management Centre (a unit of the CLC that provides administrative services to Aboriginal Corporations)
ANANGU	Aboriginal Person
ANAO	Australian National Audit Office
APSC	Australian Public Service Commissioner
CFI	Carbon Farming Initiative
CLC	Central Land Council
CLM	Conservation and Land Management
CNRM	Cultural and Natural Resource Management
CLA	Community Living Area Corporate governance
COAG	Council of Australian Governments
EBA	Enterprise Bargaining Agreement
EMU	Ecosystem Management Understanding
FEP	Flexible Employment Program
FTE	Full Time Equivalent (staff)
GLM	Grazing Land Management
GMAAAC	Granites Mine Affected Area Aboriginal Corporation
IAS	Indigenous Advancement Strategy
IBA	Indigenous Business Australia
IEK	Indigenous Ecological Knowledge
IEP	Ranger Indigenous Employment Program
ILC	Indigenous Land Corporation
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
IPP	Indigenous Pastoral Program
JMC	Joint Management Committee
JMO	Joint Management Officers
JMP	Joint Management Partnership
MINERAL ROYALTIES	Royalties payable to the Australian or the Northern Territory Government in respect to mining

NAILSMA	North Australian Indigenous Land and Sea Management Alliance
NIAA	National Indigenous Australians Agency
NLC	Northern Land Council
NTA	Native Title Act
NTCA	NT Cattlemen’s Association
NTER	Northern Territory Emergency Response
NTPWS	NT Parks and Wildlife Service
NTRB	Native Title Representative Body
NRETAS	NT Department of Natural Resources, Environment, Arts and Sport
NRM	Natural Resource Management
NTRB	Native Title Representative Body
ORIC	Office of the Registrar of Indigenous Corporations
OUTCOMES	The Outcomes are desired results, impacts or consequences for Aboriginal peoples
PBC	Prescribed Bodies Corporate
PGPA	Public Governance, Performance and Accountability Act, 2013
PIF	Performance Information Framework
PM&C	Department of Prime Minister and Cabinet (Indigenous Affairs)
PMP	Privacy Management Plan
PPL	Perpetual Pastoral Lease
RIS	Regional Investment Strategy
RLMO	Regional Land Management Officers
SACRED SITES	Parts of the natural landscape such as hills, rocks, trees, springs and offshore reefs that are of special significance to Aboriginal people
SIEM	Security Information and Event Management
SOPS	Standard Operational Procedures (aerial camel culling)
TCRO	Tennant Creek Regional Office
TERRITORY NRM	Formerly NT Natural Resource Management Board
UKTNP	Uluru-Kata Tjuta National Park
WELL	Workplace English Literacy and Learning
WETT	Warlpiri Education and Training Trust
TRADITIONAL OWNERS (TO)	In relation to land, means a local descent group of Aboriginal people who have common spiritual affiliations to a site on the land, being affiliations that place the group under a primary spiritual responsibility for that site and for the land; and are entitled by Aboriginal tradition to forage as a right over that land.

ANNEXURES

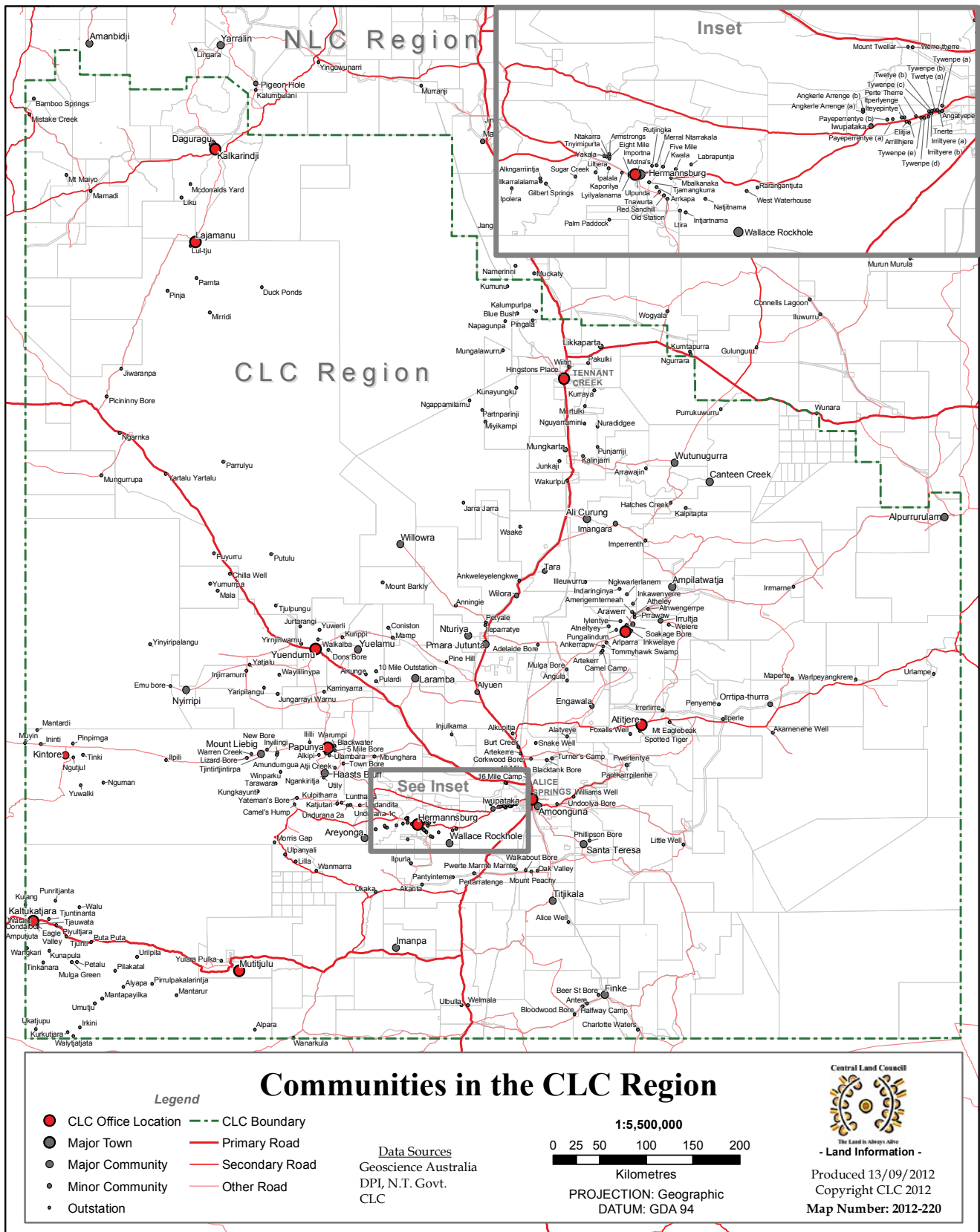
Annexure 1.

