CLCAC

CARPENTARIA LAND COUNCIL
ABORIGINAL CORPORATION

Annual Report 2024 - 2025

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION

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Senator the Hon. Malarndirri McCarthy
Minister for Indigenous Affairs
PO Box 6022
Parliament House
CANBERRA ACT 2000

Dear Minister

ANNUAL REPORT 2024 - 2025

I am pleased to present the Carpentaria Land Council Aboriginal Corporation's Annual Report for the period 1 July 2024 to 30 June 2025

The Annual Report includes the Corporation's Report of Operations and Audited Consolidated Financial Statements for the 2024 - 2025 reporting period.

Yours sincerely

Thomas Wilson
CHAIRPERSON

Glossary of Terms

ABS	Australian Bureau of Statistics
AGM	Annual General Meeting
CATSI	Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth)
CEDM	Capacity and Economic Development Manager
CEO	Chief Executive Officer
CLCAC	Carpentaria Land Council Aboriginal Corporation
DAF	Department of Agriculture and Fisheries (QLD)
DAFF	Department of Agriculture, Fisheries and Forestry (Cth)
DCEO/CSM	Deputy CEO and Corporate Services Manager
DES	Department of Environment and Science (QLD)
EAAFP	East Asian-Australasian Flyway Partnership
FB	Facebook
FCA	Federal Court Application
GGNTAC	Gangalidda and Garawa Native Title Aboriginal Corporation RNTBC
GKAC	Gkuthaarn and Kukatj Aboriginal Corporation RNTBC
GRAC	Gulf Region Aboriginal Corporation RNTBC
GREAT	Gulf Regional Economic Aboriginal Trust
HR	Human Resources
IAS	Indigenous Advancement Strategy
ILUA	Indigenous Land Use Agreement
IPA	Indigenous Protected Area
LEM	Land and Environment Manager
MAC	Mpundwithal Aboriginal Corporation RNTBC
MMG	Minerals and Metals Group
NAIDOC	National Aborigines and Islander Day Observance Committee
NAQS	Northern Australia Quarantine Strategy
NESP	National Environmental Science Program
NFPAP	National Feral Pig Action Plan
NGO	Non-Government Organisation
NIAA	National Indigenous Australians Agency
NNTT	National Native Title Tribunal
NRM	Natural Resource Management
NTA	Native Title Act 1993 (Cth)
NTRB	Native Title Representative Body
NTSP	Native Title Service Provider
OHS	Occupational Health & Safety
PBC	Prescribed Body Corporate
PCYC	Police and Citizen's Youth Club
PLO	Principal Legal Officer
RNTBC	Registered Native Title Representative Body
TEK	Traditional Ecological Knowledge
WHS	Workplace Health and Safety
WILSSED	Wellesley Island Land Sea Social Economic Development
WJV	Waanyi Joint Venture
WNTAC	Waanyi Native Title Aboriginal Corporation RNTBC

Contact Information

Copies of our Annual Report are available on our website at www.clcac.com.au

For further information regarding the Carpentaria Land Council Aboriginal Corporation please contact:

ENQUIRIES

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Director's Report

FOR THE YEAR ENDED 30 JUNE 2025

The Directors present this Report together with CLCAC's Financial Report for the Financial Year ended 30 June 2025 and the Auditor's Report thereon.

Financial Review

The net profit from ordinary activities after income tax for the year amounted to $553,980 (2024: $1,066,619).

Principal Activities

The principal activities of CLCAC during the Financial Year related to carrying out its functions and responsibilities as a Native Title Service Provider (NTSP) in accordance with the provisions set out in Part 11 Division 3 of the NTA and assisting Traditional Owners and communities with the conduct of various Capacity Building and Economic Development projects and Land and Environment Management Activities.

There were no significant changes in the nature of the activities conducted by CLCAC in this Reporting Period.

Events subsequent to Reporting Date

There are no subsequent events to Report.

Likely developments

The Directors envisage that CLCAC will continue its existing operations, subject to the receipt of ongoing funding from Government and other sources. The Directors expect that during the next three years, the principal activities of CLCAC will continue to focus on achieving positive native title outcomes over areas where recognition of native title has not been achieved, supporting native title holders in assessing whether determined rights and interests can be expanded through variations to existing determinations to reflect advancements in the common law and commence work with Traditional Owner groups on identifying areas where native title has been extinguished and the extinguishment may be compensable. CLCAC will commence work with those Traditional Owners to implement the strategy for approaching negotiations with the State in relation to compensation. CLCAC will also commence implementing a new regional land and environment management strategy, which sets the path for further expansion and specialisation of the land and environment program. Focus will also continue to be directed toward the work of its PBC Capacity and Economic Development Unit, in particular, supporting Native Title Prescribed Body Corporates (PBCs) to maintain good, robust governance structures, increase capacity and work toward becoming financially independent of government funding support through the development and implementation of their economic development strategies to support and grow sustainable commercial enterprises.

Environmental Regulation

Save as provided for in specific Land and Environment Management Funding Contracts, CLCAC's operations are not subject to any particular or significant environmental regulations under either Commonwealth or State Legislation. CLCAC has adequate systems in place for the management of its contractual requirements and is not aware of any breach in that regard.

Distributions

CLCAC's Constitution precludes it from distributing any surplus to Members. Accordingly, no distributions were paid, recommended or declared by the Corporation during the year.

Lead Auditor's Independence Declaration

At no time during the Financial Year ended 30 June 2025 was an Officer of CLCAC the Auditor, a Partner in the Audit Firm, or a Director of the Audit Firm that undertook the audit of CLCAC for the 2024-2025 Financial Year.

The Lead Auditor's independence declaration is set out in the Audited Financial Statements and forms part of this Directors' Report for the Financial Year ended 30 June 2025.

Proceedings on behalf of the Corporation

During the 2024-2025 year, no person has made an Application for Leave in respect of CLCAC pursuant to section 169-5 of the CATSI Act.

During the 2024-2025 year, no person has brought or intervened in proceedings on behalf of CLCAC with leave under section 169-5 of the Corporations (Aboriginal and Torres Strait Islander) Act 2006.

This Report is made by resolution of the Directors in Burketown on 8 October 2025.

Thomas Wilson
CHAIRPERSON

CLCAC Board of Directors at 30 June 2025

Mr Thomas Wilson – DIRECTOR & CHAIRPERSON: LARDIL

Mr Thomas Wilson is the Chairperson of CLCAC and resides on Gununa, Mornington Island. Mr Wilson is a member of the Lardil Traditional Owner group and is employed by WILSSED Pty Ltd as the Ranger Coordinator of the Wellesley Islands Rangers. Mr Wilson has been Chairperson of CLCAC for 13 years and is our longest serving Chair.

Mr Lawrence Burke – DIRECTOR: YANGKAAL

Mr Lawrence Burke is a Director of CLCAC and resides on Gununa, Mornington Island. Mr Burke is a member of the Yangkaal Traditional Owner group. Mr Burke is also a Director of Gulf Region Aboriginal Corporation RNTBC (GRAC). He is also a lead dancer with Mornington Island dancers and works at the art and craft centre.

Mr Damien Gabori – DIRECTOR: KAIADILT

Mr Damien Gabori is a Director of CLCAC and resides on Gununa, Mornington Island. Mr Gabori is a member of the Kaiadilt Traditional Owner group. Mr Gabori is also a Director of Gulf Region Aboriginal Corporation RNTBC (GRAC).

Mr Joseph Rainbow – DIRECTOR: KURTIJAR

Mr Joseph Rainbow is a Director of CLCAC and resides in Normanton. Mr Rainbow is a member of the Kurtlijar Traditional Owner group and undertakes a Cultural Heritage Management advisory role for the Kurtlijar People. Mr Rainbow is chairperson of Mpundwithal Aboriginal Corporate RNTBC (MAC).

Mr Murrandoo Yanner Jnr – DIRECTOR: GANGALIDDA

Mr Murrandoo Yanner is a Director of CLCAC, from Moungibi (Burketown). Mr Yanner is employed by CLCAC as Head Ranger for the Gangalidda Garawa Ranger Unit and is also a Director of the Gulf Region Aboriginal Corporation RNTBC (GRAC).

Ms Dianne Millwood – DIRECTOR: GKUTHAARN

Ms Dianne Millwood is a Director of CLCAC and resides in Normanton. Ms Millwood is a member of the Gkuthaarn Traditional Owner Group. Ms Millwood is also a Director of Gkuthaarn and Kukatji Aboriginal Corporation RNTBC (GKAC).

Mr Hayden Tyrrell – DIRECTOR: KUKATJ

Mr Hayden Tyrell is a Director of CLCAC and resides in Normanton. Mr Tyrell is employed by CLCAC as Ranger Coordinator for the Normanton Ranger unit. Mr Tyrell is also a Director of Gkuthaarn and Kukatj Aboriginal Corporation RNTBC (GKAC).

Mr Donald Bob – DIRECTOR: GARAWA

Mr Donald Bob is a Director of CLCAC and a senior Garawa man who resides in Burketown. Mr Bob is also a Director of Gangalidda and Garawa Native Title Aboriginal Corporation RNTBC (GGNTAC). Mr Bob is employed by CLCAC as a Ranger with the Gangalidda and Garawa Ranger Group.

Mr Henry Aplin – DIRECTOR: WAANYI

Mr Henry Aplin is a Director of CLCAC, a member of the Waanyi Native Title group and a Director of Waanyi Native Title Aboriginal Corporation RNTBC (WNTAC). Mr Aplin resides in Doomadgee.

CLCAC Alternate Directors at 30 June 2025

Mr Grayson Williams – ALTERNATE DIRECTOR: LARDIL

Mr Grayson Williams is an Alternate Director of CLCAC for the Lardil Traditional Owner group and resides on Gununa, Mornington Island. Mr Williams is also a director of Gulf Regional Aboriginal Corporation RNTBC (GRAC).

Mr Xavier George – ALTERNATE DIRECTOR: KURTIJAR

Mr Xavier George is an Alternate Director of CLCAC for the Kurtijar Traditional Owner group and resides in Normanton. Mr George is also employed by CLCAC as a Ranger with the Normanton Ranger Group.

Mr Gerald Loogatha – ALTERNATE DIRECTOR: KAIADILT

Mr Gerald Loogatha is an Alternate Director of CLCAC for the Kaiadilt Traditional Owner Group and resides at Gununa, Mornington Island.

Mr Paul Logan – ALTERNATE DIRECTOR: GKUTHAARN

Mr Paul Logan is an Alternate Director of CLCAC for the Gkuthaarn Traditional Owner group and resides in Normanton. Mr Logan is also employed by CLCAC as head ranger with the Normanton Ranger Group.

Mr Michael Gavenor – ALTERNATE DIRECTOR: YANGKAAL

Mr Michael Gavenor is an Alternate Director of CLCAC for the Yangkaal Traditional Owner group and resides on Gununa, Mornington Island. Mr Gavenor is also the Chairperson of Gulf Regional Aboriginal Corporation RNTBC (GRAC).

Mr Desmond Armstrong – ALTERNATE DIRECTOR: GANGALIDDA

Mr Desmond Armstrong is an Alternate Director of CLCAC for the Gangalidda Traditional Owner Group and resides in Burketown. Mr Armstrong is also employed by CLCAC as Ranger Coordinator with the Gangalidda and Garawa Ranger Group.

Mr Lurick Sowden – ALTERNATE DIRECTOR: GARAWA

Mr Lurick Sowden is an Alternate Director of CLCAC for the Garawa Traditional Owner group and resides in Burketown.
Mr Sowden is also a Director of Gangalidda and Garawa Native Title Aboriginal Corporation RNTBC (GGNTAC) and is a tour guide for Yagurli Tours.

Ms Natalie King – ALTERNATE DIRECTOR: WAANYI

Ms Natalie King is an Alternate Director of CLCAC for the Waanyi Traditional Owner group and resides in Bidunggu.

Mr Lawrence George – ALTERNATE DIRECTOR: KUKATJ

Mr Lawrence George is an Alternate Director of CLCAC for the Kukatj Traditional Owner group and resides in Normanton. Mr George is also employed by CLCAC as a Ranger with the Normanton Ranger Group.

Chief Executive Officer's Report

I am pleased to present my eighth Chief Executive Officer's (CEO) report for Carpentaria Land Council Aboriginal Corporation's (CLCAC) 2024-2025 period, a year in which we celebrated our 40th Anniversary and only the second ever Indigenous Economic Development Forum to be held in the lower Gulf, further exploring opportunities for Indigenous business and regional economic growth, with a focus on green economies and real, tangible outcomes for the traditional owners in the lower Gulf of Carpentaria region.

Each year, the organisation continues to grow, and with that growth comes many more challenges. We continue however, to see so many successful outcomes across all our areas of business, which is highlighted throughout this report.

As we close out CLCAC's 41st year since incorporation, I once again take this opportunity to reflect and remember all those that came before us and those that are no longer with us. It is not without their hard work, sacrifice and passion that we have become the successful corporation that we are today. We acknowledge them and thank the great work of our past Chairpersons, Directors, members, native title claimants and holders, staff and consultants for their involvement, direction, guidance, and support over the course of the last 41 years. I would like to further acknowledge and thank our current directors, members, native title holders, staff and consultants for their dedication and commitment working together to achieve the goals on behalf of the people in our region. There is still a lot of work to be done, and we look forward to continuing to growthe organisation, increasing our services to better support and assist our Traditional Owners for the benefit of the next generation and future generations to come.

I wish to thank all our stakeholder partners and, acknowledge the State and Commonwealth funding agencies who have continued to partner with CLCAC in 2024-2025 to progress native title, land and environment and economic development outcomes in the lower Gulf of Carpentaria region. Their continued support of the objectives of this organisation and aspirations of the Traditional Owners in our region, has allowed us to effectively achieve many outcomes. CLCAC will ensure it continues to maintain those strong partnerships that we have already built, and we hope to forge new ones as those opportunities arise.

It has been another successful year, and I am pleased to report on those achievements and outcomes for the period 1 July 2024 to 30 June 2025.

Corporate Services

As of 30 June 2025, CLCAC funded 53 full-time positions, one permanent part-time position and one casual position. Our Senior Management Group team (SMG) comprises of myself, our Deputy CEO/Corporate Services Unit Manager, our PLO/Native Title Services Unit Manager, our Land & Environment Manager and our Capacity and Economic Development Manager. The SMG team will continue to seek every opportunity and endeavours, to strive to make every effort to identify new funding sources that can allow CLCAC to continue to provide the services and activities that are needed by our constituents in the region.

CLCAC once again received an unqualified audit report for the 2024-2025 financial year. This achievement proves yet again, the testament of our sound accountability and application of best business practice by all our Staff and in particular our Corporate Services Unit under the strong guidance of our Corporate Services Manager. As well as the Corporate Services Manager, this unit comprises of a Senior Finance Officer, Finance Officer, Digital Content & Communications Officer, Corporate Services & Project Support Officer, Corporate Services Administration Officer, HR Coordinator, OHS Compliance & Training Coordinator and a People and Payroll Officer.

Native Title

The Principal Legal Officer (PLO) and the Community & Stakeholder Engagement Officer work together to oversee and facilitate native title matters. An Administration and Project Support Officer, based in Burketown provides logistical support for native title as well as performing the functions of executive assistant to the CEO.

CLCAC progressed three claim development projects in 2024-2025, culminating in the Kurtijar People claim group authorising their second native title claim on 12 June 2025. To be filed and registered in 2025-2026, this claim covers significant coastal habitat areas as well as the bulk of the Delta Downs indigenous pastoral lease. The reporting period saw a further, and ultimately third native title claim for Kurtijar People developed to the point of being ready to file once authorised, and a second claim for Gkuthaarn and Kukatj People being substantially developed with some work remaining for 2025-2026.

In addition to progress towards achieving additional native title determinations, CLCAC supported Waanyi People to become a respondent party to a non-claimant application as well as funding one of our region's PBCs in the development of native title compensation and native title variation applications.

Further information on native title outputs for the 2023-2024 period can be found in Chapter 1 NTRB Overview and Chapter 2 – Report on Performance – Native Title Output Summary and Chapter 3.

PBC Capacity Building and Economic Development

CLCAC continues to provide facilitation and assistance to five (5) PBC's that currently represent all the 9 language groups in our region: Waanyi Native Title Aboriginal Corporation (WNTAC), Gulf Region Aboriginal Corporation (GRAC), Gangalidda & Garawa Native Title Aboriginal Corporation (GGNTAC), Gkuthaarn & Kukatj Aboriginal Corporation (GKAC) and Mpundwithal Aboriginal Corporation (MAC). This unit supports the delivery of PBC Corporate Support Services, and the PBC Capacity and Economic Development Manager manages and supervises a team of four (4) PBC support staff.

CLCAC hosted the Gulf Connect 2024 – Green Economies and Economic Development Forum in Burketown on 3-4 September 2024. This enabled CLCAC and PBC Directors to deepen understandings of, and foster stronger relationships around, potential opportunities and partnerships relating to homeownership, renewable energy, carbon markets, heritage and tourism.

During 2024-2025, CLCAC also facilitated a large grant from National Indigenous Australians Agency (NIAA) through their Jobs, Land and Economy funding stream for strategic capacity building and economic development planning for GKAC. We were also invited to submit an application for a grant for strategic capacity building and economic development for MAC which, if successful, will commence delivery in 2025-2026. We are actively sourcing and pursuing funding opportunities to progress the strategic priorities of the PBCs. This includes the Stage II NIAA strategic capacity building grant funds for GGNTAC and GRAC, as well as other discrete projects.

Further information on the support provided to PBCs for capacity building and economic development during 2024-2025 can be found in Chapter 2 of our Report – Report on Performance – Strategy 2: Obtain positive determinations of Native Title and assist Prescribed Body Corporates and Strategy 4: Strong, Sustainable Region.

Land and Environment Management

CLCAC Rangers manage over 85,000 square kilometres of land and over 600 kilometres of coastline and provide support and mentorship to the Wellesley Islands Rangers who manage the 22 Wellesley Islands. As of 30 June 2025, CLCAC funded the employment of thirty eight (38) staff through the Land and Environment (L&E) unit. This included twenty-six (26) full time indigenous rangers and three (3) full time indigenous ranger coordinators based at Normanton, Burketown, and Gregory.

CLCAC also provides support to the Wellesley Islands Ranger group who, employed through Wellesley Island Land Sea Social Economic Development Pty Ltd (WILSSED) are based at Gununa, Mornington Island. The team consists of a full-time indigenous Ranger Coordinator and six (6) full time indigenous Rangers.

Our Ranger teams, and the Wellesley Islands Rangers, are supported by a Land & Environment Manager, Land & Environment Regional Projects Coordinator, four (4) Land & Environment Projects Officers, Natural Resource Management (NRM) Project Officer, and an administrative officer.

Our Rangers continue to carry out projects and activities to a high standard to protect and manage the land, sea, and waters of their country on behalf of the Traditional Owner groups in our region.

Some of the activities that have come from a range of funding sources include; early detection biosecurity surveillance, monitoring and management of marine turtles, general biodiversity, saltwater crocodiles, migratory shorebirds, water quality, and coastal wetlands, feral animal and weed control, wetland rehabilitation, fire management, marine debris and ghost net monitoring and management, community engagement and education, coastal surveillance and visitor management, joint fisheries patrols, and protection and management of cultural sites.

The objective is to focus on a regional landscape scale to deal with environmental management across the whole region through the ranger program. CLCAC's aim is to be the best ranger program in the country, and we will strive to continue to build and strengthen the L&E unit accordingly to accomplish this goal.

For further information on our Land and Environment Report for the 2024-2025 period, can be found in Chapter 2 of our Report – Report on Performance – Strategy 3: Country is well managed.

Promotion of CLCAC

CLCAC continues to produce regular newsletters that we distribute to our members, stakeholders, funding bodies, PBC members and native title holders on our distribution list.

