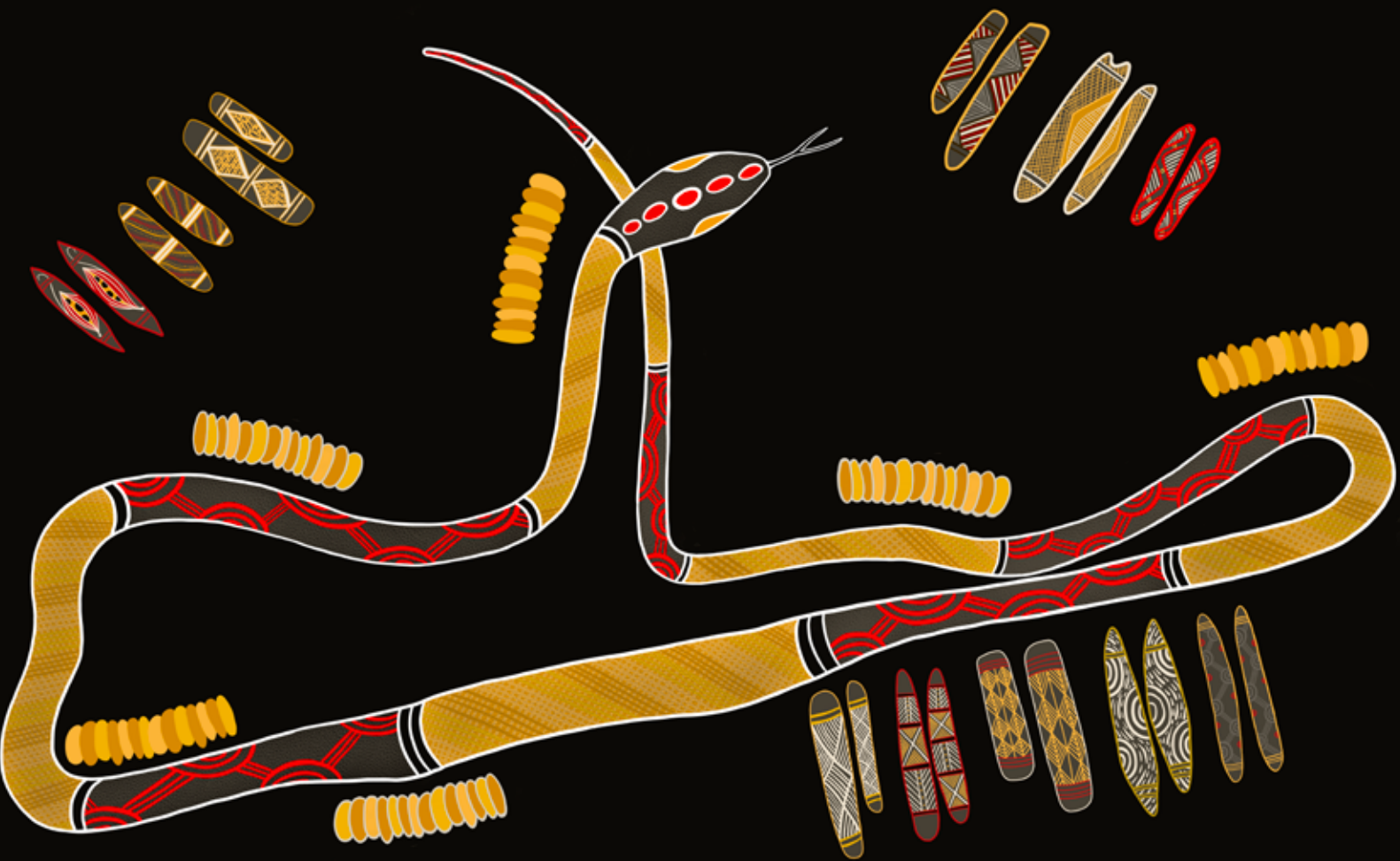




LARRAKIA  
NATION



# Annual Report

## 2020-2021



## Acknowledgements

LNAC acknowledges Aboriginal and Torres Strait Islander people as Traditional Owners of country throughout Australia and their continuing connections to their land, sea and communities. We pay our respects to them and their elders both past and present and emerging.

## Artwork

The artwork presented on the front cover and throughout this document was created by Larrakia artist, Trent Lee of Bundirrik Cultural Services.

Below is Trent's story of the Traditional version of the image/artwork for the Proposed Annual Australian Indigenous V8 round to be held in Darwin each year.

*"Snake is the track the hair pin is the most dangerous part as is the head of the snake. The clap-sticks are the different teams with their trucks coming together on this meeting place.*

*The eggs are the people coming together to watch and celebrate that sport bring all people from all walks of life together and doesn't matter your, religion, race, creed, culture or political view."*

## Disclaimer

LNAC respects Aboriginal & Torres Strait Islander cultures and makes every effort to avoid publishing the names and images of deceased people.

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# Chairperson Report



Firstly, I would like to take the opportunity to thank our members, our board, our staff and our community for your continued support of the Larrakia Nation Aboriginal Corporation (LNAC) over the 2020 to 2021 period.

The Larrakia Nation has illustrated its commitment to shining the brightest in the darkest hours and COVID lockdowns actually raised the bar on excellence, and I can easily say that being the Chairperson at this time is one of the greatest highlights of my career.

## **We prioritised our people this year**

We had planned to create a new Strategic Plan this financial year, but COVID placed demands on our organisation and turned our attention towards the safety of our community instead, and I commend the board on making this call. We made a choice to focus on the immediate requirements of staff and members, and this meant our long term strategic plans took a back seat.