CLC'S NT AREA



Annexure 2.

CLC'S NT AREA - COMMUNITIES



Annexure 3.

POWERS AND FUNCTIONS

POWERS

Section 27 of ALRA provides a broad power that:

Subject to ALRA, a Land Council may do all things necessary or convenient to be done for or in connexion with the performance of its functions and may:

- Employ staff.
- Obtain the advice and assistance of persons who are **expert in any matter** with which the Council is concerned (including assistance in connection with the administration of the affairs of the Council).
- Give **lawful directions** to Land Trusts holding land in its area concerning the performance of their functions; and
- Receive moneys due and owing to Land Trusts holding, or established to hold, land in its area and give a valid discharge for those moneys.

A Land Council may, on the request of an Aboriginal corporation that has received an amount of money from the Council under this Act, provide administrative or other assistance to the corporation.

Where a Land Council employs a person as a staff member, the terms and conditions of the person's employment are such as are from time to time determined by the Land Council. Where a Land Council obtains the advice and assistance of a person the terms and conditions of the engagement of that person are such as are approved by the Land Council.

A Land Council shall not, without the approval of the Minister, enter into, or permit a Land Trust holding land in its area to enter into, a contract involving the payment or receipt of an amount exceeding **\$1,000,000**, or, if a higher amount is prescribed, that higher amount. The Minister shall not give an approval with respect to entering into a contract relating to Aboriginal land unless the Minister is satisfied that the Land Council concerned has, in taking the action that has resulted in the proposed contract, complied with any duty imposed on it by subsection 23(3) (refer 'Land Council functions for the requirements of section 23).

The Land Council has delegated certain powers to an Executive Committee and the Chief Executive Officer.

FUNCTIONS

In carrying out its functions, with respect to any Aboriginal land in its area, a Land Council must have regard to the interests of, and shall consult with, the traditional Aboriginal owners (if any) of the land and any other Aboriginals interested in the land and, in particular, shall not take any action, including, but not limited to, the giving of consent or the withholding of consent, in any matter in **connexion** with land held by a Land Trust, **unless** the Land Council is satisfied that:

- The traditional Aboriginal owners (if any) of that land **understand the nature and purpose** of the proposed action and, as a group, consent to it.
- Any Aboriginal community or group that may be affected by the proposed action has been **consulted** and has had **adequate opportunity** to express its view to the Land Council.

Section 23 of ALRA specifies the functions of a Land Council:

- To ascertain and **express the wishes and the opinion** of Aboriginals living in the area of the Land Council as to the **management of Aboriginal land** in that area and as to appropriate legislation concerning that land.
- To **protect the interests of Traditional Aboriginal Owners** of, and other Aboriginals interested in, Aboriginal land in the area of the Land Council.
- To assist Aboriginals in the taking of measures likely to assist in the **protection of sacred sites** on land (whether or not Aboriginal land) in the area of the Land Council.
- To **consult with traditional Aboriginal owners** of, and other Aboriginals interested in, Aboriginal land in the area of the Land Council with respect to any proposal relating to the **use of that land**.

