



North Queensland Land Council
Annual Report

2024-2025

This Annual Report details the administration of the North Queensland Land Council Native Title Representative Body Aboriginal Corporation (NQLC). It summarises the operation of the Corporation and its financial, corporate, and legal performance for the period 1 July 2024 to 30 June 2025.

Public availability of the report

This Annual Report is available on the North Queensland Land Council Website at: <https://nqlc.com.au/>

Contact Details:

Postal Address: PO 679, Cairns North, QLD 4870

Telephone: 07 4042 7000

Toll Free: 1800 714 779

Email: reception@nqlc.com.au

Disclaimer:

Every effort has been made to ensure this document is accurate, reliable, and up to date at the time of publication. The North Queensland Land Council Native Title Representative Body Aboriginal Corporation has also made every effort to ensure this Annual Report does not contain material of a culturally sensitive nature.

Aboriginal and Torres Strait Islander people should be aware that this publication may contain images or names of people who have passed away.

Preparation of this report is funded by the National Indigenous Australians Agency.

All featured artwork and images are copyrighted © by the artist and/or photographer. The use of any artwork and images from this report is prohibited unless prior written permission from the artist and/or photographer is obtained.

Cover Image
Marita Budden

Inside Image
Reilly Wilson-Neil



Cover Art



‘My Country’ by Marita Budden

Story:

This painting is mapping my traditional homeland.

Jirrbal Country is a vast and diverse landscape made up of the wet tropics’ rainforest, and dry tropics, extending into some Savannah areas.

The designs of shapes, lines, dots and various colours depict uneven landscapes and terrain, which intertwine with gullies, creeks and rivers winding through, and connecting with major water courses representing my country. Elements in the painting depict aspects of culture and family; Families living in close proximity still rely on their traditional foods and cultural practices, such as fishing, hunting, weaving and making artifacts.

The dots and lines that make up the inner painting are the different types of soils and vegetation of country.

The white dots have a significance to the White Cockatoo (Gayambula) which is the totem for Jirrbal people on the tablelands.

The blue, green and white around the borders represent the seasons, mountains, hills and low cloud that surround Jirrbal country.

The light blues represent rivers, creeks, small lakes and lagoons.

The greens represent different types of forest, trees and vegetation.

Plants and animals represent the foods found on country, depending on the season. for example, The fish, turtle, eel, berries and plants.

The brown dots within the circles represent connections among families and clan groups.

About the Artist:



Marita Budden is a proud Aboriginal woman born and raised on the Atherton Tablelands in Far North Queensland. She is the daughter of Kevin and Elsie Go Sam, respected Aboriginal pioneers in the tin mining industry of Silver Valley near Herberton during the early 1950s.

Marita's cultural heritage is deeply rooted in the Jirrbalngan (Jirrbal) and Ngadjan-jii (Ngadjan) rainforest peoples of the Tablelands. Her connection to Country and community has remained strong throughout her life, as she continues to live, create, and raise her family on the Tablelands.

Her artistic journey began in the early 1970s as a passionate hobby, when she won first prize for best abstract art at the local show. Inspired by the creative talents of her parents, Marita's practice evolved into a vibrant expression of culture, nature, and storytelling.

Her body of work spans painting, jewellery, badge making, textile crafts, greeting cards, and souvenirs. Many of which feature designs by her younger sister and other family members. Marita's style is contemporary with traditional influences, blending abstract patterns and themes that reflect Country landscapes, native flora and fauna, and bush food sources.

Through her art, Marita seeks to inspire, enrich, and enlighten those who share a passion for creative expression, nature, and cultural diversity. Her work is a celebration of identity, resilience, and the enduring beauty of Aboriginal culture.

Connect with Marita



www.indigitelexpressions.com



[indigitelexpressions](https://www.instagram.com/indigitelexpressions)



[Marita Budden](https://www.facebook.com/MaritaBudden)



indigitelexpressions@gmail.com

Scan the QR Code to visit her website.

Contents

Cover Artwork	3
About the Artist	4
1. Our Organisation	9
Our Footprint	10
Roles and Functions	11
Legislation	11
Legislative Functions	11
Key Functions	12
Corporate Governance Policies	12
The Story Behind Our New Logo	13
Brand Identity	14
2. Board of Directors	15
Our Directors	17
3. Chairperson’s Report	19
3. Chief Executive Officer’s Report	23
5. Strategic Plan	33
6. Report on Performance	37
Review of Strategic & Operational Performance	38
Performance According to Functions & Outputs	39
Claims Team	40
Legal Unit	40
Anthropology & Research Unit	41
Native Title Claims	43
Engagement & Development Support Team	52
Future Acts & Mining Agreements	52
Prescribed Bodies Corporate Support Unit	60
Corporate Services Team	63
Budgets/Actual by Main Heads of Expenditure & Revenue	64
Social Media Impact	65
7. Corporate Governance	68
Corporate Governance Framework	68
Risk Management & Planning	71
Rules, Policies & Procedures	72
8. External Scrutiny	73
Oversight & Accountability	74

9. Consultants & Competitive Tendering **75**

Consultancy Services 76

10. Management of Human Resources **77**

Workforce Development & Wellbeing 78

Organisation Chart 79

Indemnities & Insurance 80

11. Native Title Consent Determinations **82**

12. Annual Financial Report **82**

12. Glossary **120**

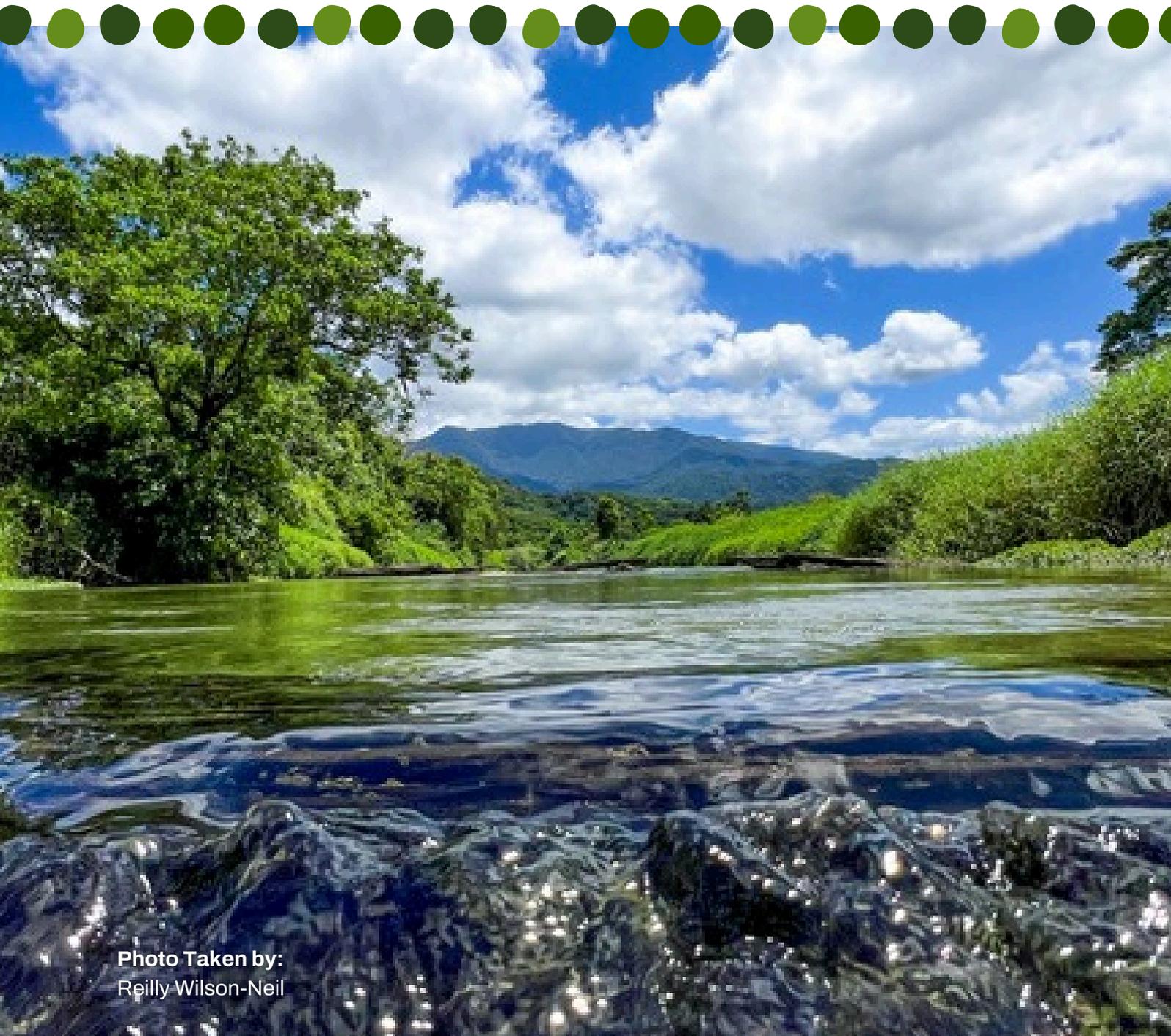


Photo Taken by:
Reilly Wilson-Neil



Photo Taken by:
Reilly Wilson-Neil



North Queensland Land Council

Native Title Representative Body Aboriginal Corporation
ABN: 19 047 713 117 | ICN 1996 | www.nqlc.com.au



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

Dear Minister,

It is with pleasure that I present to you the North Queensland Land Council Native Title Representative Body Aboriginal Corporation's (NQLC) Annual Report for the period 1 July 2024 to 30 June 2025.

This Annual Report demonstrates NQLC's ongoing work to build on its proud history of achievements since its establishment in 1976. Foremost amongst NQLC's activities is our commitment to, and delivery of, Native Title Representative Body statutory functions as required under the Native Title Act 1993 and the NIAA Program Funding Agreement. The past 49 years have been no exception to NQLC's record of solid performance.

I look forward to continuing our work to realise the long-held aspirations of the Aboriginal people of the North Queensland Region to regain and enjoy their rights to land and sea, not only to preserve their culture, but to access increased opportunities to achieve a better future.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Leon Yeatman', written over a light blue horizontal line.

Leon Yeatman
Chief Executive Officer
North Queensland Land Council



1

Our Organisation

Our purpose is to assist Aboriginal people in the NQLC region to maximise recognition of native title rights and interests, and the benefits that flow from native title outcomes, to ensure that native title rights and interests are protected and maintained; and economic development opportunities are pursued.

Photo Taken by:
Arun Clarke

Our Footprint

The North Queensland Land Council (**NQLC**), with funding support from the National Indigenous Australians Agency (**NIAA**), is proud to serve one of the most diverse and breathtaking regions. Our representative area stretches from the ancient rainforests of the Daintree and the rugged country northwest of the Bloomfield Rivers, down through the rolling landscapes south-east of Ilbilbie and west of Hayden, and out across the waters of Australia's Exclusive Economic Zone.

This vast footprint brings together a wide network of local government authorities, including Burdekin, Cairns, Cassowary Coast, Charters Towers, Croydon, Douglas, Etheridge, Flinders, Hinchinbrook, Isaac, Mackay, Mareeba, McKinlay, Palm Island, Richmond, Tablelands, Townsville, Whitsundays, and Yarrabah. Each plays a part in shaping the story of our region and supporting the communities we represent.

Our representative area is as beautifully diverse as the cultures that call it home. From the turquoise waters and coral gardens of the Great Barrier Reef, along pristine coastlines and through dense tropical rainforests, to the golden plains and rugged uplands of the west, this land is alive with diversity. Across seven remarkable bioregions: the Central Queensland Coast, Brigalow Belt, and Wet Tropics of the coast and uplands; the Einasleigh and Desert Uplands inland; and further west, the Mitchell Grass Downs and the Gulf Plains of the Savannah. Every place holds its own story, interwoven with the heritage of its people.

The Indigenous populations are most prominent along the coast, gradually dispersing as you travel inland. Among them are the two Deed of Grant in Trust (**DOGIT**) communities of Yarrabah and Palm Island, proudly governed by their own Aboriginal Shire Councils. Beyond these centres, in addition, there are strong Indigenous populations in Townsville/Thuringowa, Cairns, Mackay, Innisfail, Mareeba, Burdekin, Charters Towers, Mossman, Bowen, Atherton, Sarina, Ingham, Tully, Cardwell, Richmond, Nebo/Mirani, Herberton, Ravenshoe, Kuranda, Mount Garnet, Croydon, and the Jumbun Community.



NQLC's footprint covers approximately
943,300 km²
with 411,164 km² being land

Roles & Functions

Legislation

The primary legislation guiding the work of the North Queensland Land Council (NQLC) is the Commonwealth Native Title Act (1993), which sets out the statutory functions of a Native Title Representative Body (NTRB). In representing native title claims, the NQLC also operates under the Native Title (Queensland) Act (1993) and other relevant federal and state legislation.

Established on 28 March 1994 under the former Aboriginal Councils and Associations Act 1976, the NQLC is now registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act).

As a corporation, the NQLC must comply with the requirements of the CATSI Act and relevant corporations law, including matters relating to governance, the holding of Annual General Meetings (AGMs), and the preparation and presentation of annual financial statements.

Like all organisations, the NQLC is also subject to a broad range of general legislation, including:

- **The Commonwealth Authorities and Companies Act 1997**
- **Taxation and superannuation laws**
- **Industrial relations and workplace legislation**

Legislative Functions

As a recognised Native Title Representative Body (**NTRB**), the North Queensland Land Council (**NQLC**) is entrusted with a wide range of statutory responsibilities under section 203B of the Native Title Act 1993 (**NTA**). These responsibilities form the foundation of the organisation's role in advancing and protecting the rights of Traditional Owners across the region.

Beyond these core functions, section 203BJ of the NTA also requires the NQLC to undertake additional and equally significant responsibilities. These include:

- Entering written arrangements with neighbouring NTRBs regarding facilitation and assistance functions
- Identifying native title holders
- Promoting understanding and awareness of native title
- Informing native title holders and Prescribed Bodies Corporate (**PBCs**) about matters that may affect native title
- Consulting with Aboriginal communities on relevant issues
- Cooperating with other NTRBs to improve efficiency and achieve positive outcomes

Cooperation with other NTRBs further strengthens this work, enabling efficiencies and supporting positive outcomes across the native title system.

Over recent years, the role of the NQLC has expanded in response to a growing number of native title determinations. This has led to a steady increase in the number of registered PBCs, corporations created to manage native title rights once they have been legally recognised. Recognising the critical role PBCs play in maintaining and managing these rights, the NQLC has worked to enhance its support through approved funding, tailored training programmes, and practical guidance. By doing so, the organisation helps PBCs build capacity and confidence in fulfilling their responsibilities, ensuring that Traditional Owners are empowered to make decisions about their land and waters for generations to come.

Key Functions

As a recognised Native Title Representative Body, the North Queensland Land Council carries a responsibility grounded in law but lived through the community. Under section 203B of the Native Title Act 1993, our role is to assist Aboriginal people across our region as they pursue recognition of their native title rights.

This means guiding claimants through the journey of making and progressing native title claims, negotiating agreements that shape the future use of their land and waters, and helping to resolve disputes that arise along the way.



Corporate Governance Policies

The function of the Board of Directors (**Board**) is to set the broad policies and directions of the organisation. The rules provide for a separation of powers, which keeps the Board at arm's length from the day-to-day management of the corporation, which is the responsibility of the Chief Executive Officer (**CEO**).

For more details, see the Corporate Governance section of this report on page 68.

The Story Behind Our New Logo

Red | The Savannah

The red tones represent the vast Savannah landscapes of our western footprint and acknowledging the dry country peoples.

Light Blue | The Sea

This colour represents the sea and the saltwater peoples of the North Queensland region. It reflects the shimmering blues of the ocean and the waves that shape coastal Country.

Blue | The Waterways

The freshwater systems that flow through our region: rivers, creeks, and wetlands, and the freshwater peoples within our region.

Green | The Rainforest

Green signifies the lush rainforest regions and the rainforest peoples of that area.

Yellow | Future & Growth

Yellow is a forward-looking colour, symbolising optimism, opportunity, and the bright future we strive to build through native title recognition and economic development.

The Fern | Tropical Plants

The fern symbolises the beautiful green tropical plants that thrive in the rainforest.

The Fish | Cultural Diversity Across Regions

At the heart of the design is the cultural diversity of the regions NQLC serves. It also symbolises that the Freshwater people are in clear blue with freshwater fish.

The Eye/ Sun | Transparency & Growth

This central motif carries a dual meaning: it represents the sun as a source of life and growth, and the eye as a symbol of transparency, clarity, and our commitment to accountability in all that we do.



The Yarning Circles | Core Activities & Values

There are seven yarning circles in total. Four of the yarning circles symbolise NQLC core activities such as native title claims, future acts, agreement negotiation, and economic development, and show that these are all connected to one another.

The other three yarning circles embody the visions and values of NQLC, connecting to present a commitment to preservation, protection, and promotion of native title.



Artist Acknowledgement

We acknowledge and thank **Natasha Davui** for creating the original artwork and the cultural story that inspired our new logo.

We also extend our appreciation to **Leigh Harris** from **Ingeous Studios**, who respectfully adapted the artwork into a contemporary, modernised form.

Brand Identity



Brand Logo - Coloured



Brand Logo - Mono

Branding Evolution

The initial branding of the North Queensland Land Council was circular in shape, symbolising wholeness, unity, and a deep connection to Country. At its centre was a stylised map of Queensland, with a focus on the northern region where NQLC operates. Surrounding the map were silhouettes of people, animals, and cultural activities: a figure with a spear, dancing figures, a person fishing, and a large crocodile standing out against a rich reddish-brown background. In 2024 the decision was made to refresh of the logo.

Brand Logo

The new NQLC logo reflects our connection to Country and community. The Red representing the Savannah and Dry Country peoples; light blue, the sea and saltwater peoples; blue, freshwater systems and communities; and green, rainforest peoples and tropical plant life. Yellow symbolises growth and opportunity, while the eye/sun stands for transparency and vision. The fern highlights rainforest flora, and the fish represents cultural diversity across our footprint. Seven yarning circles reflect our core activities and values.

Corporate Branding

The horizontal branding is used for versatility across digital and print platforms, ensuring clarity and consistency in professional settings. The stacked version, with the name beneath the logo, is used where space is limited.



Corporate Brand Horizontal - Coloured



Corporate Brand Horizontal - Mono



North Queensland
Land Council

Corporate Brand -
Coloured



North Queensland
Land Council

Corporate Brand -
Mono



2

Board of Directors

The NQLC Board of Directors is community-based, comprising Traditional Owners elected from ten representative wards across the region. Each ward elects a representative every two years, with Cairns and Atherton having two each due to larger membership. The Board sets the organisation's strategic direction and policies, while the CEO oversees daily operations, ensuring a clear separation of powers.

Photo Taken by:
Reilly Wilson-Neil

Board Representation

NQLC's Board operates under a ward-based system to ensure fair and inclusive representation across our geographic footprint. Directors are elected by members within each ward, typically serving a two-year term from the conclusion of one Annual General Meeting (AGM) to the next held two years later.

Ward Elections

No ward elections were held during this reporting period. In accordance with the NQLC Rule Book, elections across the organisation's 10 representative wards will take place in the second half of 2025 to appoint Directors for the 2025–2027 term.

2024 Annual General Meeting

NQLC held its 2024 Annual General Meeting on 30 November in Cairns. Reports from Deputy Chairperson Sarah Addo and CEO Leon Yeatman were formally accepted by members, alongside the Annual Financial Report presented by Helen Wilkes of Grant Thornton Australia Limited. NQLC received an unqualified audit report, reflecting strong financial management and governance. Grant Thornton was reappointed as auditors for the 2024–2025 financial year.

To read more about the 2024 Annual General Meeting, refer to the Chairperson's Report on page 22.

NQLC Representative Wards	Directors as at 30/06/2024	Directors as at 30/06/2025
Cairns Ward	Sarah Addo Warren Martens	Sarah Addo Warren Martens
Charters Towers/ Hughenden Ward	Richard Hoolihan	Richard Hoolihan
Innisfail Ward	Rona Hart	Rona Hart
Mt Garnet Ward	VACANT	Patrick Wheeler - Position filled on 30 th May 2025
Palm Island Ward	Alf Lacey	Alf Lacey
Tablelands Ward	Joann Schmider	Joann Schmider Shannah Richards - Position filled on 30 th May 2025
Tully Ward	VACANT	Jacob Cassady - Position filled on 30 th May 2025
Townsville/ Ayr Ward	Angie Akee	Angie Akee

Office Bearers	2024	2025
Chairperson	Angie Akee	Angie Akee
Deputy Chairperson	Sarah Addo	Sarah Addo
Treasurer	Alf Lacey	Richard Hoolihan
Correspondence Secretary	Errol (Mala) Neal	Joann Smchider

Our Directors

as at 30 May 2025



Angie Akee - Chairperson
Townsville Ward



Sarah Addo - Deputy Chairperson
Cairns Ward



Joann Schmider - Corr Secretary
Tablelands Ward



Richard Hoolihan - Treasurer
Charters Towers/ Hughenden Ward



Warren Martens - Director
Cairns Ward



Shannah Richards - Director
Tablelands Ward



Patrick Wheeler - Director
Mt Garnet Ward



Jacob Cassady- Director
Tully Ward



Errol (Mala) Neal - Director
Yarrabah Ward



Rona Hart - Director
Innisfail Ward



Gary Mooney - Director
Mackay/ Proserpine Ward



Alf Lacey - Director
Palm Island Ward

3

Chairperson's Report

Chairperson Angie Akee reflects on a year of strong governance, community engagement, and progress in advancing native title rights. NQLC welcomed new Ward Representatives, reaffirmed its Executive Committee, and maintained an unqualified audit. Strengthened partnerships, including the Queensland Representative Body Alliance, continue to drive advocacy for Indigenous economic independence and government support for Traditional Owners. Angie thanks all members, staff, and communities for their ongoing dedication.

Photo Taken by:
Reilly Wilson-Neil

Chairperson's Report

Wada-mooli - Hello,

On behalf of the Board, I am honoured to present this Annual Report, reflecting on our shared journey throughout the 2024–2025 financial year. I begin by acknowledging the Traditional Owners across the North Queensland Land Council's representative footprint. We recognise their enduring connection to land, waters, and culture, and pay our respects to Elders past, present, and emerging. Their strength and leadership continue to guide our work and inspire our vision for the future.

I take this opportunity to acknowledge those members dearly departed during the past year. On behalf of the Board, I extend our deepest condolences and heartfelt sympathies to the families and communities who are grieving. We honour their lives and legacy, and we stand with you in remembrance and respect.

Welcoming New Directors

This year, we also acknowledged the ongoing dedication of our existing Directors, who continue to serve their wards with cultural insight, leadership, and a strong commitment to native title advancement. Their efforts have helped shape the strategic direction of NQLC, and we thank them sincerely for their service.

During the 2024–2025 reporting period, we were pleased to fill several vacant Ward Representative positions in May 2025. On behalf of the Board, I warmly welcome our newly appointed Directors:

- **Patrick Wheeler** - Mt Garnet Ward Representative
- **Shannah Richards** - Tablelands Ward Representative
- **Jacob Cassidy**, representing the Tully Ward

We look forward to their contributions and the unique perspectives they bring to the governance of NQLC and the communities they represent.



Executive Committee Appointed

The selection of the Executive Committee of the Board took place at the ordinary Board meeting held on Monday, 16 December 2024. The newly appointed Executive Committee is as follows:

- Chairperson – Director Angie Akee
- Deputy Chairperson – Director Sarah Adoo
- Treasurer – Director Richard Hoolihan
- Correspondence Secretary – Director Joann Schmider

The Board extended its thanks to the outgoing Executive Committee members for their service and formally transitioned to the new leadership team.

Annual General Meeting & Financial Reporting

NQLC held its 2024 Annual General Meeting (AGM) on 30 November 2024 in Cairns. During the meeting, the Chairperson and Chief Executive Officer reports were presented by Deputy Chairperson Sarah Adoo and CEO Leon Yeatman, and were formally accepted by the membership.

The Annual Financial Report for the year ending 30 June 2024 was tabled by Helen Wilkes, Auditor and Partner at Grant Thornton Australia Limited, and also accepted by members. Continuing our strong record of financial performance, NQLC once again received an unqualified audit report for the reporting period. This outcome reflects our commitment to sound financial management, robust risk oversight, and effective accounting practices.

Grant Thornton was reappointed as NQLC’s auditors for the 2024–2025 financial year. The Annual Financial Report for the year ending 30 June 2025 will be presented at the 2025 AGM.

Strategic Engagement

We have strengthened our strategic engagement through the Queensland Representative Body Alliance (QRBA). This alliance has amplified our collective voice in advocating for native title rights and post-determination support, ensuring our communities are recognised and resourced to build sustainable futures.

Strategically, the North Queensland Land Council, alongside other native title bodies across Queensland, has been recognised as one of the largest and most effective organisations in securing native title rights and interests for our people. This recognition reflects the strength of our governance, the depth of our cultural knowledge, and the unity of our purpose.