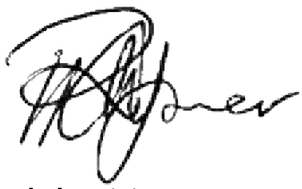
CLCAC also has a Facebook (FB) and Instagram page. There are regular uploads of posts of interest to our followers that include Ranger activities, meeting notices, position adverts etc. CLCAC also has Ranger Group FB pages, and each Ranger Group regularly posts activities to showcase their work. All FB posts are shared so that all followers can be updated accordingly.

In 2024–2025, CLCAC produced a new version of Start Again the Right Way, a film that tells the story of CLCAC's history and the determined fight by Traditional Owners for recognition of native title in the lower Gulf of Carpentaria. This struggle has led to a number of landmark native title outcomes, reflecting the strength and persistence of Indigenous communities and their early aspirations for the management of country.

The film showcases the growth of CLCAC's Land and Environment program since it began in 2006, highlighting the wide-ranging work our Rangers undertake to care for country. Although our Rangers often shy away from the spotlight, the film gives them the recognition they deserve, celebrating their extraordinary knowledge, skill, and dedication to preserving both cultural and environmental values. It also explores CLCAC's vision for the future, emphasising our aim to build on this strong foundation and create what we hope will become the best Indigenous Land and Environment program in Australia—and perhaps the world. Start Again the Right Way will be shared via CLCAC's YouTube channel and promoted on Facebook, offering audiences an inspiring insight into the achievements, expertise, and future ambitions of CLCAC and its Rangers.

CLCAC is still actively working towards redeveloping its YouTube site and website and expect to have the redevelopment completed in the 2025-2026 period.

In conclusion, I would like to assure our members, that I will continue to strive to the best of my ability in actively working diligently with our Board of Directors, staff, and stakeholder partners to ensure the strategic objectives and aspirations of our Traditional Owners are met.



Rachel Amini-Yanner

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CHAPTER 1
NTRB OVERVIEW

Background

CLCAC was first established in 1982 as a community-based organisation to represent, protect and secure the rights and interests of Aboriginal people in the Gulf of Carpentaria. Following a large meeting in Doomadgee, CLCAC was incorporated under the Aboriginal Councils and Associations Act on 27 April 1984.

On 30 June 1994, CLCAC was recognised under the Native Title Act 1993 as the representative Aboriginal/Torres Strait Islander body for the Gulf Region. This region includes land and waters from the Northern Territory border to east of Normanton, and the islands and seas of the lower Gulf of Carpentaria.

Today, CLCAC is the largest and most eminent corporate entity representing the rights and interests of Traditional Owners in the lower Gulf of Carpentaria, with its membership drawn from the following nine Aboriginal language groups whose traditional lands and waters are located in the Gulf:

Kurtijar	Gkuthaarn
Kukatj	Gangalidda
Kaiadilt	Lardil
Yangkaal	Waanyi
Garawa	

Since first being recognised as a NTRB, CLCAC has achieved several important and positive outcomes to provide for the protection and recognition of the native title rights and interests of Aboriginal traditional landowners in northwest Queensland.

WHAT WE DO

In performing the role and functions of a native title representative body, CLCAC assists Traditional Owner groups in the lower Gulf Region to pursue native title rights over their traditional lands and waters. This has resulted in successful determinations for all of the nine language groups represented in our region: the Waanyi, Gangalidda, Garawa, Lardil, Yangkaal, Kaiadilt, Gkuthaarn Kukatj and Kurtijar Peoples.

CLCAC employs various consultative mechanisms to ensure that its members and the people that it serves have input into its decision making and prioritisation. The primary means of consultation is by way of Applicant, claim group and prescribed body corporate meetings, held regularly to advise native title claimants and native title holders about recent court decisions, the legal context for native title, and to discuss matters relevant to the progress of their native title applications and ancillary matters

Native Title

CLCAC progressed three new claim development projects in 2024-2025, two for Kurtijar People and two for Gkuthaarn and Kukatj People. The first of those claims was authorised during the reporting period, on 12 June 2025, being Kurtijar

People's claim over the bulk of Delta Downs station and nearby areas. This claim was pending CLCAC certification and registration as at the end of the financial year. A second claim for Kurtijar People further South has been developed and is expected to be authorised in 2025-2026 along with a parallel and non-competing claim over the same area by Gkuthaarn and Kukatj People which was still under development as at the end of the reporting period. CLCAC further assisted Gkuthaarn and Kukatj People to progress native title research during 2024-2025 in relation to their third intended claim, being to the East of the existing Gkuthaarn and Kukatj determination, with research and claim development to continue in 2025-2026.

CLCAC continued to support Waanyi People in 2024-2025 with their current claim over Bowthorn Station and parts of the Nicholson River (Waanyi #3 Claim), which was registered in June 2023. The reporting period saw lengthy delays by the State in making progress under the Court Timetable and the variation of Programming Orders to accommodate the additional time required by the State. The Applicant and the State have agreed to mediation before a Judicial Registrar of the Federal Court of Australia which will proceed in 2025-2026.

In addition to native title claim activities, CLCAC supported one ILUA negotiation, one native title compensation application project and one native title determination variation project during the reporting period, with expectations in each case of settlement negotiations proceeding in 2025-2026.

The newly authorised claim along with additional claims being researched and developed, will supplement CLCAC's achievement of 12 successful determinations in prior years:

CLCAC assisted the Waanyi People to pursue a claim for native title over their traditional land and waters. The claim was filed in 1999 and culminated in a final positive determination on 9 December 2010 (Aplin on behalf of the Waanyi Peoples v State of Queensland (No 3) [2010] FCA 1515). The determination covers 1,730,081 hectares in the lower Gulf of Carpentaria, making it the largest single determination in Queensland's history.

We assisted the Gangalidda and Garawa Peoples to obtain positive determinations of native title over their two claims. By consent, two determinations were made on 23 June 2010 (QC04/05 and QC95/03; Gangalidda and Garawa People v State of Queensland [2010] FCA 646) recognising native title rights over 5,810 square kilometres of land and waters, including exclusive native title rights over an Aboriginal Land Trust area and Aboriginal owned pastoral leases. Two Indigenous Land Use Agreements have been registered in respect to access to pastoral leases within the determination area. On 1 April 2015, two further Gangalidda and Garawa determinations were made recognising native title over the remainder of the traditional land and waters of the Gangalidda and Garawa Peoples: (Taylor on behalf of the Gangalidda and Garawa Peoples #1 v State of Queensland [2015] FCA 731, and Taylor on behalf of the Gangalidda and Garawa Peoples #2 v State of Queensland [2015] FCA 730).

In March 2019, the Federal Court of Australia made orders recognising exclusive native title in favour of the Gangalidda People over the pastoral stations Pendine (Gangalidda Pendine Claim QUD660/2017) and Konka (Gangalidda Pendine Claim QUD660/2017). These two native title claims were supported by CLCAC and progressed very quickly through the claim process as the previous successful determinations in favour of Gangalidda (along with Garawa) in 2010 and 2015 were relied upon as evidence that the pastoral stations were part of traditional Gangalidda country.

PBC	DETERMINATION(S)	DATE OF INCORPORATION	NUMBER OF DIRECTORS	NUMBER OF MEMBERS	ICN
WNTAC	*Aplin on behalf of the Waanyi Peoples v State of Queensland (No 3)*	16/09/2010	1	588	7448
GGNTAC	*Gangalidda and Garawa People v State of Queensland; Taylor on behalf of the Gangalidda and Garawa Peoples #1 v State of Queensland; Taylor on behalf of the Gangalidda and Garawa Peoples #2 v State of Queensland;* Gangalidda Pendine Claim; Gangalidda Konka Claim	26/04/2010	10	220	7365
GRAC	*Lardil Peoples v State of Queensland; Lardil, Yangkaal, Gangalidda and Kaiadilt Peoples v State of Queensland*	08/11/2008	11	173	7139
GKAC	*Phillip George and Leanne Edwards on behalf of the Gkuthaarn and Kukatj People v State of Queensland*	04/09/2018	8	100	8895
MAC	*Rainbow on behalf of the Kurtjar People v State of Queensland*	29/06/2022	7	64	9781

CLCAC assisted the Lardil, Yangkaal, Kaiadilt and Gangalidda Peoples to obtain a positive determination of native title in Lardil Peoples v State of Queensland [2004] FCA 298. The determination recognises non-exclusive rights to land and waters, such as right of access for the purposes allowed under traditional laws and customs and the right to fish, hunt and gather living and plant resources. CLCAC then assisted these four language groups to lodge and pursue a second native title claim over the Wellesley Islands. This claim led to a consent determination on 9 December 2008: (Lardil, Yangkaal, Gangalidda and Kaiadilt Peoples v State of Queensland [2008] FCA 1855). The determination recognises exclusive possession over the Wellesley Islands and covers 127,400 hectares, including outstations, subleases and freehold under the Aboriginal Land Act 1991 (Qld).

On 29 September 2020, the Gkuthaarn & Kukatj native title claim (Gkuthaarn and Kukatj People QUD685/12 (QC2012/019)) came to a successful end when the Federal Court handed down its decision on the native title application. The Court's decision recognised the Gkuthaarn & Kukatj native title claim group as holding native title rights and interests in approximately 844,000 hectares of their traditional country.

CLCAC assisted the Waanyi People with their second native title claim (Waanyi People #2 – QUD474/2018 (QCD2021/003)), following the filing of a claim in 2018 over areas of the pastoral property known as Turn Off Lagoon. This resulted in a consent determination on September 2021.

On 26 July 2022, CLCAC and Kurtijar People hosted the Federal Court of Australia on country at Delta Downs Station for the Kurtijar People's historic and hard-fought determination of Native Title (Rainbow on behalf of Kurtjar People v State of Queensland [2021] FCA 1251). This determination was the first case in which the Court has made a finding that the native title holders of a land estate have the right to access and take resources for any purpose, and by extension for commercial purposes. Additionally, it was the first time a native title claim over the Eastern Seaboard of Australia (mainland Queensland NSW and Victoria) has gone to a contested Court hearing with the result that the native title holders won the case.

The Kurtijar People's successful native title determination marked a milestone for the Lower Gulf Region. Each of CLCAC's nine language groups now benefits from at least one determination and is represented by at least one PBC, with the twelve native title determinations now achieved in our region being the fulfilment of a deliberate native title claim strategy initiated by CLCAC in 1996.

PBC Corporate Support

The central initiative of CLCAC's post determination planning is the establishment of a unit to support the delivery of PBC Corporate Support Services. There are currently five registered PBCs in our region representing native title holders from all nine Gulf language groups

Together these five PBCs represent all nine Gulf language groups with the vast majority of the native title holders residing in the remote communities of Doomadgee, Gununa, Normanton, Robinson River, Borroloola, Gregory and Burketown.

The Gulf PBCs are currently at differing stages of independence. Where assistance with performing their statutory functions is requested, CLCAC to date has been providing that assistance.

During initial consultations with PBCs in 2016-2017, it was agreed that CLCAC should develop a plan to build capacity gradually in the PBCs. CLCAC's role and its ability to deliver effective services is fundamental to the success of the PBCs during the medium to long term. Further consultation with PBC Boards, together with initial and more wide-ranging consultation with native title holder groups and native title claim groups is needed. CLCAC developed an initial framework to build capacity over a five-year period. A detailed description of the specific services that were to be delivered was set out in our Transition Plan.

Although considerable progress was made to increase the internal capacity of PBCs during this time. During this time, it also became apparent that additional opportunities to maximise the determined rights and interests of the language groups in the Gulf region had emerged with the development of the common law, notably in relation to native title compensation (i.e. Timber Creek) as well as the expanded common law understanding of the purpose for which resources might be taken.

During 2024-2025 CLCAC progressed work on our Native Title Resolution Strategy which identifies and prioritises viable future native title projects required to maximise the determined rights and interests of our constituent language groups. The strategy will contribute to development of a revised and more detailed Transition Plan, anticipated to be developed in the next 2 to 3 years in consultation with our region's PBCs and once every PBC has finalised its Strategic Plan and Economic Development Plan.

Economic Development & Business Support

Approximately 60% of the population in the lower Gulf is indigenous (2021 ABS) indicating a majority indigenous community. Exclusive native title determinations, together with high levels of Aboriginal owned land, means indigenous communities now have access to capital, land and resources. However indigenous unemployment remains high, while participation in business and the economy is low.

The lower Gulf Region's economic base is dominated by cattle, mining, fishing and tourism with a range of services located in the townships. The largest mining operation in the region was the Century Mine at Lawn Hill owned by MMG. Considered one of the world's biggest zinc mines, the Century Zinc mine was operated for 16 years from 1999 to 2015 by Rio Tinto before ceasing operations in 2016. Rio Tinto sold the property to MMG in 2016 which, in turn, sold the mine to New Century Resources in 2017. New Century Resources launched a restart feasibility study (RFS) for the project to process the tailings from previous operations. The results from the RFS were released in November 2017, while an independent technical review of the RFS was announced in April 2018. The zinc tailings retreatment operation commenced in August 2018 with an expected life of six years. In May 2023 Sibanye-Stillwater acquired New Century Resources and have continued to process tailings at the site, with operations now expected to cease in 2027. According to their website, Sibanye-Stillwater's operation at Century is currently the largest tailings treatment operation in Australia and employs 254 staff and contractors.

CLCAC is responding to the economic challenges faced by our constituents through the initiatives and strategies being developed and implemented by its Capacity and Economic Development Unit.

This Unit has several key priorities:

- Identifying and facilitating delivery of key business and economic development projects and initiatives;
- Assisting PBCs with corporate governance and compliance as legislated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006;
- Providing business, commercial and strategic planning support to Prescribed Body Corporates (PBCs); and
- Advocating on behalf of Traditional Owners and communities of the lower Gulf for projects and initiatives that develop the region's economy sustainably.

An assessment of the four key sectors of Resources, Land Management, Tourism and Service Delivery has been completed by CLCAC to identify and prioritise potential economic development opportunities, as well as to better understand the barriers to investment. CLCAC is working with partners, stakeholders and the community to deliver the recommendations of this report for the benefit of Gulf communities.

The Commonwealth Government's Indigenous Advancement Strategy Jobs, Land and Economy Program priorities are:

- Getting Indigenous Australians into work;
- Fostering Indigenous business; and
- Ensuring Indigenous people receive economic and social benefits from the effective management of their land and native title rights.

These priorities align almost directly with CLCAC's. CLCAC supports good policy and planning and will advocate for change where it is ineffective. CLCAC's Economic Development and Business Support Unit provides strategic and commercial planning support for PBCs to ensure they are viable and sustainable in the long term. Advice and support are also available to assist in establishing commercial enterprises in certain circumstances.

The following support services are provided by CLCAC:

- Corporation business and governance planning;
- Corporation restructuring;
- Building capacity and mentoring;
- Identifying and pursuing business and economic development opportunities including regional coordination;
- Assistance with funding applications for specific projects; and
- Coordination of cultural heritage and native title matters.

Land and Environment Program

This unit undertakes land and sea management activities that improve and enhance the condition of natural resources in the Lower Gulf of Carpentaria area for the long-term benefit of Traditional Owner and Native Title holder groups and communities.

Activities conducted by CLCAC during this period have included:

- Early detection biosecurity and coastal surveillance;
- General biodiversity protection activities;
- Monitoring and management of marine turtles, saltwater crocodiles, migratory shorebirds, water quality, and coastal wetlands;
- Pest animal and plant control;
- Wetland rehabilitation;
- Fire management;
- Marine debris and ghost net removal, monitoring and management;
- Community engagement and education;
- Visitor management; and
- Protection and management of cultural sites.

With a review of the Gulf of Carpentaria Marine Park due in 2026, the program is targeting additional projects which will assist in gathering data across the gulf region to assist in furthering protections of natural and cultural values. In the coming years we are looking to expand international migratory shorebird surveys along with mapping and monitoring the health of marine and intertidal seagrass beds. We have also commenced discussions regarding additional protections through nominating sites for national and international recognition such as World Heritage listing and additional sites the East Asian-Australasian Flyway Partnership.

Strategies used to undertake this work include:

- Employment of Indigenous Rangers to undertake culturally appropriate environmental management and conservation projects;
- Preservation of Traditional Ecological Knowledge (TEK) and utilisation of TEK together with Western science to increase our understanding of the natural values of the region and to contribute to effective management;
- Developing international, national and regional partnerships that contribute to improved land and sea management;
- Proactively collaborating on key research initiatives in the region;
- Developing a Pilot Junior Ranger Program to provide a career pathway for school leavers into paid employment
- Working to have additional layers of protection for the natural and cultural values of the gulf, and
- Undertaking community and visitor education about cultural and natural values.

CLCAC funds thirty-eight (38) positions through its Land and Environment management programs, including twenty-six (26) full-time Indigenous Rangers and three (3) Indigenous Ranger Coordinators over three Ranger Units in Normanton, Burketown and Gregory.

CLCAC also provides mentorship and assistance to the Wellesley Islands Rangers, a Wellesley Island Land Sea Social Economic Development Pty Ltd (WILSSED) ranger team, which employs six (6) Indigenous Rangers and one (1) Indigenous Ranger Coordinator.

All ranger teams are supported by CLCAC's professional and administrative staff, including a Land and Environment Regional Projects Coordinator located in Normanton, a Natural Resource Management Project Officer located in Burketown, four (4) Land and Environment Project Officers based in Cairns, and a Corporate Services and Project Support Officer located in Cairns. The program is strategically led and managed by a Land and Environment Manager based in the Cairns office.

ROLE AND FUNCTIONS

CLCAC is an incorporated association registered under the CATSI Act. The principal objective of the Corporation is the relief of poverty, sickness, destitution, serious economic disadvantage, distress, dispossession, suffering and misfortune amongst Aboriginal peoples. CLCAC's objectives also include:

1. Facilitating the return of Aboriginal land and waters in the lower Gulf of Carpentaria to Aboriginal people and obtaining secure title to those lands and waters;
2. Assisting Aboriginal People to manage land and waters in the lower Gulf;
3. Assisting Aboriginal People to manage natural resources in the land and waters in the lower Gulf;
4. Advocating the rights and interests of Aboriginal People in the lower Gulf regarding activities that impact upon the land and waters;
5. Promoting education, training and employment of Aboriginal People in traditional and contemporary land management practices, natural resource management and conservation activities;
6. Developing commercial and other enterprises associated with the use and management of land and waters, for the primary benefit of Aboriginal People;
7. Taking steps to achieve and promote economic development and self determination for Aboriginal People in the lower Gulf;
8. Assisting Aboriginal People to protect sacred sites and sites of significance in land and waters;
9. Promoting the continuation of Aboriginal culture, knowledge and language and the protection of member's intellectual property relating to traditional and contemporary Aboriginal culture, knowledge and language in the lower Gulf;
10. Providing basic community services to members of the Association to alleviate poverty;

The Native Title Act

Part 11 of the NTA sets out the functions of CLCAC as a NTSP. It also includes provisions about how CLCAC is to perform these functions and prescribes how the CLCAC is to be funded and held accountable.

CLCAC's functions under section 203 of the NTA are:

- Facilitation and assistance;
- Certification;
- Dispute resolution;
- Notification;
- Agreement making;
- Internal review; and
- Other functions.

Although CLCAC's primary function is facilitation and assistance, it also performs the other functions set out in the NTA:

Certification

CLCAC's process of certification in relation to claims includes the preparation of a memorandum detailing the decision-making process by which the claimants select and authorise the applicants. If CLCAC is satisfied, that there has been a proper and fair process to authorise the named Applicants by the claimant Group, and that all efforts have been made, to ensure that the application identifies the Native Title Claimant Group, the Chief Executive Officer then may certify the application pursuant to an authority delegated by the CLCAC Board of Directors.

Whether or not CLCAC will certify an Application will depend upon proper evidence of preparation of the application process provided to the Chief Executive Officer.

Amongst other things, preparation needs to include; ethnographic research to identify the basis of the community of Native Title Holders, the area of Land and or Sea to be claimed, the membership of the Claimant Group, records of minutes of all meetings, and of the decision-making process undertaken at the meeting.