Our continued success despite a challenging year and disruptions from COVID demonstrate the strength of our existing Strategic Plan, and I feel confident will continue to stand us in good stead until we are able to create the next plan.

## **Time to look outward**

In recent times we've needed to focus inwards to secure our internal processes, policy and management which we needed to do that to bring us out of administration and into a thriving organisation. We've come a long way to the credit of both the governance and operations of Larrakia Nation, and we've reached a point where we can start to focus on participating in our Larrakia community more broadly.

Our Welcome to Country services, our Anti-Social Behaviour app, our involvement in schools throughout Darwin and partnerships with important players such as the Darwin City Council are examples of how we can be involved in the benefiting the whole community. I hope partnerships will dominate how we do business going forward.

## **New directors are an important part of the plan**

We've had a significant change in the board this year.

***The new members bring exciting opportunities because of their skills and experience, and this is all part of the plan to look outward for more opportunities for Larrakia Nation.***

I welcome the new directors and commend them on their drive and commitment.

***The board sits at the centre of everything we do at Larrakia Nation, and to have a strong, skilled board cannot be underestimated.***

To capitalise on the skills we have internally, we've created committees such as the Lands Committee, Risk and Audit Committee, Cultural Advisory Committee and Opportunities Committee. These committees act as a radar so when opportunities present themselves, we have specialists who can best advise Larrakia Nation on how to be involved.



### **I've come to the end of my second term**

I have decided to step down from the Chairperson position and not renominate for the LNAC Board for the 2021-2023 period, so this is the end of my long and successful four-year term with Larrakia Nation (although I will remain on the Cultural Advisory Committee).

I am confident with our succession planning now in place. Our new board can lead us all into a more prominent tomorrow. They are younger, have skill and knowledge and better business minds. They have the energy and drive we need to keep going and growing and I believe it is the right time for me step aside.

All I wanted to do was to leave the Larrakia Nation in a better place than I found it and I believe that I have done this, but the credit does not just belong to me, it belongs to you. The members, staff and board who shared this journey together.

My heart lies with our Nation, our staff and with our people but it has also taken a lot out of me so now I will take a break and try catch that million dollar barra! I am never far away should LNAC ever need me again into the future.

It has been an amazing honour to watch you rise, to see you grow and witness your care and compassion as you serve our people and community. You bring pride to Larrakia and it humbles me to stand among you as representatives of the Larrakia Nation. "Living stronger, living longer".

**Richard Fejo**

**Chairperson of the Board**

Larrakia Nation Aboriginal Corporation



Staff meet and greet with directors of the board



# CEO Report



***“ People are our currency, and this shone through in the compassionate way we stood up for our staff, our members, and our clients to make sure that service delivery continued throughout trying times to benefit those who needed it most. ”***

Despite, or maybe because of pressures that COVID have brought to bear, I've seen the corporate and personal values of Larrakia Nation shine through in the performance of our staff this year.

## **Continuing to keep members and staff safe**

Our respect for our clients and community were obvious during the pandemic, with frontline staff continuing to work to keep clients and community members safe.

We assisted in informing other agencies of the challenges faced across the sector through transparency in our engagements and information gathering, and we displayed integrity in our actions by first asking what we can do to help, and not what is in it for us. We were efficient, accountable, reliable, and responsive in activating when asked for assistance by other agencies, including the NT and Commonwealth Governments and other NGOS active within our sector.

People are our currency, and this shone through in the compassionate way we stood up for our staff, our members, and our clients to make sure that service delivery continued throughout trying times to benefit those who needed it most.

## **Never losing sight of representing Larrakia**

When the worst of the pandemic was over, we continued to represent the interests of the Larrakia People on the regional stage. Our Larrakia Hosts program played a big role in educating both local and visitors about what it means to be on Larrakia Country.

## **Growth within in the programs**

The kinship care program Minbani Bebe expanded its work from finding Indigenous carers for Indigenous children to supporting those children and carers on an ongoing basis as required.

As this financial year drew to a close, Day and Night Patrol were among the first to respond to keeping our clients informed, safe and fed when faced with lockdowns.

## **Revenue continues to grow**

Despite the difficult and changing environment we managed to increase our revenue for the year by close to 10% and to maintain staffing levels at over 130.





Betty Shepherd with CEO Robert Cooper at Team Building Day

***I thank all our staff for continuing to deliver on the Larrakia Nation vision, Living Stronger, Living Longer for our clients and members.***

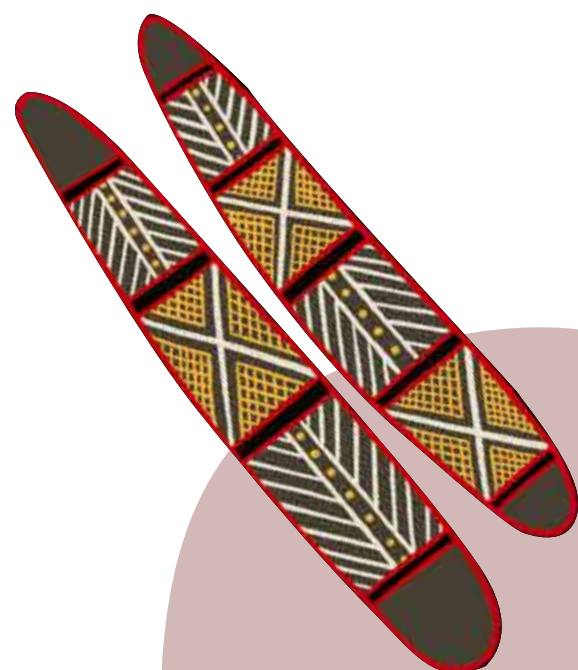
Our corporate and personal values shone through in the performance of our staff this year.