Future Visions

The Board is focused on strengthening opportunities for Indigenous economic independence across North Queensland. A key priority is establishing an economic development arm within NQLC to support Prescribed Bodies Corporate (PBCs) and other constituents in pursuing sustainable economic growth in the country. This initiative will be progressed in close collaboration with the CEO and staff to ensure that communities are equipped with the tools and resources to succeed.

NQLC intends to be a strong political voice, advocating for Federal, State, and Local Governments to take greater responsibility in supporting Traditional Owners after native title determinations. Securing financial resources to enable our people to build economic sustainability on their lands remains essential.

Educating the broader community about the purpose and significance of native title will continue to be a major focus. Our professional teams will work across a wide range of sectors, including government, industry, tourism, and the wider business community, to raise awareness, foster partnerships, and encourage recognition of native title rights. We aim to ensure that those who hold determinations are well-positioned to partner with the private sector and receive the acknowledgement and support they deserve.

Governance Growth

Board members have actively engaged with their communities and PBCs, ensuring that traditional owners are represented and heard. We propose biannual forums with RNTBCs and common law holders to foster stronger relationships and shared decision-making.

We acknowledge the continued valued partnerships with ORIC and NIAA. Good governance remains central to our mission, and we are committed to training and legislative awareness to support our members and communities.

I extend my deepest gratitude to our members, staff, and communities for their unwavering support. Together, we honour our past, strengthen our present, and build a future grounded in culture, rights, and opportunity.

Angie Ahee
Chairperson



4

Chief Executive Officer's Report

NQLC focused on native title advancement through strong governance, staff and Board development, improved IT and finance systems, and active stakeholder engagement. Despite challenges like the Townsville office damage, the organisation maintained cultural leadership, workforce stability, and high-quality service delivery, while preparing for future initiatives and celebrating 50 years of NQLC's legacy.

Photo Taken by:
Reilly Wilson-Neil

Wanjirra - Hello,

This report covers the reporting period from 1 July 2024 to 30 June 2025.

In this report, I will cover key activities, performance outcomes, and acknowledge our achievements. NQLC has continued to make progress toward its goals through current work plans. Our work continues to pursue the aspirations of native title recognition.

Through leadership, teamwork, and accountable actions, we are dedicated to the task and working from a solid foundation, which allows each representative to do their work confidently, with diligence and authority.

It is now my third year – wow, time goes fast. It is an absolute privilege to occupy the role of NQLC CEO. I am honoured to serve the Board, our members, and lead the staff here at NQLC. The past two years at the helm were focused on consolidation, review, and renewal. This work is near completion, and I am excited about our prospects. And if all goes to plan, I see myself continuing to drive success for NQLC.

The mindset applied during the period has been open, agile, and committed - 'consolidation through active participation'. NQLC continues to pursue our work goals, we are connected to our partners, our values are promoted, there are shared responsibilities, and the energy being generated is positive.



Key Activities

Our key operational focus remained on the priority areas for our Corporate Service tasks, Claims work, and PBC support initiatives. The Chief Financial Officer, Annette King, the Principal Legal Officer, Jasmin Phillip, and the Engagement Development Support Team Manager, Jules Taylor, will offer separate reports on the specific operational departments of NQLC.

In 2025, the key activities have been classified as Operational (the work of NQLC staff) and Strategic (the work of the NQLC Board).

From the CEO, my operational focus has centred around our Board Relationship, Management Leadership, Human Resource Management, Organisation Culture, Enterprise Agreement, Organisation Policy, Planning (Activities and Events), IT systems, Finance systems, Data / Information Management, Communication, and Stakeholder Engagement. Engagement has been open and transparent, with a willingness to explore opportunities and work to guarantee success.

The leadership team at NQLC has been stable during the last year. It has been great to have all of the senior leadership positions and management roles filled. Stability at the top has promoted confidence through teamwork. What has also developed is a clear plan for the future. The net effect of having positions filled has meant workload can be properly allocated – the ever-present risk of work overload is now being managed.

The human resource of any organisation is its most valuable asset – I am proud to say that each employee at NQLC is talented, committed, and awesome. Each employee is appointed on merit through external recruitment and internal promotion as a recruitment procedure. The sector has felt the pressure of finding and retaining talent – NQLC has experienced firsthand the pressures. Management continues to explore options to improve recruitment outcomes and find talent.

The organisational culture is the glue that binds the organisation; the staff vacancies required a strategy rethink to change the result. Positively, there has been a shift because of new team members. Trust is up, clarity is returning, and confidence is high. Through my leadership, we have increased attention on interpersonal relations and meaningful actions. Attention will continue to focus on enhancing our organisation culture and supporting staff work performance – will recognise skills development, confirm career pathways, and promote service excellence.

We understand that when the processes and procedures are working and staff can concentrate, NQLC is the place to be.



Rulebook Review & Member Consultation

The review process for NQLC's rulebook (consolidated 2017) continued during the year. Plans to resolve the project within a year were disrupted by coordination and scheduling challenges. The plan to engage members about the proposed rule changes and seek member feedback was honoured with consultations implemented across all 10 wards.

The methodology involved both staff and Board representatives attending locations and making presentations about the 'proposed rulebook'. The responses were converted into an amended version and presented to the Board. The newly endorsed 'Proposed Rulebook' will then be sent to members for final comment and considered for endorsement at an AGM. If approved, the member-endorsed 'proposed rulebook' will be sent to ORIC as per the CATSI Act 2006 (with amendment) for Registrar approval.

An amended draft was developed but not authorised for dissemination. On meeting with the Registrar of ORIC, Ms Tricia Stroud, she made it clear that "the members of an organisation are most important" in the process. NQLC has worked hard to ensure member engagement during the review process. All member comments supplied have been included in the drafting.



2024 Policy Review

NQLC's policy review process continued during the year. Most policies still have 2016 time stamps. The work is being coordinated through the teams and policies approved by the Board and the CEO, respectively.

The process for periodic policy review is being implemented to promote business efficiency and help ensure the currency of our policies contained on the register.

Planning (Activities & Events)

The task of planning and hosting events continued as a key function of our Claims and EDST Teams. The members continued to engage with applicants and PBC groups to facilitate engagement and secure important decisions for groups.

The details of events hosted by NQLC will be contained in the PLO and EDST Manager's reports. Credit is given to Shelique Young and Cherona Walker, who, as a dynamic team, organise the preparation and perform key roles before, during, and after these events. The addition of the Media Officer, Reilly Wilson-Neil, has boosted our media content creation, image capture, and messaging.

NQLC is committed to ensuring a memorable event and keeping recordings for future reference.



Information Technology Systems

Our Information Technology (IT) systems have been thoroughly reviewed since the appointment of IT EDRMS Officer Michael Stoddart. Michael has helped develop the procedures to transition to MS Teams and activate the full features of SharePoint. Michael has been instrumental in revitalising our IT system and improving our metrics and consultations about technical aspects of our IT needs.

Challenges and risks of cybercrime to our organisation have been assessed and appropriate risk mitigation strategies implemented. NQLC holds in trust valuable information (hard and digital copies) that needs to be protected. We are committed to ensuring the appropriate controls are in place to protect our assets and support our business operations.

The work commenced through our IT service provider to address data security issues has continued. The ever-present risk of cybercrime has everyone on their toes. NQLC staff all receive training and notification about cyber awareness. This process is also monitored to manage risk and avoid data breaches.

Where to next? The evolution of work and the introduction of artificial Intelligence will be a focus. The management team will be developing in-house policies to keep up with the times.

Finance Systems

The finance system at NQLC has continued to serve the needs of the organisation. Work continues to adapt efficient processes and handling. The combination of new team members and tools has afforded the right environment for NQLC to implement changes.

NQLC has transitioned to using the Wiise application to assist with our purchasing control.

Other adaptations were made to enhance our employee management process. The employment hero application has been activated to accommodate NQLC's employee management needs and manage timesheets and leave applications.

A detailed report is provided by the CFO.

Communication

I have been working with NQLC Media Officer, Reilly Wilson-Neil, to boost NQLC's presence online. Reilly has been very active and keen to engage with our stakeholders. Since his commencement in the position, his resume of work has been filling fast. A young employee, he adds Gen Z attributes to NQLC and a positive energy that connects to all people. He has worked well with his teammate, Executive Assistant, Halejah Wacando.

During the year, Reilly has reinvigorated the Message Stick, energised the social media feeds, been involved in meetings, attended rallies/events, and reliably met with individual members to capture their stories.

Reilly has overseen this Annual Report and is responsible for sourcing the front cover and content image.

NQLC aims to engage members and stakeholders about content and sharing widely – to promote success and progress through the work performed by NQLC.



Stakeholder Engagement

NQLC has 30 years of service experience in Native Title service delivery. Our principal objective “is the relief of poverty, sickness, destitution, serious economic disadvantage, distress, suffering and misfortune of Aboriginal persons, communities and groups within the area”.

Our engagement has sought to reflect inclusion and promote opportunities for members. Our legacy is the foundation of our work, and we pursue our goals knowing we are continuing in the footsteps of our elders. 2025 signals our 50th year using the name NQLCs was very active in the Land Rights Movement before the Mabo Decision (start of Native Title recognition) in 1994. The Board and staff are planning an event in 2026 to recognise our legacy and prepare the foundations for our future.

NQLC continues to pursue opportunities for our members in the Native Title sector.



NQLC Logo

2025 saw a change in our logo. The new logo seeks to represent our region and be more inclusive.

NQLC Media Officer, Reilly Wilson-Neil, helped to coordinate the logo project, engaging with stakeholders and implementing the changes into the organisation. His work on the style guide has helped the organisation adapt to the changes and promote our new colours.

Details about the new logo are contained in a separate heading in this report.

NQLC Enterprise Agreement Negotiations

Significant progress has been made to address the NQLC Enterprise Agreement (EA).

The current EA expired in 2021 (negotiated in 2019). The NQLC has continued to operate under the terms contained in the 2019 EA until a new EA is approved.

Negotiations for a new EA commenced in 2024, and whilst it has been slow, momentum has been generated and quickened the pace as we enter the final phase.

The bargaining representatives involved in the negotiation process are acknowledged for their contribution and input. Their work has ensured that employee rights have been secured. Acknowledgement also to the QLC Executive Management team and consultants from Coopers Grace Ward Lawyers for their involvement and advice during the process.

Once finalised, the procedures prescribed by Fair Work Australia will be applied to take the final version to employees, secure a vote, and then registration of the EA through Fair Work.



Wet Season Office Impacts

The 2025 wet season seriously impacted NQLC services out of our Townsville office. The property we rent saw a hole appear in the roof and a major water leak into the office space. The was closed from 6th February and remained closed at the time of this report. Mould from the water ingress and damage to ceiling panels made the office unsafe to occupy, and was made worse by the prolonged wet.

NQLC has a duty of care and an obligation to ensure the safety of our staff. On this basis, Townsville staff were issued a work-from-home order.

Management has been working with our legal representatives to resolve the tenancy issue. NQLC is committed to providing a safe workplace for our team members. As soon as the issues are remedied, we expect our team members to resume occupation of our Townsville office.

Queensland Representative Body Alliance

NQLC continues to actively participate in Queensland Representative Body Alliance (QRBA) meetings. The Chairperson and CEO have worked with our other QRBA partners to develop meeting agendas and host meetings. NQLC remains committed to improving the dialogue between partners and improving the dialogue with the Queensland Government.

NQLC will continue to establish a progressive and working arrangement with the Queensland Government. The Alliance has already met with the new minister to offer introductions and promote an environment where we can work together. As Queenslanders, we understand the collective needs. As representatives for First Nations Queenslanders, we look forward to constructive dialogue and improvements for our rights and interests.

National Native Title Council

NQLC representation and contributions to the NNTC program continued to be active. The work to identify and address policy gaps continued. The return of the Labour Government has ensured the continuation of the current framework for the NNTC's agenda.

The work being coordinated through the NNTC is very technical and complex. The team working at the NNTC is dedicated to delivering and supporting the First Nations Rights Agenda. NQLC adds value by representing Queensland's views and sharing information about state-based decisions and strategy.

NQLC is proud to be an active member and continuing our association with the NNTC. The work in our sector relies heavily on collective participation and active support.

Dhawura Ngilan Business & Investor Initiative, Steering Committee

The NNTC's Business and Investor initiative continues to grow.

As CEO, I participated as a committee member of the Steering Committee and contributed to face-to-face and online meetings. The program outlined in the Dhawura Ngilan Business & Investor Initiative promotes early inclusion of indigenous stakeholder interest and a business success strategy. During the reporting period, the Dhawura Ngilan initiative progressed to the test phase.

The full story about the initiative is available on the NNTC website: www.nntc.com.au



Sea Country Alliance

Work on the Sea Country Alliance continued again this year. NQLC remains committed to supporting the progress of our sea country work and supporting our traditional owners to secure their rights to their waters.



First Nations Council

A new initiative commenced during this year was the work on the Interim First Nations Council.

The work of the interim council was to form a group and plan a national gathering. NQLC realised the opportunity to help guide the conversation about where to go next for PBCs and Traditional Owner-led organisations.

A National Gathering was planned for Port Douglas in September to seek instructions from attendees about the future direction for the sector.

Details about the First Nations Council can be found at <http://thenationalgathering.au/>

The Wet Tropics Regional Agreement

The Wet Tropics Regional Agreement reached the 20-year milestone this year. NQLC was instrumental in providing legal advice and drafting assistance to 40 traditional owner signatories to the agreement.

Representatives were invited to a workshop in Port Douglas to discuss the program of work and progress in the sector. The Queensland Government hosted representatives for a 3-day workshop and used the opportunity to discuss current service delivery, aspirations, and the future.

Traditional Owners remained committed to securing recognition of our rights and interests in the Wet Tropics. Members spoke highly of their developing capacity and partnership programs, MS, and service delivery.

Traditional Owner members expressed a keen desire to take on further responsibilities and promote Indigenous Rights and Interests.

We honour those elders whose names are now committed to memory. We acknowledge the pathway set and for their leadership in establishing this enduring agreement.

NQLC has supported calls for a review of the Regional Agreement – recognising the past and promoting a better future.







Acknowledging our Achievements

2025 has seen a focus on the service and delivery standards at NQLC. The legacy at NQLC continues to be upheld with reverence and pride. We acknowledge our humble beginnings and our status as one of the 14 Native Title Representative Bodies and Service Providers operating in the sector. We recognise the work in our sector as unfinished, and we are keen to pursue outcomes for traditional owners in our region.

NQLC stands as a beacon of hope. We are steadfast in our commitment to secure Native Title Recognition – applying a measured approach to achieving positive native title determination outcomes. There is risk in the work we do, and every decision reflects our understanding of risk implications if the correct process is not followed – our advice is sound and backed by quality research and technical reporting.

The Leadership of the Board is continuing to be a work in progress. I acknowledge and thank Angie Akee for her confidence and support for the year. I acknowledge the teamwork performed by the Board and their collective wisdom to chart the course for NQLC.

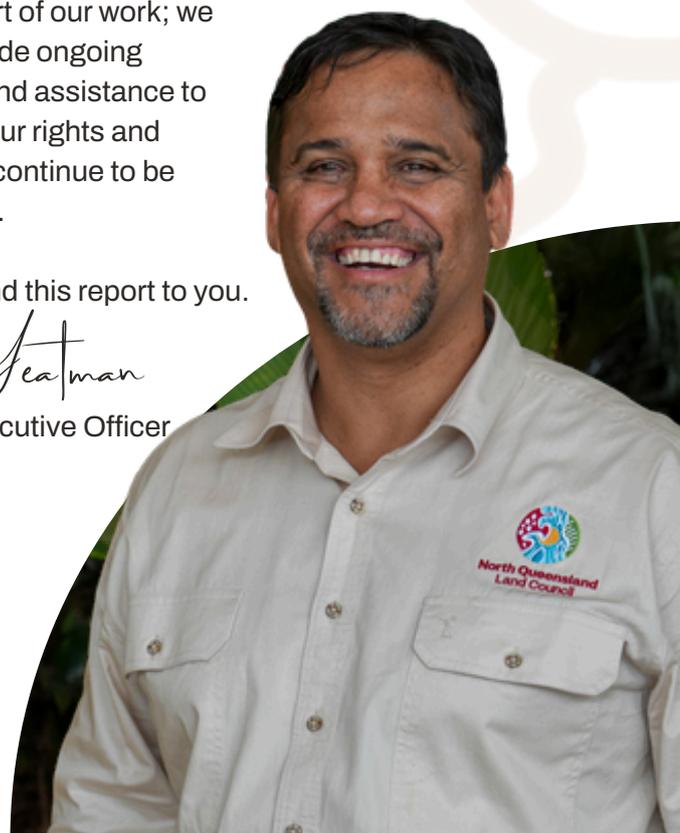
I take the opportunity to thank my Executive Leadership Team for their support during the last year.

We have committed to working together and ensuring a high standard of Operational Management. Special thanks go to the dedicated employees of NQLC. Their commitment to serve is clear, and through respectful engagement and support, we know the way forward will be a journey conducted together.

I sign off by thanking our members. we are here to serve you through structured programs and activities. Securing recognition is only part of our work; we also provide ongoing support and assistance to ensure your rights and interests continue to be protected.

I commend this report to you.

Leon Yeatman
Chief Executive Officer





5 Strategic Plan

The Strategic Plan 2024–2030 focuses on native title delivery, governance, leadership, and stakeholder engagement. Key priorities—including finalising claims, empowering traditional custodians, strengthening NTRB recognition, improving communication, and fostering workforce growth. The organisation continues to uphold cultural sensitivity, resource efficiency, professional standards, transparency, collaboration, and accountability across all operations.

Photo Taken by:
Reilly Wilson-Neil

Performance Outcomes

The strategic plan for NQLC has been updated, and with the leadership of the Board, they have set the direction.

'guided by cultural lore and traditional custodian laws and customs and the principles of the United Nations Declaration of the Rights of Indigenous Peoples - free, prior and informed consent of Aboriginal peoples'.

The core philosophy of the Strategic Plan is:

NQLC's Values are:



Collaborative Engagement

Maximum participation of, and collaboration with, traditional owners and other stakeholders in native title processes.



Good Governance

Leadership and excellence in corporate governance practice.



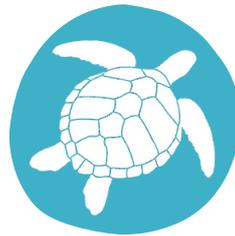
Professional Standard

Quality, professional service in accordance with the functions identified in the NTA.



Transparent Operations

Fair, transparent, accountable, responsible and just operations and processes.



Cultural Sensitivity

Cultural sensitivity, including the respect for traditional lore and customs of native title groups.



Resource Efficiency

Optimum distribution of resources to achieve native title and other outcomes.



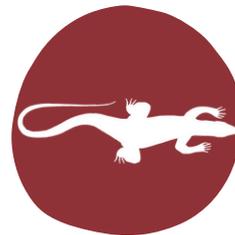
Accountable Practice

Honesty, professionalism and accountability to traditional owners in the delivery of our services.



Responsive Environment

Fair, transparent, accountable, responsible and just operations and processes.



Workforce Growth

Encouragement and promotion of employment, training and professional development of Aboriginal people within the region.



Productive Culture

Maintenance of a harmonious and productive workplace conducive to the achievement of native title and other outcomes.

The key priorities set by the Board as part of the NQLC Strategic Plan 2024-2030 are included in the tables below. In this report, the status of each sub-strategy will be assessed using the following:

Active – the operational plan and work programs have included this item as part of the ongoing delivery and review functions.

Inactive – the operational plan and work programs have not included this item as part of the delivery and review functions.

Completed – Action completed

1. Maintain Recognition as a Native Title Representative Body

1. Strengthening NTRB Recognition & Service

Performance	Outcomes
Excellence	Active
Continuous Improvement	Active
Positive relationship with stakeholders and funding bodies	Active

2. Finalising Outstanding Native Title Claims

2. Advancing Native Title Claims & Compensation

Performance	Outcomes
Finalise existing claims	Active
Identify and prioritise new claims	Active
Identify fresh and saltwater claims	Active
Compensation test claim	Active

3. Develop Role for NQLC in Post-Determination Environment

3. Maintain NQLC's Relevance to Stakeholders

Performance	Outcomes
Empower traditional custodians	Active
Diversify NQLC income and funding	Active
Identify growth opportunities	Active
Advocacy, self-sufficiency and self-determination	Active

4. Improve Communication with Traditional Custodians

4. Strengthening Communication & Stakeholder Engagement

Performance	Outcomes
Continue to publish the quarterly newsletter	Active
Make presentations to the public and the community about rights and interests of our region and positive stories	Active
Produce annual reports	Active
Utilise other educational materials and programs	Active
Develop stakeholder engagement strategy and new partnerships	Active

5. Manage Risk and Regulations

High Quality Risk Management & Effective

Performance	Outcomes
Compliance	Active
Update risk, compliance and audit framework	Completed
Ensure CATSI Act, NTA and funding compliance	Active
Implement new rule book	Active
Review of Strategic Plan in 2026.	Completed

6. Engage Leadership and Talent

Leadership Identification & Talent Development

Performance	Outcomes
Improve governance skills of directors	Active
Allocate portfolios and improve engagement of directors	Active
Maintain separation of powers	Active
Induction program for directors	Active
Periodic evaluations of directors and board performance	Active
Nominations committee for new directors	Active
Set training framework for directors and staff	Active
Succession plan for directors and staff	Active
Recruit and retain traditional custodians	Active

NQLC Chairperson and CEO continue to work together to lead the organisation and demonstrate good governance to our peers and stakeholders. Separate reports for the Claims Team, Corporate Services Team, and Engagement Development Support Team are contained in the report.



6

Report on Performance

The North Queensland Land Council reflects on the goals we set, the challenges we faced, and the progress we made. Guided by our Strategic Plan and brought to life through our Operational Plan. This review looks at how we have carried out our responsibilities across key functions, measuring outcomes.

Photo Taken by:
Loraine Healey

Review of Strategic & Operational Performance

The North Queensland Land Council's performance for the year ending 30 June 2025, in line with its statutory functions, is summarised in the Performance According to Functions & Outputs table on page 40.

During the 2024–2025 reporting period, one native title consent determination was made on 6 September 2024; Part A of the Jirrbal People #4 was successfully determined. Further details on this determination can be found on pages 48 & 49.

No new native title claims were filed within this reporting period.

Across the North Queensland region, the total number of native title consent determinations now stands at 56. NQLC continues its work on active and proposed claims, supporting Traditional Owners in their ongoing journey toward recognition and management of their lands and waters.