- To **negotiate with persons having estates or interests** in that land with a view to the **acquisition of those estates or interests** by the Land Trust; and until those estates or interests have been so acquired, to negotiate with those persons with a view to the use by Aboriginals of the land in such manner as may be agreed between the Land Council and those persons (where the Land Council holds in escrow a deed of grant of land made to a Land Trust).
- To **negotiate with persons desiring to obtain an estate or interest in land** in the area of the Land Council (where the land is held by a Land Trust, on behalf of traditional Aboriginal owners (if any) of that land and of any other Aboriginals interested in the land, where the land is the subject of an application then on behalf of the traditional Aboriginal owners of that land or on behalf of any other Aboriginals interested in the land).
- To assist Aboriginals in the area of the Land Council to carry out **commercial activities** (including resource development, the provision of tourist facilities and agricultural activities), **in any manner that will not cause the Land Council to incur financial liability or enable it to receive financial benefit.**
- To assist Aboriginals claiming to have a traditional land claim to an area of land within the area of the Land Council in pursuing the claim, in particular, by arranging for **legal assistance** for them at the expense of the Land Council.
- To **negotiate**, and enter into (access) agreements.
- To **represent a Land Trust** in relation to negotiations to agree on an amount to be paid to the Land Trust in relation to that grant if a lease of land in the area of the Land Council is or has been granted under section 31 of the *Northern Territory National Emergency Response Act 2007* by a Land Trust.
- To **represent** that relevant owner, if requested to do so, in relation to negotiations to agree on an amount to be paid to that relevant owner in relation to that grant if a lease of land in the area of the Land Council is or has been granted under the *Northern Territory National Emergency Response Act 2007* by the relevant owner of the land.
- To **represent** the holder of the lease, if requested to do so, in relation to negotiations to agree on an amount to be paid to that holder in relation to that suspension if a lease of land in the area of the Land Council is or has been suspended under the *Northern Territory National Emergency Response Act 2007*.
- To **compile and keep a register** recording the names of the members of the Land Council and a register recording the names of the members of the Land Trusts holding, or established to hold, Aboriginal land in its area and descriptions of each area of such Aboriginal land.
- To supervise, and provide administrative or other assistance for, **Land Trusts** holding, or established to hold, Aboriginal land in its area.
- Such **other functions** as are prescribed by regulations.
- With the approval of the Minister, perform any functions that may be conferred on it by a **law of the Northern Territory**, including:

NATIVE TITLE REPRESENTATIVE BODY

The main objects of that Act are:

- To provide for the recognition and protection of Native Title.
- To establish ways in which future dealings affecting Native Title may proceed and to set standards for those dealings.
- To establish a mechanism for determining claims to Native Title.
- Native Title functions are set out under Section 203B of the NTA are:
 - Facilitation and Assistance
 - Certification

- Dispute Resolution
- Agreement Making
- Internal Review

These functions are funded by a separate budget appropriation from the Australian Government, currently administered by the Department of Prime Minister & Cabinet. Core ongoing activities of the Native Title work program include responding to Future Act* notifications and progressing native title claims. These are prioritised and articulated in an annual Operational Plan and balanced against availability of funds.

All Future Act applications for exploration licences within the Northern Territory include a statement from the

NT Government that the grant attracts the “expedited procedures” as defined under S.32 of the NTA. In the event that native title holders have an objection to the ‘act’, CLC has just four (4) months in which to file that objection.

New Native Title claims are discussed and initially prioritised (High/ Medium/ Low) at bi-annual planning sessions in August and February each year. Notwithstanding requests from claimant groups, final prioritisation and decisions are made having consideration for factors such as:

- Future Act* ‘drivers’ (importance of securing people’s rights to negotiate).

- Concerns for protection of sites.
- Strength of available information (for anthropology reports).
- Success of Native Title/ALRA claims on abutting land
- Spread across CLC region (equity); and
- Available resources (funds and personnel).

**Future Acts are defined under S.233 of the NTA*

PRIORITIES

Section 23AA of ALRA specifies that the Land Council must:

- From time to time **determine the priorities** it will give to performing its functions.
- Allocate resources in the way it thinks fit so as to be able to perform its functions efficiently.
- Give priority to the protection of the interests of traditional Aboriginal owners of, and other Aboriginals interested in, Aboriginal land in the area of the Council.
- This Corporate Plan addresses these requirements. The priorities of the CLC are explained by a planning arrangement that comprises:

- Strategic Goals.
- Strategies designed to achieve the strategic goals.
- A performance framework designed to measure the successful attainment of the progress of the strategies.
- A monitoring system that periodically assesses progress of specific actions designed to achieve the strategies [Note: CLC management also develop annual ‘action’ plans for every strategy, and these actions are the basis for achievement of the priorities].

ACCOUNTABLE AUTHORITY (PGPA)

Public Governance, Performance and Accountability Rule 2014, Rule 7A, states that the Accountable Authority of the Central Land Council is the “The group of persons made up of:

- a. the Chair of the Land Council; and
- b. the CEO of the Land Council.

The Chief Executive Officer (CEO) of the Central Land Council is the most senior manager appointed by the Council.

The Chair is elected by the Council, generally for a 3-year term, in accordance with ALRA.

Council, Executive Committee and Chair/Deputy Chair elections were held in April 2019. The elected members will hold office until April 2022.

Annexure 4.

ORGANISATIONAL SECTION/UNIT FUNCTIONS

This material is provided as an organisational resource, and does not form part of the formal corporate plan.

ACTIVITIES

AAMC - Aboriginal Corporation administration

Administer the distribution of various monies mainly under ALRA Membership of Aboriginal Corporations Section 27 (1A) of ALRA provides that "A Land Council may, on the request of an Aboriginal and Torres Strait Islander corporation that has received an amount of money from the Council under this Act, provide administrative or other assistance to the corporation". All corporations have their own policy on investment of income and distribution method. Investment is encouraged to provide ongoing investment income when receipts from royalties cease.