People are our currency, and this shone through in the compassionate way we stood up for our staff, our members, and our clients to make sure that service delivery continued throughout trying times to benefit those who needed it most.

**Robert Cooper**

Chief Executive Officer

Larrakia Nation Aboriginal Corporation





# NAIDOC 2020



2020 NAIDOC Flag Raising Ceremony

The NAIDOC theme this year was Always Was, Always Will Be which recognises what we've always known. First Nations people have occupied and cared for this continent for over 65,000 years.

Typically NAIDOC celebrations are held in July, but 2020 was different because of the COVID restrictions. Instead, we held two groups of events, the first in July to coincide with the school holidays and then again in November. The biggest difference to other years was cancellation of NAIDOC March, which was a real disappointment to everyone, but the safest option in the circumstances.

## LNAC plays a coordinating role

Since 2017, LNAC has played an important role of coordinating NAIDOC celebrations through our NAIDOC Committee. This year over 40 events were planned with a variety of stakeholders involved to cater to all demographics.

***“It is very important to us to lead celebrations on our lands and involve the community in this process” Nicole Brown***

## LNAC NAIDOC events

- Elders Lunch
- Civic Park entertainment and speeches
- NAIDOC Family Fun Day





NAIDOC Elders Lunch



LNAC table at NAIDOC speeches in Civic Park



NAIDOC shirt artist Natalie Quall with Paul Quall



L-R Nicole Brown, Richard Fejo (Chairperson) & Jeaneen McLennan at NAIDOC speeches



# Highlights of 2020 - 2021



**25,756**

**Clients** assisted by Larrakia Patrol



**4,927**

**Larrakia ID Cards** issued to people through our Return to Country program



**6,545**

Clients returned to home communities through the **Return to Country** program



**540**

**Participants** in our Young Mulligas and Cudgeries Holiday program.



**130%**

Increase in **Aged & Disability Care** clients



**98%**

**Indigenous employment** in Larrakia Patrol



**3,304kg**

**Marine debris** cleaned by our Larrakia Land and Sea Rangers



**88**

**Days of marine activities** conducted by our Larrakia Land and Sea Rangers



**35**

**Wildlife rescues** through our Larrakia Land and Sea Rangers program





**51**

**Days of training** through the Larrakia Land and Sea program



**156**

Clients assisted through the **Tenancy Support program**



**41**

**Children** placed with kinship carers



**14,511**

**Meals on Wheels** prepared and delivered by Aged and Disability Care



**7,549**

**Likes** on Facebook



**280**

Welcome to Country **ceremonies performed**



**1,073,976**

**Kms travelled** by LNAC Fleet vehicles



**\$7.443m**

**Total payroll**



**22%**

Increase in **number of staff** since July 2020





## **Vision**

*Living Stronger, Living Longer*

## **Mission**

*Larrakia working together caring for our land,  
our sea, our culture and our people.*



# Our Values

Our values are important to our social and cultural identity, and guide our actions and behaviours:



**Respect for everybody – we respect our history, country, our culture and people**



**Reliability at all times**



**Transparency in all our dealings**



**Responsiveness in every situation**



**Integrity in all we do**



**Accountability for all our stakeholders**



**Compassion for everyone we meet**



**Good governance is at the heart of how we operate**

## Our Business

Larrakia Nation is one of Darwin's leading community service organisations. We have grown strongly in recent years and deliver a wide range of programs and services across the Darwin region, and we are expanding our services every year. We are also one of the largest private sector employers of Aboriginal people in Darwin.



# Strategic Plan

2020 - 2024

## Our Country

Working to protect, manage and show respect for our land and seas

We demand respect for our country but it is important we work together to protect and respect it.

We do this by;

- Pursuing long term protection (in perpetuity) of land that can rightfully be the domain of Larrakia people.
- Developing and using our land that will be of long-term benefit to our people.
- Having a strong Rangers and Junior Rangers Program that undertakes environmental monitoring and management
- Gathering, preserving and sharing our knowledge of our land and seas
- Educating visitors to our country on the cultural importance of our lands
- Educating visitors to our country on how Larrakia expects them to respect our country.
- Ensuring our sacred sites are registered, protected and respected
- Larrakia people speaking for Larrakia land and welcoming people to our country
- Engaging with those responsible for development activities on our country
- Identifying opportunities to manage our country

## Our People

We support Larrakia people and our employees and positively engage with those that live and visit our country.

We focus on employing and developing Larrakia people that contribute to the organisation and the community. We work with all that visit and live on our country to promote our values and wishes for our country.

We do this by;

- Encouraging Larrakia people to join the corporation.
- Developing skills and pathways for Larrakia people to maintain independent and healthy lifestyles
- Ensure opportunities are developed to train and engage Larrakia members.
- Providing services and activities that address disadvantage for our members.
- Having strong values, with respect and compassion for each other and those we interact with
- Undertaking business with transparency, integrity and with strong governance
- Being reliable, responsive and accountable.
- Not accepting inappropriate behaviours in the workplace and having strong mechanisms in place to provide appropriate support and redress.
- Promoting unity by having appropriate conflict resolution processes.



## Our Culture

**Understanding, preserving and sharing our history, culture and language.**

**We are proud of our culture and history but it will take all members to be engaged to preserve this knowledge.**

We do this by;

- Having a strong Elders group
- Having a strong and united membership
- Having programs to preserve and share our history and language
- Delivering cultural activities to our members
- Educating others to understand and show respect for our culture
- Partnering in the vision of the of the Larrakia Cultural Centre
- Leading the Larrakia language project.