Dispute Resolution

CLCAC carries out its dispute resolution functions in a way that seeks to emphasise culturally appropriate mediation and negotiation with Traditional Owners and seeks to identify the appropriate Traditional Owner groups prior to the lodgement or progression of native title applications.

Notification

As the NTSP for the lower Gulf of Carpentaria Region, CLCAC receives notices of proposed future acts from the Queensland Department of Resources (DR), Department of Agriculture and Fisheries (DAF) and the Department of Environment and Science (DES). Currently, CLCAC's Contact Person, with assistance from the Principal Legal Officer and PBC Support Services Officers, is responsible for receiving and processing notifications of all proposed future acts.

CLCAC works to ensure that registered native title claimants and/or Traditional Owner groups are notified of proposed future acts within their native title claim or determination area and encourages Traditional Owners to work with CLCAC to respond to these future act notifications.

Agreement Making

Consistent with our Objectives, CLCAC will become a party to an ILUA as set out in section 203BH of the Native Title Act 1993 (Cth), where this is necessary or convenient for realising the aspirations or furthering the interests of Traditional Owners.

Other Functions

Other functions performed by CLCAC during the reporting period include:

- Attending and participating in appropriate forums addressing native title and related matters;
- Providing regular updates to members, claimants and Traditional Owners on matters relevant to the progress of native title claims in our NTSP area for which we provide assistance and in order to wider promote understanding of native title, including through the publication of newsletters and on social media;
- Conducting regular trips to Aboriginal communities in our NTSP area in order to consult with Traditional Owners and other Aboriginal people about matters that might affect them, or which may have an impact on their native title rights and interests;
- Maintaining and updating a register of Traditional Owners and the lands, waters and/or seas to which they have traditional connections; and
- Assessing applications for assistance in accordance with CLCAC Policies and Procedures.

ORGANISATIONAL STRUCTURE

Membership

Membership of CLCAC is open to adult Aboriginal persons who have a primary affiliation with a Gulf Language Group. Members must be affiliated with one of the recognised nine Gulf Language Groups outlined below:

1. GANGALIDDA
2. GARAWA
3. GKUTHAARN
4. KAIADILT
5. KUKATJ
6. KURTIJAR
7. LARDIL
8. WAANYI
9. YANGKAAL

Board of Directors

An elected Board determines the Corporation's priorities in all Corporate, Policy and Operational matters, monitors the work of the Corporation, and oversees the conduct of the Corporation's affairs. The Board of Directors comprises of one member (or alternate member) from each of the nine Gulf Language Groups.

Staff Structure

The Chief Executive Officer (CEO) is based in Burketown and has responsibility for the day to day operation and administration of the Corporation. The Chief Executive Officer is assisted in discharging this responsibility by the Senior Management Group. Our staff fall within one of three Organisational Units:

- Corporate Services;
- Native Title Services;
- PBC Economic Development and Business Support; and
- Land and Environment Services.

OUTCOME AND OUTPUT STRUCTURE

The Output and Outcome Structure of CLCAC as a NTSP, is generally determined by the Native Title Act 1993 (Cth). Although the terms "Outcomes" and "Outputs" are not used in the Native Title Act 1993, CLCAC uses them as a means to measure performance. Thus, the principal outcome towards which CLCAC as an NTSP strives is the recognition and protection of native title in its NTSP area. This follows from the objects set out in s.3 of the Native Title Act 1993 (Cth).

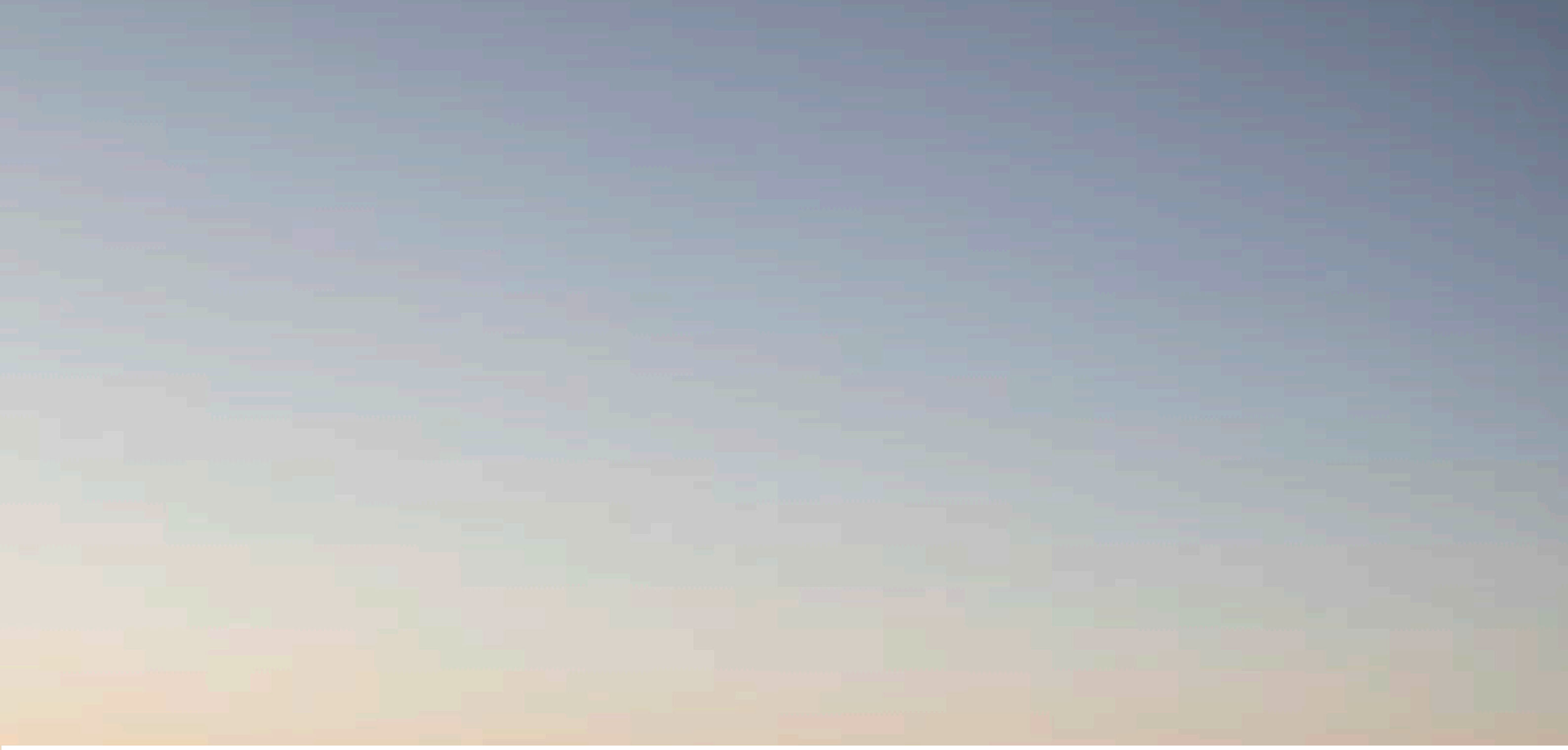
The overall strategic objectives that CLCAC aims for are consistent with CLCAC's Vision, Mission and Values:

- <u>OUR VISION</u>: To be the leader of sustainable Indigenous economic development in the lower Gulf region where our people are self-determined and empowered to take control of country, culture and their future.
- <u>OUR VALUES:</u> Unity, Leadership, Integrity and Commitment.
- <u>OUR PRINCIPLES:</u> In pursuing our vision and objectives CLCAC adheres to the following principles:

CLCAC's Board will continue to provide a credible and effective forum for regional discussion, planning and action.	CLCAC's Board will continue to maintain equal representation for each on the nine constituent Traditional Owner groups.
CLCAC will support the cultural and economic aspirations of Traditional Owner communities.	CLCAC recognises the need to continue to strive for the recognition of native title and to assist Traditional Owners to protect and manage country.
CLCAC will invest in the continued development of its people to build capacity within the region.	

CLCAC's overall Strategic Objectives for the reporting period were as follows:

KEY AREA OF OPERATION	OBJECTIVES
Accessible, responsive and well managed organisation	• Create further opportunities for traditional owners to engage and participate in our activities and programs. • Share information about our programs and performance and let people know about how we will respond to future opportunities and challenges. • Manage resources sustainably. • Develop staff to meet current and future needs and deliver services our clients need and are happy with.
Obtain positive determinations of Native Title and assist Prescribed Body Corporates	• Provide high quality professional services to secure native title or alternative settlement outcomes for Traditional Owners. • Assist Native Title Holders to protect their rights and interests and successfully access financial opportunities which may flow. • Support and foster PBCs to be self-sufficient, charting and managing their own direction. • Seek out organisations and supporters who share similar social investment objectives and build long term sustainable partnerships that will assist in these endeavours.
Country is well managed	• Be the best land and sea unit across Northern Australia. • Combine the best available science with traditional knowledge and practices. • Improve how we manage country and, in partnership with others, grow the range of services we deliver. • Encourage our community and others to take positive actions in relation to environmental sustainability and to lead by example.
Strong, sustainable region	• Support and foster regional development, entrepreneurs, enterprises and small businesses and help them establish in local and regional markets. • Collaborate with government, industry and others to achieve this objective and form partnerships to ensure success and a higher standard of living for all. • Encourage our community and others to take positive actions in relation to developing a strong and sustainable regional economy.



CHAPTER 2
REPORT ON PERFORMANCE

NATIVE TITLE OUTPUT SUMMARY:

CLCAC recorded the following native title outputs in 2024-2025	
Total number of native title determination applications dependent on CLCAC for assistance	**1**
Number of native title determination applications where CLCAC provides direct legal representation	**0**
Number of new applications filed in the reporting year with CLCAC assistance	**0**
Number of registered determinations	**12**
Total number of non-claimant applications	**1**
Total number of compensation applications	**0**
Total number of registered ILUAs	**25**
Number of new ILUAs registered in the reporting year	**0**
Total number of native title determinations made by consent determination	**9**
Number of new native title determinations made by consent determination in the reporting year	**0**
Number of litigated native title determinations	**3**
Number of new litigated native title determinations in the reporting year	**0**

Analysis of performance against strategic objectives:

STRATEGY 1: ACCESSIBLE, RESPONSIVE AND WELL-MANAGED ORGANISATION

Objective – Create further opportunities for Traditional Owners to engage and participate in our activities and programs

During this reporting period, CLCAC has met this objective by:

1. Providing representation for each of the nine constituent Traditional Owner groups and continuing to provide a credible and effective forum for regional discussion, planning and action;
2. Representing the interests of constituent Traditional Owner groups in State, Commonwealth and Local Government regional planning processes and responding to relevant government policy and legislative proposals;
3. Maintaining an up-to-date register of members;
4. Assessing applications for membership in an efficient manner and in accordance with our Rules; and
5. Posting regular news updates on our website, Facebook and Instagram.

Objective – Share information about our programs and performance and let people know about how we will respond to future opportunities and challenges.

During this reporting period, CLCAC has met this objective by:

6. Holding three (3) meetings of the Board of Directors in 2024-2025, at which the Board was provided with strategic and technical advice and administrative support in order to make informed and transparent decisions in the interests of the nine (9) constituent Traditional Owner groups;
7. Fostering cooperative relationships with State, Local and Federal Governments. These relationships have continued to develop through the progression, negotiation and completion of the native title determination applications in the region;
8. Regularly liaising with State and Local Governments, including the Department of Environment, Tourism, Science and Innovation (DETSI), Department of Primary Industries (DPI), Burke Shire Council, Carpentaria Shire Council, Doomadgee Shire Council and Mornington Shire Council; and
9. Regularly liaising with Federal Government, including the Department of Agriculture, Fisheries and Forestry (DAFF), the National Indigenous Australians Agency (NIAA) and Department of Climate Change, Energy Efficiency and Water.

Objective – Manage resources sustainably.

During this reporting period, CLCAC has met this objective by:

1. Ensuring compliance with The Corporation's Rule Book and reporting obligations under the CATSI Act;
2. Development of new policies and plans to manage risk;
3. Holding regular Senior Management Group strategic planning meetings to ensure forward planning is undertaken and financial performance and budget compliance are regularly monitored; and
4. Preparing monthly budget reports which are monitored by Project Managers and the Senior Management Group.

Objective - Develop staff to meet current and future needs and deliver services our clients need and are happy with.

During this reporting period, CLCAC has met this objective by:

1. Developing individual training and development schedules;
2. Continuing to implement our Performance and Development Review for all staff with annual reviews; and
3. Consultation with clients to determine their current needs and future aspirations to factor into CLCAC's forward planning.

STRATEGY 2: OBTAIN POSITIVE DETERMINATIONS OF NATIVE TITLE & ASSIST PRESCRIBED BODY CORPORATES

Objective - Provide high quality professional services to secure native title or alternative settlement outcomes for Traditional Owners.

Native title determination applications assisted by CLCAC in this reporting period were:

APPLICATION NAME	NNTT FILE NUMBER	FEDERAL COURT FILE NUMBER	DATE FILED
WAANYI PEOPLE #3	QC2022/008	QUD476/2022	25/11/2022

Waanyi People #3 – QUD476/2022 (QCD2022/008))

Waanyi Native Title Aboriginal Corporation RNTBC Native Title Claim

Following filing on 25 November 2022, Waanyi People's third native title claim was accepted for registration by the NNTT on 14 April 2023 and has since proceeded by way of confidential negotiations between the Applicant and the State of Queensland under Federal Court of Australia case management. Mediation Orders were made by consent during the reporting period.

Number of Community/Claim Group Meetings:2

Number of Future Act Matters - 3

Gangalidda and Garrawa Native Title Aboriginal Corporation RNTBC

No present Native Title claims

Number of Corporation Meetings – 7

Number of Community/Claim Group Meetings – 0

Number of Future Act Matters – 7

Gulf Region Aboriginal Corporation RNTBC

No present Native Title Claims

Number of Corporation Meetings – 14

Number of Community/Claim Group Meetings – 2

Number of Future Act Matters - 0

Gkuthaarn and Kukatj Aboriginal Corporation RNTBC

No present Native Title Claims.

Number of Corporation Meetings – 17

Number of Community/Claim Group Meetings – 4

Number of Future Act Matters – 7

Mpundwithal Aboriginal Corporation RNTBC

No present Native Title Claims.

Number of Corporation Meetings – 5

Number of Community/Claim Group Meetings – 3

Number of Future Act Matters – 0

Objective - Assist Native Title Holders protect their rights and interests and successfully access financial opportunities which may flow.

CLCAC assists Native Title Holders and Native Title Claimants in the region to protect Aboriginal Cultural Heritage and to mitigate the impact of future acts and other development proposals on native title rights and interests.

Future act notifications received by CLCAC during 2024-2025 were as follows:

Type of Future Act	Number of Notifications
S29 Notifications	11
Other future acts	6
TOTAL:	**17**

Objective - Support and foster PBCs to be self-sufficient, charting and managing their own direction.

PBC Assistance - Gulf Region Aboriginal Corporation RNTBC

Gulf Region Aboriginal Corporation RNTBC (GRAC) is the prescribed body corporate of the Lardil, Yangkaal, Kaiadilt and Gangalidda People, managing the rights and interests the subject of the determinations made in Lardil Peoples v State of Queensland (QUD207/1997) and Lardil, Yangkaal, Gangalidda & Kaiadilt Peoples v State of Queensland (QUD7/2006).

During the reporting period, CLCAC provided comprehensive assistance to GRAC Directors including to:

- Notify, conduct and document its Annual General Meeting, including holding director elections and assisting with Director Identification Number requirements;
- Notify, conduct and document a Special General Meeting;
- Notify, conduct and document Directors Meetings / Workshops;
- Notify, conduct and document a Community Meeting;
- Maintain corporation records and achieve ORIC compliance;
- Support administrative and compliance steps of the PBC's subsidiary proprietary limited company;
- Respond to proposals and land use requests, including communicating, meeting and negotiating with proponents and other stakeholders;
- Progress board of director initiatives in such areas as cultural heritage, asset management, land use and access arrangements;
- Facilitate PBC engagement with government and non-government agencies in relation to a range of social, environmental and cultural matters on which those agencies required advice or assistance from the PBC.

Number of Board meetings assisted by CLCAC = 12

Number of GRAC Special General Meetings assisted by CLCAC = 1

Number of GRAC Annual General Meetings assisted by CLCAC = 1

Number of GRAC Community Meetings assisted by CLCAC = 1

Number of Training Workshops assisted by CLCAC = 4

PBC Assistance - Gangalidda and Garawa Native Title Aboriginal Corporation RNTBC

Gangalidda and Garawa Native Title Aboriginal Corporation RNTBC (GGNTAC) was registered on 17 January 2011 as the RNTBC managing the native title rights and interests, the subject of the determinations made in Gangalidda and Garawa People v State of Queensland; Gangalidda and Garawa People v State of Queensland #2; Taylor on behalf of the Gangalidda and Garawa Peoples #1 v State of Queensland; Taylor on behalf of the Gangalidda and Garawa Peoples #2 v State of Queensland; Taylor on behalf of the Gangalidda People v State of Queensland (The Gangalidda People Pendine Claim); and Taylor on behalf of the Gangalidda People v State of Queensland (The Gangalidda People Konka Claim).

During the reporting period, CLCAC provided comprehensive assistance to GGNTAC including to:

- Notify, conduct and document its Annual General Meeting;
- Notify, conduct and document a Special General Meeting;
- Notify, conduct and document Directors Meetings / Workshops;
- Maintain corporation records and achieve ORIC compliance;
- Maintain corporation records and achieve ORIC compliance;
- Support administrative and compliance steps of the PBC's subsidiary proprietary limited companies;

- Respond to proposals and land use requests, including communicating, meeting and negotiating with proponents and other stakeholders;
- Progress board of director initiatives in such areas as infrastructure planning and development, asset management, renewable energy and cultural heritage.
- Facilitate PBC engagement with government and non-government agencies in relation to a range of social, environmental and cultural matters on which those agencies required advice or assistance from the PBC.

Number of GGNTAC Board meetings assisted by CLCAC = 5

Number of GGNTAC Community meetings assisted by CLCAC=

Number of GGNTAC Special General meetings assisted by CLCAC = 1

Number of GGNTAC Annual General meetings assisted by CLCAC = 1

Number of Training Workshops assisted by CLCAC = 1

PBC Assistance - Waanyi Native Title Aboriginal Corporation RNTBC

Waanyi Native Title Aboriginal Corporation RNTBC (GGNTAC) is the prescribed body corporate managing the native title rights and interests the subject of the determinations made in Aplin on behalf of the Waanyi Peoples v State of Queensland and Rockland on behalf of the Waanyi People v State of Queensland..

During the reporting period and consistent with requests received from WNTAC, CLCAC has assisted WNTAC by providing reimbursement of the PBC Basic Support funding to ensure that WNTAC received financial assistance to enable it independently to:

- Convene Corporation meetings; and
- Engage legal and accounting consultants with a view to ensuring CATSI Act compliance.

PBC Assistance - Gkuthaarn and Kukatj Aboriginal Corporation RNTBC

Gkuthaarn and Kukatj Aboriginal Corporation RNTBC (GKAC) manages the rights and interests the subject of the determination made on 29 September 2020 in George & Anor on behalf of the Gkuthaarn and Kukatj People v State of Queensland (QUD 29/2019).

During the reporting period, CLCAC provided comprehensive assistance to GGNTAC including to:

- Notify, conduct and document its Annual General Meeting;
- Notify, conduct and document a Special General Meeting;
- Notify, conduct and document Directors Meetings / Workshops;
- Notify, conduct and document a Community Meeting;
- Maintain corporation records and achieve ORIC compliance;
- Support administrative and compliance steps of the PBC's subsidiary proprietary limited company;
- Respond to proposals and land use requests, including communicating, meeting and negotiating with proponents and other stakeholders;
- Progress board of director initiatives in such areas as enforcement and protection of native title rights, infrastructure planning, asset management, renewable energy and cultural heritage.
- Facilitate PBC engagement with government and non-government agencies in relation to a range of social, environmental and cultural matters on which those agencies required advice or assistance from the PBC.