- Administer forms of income that include negotiated agreements, rental leases etc.
- Beneficiaries range from small family groups to those encompassing a large part of the area.
- Gold exploration and negotiated mining agreements for Tanami Desert and Barkly region, gate and rent money for Uluru.
- Organising and administration of general, special and directors' meetings.
- Banking administration.
- Advising on the rules and requirements of the Act (CATSI) and developing investment strategies with independent guidance.
- Recording minutes of the meetings and maintaining membership lists.
- Taking instructions for distribution of income to members.
- Liaising between members and suppliers for purchases.
- Computerised accounts for each corporation.
- Audit arrangements for corporations.
- Ensure that the requirements of CATSI met.
- Ongoing support of Aboriginal members to understand governance.

Anthropology

Anthropology carries out the following activities under ALRA and the Native Title Act:

- Land acquisition, primarily involving research/documentation for land claims under ALRA, advice at claim hearings, research towards excisions or community living areas on pastoral leases and towards pastoral lease purchases.
- Native title claims and negotiations, primarily involving native title connection research and reporting, advice at claim hearings and support in native title Indigenous Land Use Agreement (ILUA) negotiations and the associated matters.
- National park/reserve joint management, primarily involving research, reports and support towards the relevant Traditional Owners' integral involvement in joint management plans.
- Traditional Owner identifications (TOID) or native title holder identifications (NTHID) for land usage; to facilitate consultations with those identified about a range of proposals to use, research, film and traverse Aboriginal land or land where native title rights exist, with most TOID/NTHIDs in response to exploration licence applications and some in response to land disputes.
- Traditional Owner identifications or native-title holder identifications (NTHID) for royalty/rent distribution, to facilitate the payment of royalty and rent revenue to individuals or family heads.
- Sacred site clearances, to survey sacred sites, document site protection instructions from the relevant site custodians and communicate these to land use proponents.
- Sacred object repatriation, primarily involving the identification of the Traditional Owners of objects in major museums, the documentation of the Traditional Owners' repatriation instructions and the subsequent return or alternative storage of the traditional objects.
- Community development, utilising royalty and rent revenue for community benefit, involving comprehensive Aboriginal community consultations, project management and liaison with relevant agencies towards sustainable benefits.
- Permits - on behalf of Traditional Owners handling inquiries about entry to Aboriginal land. Seeks instructions from traditional landowners for issuing permits when permission obtained.

Community Development

Implementing community development projects involving Aboriginal rent and royalties from land use agreements and affected area payments.

- The Community Development program supports Traditional Owners and Aboriginal community members in identifying, developing and implementing projects that benefit the community and financed with their own resources. The program is characterised by a focus on community ownership, Aboriginal control, trust-based relationships, respect for local values and processes, and an understanding of cultural differences. The focus of the CD programs is on:
- Maximising opportunities for Aboriginal engagement, ownership and control, particularly managing resources that belong to them.
 - Generating service outcomes prioritised and valued by Aboriginal people which benefit them, including social, cultural and economic outcomes.
 - Monitoring and evaluation to support continuous improvement and build an evidence base for the CLC's community development approach.
 - Sharing lessons learned on effective community development in Central Australia with other government and non-government agencies to promote support for CD approaches.

Computer Services

Computer services and Spatial Information Services

Provision and administration of:

- Desktop software and hardware, including printing/scanning/copying/plotting.
- Security and integrity of the organisation's computer systems and data repositories.
- Landline and mobile phones and other devices.
- Administration of Computer Policy/Code of Conduct.
- Develop and maintain the GIS Spatial data sets, software and other services.
- Produce Custom map and spatial data products for staff and external partners.
- Conduct staff training in the use of Geographical Information System (GIS), maps and Global Positioning Systems.
- Security systems: Access control, CCTV and alarm system installation and administration.
- Development and implementation of new business systems, including GIS.
- Organisational compliance with software licensing and other service terms and conditions.
- Wide area network across 18 offices, including integrated secure Wi-Fi access.

Directorate

Executive management, policy, research, internal audit and media/communications

- Providing leadership and direction including responsibility for the organisation's structure and systems and processes to meet CLC functions and its constituents, corporate, financial planning and corporate reporting.
- Representing the views of the constituents and Land Council members.
- Statutory functions properly performed.
- Internal Audit, Audit Committee administration and coordinate external audits.
- Defining priorities for the work performed and ensuring coordination of activities.
- Making representations to Government (State and Commonwealth) and participating in regional, national and international forums.
- Making submissions to various inquiries, monitoring and researching policy matters.
- Liaising with local, national and international media.
- Developing educational material for constituents.
- Coordinating Council and Executive Committee meetings.
- Preparing press releases and delivering presentations to visitors.
- Coordinate the CLCs advocacy activities.
- Ensure the CLC has a coordinated and clear response to Australian and NT Government indigenous policy frameworks and initiatives.
- Undertake research and develop policy advice and options for discussion with the CEO, Executive Committee and the Council on any significant matters.
- Ensure the policy agenda and vision is articulated rather than simply responding to external pressures.
- Liaise with local, national and international media outlets.
- Produces educational material on issues of importance.
- Actively involved in many events and issues of public interest and first point of contact for information or comment on Aboriginal issues.
- Production of a number of publications, which includes Land Rights News on land rights and Indigenous issues.
- Accommodates requests from larger groups seeking an insight into the work of the land council and it regularly arranges visits and briefings.