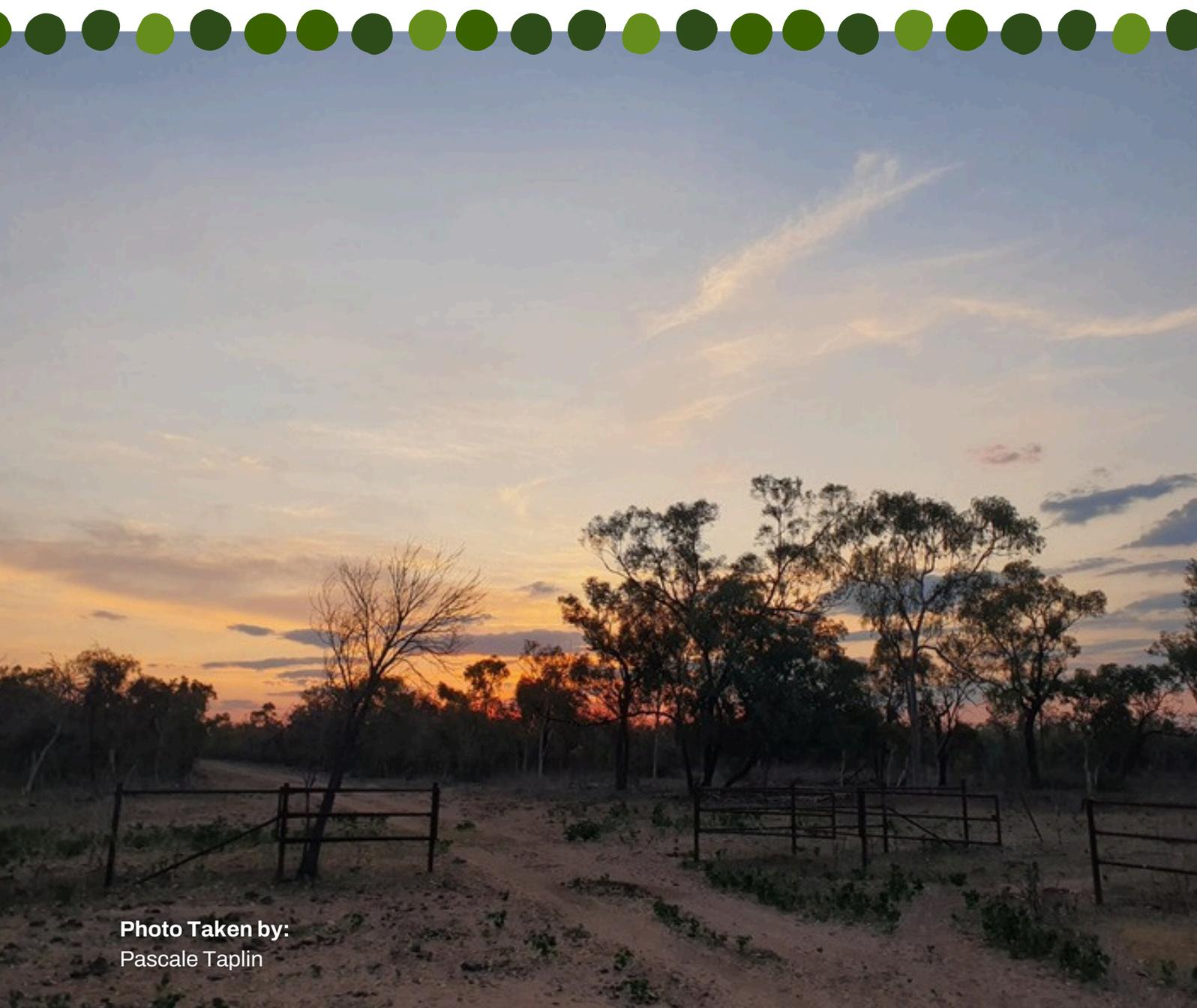


Photo Taken by:
Pascale Taplin

PERFORMANCE ACCORDING TO FUNCTIONS & OUTPUTS

THE CLAIMS EXPERIENCE

		2023-2024	2024-2025
Claimant Applications			
	Active claims represented by NQLC at 1 July 2024	15	18
	Plus Claims filed 1 July 2024 - 30 June 2025 by the NQLC	1	0
	Less Claims Determined 1 July 2024 - 30 June 2025	3	1
	Less Claims Dismissed 1 July 2024 - 30 June 2025	0	1
	Less Claims Withdrawn 1 July 2024 - 30 June 2025	0	0
	Less non native title outcome 1 July 2024 - 30 June 2025	0	2
Active Claims represented at 30 June 2025		13	13
	Number of these registered by NNTT (see note 1)	13	13
	Active claims with NQLC representing Indigenous Respondent Party	-	1
	Active claims with NQLC as a Respondent Party	-	2
	Active claims externally represented	-	2
Claims in Development (Research)		Numerous	6
Non-Claimant Applications (as relevant)		4	3
	Non-Claimant Applications - NQLC as a Respondent Party	-	4
	Non-Claimant Applications - NQLC representing Indigenous Respondent Party	-	0
Compensation Claims (as relevant)		0	0

THE AGREEMENTS EXPERIENCE

Section 24 Future Act Notices (FANs) received		839	839
Response to Future Acts		2939	2939
Section 29 Notices received		107	107
Notifications or grant/renewals, etc. received		134	134
Agreements:	Completed	12	12
	In Development	Numerous	Numerous
Indigenous Land Use Agreements (ILUA)	Concluded and Registered	4	4
	In Development	Numerous	Numerous
	Resolved	0	0
	Pending	Numerous	Numerous

COMPLAINTS AND DISPUTES

Complaints	Received	3	3
	Resolved	3	3
	Pending	0	0
Disputes relating to native title applications		3	3
Disputes relating to ILUAs, rights of access and other matters		0	0
Requests for Review of decisions not to assist Received	Received	1	1
	Completed	1	1

Note 1

Previous Annual reports have accounted for one claim in the Wakaman proceedings; however, they are three separate but interrelated matters and therefore have been accounted for as three matters.

Note 2

The NQLC responds to FANs received by:

a. Sending out copies of the notices to the persons appointed by each claim group for the receipt of FANs;

b. Providing strategic advice to groups about the impact of Future Acts;

c. Where instructed, formulating submissions on behalf of claimants to Future Acts; and

d. Where a Future Act consists of a notification pursuant to the Mineral Resources Act 1989, that an Exploration Permit is intended for issue with the Native Title Protection Conditions attached, advising claimants about the effect of those Native Title Protection Conditions and post issue of the permit assisting groups to implement the Native Title Protection Conditions.

e. Where appropriate, represent native title groups in their negotiations and drafting of future act agreements.

f. The increase in the number of PBCs receiving the notices on behalf of the native title party rather than the individual applicants has seen a reduction in the required number of responses to FANs in the last three reporting periods.

Claims Team

Legal Unit

The Claims Team comprises the Legal Unit and Anthropology and Research Units. Team members are based across the Cairns and Townsville offices. NQLC's Legal Unit consists of the Principal Legal Officer, Deputy Principal Legal Officer, Special Council, Senior Legal Officer, Legal Officers, Operations Manager, Paralegal, First Nations Engagement Officers, and Legal Administrative staff. NQLC's Anthropology and Research Unit consists of the Anthropology Manager, Senior Anthropologists, Anthropologists, and a Records and Administration officer.

When a native title determination application is represented by NQLC, the Legal Unit manages all legal aspects of the claim process from authorisation to determination. This includes, but is not limited to, claimants' legal representation in the Federal Court, facilitating and managing the logistics of applicant, community, and working group meetings, and contracting any specialist

Services associated with native title claim activity as required.

The Anthropology and Research Unit works alongside Legal Officers, First Nations Engagement Officers, and Consultant Anthropologists to undertake anthropological research to document and progress native title claims. Anthropologists work with First Nations Engagement Officers to engage with claimant groups to document traditional laws and customs that connect First Nations people to country.

Together, the Legal Unit and Anthropology Unit assist traditional owners within the NQLC's NTRB region with aspects of their native title, including the progression of applications for the determination of native title under the Native Title Act (1993).



Anthropology & Research Unit

The Anthropology and Research Unit is a small, dedicated team of qualified anthropologists who work in close partnership with Traditional Owners to support both pre- and post-determination native title projects across the NQLC region.

Throughout the 2024–2025 financial year, the Unit played a pivotal role in progressing native title claims and facilitating intramural processes, despite operating under reduced capacity. These efforts contributed to several positive outcomes aligned with NQLC’s Strategic Plan, Key Priority Area 2: Finalising Outstanding Native Title Claims.

Under the Native Title Act 1993 (**Cth**), claimants must demonstrate a continuous connection to Country through traditional laws and customs dating back to colonisation. Anthropologists are essential to this process, undertaking rigorous analysis of archival records, maps, and historical documents.

Sources: conducting interviews; supporting consultant anthropologists; and working closely with Traditional Owners to produce comprehensive reports for submission to the State of Queensland or the Federal Court.

NQLC’s anthropologists are committed to ensuring that the voices of the right people for Country are heard and accurately represented throughout the native title process. A process that often spans several years.

Beyond claim-related work, the Unit provides a range of research services to support Traditional Owners and Prescribed Bodies Corporate (**PBCs**) across the region. The team works collaboratively with NQLC’s Legal and FAME teams, offering specialised anthropological advice to assist with post-determination projects and negotiations involving PBCs.





Developing Capability

This year, the Claims Team has concentrated on aligning structure with strategic outcomes, focusing on change with purpose, building capacity, and empowering our team to support the NQLC's overall success. The PLO, in collaboration with the CEO, created a new role within the Claims Team of Operations Manager (Claims) to drive policy and procedural change achieve identified outcomes for the Claims Team.

The Operations Manager (Claims) position was recruited in early 2025 and has been successful in the development and implementation of improved internal processes to streamline operational and financial planning,

and support leadership and mentoring processes to ensure the Claims Team has the resources and environment to achieve annual operational outcomes, support, and outcomes across all aspects of native title claims.

This role will continue to focus on addressing recommendations of the 2025 NOUS Review Report, improving and documenting processes and procedures, improving staff recruitment to support the progress of claims, and clearly defining training opportunities and performance development processes for the Claims Team.

Native Title Claims

Bindal People #2 (QUD 513/2016)

Alec Illin & Ors on Behalf of the Bindal People #2 v State of Queensland

A new native title Applicant was authorised in December 2024, with an amended Form 1 to be filed in the matter in the latter part of 2025.

The Separate Question Hearing in relation to the Indigenous Respondent asserting native title rights and interests in the Bindal #2 claim area was heard in Townsville from 31 March to 11 April 2025. The Judgement is yet to be handed down.

Djungan People #5 (QUD811/2018)

Errol Neal & Ors on behalf of the Djungan People #5 v State Minister for the State of Queensland & Ors

The Djungan #5 native title claim was lodged in 2018 in response to a non-claimant application. The Djungan #5 claim covers the north-western portion of Glenn Russell Station, located east of Mount Mulligan and north of Thornborough.

The past year has seen the Djungan #5 claim progress to a near conclusion.

The Applicant, the State, and other respondent parties have negotiated and agreed on the draft terms of a proposed consent determination. On 30 April 2025, an authorisation meeting was held in Mareeba, where Djungan people voted to approve the draft determination. Subsequently, on 28 July 2025, the Applicant filed written submissions and supporting evidence in the Federal Court in support of the proposed consent determination.

Djabugay Nation (QUD692/2016)

Bruce Banning & ORs on Behalf of the Djabugay Nation v State of Queensland & Ors.

The claim group previously combined with other claims to become the combined Djabugay nation Claim. This year has been one of consolidation including dealing with respondents and progressing connection negotiations with the State of Queensland.

A final response on connection is expected at the end of 2025, following an authorisation meeting to be held in October 2025. This year also saw the Applicant enter into mediation with the remaining indigenous respondents, which is ongoing.

Eastern Kuku Yalanji People #2 (QUD356/2022)

Warren Ross-Kelly & Ors on behalf of the Eastern Kuku Yalanji People #2 v State Minister for the State of Queensland & Ors

Filed in 2022, the Eastern Kuku Yalanji #2 (EKY #2) native title claim covers an area of country in the north-east of NQLC's Representative Body region. It includes the township of Mossman in the south and parts of four National Parks, including the easternmost areas of the Daintree National Park.

There are nine respondent parties to the claim, including the Stated, Telstra, Amplitel, Douglas and Mareeba Shire Councils, three proprietary interest holders, and one Indigenous respondent.

Court-ordered mediation between the Applicant and the Indigenous respondent commenced in March 2025 and is ongoing.

NQLC has engaged an expert anthropologist to undertake desktop and field research and produce a comprehensive connection report. Due to unforeseen delays, the report is now expected to be completed by January 2026. It will be provided to the State on a confidential and without prejudice basis for assessment in accordance with the State's connection guidelines.

Gia and Ngaro Peoples (QUD228/2024)

Colin Bowen & Ors on Behalf of the Gia and Ngaro Peoples v State Minister for the State of Queensland

The Gia and Ngaro Peoples authorised a claim on 9 December 2023, following research and community meetings held by NQLC.

The claim covers the Whitsunday area, and inland to the Don River, North to the boundary with Juru.

The claim represents almost a decade of work for the claim group and should be registered by the end of July.

The claim has passed the registration test, and work continues to establish a connection to a level necessary to satisfy the State, including numerous field trips and ongoing anthropological work.

Gugu Badhun People #3 (QUD 777/2019)

Ernerst Michael Hoolihan & Ors on behalf of the Gugu Badhun People #3 v the State Minister for the State of Queensland & Ors

In March 2024, the State of Queensland accepted the connection, and the parties commenced negotiations to move the matter towards a consent determination. A Draft Timetable for progressing the matter towards consent determination was circulated in March 2024.

The State of Queensland in August 2024 circulated on a confidential and without prejudice basis draft s87 Agreement and Consent

Determination document for comment by the parties. In May 2025, the Gugu Badhun Applicant and the State of Queensland were referred to mediation to resolve outstanding issues regarding the s87 Agreement and Consent Determination document. It is anticipated that the matter will remain on track for a consent determination.

Gudjala People (QUD 121/2023)

Alice Fischer & Ors on behalf of the Gudjala People (QUD 121/2023) v The State Minister for the State of Queensland & Ors

An Interlocutory Application was filed in May 2024 to remove the current Applicant, substituting a replacement Applicant. The Interlocutory Application was heard in February 2025; the Court is yet to hand down its decision on the outcome of the hearing. Until the Court's decision is delivered, the matter remains in abeyance.

The Gudjala native title application overlaps the Jangga People #2 native title application and until the Applicant issue is resolved the Gudjala and Jangga People #2 native title claims cannot proceed.

Gurambilbarra Wulgurukaba People (QUD623/2016)

Virginia Wyles & Ors on behalf of the Gurambilbarra Wulgurukaba People v State of Queensland

The land claim for this matter remains ongoing, and subject to the outcome of a separate question hearing before Justice McEvoy, which was held in March and May this year, the matter is close to reaching a consent determination.

The separate question was held to resolve the only outstanding issues in the matter. It is anticipated that once a judgment has been received, the Applicant will engage with the State to finalise the matter as soon as possible.

GW Mada (QUD176/2020)

Virginia Wyles & Ors on behalf of the Gurambilbarra Wulgurukaba People for the GW Mada Claim v State Minister for the State of Queensland and Ors

The sea claim for the Gurambilbarra Wulgurukaba People is approaching its conclusion. A determination of Native Title is scheduled to be handed down by Justice McDonald in late July 2025, marking the final step in a long and determined journey.

The dedication of the Applicant throughout this process has been greatly appreciated, and North Queensland Land Council's role over the past year has focused on preparing the necessary material to ensure the Court could move towards this decision.

Jangga People #2 (QUD 387/2018)

Colin McLennan & Ors on behalf of the Jangga People #2 v State Minister for the State of Queensland

The NQLC represents an Indigenous respondent in this matter. There has been extensive mediation between the Gudjala Indigenous respondent and the Jangga People.

Jangga #2 native title application remains in abeyance until the matters relating to the current Gudjala Applicant and the replacement Applicant are resolved.

Muluridji People #3 (QUD824/2018)

Clancy Baker & Ors on Behalf of the Muluridji People #3 and State of Queensland

After a long series of negotiations, the Muluridji People #3 Claim is now ready to proceed to a partial determination.

While there are some issues to resolve in relation to one of the leases comprising the claim, the majority of the claim is ready for determination, which should happen in early 2026.

Manbarra People (QUD331/2022)

Walter Palm Island & Ors on behalf of the Manbarra People (QUD331/2022) v State Minister for the State of Queensland

Lay evidence gathering with Manbarra Elders and Counsel took place in September 2024. Follow-up meetings with Manbarra Elders to finalise lay evidence took place in June 2025.

The Manbarra Applicant has commenced discussions with the Court and Indigenous respondents so mediation between the parties may take place.

The Manbarra Applicant is to provide all connection evidence, which includes video evidence, statements, and the consultant anthropologist's report to the State of Queensland by 30 October 2025.

Wakaman People #5 Part B (QUD178/2018)

John Alvoen & Ors on Behalf of the Wakaman People #5 v State Minister for the State of Queensland & Ors

While the majority of the claim has been determined, ongoing tenure issues in relation a single parcel are ongoing, although it is hoped they can be resolved in the next year.

The Applicant and the State, as well as other affected parties, have entered into mediation to attempt to finally resolve the issues.

Wallara Peoples Claim

The North Queensland Land Council was a respondent to this claim, and following an application brought in February 2024, judgment was received, ultimately dismissed on 10 September 2024.

Jirrbal People #4 Part A & B (QUD983/2015)

Bradley Go-Sam & Ors on behalf of the Jirrbal People #4 and State of Queensland & Ors

The Jirrbal #4 native title claim, filed in 2015, covers traditional Jirrbal country in the Tablelands region of Far North Queensland, surrounding areas of earlier Jirrbal determinations.

In March 2022, the Federal Court ordered the administrative partitioning of the claim into Part A and Part B. On 6 September 2024, the Federal Court decided on native title in favour of the Jirrbal people over part of the Part A area, with the consent of all parties.

The remaining Part A areas are currently subject to ILUA negotiations, a hearing on tenure matters, or further anthropological research regarding boundaries with a neighbouring group.

The Part B area was subject to court-ordered mediation between the Jirrbal #4 Applicant and two Indigenous respondents and resulted in an agreement.

Following the passing of a member of the Applicant group in late 2024, a new Applicant was required under conditions imposed by the claim group. On 15 March 2025, an authorisation meeting was held in Wondecla where nine Jirrbal people were authorised to constitute the new Applicant.

An amended Form 1 was then filed in the Federal Court to reflect the change, which has been accepted by the Court and has passed the NNTT registration test.



Jirrbal Elders - Lillian Freeman & Flo Izzard





Warrick Gosam



Cyril Haines, Bradley Go-Sam & Joey Rassip



NQLC PLO Jasmin Phillips & Jirrbal Elder Lillian Freeman



Gooliwana Bana (Wild River) Dancer



Jirrbal Shirts



Yarns



Michelle Weare, Nancy Bowie & Michael Gosam



Gooliwana Bana (Wild River) Dancer

Indigenous Respondent Parties

As part of performing its section 203BB NTA facilitation and assistance functions, NQLC provides legal services or facilitates external representation of several Indigenous respondent parties to native title claims in its region in appropriate cases that satisfy the conditions of NQLC's Service Policy and Applications for Assistance Policy.

The Indigenous respondents who are assisted by the NQLC pursuant to this policy during the reporting year include respondent parties in Jangga People #2, Bindal People #2, Gurambilbarra Wulgurukaba, and Gimuy Walubara Yidinji. The NQLC also assists Indigenous respondent parties to the non-claimant applications listed below.

Non-Claimants Applications

Scott Alexander Harris (QUD144/2018)

Scott Alexander Harris v State Minister for the State of Queensland and Anor

This was a non-claimant application brought over the Strathmore Pastoral Lease in the Northwest of the NQLC RATSIB area. Following a trial heard in early 2024, judgment was provided by Justice Collier, which determined that native title does not exist in the area. Given the importance of the judgment and our disagreement with the conclusion reached, NQLC appealed the judgment to the Full Federal Court, where it was heard by a further three judges. Unfortunately, this appeal was not successful. NQLC is continuing to review the outcomes of this decision and what it means for our constituents moving forward.

Stuart John Propsting (QUD153/2023)

Stuart John Propsting & Ors v State Minister for the State of Queensland

This non-claimant application was discontinued by the Applicant, following negotiations with respondents.

Gunther Family Holdings Pty Ltd (QUD53/2023)

Gunther Family Holdings Pty Ltd (CAN 609 773 819) v State Minister for the State of Queensland & Ors

There have been no substantive developments in the current reporting period. The Applicant and the Respondent Parties continue to negotiate toward an agreed outcome. The NQLC has provided financial assistance to two Indigenous respondents for external legal representation.

The NQLC is a respondent to this matter but does not have an active role at this stage.

Clive Reginald Davies (QUD320/2022)

Clive Reginald Davies & Anor v State Minister for the State of Queensland

The NQLC is a respondent party to this matter. There are Court Orders in place for the non-claimant application area to run parallel with the Gia and Ngaro People's native title claim (QUD228/2024).

Walkz Pty Ltd (QUD225/2024)

Walkz Pty Ltd ACN 143339682 v State Minister for the State of Queensland

The Walkz non-claimant application is filed in the Southwest of NQLC RATSIB area, near Richmond. NQLC has become a respondent to the application in the reporting period, as well as two indigenous respondents. We have been working towards engaging in mediation with the Applicant while reviewing NQLC's approach in relation to the broader area in which the non-claimant is situated. It is anticipated that mediation will occur in the second half of 2025.

Research & Claim Development

Mulgrave River and Russell River Research Area (MRRR)

The 'MRRR' region describes an area of country that generally follows the Mulgrave and Russell Rivers, located south of Cairns and north of Innisfail. The MRRR region is complex and is bounded by ten existing native title determinations and applications. If native title is pursued in the MRRR research area, these determinations and applications will frame how new native title applications are progressed in the region. Preliminary anthropological research was completed for the MRRR region in the reporting period. Based on this research, the NQLC has embarked on a comprehensive consultation and engagement plan with traditional owners in the MRRR region to ascertain their native title aspirations.

In the reporting period, for the groups that have indicated an interest in exploring native title, their options, the NQLC has focused consultation and engagement efforts on the resolution of inter- and intra-group disputes that would impede the progress of potential native title claims in the region,, in left unresolved. This work is ongoing.

Southwest Research Area (SWRA)

The Southwest Research Area is a significant area of country in the south-west region of the NQLC RATSIB area. It is bounded by the Ewamian and Tagalaka peoples' determinations to the north, the Queensland South Native Title Services RATSIB to the west and southwest, Yirrendali People's determination to the Southeast, and Gudjala and Gugu Badhun Peoples' determinations and application to the east. Based on existing research, the SWRA notably includes the traditional estates of at least two groups that have not yet had a determination of native title. There are two non-claimant applications within the SWRA, where NQLC is assisting indigenous respondents.

Gudjala Upper Burdekin 'Hell's Gate' Research Area

Preliminary anthropological research has been completed. Consultation and engagement with traditional owners regarding claim development was anticipated to commence in the reporting period however, this project was paused due to limited internal resources to undertake this work.

Gugu Badhun Upper Burdekin 'Hell's Gate' Research Area

Preliminary anthropological research has been completed. Consultation and engagement with traditional owners regarding claim development was anticipated to commence in the reporting period; however, this project was paused due to limited internal resources to undertake this work.

Tagalaka Consolidation Claim Research

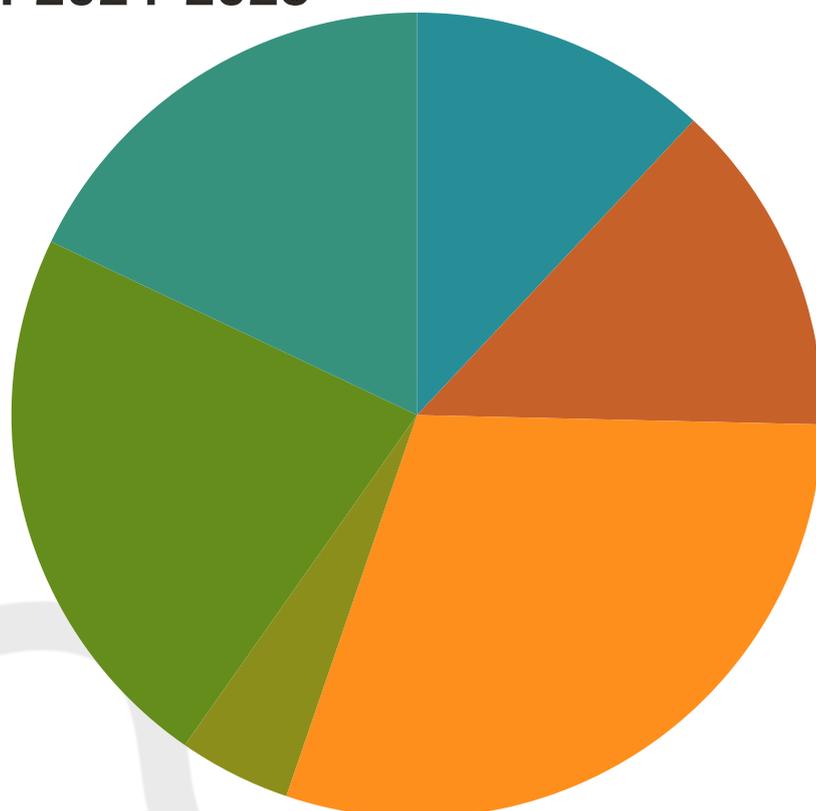
A brief has been prepared to engage a consultant anthropologist to research to inform the development of a native title claim to consolidate the Tagalaka People's traditional estate in the central-west region of the NQLC RATSIB area. This work will commence once a consultant has been engaged.

MATTER TYPES

Matter Type	Matter	Amount
Native Title Claim	1. Bindal #2 (QUD503/2016) 2. Djabugay (QUD692/2016) 3. Djungan #5 (QUD811/2018) 4. EKY #2 (QUD356/2022) 5. Gia & Ngaro (QUD228/2024) 6. Gugu Badhun #3 (QUD777/2019) 7. GW (QUD623/2016) 8. GW Mada (QUD176/2020) 9. Gudjala #3 (QUD121/2023) 10. Jirrbal #4 Part A and B (QUD983/2015) 11. Manbarra (QUD331/2022) 12. Muluridji #3 (QUD824/2018) 13. Wakaman #5 Part B (QUD178/2018)	13
Research Area	1. MRRA – Mulgrave, Russell Rivers Research Area 2. NWRA – North West Research Area	2
Non-Claimant Application	1. Gunther Family Holdings Pty Ltd (QUD53/2023) 2. Harris, Scott Alexander (QUD144/2016) 3. Stuart John Propsting & Ors (QUD153/2023) 4. Walkz Pty Ltd ACN143 339 682 (QUD225/2024)	4
Indigenous Respondent	1. GWY (QUD23/2019) 2. Jangga #2 (QUD387/2018)	2
NQLC Respondent	1. Jangga #2 (QUD387/2018) 2. Wallara (QUD224/2021)	2
Preservation of Evidence	1. Ngadjon-Jii	1

Breakdown of Activities FY 2024-2025

- Authorisation Meeting
- Community Meetings
- Applicant Meetings
- Court Mediations
- Lay Evidence/ Field Work
- Family Meetings



Engagement & Development Support Team

Future Acts & Mining Agreements

Future act notifications fall into two primary categories under the Native Title Act (NTA):

- Section 24 notices, where the “right to comment” is the most common procedural right; and
- Section 29 notices where the “right to negotiate” generally applies unless a matter is treated as applying the expedited procedure.