## Our Business

**We support our members by having a strong business.**

**We must have a business that makes money. This supports employment for our members and our activities that help Larrakia people and visitors to our country.**

We do this by;

- Participating in Community Service programs to support our people such as Aged Care, Tenancy Support, Kinship, Palmerston Family and Cultural Centre.
- Participating in Outreach Programs to support visitors to our country such as Return to Country, Outreach and the Hosts Program
- Ensuring diversity of sources of income including diversity of funding sources, income generation, fundraising and philanthropy.
- Ensuring our programs have funding to support corporation expenses.
- Advocating for our people by identifying, developing and fostering strategic partnerships to achieve strategic priorities.
- Having a strong and united skills-based Board and subcommittees.
- Having strong accountable and transparent leadership.
- Growing a profitable and sustainable organisation
- Diversifying income to reduce reliance on external funding.
- Having an infrastructure program to maintain and purchase assets.
- Protecting and promoting the Larrakia Brand.
- Planning for the future at all levels of the organisation.
- Setting KPI's and reporting annually to the members and to the Office of the Registrar of Indigenous Corporations (ORIC) of our activities.

PART 1

# Our Story







# The LNAC Journey

## Our beginning

Larrakia Nation Aboriginal Corporation was originally set up in 1997 through the Northern Land Council to provide a corporate identity for the Larrakia people to uphold Native Title claims.

In 20 years, we've grown to represent the Traditional Owners of the Darwin region and to speak on behalf of Larrakia people while delivering community and outreach support services to the broader Darwin community.

Today we've expanded to include programs such as Tenancy Support, Aged and Disability Care, Larrakia Land and Sea Rangers, Night and Day Patrol, Health Engagement and Assistance in the Long Grass, Return to Country and Kinship Care.

***We operate 40 programs under five managers with the collective vision of 'Living Stronger, Living Longer'.***

## Larrakia people are the Traditional Owners

The Larrakia people are the Traditional Owners of the Darwin region extending from the Cox Peninsula in the west, Gunn Point in north, Adelaide River in the east and Manton Dam in the south.

Before European settlement we had a vibrant traditional society based on close relationships with the sea and trade with Tiwi, Wagait and Wulna. We shared ceremonies, songlines and intermarried.

When the first settlers arrived in the Darwin region we gave them food and showed them how to live on our country. From the beginning of settlement Larrakia participated in early life in and around Darwin. Sadly, conflict and marginalisation followed and Larrakia were relocated away from Darwin city.

Sites around Darwin hold significant meaning for Larrakia people such as Stokes Hill, Mindil Beach, Rapid Creek and Casuarina Beach.



Denella Lee at LNAC Flag Raising Ceremony

## Our members

The LNAC is made up of descendants from the original inhabitants of the Darwin region and draws from eight families: Batcho, Browne/Talbot/Kenyon, Cubillo, Fejo, McLennan, Raymond/Mills, Roman and Shepherd.

We have a staff of 136 of which 62.5% are Indigenous, making us one of the largest employers of Indigenous people in Darwin.

We provide training and employment opportunities for Aboriginal and Torres Strait Islander people particularly through our Day and Night Patrol and Land and Sea Ranger programs.

## The fight continues for land ownership

The Larrakia people have made LNAC their legal representative with the responsibility of ensuring their country and people are looked after. We play an important and active role in decisions that effect Larrakia. We will continue our fight for ownership of our traditional lands while continuing to preserve our stories and culture and make sure they are passed on to the next generation.



# The Larrakia Protocols



**1** Larrakia are the Aboriginal owners of all the land and waters of the greater Darwin and rural area, including identified Aboriginal living areas.

**2** Aboriginal law requires respect for the cultural authority of the Aboriginal owners.

**3** We speak for our country and we have an obligation, along with our neighbours, to care for our country.

**4** Visitors should respect that we retain traditional knowledge, such as stories about significant sites.

***“They are a list of expectations for visitors who come onto our land about how they should conduct themselves”***

David Kurnoth Outreach Liaison Officer

**5** All visitors are responsible for their behaviour and should respect the guidance of Larrakia.

**6** Learning about country is everybody’s obligation including visitors, residents, NGOs and government.

**7** Inappropriate behaviour reflects badly on Larrakia people and we do not accept it.

# Board of Directors

***The priority of the board is to develop the vision, values and strategic direction of LNAC.***

The LNAC Board has nine directors: six Larrakia member directors and three independent directors responsible for governing LNAC on behalf of all Larrakia members.

The role of the board is to:

- Strategically plan for the future so that LNAC best positioned to achieve our mission.
- Ensure LNAC is legally compliant, financially solvent, has a risk management plan continues to be viable.
- Develop and express collective responsibility for all aspects of the board's performance.
- Operate in an environment of continuous improvement that includes individual board member effectiveness.
- Encourage a diversity of opinions and views.
- Manage and represent LNAC members' interests to the best of their ability.

## Board engagements and resignations and retirements

It has been a busy year with retirements and resignations from the board. All positions were filled quickly though which means the board was able to operate normally despite the changes.

### Resignations and retirements

#### Member directors:

- Billawara Lee
- Nicole Brown
- Bill Risk

#### Independent directors:

- Anna Morgan
- Robert Kendrick
- John Rawnsley

### Engagements

#### Member directors:

- Wayne Kurnoth
- Carol Quill
- Bill Risk (returned)

#### Independent directors:

- Naomi Anstess
- Garrett Smith

## Committees

There are four committees at LNAC designed to add focus and expertise to areas of particular interest to LNAC. Committee members are made up of the LNAC Board and each committee is headed by a chairperson.