Economic Participation Unit

- This unit will be formed during 2020/21. Its functions/role are currently being defined.

Finance

Financial Management (all aspects)

- Coordination of organisational inputs into annual ABA, Native Title and other grants budgets.
- Financial reporting provided to Managers and Coordinators on actual performance against budget. Financial reports produced on a regular basis for management and various funding bodies in a variety of formats.
- Verification and reconciliation of all banking, purchasing, payment and invoicing transactions. Internal control procedures and coding techniques are in place to check funds availability and authorisation. The computer based accounting system currently used is SUN Financials, but a project is underway to update to Microsoft Dynamics 'NAV'.
- Statutory (annual) financial statements.
- Compliance against financial requirements of relevant legislation (e.g. GST, FBT, PGPA, ALRA, ACNC, Australian Accounting Standards).
- All taxation matters, Fringe Benefits Tax, Goods & Services and Tax.
- Vendor management for staff salary sacrifice/PBI status.
- Accounts audited annually by a contractor on behalf of the Australian National Audit Office, although the ANAO maintains an interest by a delegate.
- Processing of requisitions generating purchase orders.
- Accounts Payable / Receivable.
- Travel Allowance and Accommodation.
- Grant acquittals and management accounting.
- Corporate financial modelling.
- Activity-based costing.
- Cash flow management.
- Coordination of all ABA S64 (4) and Indigenous Advancement Strategy applications.

Human Resources

Recruitment, Payroll, Training, Reception, Employee Relations, Work Health and safety (WH&S) & ensuring Equal Employment Opportunities (EEO)

- Payroll.
 - Salary queries, increment changes, leave balances and recreation fare entitlements, payroll deductions.
 - Time-sheet administration / flex time / time in lieu, explanations and balances, Uniforms.
 - Recruitment, advertising, selection, interviewing, contracts, relocation, on boarding.
 - Chewing Street units tenancy management.
 - Performance management.
 - Probation and performance reviews, discipline, labour utilisation, employee resourcing, human resource planning, organisation structure, , reward, employee relations, and performance.
 - Training.
 - Coordination, contracting, delivery, review, analysis, reports.
 - Cadets, Traineeships, development programs, inductions, mentoring.
 - Employee Relations.
 - Grievances, investigations, reward, discipline, planning, succession, Workers Comp.
 - WHS.
 - Chair Workplace committee, investigations, drills, policy, procedure, SOPs, communications, risk assessments, training, mentoring, RTW.
 - Reception.
 - Visitors, answering telephone calls, conference room bookings, permit processing, bookings, town cars, order and distribute supplies, mail distribution.
-

Information Services

Information Governance: Information Management -

Compliance & Monitoring

- Australian Library and Information Association [ALIA] Guidelines for Australian Special Libraries.
- Australian National Data Service [ANDS] - Standards.
- Archives Act 1983.
- Copyright Act 1968.
- Crimes Act 1914.
- Digital Continuity 2020 Policy.
- Digital information and Records Management Capability Matrix [Australian Government Personnel].
- Digital Transformation Agenda.
- Electronic Transactions Act 1999.
- Evidence Act 1995.
- Freedom of Information Act 1982.
- Privacy Act 1988.
- Protective Security Policy Framework (PSPF).
- Public Governance, Performance and Accountability Act 2013 (PGPA Act).
- Relevant Australian and international standards for Libraries & Records, e.g. ISO 15489, ISO 16175-2.
- Work Health and Safety Act (Cth) 2011.
- Review of Whole-of-Government Internal Regulation (Belcher Red Tape Review).

Policy Framework

Central Land Council Information Management Framework.

Business Systems Administration and technical development

Electronic Document and Records Management System (EDRMS) and Library Management System (LMS)-Catalogue

Stakeholder Support

Information Services Helpdesk.

Registry

Mail and registry services via Australian Post and Courier.

Internal mail distribution via eDIS.

Consumables acquisition and distribution.

eDIS

Stakeholder profiles management and training.

Licence administration.

Data consistency and quality control & assurance.

Audits.

Records management

Records creation and retrieval.

Library

Acquisition of and access to resources relevant to the different sections.

Specialised retrieval services such as Inter-Library-Loans and Document Delivery.

Reference requests & Information retrieval.

(Research) Data Management.

Archives & Preservation

Assessment of archival material regarding value, relevance, retention and disposal, and preservation.

Repatriation of [external] collection items.

Assessment and (Re-)Integration of returning work-collections.

Staff

Continuous Professional development & recognition, professional memberships & networking, training.

Land Management

ALRA requires Traditional Owners to ascertain and express their wishes and opinions regarding management of their land, protect their interests, consult on any proposal relating to the use of Aboriginal land, provide assistance to carry out commercial activities (including resource development, the provision of tourist facilities and agricultural activities). Two primary areas of responsibility are externally and constituent generated interests.