In addition to the above assistance provided by CLCAC in the manner of Basic PBC support, CLCAC provided extensive additional assistance during the reporting period in developing the capacity of the PBC. This was delivered with the support of the National Indigenous Australians Agency (NIAA). Under an IAS PBC Capacity Building Grant.

CLCAC assisted GKAC to realise its long-held aspiration to employ a full-time Administration Officer. This involved assisting Directors to develop a position description, advertise the role, form a Human Resources Sub-Committee, deliver training to board members in interview processes and implement sound employment policies and procedures. The Administrator has played a critical role in delivering grant outcomes and improving day-to-day operations.

CLCAC also assisted GKAC to established an office, including assistance with .organising legacy records, upgrading the office layout and improving IT and internet infrastructure. Assistance was provided in the development of GKAC's corporate identity, with a new GKAC logo, letterhead, and official uniforms for Directors.

During the reporting period, extensive assistance was provided with Strategic planning including running a competitive consultant selection process for the development of a 10-Year Strategic Plan and a 5-Year Economic Plan and then facilitating workshops leading to the production of draft Strategic and Operational Plans with a tracking tool to monitor progress and a summary brochure being produced to communicate GKAC's vision and goals to members and stakeholders. The Economic Plan is now underway and is expected to be finalised by December 2025.

Consistent with the needs identified by GKAC's Board of Directors, CLCAC helped to arrange targeted training in governance, financial management, record keeping, HR processes and the GKAC Rule Book as well as establishment of a Finance Sub-Committee and Young Leaders program.

CLCAC assisted seven GKAC Directors and the GKAC administration officer to attend the AIATSIS 2025 conference in Darwin, enabling Directors to make numerous new contacts and gain valuable information in relation to not only PBC governance, but also land management, keeping places, cultural heritage activities and tourism opportunities

Overall, 2024–25 has been a transformative year for GKAC, marked by strong progress in building organisational capacity, engaging membership, and setting a clear direction for future growth and self-determination.

Number of GKAC Board Meetings assisted by CLCAC = 15

Number of GKAC Special General Meetings assisted by CLCAC = 1

Number of GKAC Annual General meetings assisted by CLCAC = 1

Number of GKAC Community Meetings assisted by CLCAC = 2

Number of GKAC Capacity Building Grant Workshops assisted by CLCAC = 4

PBC Assistance - Mpundwithal Aboriginal Corporation RNTBC

Mpundwithal Aboriginal Corporation (MAC) is the RNTBC managing the native title rights and interests the subject of the determinations made in Rainbow on behalf of the Kurtjar People v State of Queensland (QUD483/2015)

During this reporting period CLCAC provided assistance to MAC Directors including to:

- Notify, conduct and document its Annual General Meeting;
- Notify, conduct and document Directors Meetings / Workshops;
- Maintain corporation records and achieve ORIC compliance;

- Facilitate PBC engagement with government and non-government agencies in relation to a range of social, environmental and cultural matters on which those agencies required advice or assistance from the PBC.
- Assist the Board of Directors to workshop and develop a grant application under NIAA's IAS PBC Capacity Building Grant program, to be lodged early in 2025-2026.

Number of MAC Board of Director meetings assisted by CLCAC = 4

Number of MAC Annual General meetings assisted by CLCAC = 1

Number of MAC Special General meetings assisted by CLCAC = 0

Number of MAC Community meetings assisted by CLCAC = 0

Objective – Seek out organisations and supporters who share similar social investment objectives and build long term sustainable partnerships that will assist in these endeavours.

The PBC unit has been cultivating strong relationships with partners who support our shared objectives. The key relationship that supports the delivery of the objectives of the Capacity and Economic Development unit is the Mount Isa office of NIAA.

Another notable key relationship cultivated during the reporting period is with the Indigenous Land and Sea Council (ILSC) given their interest in, and support for, infrastructure and renewable energy projects that will enhance the economic independence of PBC's in our region.

CLCAC shares a strong relationship with Gulf Region Economic Aboriginal Trust (GREAT) and values our shared objectives for Aboriginal economic development aligned to the aspirations of the region's PBCs, which each has Director representation on the GREAT board.

In Normanton and Mornington Island, an ongoing partnership with the local CDP provider, Bynoe Community Advancement Co-operative Society Ltd, has assisted CLCAC with recruitment to vacant PBC administration positions, meeting venue hire and catering for PBC meetings. Bynoe has also provided funding support to individual PBCs in relation to particular projects and events.

Mirndiyan Gununa Aboriginal Corporation on Mornington Island has been a strong support of GRAC. They have provided in-kind support with local artists and canvas for the design of the Gununa Festival Grounds signage, as well letters of support to strengthen the application of the Festival Grounds rejuvenation project, Gununa.

The CLCAC and four of the regions PBC's are now members of the National Native Title Council (NNTC). The NNTC has also been a source of guidance and wisdom for best practice approaches to PBC development. One of the major projects in the partnership has been the close working relationship during the second half of the year to coordinate and deliver an NNTC PBC Regional Forum in Burketown at the end of July.

CLCAC hosted a regional economic development forum on 3 and 4 September 2024 in Burketown. Coinciding with CLCAC's 40th Anniversary celebrations, the event was entitled Gulf Connect 2024 – Green Economies and Economic Development Forum. The forum brought our region's PBC Directors together with all levels of government, investors, businesses, NGO's and social enterprises to connect and progress economic opportunities and partnerships. In addition to informing PBC Directors about existing and emerging opportunities, Gulf Connect enabled PBC Directors and CLCAC staff to cultivate the relationships and explore the partnerships and investment that will be required for sustainable projects and increased economic opportunities in the Lower Gulf.

Along with many of our region's PBC Directors, CLCAC's Capacity and Economic Development Unit attended the 2025 AIATSIS Summit in Larrakia Nation, Darwin , where the team were able to network with key domestic and international Government representatives, agencies and fellow NTRB/SP and PBC staff The key learning brought home from the summit is that the CLCAC and the PBCs it supports are well positioned, have strong strategic thinking and direction, and are leading the way toward self-determination and building the capacity of the PBCs.

Other key relationships that have supported our PBCs have been OSE Group and RLB Engineering who have assisted us with infrastructure feasibility and costings for grant purposes. We have had support from the State Department of Small Business, Training and Employment with the recruitment of administration staff to work in both GRAC and GGNTAC.

With water in the Lower Gulf a key topic for the upcoming year, the PBC team is identifying and engaging with allies and experts in the field as well as with CSIRO and the State of Queensland in advance of the review of the Gulf Water Plan and to develop a Regional Water Alliance. This will strengthen the position of the Traditional Owners in the region and maximise the environmental protections and ownership of the water resources, ensuring the ongoing maintenance of the pristine waterways of the Lower Gulf water catchments and Wellesley Islands.

STRATEGY 3: COUNTRY IS WELL MANAGED

Objective - Be the best Land and Sea Unit across Northern Australia.

CLCAC actively pursues opportunities to increase the capacity and skills of our rangers to enable them to deliver the best outcomes possible for Traditional Owners. CLCAC aims to continue to enhance our natural resource management operations at a regional landscape scale, and to position ourselves as a high-quality regional service provider. This approach requires coordination and collaboration of the ranger units, taking in all nine language groups, with permanent bases located at Burketown, Normanton, Mornington Island and Gregory.

CLCAC contributes to several key environmental, governance and networks groups was the first Indigenous group to join the Queensland Threatened Plant Network. Membership of these groups brings further experience and collaboration with experts in their fields, other groups that CLCAC is a member of include:

- National Feral Pig Action Plan Working Group & Indigenous Advisory Panel
- Gulf Catchments Pest Taskforce
- Queensland Wetland Network
- Gulf Inshore Fisheries Working Group
- Northern Australia Ghost Nets Coordinator Meetings
- Migratory Kin Collective
- Queensland Marine Turtle Network

One of the major projects undertaken in the financial year was the development of a Land and Environment Strategic Plan for CLCAC by consultants Plan C. The Plan is nearing completion and development of an implementation plan has commenced. The Plan will provide overarching prioritisation, guidance, direction and planning for the future of the Land and Environment Program and will build on current progress through established programs and initiatives. The Plan considers high level operational planning, infrastructure planning and funding strategies and also identifies the plans and strategies required to support the delivery of the Plan (e.g. career development and training plan, resourcing plan, operational and business plans and detailed infrastructure planning).

Development of the plan has included undertaking background research to understand the context and identified aspirations and priorities for the nine language groups and the region regarding the Land and Environment program. There has been extensive engagement with CLCAC management and staff to understand current operations and future aspirations and inform the development of the Plan. The plan also highlights how CLCAC and the PBC's can work together across various programs and economic development opportunities.

Objective - Combine the best available science with traditional knowledge and practices.

CLCAC's Land and Environment Program is recognised for innovation in combining Western science and new technologies with TEK. A combination of Western science and TEK continues to inform decision making and the implementation of our land and sea management activities.

The CLCAC Ranger program has become well renowned across Northern Australia for the development, planning and delivery of successful fire management on country. The CLCAC (Gangalidda-Garawa, Normanton, and Ngumari Waanyi) and Wellesley Islands Ranger teams deliver tailored fire management at sites to reduce fuel loading, control woody weed infestations, and enhance habitat for our native fauna. Controlled burns were also conducted to protect culturally significant areas and infrastructure, using a combination of traditional burning practices and modern scientific knowledge to inform fire management. CLCAC continues to review, refine, and redevelop the Gulf Savannah Fire Management Guidelines to ensure the program delivers meaningful and targeted outcomes, and is proving to be a valuable planning resource for all land managers in the region.

CLCAC's weed management program remains on the forefront, utilising the expertise of specialised CLCAC staff and reviewing and updating treatment methods, equipment, and monitoring and evaluation. The CLCAC and Wellesley Islands Ranger teams deliver up-to-date best practice management, ensuring effective and efficient use of resources to tackle invasive plants to protect the environment at a range of priority sites on Country as well as through the fee-for-service program. Species specific weed management plans are being developed for each locality, designed to help ensure robust, appropriate, and consistent treatment and monitoring methods are employed.

All Ranger teams are strategically working to expand and standardise biodiversity management through a regional approach. Regional plans for individualised management objectives (such as crocodiles, tidal wetlands, migratory shorebirds, invasive weeds, water quality, etc.) are being developed collaboratively, incorporating both Traditional Knowledge collated through discussions with Rangers and Traditional Owners and Western Science research and scientific expert advice to improve monitoring and outcomes for native flora and fauna.

With increasing outside interest in irrigated agriculture and water extraction in Northern Australia, the Land & Environment Unit has launched a water quality monitoring program to gather baseline data and to identify any impacts to fresh and saltwater systems caused by contamination, altered waterflow, saltwater incursion into freshwater environments, and other measurable threats to water systems.

Objective - improve how we manage country and in partnership with others grow the range of services we deliver.

CLCAC's Land and Environment Program continues to have the support of all PBCs and claim groups in the region, who have confirmed that they wish CLCAC to continue to manage land and sea programs on their behalf.

CLCAC does not directly receive funding for the Wellesley Islands Ranger Program, which is funded by NIAA through GRAC's wholly owned and controlled entity, Wellesley Island Land Sea Social Economic Development Pty Ltd (WILSSED). CLCAC provides assistance with facilitation, administration and project-based support to the Wellesley Islands ranger Program, and both CLCAC and WILSSED ranger groups work closely to share skills and knowledge and to leverage training

opportunities in the region. Information provided in this report on the outcomes of the Wellesley Islands Ranger Program is included to give a full overview of the Land and Environment outcomes in the region and has the full support of WILSSED Pty Ltd.

Achieving the vision and desired outcomes of a regional-based Land and Environment Management Program requires cooperation, commitment and resources from all levels of government, research institutions, the corporate sector and existing and potential partners. CLCAC has continued to attract a high level of funding assistance from both State and Federal Governments and other stakeholders in the 2024-2025 financial year.

CLCAC maintains membership of the Gulf Inshore Working Group and CLCAC will re-commence discussions with the Queensland Department of Primary Industries to develop a potential agreement regarding training and accreditation of CLCAC rangers to undertake joint and fee for service compliance patrol work during the 2025-2026 financial year. These activities will focus heavily on compliance of commercial operators in both the inshore net fishery, gill net free zones, and the Commonwealth and State trawl fisheries in the lower gulf.

CLCAC has established multiple marine based collaborative research projects which will support the review process of the Gulf of Carpentaria Marine Park between 2026-2028 with a view to seeing significant expansion of this area, a reduction in commercial fishing operations, and further protections for marine and coastal ecosystems in the Gulf.

The Wellesley Islands region harbors areas of significant environmental and cultural importance, comprised of submerged coral reefs, sandy seafloors, undersea pinnacles and a near-pristine coastal zone. Diverse and regionally important fish, marine turtle and seabird species thrive in the area.

Traditional Owner and community concerns over public access and use of sensitive areas, commercial fishing rights, and the lack of permitting and enforcement of environmental regulations throughout the Wellesley Islands region have been ongoing. WILSSED has been involved in discussions for years about ways to protect the high conservation, cultural and biodiversity values of the islands in the lower Gulf. WILSSED wants to ensure Traditional Owners and community members clearly understand the different options available for dedicating areas for legal conservation protection, what level of protection each type of nomination brings, and long-term implications for Traditional Owner rights.

CLCAC's continued membership of the National Feral Pig Action Plan (NFPAP) Implementation Committee and to chair its Indigenous Engagement Advisory Panel at the national level. The purpose of the committee is to "facilitate the delivery of feral pig management approaches on a national, regional and local scale, undertake stakeholder engagement, drive effective investment and raise awareness of feral pig issues". CLCAC is recognised as a leader in landscape scale, multi-tenure, integrated pest management of feral pigs and will be increasingly involved through the committee in demonstrating best practice methods and advising on the level of investment required to effectively manage feral pigs at a national scale.

Partnerships have been maintained between CLCAC, Australian Marine Parks and James Cook University (JCU). The NESP Northern Australia Environmental Resources Hub and Australian Marine Parks have provided valuable funding for regional seagrass surveys. The rangers worked alongside JCU Marine Scientists to map seagrass and other benthic habitat (e.g. corals, sponge beds) which will be used to produce baseline bilingual habitat maps for whole lower Gulf Region. Works planned for during 2025 and 2026 will cover the other lower gulf area through to the Northern Territory Border and benthic and surrounding meadows throughout the Gulf Islands.

Collaborative projects funded through the NESP are running through to 2026 and include dugong population surveys and health assessments, dugong genetic analysis to assess the size and health of the population, freshwater and marine sawfish work to collect genetic samples and undertake GPS tracking of the fish, and analysing historical data collected on the health and value of significant Gulf reefs, and mapping reefs to guide future research, protection and management.

The Wellesley Islands rangers have collected critical baseline scientific data on nesting marine turtle populations, nesting habitat, climate impacts, and marine debris and ghost nets. This work led to continuation and expansion of the project, with WILSSED receiving an additional two (2) years of DES Threatened Species Operations funding. Rangers are working collaboratively with CSIRO and marine turtle scientists to assess nesting population dynamics, turtle movement patterns, reproductive success and health baselines through intensive on ground surveys.

The CLCAC and Wellesley Islands ranger teams continue to deliver a range of fee-for-service activities, through contracts with Commonwealth Department of Agriculture, Water and the Environment, Biosecurity Queensland, and local shire councils. CLCAC works closely with the Department under the National Australia Quarantine Strategy (NAQS) regarding various biosecurity matters. As part of this collaboration, rangers inspect residential areas in communities across the lower Gulf to identify any potential diseases in fruit trees, infestations of weeds, domestic animal diseases and surveillance for other potential biosecurity risks such as Avian Influenza. Rangers also undertake coastal surveillance activities, playing an essential role in early detection of potential marine pests and identifying current marine debris hotspots. The teams are recognised for their commitment on delivering these activities. WILSSED is part of Biosecurity's Coastal Clean Up Advisory group and is working closely with Biosecurity and other selected ranger groups to help build this program.

CLCAC has continued to secure contracts through successful and well-established programs to manage feral animals and weeds with the Carpentaria Shire Council and Burke Shire Council. In 2024-2025, the Gangalidda & Garawa rangers delivered 1080 baiting through a fee-for-service contract with Burke Shire Council on six properties to reduce the impacts of feral pigs and wild dogs in the region covering an area of almost 1 million hectares. The Normanton rangers delivered 1080 baiting on 20 properties covering a vast area of over three million hectares through a contract with Carpentaria Shire Council.

The capacity of the ranger teams to deliver land and sea management is continually being improved through accredited and non-accredited training. Funds for training support continued to be provided from Waanyi Joint Venture (WJV), with the 2018-2020 funding contract extended through 2024-2025 due to the excellent performance of the Land & Environment Unit and clear training outcomes of the program.

The Ngumari Waanyi rangers continue their journey towards fostering a strong and productive partnership with the Queensland Parks and Wildlife Service (QPWS). Their collaborative efforts are focused on the shared goal of effective management and conservation of Boodjamulla National Park (Aboriginal Land). Through dedicated teamwork and a deep commitment to the preservation of this pristine natural habitat, the Ngumari Waanyi rangers have been working hand in hand with QPWS, pooling their expertise and resources to deliver fire and weed management to ensure the park's ecological integrity and cultural significance are upheld. Representatives from CLCAC and WNTAC RNTBC sit on the Boodjamulla National Park (Aboriginal Land) Cooperative Management Council (CMC) to provide governance around activities undertaken within the park. Discussions with QPWS are ongoing with regards to the involvement of CLCAC and specifically Ngumari Waanyi rangers in all aspects of the park management and revising management practices to be more consistent with traditional management practices for the country.

Objective - Encourage our community and others to take positive actions in relation to environmental sustainability and to lead by example.

We lead by example in the community by publicising the rangers' work and achievements in regular posts on the CLCAC and WILSSED Facebook pages, CLCAC website and articles in the quarterly newsletter. Rangers provide regular updates to Traditional Owners through Native Title, community and board meetings as well as participating in community events and NAIDOC week celebrations and maintaining relationships on-ground.

Rangers regularly visit all schools across the region to educate the next generation. Seasonally appropriate interactive presentations are provided in the classroom as well as fieldtrips, beach clean-ups and camps. These activities are thoroughly enjoyed by all participants, all ages included. The breadth and diversity of youngsters clambering to be part of the program speaks well of the potential for the next generation in natural resource management initiatives.

Every kid in the region wants to be a ranger! School visits also strengthen the CLCAC ideal that being a ranger is a viable career path. The Gangalidda and Garawa rangers run a yearly knowledge transfer camp where visiting families partake in knowledge transfer activities such as cooking bush foods, shelter building and spear making. This camp provides an important platform for transferring traditional knowledge to community members and building the younger generation's interest in the land and sea ranger program.

The Wellesley Islands ranger team regularly delivers presentations to the local school, as well as conducting regular community events (including NAIDOC) to raise awareness of current environmental issues such as invasive pests, animal disease, marine debris, recycling, threatened species and crocodile safety. In collaboration with a range of stakeholders, the team has developed a recycling program to help reduce the amount of plastic and waste that enters landfill or pollutes the local beaches. The success of this grassroots initiative is apparent, with additional collection points being installed, and ever-increasing amounts of recycling being removed each week. WILSSED has expanded their work program with the local Mornington Island State School, and regularly conducts field trips on Country to help teach students relevant topics in a more meaningful way outside of the classroom.

CLCAC and WILSSED work closely with the Department of Agriculture, Fisheries and Forestry (DAFF) under the National Australia Quarantine Strategy (NAQS) regarding various biosecurity matters. As part of this collaboration, rangers have been trained by NAQS personnel to inspect residential areas in communities and beaches across the lower Gulf to assess animal health for infectious new diseases, detect infestations of weeds, and track levels of marine debris and monitor for potential new marine pests. This valuable service, along with specific community presentations and engagement, are important mechanisms for getting messages about biosecurity "out there" and educating the broader community on natural resource management issues affecting their area.