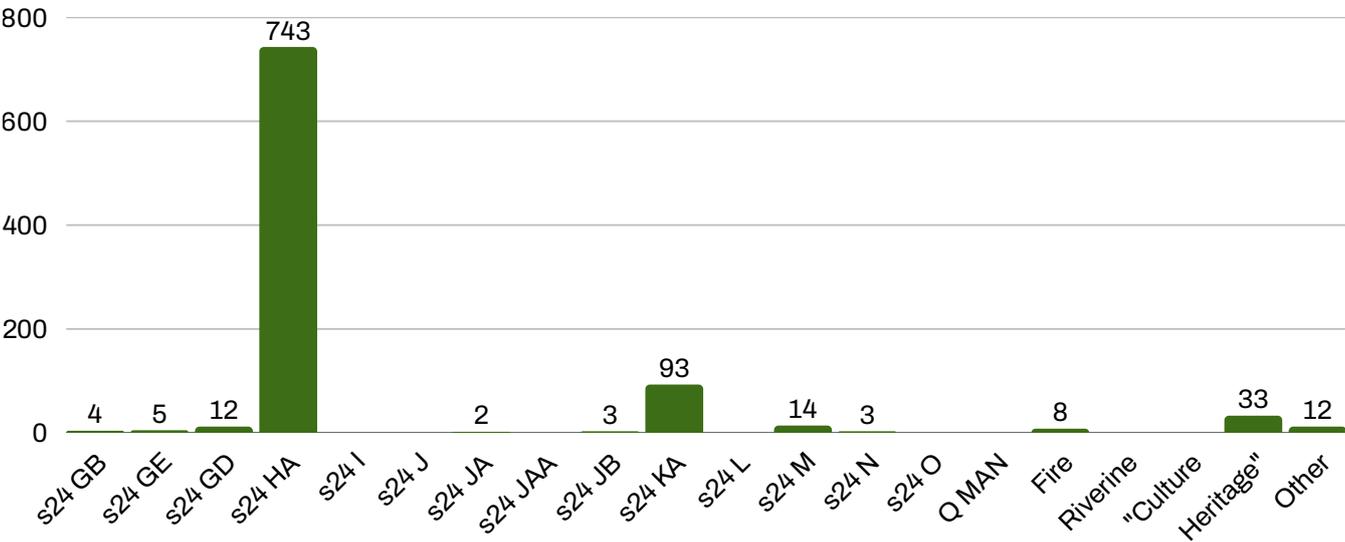
Processing future act notifications is some of the core work of the FAME Unit, which involves receiving notifications of proposed activities; examining them for compliance with the NTA; assessing the procedural rights available to the affected native title party; notifying the affected native title party/ies and assisting the affected groups respond to notices.

Figures 1 and 2 show the breakdown of future act notifications by reference to sections of the NTA, evidencing that most notifications are received with a right to comment for native title parties.

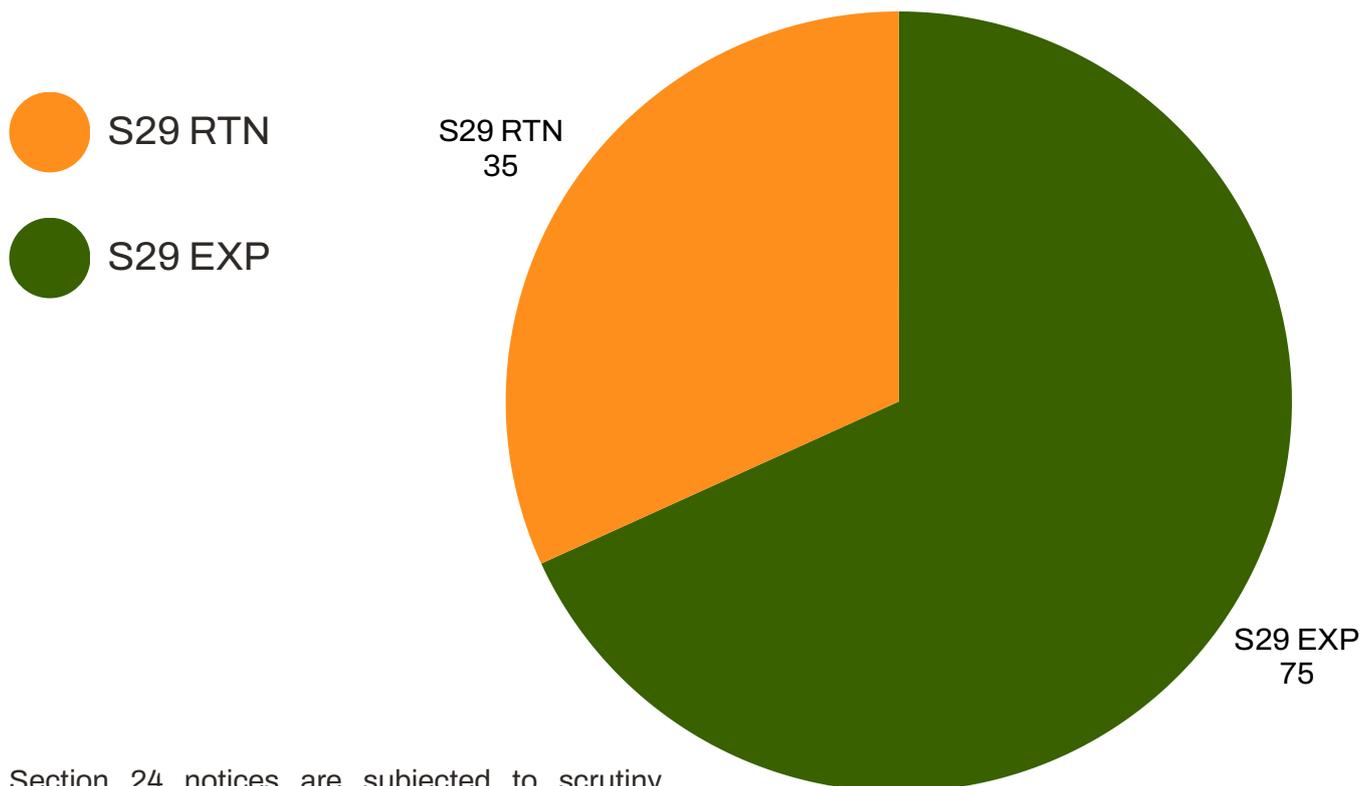
The majority of Section 24 notices (79.8%) are Section 24HA notices that relate to the management or regulation of water. The bulk of those notices are permits being issued by the Great Barrier Reef Marine Park Authority or the Department of Environment and Science, issuing permits for marine activities like tourism or for the collection of scientific data.

Since the last reporting period, there has, since the 2023/2024 reporting period, been a slight increase in Section 24 notices and a decrease in Section 29 notices, which is detailed below. This has also been coupled with the continued significant increase in the number of Indigenous Land Use Agreements (ILUAs), Section 31 Deeds, Ancillary Agreements, and Cultural Heritage Management Agreements/ Plans for mining, renewable energies, carbon, and other large-scale projects impacting the human resources of the FAME Unit.

Total Future Act Notices Received from 1 July 2024 to 30 June 2025



S29 Notices Received 1 July 2024 to 30 June 2025



Section 24 notices are subjected to scrutiny before issuing to the affected native title parties, with advice related to each notice tailored to the specific circumstances. Through that process, many notices are detected as having flaws, some fatal, and the FAME Unit is in constant contact with the various issuing agencies. Such scrutiny and advice has also seen an increase in requests to assist the native title party to respond to the proposed activity, and in some circumstances has resulted in requests for negotiation or cultural heritage assistance.

In the 2024/2025 reporting period, there has been a slight increase in Section 24 and other notices (future act and other notifications (including cultural heritage and Human Rights Act notices) receiving a total of 932, an increase from 839 in the last reporting period; and 3583 letters sent, up from 2939 in the last reporting period.

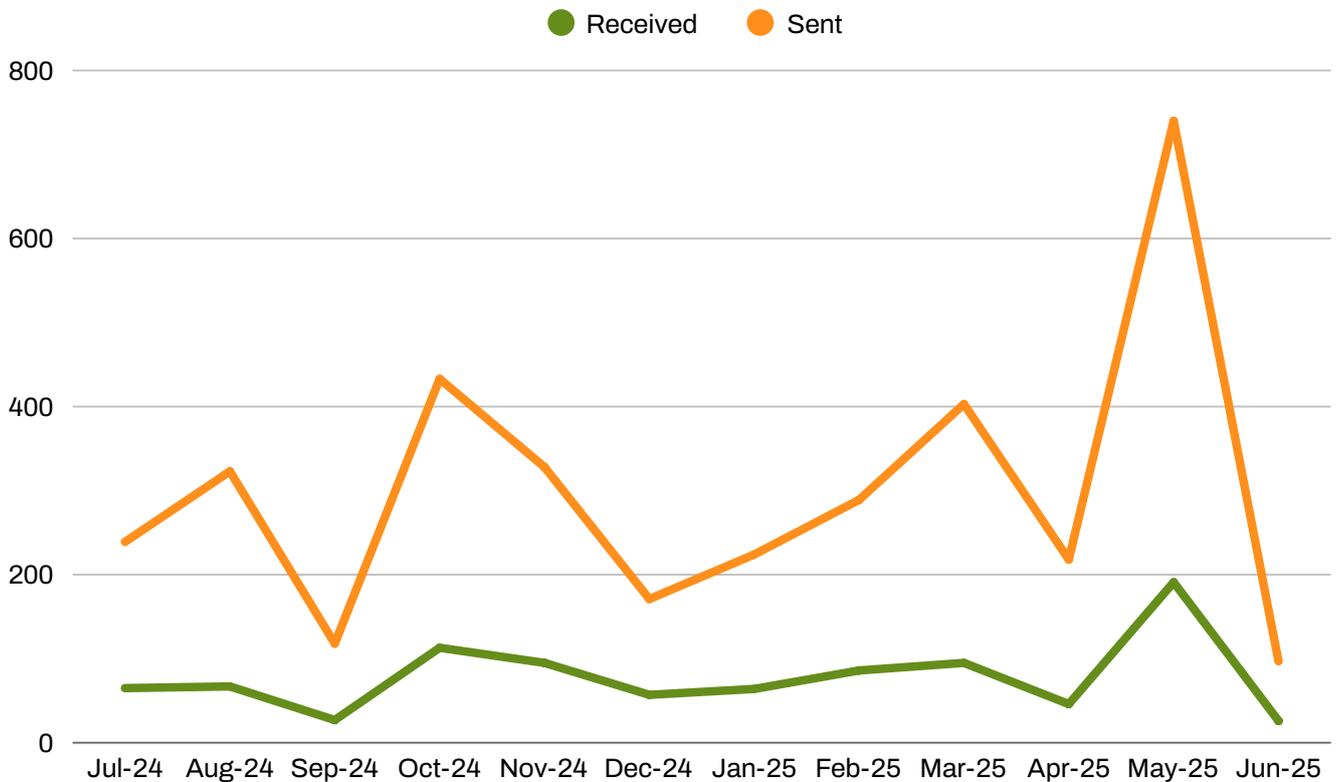
With the increase between reporting periods over the last two reporting periods, the increase in letters sent can also be attributable to many of the Section 24HA notices impacting large areas of the Great Barrier Reef Marine Park or statewide permits for national parks, and therefore needing to notify multiple groups, being all those who hold or may hold native title.

As detailed in Figure 3, notices remained constant throughout much of the year, other than the last month of the reporting period.

Section 24 notices are subjected to scrutiny before being issued to the affected native title parties, with advice related to each notice tailored to the specific circumstances. Through that process, many notices are detected as having flaws, some fatal, and the FAME Unit is in constant contact with the various issuing agencies.

NQLC has also seen an increase in requests to assist the native title parties to respond to the proposed activity, and in some circumstances has resulted in requests for negotiations or cultural heritage assistance. As detailed in Figure 3, notices remained constant throughout much of the year, other than the last month of the reporting period.

Future Act Notices Received and Sent per Month 1 July 2024 - 30 June 2025



Also, as PBCs increasingly monitor activity in their country, several future acts that are not ‘notifiable’ to NQLC under the NTA are therefore not being brought to our attention for examination and assistance. NQLC has a ‘gentleman’s agreement’ with many agencies that they provide NQLC with future act notifications, even where there is not a legal obligation under the NTA to notify an NTRB/SP where there is a PBC. However, feedback we are receiving from PBCs is that there is a continuing trend that agencies are notifying NQLC less often post-determination. This then means the individual PBC would need to contact NQLC directly for assistance, and where they do not, it impacts our statistical reporting, as NQLC may not be receiving all notices.

Where Section 29 future act notifications relate to exploration under the expedited procedure regime (where the ‘right to negotiate’ does not apply), the FAME Unit works closely with the native title parties to ensure that they are aware of and monitor compliance with the Native Title Protection Conditions (**NTPCs**).

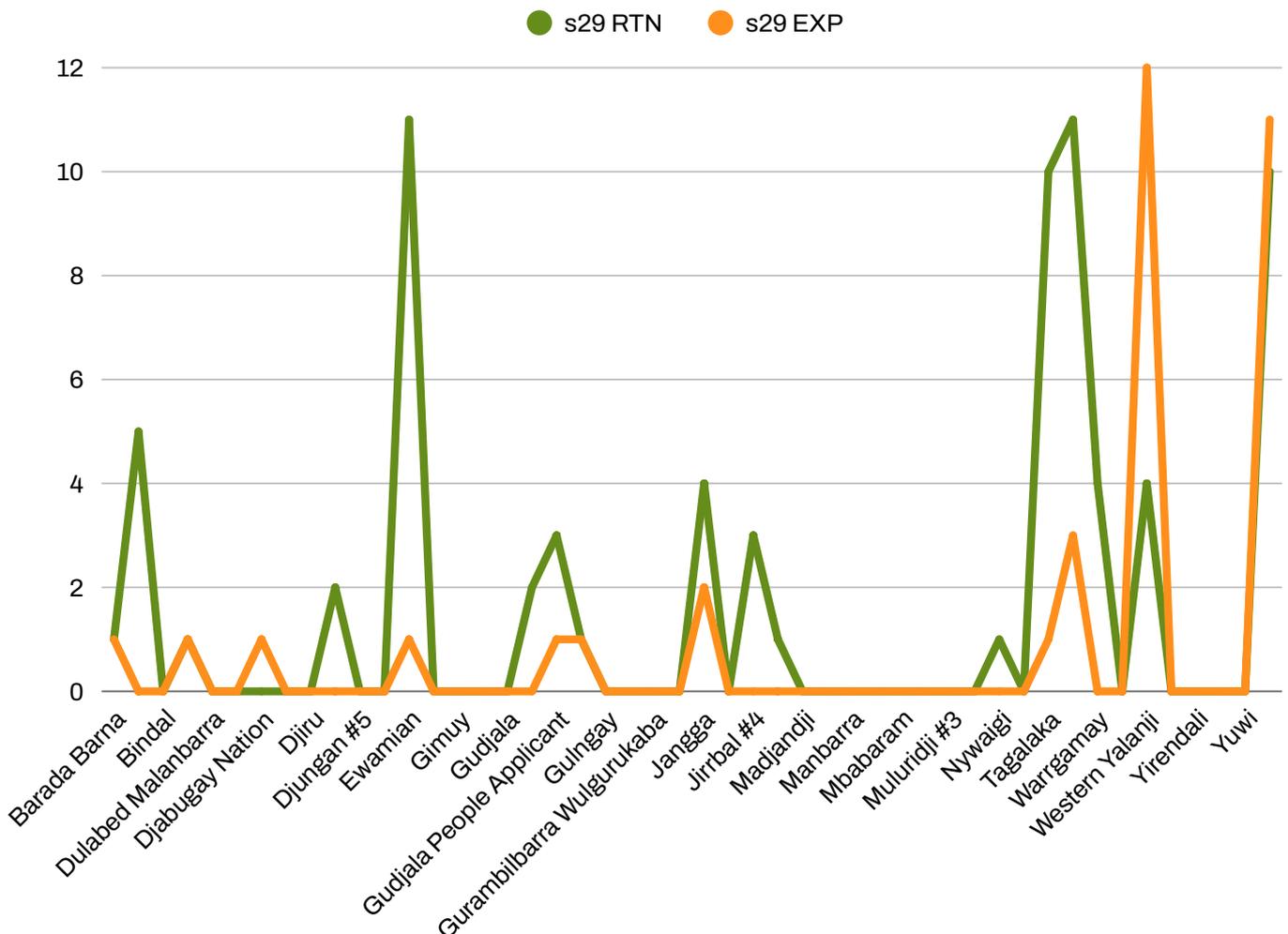
The NTPCs primarily provide for the protection of cultural heritage and an annual administration fee payable to the native title party. It is only where an exploration tenement falls in a national heritage listing area, designated landscape area, or where a group identifies a cultural heritage issue with a proposed area that NQLC usually accepts instructions to object through the National Native Title Tribunal (**NNTT**) to the expedited procedure applying.

Assisting PBCs in auditing their future act records and pursuing outstanding fees is also an ongoing support activity that the FAME Unit provides. Throughout the reporting period, this service to PBCs has had another increase in developing procedures for outstanding fees to also be escalated within the PBCs, and also where appropriate, to the Department of Resources.

Notices issued under the expedited procedure regime in the reporting period increased from last year's reporting period (109, up from 107 in the previous reporting period). These figures also do not include exploration and/or mining applications that have been managed through various Indigenous Land Use Agreements (ILUAs) without triggering other sections of the future acts regime or matters which would otherwise have triggered the 'right to negotiate'.

These are not received consistently, as seen in the Figure, which means during some months, the FAME Unit staff have needed to process these in large batches.

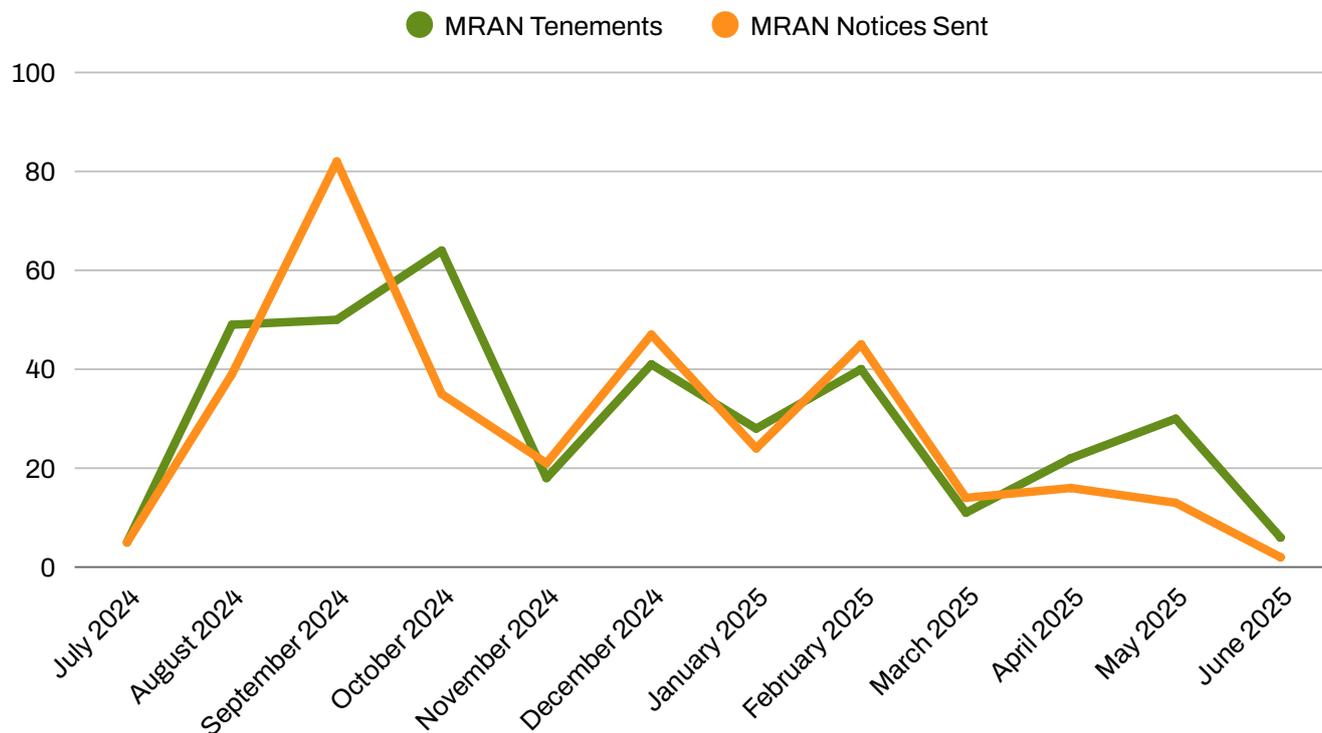
S29 RTN & EXP Notices received via Traditional Owner Groups 1 July 2024 to 30 June 2025



In addition to the ongoing support for pursuing outstanding fees, the FAME Unit continued with internal processes to notify PBCs and Applicants of new grants and renewals to ensure that early

notice is provided to PBCs and Applicants in administering the NTPCs and other agreements negotiated. Figure 5 details the number of these letters sent in the 2024/2025 reporting year.

Total Number of Monthly Letters Sent vs Tenement Updates 1 July 2024 to 30 June 2025



343 letters were sent to PBCs and Applicants, including 364 tenements; an increase from 44 letters in the previous reporting period due largely to an increase in the number of tenements that were granted in the 2024/2025 reporting year. In total, there were 52 granted rights to negotiate and 312 expedited procedure notices notified under Section 29 of the NTA.

Other exploration and mining notifications may trigger the 'right to negotiate' provisions of the NTA, and the FAME Unit actively represents several native title groups in such dealings. In the reporting period, 110 Section 29 notices were received (up from 107), of which 35 were subject to the right to negotiate, which are all being managed through various ancillary agreement negotiations, which have been significantly impacting the human resources of the FAME Unit in addition to those matters being managed under ILUAs. CHMAs and other Ancillary Agreements. As noted above, these statistics do not include other exploration and mining applications being managed under ILUA negotiations.

In addition to representing the native title groups in their negotiations, the FAME Unit has continued progressively working with our client groups to assist them in implementing the terms of the future act agreements that have been reached. The statistical reporting does not adequately reflect the work involved in progressing these 'rights to negotiate' matters, which are often protracted negotiations and can involve mediation and Future Act Determination Applications (**FADAs**) (see further detail below) with the NNTT, site visits, and other meetings with the broader claim group or common law holders to seek instructions. Large-scale agreements also often involved NQLC working with PBCs to set up trusts or operational companies to be able to manage these agreements.

The benefits provided in an agreement between a native title group and a proponent are predominantly compensation to the native title party for their consent for a future act proceeding and the impact that the future act will have on the group's native title rights and interests.

Implementation of agreements is critical to ensuring that the full benefit of the compensation terms flows to the native title group, and it is an area of concern for both native title parties and the NQLC. The NQLC will continue to work with our clients to ensure implementation and compliance with the terms of agreements.

Attending to Statutory Obligation to Notify Future Acts Notification where there is no Registered Claim

When a 'right to comment' notice does not affect a registered or determined claim, the NQLC makes all reasonable efforts to identify which native title group/s may have an interest in the area and issue a copy of the notice to them. Although there are no procedural rights in these cases other than for NQLC to make comments in their own right, if a group has concerns about the future act affecting an area of significance, NQLC encourages the group to contact the relevant agency and request an inspection of the area to protect cultural heritage. NQLC on assistant can also make comments on behalf of the group that may have interests in the area.

In circumstances where a section 29 notice is issued affecting lands not subject to a claim or determination, NQLC writes to the proponent advising them of their obligations under the Aboriginal Cultural Heritage Act 2003 (Qld) (ACHA), which requires persons to take all reasonable and practicable measures to ensure that the activity does not harm Aboriginal cultural heritage. Further, we encourage the proponent to contact the NQLC for assistance in identifying the relevant Aboriginal Party, being the person recognised in accordance with tradition or law as having responsibility for the area or object, as required by the ACHA.

National Native Title Tribunal (NNTT) Arbitration of Future Act Determination Application

In most instances, the NTA does not provide for native title parties to say 'no' to future acts affecting their native title rights and interests, but in the case of exploration or mining, the 'right to negotiate' might apply. In these cases, the NTA says the native title party, proponent, and State must negotiate in good faith to reach an agreement for the future act to go ahead. If the parties do not reach an agreement six months after the notification date, any party can file a Future Act Determination Application (FADA) for an arbitrated decision by the NNTT.