1. Externally generated interests

- Compliance with land management and related legislation applicable to Aboriginal land such as vegetation clearing controls applicable to a proposed horticultural development.
- Consult in relation to land management and related programs of government agencies such as broad-scale bioregional surveys conducted by the NT Government.
- Negotiate on behalf of Traditional Owners on proposals such as grazing licences from non-indigenous pastoral interests.
- monitor compliance with the terms of any agreements reached for the use of Aboriginal land.

2. Constituent generated interests

- Identify, facilitate and provide advocacy for the land use and land management aspirations of Traditional Owners of Aboriginal land and other land in which they may have an interest. E.g. broad-scale planning and implementation support for initiatives to protect the natural and cultural values of Aboriginal land, sustainable land-use activities and economic opportunities with a focus on Traditional Owner management, participation and employment e.g. ranger programs, tourism, pastoral, bush food harvesting etc.
- Representation for constituent land management aspirations, perspectives and initiatives in government and other policy formulation arenas.
- Service a range of obligations in respect to the use and management of Aboriginal land providing specialist services in the following areas:
 1. Regional Land Management Support
 2. Enterprise Development
 3. Joint Management of National Parks
 4. Aboriginal Employment

1. Regional Land Management

Functions under s23.1 of the Land Rights Act 1976, including supporting community land management initiatives and land use aspirations, continuing efforts to address unresolved land needs and related community infrastructure requirements and meeting the many challenges of a range of cultural and natural resource management issues on Aboriginal land including:

- Fire management.
- Feral animal and weed control.
- Water resource management.
- Biodiversity conservation.
- Indigenous ecological knowledge conservation.
- Support community-based land management initiatives that have emerged from earlier planning effort with Traditional Owners, including local level coordinators for indigenous community ranger groups and other development positions funded under the Commonwealth's Indigenous Protected Area (IPA) programme.

2. Enterprise Development

- Development and implementation of sustainable land-based enterprises on Aboriginal land.
- Has been mostly focused on Pastoral and tourism industry however, focus has broadened.
- Property management planning and raising Traditional Owner awareness of relevant NRM issues.

3. Joint Management of National Parks

- Statutory obligations in representing and protecting the interests of Traditional Owners in the joint management of national parks in the region.
- Significant input into preparation of new plans of management catering for conservation, tourism and cultural interests and a significant ongoing decision-making role in the operation and management of parks established over areas where they retain strong cultural affiliations.
- Employment and economic opportunities for Aboriginal people in remote areas while 'value-adding' a cultural experience to parks.
 - Role prescribed by specific legislation (e.g. the Territory Parks and Wildlife Conservation Act). Commonwealth and NT park management authorities - Parks Australia North (PAN) (joint management of Uluru-Kata Tjuta National Park under title transfer and leaseback arrangements). NT Parks and Wildlife Service (PWS) – joint management of 20 NT Parks and Reserves across the region where Traditional Owners in most cases gain some form of underlying title.

4. Aboriginal employment

- Maximise placement of Aboriginal people into employment under major mineral resource development projects negotiated over Aboriginal land.
- Comprehensive database of Aboriginal people seeking mining work and actively supports the recruitment processes of such companies as opportunities arise.
- Major infrastructure development (e.g. railway, road construction projects).
- Land use and land management-related training and employment opportunities, both on and off Aboriginal land, including national park joint management, pastoral, tourism, and cultural and natural resource management.
- Land management and enterprise-based employment and training opportunities under negotiated arrangements with other agencies.

Legal

Legal provides legal advice and representation for the Council and its constituents.

- Focus on general legal issues and matters arising under the Land Rights Act, Native Title Act and a variety of Commonwealth and Northern Territory legislation.
- Negotiations for mineral exploration agreements, commercial and economic development, and access to and interests in Aboriginal Land.
- Regular advice to the Council concerning various aspects of its operations to ensure compliance with legislation and contracts, and representation in court cases.

Acquisition:

- Land claims under the Aboriginal Land Rights (Northern Territory) Act 1976 (Commonwealth) (ALRA).
- Excisions under the Pastoral Land Act (NT).
- Other land acquisition (e.g. purchases of pastoral leases) and land swaps.

Ownership issues:

- Advice and assistance to Aboriginal land owners about any matter arising from ownership of land under ALRA.
- Working with Mining Section in relation to exploration and mining activities on Aboriginal Land (putting companies' proposals to Traditional Owners, taking instructions, negotiating agreements).
- Legal advice and co-ordination of the Council's role in joint management of Parks and Reserves including Uluru-Kata Tjuta National Park.
- Dealing with outsiders about use of Aboriginal land (roads, telecommunications, schools, police, tourism, horticulture etc).

Internal advice & Policy:

- Advice and assistance to other sections in relation to their functions.
- Legal aspects of policy issues, such as the review of the Land Rights Act, and broader constitutional issues such as governance and Statehood.

Other:

- Protection of Aboriginal cultural and political rights; Sacred site protection; Litigation; Local government issues; Indigenous cultural and intellectual property; Incorporation of, and assistance in the management of, land-holding Aboriginal associations (see 'AAMC' in relation to royalty associations).

Mining

Perform the statutory functions and responsibilities under the mining provisions (Part IV) of the *Land Rights Act* and *Native Title Act* (mining future acts)

Liaise with mining companies and government departments on matters related to exploration and mining on Aboriginal land and other land in which Aboriginal people have an interest.