### Committee Chairs for 2020/21

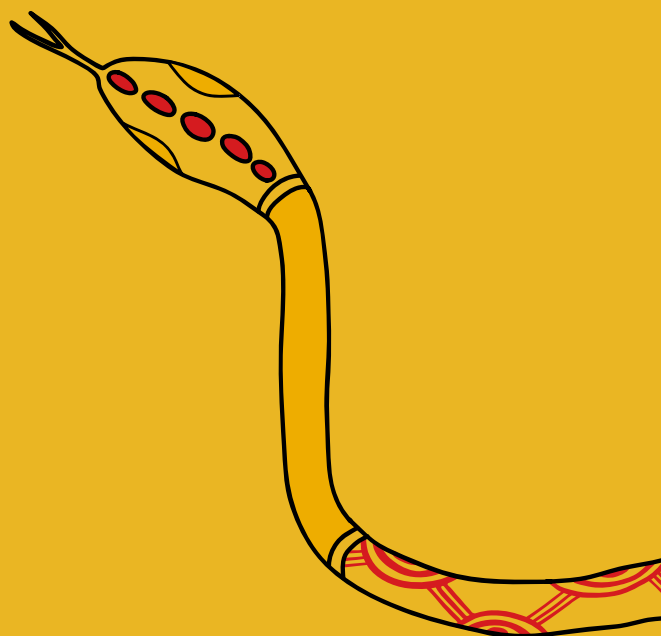
Finance, Risk and Audit Committee – Roland Chin\*

Cultural Advisory Committee – Wayne Kurnoth

Lands Committee – Jerome Cubillo

Opportunities Committee – Naomi Anstess/Jerome Cubillo

\*non board Chair







## **RICHARD FEJO**

**Board Chairperson  
Member Director**

Richard has been the LNAC Board Chairperson since 2017 and is a keen advocate for Larrakia people and Aboriginal people more broadly.

A proud Larrakia Traditional Owner, Richard has officially been welcoming people to Larrakia land through Welcome to Country since 1994 and is a respected public speaker in the Northern Territory.

Richard believes every Aboriginal person is challenged with operating in two worlds: the Aboriginal world view and the non-Aboriginal world view. He is a skilled negotiator in both worlds which is an asset when negotiating how LNAC does business.

Richard is trained in governance, leadership and ORIC regulations which has been valuable in his role as chairperson. He is a firm believer in trust and transparency and is proud LNAC has been able to foster a relationship of trust and respect between board members which has improved the way LNAC operates.



## **JEROME CUBILLO**

**Deputy Chairperson  
Member Director**

Jerome has been on the LNAC Board since 2018 and has diverse work experience in the not-for-profit sector, private sector and Northern Territory Government. He has a Bachelor of Arts degree with Major in Politics and Minor in Development Studies from the University of Melbourne.

Jerome is one of the youngest members on the LNAC Board and wants to ensure the next generation of Larrakia have a voice.

As a Larrakia person, he is extremely proud of how well the LNAC staff have helped build the organisation into what it is today. He believes the staff are responsible for the great reputation LNAC has in the community, led by CEO Robert Cooper and the program managers. He is excited the LNAC Board can begin to think more strategically about the future.

Jerome wants to give back to his community, and to play a part in supporting the exciting new direction for LNAC. He wants to ensure LNAC is seen as the first point of contact for all Larrakia matters and is the peak organisation representing and advocating for all Larrakia people.



## CAROL QUILL

### Member Director

As a Larrakia woman from the Roman/Danks Family Group, Carol has a strong connection to the Larrakia people of Darwin. The work Carol has done throughout her career is driven to advancing the lives of Larrakia people.

She has a significant amount of work experience and practical knowledge relevant to Larrakia issues that blend the remote/regional and urban circumstances and settings of Larrakia people in Darwin.

Carol's career within the Northern Territory Government includes being a specialist language teacher with the Department of Education. She has also worked in the private sector as a director of a 61 place childcare centre and within a not-for-profit organisation as the school's coordinator. In this role Carol was required to provide food to twenty schools in Darwin and thirty five remote schools around Darwin.

Carol's proven administrative skills and capabilities is strengthened by the work she does with the boards and committees she is involved in.



## WAYNE KURNOTH

### Member Director

Wayne is a proud Larakia member from the Fejo family group who started as a member director in 2021. Wayne has put in a lot of time and energy over the last five years working as the Aboriginal & Torres Strait Islander Union Official for United Workers Union, originally the North Australian Workers Union. He has also had the privilege of representing United Workers Union on the National Australian Council of Trades Unions.

Wayne is currently the Larrakia Board Representative at Danila Dilba Aboriginal Health Organisation.

Wayne's work is assisting members throughout the NT working in Aboriginal NGO's, Aboriginal health organisations, regional remote councils, and mining. But before all of this, he worked as a welder fabricator for 17 years in construction, oil and gas industries, and logistics.

He is passionate about social justice for First Nations people and was privileged to drive the campaign to have the Aboriginal flag flying at the overpass from Bagot Rd and Stuart Highway.







## BILL RISK

### Member Director

Bill has a long-standing relationship with the LNAC and has been on the board multiple times but more recently was appointed to the board in May 2017. Bill is a senior Larrakia Elder who brings extensive knowledge in Native Title legislation and been involved in negotiating a number of Native Title agreements for Larrakia people.