This reporting period, there was one (1) FADA filed, which was resolved with the proponent being found not to have acted in good faith (in the 2025/2026 reporting period), so this matter is now back in the right to negotiate.

This reporting period, NQLC has had two (2) matters in active mediation, and some matters may be lodged, which will be addressed in the next reporting period.

There is also the provision to apply to the NNTT to object to a future act being treated under the expedited procedure regime. NQLC filed three (3) objection applications in the 2024/2025 one of which was withdrawn after an exploration agreement was negotiated, and another as the PBC erred in the location of significant sites that were later identified as being outside of the exploration tenement footprint. The third is still progressing through negotiations for an exploration agreement.

Implementation of Indigenous Land Use Agreements (ILUAs) – Mining and Exploration and large-scale projects

In relation to the ILUAs and other agreements related to mining and exploration, as noted above, a prevailing issue for native title groups is the successful and ongoing implementation of the agreements to ensure that all negotiated terms are implemented to their fullest extent.

In the course of EDST’s ongoing work with native title groups to implement their agreements, a number of issues were identified as affecting most groups.

These included:

- Administrative tools and resources required;
- proponent compliance issues in agreement implementation relating to outstanding compensation payments;

- better engagement with government agencies and industry to maximise value;
- the benefits being implemented;
- the need for expansion of the PBCs to include trust structures and other operational arms to minimise risk;
- directing the benefits to meeting the needs and aspirations of the native title group for charitable purposes; and
- how/what were other groups are doing to get the best out of their agreements.

The FAME Unit, in conjunction with the PBC Support Unit has been working directly with several PBCs to address compliance issues related to non-payment of compensation payments and other environmental and trespass breaches.

ILUA Implementation project

The ILUA Implementation Project (reported on in our last nine annual reports) is still progressing as the FAME Unit works with several PBCs in the implementation, formal review, and some renegotiation of ILUAs. The progression of this Project has continued to be impacted by the large number of Section 29 Notices in the RTN and other large ILUA agreements and Cultural Heritage Management Agreements/Plans being negotiated in all reporting periods, which have diverted our staffing resources to urgent negotiations to protect native title rights and interests. There has still been considerable work with this Project, and it is continuing to be prioritised with the individual PBC taking into account various factors, including:

- the need for immediate renegotiation or review required under the terms of the ILUAs themselves;
- implementation where there are outstanding action items or obligations of the PBCs that are linked to other key strategic projects;
- the ranging capacities of PBCs in active implementation; and
- The need for broader planning, including strategic planning and land use planning of the PBCs.

Other matters arising through the implementation of the Project have been the perpetual nature of some of the ILUA, where there is a reluctance on behalf of some agencies to commit to a review where it is not tied to a specific project or agenda.

Other negotiated agreements

In the 2024/2025 reporting period, the FAME Unit has seen a further increase in non-mining negotiations, including negotiations for the development of Cultural Heritage Management Agreements or Plans, ILUAs, and other agreements for large infrastructure projects, as noted above.

There were also ILUAs for third-party proponents, including for carbon and for PBCs themselves, that will continue to be negotiated into the 2025/2026 reporting year, which may result in higher numbers of reported agreements in future years. In the 2024/2025 reporting period, there were 8 ILUAs registered, 11 Section 31 Deeds, 8 Ancillary Agreements, and a further 4 Cultural Heritage Management Agreements represented in Figure 6.

Settled Agreements for July 2024 to June 2025

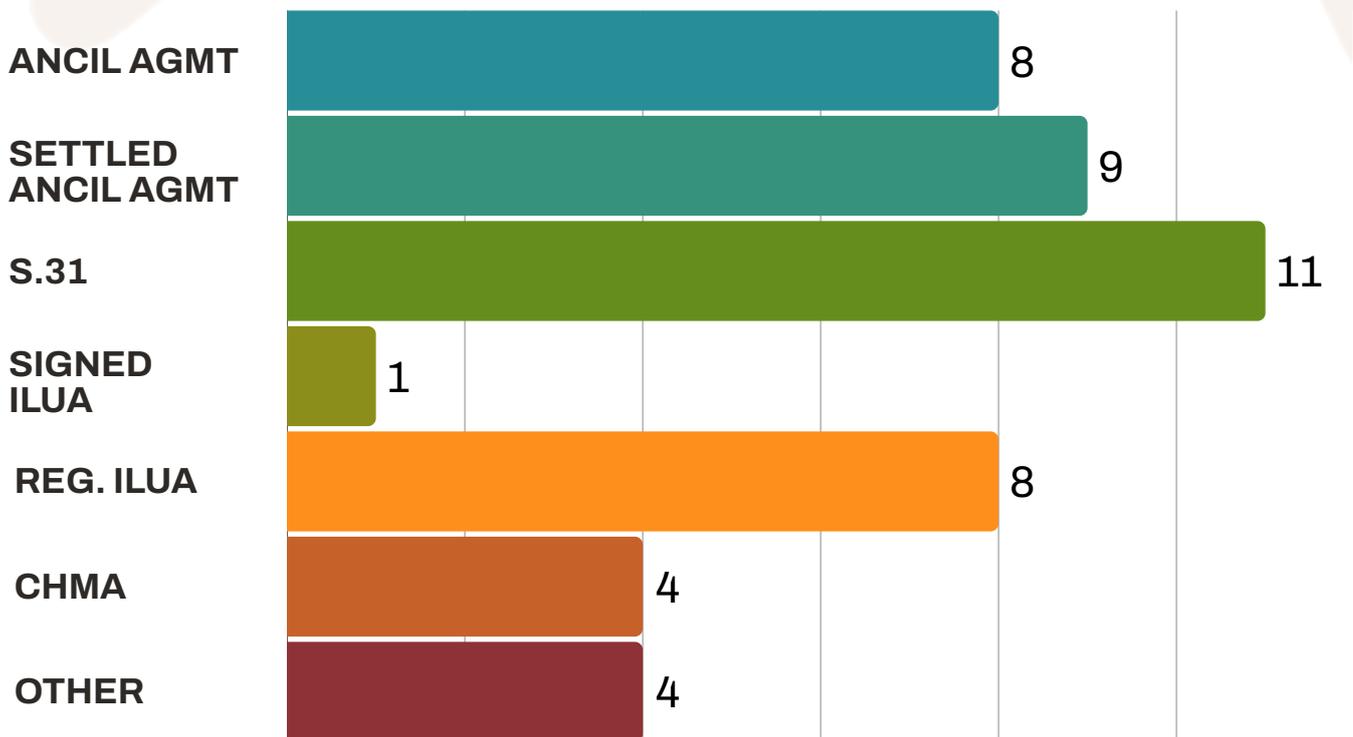


Photo Taken by:
Pascale Taplin



Prescribed Bodies Corporate Support Unit

The PBC Support Unit (**PBCSU**) provides establishment and ongoing capacity development support services to PBCs to assist them in fulfilling their rights and responsibilities to their members and common law holders and meet their legislative requirements. The PBCSU is also responsible for the administration of the auspiced PBC Support Funding available through the National Indigenous Australians Agency (**NIAA**) and also auspices a PBC Capacity Development Grant for a PBC. During the reporting period, there were no further determinations, and there are 32 PBCs in the NQLC region. A further PBC however has come on Board following a recent determination since the end of the reporting period.

The PBC Basic Support Funding is an annual grant program that is only available to Registered Native Title Bodies Corporate (RNTBCs – more commonly referred to as PBCs).

The purpose of the PBC Basic Support Funding is limited to basic administration and compliance activities. Basic administration and compliance activities include those activities that a corporation is legally required to do, such as maintain a Document Access Address, hold an AGM, and obtain an auditor.

PBC Basic Support Funding may also include office rent expenses, utilities, office furniture, and equipment;

insurances; reasonable costs incurred for the conduct of director/general/common law holder meetings; and administration officer wages (generally part-time).

The NQLC will assist PBCs in making their application if the PBC's Board requests assistance from the PBCSU. All applications for PBC Support Funding in the NQLC region must be in the prescribed form and submitted to the NQLC PBC Support Unit for assessment. The PBCSU works closely with PBCs to meet their critical funding requirements as best we can with the limited funding available. This process remained the same in the 2024/2025 period after the change in the last reporting period to NQLC overseeing approvals and not NIAA. Funds are released to the PBC subject to the terms of the NQLC-PBC Support Funding Process Agreement, which includes six monthly acquittal requirements.

If new PBCs are determined partway through a relevant financial year, funding is always a daunting prospect; however, it has always been a practice of NQLC, currently administering the program, to accept and consider PBC Support Funding applications. There were no newly determined PBCs in the reporting period, as noted above; however, we are preparing for the determination of hopefully three (3) new PBCs in the next reporting period, one of which has already occurred since the end of the reporting period.

Ultimately, at year's end, during the 2024/2025 financial year, 24 PBCs applied and were approved for PBC Support Funding.

PBCSU is also assisting PBCs to apply for Capacity Building grant funding to assist with building either long-term economic development or capacity growth. This is done either directly with PBCSU staff or through the engagement of a grant fund writer, depending on the size and complexity of the grant being sought.

Capacity Development Activities

The PBCSU also provides capacity development services to support PBCs to develop and/or consolidate their corporate and governance skills, knowledge, and systems, to manage the native title rights and interests of their native title holders, and achieve their cultural and corporate obligations and aspirations.

Where requested, the PBCSU will design and deliver tailored services directly to individual PBCs based on their specific needs and aspirations. Training and information workshops are also provided. Forums are also offered, and all PBCs in the NQLC region are invited to attend. In the 2024/2025 reporting period, however, there were no forums as one scheduled for February 2025 had to be rescheduled to August 2026 after significant flooding in Townsville.

The PBCSU's four platforms of support and services are:

- 1. Administration support:** to support PBCs to develop systems and practices required to function as a small, efficient business. At the request of a PBC Board, the PBCSU will work closely with the nominated PBC representative to assist the PBC in establishing an office; review lease contracts; develop administrative tools, procedures, and systems; and provide other general administration support that may be required.
- 2. Economic Development:** The PBCSU continues to assist three PBCs who have collectively decided to pool resources, work together, and develop a for-profit partnership corporation to pursue large commercial contracts through Supply Nation. PBCSU is working closely with the three PBCs and consultants to have the partnership corporation established.

The PBCSU is also working with additional PBCs since the last reporting period to establish operational arms and trusts. PBCs entering commercial agreements and establishing programmed (including ranger programs) are looking for ways to minimise risk and grow corporate structures that can employ and train their own people. PBCSU is assisting PBCs to develop those corporate structures and engage suitable advisors and consultants who can provide high-level technical advice to PBCs regarding complex corporate issues.

PBCSU continues to work with the Building the Indigenous Economy in North Queensland (BIENQ) Subcommittee of the Board to identify the economic and business opportunities in the NQLC region and provide an organisational capability analysis required for a corporate structure to deliver the services to support PBCs to engage in economic and business ventures.

- 3. Governance Support:** to establish, embed, and maintain the essential governance tools and strategies that are necessary for managing a PBC.

The need for PBCs to have policies and procedures to deal with operational and governance matters has long been recognised. The EDST has responded by developing PBC-specific policies and procedures over the years. In the 2024/2025 period, the PBCSU escalated the development of the policies and procedures into a comprehensive suite that can be modified to meet the needs of a PBC. Delivery of the comprehensive suite of governance instruments continued throughout 2024/2025 and will continue into the next reporting period.

4. Sustainable financial positioning: support for PBCs to engage in enterprise development and economic empowerment to realise social, cultural, and economic benefits from native title and other opportunities.

PBCSU worked with several PBCs to develop tailored strategic, business, and land use plans. These plans will provide PBCs with a focused and systematic approach to developing their assets. Additionally, such plans are critical to accessing future grant funding opportunities. In short, these governance instruments form the foundation for pursuing economic and enterprise opportunities.

It should be noted that there are time-lags in the process of realising enterprises (identifying suitable opportunities, securing the requisite funding, developing the business, operating the business), and the NQLC is not necessarily involved throughout all the stages sufficiently to report on it.

5. Information/Training forums: all PBCs in NQLC's region are invited to attend PBCSU's regional forums, usually as a 'topic-specific forum' for immediate learning, but also providing the opportunity for networking. PBCSU forums were not held in the current reporting period, as noted above, because of severe weather in Townsville that caused them to be postponed. Feedback since the introduction of webinars, as noted in the 2023/2024 reporting period, is that forums are an opportunity to network, and PBCSU will continue to hold annual PBC forums.

In response to PBC's request, the PBCSU is currently working on new education and training programs for directors, members, and common law holders in relation to what rights and obligations people have, which will continue to be delivered in the 2025/2026 period.

Performance According to Functions & Outputs

The Agreements Experience

Section 24 Future Act Notices (FANs) received		932
Response to Future Acts		3583
Section 29 Notices received		110
Notifications or grant/renewals, etc. received		569
Agreements:	Concluded and Registered	8
	In development	Numerous
Indigenous Land Use Agreements (ILUA):	Concluded and Registered	Numerous
	In Development	0
	Resolved	Numerous
	Pending	Numerous
Disputes relating to ILUAs, rights of access and other matters		Numerous

Note 1
The NQLC responds to FANs received by:

- a) sending out copies of the notices to the persons appointed by each claim group or PBC for the receipt of FANs;
- b) providing strategic advice to groups about the impact of Future Acts;
- c) where instructed, formulating submissions on behalf of claimants or PBCs to Future Acts;
- d) where a Future Act consists of a notification pursuant to the Mineral Resources Act 1989, that an Exploration Permit is intended for issue with the Native Title Protection Conditions attached, advising claimants and PBCs about the effect of those Native Title Protection Conditions and post issue of the permit assisting groups to implement the Native Title Protection Conditions;
- e) where appropriate, represent native title groups or PBCs in their negotiations and drafting of future act agreements; and

the increase in the number of PBCs receiving the notices on behalf of the native title party rather than the individual applicants has seen a reduction in the required number of responses to FANs in the last four reporting periods.

Corporate Services Team

Discussion and Analysis of the NQLC's Financial Performance against Budget

As at the end of the financial year, some external legal and anthropological contracts, and specific grant commitments remained outstanding; however, finalisation of these has been committed from the 2024-2025 grant funds

The NQLC has achieved an 'unqualified audit opinion' from our auditors, Grant Thornton Audit Pty Ltd.

Discussion of any significant changes from the prior Year or from Budget

The NQLC was principally funded by NIAA during 2024-2025.

The Corporation has received recognition as the representative Aboriginal/Torres Strait Islander body (representative body) for the North Queensland area for three years from 01 July 2023 to 30 June 2026.

In addition to its recognition period above, the Corporation was approved for core operational and PBC Support funding for the three years from 01 July 2023 to 30 June 2026.

The Corporation's Head Agreement and Project Schedule reflect the approved three-year funding allocation.

The NQLC obtained approval from NIAA to expend the previous year's surplus funds.

The NQLC, on behalf of traditional owner groups in the NQLC's region, engaged with various external proponents in negotiating indigenous land use agreements. These negotiations contributed to activity-generated income.

Developments since 30 June 2025 that have affected or may significantly affect NQLC's Future Operations

Since the end of the 2024-2025 financial year, no developments have occurred that may significantly affect the NQLC's future operations.

Budgets/Actual by Main Heads of Expenditure & Revenue

NTRB FUNCTIONS (Funds utilised under Native Title Funding Agreement)	Actual 2023-24 \$'000	Budget 2024-25 \$'000	Actual 2024-25 \$'000	VARIATION (actual minus budget)
Expenditure				
Capital	138,386	172,320	90,842	-81,478
Activities	8,929,654	15,566,432	9,751,739	-5,814,693
Corporate	2,582,777	3,467,500	3,330,761	-136,739
Total	11,650,817	19,206,252	13,173,342	-6,032,910
Income				
NIAA Funding	12,086,020	13,500,166	13,500,166	0
Previous Year Unexpended Funds	2,973,571	5,676,086	4,981,811	-694,275
Activity Generated Income				
Administration Fees	18,547	0	7,755	7,755
Bank Interest	83,582	30,000	80,099	50,099
Meeting Contributions	2,122	0	0	0
Project Proponent Income	218,982	0	83,910	83,910
Provision of Services	6,073	0	21,033	21,033
Sale of Assets	23,682	0	27,641	27,641
Other Income	2,047	0	0	0
Total	15,414,626	19,206,252	18,702,415	-503,837

Social Media Impact

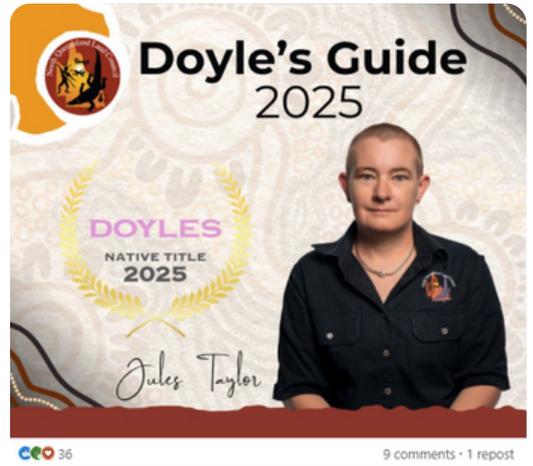


Facebook Analytics July 2024 - June 2025

Views	Jul 2024 - Sep 2024	3,534
	Oct 2024 - Dec 2024	34,081
	Jan 2025 - Mar 2025	19,304
	Apr 2025 - Jun 2025	26,546
	Total	82,465
Reach	Jul 2024 - Sep 2024	2,474
	Oct 2024 - Dec 2024	6,849
	Jan 2025 - Mar 2025	4,913
	Apr 2025 - Jun 2025	6,164
	Total	19,806
Interactions	Jul 2024 - Sep 2024	350
	Oct 2024 - Dec 2024	653
	Jan 2025 - Mar 2025	523
	Apr 2025 - Jun 2025	1,316
	Total	2,842

LinkedIn Analytics July 2024 - June 2025

Impressions	Jul 2024 - Sep 2024	973
	Oct 2024 - Dec 2024	2,554
	Jan 2025 - Mar 2025	2,032
	Apr 2025 - Jun 2025	5,154
	Total	10,713
Clicks	Jul 2024 - Sep 2024	111
	Oct 2024 - Dec 2024	437
	Jan 2025 - Mar 2025	203
	Apr 2025 - Jun 2025	841
	Total	1,592
Engagement Rate	Jul 2024 - Sep 2024	13.7
	Oct 2024 - Dec 2024	21.2
	Jan 2025 - Mar 2025	13.6
	Apr 2025 - Jun 2025	19.6
	Average	17.025





7

Corporate Governance

NQLC's corporate governance is built on transparency, accountability, and the principle of separation of powers between the Board of Directors and the Chief Executive Officer. The Board provides strategic direction, sets policies, and ensures compliance, while the CEO manages day-to-day operations and implements Board decisions. Directors are elected through a Ward system for two-year terms, ensuring broad representation of Traditional Owner groups across North Queensland. Supporting strong leadership, sub-committees such as the Executive Committee and Core Document Review Committee play key roles in decision-making, policy review, and maintaining good governance practices.

Photo Taken by:
Reilly Wilson-Neil

Corporate Governance Framework

Principles of Governance

Good governance at the North Queensland Land Council begins with clear purpose, roles, and responsibilities. This clear statement is enshrined in our Rule Book, which sets out the guiding relationship between our Board of Directors and our Chief Executive Officer.

In 2001, NQLC formally adopted the separation of powers principle. This principle ensures that leadership and management work hand in hand, each with defined responsibilities, but always united by a shared vision for strong, transparent, good governance.

The Board of Directors stands as the guiding voice of the organisation and is responsible for:

- Setting policies and determining the priorities of the Corporation
- Approving budgets and financial plans
- Leading strategic and statutory planning
- Overseeing compliance with funding conditions and legislative obligations
- Appointing auditors in accordance with the Rules
- Appointing the Chief Executive Officer
- Setting, running, and recording all Annual General Meetings, General Meetings, and Ward Meetings
- Appointing a Public Officer or Secretary as required under the CATSI Act
- Representing the Corporation at political forums, seminars, and meetings relevant to its objectives
- Planning for the delivery of the Corporation's goals and objectives

The Chief Executive Officer, appointed by the Board, is responsible for implementing the policies and plans set by the Board and for managing the day-to-day affairs of the North Queensland Land Council Aboriginal Corporation.

Together, the Board and CEO form the two essential pillars of NQLC's corporate governance.

Their partnership is grounded in accountability and clear boundaries with the goal to continue to strengthen the organisation's capacity to deliver effective native title services across the North Queensland footprint.

Role of the CEO

The Chief Executive Officer looks over the operations of NQLC. They are the bridge between strategic direction and daily action. Guided by the policies set by the Board, the CEO ensures that NQLC's vision is brought to life through sound management, cultural awareness, and operational excellence.

The CEO is responsible for:

- Overseeing the day-to-day management and administration of NQLC in accordance with the Policy and Procedure Manuals
- Implementing decisions made by the Board
- Managing the organisation's financial resources within NIAA guidelines and approved budgets
- Leading and supporting staff through appointments, performance reviews, and grievance procedures
- Providing the Board with informed advice and guidance to assist in decision-making
- Identifying funding opportunities and partnerships across Government and non-government sectors
- Ensuring that native title groups within NQLC's region are informed and engaged with the organisation's functions and framework
- Promoting collaboration with other Indigenous organisations across the region
- Representing and promoting NQLC's role at local, regional, and national levels
- Developing advocacy positions and submissions on behalf of the organisation

All formal communication between the Board and staff is conducted through the CEO. However, this does not restrict staff from speaking directly with Board members about personal or cultural matters when appropriate.

NQLC's governance framework continues to be guided by its Separation of Powers principles described in the Principles of Governance section found on page 69 of this report, ensuring that the organisation's leadership remains both accountable and effective.

The NQLC Board of Directors operates under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act). Board members are elected through a Ward system designed to reflect the vast and diverse geographic area covered by NQLC.

Each Director is elected for a two-year term, ensuring continuous and representative leadership that speaks for the many Traditional Owner groups across North Queensland.

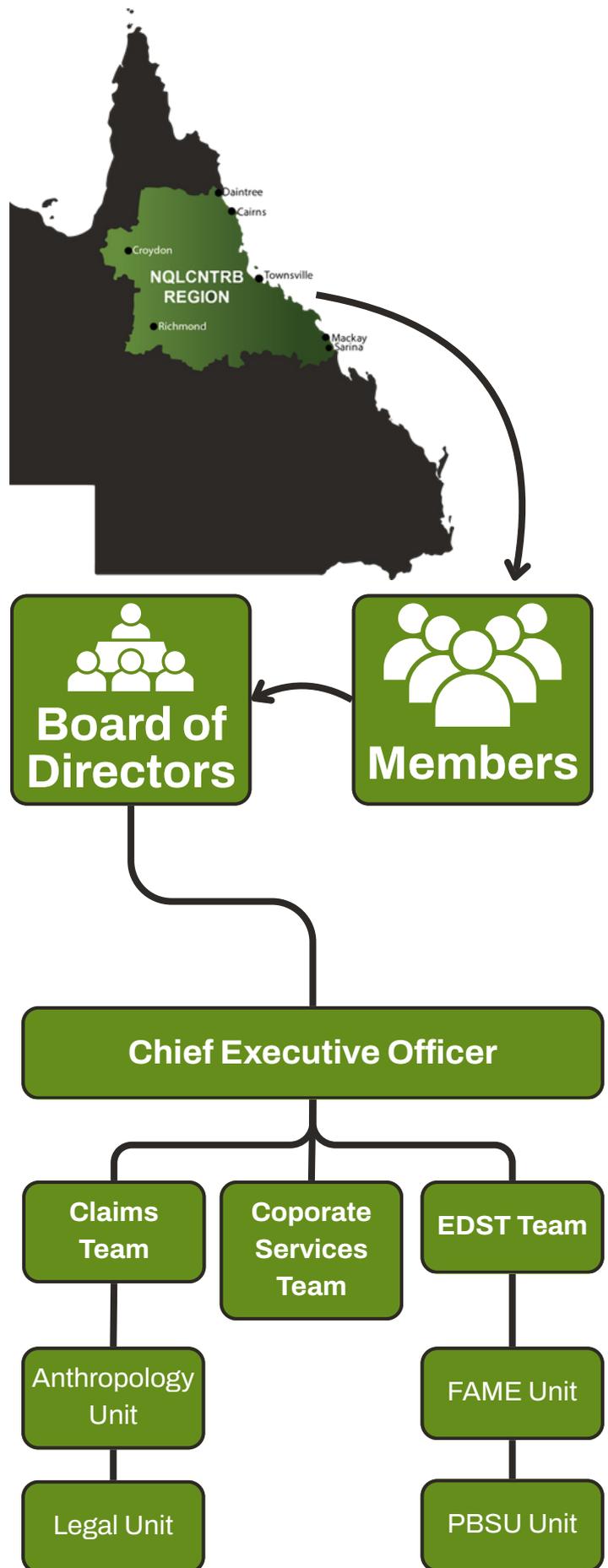
Leadership Committees

The principle of separation of powers is to ensure that leadership and management work hand in hand, each with defined roles and responsibilities. The organisation is guided by a Board of Directors, operating in line with the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act).