Land and sea management projects underway during the last year were:

Nijinda Durlga Indigenous Protect Area for Gangalidda Traditional country

The Nijinda Durlga IPA was declared in 2014 over an area of 250,000 hectares. This project enhances the capacity of the Gangalidda and Garawa Rangers to care for country by expanding the range of conservation services offered in a culturally appropriate and inclusive manner. This year saw ranger efforts focus on marine turtle monitoring, fire and weed management, feral animal management and marine debris clean ups along the coastline.

Kurtijar Sea Country Indigenous Protected Area for Kurtijar Traditional Owners

During 2022-2023 CLCAC was successful in securing funding to progress dedication of a Sea Country Indigenous Protected Area extending through coastal waters of Kurtijar country from the Norman River region to the Staaten River, including the coastal floodplains of Delta Downs Station. The Kurtijar Sea Country IPA covers an area of 4,250 square kilometres. This project enhances the capacity of the Normanton Rangers to care for country through the employment of three (3) Rangers and an IPA Coordinator and expanding the range of conservation services offered in a culturally appropriate and inclusive manner. This year saw ranger efforts focus on planning, fire and weed management (prickly acacia), seagrass monitoring, and marine debris clean ups along the Delta Downs coastline.

Indigenous Advancement Strategy (IAS) Rangers - Gangalidda & Garawa Rangers (based in Burketown) and Normanton Rangers (Gkuthaarn, Kukatj & Kurtijar)

This Project is funded by the Australian Government's National Indigenous Australians Agency (NIAA) Indigenous

Advancement Strategy (formerly administered through the Working on Country Program) to support nine (9) Indigenous Ranger positions, six (6) in Burketown on the Gangalidda & Garawa team and three (3) in Normanton. Rangers work on their own land and sea country to undertake a range of natural and cultural resource management activities including:

- Weed and invasive animal management including the control of vertebrate pests (feral pigs and wild horses) and work to eradicate weeds of national significance;
- Monitoring and recording the effect of invasive animals and weeds on marine turtle nesting sites and freshwater wetlands;
- Traditional fire management on country and the continued application of fire management plans incorporating both western scientific best-practice techniques and traditional fire knowledge;
- Sea patrols, joint fisheries patrols, and collection of marine debris (including ghost nets);
- Facilitating the transfer and preservation of Traditional Knowledge and protection of culturally significant sites;
- Biosecurity patrol monitoring for possible introduction of foreign debris and associated pests; and
- Community engagement activities such as exchange visits, liaison with schools and other community organisations, and joint patrols with other agencies.

Queensland Indigenous Land and Sea Ranger Program – Gangalidda & Garawa Rangers (based in Burketown), Normanton Rangers (Gkuthaarn, Kukatj & Kurtijar) and Ngumari Waanyi Rangers (based in Gregory).

The Queensland Indigenous Land and Sea Ranger Program is funded by the Queensland State Government through the Department of Environment and Science (DES, formerly EHP). The Program aims to build the capacity of Gulf Aboriginal communities to manage community resources, strengthen the local economy based on natural resource management and to preserve and promote the natural values of the formally declared Wild River catchments. The program enabled CLCAC to employ five (5) rangers in Burketown, five (5) rangers in Normanton, three (3) rangers in Gregory and Indigenous Ranger Coordinators for each team respectively during the 2022-2023 financial year.

The Program supports a range of on-ground activities including:

- Fire, weed, and feral animal management;
- Preserving key wetlands and ecosystems of high biodiversity or cultural significance through activities such as weed and feral animal control and restoration works;
- Coastal wetland monitoring and marine debris surveys;
- Biodiversity monitoring to measure the success of management;
- Community and visitor education about cultural and natural values;
- Engaging Elders and Traditional Owners as mentors to familiarise rangers with cultural aspects of country;
- Developing partnerships with neighbouring communities, landholders and research agencies to identify and preserve areas of high cultural and natural values and management practices;

- Erosion mitigation and restoration works; and
- Developing and implementing landscape fire regimes for biodiversity improvement on country and within communities, incorporating both cultural and scientific practices.

Indigenous Fire Management

CLCAC is continuing to build capacity within the regional Ranger teams, using traditional fire management practices together with modern scientific knowledge to implement planned burning across the region. Primary objectives are to control the extent and severity of savannah wildfires as well as protect infrastructure and community. These practices reduce greenhouse gas emissions and contribute to other land management objectives such as improved control of environmental weeds, increased habitat suitability for terrestrial species and reducing fuel loads in fire-prone areas to help protect infrastructure.

The program includes a yearly fire management training week to build Rangers' skills in fire management, production of an annual burn plan, planning workshops and communications with local stakeholders to collaboratively deliver on local fire management priorities, establishment or upgrading of fire breaks, pre and post fire plot monitoring to measure impacts and carrying out prescribed on-ground burns. This program has led to the improvement of community, building relationships with pastoralists, local councils, local fire brigades and volunteers, and other land managers across the region. The work is funded through various sources including IAS, IPA, DES, Queensland Rural Fire Service and the private sector.

Key outcomes include:

- The application of more ecologically appropriate fire regimes across bigger areas that will lead to improved protection of fire-sensitive plant and animal communities and improve habitat condition and resilience.
- An improvement in the connectivity, extent and condition of remnant vegetation through the active management and control of priority weeds (including parkinsonia, prickly acacia, rubber vine, leucaena and neem tree), creating a management linkage between significant wetlands, pristine river catchments (previously declared Wild River Areas), priority remnant vegetation patches and National Parks in the region.
- Enhanced community engagement and participation in best-practice weed and fire management, particularly for local Traditional Owner groups, Indigenous rangers and Pastoralists.
- Reducing fuel loads, decreasing the severity, extent, and frequency of large-scale, late season wildfires that negatively impact on native flora and fauna, infrastructure and the local community.

Feral Animal Control

The Gangalidda & Garawa rangers supported by the Normanton Ranger Coordinator continued annual aerial culling operations for large vertebrates in 2024–2025 throughout Gangalidda Country to improve wetlands and land condition.

CLCAC continues to highlight the effectiveness of the feral pig control program, including the reduction of environmental impacts, and seeks sustained investment for the control program as a member of the National Feral Pig Action Plan Implementation Committee and chair of the Indigenous sub-committee.

In 2024–2025 CLCAC was contracted by Aak Puul Nganatam (APN) Cape York to perform aerial shooting operations targeting feral pigs. Over five days in November 2024, Ranger Coordinators Desmond Armstrong and Hayden Tyrell successfully controlled 2093 feral pigs.

Biodiversity Monitoring

The Gangalidda and Garawa rangers continue to conduct biodiversity surveys at local fire and weed management sites to determine the presence/absence and abundance of native fauna. The surveys provide a measure of the health of the country the rangers manage and found that these areas support fire sensitive species and indicated the success of fire management objectives. It is intended to develop a develop a field guide to aid these biodiversity surveys.

The WILSSED program continued biodiversity work on their Country through two standardised camera trapping surveys, targeting native and feral animal occurrence across different habitat types on Mornington Island, feeding into their developing dataset on local wildlife distributions. Rangers also conducted live trapping surveys at four sites on Mornington Island, assessing species of reptiles, amphibians, mammals and invasive animals present.

Marine Turtle Monitoring

Marine turtles are identified as one of the key priorities for management and conservation within the Wellesley Islands.

Building on the critical baseline information the rangers have collected over the previous five years and with a new two-year grant through the Department of Science and Innovation Threatened Species Program, WILSSED was able to undertake more targeted and intensive high-level research and monitoring of the significant turtle nesting populations in the Wellesley Islands.

An intensive 14-night survey was undertaken in Oct 2023 with a large collaborative team at Pisonia Island, with follow up nesting surveys being undertaken in December. The surveys were multi-purpose, assessing:

1. Nesting turtle abundance;
2. Nest and hatching success;
3. Health, disease and contamination levels in turtles and in nests; and

4. Nest predation rates; and
5. Movement patterns of nesting female green turtles.

These surveys initiated the long-term monitoring plan developed for WILSSED, with intensive surveys now to occur annually. This is the first time any of these assessments has been conducted in the Wellesley Islands; they are critical to collect the information required for determining the trend of the local marine turtle population and impacts of climate change and predation.

The Gangalidda and Garawa rangers continued their annual marine turtle and knowledge transfer camp on the Gunnamulla coast in September/October 2024. Cultural knowledge was passed down to youth and the annual turtle track, nest, and adult nesting surveys ran for 12 consecutive days to coincide with the peak of the nesting season. The surveys play an important role in understanding the importance of the coastline to these threatened species and how to protect them into the future.

Water Quality Monitoring

CLCAC engaged the project researchers from Griffith University's Australian Rivers Institute to provide training to all ranger teams in water quality monitoring and to develop individualised detailed monitoring manuals for each region.

The Wellesley Islands rangers, Gangalidda and Garawa rangers, Normanton rangers and Ngumari Waanyi rangers have continued to implement the regional water quality monitoring program, assessing the health of waterways across the region. Teams now have established baselines of water quality and are conducting standardised routine monitoring twice annually (once during dry season, once mid-wet season) to assess for any changes. A total of 86 sites have been selected (across the four ranger groups) to determine if water sources are safe to drink, look for potential contaminates, understand impacts of runoff and assess saltwater incursion.

A finalised monitoring plan has been produced for Mornington Island and CLCAC, with the two subsequent mainland plans still in development.

Thuwathu/Bujimulla Indigenous Protected Area (IPA) for the Wellesley Islands

This program is funded by the Australian Government's National Indigenous Australians Agency (NIAA) IPA Program, supporting the employment of three (3) Ranger positions and one (1) Ranger Coordinator. The Wellesley Islands Land Sea Social Economic Development Pty Ltd (WILSSED)'s Ranger Program was established in 2016 by the Gulf Region Aboriginal Corporation (GRAC) to implement the Thuwathu/Bujimulla IPA Management Plan across the Wellesley Islands. CLCAC provides administrative and project-based support to the Wellesley Islands Ranger team.

Overall, the program delivers a range of on-ground land management activities including:

- A range of fee-for-service activities through partnerships with NAQS (delivering on biosecurity activities such as coastal and aquatic structure pest surveillance, marine debris and ghost nets monitoring and management, and animal health monitoring) as well as with the Mornington Shire Council delivering weed and fire management;
- Marine turtle monitoring and research to determine abundance, population trends, success of nesting, and threatening processes throughout the Wellesley Islands;
- Fire management to protect infrastructure and the local community, reducing fuel loads and the risk of wildfires on Mornington Island;

- Community engagement and awareness of local environmental issues such as crocodile safety, marine debris, plastic pollution, threatened species conservation and fire/weed management through school visits and programs, local events and stakeholder engagement;
- Migratory shorebird counts to determine abundance and habitat use on Mornington Island, and collect baseline data to support listing the Wellesley Islands as an East Asian-Australasian Flyway Network Site of international importance;
- Weed management, specifically surveillance, treatment, eradication and monitoring of priority weeds and weeds of national significance;
- Regular consultation and communication with Traditional Owners to record and utilise Traditional Knowledge, and to address local concerns as they arise and ensure the Ranger program is working towards Traditional Owner aspirations.

Indigenous Advancement Strategy (IAS) Rangers – Wellesley Islands Rangers (Lardil, Kaiadilt, Yangkaal), based on Mornington Island

The Wellesley Islands Ranger team has consistently demonstrated success in delivering a range of land and cultural heritage management, including targeted threatened species projects, weed and fire management, biodiversity work, cultural site management and restoration, and biosecurity surveillance while effectively engaging with external stakeholders, supporting the local community and undertaking research projects. Significant groundwork (such as training and skill building within the team, multifaceted project development and delivery, and establishing relationships) has been undertaken to ensure the program can continue to build sustainably into the future. Confidence in the program and the team's abilities is being recognised, and the Wellesley Islands Rangers received a significant outcome which has substantially developed the team's capacity and capabilities to deliver land management. WILSSED secured IAS funding that:

- Supports three additional ranger positions, bringing the team to 7
- Provides essential assets including the delivery of a fit-for-purpose barge capable of carrying the team and equipment throughout all of the Wellesley Islands
- Expanded land and sea country management, incorporating all areas of the IPA not previously accessible to the team.

STRATEGY 4: STRONG SUSTAINABLE REGION

Objective - Support and foster community development, entrepreneurs, enterprises and small businesses and help them establish in local and regional markets.

Objective - Collaborate with government, industry and others to achieve this objective and form partnerships to ensure success and a higher standard of living for all.

Objective - Encourage our community and others to take positive actions in relation to developing prosperous and sustainable communities.

In 2024-2025, CLCAC continued to undertake a range of activities to support and foster social, cultural and economic development in the region. CLCAC developed new and strengthened existing partnerships across numerous industries including academia, energy, commercial infrastructure, water, national policy, housing, and health with the intent to foster opportunities for sustainable development in the Lower Gulf region.

CLCAC is currently pursuing capacity building and economic development project opportunities that align with the PBCs aspirations on numerous fronts. The success of these projects is a reflection of the strength of the relationship between CLCACs PBC Unit, the PBCs Directors and members of the corporations, and the diverse partnerships that have been developed.

Infrastructure

- Working with global construction consulting firm Ryder Levett Bucknell to support the development of indigenous tourism products in Burketown and Normanton, including progressing the GGNTAC Hub infrastructure project, and Normanton Ranger shed from feasibility stage to grant preparedness;
- Strengthening the ongoing partnership with engineering firm, OSE Group, to finalise the conceptual plans, 3-d renders, early town planning, and opinion of probable costs for the WILSSED Ranger Base at Gununa.
- Providing ongoing support to the GRAC board, members and their plans for the redevelopment of a tourism site on Mornington Island with the draft occupancy lease, Indigenous Land Use Agreement (ILUA), ancillary agreement, and consent for development having been provided to the private investor to review. A negotiating committee was established to finalise the draft agreements before they are prepared for the review, approval, and consent by the People concerned with the land.;
- Working with GGNTAC and the Department of Environment, Tourism, Science and Innovation to finalise the acquittal of the Building Bush Tourism grant which provided two self-contained cabins in Burketown to ameliorate some of the accommodation shortages;
- Working with a local supply nation approved electricians 'Carpentaria Electrical', the Mornington Shire Council, and Mirndiyan Art Centre to progress the rejuvenation of the Festival Grounds in Gununa. This includes replacing all electrical switchboards, renovating the kitchen and re-plumbing, the design and fabrication of signage, and seeking further funding for secure fencing; and

- Working with the GGNTAC, Gangalidda and Garawa Rangers, and Marc Adamson Plumbing in Burketown to undertake a site assessment at Gunnumulla for the installation of freshwater wells. These are expected to be installed before the 2025 calendar year.

Grant Funding

- Supporting the ongoing delivery of the NIAA Gkuthaarn and Kukatj Aboriginal Corporation RNTBC Capacity and Economic Development project over three years, which will focus on good governance, increasing operational capacity and progressing economic development opportunities;
- Received the invitation to apply for the MAC NIAA Capacity Building Grant which, if successful is anticipated to commence on 1 July 2026. The project is expected to progress over three years and will assist MAC to establish the strong foundations required for our PBCs to commence their strategic economic development aspirations;
- Progressing discussions with NIAA on behalf of GGNTAC and GRAC to finalise the Stage One Capacity and Economic Development Grants, and develop the Stage Two Grants;
- Scoping the Social Economic Development Initiative funders to progress the important issue of housing in the Lower Gulf. It is expected that if funding is acquired it will be used to assist in Master Planning of the aboriginal freehold title deeds, and freehold title deeds to assist the PBCs so that they can be divested or used to progress housing development;
- Securing sponsorship for Directors from each of our region's PBCs to attend the annual AIATSIS conference in Darwin;
- Developing a relationship with Mirabou Energy and preparing a grant application for GGNTAC and GRAC for submission to the ILSC which if successful, will support the feasibility of a ground array solar battery for the WILSSED Ranger Base, and provide expert advice for the large solar renewable energy project in Burketown; and
- Strengthening relationships with the Community Gambling Benefit Fund, and Gulf Communities Trust funding providers who provide a number of rounds of grant funding per year.

Board Governance and Staff Training

- Providing ongoing assistance to the PBCs and their staff with governance and training and development opportunities;
- The GKAC Board received ongoing mentoring and development through ex-ORIC trainer Danny Keep of 'Business and Community' during their board meetings and strategic planning workshops;
- A two-day ORIC training workshop in Townsville for MAC Directors, and their PBC Support Officer;
- Proving targeted Chairperson Training through the Institute of Community Directors Australia for GRAC; and
- Supporting the GGNTAC Administration Officer through their Certificate III in Business Administration and ongoing mentoring. The administration officer recently completed their Certificate III and is now exploring options for a Diploma in Management.

Economic Development

- Many of the larger economic development opportunities that have been pursued are already captured above under various subheadings, however some other projects that are ongoing or completed are below;
- Prepared the coordination and logistics for a three-day NNTC Regional Forum and CSIRO Gulf Water Catchment workshop in Burketown in late July. This will be an opportunity for PBC Directors and Traditional Owners to ask questions of NIAA, NNTC, DCCEEW, CSIRO, and Researchers on matters or strategic importance to the region.
- Continued support of all five PBCs in CLCAC's region through the employment of project officers for each PBC to facilitate PBC capacity building projects, assist the PBC Boards with PBC compliance and report to funders on PBC development (with funding budgets managed effectively);
- Updating the GRAC website to provide ferstival grounds hiring form which will provide passive income to GRAC and allow for safe community events to occur in Gununa;
- Progressing the Cultural Heritage and Permit System (CHAPS) for GRAC
- Supporting PBCs to negotiate Aboriginal Cultural Heritage Protection Agreements for various projects; and
- Coordinated the establishment of a community trust for MAC to assist with progressing economic development opportunities.

FUNDING SOURCES

As a NTSP, CLCAC's Native Title service operations were funded in 2024-2025 by the National Indigenous Australians Agency through its Native Title Program.

This year, CLCAC also received grants from:

1. National Indigenous Australians Agency (NIAA) for the management of the Njinda Durlga Indigenous Protected Area (IPA), Kurtjar Sea Country Indigenous Protected Area, Indigenous Ranger Program for the Gangalidda & Garawa and Gkuthaarn, Kukatj and Kurtjar Ranger units, NAIDOC week activities in Burketown, Aerial assessments of damage sustained during the March 2023 flood, PBC rulebook amendments and Strategic PBC Capacity Building for GGNTAC funded through the Jobs, Land and Economy Program;
2. Queensland Government's Department of Environment, Tourism, Science and Innovation (DETSI) for the Indigenous Land and Sea Ranger Programs based in Burketown (Gangalidda and Garawa Rangers), Normanton (Gkuthaarn, Kukatj and Kurtijar Rangers) and Gregory (Ngumari Waanyi Rangers) and Saving Shorebirds in Our Country project;
3. Department of Agriculture, Fisheries and Forestry (DAFF) for Indigenous Rangers Coastal Cleanup, Northern Australia Indigenous Ranger Biosecurity Forum and Indigenous Rangers Capability Building projects;
4. Northern Australia Indigenous Land and Sea Management Alliance Ltd (NAILSMA) for Capability Building through Feral Pig Management and Training;
5. Waanyi Joint Venture Pty Ltd (WJV) to deliver training services;
6. Griffith University (GU) for Assessing Fish Species Composition in the Southern Gulf of Carpentaria; and
7. Queensland Community Fund (QCF) on behalf of GRAC for Festival Ground repairs.