Formerly an Executive Member of the Northern Land Council representing the Darwin/Daly/Wagait region, Bill continues to represent his people on many committees at the local, state and federal level. In the 2019 Australia day Honours he was awarded a medal of the Order of Australia (OAM) for his service to the Indigenous community in the Northern Territory.

Bill believes the nation is in the strongest position it has ever been in and is consistently impressed by its achievements as it goes from strength to strength. It gives him great satisfaction to see the value of LNAC programs to the Indigenous and non-Indigenous populations of the Territory.



## GARRETT SMITH

### Independent Director

Garrett was born and raised in Texas, USA and came to Darwin 12 years ago to work for the Northern Land Council as a lawyer after litigating in New York for a private firm. While employed by the NLC, he advised boards on governance, process and other substantive issues. He worked with boards of management for national parks such as Cobourg, Kakadu and Mary River.

Garrett also facilitated meetings with Larrakia family groups and had the honour of meeting many Larrakia through the consultation process.

Garrett left the NLC in 2014 and practiced commercial law with a focus on NT land tenures, particularly in remote communities. He negotiated and drafted the leases and licences that underpin NTG and essential services infrastructure located on Aboriginal land and other remote tenure types.

In 2018, he moved to the then Department of Local Government, Housing, and Community Development to provide legal services to land tenure and housing services. Garrett's portfolio expanded when his department merged and became Territory Families, Housing and Communities.

Despite gravitating away from Indigenous affairs in his professional life, he has always remained personally interested and involved in his private life. Garrett volunteers his time to help establish and grow Deadly Hair Dude with Gary Strachan because he believed in Deadly's mission to create meaningful internships in hair styling that would lead to real jobs for young Indigenous Territorians.

Garrett loves Darwin and is proud to be on the board of a prominent Larrakia NGO and is looking forward to working with LNAC members, staff and stakeholders.



## NAOMI ANSTESS

### Independent Director

Naomi is a proud Aboriginal (Kamilaroi/Gamilaraay) and Torres Strait Islander (Erub/Darnley Island) woman, born, raised and educated in Darwin on Larrakia Country and joined the Larrakia Nation Aboriginal Corporation board in 2021.

She is an experienced and tested corporate executive and community engager who has spent her life advocating for the empowerment of her people, through a diverse career in education, training, employment, corporate services and construction.

She is a mother of four beautiful daughters - Lilli, Pearl, Ruby and Rose - and it is for them and the future of Aboriginal and Torres Strait Islander children, that she founded SaltBlack.

Naomi is a big picture thinker and innovator. She has extensive experience in workforce development, financial and contractual management, as well as strategic leadership, change management, marketing/branding and communications.

One of her key strengths is an ability to bring key stakeholders together and a capacity to obtain support for change and innovation through direct and no-nonsense leadership.

Her career experience demonstrates an ability to lead and direct, with an excellent history in the achievement of outcomes and social impact.



## JOHN HENDER

### Independent Director

John was appointed to the LNAC Board in May 2017 and brings has over 35 years' experience in the financial services industry. He was the State Manager of South Australia and Northern Territory for AMP and the state manager for Perpetual Trustees before being appointed Perpetuals National Manager for Native Title trusts and investments.

For the past 12 years John has worked closely with Aboriginal communities throughout Australia assisting with establishing and maintaining investment, trust and charitable organisations.

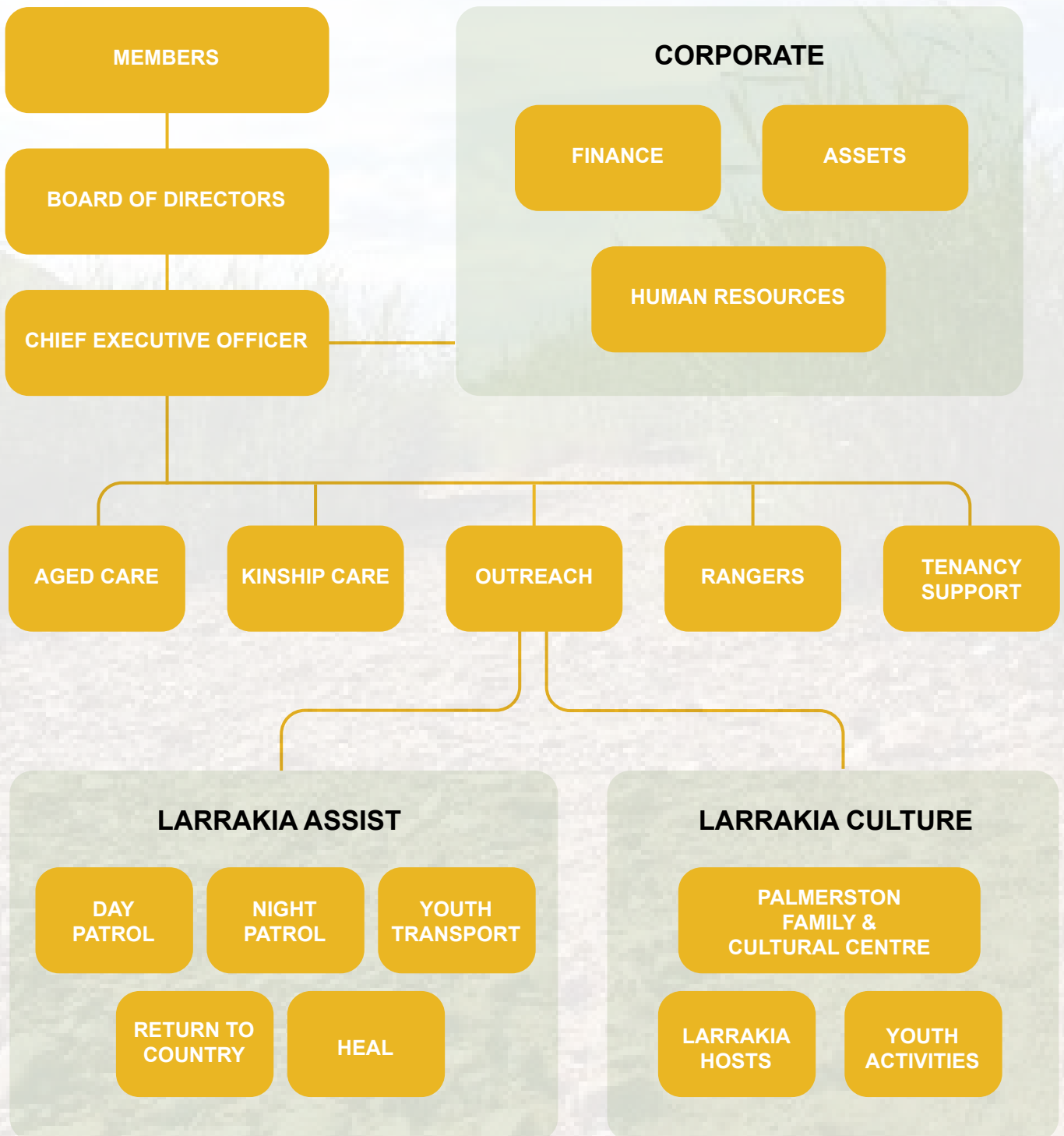
As a result of this work, he was appointed to the boards of a number of Aboriginal corporations as an Independent Director. These include Yindjibarndi, Kokatha and Ngarrindjeri Corporations.