Board members are elected through a Ward system, designed to ensure fair and equitable representation across the diverse geographic area that NQLC serves. Each elected member holds office for a two-year term, beginning at the close of one Annual General Meeting (AGM) and continuing until the second subsequent AGM. The Board's responsibilities are:

- they ensure that native title groups within NQLC's region understand the organisation's functions and framework
- integrate NQLC's operations with other Indigenous organisations
- promote the Council's role at local, regional, and national levels
- and develop advocacy positions and submissions on behalf of NQLC.

Communication between the Board and the administration is directed through the CEO, maintaining a clear line of governance, though staff are always able to approach Board members directly on private or cultural matters.



The Board also has the authority to establish sub-committees to focus on specific priorities. During this reporting period, two notable sub-committees played a key role in NQLC's operations. The CEO Recruitment Sub-committee, formed in the 2021–2022 period, successfully concluded its work in May 2023 by appointing a substantive Chief Executive Officer. Meanwhile, the Core Document Review Sub-committee, established in 2022–2023, continues its work reviewing and updating NQLC's key documents, including the Rule Book, Strategic Plan, and Policy Manual, ensuring the organisation remains robust, transparent, and aligned with its governance obligations.

Executive & Other Sub Committees

1. There shall be a sub-committee known as the Executive Committee.
2. The Executive Committee shall be composed of those persons who from time to time hold the position of:
 - Chairperson
 - Deputy Chairperson
 - Treasurer
 - Correspondence Secretary
 - and such other person or persons (if any) as the Board may from time to time determine.
3. The Executive Committee has the power to exercise the powers of the Board in the following circumstances:
 - (a) Where an urgent decision is required on a matter and there is either:
 - (i) insufficient time to call a Board meeting for the purpose; or
 - (ii) the calling of a Board meeting would involve incurring expenses to the Corporation that, in the reasonable opinion of the Chairperson, are unwarranted.
 - (b) In particular, but without limiting the generality of sub-rule (a), the Executive Committee has the power to bind the Corporation to fund or other agreements deemed necessary for the ongoing business of the Corporation.
4. The Executive Committee has the power to apply the Common Seal to agreements or other documents requiring the same where the Executive Committee has exercised its powers under rule 3(a).
5. A quorum for a meeting of the Executive Committee shall be four (4) persons.
6. All actions of the Executive Committee shall be reported to the next Board meeting, and all minutes of the Executive Committee meetings shall be supplied to the next Board meeting. The Board may choose to ratify any actions of the Executive Committee.
7. (a) Meetings of the Executive Committee may be called by:
 - (i) the Chairperson;
 - (ii) two (2) members of the Executive Committee.
 (b) Notice of an Executive Committee meeting shall be a reasonable amount of time considering the urgency of the matter, but in any event, no less than 24 hours.
 (c) Notice may be given by fax, email, telephone, mail, or any method that allows the recipient to receive the notice.
8. The Executive Committee shall have such other powers and responsibilities as the Board may from time to time determine.
9. The Board may at any time appoint other sub-committees from its members and shall determine the responsibilities and powers of the sub-committee.
10. Unless otherwise decided by the Board, a sub-committee, other than the Executive Committee, shall:
 - (a) Have a quorum of three (3) at its meetings, unless the sub-committee resolves that a larger number shall be the quorum;
 - (b) Appoint one (1) of its members to be responsible for calling meetings and inform the CEO of the responsible person.
11. Meetings of the Executive Committee or any sub-committee may be held at two or more venues using any technology that allows members to participate, discuss, and reach collective decisions (for example, via telephone or video conference).

Corporate Planning & Reporting

The Board of Directors of the NQLC meets regularly to ensure strong oversight and responsive governance. Each year, the Board holds a minimum of four meetings, plus an additional planning meeting. This number may increase if extraordinary events or circumstances arise that require the Board's attention and decision-making.

To make informed decisions, the Board receives comprehensive reports from key officers, including:

- the Chief Executive Officer (CEO)
- the Principal Legal Officer (PLO), including updates on native title claims
- the Chief Financial Officer (CFO), providing financial statements
- the Manager of the Engagement and Development Support Team, covering Future Acts, Mining and Exploration, and PBC Support Units

In line with NIAA requirements, the NQLC prepares an annual Operational Plan for approval, making adjustments throughout the financial year as necessary. Additionally, the organisation reports on its operational and financial performance twice yearly, ensuring transparency and accountability in all aspects of its work.

Financial & Risk Management

The NQLC, in line with the National Indigenous Australians Agency (NIAA) Terms and Conditions for Native Title Agreements commencing on or after 1 July 2013, employs an in-house Certified Practising Accountant. In addition, external auditors undertake the annual audit of the organisation, ensuring independent oversight and accountability.

When it comes to operational risk management, the NQLC has long maintained a proactive approach, engaging in a range of internal processes to safeguard its work and stakeholders. These processes include:

- Regular planning meetings;
- Internal strategic claim team meetings;

- Maintaining professional relationships between the PLO, other lawyers, and the Federal Court Registrars, including discussions about prioritisation needs where appropriate; and
- Annual overview and forward strategic planning meetings.

To safeguard the organisation's assets, the NQLC has a Fraud Prevention Policy in place. This policy is designed to protect public funds and other assets, preserve the integrity, security, and reputation of the NQLC and its employees, and ensure the continued delivery of high-quality services to the community. The policy reinforces the organisation's commitment to protecting its revenue, expenditure, assets, and property from any attempts to gain financial or other benefits through deceit.

Ethical conduct is central to NQLC operations, with Board members and staff required to declare conflicts of interest as they arise. Financial management is regularly reviewed, with all transactions securely recorded and reconciled to ensure accuracy and transparency.

Senior Management Remuneration

The Board of Directors is responsible for determining the salary of the Chief Executive Officer, subject to adequate funding from the National Indigenous Australians Agency (NIAA). Remuneration for senior management is guided by the salary scales outlined in the NQLC Enterprise Agreement 2019–2021. Current rates reflect previously negotiated Enterprise Agreement conditions, informed by market and industry analysis to ensure competitiveness and fairness.

In line with good governance, the NQLC consults with NIAA on all senior management appointments and remuneration, in accordance with the Terms and Conditions of the Program Funding Agreement. This process ensures transparency, accountability, and alignment with funding requirements while supporting the organisation's leadership to deliver on its strategic and operational goals.

Meetings Attended by the NQLC Board of Directors during the 2024-2025 Reporting Period

Number	Description	Dates	Attendees	Location
Board Meetings				
1	Board Meeting	26 & 27/07/2024	8	Cairns & TEAMS
2	Board Meeting	23/09/2024	7	Cairns & TEAMS
3	Board Meeting	16/12/24	8	Cairns & TEAMS
4	Board Meeting	23 & 24/01/2025	10	Cairns & TEAMS
5	Board Meeting	10 & 11 April 2025	9	Townsville & TEAMS
Executive Committee Meeting				
1	Executive Meeting	26/06/2025	4	Cairns
2	Executive Meeting	22 & 23/06/2024	4	Cairns
Workshops				
1	Workshop	28-30 May 2025	11	Cairns

Rules, Policies & Procedures

North Queensland Land Council, strong governance begins with clarity of roles and responsibilities. The separation of powers is enshrined in the NQLC Rule Book, clearly defining the distinct roles of the Board and the Administration (see Section 6.1).

To support ethical and professional decision-making, the Board has voluntarily adopted a Code of Conduct governing its meetings and processes, while legal staff adhere strictly to the ethics of the legal profession in Queensland.

The NQLC also follows the policies set out in its Policy Manual, which guide key areas, including:

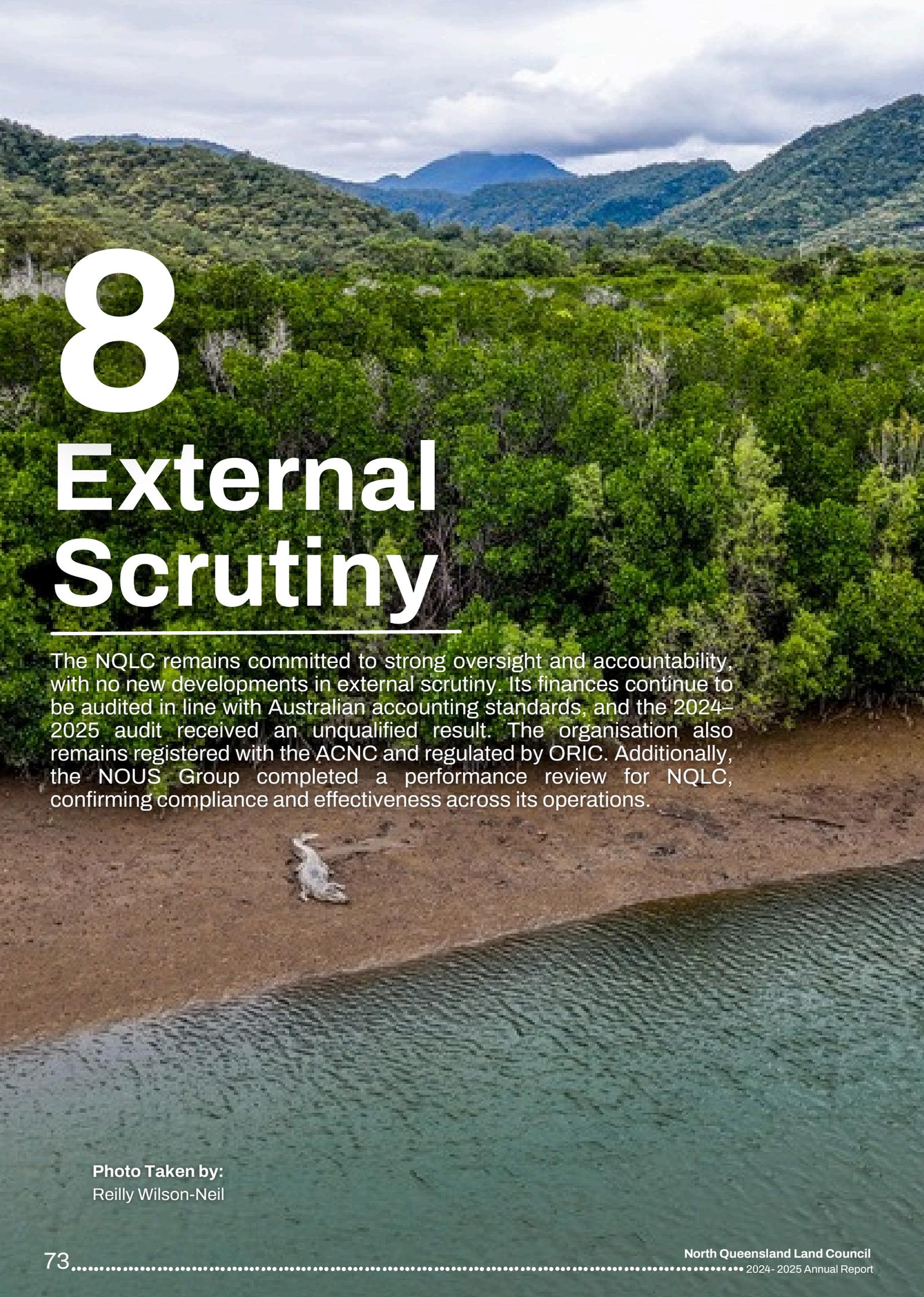
- Separation of powers
- Code of conduct
- Conflict of interest
- Employment and financial decision-making
- Receiving gifts, benefits, and hospitality

- Internal review processes
- Workplace harassment
- Confidentiality
- Privacy

Complementing these policies, the NQLC adheres to the procedures in the Administrative Procedures Manual, ensuring day-to-day operations align with governance standards. These procedures cover:

- Complaints and grievances
- Use of telecommunications and social media
- Workplace health and safety
- Statutory obligations
- Financial responsibilities, including purchasing, procurement, and consultant appointments
- Meeting processes, including travel arrangements and payment of travel allowances

Through these robust policies and procedures, the NQLC ensures that its governance framework is both transparent and accountable, supporting the organisation to act in the best interests of its members and communities.



8

External Scrutiny

The NQLC remains committed to strong oversight and accountability, with no new developments in external scrutiny. Its finances continue to be audited in line with Australian accounting standards, and the 2024–2025 audit received an unqualified result. The organisation also remains registered with the ACNC and regulated by ORIC. Additionally, the NOUS Group completed a performance review for NQLC, confirming compliance and effectiveness across its operations.

Photo Taken by:
Reilly Wilson-Neil

Oversight & Accountability

Significant Developments

There have been no developments in external scrutiny from previous years. The NQLC continues to have its finances audited in accordance with the requirements of the Terms and Conditions of the Native Title Agreement, and in accordance with Australian accounting standards.

NQLC is registered as a charity with the Australian Charities and Not-for-profits Commission; however, our corporate regulator remains the Office of the Registrar of Indigenous Corporations (ORIC).

Judicial & Administrative Review

None of the actions or decisions of the NQLC have been subject to judicial review or review by administrative tribunals.

Audit of Financial Statements

The audit of the NQLC's finances was unqualified. See section 11 for our Annual Financial Report.

Finding & Responses

The NQLC has received its finalised Performance Review Report conducted by the NOUS Group in the 2022-2023 financial year. The National Indigenous Australians Agency (NIAA) engaged the NOUS Group to engage in a second round of performance reviews of native title representative bodies and service providers.

The purpose of the NTRB/SP reviews is to assess individual and comparative organisational performance against Terms of Reference established by NIAA with the aim of measuring the efficiency and effectiveness of NTRBs/ SPs.



Photo Taken by:
Reilly Wilson-Neil

A vibrant underwater photograph of a coral reef. The water is a deep, clear blue. In the foreground, there are large, textured coral structures in shades of brown and purple. Several small, bright blue fish are swimming around the coral. The overall scene is bright and colorful, typical of a healthy marine ecosystem.

9 Consultants & Competitive Tendering

The NQLC engages external consultants to provide specialised services such as legal advice, anthropological research, and corporate support, following strict procurement guidelines under the NIAA's Head Agreement. While competitive tendering is encouraged, consultants with prior experience on specific matters are often re-engaged to maintain continuity and consistency. All consultancy contracts clearly outline terms, conditions, timeframes, and fees to ensure transparency and value for money.

Photo Taken by:
Reilly Wilson-Neil

Consultancy Services

Competitive Tendering & Contracting Practices

In addition to the services provided by NQLC professional staff, external consultants are engaged to provide further expert services and advice on a range of matters relating to NQLC's functions as an NTRB. These include legal opinion, anthropological research, and other corporate matters.

The engagement of these consultants is undertaken within the procurement guidelines as set out in NIAA's Head Agreement and Project Schedule.

Where appropriate, the NQLC encourages a competitive process by advertising for expressions of interest for the carrying out of new anthropological research. Often, in relation to anthropological and other research consultants, it is necessary to retain the same consultant who has previously worked with the group in question or who has provided previous reports. In the interests of consistency, these persons are in the best position to provide further services.

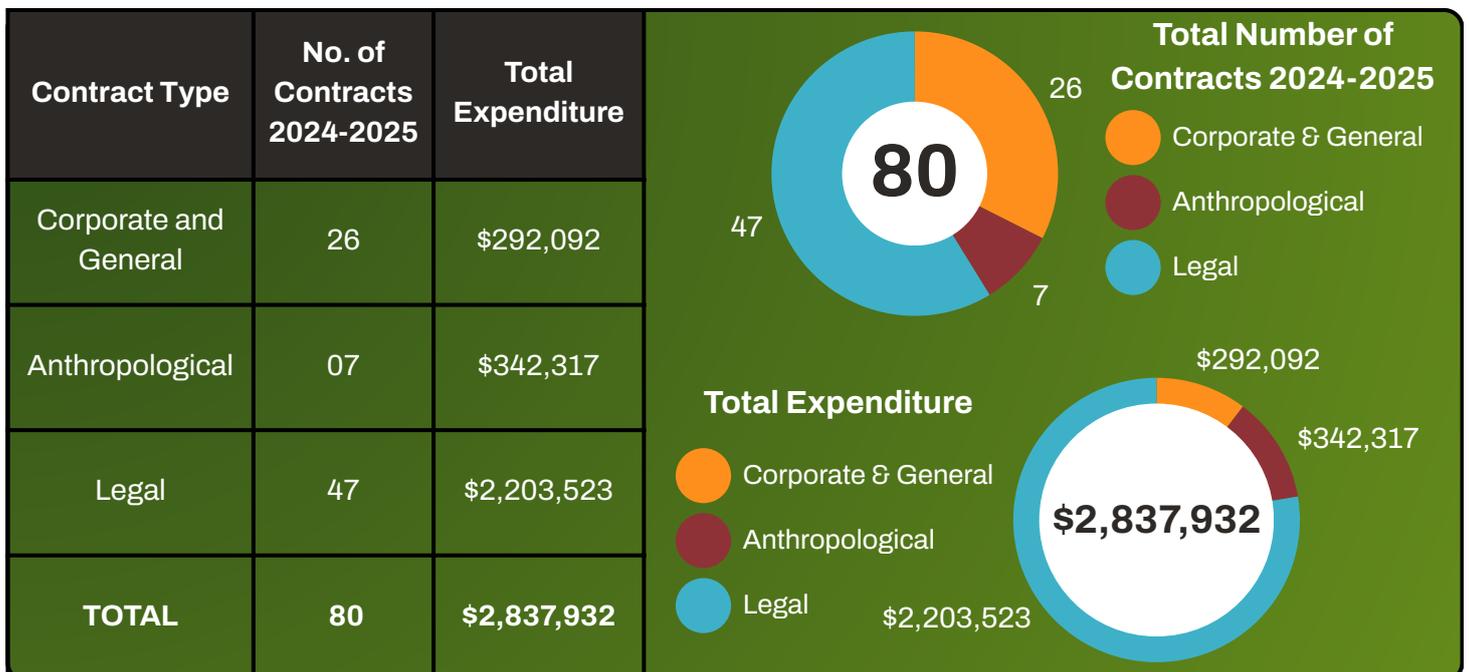
Number of Consultancy Services Contracts and Total Expenditure on Consultancy Services

External consultants providing anthropological services to the NQLC are provided with formal written contracts detailing terms and conditions of services, including reporting time frames, number of contract days, fee scales, and fixed figure contracts.

Secondly, contracts for legal consultants to act (generally on behalf of a claim group or in respect of an ongoing matter) tend to be written based on payments in accordance with the relevant court scale of costs, or an agreed scale of costs, with the total value not to exceed an agreed cap. Contracts for corporate/general services include areas involving human resources, industrial relations, audit, and accounting.

Contracts for legal consultants tend to be written for two purposes. Firstly, for the provision of specific advice on specific issues, such as obtaining the opinion of Counsel on legal issues. Usually, a fixed fee for such contracts can be negotiated, but on occasions the fee is based on an hourly rate.

During the reporting period, the NQLC's expenditure from NIAA funds for these contract categories is listed in Figure 8.





10

Management of Human Resources

NQLC employed 43 staff, with 32.6% identifying as Indigenous and an 85% retention rate. Staff undertook extensive professional development across governance, legal, cultural, and technical fields, including First Aid, Indigenous governance, and industry conferences. NQLC maintains strong workplace health and safety practices, including annual audits and compliance with WorkCover Queensland.

Photo Taken by:
Reilly Wilson-Neil

Workforce Development & Wellbeing

Workforce Planning, Staff Turnover and Retention

As at 30 June 2025, NQLC had 43 staff, of which 32.6% were Indigenous.

The Organisational Structure on page 80 provides a detailed list of all positions.

During this reporting period, there was a turnover of ten staff, including three who were within their probationary periods.



Training & Development Undertaken & its Impact

Throughout the year, staff have attended various training seminars, workshops, forums, conferences, and webinars. Professional staff attended training seminars and conferences in their field of expertise. These included various Legalwise seminars, Native Title Forums and Workshops, Native Title Intensive Webinars, AIATSIS Conference, Australian Anthropological Conference, Centre for Native Title Anthropology Forums and Workshops, Australasian Institute of Mining and Metallurgy Critical Minerals Conference, Taxation, Payroll and FBT training, and HR conferences and workshops.

Other training throughout the year included First Aid training, Mental Health First Aid, CPR renewals, indigenous governance and PBC governance forums, Drone Remote Pilots Licence upgrade, organisational workshops, and internal departmental team workshops.

Other meetings attended by staff included cultural heritage forums, critical minerals forums, native title representative body online forums, and National Native Title Council meetings.

Impact & Features of Enterprise Agreement

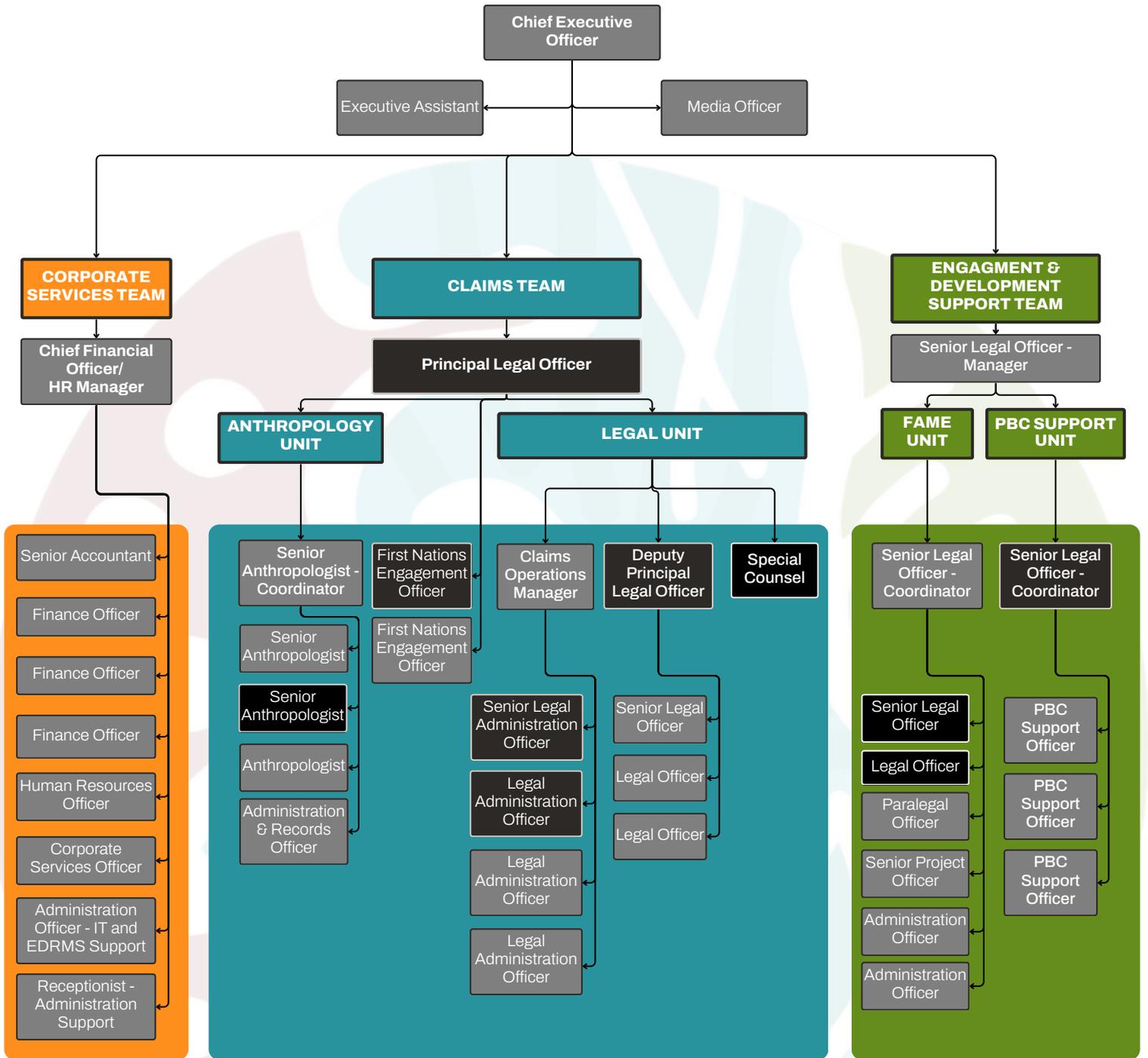
The nominal date of expiry for the 2019-2021 Enterprise Agreement was 01 July 2021. Negotiations for a new Enterprise Agreement were delayed during the year. Negotiations are due to be finalised in the new financial year.

Workplace Health & Safety Performance

The organisation upholds its commitment to WH&S obligations within the workplace.

The NQLC maintains appropriate Workers' Compensation Insurance with WorkCover Queensland. The NQLC undertakes an annual audit of its first aid kits.