Funding release details for the reporting period were as follows:

FUNDING BODY	AMOUNT
NATIONAL INDIGENOUS AUSTRALIANS AGENCY (NIAA)	5,746,275
DEPARTMENT OF ENVIRONMENT AND SCIENCE (DES)	2,167,191
DEPARTMENT OF AGRICULTURE, FISHERIES AND FORESTRY	986,173
NORTHERN AUSTRALIA LAND AND SEA MANAGEMENT ALLIANCE LTD (NAILSMA)	162,180
WAANYI JOINT VENTURE (WJV)	61,178
GRIFFITH UNIVERSITY (GU)	80,000
QUEENSLAND COMMUNITY FUND	30,000
TOTAL FUNDING RECEIVED	**9,232,997**

FACTORS, EVENTS AND TRENDS AFFECTING PERFORMANCE

The single greatest factor that continues to affect CLCAC's performance of it objects and functions is financial resourcing for support personnel in an ever-increasing competitive funding environment, impacting the Organisation's ability to expand its workforce to respond to increasing demands and take advantage of new and emerging opportunities. CLCAC has continued to experience the difficulties of attempting to perform a wide range of important functions with a very small budget. Other factors which have continued to affect CLCAC's performance include:

- The logistical and cost implications of working in remote locations;
- The remoteness of CLCAC's region; and
- The "wet season" which affects CLCAC's ability to gain access to and perform work in large parts of its NTRB area for approximately four months per year and a major flooding event in March 2023 impacting the communities of Gregory and Burketown, cutting off roads within the region and limiting access to significantly large areas of native title land where CLCAC conducts operations, late into the dry season; and
- Lack of staffing resources in region due to factors such as access to housing, childcare and medical services limiting ability to live in the region; and
- Difficulties recruiting and retaining suitably qualified and experienced personnel to key vacancies due to highly competitive employment and housing markets in Cairns.

Significant changes in nature of principal functions/services

There are no significant changes in the nature of CLCAC's principal functions/services to report.

Complaints

There were no complaints received by the Corporation in the 2024-2025 financial year. Any written complaints are referred to the CEO who assesses them. The CEO may refer the complaint to the Board of Directors or an appropriate person to manage the complaint resolution process within an agreed timeframe.

Likely developments

It is envisaged that CLCAC will continue its existing operations, subject to the receipt of ongoing funding from Government and other sources. It is expected that during the next three years, the principal activities of CLCAC will continue to be directed toward a focus on unresolved complex Native Title issues, finalisation of CLCAC's Land and Environment Program Strategic Plan to guide the further expansion of the regional Land & Environment Program, expansion of the PBC Support and Business and Economic Development program and toward revising CLCAC's transition to a Post Determination service delivery model.

FINANCIAL PERFORMANCE AND POSITION

CLCAC received an unqualified Audit Report for the year ended 30 June 2025.

CLCAC recorded a total comprehensive income for the year of $586,393 (2024: $1,181,087). This is largely as a result of the prepayment of legal fees for progress of native activities in 2025-2026.

Total grant funding of $8,594,072 decreased compared to last year (2024: $9,169,091) This is largely due to an increase in project funding prepaid in 2024-2025 for use in 2025-2026, resulting in increased unspent funds at 30 June.

Unexpended Grant Funding for the year ended 30 June 2025 from all funding sources amounted to $3,407,630 (2024 $2,768,705). The majority of unexpended grant funding relates to the Native Title Program, Indigenous Land & Sea Ranger program, Kurtijar Sea Country IPA, PBC Strategic Capacity Building Projects, the Gulf of Carpentaria Connecting Curriculum with Culture program, the Northern Australia Indigenous Ranger Biosecurity Forum and Waanyi Joint Venture training funds and development of the Ngumari Waanyi ranger Program.

The corporation's net assets have increased to $4,750,984 (2024: $4,164,592). Working capital has increased to $2,491,575 (2024: $2,102,081).

Comparison of Financial Information – Native Title Funding Grant

The following table illustrates the comparison of financial information for 2023-2024 and 2024-2025 in relation to the Native Title Program Funding Agreement:

NTSP FUNCTIONS (Funds utilised under Native Title Program Funding Agreement)	**(1) ACTUAL 2021-22 $,000**	**(2) BUDGET 2022-23 $,000**	**(3) ACTUAL 2022-23 $,000**	**(4) VARIATION 2022-23 $,000**
EXPENDITURE				
CAPITAL	15	-	-	-
CONTESTED LITIGATION	127	-	-	-
PBC SUPPORT AND TRANSITION FUNDING*	463	448	463	55
ACTIVITIES	1,938	2022	1,938	56
CORPORATE	866	879	879	-
TOTAL	**3,408**	**3,349**	**3,238**	**111**
INCOME				
NATIVE TITLE FUNDING	2,421	2,575	2,575	-
SUPPLEMENTARY FUNDING – WAGE DECISION & CPI INCREASES	73	98	98	-
OFFSET OF FUNDS FROM PREVIOUS YEAR	1649	760	760	-
ACTIVITY GENERATED INCOME:				
- INTEREST EARNED	19	15	20	(5)
- SALE OF CAPITAL ITEMS	-	-	-	-
- INSURANCE CLAIM PAYOUT	-	57	57	
- OTHER ACTIVITY GENERATED INCOME	6	-	6	(6)
- LIABILITIES NOT REALISED	-	-	-	-
TOTAL	**4168**	**3505**	**3510**	**(5)**

Surplus

In relation to the Native Title funding grant, CLCAC has ended the financial year with a surplus of $271,379 (2024: $759,808).

CHAPTER 3

CORPORATE GOVERNANCE

CLCAC's corporate governance is structured as follows:

BOARD OF DIRECTORS

The Board of Directors consists of one representative from each of the nine gulf language groups in the lower Gulf of Carpentaria. The Chairperson of CLCAC is Mr Thomas Wilson. Election of the current Board of Directors was held 25 October 2023. The Rules of CLCAC require an election of Directors be held every two years and the next election is required to be held at the 2025 Annual General Meeting.

During the reporting period, CLCAC held three (3) meetings of the Board of Directors.

List of current CLCAC Directors and Alternate Directors at 30 June 2025:

GULF LANGUAGE GROUP	DIRECTOR	ALTERNATE DIRECTOR
GANGALIDDA	Murrandoo Yanner Jnr	Desmond Armstrong
GARAWA	Donald Bob	Lurick Sowden
LARDIL	Thomas Wilson	Grayson Williams
KAIADILT	Damien Gabori	Gerald Loogatha
YANGKAAL	Lawrence Burke	Michael Gavenor
KUKATJ	Hayden Tyrrell	Lawrence George
KURTIJAR	Joseph Rainbow	Xavier George
GKUTHAARN	Dianne Millwood	Paul Logan
WAANYI	Henry Aplin	Natalie King

Attendance Records – Board of Director's Meetings 2024-2025:

*NR=Not Required

Director	Language Group	7-8/08/24	12-14/11/24	11-13/03/25
Murrandoo Yanner Jnr	*Gangalidda*	Yes	Yes	Yes
Donald Bob	*Garawa*	Yes	Yes (12/11/24)	Yes
Dianne Millwood	*Gkuthaarn*	Yes	Yes	Yes
Thomas Wilson	*Lardil*	Yes	Yes	Yes
Gerald Loogatha (alt)	*Kaiadilt*	Yes (8/8/24 only)	Yes	NR
Damien Gabori	*Kaiadilt*	No	No	Yes
Hayden Tyrell	*Kukatj*	Yes	Yes	Yes
Joseph Rainbow	*Kurtijar*	No	Yes	Yes
Henry Aplin	*Waanyi*	Yes (8/8/24 only)	Yes	Yes
Lawrence Burke	*Yangkaal*	Yes	Yes	Yes

CONTACT PERSON

Apryl Ford was appointed to the position of Contact Person by the Board of Directors on 11th of August 2020 and remains in the position of Contact Person.

SENIOR MANAGEMENT GROUP

CLCAC has a Senior Management Group which meets regularly to discuss and plan operational matters. The Senior Management Group is comprised of the Chief Executive Officer (CEO), Deputy CEO/Corporate Services Manager (DCEO/CSM), Principal Legal Officer (PLO), Capacity and Economic Development Manager (CEDM) and the Land and Environment Manager (LEM).

The CEO of CLCAC is Rachel Amini-Yanner and the Deputy CEO is Trish Steineck.

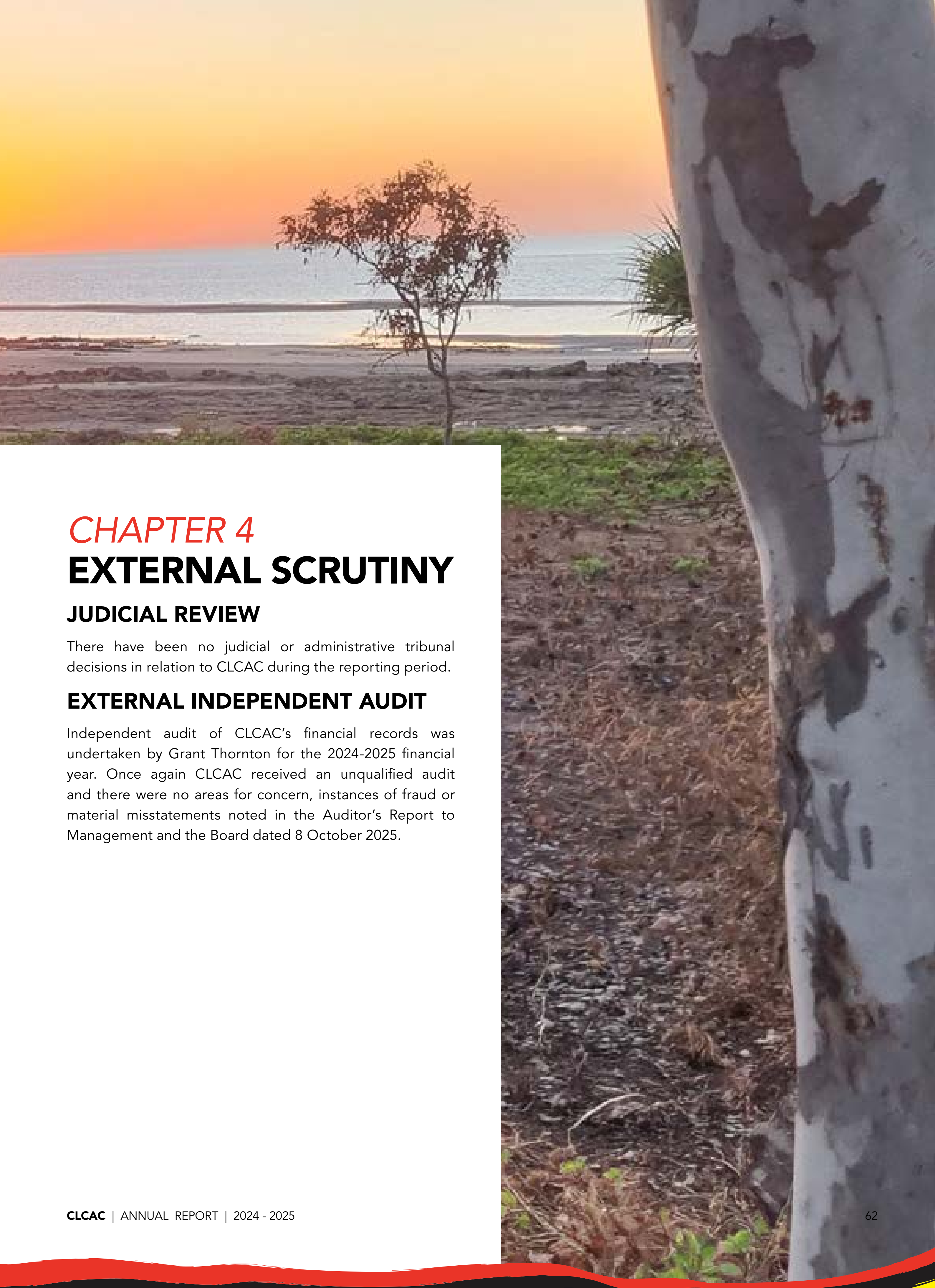
REMUNERATION OF SENIOR STAFF

Six (6) employees received a salary of more than $100,000 during the 2024-2025 reporting Period. CLCAC adopts a Salary Framework more in line with the Queensland State Public Service Award. Salaries are reviewed annually and may be adjusted in accordance with movements in relevant State Awards, subject to budgetary pressures and constraints. Salaries were reviewed and Salary Frameworks were adjusted in the 2024-2025 financial year.

POLICIES AND PROCEDURES

CLCAC continues to adopt and implement the following policies and procedures in conjunction with its overarching policies and procedures manual to ensure the maintenance of appropriate ethical standards and to manage risk:

- Occupational Health and Safety Plan;
- Communication and Social Media Policy;
- Firearms Policy and Procedures;
- Guidelines for Assistance in Native Title Matters;
- Performance and Development Review Policy;
- Working with Children (Blue card) Policy;
- Alcohol and/or Drugs Policy;
- Employee Assistance Program Policy
- Risk Management Policy;
- Pandemic Emergency Management Plan;
- Fraud and Corruption Control Plan; and
- Business Continuity Plan



CHAPTER 4

EXTERNAL SCRUTINY

JUDICIAL REVIEW

There have been no judicial or administrative tribunal decisions in relation to CLCAC during the reporting period.

EXTERNAL INDEPENDENT AUDIT

Independent audit of CLCAC's financial records was undertaken by Grant Thornton for the 2024-2025 financial year. Once again CLCAC received an unqualified audit and there were no areas for concern, instances of fraud or material misstatements noted in the Auditor's Report to Management and the Board dated 8 October 2025.

CHAPTER 5

MANAGEMENT OF HUMAN RESOURCES

STAFFING RETENTION AND TURNOVER

During 2024-2025 CLCAC continued to promote training and strived to retain and attract suitable employees to fill vacancies as they arose.

At the commencement of the reporting period CLCAC had seven (7) positions vacant within the Land and Environment units. CLCAC managed to successfully recruit to all except two (2) of these vacancies as well as any others that became available during the year through a combination of temporary and permanent placements. Appointments were made to the following positions during the financial year:

Cairns Office:

- Finance Officer
- Corporate Services and Projects Support Officer
- People and Payroll Officer
- HR Coordinator (new position)
- Land & Environment Projects Support Officer
- Digital Content and Publications Officer
- Junior Ranger Project Coordinator (new position)

Burketown:

- Indigenous Rangers.

Normanton:

- Indigenous Rangers

Ngumari Waanyi:

- Indigenous Rangers

As at 30 June 2025 CLCAC employed forty six (46) permanent employees. There were six (7) vacant ranger positions, one (1) vacancy for Unit Manager of the Capacity and Economic Development unit and one (1) full-time vacancy in the Corporate Services Unit.

CLCAC'S staffing levels (permanent positions) at 30 June 2025 were as follows:

CHIEF EXECUTIVE OFFICER (1)			
CORPORATE SERVICES UNIT	**NATIVE TITLE SERVICES UNIT**	**PBC CAPACITY & ECONOMIC DEVELOPMENT UNIT**	**LAND & ENVIRONMENT MANAGEMENT UNIT**
CORPORATE SERVICES MANAGER AND DEPUTY CEO	PRINCIPAL LEGAL OFFICER	PBC CAPACITY & ECONOMIC DEVELOPMENT MANAGER (VACANT)	LAND & ENVIRONMENT MANAGER
SENIOR FINANCE OFFICER	COMMUNITY & STAKEHOLDER OFFICER	SENIOR PBC CAPACITY AND ECONOMIC DEVELOPMENT PROJECT OFFICER	LAND & ENVIRONMENT PROJECTS COORDINATOR
FINANCE OFFICER	ADMINISTRATION & PROJECT SUPPORT OFFICER	PBC CAPACITY & ECONOMIC DEVELOPMENT PROJECT OFFICER (3)	RANGER COORDINATORS (3)
CORPORATE SERVICES & PROJECT SUPPORT OFFICER			HEAD RANGERS (2)
DIGITAL CONTENT AND PUBLICATIONS OFFICER			RANGERS (17) (7 VACANCIES)
OHS COMPLIANCE & TRAINING COORDINATOR			NATURAL RESOURCE MANAGEMENT OFFICER
PEOPLE & PAYROLL OFFICER			LAND AND ENVIRONMENT PROJECTS OFFICERS (4)
HR COORDINATOR			
CORPORATE SERVICES ADMINISTRATION OFFICER (VACANT)			JUNIOR RANGER PROJECT COORDINATOR
8	**3**	**4**	**30**

STAFFING PROFILE AND STATISTICS

In keeping with the overall aims of the Corporation, CLCAC is pleased to be able to employ a high proportion of Indigenous staff. The following table shows CLCAC's staffing profile, including casual and part-time staff as at 18 Sep 2025:

	INDIGENOUS	NON-INDIGENOUS	TOTAL
MALE	23	9	32
FEMALE	6	12	18
TOTAL	**29**	**21**	**50**

STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

Staff training and professional development continues to be a significant priority for CLCAC and CLCAC acknowledges the importance of setting work and training priorities to maximise the benefits to participating staff. CLCAC continues to rely heavily on Government and other funders to sponsor training and professional development for staff. CLCAC was able to secure ongoing contributions from NIAA and Waanyi Joint Venture during the 2024-2025 financial year to support further training for staff, offering a more technical skill base to increase their capacity to be able to progress to more senior roles and take advantage of current and emerging opportunities.

Through its succession management plan, CLCAC aims to train and encourage Indigenous staff to seek career paths within CLCAC so as to advance competent Indigenous employees to senior positions within the organisation and to build capacity for their PBC in readiness for future economic development opportunities.

CLCAC continually develops and seeks out specific programs aimed at:

- Targeting recruitment of Indigenous People for identified and general positions;
- Promotion of all employment opportunities through Indigenous community groups and Indigenous media; and
- Developing culturally appropriate training, mentoring and support systems.