John has been involved in not-for-profit organisations since being appointed to the national board of Make a Wish Foundation in 1990, the Hospital research Foundation in 2001, and the Foundation for Australia's most endangered species in 2014.

In 2020 John retired from his full-time corporate executive role to focus on his directorships and consulting to Aboriginal corporations in trusteeship and trustee education programmes.



# Organisation Structure



# Corporate



Finance team (L-R) Krishna, Harpreet, Lulu and Manik

## ***Our currency is not dollars; our currency is people.***

Our corporate department is the rope that binds the organisation together. Made up of Finance, Assets and Human Resource Management we could not achieve the things we do without our committed and agile corporate team.

### **Human Resource Management**

Human Resource Management (HRM) has a pivotal role working with managers and the executive team to help bring to life the strategic direction set down by the LNAC board.

Today there are 136 employed by LNAC and we pride ourselves on being a main player in Indigenous employment in the not-for-profit sector and see the opportunities we provide as an important platform for people to launch their careers.

### **Staff retention and recruitment**

Finding and keeping staff has been challenging for some of our programs this year and is something HRM will continue to work hard on. Our workplace is unique and communication with members and maintaining a good reputation in wider community is important in finding the right people to work in our organisation. Over the next 12 months HRM will be streamlining the current recruitment processes.

### **Occupational Health and Safety**

LNAC has a wide variety of operational environments and this year COVID presented additional challenges in protecting the health and safety of our staff.

Keeping all staff within the OHS guidelines while meeting the needs of our clients isn't easy, and in the coming year HRM will have an increased focus on the OHS environment within LNAC.



## Enterprise Agreement

In April 2022 the current Enterprise Agreement will expire. It will be a busy year for HRM to design a new and fair agreement that will attract and retain staff and deliver the best for the whole organisation.

## Finance

At the end of this financial year LNAC is financially healthy and on track, and our organisation as a whole is in good shape.

All LNAC programs are government funded

### Northern Territory Government funding:

- Larrakia Assist (Day Patrol)
- HEAL
- Return to Country
- Tenancy Support Program
- Hosts
- Kinship programs
- NAIDOC

### Federal Government funding:

- Night Patrol
- Aged and Disability Care
- Larrakia Land and Sea Rangers
- Palmerston Family Cultural Centre
- NAIDOC

Larrakia Land and Sea Rangers, Hosts, Kinship and Aged Care also provide a fee for services which provides an additional source of income for the organisation.

## Assets

LNAC has seven offices throughout Darwin, Palmerston, Batchelor and Belyuen and hold a fleet of 46 cars that travelled 1,073,976km last year. This financial year growth in programs translated to growth in our assets, and six new cars were added to our fleet.

Our total payroll was \$7,443,647 which is an increase on last year, and reflective of our staff growth which was at a total of 136 on June 30, 2021.



Karen Scott, Assets Manager



**\$7.443m**

Total payroll



**22%**

Increase in **number of staff**  
since July 2020



**46**

**Cars in the LNAC fleet**  
across Darwin, Palmerston,  
Batchelor and Belyuen



**1,073,976**

**Kms travelled** by LNAC Fleet  
vehicles



PART 2

# Our Programs









# Aged & Disability Care



L-R Aaron, Natalie, Hanna & Elliot

Aged Care and Disability Services is one of the biggest programs at LNAC and provides services throughout the Darwin region and as far south as Adelaide River.

This financial year has seen a 130% growth in our client numbers, particularly clients with higher needs which has meant our staff numbers have grown to accommodate increased demand. A highlight has been the expansion of our regions of service, and at the time of this report, we provide services in Darwin, Howard Springs, Lake Bennett, Marrakai, Batchelor, Acacia and Adelaide River.

While COVID did influence our service delivery it had less of an impact than last financial year. Staff maintained their COVID management training throughout the year and we also implemented an inhouse COVID training about how to keep clients safe while still meeting their day to day needs.