Under a high level of public, government and corporate scrutiny, these roles require staff of the section. To be effective in ensuring that:

- Rights of Traditional Owners to control access to their land protected, and that native title rights and interests enhanced and protected.
- Aboriginal people fully informed and empowered to take control of decisions regarding exploration and mining on their land, including areas where they hold native title.
- Wishes and opinions of traditional Aboriginal landowners and native titleholders over exploration and mining proposals properly ascertained and their instructions faithfully carried out.
- Opportunities for participation and involvement of Aboriginal people in exploration, mining and related activities pursued and promoted.
- Contractual obligations arising from agreements for exploration and mining fulfilled undertaken diligently.
- Administration of the processing of exploration and mining applications occurs in accordance with legislative requirements and the necessary mining information systems.
- Assessments undertaken on exploration and mining applications and advice given on technical and environmental matters arising from proposals and developments.
- Meetings to consult Aboriginal people and obtain their instructions over exploration and mining proposals and terms and conditions of any agreements are organised efficiently and conducted in a manner to achieve fully informed decisions.
- Negotiations with mining companies and provision of advice regarding terms and conditions for exploration and mining agreements achieves the best possible outcomes for Traditional Owners.
- Obligations and undertakings in relation to cultural, social, training and employment, environmental terms and conditions of agreements carried out.
- Work procedures and processing of work programs, pursuant to exploration and mining agreements, and other mining and geo-technical work requests well managed.

Native Title

CLC first became a recognised Native Title Representative Body (NTRB) under the *Native Title Act* on 1 January 1994.

Statutory functions as a Native Title Representative Body include:

- Facilitation and Assistance.
- Certification.
- Dispute Resolution.
- Notification.
- Agreement Making.
- Internal Review.
- Other Related Matters.

Native Title Program:

- Coordinates and manages all Native Title functions and activities within the CLC region.
- Functions funded through the Native Title Services Program administered by PM&C, a separate budgetary process.
- The program works to an Operational Plan developed each year as part of its annual budget. Plan reviewed twice a year during which time the work for the months ahead discussed and planned. The program is responsible for:
 - Helping Aboriginal people understand their native title rights.
 - Representing Aboriginal people's Native Title rights and interests.
 - Ensuring third parties are aware of the rights of Native Title holders.
 - Taking action if Native Title Holders rights ignored.
 - Negotiating and monitoring agreements.
 - Setting up and supporting Prescribed Bodies Corporate (PBCs).
 - Providing post-determination assistance.
 - Helping with the protection of sites and looking after country.

Ranger

The ranger network in Central Australia delivers huge benefits to Aboriginal landowners and to the Australian public. Aboriginal landowners maintain and care for country while passing on knowledge and skills to young people. Offering employment and training in locations where few such opportunities exist, and builds confidence, delivers economic benefits and provides social, environmental and cultural benefits to traditional landowners and their communities.

The main activities are:

- Biodiversity monitoring and threatened species - rangers conduct regular threatened species surveys, land condition surveys, water quality monitoring, and flora and fauna surveys.
- Fire management: Rangers are involved in landscape-scale fire management for biodiversity conservation and the reduction of destructive wildfires. Rangers also undertake asset protection burns.
- Weed management: weeds are an ongoing issue across Central Australia and rangers are closely involved.
- Feral animal management: camels, horses, donkeys, foxes and cats cause significant damage and rangers are involved in management of these destructive non-native species.
- Cultural heritage management: maintenance and protection of cultural sites and cultural knowledge transfer activities (e.g. Indigenous Ecological Knowledge).
- Visitor management: in areas that have high visitation the rangers work on strategies to manage the impacts of visitors and appropriate access.
- School-based capacity building: the rangers work with schools and youth programs to facilitate the intergenerational transfer of knowledge and provide a visible pathway of employment for students.
- Ranger group coordinators are critical to the long-term sustainability of these programmes and play a major day-to-day role in capacity building of participants, managing grant funds, on-ground supervision of projects, organising appropriate training and negotiating work contracts.

Regional Services

Regional Services is based in Alice Springs and oversees the operations of the eight regional offices, as well as providing logistical support for Council and other meetings throughout the region

- Coordinates meetings across all regions and provides logistical support for extensive field work activities
- Logistical and operational support for the Council meetings (generally occur three times per calendar year) and in remote locations on Aboriginal Land (attended by 90 delegates and community representatives, along with the CEO, Chair and relevant staff).
- Executive Committee meeting support held up to 10 times a year.
- Alice Springs RSU office and eight regional offices provide the first point of contact in dealing with the Land Council. These offices carry out a number of important functions:
 - Co-ordination and facilitation of delivery of statutory functions and services within their regions.
 - Working closely with the various sections responsible for land claims, native title applications, mining consultations and agreements, land trust management, royalty management, sacred site protection, land use agreements, permits and work area clearances.
 - General advocacy and support role for communities in their region. The specific nature of this work varies between regions but typically involves assistance in community development, grant administration, management of incorporated bodies, assistance with funding applications to ABA, liaison with government and other service providers.
- Support participation of delegates in Council meetings & Executive Committee meetings.

Technical Services

Procurement and maintenance of property, plant, equipment and vehicles, ensuring these are functioning and/or adequately equipped to meet the diverse organisational needs.