NATIVE TITLE AND CORPORATE COURSES AND CONFERENCES

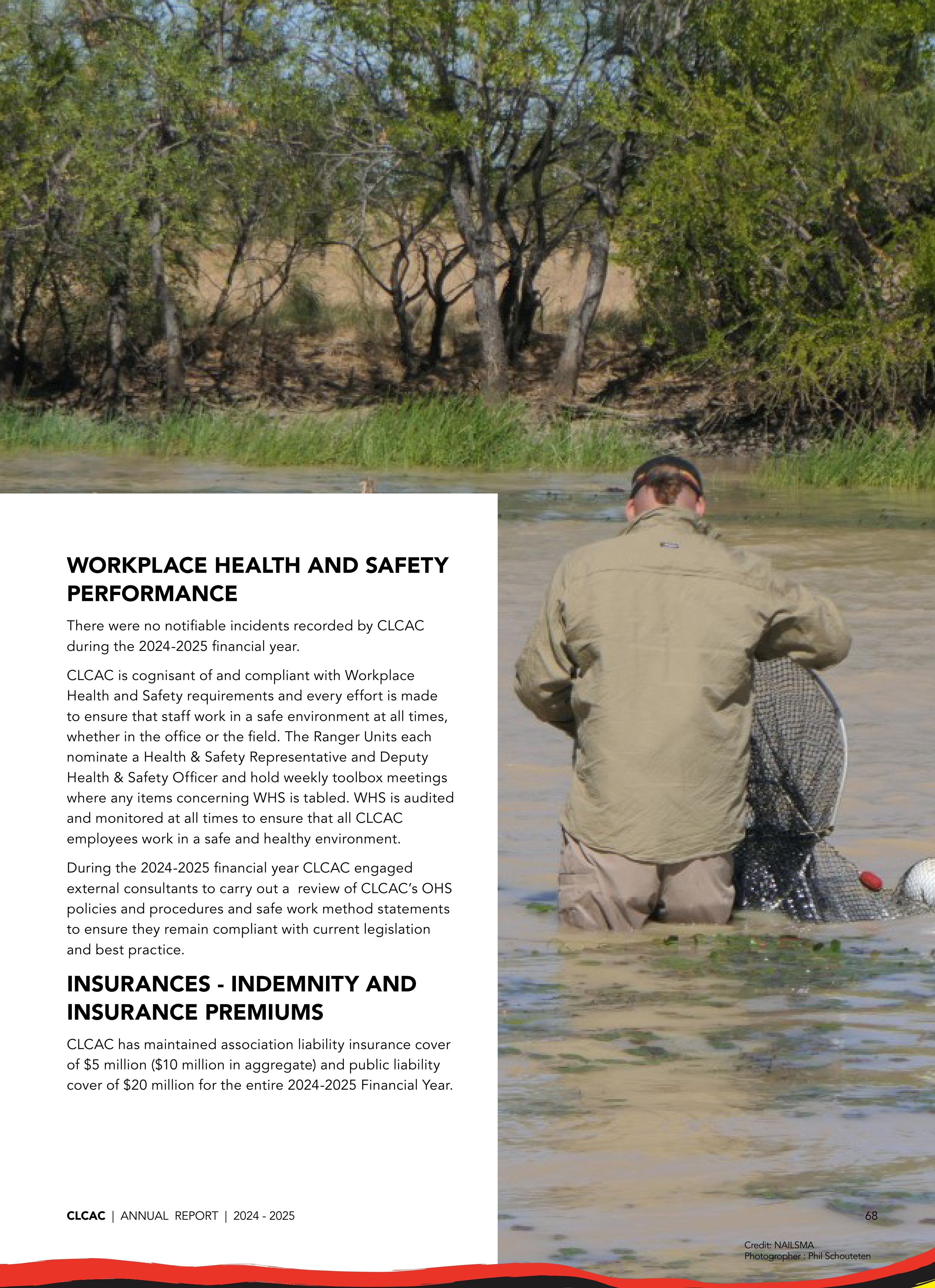
Staff from the Corporate Services, Native Title and PBC Development Services units attended the following conferences, workshops and training during the reporting period:

- AIATSIS PBC Support Officers Workshop
- AIATSIS Native Title Summit
- Australian Sea Conference held in Darwin
- ORIC Corporate Governance for Indigenous Corporations Workshop
- ICDA – Understanding the finances for NFP Boards
- ICDA – Project Management & Oversight
- Effective People Communications
- Time Management
- Resilience and Stress Management
- Communication Skills for Managers
- Time Management for Managers
- Managing People Performance
- Leading Teams
- Coaching in the Workplace
- Building Resilient Teams
- Supervision and People Management
- Intermediate MS Excel
- Cyber Awareness Training

LAND AND ENVIRONMENT COURSES AND CONFERENCES

Staff from the Land and Environment Unit attended the following training courses and conferences:

- Effective People Communications
- Time Management
- Resilience and Stress Management
- Communication Skills for Managers
- Time Management for Managers
- Managing People Performance
- Coaching in the Workplace
- Leading Teams
- Building Resilient Teams
- Supervision and People Management
- Cyber Awareness Training
- RePL Drone Training
- Crocodile Management Training
- First Aid in Remote Situations, including CPR & Defibrillation
- Mental Health First Aid
- Recreational Marine Boat and Marine Radio Licences
- Firearms training, including Firearms and Weapons Safety and Aerial Shooting
- Water Quality Monitoring and Testing
- Units of competency toward Certificate II and III of Conservation and Ecosystem Management
- 4WD Skill Set
- Biosecurity – Fundamental Training
- EDNA & Field Sampling Training
- Emergency Services Forum
- Gulf of Carpentaria Inshore Fishery Workshops
- National Feral Pig Conference
- Mapping Training
- WCTTAA Conference held in Cairns (Western Cape Turtle Threat Abatement Alliance)



Credit: NAILSMA
Photographer : Phil Schouteten

WORKPLACE HEALTH AND SAFETY PERFORMANCE

There were no notifiable incidents recorded by CLCAC during the 2024-2025 financial year.

CLCAC is cognisant of and compliant with Workplace Health and Safety requirements and every effort is made to ensure that staff work in a safe environment at all times, whether in the office or the field. The Ranger Units each nominate a Health & Safety Representative and Deputy Health & Safety Officer and hold weekly toolbox meetings where any items concerning WHS is tabled. WHS is audited and monitored at all times to ensure that all CLCAC employees work in a safe and healthy environment.

During the 2024-2025 financial year CLCAC engaged external consultants to carry out a review of CLCAC's OHS policies and procedures and safe work method statements to ensure they remain compliant with current legislation and best practice.

INSURANCES - INDEMNITY AND INSURANCE PREMIUMS

CLCAC has maintained association liability insurance cover of $5 million ($10 million in aggregate) and public liability cover of $20 million for the entire 2024-2025 Financial Year.

CHAPTER 6

CONSULTANTS AND COMPETITIVE TENDERING AND CONTRACTING

CONSULTANTS

CLCAC relies on assistance from external contractors and consultants to achieve its objectives. CLCAC entered into 51 Consultancy Service Arrangements in 2023-2024. 36 contracts related to the provision of Legal Services, four (4) contracts related to Anthropological Service, three (3) Accounting and Financial services, and eight (8) contracts to other Consultancy Services.

COMPETITIVE TENDERING AND CONTRACTING PRACTICES

CLCAC has in place procurement procedures for all supplies of goods and services. These procedures ensure that contract specifications do not bias or predetermine the outcome in awarding contracts. All procurement activities are based on the core principle of value for money and are compliant with Commonwealth procurement guidelines and the Procurement for Activity clauses of the Funding Agreements.

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION

United we stand.

ABN 99 121 997 933 - ICN 268

ANNUAL FINANCIAL REPORT
2024-2025

Statutory Financial Report

Directors' declaration
Statement of financial position
Statement of profit or loss and other comprehensive income
Statement of changes in equity
Statement of cash flows
Notes to the financial statements
Independent auditor's report
Auditor's independence declaration

Abbreviations

CEC	Century Environment Committee
CLCAC	Carpentaria Land Council Aboriginal Corporation
DAFF	Department of Agriculture, Fisheries and Forestry
DETSI	Department of Environment, Tourism, Science and Innovation
GREAT	Gulf Region Economic Aboriginal Trust
GU	Griffith University
JCU	James Cook University
NAILSMA	Northern Australia Inginenous Land and Sea Management Alliance Ltd
NIAA	National Indigenous Australians Agency
NGRMG	Northern Gulf Resource Management Group
QCF	Queensland Community Fund
TATSIPCA	Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
WJV	Waanyi Joint Venture Pty Ltd

General information

The financial statements cover Carpentaria Land Council Aboriginal Corporation ("the Corporation") as an individual entity. The financial statements are presented in Australian dollars, which is the Corporation's functional and presentation currency.

Carpentaria Land Council Aboriginal Corporation is a not-for-profit Aboriginal Corporation, incorporated and domiciled in Australia. Its registered office and principal place of business are:

Registered Office and principal place of business
Suite 2, Level 1, 104 Mulgrave Road, Cairns QLD 4870

A description of the nature of the corporation's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

The financial statements were authorised for issue on 8th October 2025.

In the opinion of the directors of Carpentaria Land Council Aboriginal Corporation ("the Corporation"):

(a) the attached financial statements and notes, set out on pages 2 to 23, are in accordance with the *Corporations (Aboriginal and Torres Strait Islander) Regulations 2017*, including:

(i) giving a true and fair view of the Corporation's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and

(ii) complying with the Australian Accounting Standards - Simplified Disclosures, the *Corporations (Aboriginal and Torres Strait Islander) Regulations 2017* and any applicable determinations made by the Registrar of Aboriginal Corporations under Division 336 of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*.

(b) there are reasonable grounds to believe that the Corporation will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors:

Dated at this 8th October 2025.

Thomas Wilson
Chairperson
Cairns

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

	Notes	2025 $	2024 $
ASSETS			
Financial assets			
Cash and cash equivalents	4A	**5,712,133**	5,025,104
Trade and other receivables	4B	**216,969**	204,239
Other financial assets	4C	**22,180**	22,080
Total financial assets		**5,951,282**	5,251,423
Non-financial assets			
Prepayments	5A	**1,675,696**	1,442,027
Property, plant and equipment	5B	**1,969,260**	1,909,638
Right of use assets	8	**1,359,782**	1,639,625
Total non-financial assets		**5,004,738**	**4,991,290**
Total assets		**10,956,020**	**10,242,713**
LIABILITIES			
Payables			
Suppliers	6A	**375,861**	627,337
Other payables	6B	**419,324**	413,962
Contract liabilities	6C	**3,407,630**	2,768,705
Lease liabilities	8	**1,397,280**	1,732,256
Total payables		**5,600,095**	5,542,260
Provisions			
Employee entitlements	7	**604,941**	535,861
Total provisions		**604,941**	535,861
Total liabilities		**6,205,036**	6,078,121
Net assets		**4,750,984**	4,164,592
EQUITY			
Asset revaluation reserve		**1,983,812**	1,951,401
Retained surplus		**2,767,172**	2,213,191
Total equity		**4,750,984**	4,164,592
Current assets		**7,626,978**	6,693,450
Non-current assets		**3,329,042**	3,549,263
Current liabilities		**5,135,403**	4,591,369
Non-current liabilities		**1,069,632**	1,486,752

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

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
for the year ended 30 June 2025

	Notes	2025 $	2024 $
INCOME			
Revenue			
Revenue from grants	2A	**8,594,072**	9,169,091
Other revenue	2B	**747,022**	428,246
Total revenue		**9,341,094**	9,597,337
Total income		**9,341,094**	9,597,337
EXPENSES			
Employee expenses	3A	**4,541,180**	4,390,126
Suppliers	3B	**3,663,257**	3,494,564
Depreciation	3C	**599,298**	592,373
Finance costs	3D, 8	**90,712**	104,707
Total expenses		**8,894,448**	8,581,770
Results from operating activities		**446,646**	1,015,567
Finance income		**107,334**	51,052
Net finance income		**107,334**	51,052
Surplus (deficit) before tax		**553,981**	1,066,619
Tax expense	1.10	**-**	-
Net surplus for the year		**553,981**	1,066,619
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Revaluation of property, plant and equipment	5B	**32,412**	114,468
Total comprehensive income for the year		**586,393**	1,181,087

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	Retained surplus		Asset revaluation reserve		Total equity	
	2025	2024	**2025**	2024	**2025**	2024
	$	$	**$**	$	**$**	$
Balance at 1 July	**2,213,191**	1,146,572	**1,951,400**	1,836,933	**4,164,592**	2,983,505
Total comprehensive income for the year						
Surplus for the year	**553,981**	1,066,619	**-**	-	**553,981**	1,066,619
Increase in asset revaluation reserve	**-**	-	**32,412**	114,468	**32,412**	114,468
Total comprehensive income for the year	**553,981**	1,066,619	**32,412**	114,468	**586,392**	1,181,087
Balance at 30 June	**2,767,172**	2,213,191	**1,983,812**	1,951,401	**4,750,984**	4,164,592

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

CARPENTARIA LAND COUNCIL ABORIGINAL CORPORATION
STATEMENT OF CASH FLOWS
for the year ended 30 June 2025

	Notes	2025 $	2024 $
OPERATING ACTIVITIES			
Cash received			
Revenue from services and grants		**9,232,997**	7,955,668
Other revenue		**776,130**	429,850
Interest		**107,334**	51,052
Total cash received		**10,116,461**	8,436,570
Cash used			
Employees and suppliers		**(8,015,214)**	(7,966,246)
Net GST paid to the ATO		**(599,165)**	(358,446)
Total cash used		**(8,614,379)**	(8,324,692)
Net cash from operating activities		**1,502,082**	111,878
INVESTING ACTIVITIES			
Cash used			
Purchase of property, plant and equipment		**(304,180)**	(624,648)
Total cash used		**(304,180)**	(624,648)
Net cash used in investing activities		**(304,180)**	(624,648)
FINANCING ACTIVITIES			
Payment of lease liabilities		**(510,873)**	(495,122)
Net cash used in financing activities		**(510,873)**	(495,122)
Net increase in cash and cash equivalents		**687,029**	(1,007,892)
Cash and cash equivalents at 1 July		**5,025,104**	6,032,996
Cash and cash equivalent at 30 June	4A	**5,712,133**	5,025,104

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

Note 1: Summary of material accounting policies

1.1 Basis of preparation

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all periods presented in these financial statements, unless otherwise stated. The financial statements were authorised for issue by the Board of Directors on the date shown on the directors' declaration.

The financial statements are general purpose financial statements which have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB') and the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*. Because the Corporation is a not-for-profit entity and AASBs include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards ("IFRSs"), to the extent these inconsistencies are applied, this report does not comply with IFRSs. The main impact is the timing of the recognition of grant income.

Historical cost convention

The financial statements have been prepared on the historical cost basis, except for certain classes of property, plant and equipment which are stated at fair value.

The financial report is presented in Australian dollars, which is the Corporation's functional currency.

Changes to standards and material accounting policies

Standards issued but not yet effective

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.
A number of new standards and amendments to standards are effective for annual periods beginning on or after 1 July 2025, and have not been applied in preparing these financial statements. These are not expected to have a significant impact on the financial statements.

New and amended standards adopted

The Corporation has adopted all of the amendments to Australian Accounting Standards issued by the AASB which are relevant to, and effective for, the Corporation's financial statements for the annual period beginning 1 July 2024.

Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

1.2 Critical Accounting Estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the incorporated association's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 1.12.

1.3 Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

1.4 Property, plant and equipment

Recognition and measurement

Each class of property, plant and equipment is stated at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment losses.

Items of property, plant and equipment are initially measured and recognised at cost. Cost includes expenditures that are directly attributable to the acquisition of the asset.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment

Plant and equipment and motor vehicles are subsequently measured on the revaluation basis, at fair value, in accordance with AASB 116 Property, Plant and Equipment. Leasehold improvements are measured at cost.

Note 1: Summary of material accounting policies (continued)

1.4 Property, plant and equipment (continued)

Recognition and measurement (continued)

Property, plant and equipment assets measured at fair value are revalued, with sufficient regularity, so as to ensure that the carrying amount of each class of asset does not materially differ from its fair value at the reporting date. This is achieved by engaging independent, professionally qualified valuers to determine the fair value for each class of property, plant and equipment assets. This process involves the valuer physically sighting a representative sample of the Corporation's assets, or undertaking a desktop review based on recent images provided by the Corporation, and making their own assessments of the condition of the assets at the date of inspection. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Further details in relation to valuers, the methods of valuation and the key assumptions used are disclosed in Note 5.

Any revaluation increment arising on the revaluation of an asset is credited to the appropriate class of the revaluation reserve, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent it exceeds the balance, if any, in the revaluation reserve of that asset class.

Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in income or expenses.

Subsequent expenditure

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Corporation.

Disposals

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the incorporated association. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Depreciation

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

	2025
Buildings	20 years
Plant and equipment	3-10 years
Furniture, fittings and equipment	3-8 years
Motor vehicles	4 years

Freehold land is not depreciated.
Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

1.5 Impairment

Financial assets

Trade and other receivables

Trade and other receivables are recognised at amortised cost, less any allowance for expected credit losses. The Corporation applies a simplified approach in calculating expected credit losses (ECLs) which requires lifetime expected credit losses to be recognised from initial recognition of the receivables.

Non-financial assets

The carrying amounts of the Corporation's non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount.

The recoverable amount of an asset is the greater of its value-in-use and its fair value less costs to sell. As the entity is a not-for-profit entity, value in use is the depreciated replacement cost of an asset as the future economic benefits of the asset are not primarily dependent on the asset's ability to generate net cash inflows and as the entity would, if deprived of the asset, replace its remaining future economic benefits.

Trade and other payables

These amounts represent liabilities for goods and services provided to the Corporation prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Note 1: Summary of material accounting policies (continued)

1.5 Impairment (continued)

Contract liabilities

Contract liabilities represent the Corporation's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the Corporation recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the Corporation has transferred the goods or services to the customer.

1.6 Employee benefits

Liabilities for services rendered by employees are recognised at the reporting date to the extent that they have not been settled.

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as a personnel expense in the periods during which services are rendered by employees. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

Other long-term benefits

The Corporation's net obligation in respect of long-term service benefits is the amount of future benefits that employees have earned in return for their service in the current and prior periods. The obligation is calculated using current wage and salary rates including related on-costs and expected settlement dates. Any actuarial gains or losses are recognised in expenses in the period in which they arise.

Short-term benefits

Short-term employee benefit obligations are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Corporation has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Amounts expected to be settled within 12 months are calculated on current wage and salary levels and include related employee on-costs. Amounts not expected to be settled within 12 months are calculated on projected future wage and salary levels and related employee on-costs and are discounted to present values.

The short term liability for employee benefits includes provision for annual leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Corporation is estimated to be less than the annual entitlement for sick leave.

Leave liabilities are calculated on the basis of employees' remuneration, including the Corporation's employer superannuation contribution rates to the extent that leave is likely to be taken during service rather than paid out on termination.

Termination benefits

Termination benefits are recognised as an expense when the Corporation is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan, to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the Corporation has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than 12 months after the reporting period, then they are discounted to their present value.

1.7 Provisions

A provision is recognised in the statement of financial position when the Corporation has a present legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation.

1.8 Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Note 1: Summary of material accounting policies (continued)

1.9 Revenue

Revenue arises mainly from government grants.

Revenue from contracts with customers

Revenue from contracts with customers is recognised by reference to each distinct performance obligation in the contract with the customer. Revenue from contracts with customers is measured at its transaction price, being the amount of consideration which the Corporation expects to be entitled to in exchange for transferring promised goods or services to a customer, net of goods and services tax, returns, rebates and discounts. The transaction price is allocated to each performance obligation on the basis of the relevant standalone selling price of each distinct good or service promised in the contract. Depending on the substance of the contract, revenue is recognised when the performance obligation is satisfied, which may be at a point in time or over time.

The Corporation recognises other revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Corporation and specific criteria have been met for each of the Corporation's activities. The Corporation bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Revenue is recognised for the major business activities using the methods outlined below.

Services

Revenue from services is recognised in the financial year in which the performance obligations are considered met. For fixed-price contracts, the Corporation has determined that most of its contracts satisfy the overtime criteria, because the customer simultaneously receives and consumes the benefits provided by the Corporation's performance as it performs. The Corporation recognises revenue using the input method, based on costs incurred in the period for each performance obligation to be recognised over time.

Estimates of revenues, costs or extent of progress toward completion are revised if circumstances change. Any resulting increases or decreases in estimated revenues or costs are reflected in income or expense in the year in which the circumstances that give rise to the revision become known to management.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Contract balances

Contract assets are recognised when the Corporation has transferred goods or services to the customer but where the Corporation is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.
Contract liabilities represent the Corporation's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when the Corporation recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before the Corporation has transferred the goods or services to the customer.

Grants and other contributions

Grants under AASB 15

Grants (other than certain capital grants) are accounted for under AASB 15 where the grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations. As such, the revenue is recognised when each performance obligation is satisfied.

Grants under AASB 1058

Other grants, including certain capital grants, are generally accounted for under AASB 1058.

The timing of income recognition under AASB 1058 is dependent upon whether the transaction gives rise to a liability or other performance obligation at the time of receipt. Income under the standard is recognised where:

- an asset is received in a transaction, such as by way of grant, bequest or donation;
- there has either been no consideration transferred, or the consideration paid is significantly less than the asset's fair value; and
- the intention is to principally enable the entity to further its objectives.

Note 1: Summary of material accounting policies (continued)

1.9 Revenue (continued)

Grants and other contributions (continued)

Grants under AASB 1058 (continued)

Assets arising from grants in the scope of AASB 1058 are recognised at the assets' fair values when the assets are received. Any related liability or equity items associated with the asset are recognised in accordance with the relevant accounting standard. Once the asset and any related liability or equity items have been recognised, then income is recognised for any remaining asset value at the time the asset is received.