Organisation Chart



DEPARTMENT

- CORPORATE SERVICES TEAM
- CLAIMS TEAM
- ENGAGEMENT & DEVELOPMENT SUPPORT TEAM

LOCATION

- CAIRNS OFFICE
- TOWNSVILLE OFFICE
- REMOTE

Indemnities & Insurance

The NQLC holds Professional Indemnity Insurance cover up to ten million dollars, at a premium of \$41,264 per annum. This insurance covers Directors and Officers. During this period, there have been no claims made under this policy.

Comparison on Staffing Numbers for the 2024/25 & 2023/24 Reporting Period

Position	No. of Staff 2024-25 (As at 30 June 2025)	No. of Staff 2023-24 (As at 30 June 2024)
Chief Executive Officer	1	1
Principal Legal Officer	1	1
Chief Financial Officer	1	1
Lawyers	11	11
Paralegal	1	0
Anthropologists	4	4
First Nations Engagement Officers	2	2
Administration & Other Officers	22	17
Total Number of Staff	43	37



11

Native Title Consent Determinations

Since its incorporation in March 1994, NQLC has proudly represented its constituents, achieving 54 native title consent determinations and negotiating numerous land use agreements to ensure maximum benefit for Traditional Owners across the region. See below for more information on the determined claims and their PBCs.

Photo Taken by:
Reilly Wilson-Neil

Date	Federal Court Number	Claim Name	Registered Native Title Body Corporate
06/09/24	QUD983/2015	Jirrbal People #4	Wabubadda Aboriginal Corporation RNTBC
18/08/2023	QUD178/2018	Wakaman People #5	Wakaman Kung Kung Aboriginal Corporation RNTBC
18/08/2023	QUD728/2017	Wakaman People #4	Wakaman Kung Kung Aboriginal Corporation RNTBC
18/08/2023	QUD476/2015	Wakaman People #3	Wakaman Kung Kung Aboriginal Corporation RNTBC
18/08/2021	QUD882/2015	Warrgamay People	Warrgamay Traditional Owners Aboriginal Corporation
25/02/2020	QUD12/2019	Yuwibara People	Yuwi Aboriginal Corporation
04/04/2019	QUD308/2014	Gulngay People	Gulngay Kinjufule Aboriginal Corporation
01/08/2018	QUD741/2015	Girramay People #2	Girramay People Aboriginal Corporation RNTBC
20/04/2018	QUD148/2015	Nywaigi People	Warga Badda Nywaigi Aboriginal Corporation RNTBC
12/12/2017	QUD1076/2015	Bar Barrum #9	Mbabaram Aboriginal Corporation RNTBC
12/12/2017	QUD607/2016	Bar Barrum #10 (Rivers)	Mbabaram Aboriginal Corporation RNTBC
13/12/2016	QUD80/2005	Gudjala People (Part B)	Ngrragoonda Aboriginal Corporation RNTBC
13/12/2016	QUD147/2006	Gudjala People #2 (Part B)	Ngrragoonda Aboriginal Corporation RNTBC
05/12/2016	QUD6031/2001	Bar Barrum People #5	Mbabaram Aboriginal Corporation RNTBC
29/06/2016	QUD492/2013	Widi People Of The Nebo Estate #2	Gangali Narra Widi Aboriginal Corporation
29/06/2016	QUD380/2008 / QUD492/2013	Barada Barna People And Widi People Of The Nebo Estate #2 Shared-Country	Gangali Narra Widi Aboriginal Corporation
10/06/2016	QUD6015/2001	Bar Barrum People #2	Mbabaram Aboriginal Corporation
10/06/2016	QUD6017/2001	Bar Barrum People #3	Mbabaram Aboriginal Corporation
10/06/2016	QUD6030/2001	Bar Barrum People #4	Mbabaram Aboriginal Corporation
10/06/2016	QUD6032/2001	Bar Barrum People #6	Mbabaram Aboriginal Corporation
22/06/2015	QUD554/2010	Juru People (Part B)	Kyburra Munda Yalga Aboriginal Corporation
11/07/2014	QUD554/2010	Juru People (Part A)	Kyburra Munda Yalga Aboriginal Corporation

Date	Federal Court Number	Claim Name	Registered Native Title Body Corporate
18/03/2014	QUD80/2005	Gudjala People	Ngrragoonda Aboriginal Corporation RNTBC
18/03/2014	QUD147/2006	Gudjala People #2	Ngrragoonda Aboriginal Corporation RNTBC
26/11/2013	QUD6009/1999	Ewamian People #2	Tatampi Puranga Aboriginal Corporation RNTBC
26/11/2013	QUD6018/2001	Ewamian People #3	Tatampi Puranga Aboriginal Corporation RNTBC
01/11/2013	QUD6014/2001	Mamu People	Mamu Aboriginal Corporation RNTBC
24/09/2013	QUD6008/1999	Western Yalanji #4	Western Yalanji Aboriginal Corporation RNTBC
24/09/2013	QUD6003/2001	Western Yalanji Combined #5 and #7	Western Yalanji Aboriginal Corporation RNTBC
23/09/2013	QUD111/2004	Warrungu People #2	Goondaloo Aboriginal Corporation RNTBC
26/03/2013	QUD208/2004	Tableland Yidinji People #3	Wadjanbarra Tableland Yidinji Aboriginal Corporation
14/12/2012	QUD6030/1999	Tableland Yidinji People	Wadjanbarra Tableland Yidinji Aboriginal Corporation
10/12/2012	QUD6109/1998	Tagalaka People	Tagalaka Aboriginal Corporation RNTBC
10/12/2012	QUD6020/2001	Tagalaka People #2	Tagalaka Aboriginal Corporation RNTBC
09/10/2012	QUD6230/1998	Jangga People	Bulganunna Aboriginal Corporation RNTBC
21/09/2012	QUD6016/2001	Combined Mandingalbay Yidinji - Gunggandji	Gunggandji-Mandingalbay Yidinji Peoples PBC Aboriginal Corporation RNTBC
02/08/2012	QUD208/1997	Djungan People #1	Nguddaboolgan Native Title Aboriginal Corporation RNTBC
02/08/2012	QUD6022/1998	Djungan People #2	Nguddaboolgan Native Title Aboriginal Corporation RNTBC
02/08/2012	QUD6116/1998	Djungan People #3	Nguddaboolgan Native Title Aboriginal Corporation RNTBC
02/08/2012	QUD6036/2001	Djungan People #4	Nguddaboolgan Native Title Aboriginal Corporation RNTBC
01/08/2012	QUD85/2005	Gugu Badhun People #2	Gugu Badhun Aboriginal Corporation RNTBC
19/12/2011	QUD6013/2001	Combined Gunggandji	Gunggandji PBC Aboriginal Corporation RNTBC
14/12/2011	QUD6035/2001	Muluridji People #2	Muluridji Tribal Aboriginal Corporation RNTBC
14/11/2011	QUD6208/1998	Muluridji People	Muluridji Tribal Aboriginal Corporation RNTBC
01/09/2011	QUD6003/2003	Djiru People #2	Djiru Warrangburra Aboriginal Corporation RNTBC

Date	Federal Court Number	Claim Name	Registered Native Title Body Corporate
01/09/2011	QUD6006/2003	Djiru People #3	Djiru Warrangburra Aboriginal Corporation RNTBC
31/08/2011	QUD296/2008	Wanyurr Majay People	Wanyurr-Majay Aboriginal Corporation RNTBC
26/07/2011	QUD6249/1998	Juru (Cape Upstart) People	Kyburra Munda Yalga Aboriginal Corporation RNTBC
08/10/2010	QUD6001/2003	Jirrbal People #1	Wabubadda Aboriginal Corporation RNTBC
08/10/2010	QUD41/2004	Jirrbal People #2	Wabubadda Aboriginal Corporation RNTBC
08/10/2010	QUD42/2004	Jirrbal People #3	Wabubadda Aboriginal Corporation RNTBC
17/12/2009	QUD6012/2001	Combined Dulabed and Malanbarra Yidinji	Dulabed Malanbarra and Yidinji Aboriginal Corporation RNTBC
10/12/2009	QUD6240/1998	Girramay People	Girramay People Aboriginal Corporation RNTBC
12/12/2007	QUD6027/1999	Ngadjon-Jii People	Choorechillum (Ngadjon Jii PBC) Aboriginal Corporation RNTBC
24/04/2006	QUD6015/1998	Mandingalbay Yidinji People	Mandingalbay Yidinji Aboriginal Corporation RNTBC
17/02/2006	QUD6089/1998	Western Yalanji People	Western Yalanji Aboriginal Corporation RNTBC
17/12/2004	QUD6002/1998	Djabugay People	Djabugay Native Title Aboriginal Corporation RNTBC
28/06/2001	QUD6222/1998	Bar-Barrum People	Bar-Barrum Aboriginal Corporation RNTBC
28/09/1998	QUD6002/1996	Western (Sunset) Yalanji	Western Yalanji Aboriginal Corporation RNTBC



Photo Taken by:
Lucy Toepfer



12

Annual Financial Report

The North Queensland Land Council reflects on the goals we set, the challenges we faced, and the progress we made. Guided by our Strategic Plan and brought to life through our Operational Plan. This review looks at how we have carried out our responsibilities across key functions, measuring outcomes.

Photo Taken by:
Reilly Wilson-Neil



**North Queensland Land Council
Native Title Representative Body
Aboriginal Corporation**

ABN 19 047 713 117

ICN 1996

Annual financial report
For the year ended 30 June 2025

Contents

	Page
Directors' report	1
Auditor's independence declaration	7
Statement of comprehensive income	8
Statement of financial position	9
Statement of changes in equity	10
Statement of cash flows	11
Notes to the financial statements	12
Directors' declaration	30
Independent auditor's report	31

Abbreviations

PBC Prescribed Body Corporate

Directors' report

The directors present their report together with the financial statements of North Queensland Land Council Native Title Representative Body Aboriginal Corporation (the "Corporation") for the financial year ended 30 June 2025 and the auditor's report thereon.

Operating and financial review

The net (deficit)/surplus from ordinary activities after income tax amounted to (\$446) (2024: \$30,167).

State of affairs

There were no significant changes in the Corporation's state of affairs during the financial year.

Principal activities

The principal activity of the Corporation during the course of the financial year was to provide high quality Native Title services to traditional owner groupings throughout the North Queensland region.

There were no significant changes in the nature of the activities of the Corporation during the year.

Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any matter or circumstance that has significantly affected or may significantly affect the operations of the Corporation, the results of those operations, or the state of affairs of the Corporation, in future financial years.

Likely developments

The directors envisage that the Corporation will continue its existing operations, subject to the receipt of future funding from government and other sources.

Environmental regulation

The Corporation's operations are not subject to any particular and significant environmental regulations under either Commonwealth or State legislation. However, the Board believes that the Corporation has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Corporation.

Distributions

The Corporation's constitution precludes it from distributing any surpluses to members. Accordingly, no distributions were paid, recommended, or declared by the Corporation during the year.

Directors

The directors of the Corporation at any time during or since the end of the financial year are:

<p>Angelina Akee Experience</p> <p>Ward Traditional Owner</p>	<p>Chairperson and Director President of Townsville ABIS Community Housing Cooperative (MABO 30 year Celebration) Deputy Chair for Aboriginal TS Islander Housing Peak QLD Deputy Chair for Aboriginal TS Islander Health Service Advisory Council Member – Queensland Government Housing Outcome for Older Women 55 years & older Elder advisor and life member Garbutt Magpies Sporting Association</p> <p>Townsville/Ayr Bindal / Juru</p>
<p>Sarah Addo Qualifications</p> <p>Experience</p> <p>Ward Traditional Owner</p>	<p>Deputy Chairperson and Director Certificate III in Business Certificate III in Social Housing Certificate III in Primary Health Care Certificate IV in Justice Certificate I, II and III in Community Sport and Recreation Studying Bachelor of Laws – Deakin University Studying Certificate IV in Child, Youth and Family Intervention</p> <p>Administration / Office Manager Regional Manager for the Indigenous Community Sport and Recreation Officer Program Events Manager / Coordinator of Community Carnivals, Activities, Programs and Projects Project Manager Community Support Worker, Lifestyle Coach and Community Capacity Builder Administrator for the Woomera Muralug Cooperative Society Native Title Consultant – Australian Federal Native Title Court Hearings Chairperson of the Wu Chopperen Medical Centre Tribal Consultant of the Kunggangdji Kamoi-Yarraburra Tribal Elders Council</p> <p>Cairns Geemooburra-Yarraburra Kunggangdji Gurrabuna Peoples, traditional custodians of Cairns and Yarrabah and descends from the KoKo Bera Clan of Kowanyama</p>
<p>Alfred Lacey Experience</p> <p>Ward Traditional Owner</p>	<p>Treasurer – ceased 16/12/2024 and Director Mayor of Palm Island Member of State & Commonwealth Advisory Boards</p> <p>Palm Island Ewamian</p>
<p>Richard Hoolihan Experience</p> <p>Ward Traditional Owner</p>	<p>Treasurer – elected 16/12/2024 and Director Training Manager Trainer and assessor TAFE Teacher</p> <p>Charters Towers/Hughenden Gugu Badhun / Nadjonji</p>

<p>Errol Neal Qualifications Experience</p> <p>Ward Traditional Owner</p>	<p>Correspondence Secretary – ceased 16/12/2024 and Director Certificate IV in Business Governance Indigenous Cultural Educator and Performer Mayor of Yarrabah Aboriginal Shire Council Old (2012 – 2016) 30 years Activist on the issues of Social Justice and Land Rights Chairperson of NQLC Board (2012 – 2015)</p> <p>Yarrabah Djungan</p>
<p>Joann Schmäder Qualifications Experience</p> <p>Ward Traditional Owner</p>	<p>Correspondence Secretary – elected 16/12/2024 and Director Certificates IV in Governance; Indigenous Leadership; Community Culture; Local Government; Natural Disasters Resilience Leadership; and Training and Assessment DipT (Prim) and Bachelor of Education PhD Candidate – Cultural Knowledge & Tourism Graduate Certificates in Social Administration (Community Development), Indigenous Research and Research Methods Graduate, Australian Institute of Company Directors 2016 Representative Mamu Native Title Claim Applicant, 2007-13 and member of the NT working group, IPA Cultural Advisor Previous director on two RNTBC's, one as an independent Currently a Director or Indigenous member on two local/subregional, and two national networks advocating Indigenous interests Chairperson and sub-committee member of one State level business entity serving Indigenous communities Appointed life member of an FNQ culture and arts regional entity Tablelands Brooks apical family of the Waribarra dialect and locality group of the Mamu native title holders of the Dyirbalngan language nation</p>
<p>Rona Hart Qualifications Experience</p> <p>Ward Traditional Owner</p>	<p>Director Corporate Governance & Financial Management Training & Attainment Various industry related tickets, licences and certificates Member/Director Giringun Aboriginal Corporation Indigenous Member SISP (Terrain NRM) Volunteer, employee & board member for various organisations</p> <p>Innisfail Djiru</p>
<p>Warren Martens Qualifications Experience</p> <p>Ward Traditional Owner</p>	<p>Director Certificate III in Disability Support Rail Safety Officer Customer Service Support Disability Support Worker</p> <p>Cairns Geemooburra-Yarraburra Kungandji Gurrabuna Peoples, traditional custodians of Cairns and Yarrabah and descends from the KoKo Bera Clan of Kowanyama</p>

Gary Mooney	Director
Qualifications	Certificate IV in Business Governance
Experience	Land and Sea Management 19 years of involvement with Murri Watch 3.5 years as a Police Liaison Officer as well as experience in the Housing Co-operative
Ward	Proserpine/Mackay
Traditional Owner	Yuwi
Shannah Richards	Director – appointed 07/01/2025
Experience	15 years active member of Ewamian Aboriginal Corporation as a Cultural Heritage Officer Monitoring and Mining Tenement Administrator Project Officer 4 years as an Indigenous Liaison Officer Catholic Education 3 years as a Cultural Advisor in Early Childhood Education
Ward	Tablelands
Traditional Owner	Ewamian / Djungan
Jacob Cassidy	Director – appointed 07/01/2025
Qualifications	Graduate Diploma of Indigenous Land & Sea Management Bachelor of Arts in Community Management & Adult Education Advanced Diploma in Community Management Diploma Business Frontline Management
Experience	Certificate IV in Business Governance; and Training and Assessment Management Conservation and Ecosystems Management Tourism and Hospitality Supported Accommodation, Youth Work and School Support
Ward	Tully
Traditional Owner	Nywaigi / Manbarra
Patrick Wheeler	Director – appointed 14/05/2025
Qualifications	Graduate Certificate of Social Impact Assessment Bachelor of Arts from Faculty of Science (Honours) Bachelor of Community Management
Experience	Various industry related tickets, licences and certificates Chairperson of Aboriginal & Torres Strait Islander Health Community Consultation Committee; and Tagalaka Croydon Reserve Aboriginal Land Trust 40 years of involvement in Aboriginal Organisations 22 years working for Queensland Rail Tourism 10 years in the mining sector 7 years as an elected Local Government Councillor (Carpentaria Shire)
Ward	Mount Garnet
Traditional Owner	Tagalaka

Corporation Secretary

Mr Leon Yeatman was appointed to the position of Corporation Secretary on 1 July 2023 following the resignation of Ms Rhonda Jacobsen who held the position since 18 February 2022.

Directors' meetings

The number of directors' meetings and number of meetings attended by each of the directors of the Corporation during the financial year are:

Director	No of board meetings attended	No of board meetings eligible to attend
Angelina Akee	5	5
Sarah Addo	5	5
Alfred Lacey	2	5
Richard Hoolihan	5	5
Errol Neal	3	5
Joann Schmider	5	5
Rona Hart	4	5
Warren Martens	5	5
Gary Mooney	5	5
Shannah Richards	2	2
Jacob Cassidy	1	2
Patrick Wheeler	0	0

At the Ward elections held 21 October 2023, directors were elected for each Ward for the 2023-2025 term.

The 2024 Corporation's Annual General Meeting was held in Cairns on 30 November 2024.

Proceedings on behalf of the Corporation

During the year, no person has made application for leave in respect of the Corporation under section 169-5 of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (the "Act").

During the year, no person has brought or intervened in proceedings on behalf of the Corporation with leave under section 169-5 of the Act.

Auditor's independence declaration

At no time during the financial year ended 30 June 2025 was an officer of the Corporation the auditor, a partner in the audit firm, or a director of the audit company that undertook the audit of the Corporation for that financial year.

The lead auditor's independence declaration is set out on the following page and forms part of the directors' report for the financial year ended 30 June 2025.

This report is made out in accordance with a resolution of the directors:


Director


Director

Dated at 29/09/25 this
CAIRNS

day of 2025

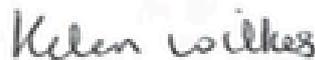
Auditor's Independence Declaration to the directors of North Queensland Land Council Native Title Representative Body Aboriginal Corporation

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 North Queensland Land Council Native Title Representative Body 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 as set out in 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 Audit Pty Ltd
Chartered Accountants



H A Wilkes
Partner – Audit & Assurance
Cairns, 29th Sept 2025

Statement of comprehensive income

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Income			
Revenue and income	7	13,198,529	11,685,458
Gain on sale of property, plant and equipment		27,641	25,729
		<u>13,226,170</u>	<u>11,711,187</u>
Expenses			
Contractors and consultants	8	3,380,831	2,083,972
Director expenses		191,546	153,305
Motor vehicles		31,124	32,562
Travel and meetings		638,614	637,643
Employee expenses	9	5,519,829	5,302,038
Rent		3,335	4,905
Interest		13,999	18,999
Service expenses	10	2,990,617	2,685,431
Depreciation and amortisation expenses			
Property, plant and equipment		109,353	107,153
Intangible assets		36,782	55,548
Right-of-use assets		81,682	81,571
Other expenses	11	226,988	515,870
		<u>13,224,699</u>	<u>11,678,997</u>
Results from operating activities		<u>1,471</u>	<u>32,190</u>
Finance costs		1,917	2,023
Net finance costs		<u>1,917</u>	<u>2,023</u>
Net surplus (deficit) before tax		<u>(446)</u>	<u>30,167</u>
Income tax expense	6.5	-	-
Net surplus (deficit)		<u>(446)</u>	<u>30,167</u>
Other comprehensive income		-	-
Total comprehensive income (loss)		<u>(446)</u>	<u>30,167</u>

This statement should be read in conjunction with the notes to the financial statements.

Statement of financial position

As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Cash and cash equivalents	12	8,557,400	7,421,447
Investments	6.8	25,300	25,300
Trade and other receivables	13	405,688	377,561
Prepayments	14	82,999	112,452
Current assets		9,071,387	7,936,760
Property, plant and equipment	15	1,502,119	1,528,858
Right-of-use assets	16	119,343	198,357
Intangible assets	17	30,854	60,436
Non-current assets		1,652,316	1,787,651
Total assets		10,723,703	9,724,411
Liabilities			
Trade and other payables	19	1,727,068	1,081,307
Contract liabilities	20	6,349,367	5,858,552
Employee benefits	21	507,097	568,584
Lease liabilities	22	90,099	83,338
Current liabilities		8,673,631	7,591,781
Employee benefits	21	72,616	66,936
Lease liabilities	22	44,336	132,128
Non-current liabilities		116,952	199,064
Total liabilities		8,790,583	7,790,845
Net assets		1,933,120	1,933,566
Equity			
Retained surplus		1,933,120	1,933,566
Total equity		1,933,120	1,933,566

This statement should be read in conjunction with the notes to the financial statements.

Statement of changes in equity

For the year ended 30 June 2025

Retained surplus

	2025 \$	2024 \$
Balance at 1 July	1,933,566	1,903,399
Total comprehensive income		
Net surplus (deficit)	(446)	30,167
Total other comprehensive income	-	-
Total comprehensive income	<u>1,933,120</u>	<u>1,933,566</u>
Balance at 30 June	<u>1,933,120</u>	<u>1,933,566</u>

This statement should be read in conjunction with the notes to the financial statements.

Statement of cash flows

For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from government grants		14,990,989	13,322,924
Payments to suppliers and employees		(13,887,929)	(12,764,414)
Cash generated from operating activities		1,103,060	558,510
Interest received		80,100	83,582
Other receipts		112,698	74,605
Net cash from operating activities	23	<u>1,295,858</u>	<u>716,697</u>
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		28,636	2,046
Acquisition of property, plant and equipment		(83,642)	(114,704)
Acquisition of intangibles		(7,200)	-
Acquisition of investments		-	-
Net cash (used in)/from investing activities		<u>(62,206)</u>	<u>(112,658)</u>
Cash flows from financing activities			
Payment of lease liabilities		(97,699)	(94,681)
Net cash from/ (used in) financing activities		<u>(97,699)</u>	<u>(94,681)</u>
Net increase in cash and cash equivalents		1,135,953	509,358
Cash and cash equivalents at 1 July	12	<u>7,421,447</u>	<u>6,912,089</u>
Cash and cash equivalents at 30 June	12	<u>8,557,400</u>	<u>7,421,447</u>

This statement should be read in conjunction with the notes to the financial statements.

Notes to the financial statements

1 Reporting entity

North Queensland Land Council Native Title Representative Body Aboriginal Corporation (the "Corporation") is an Aboriginal Corporation domiciled in Australia. The Corporation's registered office is at 61 Anderson Street, Cairns QLD 4870. The Corporation is a not-for-profit entity and is primarily involved in Native Title Services.

2 Basis of accounting

Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures adopted 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 the Australian Accounting Standards include requirements for not-for-profit entities which are inconsistent with International Financial Reporting Standards ("IFRSs") to the extent these inconsistencies are applied, the financial statements of the Corporation do not comply with IFRSs adopted by the International Accounting Standards Board. The main impact is the timing of the recognition of grant income.

The financial statements were authorised for issue by the Board of Directors on the date shown on the directors' declaration.

Basis of measurement

The financial statements have been prepared on the historical cost basis.

Economic dependency and going concern

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 Corporation is a not-for-profit entity and is reliant on government funding in order to continue its operations.

The Corporation, on 26 June 2023, received recognition as the representative Aboriginal/Torres Strait Islander body (representative body) for the North Queensland area for a further three-year period from 01 July 2023 to 30 June 2026.

In addition to its recognition period above, the Corporation was approved core operational and PBC Support funding for the three-year period from 01 July 2023 to 30 June 2026. The Corporation's Head Agreement and Project Schedule reflect the approved three-year funding allocation.

The Corporation's priorities over the coming years are: the conduct of research in those areas that are not yet determined; the prosecution of current claims to secure recognition of native title rights and interests; lodgement of future native title applications pursuant to the research findings; on-going support for established PBC's and support for new PBC's as they are determined; and, pursuit of compensation claims where native title rights and interests have been impacted and compensation arises.

3 Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Corporation's functional currency.

4 Use of judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Corporation's accounting policies and the reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and other various factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

Judgements

The Corporation entered into a contract to rent office space as disclosed in Note 22. Management has determined that the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration, and has therefore determined the contract contains a lease.