- Building construction and contract management (coordinate design, issue tenders, selection and construction oversight).
- Asset management of all premises in Alice Springs, Tennant Creek and remote communities including staff accommodation and oversight of associated essential services.
- Security of premises and assets.
- Negotiating and managing service and panel contracts for cleaning, gardening, security, plant, equipment and other building services.
- Procurement and asset management of a large fleet - vehicles and trailers are properly equipped and maintained to the highest possible standards to meet the rigours of remote field travel and ensure safety of staff.
- Procurement and asset management of motor vehicle supplies, e.g. fuel and tyres.
- Procurement and stock control of furniture, equipment and supplies.
- Maintaining a key control system and issuing staff with keys as required.

Annexure 5.

STAFFING METRICS

FTE numbers by level

	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast
CL 1	5.1	2.2	1.0	1.2	1.4	1.7
CL 2	39.7	47.8	46.0	46.0	46.0	46.0
CL 3	11.5	11.2	12.9	12.9	12.9	12.9
CL 4	26.3	26.0	27.1	30.1	30.1	30.1
CL 5	23.6	28.3	32.5	32.5	32.5	32.5
CL 6	73.3	73.6	74.0	79.0	79.0	79.0
SO C	22.4	23.6	21.9	25.9	25.9	25.9
SO B	6.0	6.6	9.7	10.7	10.7	10.7
SO A	11.2	11.0	11.8	13.8	13.8	13.8
Exec.Mgrs	2.9	3.3	3.3	4.0	4.0	4.0
TOTAL	222.0	233.6	240.2	256.1	256.3	256.6

Formula: FTE calculation based on ASL (Sum of Paid FTE (for each pay period from the beginning of the financial year up to and including the current pay period) / Number of pay periods (from the beginning of the financial year up to and including the current pay period) for the Financial Year. | Classification based on as at end of financial year. | Excludes casuals not employed in an ongoing position | Excludes hours to all leave without pay types.

Staff profile

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual
FTE - ongoing *						48.5	92.5
FTE - contracts **	221.0	222.0	220.0	217.2	222.0	180.3	147.7
Sub-total	221.0	222.0	220.0	217.2	222.0	228.8	240.2
FTE - casual ***	16.0	11.6	9.1	6.3	8.0	4.8	8.1
FTE - Total	237.0	233.6	229.1	223.5	230.0	233.6	248.3
FTE - Ranger Program	n/a	71.4	59.8	56.7	64.3	70.6	76.3
Aboriginality	102.0	104.0	115.9	101.4	103.0	112.3	121.4
Aboriginality %	43.0%	44.5%	50.6%	45.4%	44.8%	48.1%	48.9%
Gender - Male	123.0	123.0	117.3	116.3	117.8	127.7	138.7
Gender - Female	98.0	99.0	102.7	101.9	104.2	105.9	109.6
Casual - Gender Male	10.4	7.5	6.5	4.4	5.6	3.2	6.3
Casual - Gender Female	5.6	4.1	2.6	1.9	2.4	1.6	1.8

* Implemented during the year

** Ongoing appointments for CL1 to CL6 staff not funded by short term agreements (as per new EA)

*** Positions filled on a temporary basis

Formula: FTE calculation based on ASL (Sum of Paid FTE (for each pay period from the beginning of the financial year up to and including the current pay period) / Number of pay periods (from the beginning of the financial year up to and including the current pay period) for the Financial Year. | Excludes casuals not employed in an ongoing position | Excludes hours to all leave without pay types.

FTE numbers by ranger group

	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Forecast
Anangu (Angas Downs)	1.3	1.7	1.9	-
Anangu Luritjiku (Papunya et al)	2.9	3.4	4.8	5.8
Anmatyerr (Ti Tree)	5.2	5.7	5.3	6.6
Arltarpilta Inelye (Atitjere) ***	2.8	4.4	4.6	5.6
Kaltukatjara (Docker)	3.4	2.6	1.3	4.2
Kintore *****			0.4	0.5
Ltyentye Apurte (Santa Teresa) ***	4.3	5.2	6.2	7.0
Murnkurrumurnkurru (Daguragu) ***	3.2	4.1	3.9	6.4
Muru-Warinyi Ankkul (TC)	7.5	8.1	6.6	9.3
Mutitjulu Tjakura	1.6	1.5	2.5	4.2
Northern Tanami	4.3	4.3	3.8	7.6
Tjuwanpa (Hermannsburg)	6.8	6.5	8.2	8.1
Warlpiri	3.1	3.5	4.0	6.6
Ranger Program Support Officers	2.3	2.6	5.0	4.0
TOTAL RANGERS	48.7	53.6	58.5	75.9
Training & Mentoring	3.0	3.1	4.0	4.0
Coordinators	10.8	12.1	11.8	11.0
Ranger admin support	1.8	1.8	2.0	2.0
TOTAL	64.3	70.6	76.3	92.9

*** ILC funded

***** 10 Deserts project funded

Formula: FTE calculation based on ASL (Sum of Paid FTE (for each pay period from the beginning of the financial year up to and including the current pay period) / Number of pay periods (from the beginning of the financial year up to and including the current pay period) for the Financial Year. | Excludes casuals not employed in an ongoing position | Excludes hours to all leave without pay types.



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