For transfers of financial assets (usually cash and/or a receivable) to the Corporation which enable it to acquire or construct a recognisable non-financial asset, a liability is recognised for the excess of the fair value of the transfer received over any related amounts recognised. Related amounts recognised may relate to contributions by owners, AASB 15 revenue or contract liability recognised, lease liabilities in accordance with AASB 16, financial instruments in accordance with AASB 9, or provisions in accordance with AASB 137. The liability is brought to account as income over the period in which the Corporation satisfies its performance obligation.

1.10 Taxation

Income tax

The Corporation has been granted exemption from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax ("GST"), except where the amount of GST incurred is not recoverable from the Australian Taxation Office ("ATO"). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as part of operating cash flows.

1.11 Leases

At inception of a contract, the Corporation assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Corporation uses the definition of a lease in AASB 16.

At commencement or on modification of a contract that contains a lease component, the Corporation allocates the consideration in the contract to each lease component on the basis of its relative stand-alone price. However, for the leases of property, the Corporation has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Corporation recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Corporation by the end of the lease term or the cost of the right-of-use asset reflects that the Corporation will exercise a purchase option. In that case, the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Corporation's incremental borrowing rate. Generally, the Corporation uses its incremental borrowing rate as the discount rate.

As a lessee

The Corporation determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Note 1: Summary of material accounting policies (continued)

1.11 Leases (continued)

As a lessee (continued)

Lease payments included in the measurement of the lease liability comprise the following where applicable:
• fixed payments, including in-substance fixed payments;
• variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
• amounts expected to be payable under a residual value guarantee; and
• the exercise price under a purchase option that the Corporation is reasonably certain to exercise, lease payments in an optional renewal period if the Corporation is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Corporation is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Corporation's estimate of the amount expected to be payable under a residual value guarantee, if the Corporation changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in income and expenses if the carrying amount of the right-of-use asset has been reduced to nil.

The Corporation presents right-of-use assets as a separate line item and lease liabilities within "loans and borrowings" in the statement of financial position.

The Corporation has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Corporation recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

1.12 Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Estimation of useful lives of assets

The Corporation determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Impairment of non-financial assets

The Corporation assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Corporation and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Employee benefits provision

As discussed in note 1.7, the provision for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the nominal value of the estimated future cash flows to be made in respect of all employees at the reporting date.

Note 2: Revenue and income

	2025	2024
	$	$
Note 2A: Revenue from grants		
Grants under AASB 15		
Grants received - NIAA	**5,746,275**	5,046,220
Grants received - DAFF	**986,173**	247,375
Grants received - DETSI (Formally DES)	**2,167,191**	2,299,723
Grants received - NGRMG	**-**	47,586
Grants received - TATSIPCA	**-**	1,100
Grants received - CEC	**-**	50,000
Grants received - WJV	**61,178**	189,838
Grants received - NAILSMA	**162,180**	-
Grants received - GREAT	**-**	37,750
Grants received - QCF	**30,000**	27,272
Grants received - GU	**80,000**	-
	9,232,997	7,946,864
Grants under AASB 1058		
Grants received - TATSIPCA	**-**	15,000
Contract liabilities / unexpended grant balances at the beginning of the year	**2,768,705**	3,975,932
Contract liabilities / unexpended grant balances at the end of the year	**(3,407,630)**	(2,768,705)
Total revenue from grants	**8,594,072**	9,169,091

Revenue from contracts with customers is measured based on the consideration specified in the contracts. Revenue is recognised when control over a good or service is transferred to a customer.

The following provides information about the nature and timing of the satisfaction of performance obligations in contracts with customers, including significant payment terms and related revenue recognition policies.

Grants (other than certain capital grants) are accounted for under AASB 15 where the grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations. As such, the revenue is recognised when each performance obligation is satisfied. The performance obligations are varied based on he requirements under the relevant funding agreements and include performance obligations. Payment terms can vary depending on the terms of the grant. cash is received up front for some grants and on the achievement of certain payments milestones for others.

Each performance obligation is considered to ensure that the reconciliation of revenue reflects the transfer of control. Within funding agreements, there may be some performance obligations where control transfers as a point in time and others which have continuous transfer of control over the life of the contract. Where control is transferred over time, generally he input methods, being either costs or time incurred are considered to be most appropriate methods to reflect the transfer of benefits.

	2025	2024
Note 2B: Other revenue	$	$
Administration levy	**34,580**	46,653
Contributions for capital works	**105,000**	17,090
Other Grant Related Income	**684**	-
Wages subsidy	**-**	7,299
Sundry income	**549,411**	356,754
Insurance claim payments	**57,348**	450
Total other revenue	**747,022**	428,246

Note 3: Expenses

	2025	2024
	$	$
Note 3A: Employee expenses		
Wages and salaries	**3,945,509**	3,810,570
Superannuation	**432,927**	380,901
Leave and other entitlements	**143,178**	158,247
Recruitment	**19,566**	40,408
Total employee expenses	**4,541,180**	4,390,126

	2025	2024
Note 3B: Suppliers		
Motor vehicle expenses	**187,530**	246,202
Native Title implementation expenses	**1,350,958**	959,915
Repairs and maintenance expenses	**271,575**	101,780
Service expenses	**502,964**	595,761
Supplies	**651,158**	896,132
Travel expenses	**673,236**	669,279
Workers compensation premiums	**25,837**	25,495
Total supplier expenses	**3,663,257**	3,494,565

	2025	2024
Note 3C: Depreciation		
Property, plant and equipment depreciation:		
Buildings	**45,244**	43,315
Plant and equipment	**106,890**	72,994
Motor vehicles	**39,862**	35,000
Furniture, fittings and equipment	**42,273**	28,378
	234,269	179,687
Right of use asset depreciation:		
Buildings	**69,225**	132,092
Motor vehicles	**295,804**	280,594
	365,029	412,686
Total depreciation	**599,298**	592,373

	2025	2024
Note 3D: Finance cost		
Leases	**90,712**	104,707
Total finance costs	**90,712**	104,707

Note 4: Financial assets

	2025	2024
	$	$
Note 4A: Cash and cash equivalents		
Cash on hand or on deposit	**5,712,133**	5,025,104
Total cash and cash equivalents	**5,712,133**	5,025,104

Note 4B: Trade and other receivables

Goods and services	**175,131**	204,239
Total trade and other receivables (gross)	**175,131**	204,239
Less: Allowance for expected credit losses*	**-**	**-**
GST receivable from the ATO	**41,838**	-
Total trade and other receivables (net)	**216,969**	204,239

*Based on an assessment of historical credit loss experience adjusted for forward looking factors, the expected credit loss % is zero.

Note 4C: Other financial assets

Other financial assets	**22,180**	22,080
Total other financial assets	**22,180**	22,080

Note 5: Non-Financial assets

Note 5A: Prepayments

Insurance	**-**	134,550
Legal Fees	**1,662,973**	1,294,753
Motor vehicle lease payments	**12,724**	12,724
Total prepayments	**1,675,696**	1,442,027

Note 5: Non-financial assets (continued)

Note 5B: Property, plant and equipment

Reconciliation of the opening and closing balances of property, plant and equipment (2024-25)

Class	Land and buildings[1] $	Plant and equipment $	Motor vehicles[2] $	Furniture, fittings and equipment $	Work in progress $	Total $
As at 1 July 2024						
Gross book value	**967,897**	**825,455**	**294,721**	**302,193**	**280,042**	**2,670,308**
Accumulated depreciation and impairment	(9,968)	(460,389)	(135,271)	(155,043)	-	(760,671)
Net book value 1 July 2024	**957,929**	**365,066**	**159,450**	**147,150**	**280,042**	**1,909,637**
Additions:						
by purchase	12,125	82,504	-	19,676	189,874	304,179
Asset revaluations	-	-	32,413	-	-	32,413
Depreciation expense	(45,244)	(106,890)	(39,863)	(42,273)	-	(234,269)
Disposals:						
Disposal of assets in the ordinary course of business	-	-	-	-	(42,700)	(42,700)
Depreciation writeback for disposal of assets	-	-	-	-	-	-
Net book value 30 June 2025	**924,810**	**340,680**	**152,000**	**124,553**	**427,216**	**1,969,260**
Net book value as at 30 June 2025 represented by:						
Gross book value	980,022	907,958	152,000	321,870	427,216	2,789,065
Accumulated depreciation and impairment	(55,212)	(567,279)	-	(197,316)	-	(819,806)
	924,810	**340,680**	**152,000**	**124,553**	**427,216**	**1,969,260**

The most recent comprehensive valuation of property, plant and equipment was carried out as at 30 June 2023. Property valuations were conducted by a registered, independent appraiser having an appropriate recognised qualification. Marine plant and equipment valuations were carried out by an independent marine broker having recent experience in the category of plant and equipment being valued. Motor Vehicle valuations were undertaken by the Corporation using published Red Book trade-in valuations for vehicles of the same make, model and year. Fair values were determined on the basis of market value.

1. No revaluation adjustment was made to the carrying value of buildings during the current financial year. In 2024, valuations were indexed using the Consumer Price Index (CPI) as at 30 June 2024 for all capital cities. The CLCAC is currently undertaking an assessment to determine whether the office and accommodation buildings in Burketown require replacement or repair. Depending on the outcome of this analysis, CLCAC will evaluate whether an impairment should be recognised or if a formal valuation by an independent valuer is warranted for potential adjustment in the 2026 financial year

2. Valuation for Motor vehicles are indexed using market values at 30 June 2025.

Note 5: Non-financial assets (continued)

Note 5B: Property, plant and equipment (continued)

Reconciliation of the opening and closing balances of property, plant and equipment (2023-24)

Class	Land and buildings $	Plant and equipment $	Motor vehicles $	Furniture, fittings and equipment $	Work in progress $	Total $
As at 1 July 2023						
Gross book value	928,334	596,844	275,270	227,552	-	2,028,000
Accumulated depreciation and impairment	(753)	(387,395)	(135,271)	(154,373)	-	(677,792)
Net book value 1 July 2023	927,581	209,449	139,999	73,180	-	1,350,208
Additions:						
by purchase	13,646	228,611	-	102,349	280,042	624,648
Asset revaluations	60,016	-	54,452	-	-	114,468
Depreciation expense	(43,315)	(72,994)	(35,000)	(28,378)	-	(179,687)
Disposals:						
Disposal of assets in the ordinary course of business	-	-	-	(27,708)	-	(27,708)
Depreciation writeback for disposal of assets	-	-	-	27,708	-	27,708
Net book value 30 June 2024	957,928	365,066	159,451	147,151	280,042	1,909,637
Net book value as at 30 June 2024 represented by:						
Gross book value	967,897	825,455	294,721	302,193	280,042	2,670,308
Accumulated depreciation and impairment	(9,968)	(460,389)	(135,271)	(155,043)	-	(760,671)
	957,928	365,066	159,451	147,151	280,042	1,909,637

Note 6: Financial liabilities

	2025 $	2024 $
Note 6A: Suppliers		
Trade creditors	**375,861**	627,337
Total supplier payables	**375,861**	627,337

Settlement is usually made in 60 days.

	2025 $	2024 $
Note 6B: Other payables		
Salaries and wages	**43,488**	26,465
Superannuation	**34,879**	31,556
Annual leave	**284,123**	276,239
PAYG payable	**47,790**	47,494
GST Payable	**-**	29,100
Other	**9,044**	3,108
Total other payables	**419,324**	413,962

	2025 $	2024 $
Note 6C: Contract Liabilities		
NIAA	**1,635,580**	1,970,542
DAFF	**815,614**	381
DETSI (DES)	**423,672**	192,984
TATSIPCA	**13,607**	16,832
WJV	**174,849**	297,262
CEC	**213,318**	256,528
GU	**(3,424)**	619
JCU	**619**	619
NGRMG	**594**	7,790
GREAT	**-**	2,421
QCF	**52,727**	22,727
NAILSMA	**80,473**	-
Total Contract Liabilities	**3,407,630**	2,768,705

Note 7: Employee entitlements

	2025 $	2024 $
Employee entitlements		
Long service leave	**604,941**	535,861
Total employee entitlements	**604,941**	535,861
Employee entitlements are represented by:		
Current	**534,411**	398,483
Non-current	**70,530**	137,378
Total employee entitlements	**604,941**	535,861
Long service leave provision movements		
Balance at beginning of financial year	**535,861**	463,517
Long service leave entitlement arising	**81,676**	78,607
Long service leave entitlement paid	**(12,596)**	(6,565)
Balance at end of financial year	**604,941**	535,861

The provision for long service leave represents the Corporation's best estimate of the future benefit that employees have earned. The amount and timing of the associated outflows is uncertain and dependent on employees attaining the required years of service. Where the Corporation no longer has the ability to defer settlement of the obligation beyond 12 months from the reporting date, liabilities are presented as current. This would usually occur when employees are expected to reach the required years of service in the 12 months from the reporting date.

Note 8: Right-of use assets and lease liabilities

	Buildings	Motor Vehicles	Total
Cost	**$**	**$**	**$**
Balance at 1 July 2023	1,473,786	945,455	2,419,241
Additions	-	381,442	381,442
Remeasurements	61,406	-	61,406
Disposals	-	(447,355)	(447,355)
Modifications	-	10,721	10,721
Balance at 30 June 2024	1,535,192	890,263	2,425,455
Balance at 1 July 2024	**1,535,192**	**890,263**	**2,425,455**
Additions	**-**	**-**	**-**
Remeasurements	**42,940**	**-**	**42,940**
Disposals	**-**	**-**	**-**
Modifications	**-**	**42,247**	**42,247**
Balance at 30 June 2025	**1,578,132**	**932,510**	**2,510,642**
Depreciation and impairment			
Balance at 1 July 2023	(307,781)	(512,718)	(820,499)
Depreciation for the year	(132,092)	(280,594)	(412,686)
Disposals	-	447,355	447,355
Balance at 30 June 2024	(439,873)	(345,957)	(785,830)
Balance at 1 July 2024	**(439,873)**	**(345,957)**	**(785,830)**
Depreciation for the year	**(69,225)**	**(295,804)**	**(365,029)**
Disposals	**-**	**-**	**-**
Balance at 30 June 2025	**(509,098)**	**(641,761)**	**(1,150,859)**
Carrying Amounts			
At 30 June 2024	1,095,320	544,305	1,639,625
At 30 June 2025	**1,069,033**	**290,749**	**1,359,782**

	2025	2024
	$	$
Lease liabilities		
Current	**398,178**	382,882
Non-current	**999,102**	1,349,374
	1,397,280	1,732,256
Movement of lease liabilities during the year		
Balance at 1 July	**1,732,256**	1,669,103
Additions	**-**	381,442
Modifications	**42,247**	10,721
Remeasurement	**42,940**	61,406
Lease payments	**(510,875)**	(495,122)
Interest	**90,712**	104,707
	1,397,280	1,732,256

The Corporation leases 2 premises for its offices and ranger operations under agreements of 5 years, with options to extend. On renewal, the terms of the leases are renegotiated. Office leases are remeasured annually in accordance with CPI review increases. The Corporation also leases 12 motor vehicles on 3 year terms.

Note 8: Right of use assets and liabilities (continued)

Terms and repayment schedule

The terms and conditions of outstanding loans are as followings:

	Nominal Interest Rate	Year of Maturity	Face value 2025	Carrying amount 2025	Face value 2024	Carrying amount 2024
Lease liabilities	6%	2023-2036	1,698,317	1,397,280	2,118,099	1,732,256
Total interest-bearing liabilities			1,698,317	1,397,280	2,118,099	1,732,256

Lease liabilities

Lease liabilities are payable as follows:

	Future minimum lease payments 2025 $	Interest 2025 $	Present value of minimum lease payments 2025 $
Less than one year	471,294	73,116	398,178
Between one and five years	844,145	167,423	676,722
More than five years	382,878	60,498	322,380
	1,698,317	**301,037**	**1,397,280**

Note 9: Contingent liabilities and assets

The Corporation did not have any contingent liabilities or assets at 30 June 2025 (2024: nil).

Note 10: Remuneration of auditors

	2025	2024
	$	$
Audit services		
Auditors of the Corporation - Grant Thornton		
Audit of financial statements - 2025	9,450	-
Audit of financial statements - 2024	28,250	8,500
Audit of financial statements - 2023	-	25,500
Total audit services	37,700	34,000

Note 11: Commitments

The Corporation entered into a contract with Ocean Blue Boats to build 2 vessels totalling $474,684. The initial cost of $237,342 was paid in May 2024, and a payment of $189,475 was made in the 30 June 2025 financial year. The remainder will be paid next financial year.

Note 12: Related party disclosures

Key management personnel compensation

The key management personnel compensation included in employee expenses in the statement of profit or loss and other comprehensive income is as follows:

	2025	2024
	$	$
Short term employee benefits	**478,796**	466,899
Long term benefits	**19,475**	16,290
Post-employment benefits	**52,845**	49,256
	551,116	532,446

Key management personnel compensation includes wages and salaries, annual leave, superannuation, and other allowances and amounts paid by the Corporation during the year.

Transactions with key management personnel

In addition to their salaries, the Corporation also provides non-cash benefits to key management personnel, and contributes to a post-employment defined contribution superannuation fund on their behalf.

Loans to key management personnel

There were no loans to or from related parties at the current and previous reporting date.

Other key management personnel transactions

The aggregate amounts recognised during the year relating to key management personnel and their other related entities were as follows:

- Various directors of the Corporation were employed by the Corporation during the financial year and received total remuneration of $233,562 (2024: $222,440).

- Relatives of various directors were employed by the Corporation during the financial year and received total remuneration of $261,193 (2024: $251,680).

A number of the Corporation's key management personnel, or their related parties, hold positions in other entities. A number of these entities transacted with the Corporation during the year. The terms and conditions of the transactions with key management personnel and their related entities were no more favourable than those available, or might be reasonably expected to be available, on similar transactions to non-key management personnel related entities on an arm's length basis. The Corporation does not assess those key management personnel or their related parties as having significant control or influence over those entities.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Note 13: Economic dependency

The financial statements have been prepared on a going concern basis which contemplates continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business.

The ability of the Corporation to continue its operations at current levels is dependent upon future ongoing funding being provided by Commonwealth and State funding bodies. The majority of this funding is provided on an annual basis. The Corporation believes that the necessary funding will continue to be forthcoming for the year ending 30 June 2026. Such funding and support from NIAA, the Corporation's main funding provider, has been secured until the period ending 30 June 2026.

Note 14: Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Corporation's operations, the results of those operations, or the Corporation's state of affairs in future financial years.

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Independent Auditor's Report

To the members of Carpentaria Land Council Aboriginal Corporation

Report on the audit of the financial report

Opinion

We have audited the financial report of Carpentaria Land Council Aboriginal Corporation (the Corporation), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Corporation is in accordance with the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*, including:

a giving a true and fair view of the Corporation's financial position as at 30 June 2025 and of its performance for the year ended on that date; and

b complying with Australian Accounting Standards – *AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the *Corporations (Aboriginal and Torres Strait Islander) Regulations 2007* and any applicable determinations made by the Registrar of Aboriginal Corporations under Division 336 of the Act.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Corporation in accordance with the auditor independence requirements of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the Corporation's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information available at the date of this report and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors' for the financial report

The directors of the Corporation are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Corporation or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

Grant Thornton

Grant Thornton Audit Pty Ltd
Chartered Accountants

Helen Wilkes

H A Wilkes
Partner – Audit & Assurance

Cairns, 8 October 2025

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Auditor's Independence Declaration

To the directors of Carpentaria Land Council Aboriginal Corporation

In accordance with the requirements of section 339-50 of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*, as lead auditor for the audit of Carpentaria Land Council Aboriginal Corporation for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

a no contraventions of the auditor independence requirements of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* in relation to the audit; and

b no contraventions of any applicable code of professional conduct in relation to the audit.

Grant Thornton

Grant Thornton Audit Pty Ltd
Chartered Accountants

Helen Wilkes

H A Wilkes
Partner – Audit & Assurance

Cairns, 8 October 2025

CLCAC

CARPENTARIA LAND COUNCIL
ABORIGINAL CORPORATION