Assumptions and estimation uncertainties

Management is not aware of any assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

5 Changes to standards and 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 the new or amended 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.

6 Material accounting policy information

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

6.1 Revenue recognition

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.

Fee income

Revenue arising from fees is recognised at a point in time when the performance obligations is completed and the customer receives the benefit of the services being provided.

The performance obligation relates to the specific services provided to the customer.

As amounts are billed to the customer upfront, these are recognised as a contract liability until after the meeting has taken place and the Corporation has a right to payment.

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.

6.2 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.

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.

6.3 Finance income and finance costs

Finance income and finance costs include interest income and interest expense. Interest income or expense is recognised using the effective interest method.

6.4 Employee benefits

Short-term benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid 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.

Superannuation contributions

Obligations for contributions to superannuation are expensed as the related service is provided. The contributions made by the Corporation for the year ended 30 June 2025 were \$683,614 (2024: \$671,673).

Other long-term employee benefits

The Corporation's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in income or expense in the period in which they arise.

Termination benefits

Termination benefits are expensed at the earlier of when the Corporation can no longer withdraw the offer of those benefits and when the Corporation recognises costs of restructuring. If the benefits are not expected to be settled wholly within 12 months at the end of the reporting period, then they are discounted.

6.5 Income tax

The Corporation is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

6.6 Intangible assets

Recognition and measurement

Acquired intangible assets

Acquired computer software licences are capitalised based on the costs incurred to acquire and install the specific software.

Internally developed software

Expenditure on the research phase of projects to develop new customised software is recognised as an expense as incurred.

Costs that are directly attributable to a project's development phase are recognised as intangible assets, provided they meet the following recognition requirements:

- the development costs can be measured reliably
- the project is technically and commercially feasible
- the organisation intends to and has sufficient resources to complete the project
- the organisation has the ability to use or sell the software; and
- the software will generate probable future economic benefits

Development costs not meeting these criteria for capitalisation are expensed as incurred.

Subsequent measurement

All intangible assets, including internally developed software, are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives, as these assets are considered finite. Residual values and useful lives are reviewed at each reporting date and adjusted if appropriate. The following useful lives are applied:

- Software 3 – 5 years

Remaining amortisation period:

- Document management system 1 – 3 years
- Other software 0 years

Subsequent expenditure on the maintenance of computer software is expensed as incurred.

6.7 Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses. Items with a cost or other value equal to, or in excess of \$5,000 are recognised for financial reporting purposes in the year of acquisition. Items with a lesser value are expensed in the year of acquisition.

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.

Any gain or loss on disposal of an item of property, plant and equipment is recognised in income or expense.

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.

Depreciation

Depreciation is calculated to write off the cost of property, plant and equipment less their estimated residual values using the straight-line basis over their estimated useful lives. Land is not depreciated.

The depreciation rates used for each class of depreciable asset are as follows:

- Buildings 2.5% - 5%
- Furniture, fixtures and fittings 4% - 25%
- Motor vehicles 12.5%
- Office equipment 10% - 33.33%
- Leasehold improvements 23.26% - 28.57%

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

6.8 Rental bond

The Corporation has guaranteed, as part of their operating lease for 122 Walker Street, Townsville, the payment of rentals in accordance with the signed agreement for the specified lease term. The terms of the lease agreement required the Corporation to secure a bank guarantee of \$25,300 as minimum compensation payments to the lessor in the event of default. The directors considered no liability is required to be recognised in respect of this guarantee as the Corporation is in compliance with the lease agreement. A term deposit to secure the bank guarantee has been established.

6.9 Financial instruments

Recognition, initial measurement and derecognition

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Corporation becomes a party to the contractual provisions of the instrument.

A financial asset, unless it is a trade receivable without a significant financing component, or a financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

A financial asset is derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards of ownership are transferred.

A financial liability is derecognised when its contractual obligations are discharged, cancelled or expire.

Classification and subsequent measurement

Financial assets

For the purpose of subsequent measurement, financial assets are classified into the following categories upon initial recognition:

- amortised cost
- fair value through profit or loss
- equity instruments at fair value through other comprehensive income
- debt instruments at fair value through other comprehensive income

Classifications are determined by both:

- the Corporation's business model for managing the financial asset
- the contractual cash flow characteristics of the financial asset

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance income, finance costs or other financial items, except for impairment of trade receivables which is presented within other expenses.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at fair value through profit or loss:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows, and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Corporation has determined that all of its financial assets fall within the amortised cost category.

Financial liabilities

For the purpose of subsequent measurement, financial liabilities are classified as measured at amortised cost or fair value through profit or loss. A financial liability is classified as fair value through profit or loss if it is held-for-trading. Other financial liabilities are subsequently measured at amortised cost using the effective interest method.

The Corporation has only financial liabilities classified as measured at amortised cost.

6.10 Impairment

Non-derivative financial assets

Financial assets and contract assets

The Corporation uses forward looking information to recognise expected credit losses – the 'expected credit losses (ECL) model'. Instruments within the scope of these requirements include loans and trade receivables.

The Corporation considers a broad range of information when assessing credit risk and measuring expected credit losses, including past events, current conditions, reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial assets that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk ('Stage 1') and
- financial assets that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low ('Stage 2').

'Stage 3' would cover financial assets that have objective evidence of impairment at the reporting date.

'12-month expected credit losses' are recognised for the first category while 'lifetime expected credit losses' are recognised for the second category.

Measurement of the expected credit losses is determined by a probability-weighted estimate of credit losses over the expected life of the financial asset.

Trade and other receivables and contract assets

The Corporation makes use of a simplified approach in accounting for trade and other receivables as well as contract assets and records the loss allowance at the amount equal to the expected lifetime credit losses. In using this practical expedient, the Corporation uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

The Corporation assesses impairment of trade receivables on a collective basis as they possess credit risk characteristics based on the days past due. The Corporation does not allow for write off from Government grants as default has never occurred. The Corporation has assessed trade receivables at 30 June 2025 and has determined that no impairment is required at that date.

Non-financial assets

At each reporting date, the Corporation reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. As the Corporation is a not-for-profit entity, value in use is the written down current 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.

An impairment loss is recognised if the carrying amount of an asset exceeds its recoverable amount.

Impairment losses are recognised in expenses.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

6.11 Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance costs.

6.12 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.

As a lessee

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. Non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

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.

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.

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 profit or loss 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.

7 Revenue and Income

Revenue streams

	2025 \$	2024 \$
Revenue from contracts with customers		
Grants received (under AASB 15)	13,500,166	12,086,020
Grant balances at 1 July	5,676,086	4,946,218
Grant balances at 30 June	(6,170,521)	(5,676,086)
	<u>13,005,731</u>	<u>11,356,152</u>
Fee income	112,698	245,724
	<u>13,118,429</u>	<u>11,601,876</u>
Other revenue		
Grants and donations (under AASB 1058)	-	-
Interest	80,100	83,582
Sundry	-	-
	<u>13,198,529</u>	<u>11,685,458</u>

Performance obligations and revenue recognition policies

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 the related revenue recognition policies.

Grant income

Grants (other than certain capital grants) are accounted for under AASB15 where 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.

Each performance obligation is considered to ensure that the recognition of revenue reflects the transfer of control and within funding agreements, there may be some performance obligation where control transfers at 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 the input methods, being either costs or time incurred, are considered the most appropriate methods to reflect the transfer of benefits.

Fee income

Revenue arising from fees is recognised at a point in time when the performance obligation is completed, and the customer receives the benefit of the services being provided.

The performance obligation relates to the specific services provided to the customer.

As amounts are billed to the customer upfront, these are recognised as a contract liability until after the meeting has taken place and the Corporation has a right to payment.

8 Contractors and consultants

	2025 \$	2024 \$
Accounting and auditing	44,000	43,329
Anthropological	597,382	342,182
Legal	2,303,622	1,330,445
IT	12,742	6,488
Other	423,085	361,528
	<u>3,380,831</u>	<u>2,083,972</u>

9 Employee expenses

	2025 \$	2024 \$
Wages, salaries	4,631,658	4,526,239
Leave and other entitlements	105,260	(25,719)
Superannuation	683,614	671,673
Professional development and training	75,309	110,671
Fringe benefits tax	7,142	4,799
Other employee expenses	16,846	14,375
	<u>5,519,829</u>	<u>5,302,038</u>

10 Service expenses

	2025 \$	2024 \$
Administration	412,504	344,275
Communications	360,389	295,884
PBC support	2,016,259	1,846,160
Repairs and maintenance	19,170	28,419
Supplies and consumables	91,196	91,461
Other	91,099	79,232
	<u>2,990,617</u>	<u>2,685,431</u>

11 Other expenses

	2025 \$	2024 \$
Managed grant expenses	143,078	296,889
Proponent expenses	83,910	218,981
	<u>226,988</u>	<u>515,870</u>

12 Cash and cash equivalents

	2025 \$	2024 \$
Cash on hand	2,397	3,259
Cash at bank	8,555,003	7,418,188
Cash and cash equivalents in the statement of cash flows	<u>8,557,400</u>	<u>7,421,447</u>

13 Trade and other receivables

	2025 \$	2024 \$
Current		
Trade receivables	214,277	242,168
Less: Allowance for impairment losses	-	-
	<u>214,277</u>	<u>242,168</u>
Deposits	100	2,380
GST receivable	191,311	133,013
	<u>405,688</u>	<u>377,561</u>

Expected credit loss assessment for customers at 30 June 2025

The Corporation applies the AASB 9 simplified model of recognising lifetime expected credit losses for all trade receivables as these items do not have a significant financing component.

In measuring the expected credit losses, the trade receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due and, also according to debtor type.

The Corporation does not allow for write off from Government grants receivable, as default has never occurred.

The expected loss rates are based on the payment profile for sales over the past 12 months before 30 June 2025 as well as the corresponding historical credit losses during that period. The historical rates are adjusted to reflect current and forward-looking macroeconomic factors affecting the customer's ability to settle the amount outstanding.

The Corporation has identified age of customer relationship and type of debtor to be the most relevant factors and accordingly adjusts historical loss rates for expected changes in these factors. However, given the short period exposed to credit risk, the impact of these macroeconomic factors has not been considered significant within the reporting period.

Trade receivables are written off (i.e. derecognised) when there is no reasonable expectation of recovery. Failure to make payment within 180 days from the invoice date and failure to engage with the Corporation on alternative payment arrangements amongst others are considered indicators of no reasonable expectation of recovery.

On the above basis the expected credit loss for trade receivables as at 30 June 2025 is nil.

14 Prepayments

	2025 \$	2024 \$
Insurance	74,376	82,890
Rent	8,483	8,217
Other	140	21,345
	<u>82,999</u>	<u>112,452</u>

15 Property, plant and equipment

Reconciliation of carrying amount

	Land	Buildings	Furniture, fixtures and fittings	Motor vehicles	Office equipment	Leasehold improvements	Capital works in progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Cost								
Balance at 1 July 2023	290,000	1,547,004	60,156	314,602	377,589	28,458	-	2,617,809
Additions	-	-	-	117,964	20,422	-	-	138,386
Disposals	-	-	-	(72,496)	(33,880)	(28,458)	-	(134,834)
Transfers	-	-	-	-	-	-	-	-
Balance at 30 June 2024	290,000	1,547,004	60,156	360,070	364,131	-	-	2,621,361
Balance at 1 July 2024	290,000	1,547,004	60,156	360,070	364,131	-	-	2,621,361
Additions	-	-	-	63,798	19,844	-	-	83,642
Disposals	-	-	-	(44,194)	(18,856)	-	-	(63,050)
Transfers	-	-	-	-	-	-	-	-
Balance at 30 June 2025	290,000	1,547,004	60,156	379,674	365,119	-	-	2,641,953
Depreciation and impairment								
Balance at 1 July 2023	-	(498,911)	(49,794)	(219,331)	(323,009)	(28,458)	-	(1,119,503)
Depreciation for the year	-	(47,553)	(1,159)	(30,591)	(27,850)	-	-	(107,153)
On disposals	-	-	-	72,496	33,199	28,458	-	134,153
Balance at 30 June 2024	-	(546,465)	(50,953)	(177,426)	(317,660)	-	-	(1,092,503)
Balance at 1 July 2024	-	(546,465)	(50,953)	(177,426)	(317,660)	-	-	(1,092,503)
Depreciation for the year	-	(40,936)	(1,159)	(41,017)	(26,241)	-	-	(109,353)
On disposals	-	-	-	43,391	18,631	-	-	62,023
Balance at 30 June 2025	-	(587,401)	(52,112)	(175,051)	(325,269)	-	-	(1,139,833)
Carrying amounts								
At 30 June 2024	290,000	1,000,539	9,203	182,644	46,472	-	-	1,528,858
At 30 June 2025	290,000	959,602	8,045	204,623	39,850	-	-	1,502,119

16 Right-of-use assets

Reconciliation of carrying amount

	Property \$	Total \$
Cost		
Balance at 1 July 2023	307,926	307,926
Addition – Walker Street	12,075	12,075
Disposals	-	-
Balance at 30 June 2024	<u>320,001</u>	<u>320,001</u>
Balance at 1 July 2024	320,001	320,001
Addition – Walker Street (remeasurement)	2,668	2,668
Disposals	-	-
Balance at 30 June 2025	<u>322,669</u>	<u>322,669</u>
Depreciation and impairment		
Balance at 1 July 2023	(40,073)	(40,073)
Depreciation for the year	(81,571)	(81,571)
On disposals	-	-
Balance at 30 June 2024	<u>(121,644)</u>	<u>(121,644)</u>
Balance at 1 July 2024	(121,644)	(121,644)
Depreciation for the year	(81,682)	(81,682)
On disposals	-	-
Balance at 30 June 2025	<u>(203,326)</u>	<u>(203,326)</u>
Carrying amounts		
At 30 June 2024	<u>198,357</u>	<u>198,357</u>
At 30 June 2025	<u>119,343</u>	<u>119,343</u>

The Corporation leases office space at 122 Walker Street for its Townsville office under a lease agreement of 4 years ending 1 December 2026 with an option to extend for 4 years. The lease contains an annual pricing mechanism based on movements in the CPI at each anniversary date.

17 Intangible assets

Reconciliation of carrying amount

	Document Management System \$	Other software \$	Total \$
Cost			
Balance at 1 July 2023	391,696	20,195	411,891
Additions	-	-	-
Disposals	-	-	-
Balance at 30 June 2024	<u>391,696</u>	<u>20,195</u>	<u>411,891</u>
Balance at 1 July 2024	391,696	20,195	411,891
Additions	7,200	-	7,200
Disposals	-	-	-
Balance at 30 June 2025	<u>398,896</u>	<u>20,195</u>	<u>419,091</u>
Amortisation and impairment			
Balance at 1 July 2023	(286,305)	(9,602)	(295,907)
Amortisation for the year	(49,802)	(5,746)	(55,548)
On disposals	-	-	-
Balance at 30 June 2024	<u>(336,107)</u>	<u>(15,348)</u>	<u>(351,455)</u>
Balance at 1 July 2024	(336,107)	(15,348)	(351,455)
Amortisation for the year	(31,935)	(4,847)	(36,782)
On disposals	-	-	-
Balance at 30 June 2025	<u>(368,042)</u>	<u>(20,195)</u>	<u>(388,237)</u>
Carrying amounts			
At 30 June 2024	<u>55,589</u>	<u>4,847</u>	<u>60,436</u>
At 30 June 2025	<u>30,854</u>	<u>-</u>	<u>30,854</u>

18 Financial instruments – fair values

Accounting classifications and fair values

The following table shows the carrying amounts of financial assets and financial liabilities. Since all financial assets and financial liabilities are not measured at fair value, i.e. they are measured at amortised cost, the carrying amounts are reasonable approximations of fair value.

	Carrying amount	
	2025 \$	2024 \$
Financial assets measured at amortised cost		
Cash and cash equivalents	8,557,400	7,421,447
Other investment – term deposits	25,300	25,300
Trade and other receivables	405,688	377,561
	<u>8,988,388</u>	<u>7,824,308</u>
Financial liabilities measured at amortised cost		
Trade and other payables	655,767	338,461
Lease liabilities	134,435	215,467
Contract liabilities	6,349,367	5,858,552
	<u>7,139,569</u>	<u>6,412,480</u>

19 Trade and other payables

	2025 \$	2024 \$
Trade payables	655,767	338,461
Liability for annual leave	610,746	499,868
PAYG payable	93,813	216
Payroll liabilities	366,742	242,762
	<u>1,727,068</u>	<u>1,081,307</u>

20 Contract liabilities

	2025 \$	2024 \$
Grants under AASB 15	6,170,521	5,676,086
Amounts received in advance (proponent funds)	178,846	182,466
	<u>6,349,367</u>	<u>5,858,552</u>

21 Employee benefits

	2025 \$	2024 \$
Current		
Long service leave	<u>507,097</u>	<u>568,584</u>
Non-current		
Long service leave	<u>72,616</u>	<u>66,936</u>
Balance at 1 July	635,520	656,410
Provision made during the year	75,198	98,134
Provisions used during the year	(131,005)	(119,024)
Balance at 30 June	<u>579,713</u>	<u>635,520</u>

Long service leave

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 dependant on employees attaining the required years of services. 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 reporting date. The discount rate used to determine the present value of future benefits at 30 June 2025 was determined by reference to market yields at the end of the reporting period on high quality corporate bonds that have maturity dates that approximate the timing of the estimated future cash outflows.

22 Leases

Leases as lessee

The Corporation leases its Townsville office at 122 Walker Street. The Corporation has a rental bond over these premises. The lease is for a period of 4 years with an option to renew the lease after that date. Lease payments are reviewed each year, based on CPI, and does not include a contingent rental.

Leases under AASB 16	2025	2024
	\$	\$
Interest on lease liabilities	13,999	18,999
Lease liabilities		
Current		
Lease liabilities	<u>90,099</u>	<u>83,338</u>
Non-current		
Lease liabilities	<u>44,336</u>	<u>132,128</u>

Maturity analysis of future lease payments

Lease liabilities are payable as follows:

	2025	2025	2025
	\$	\$	\$
	Future minimum lease payments	Interest	Present value of minimum lease payments
Less than one year	98,501	8,402	90,099
Between one and five years	47,107	2,771	44,336
More than five years	-	-	-
	<u>145,608</u>	<u>11,173</u>	<u>134,435</u>

23 Reconciliation of cash flows from operating activities

	2025 \$	2024 \$
Net (deficit)/surplus	(446)	30,167
<i>Adjustments for:</i>		
Depreciation – property, plant and equipment	109,353	107,153
Amortisation – intangibles	36,782	55,548
Depreciation – right-of-use asset	81,682	81,571
Gain on sale of property, plant and equipment	225	680
Loss on sale of property, plant and equipment	(27,834)	(25,729)
	<u>199,763</u>	<u>249,390</u>
<i>Changes in:</i>		
Trade and other receivables	(28,127)	(289,956)
Prepayments	29,453	9,793
Trade and other payables	645,761	20,393
Contract liabilities	490,815	728,968
Provisions and employee benefits	(55,807)	(20,890)
	<u>13,999</u>	<u>18,999</u>
Interest expense	13,999	18,999
Net cash from operating activities	<u>1,295,858</u>	<u>716,697</u>

24 Related parties

The Corporation's main related parties are the key management personnel and their related parties.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

Transactions with key management personnel

Key management personnel compensation

The key management personnel compensation comprised the following:

	2025 \$	2024 \$
Short-term employee benefits	643,283	633,641
Post-employment benefits	91,772	87,144
Other long-term benefits	34,895	1,663
Termination benefits	-	-
	<u>769,950</u>	<u>722,448</u>

Compensation of the Corporation's key management personnel include salaries, non-cash benefits and contributions to a post-employment superannuation accumulation account.

Loans to key management personnel

No loans have been made to key management personnel during the year ended 30 June 2025 (2024: nil).

Key management personnel and director transactions

A number of key management personnel, or their related parties, hold positions in other entities that result in them having control or significant influence over these entities.

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

The aggregate value of transactions and outstanding balance relating to directors and entities over which they have control or significant influence were as follows:

		Transactions values for the year ended 30 June		Balance outstanding as at 30 June	
		Income	Expenses	Debtors	Creditors
		\$	\$	\$	\$
Abis Community Co-Operative Society Limited	(i)	-	430.57	-	-
Palm Island Aboriginal Council	(ii)	-	387.50	-	-

(i) During the year the Corporation paid reimbursements for travel expenses to Abis Community Co-Operative Society Limited – Angelina Akee was a director during the year.

(ii) During the year the Corporation paid for venue hire costs to Palm Island Aboriginal Council – Alfred Lacey was the mayor during the financial year.

From time to time directors of the Corporation, or their related entities, may buy goods for the Corporation. These purchases are on the same terms and conditions as those entered into by other Corporation employees or customers.

25 Expenditure commitments

The Corporation has expenditure commitments totalling \$2,208,014 at reporting date, but not provided for in the financial statements, which relate to corporate consultancy, contested litigation, anthropological fees, unspent PBC auspice funds and unspent IAS grants.

26 Subsequent events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Corporation, the results of those operations or the state of affairs of the Corporation in future financial years.

27 Auditor's remuneration

	2025 \$	2024 \$
Audit services		
Auditors of the Corporation – Grant Thornton		
Audit of financial statements	40,450	37,000
Other regulatory audit services	3,550	6,328
	<u>44,000</u>	<u>43,328</u>

Directors' declaration

In the opinion of the directors of North Queensland Land Council Native Title Representative Body Aboriginal Corporation (the "Corporation"):

- a the financial statements and notes 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 *Australian Accounting Standards – Simplified Disclosure Requirements* and the *Corporations (Aboriginal and Torres Strait Islander) Regulations 2017* and any applicable determinations made by the Registrar of Aboriginal Corporations under Division 338 of the *Corporations (Aboriginal and Torres Strait Islander) Act 2006*; and
- 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:


Director


Date

Independent Auditor's Report

To the members of North Queensland Land Council Native Title Representative Body Aboriginal Corporation

Report on the audit of the financial report

Opinion

We have audited the financial report of North Queensland Land Council Native Title Representative Body 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

Kelan Wilkes

H A Wilkes
Partner – Audit & Assurance
Cairns, 29th Sept 2025

Glossary

Aboriginal and Torres Strait Islander Act 2006 (CATSI Act): Legislation governing the incorporation and regulation of Aboriginal and Torres Strait Islander corporations in Australia.

Claimant Application: A legal application made by a group seeking recognition of native title rights over a specific area.

Common Law Holders: Individuals recognised under traditional law and custom as having rights and responsibilities in relation to land and waters.

Consent Determination: A Federal Court decision recognising native title rights, made with the agreement of all parties.

Cultural Heritage Management Agreement (CHMA): A formal agreement outlining how cultural heritage will be protected during development or land use activities.

Deed of Grant in Trust (DOGIT): A form of land tenure in Queensland where land is held in trust for Aboriginal or Torres Strait Islander communities.

Determination: A legal decision by the Federal Court recognising or rejecting native title rights.

Exclusive Economic Zone (EEZ): A maritime zone extending up to 200 nautical miles from the coast, over which Australia has special rights regarding exploration and use of marine resources.

Future Act Determination Application (FADA): An application to the National Native Title Tribunal for a decision when parties cannot reach agreement on a future act.

Indigenous Land Use Agreement (ILUA): A voluntary agreement between native title groups and others about the use and management of land and waters.

Interlocutory Application: A procedural application made during the course of a legal proceeding, often to change or clarify aspects of the case.

Mabo Decision: The landmark 1992 High Court decision recognising native title in Australia for the first time.

National Native Title Tribunal (NNTT): A federal body that facilitates native title processes, including mediation and arbitration.

Native Title Act 1993 (NTA): The legislation that provides for the recognition and protection of native title in Australia.

Native Title Protection Conditions (NTPCs): Conditions attached to exploration permits to protect native title rights and cultural heritage.

Native Title Representative Body (NTRB): An organisation recognised under the NTA to assist Aboriginal and Torres Strait Islander people with native title matters.

Non-Claimant Application: A legal application asserting that native title does not exist over a particular area.

Office of the Registrar of Indigenous Corporations (ORIC): The regulator for Aboriginal and Torres Strait Islander corporations under the CATSI Act.

Prescribed Body Corporate (PBC): A corporation established to manage native title rights after a determination is made.

Queensland Representative Body Alliance (QRBA): A coalition of native title bodies in Queensland working collaboratively on advocacy and policy.

Registered Native Title Body Corporate (RNTBC): A PBC that has been formally registered to manage native title rights.

Section 24 Notices: Notifications under the NTA relating to proposed activities that may affect native title, often involving the “right to comment”.

Section 29 Notices: Notifications under the NTA involving the “right to negotiate”, typically for mining or exploration.



Photo Taken by:
Reilly Wilson-Neil





North Queensland Land Council NTRB
Aboriginal Corporation
reception@nqlc.com.au
1800 814 779
www.nqlc.com.au
PO Box 679 Cairns North QLD 4870