We learned so much about COVID management from the previous financial year and it was far less stressful to follow protocols created last year instead of starting from scratch.

We were successful in getting funding for a commercial kitchen due to start operating which was a huge win for the program, and has the potential to grow our Meals on Wheels service significantly.

## Who we are

***Our mandate is to support our elderly to stay in their homes and structure their care needs to lead vibrant, independent lives.***

As with all aged care nationally, we are federally funded through the Australian Government Department of Health (DOH), and we offer services for Indigenous people aged 50 and over, and non-Indigenous people aged 65 and over.



## Types of service

We are a vibrant team of 25 people who operate out of LNAC headquarters in Coconut Grove.

Our main service delivery falls into six categories:

- Meals on Wheels
- Home Care Packages
- Assistance with Care and Housing for the Aged
- Rural
- Commonwealth Home Support Program
- Fee for service

## Meals on Wheels

This key service is staffed by two people who last year cooked 14,511 meals. There was an increase of 1000 meals from last year which was mainly due to an increase in our fee for service clients for social days.

Exciting news for the Meals on Wheels this year was an agreement for funding for a new commercial sized kitchen to operate out of the LNAC headquarters. While it won't be running until next year, when it is operational, it will greatly increase the amount of meals cooked and improve the potential to use cooking services as an income stream for aged care.

## Home Care Packages

Clients with higher needs receive more individualised care and fall under the HCP category. Their support is determined through a tiered system of need and funded accordingly by the DOH. We started the year with 18 HCP clients and finished with 44. Each of these clients varying degrees of complex needs and require intensive care from our support workers. Clients categorised as HCP attract more funding for care from the Commonwealth.

***An important part of our work is identifying clients whose needs have intensified and the funding for them is insufficient. It's our role to push for them to get into higher levels of support. It's a lengthy process and can take a lot of work.***



Social group craft session



# 14,511

**Meals on Wheels prepared and delivered by the Aged Care Program**



***Meals on Wheels cook about 40 meals a day.***

## Assistance with Care and Housing for the Aged (ACHA)

This service operates on a system of referrals from the My Aged Care portal, hospitals, hostels, social workers, and word of mouth. Primarily ACHA connects clients who are at homeless or at risk of homelessness with housing services and tenancy support.

A significant part of the work is about advocating for elderly people with agencies and government departments to help them to access limited housing. ACHA also links up clients with available aged care services.





Social group Easter celebrations

Another important function is to link clients up with other outreach services offered by LNAC such as Healthy Engagement in the Long Grass and our Tenancy Support Program. This program has been running for over seven years and this year we were pleased to see the staff expand to two people.

## Rural

We began planning to expand our services into the rural sector in 2019 because of a clear need for better value for money services for people living outside of Darwin. It was exciting this year to begin offering our services in Lake Bennett, Acacia, Marrakai, Batchelor and Adelaide River.

The rural team has six support workers and one coordinator and while we are still establishing ourselves within the new regions, client feedback has been positive. At the time of this report, the rural program had 16 CHSP and eight HCP clients, with a clear intention to grow that number in the next financial year. Staff numbers will also expand to meet the needs of the clients.

## Commonwealth Home Support Program

This is generalised service offered to all clients at an entry level of care and includes personal care, meals, medical and wellbeing checks, transport, social groups, shopping, and domestic assistance. We have

110 CHSP who make up the bulk of our clients. We completed 195 assessments and reassessments to ensure the right level of care was being provided for both our CHSP and HCP clients.

## Fee for service

Other service providers will pay LNAC to access our services. For example, our social groups are popular and other aged care providers will pay for their clients to participate in our social groups. This practice is common amongst service providers and is a welcome source of income. We currently have 18 private clients.

## Grants

Federal allocation of funding usually falls short of the actual cost to supply a quality service and we rely on grants and fundraising to fill the gaps. This year we received a significant grant from INPEX to buy a new bus for our social group activities. The old bus was on its last legs and the new bus means our social group outings are more reliable and varied.

Assistance with Care and Housing for the Aged received some welcome top up funding from the DOH this year to bring on an administration person to help with the long term coordinator.

Arguably the biggest funding news was the joint Northern Territory Government and Federal





Fundraising at Bunnings L-R Delroy, Roshna, Rohim, Hanna, Fiona & Sue



**130%**

**increase in clients  
numbers this  
financial year**

Government agreement to fund a new commercial kitchen. The current kitchen where nearly 15,000 meals were made last year is very small.

A commercial kitchen will expand not only the types of meals that can be prepared but also open up significant commercial opportunities outside of the Meals on Wheels service such as commercial catering.



Jarrod Stokes

## Staff training and development

Ongoing formal and inhouse training is permanent fixture within our program. Inhouse we conduct fortnightly training with the whole team to workshop complex issues. Commonly with our complex clients we need to work together to come up with solutions of how to best meet their needs in accordance with LNAC Aged Care policy and procedures. The formal training sessions were COVID management training and infection control training.

## Forward planning and expansion

The long term picture for LNAC Aged Care is expansion in four key areas: employing more staff, increasing the number of HCP clients, increasing the potential for Meals on Wheels with the new kitchen and expanding our rural business operations.

We also plan to offer more training for the staff and hope to have ten staff achieve their Certificate 3

in Individual Support. Additionally, upskilling care coordinators in complex case management is a priority.

We have long invested in the next generation of support workers and care coordinators by offering hands on experience in our program. Placements for students of VET courses in Aged Care and Individual Support will continue to be a focus going forward.

## Events

Social interaction is a very important part of aged care at LNAC and we have an energetic and vibrant team of people dedicated to keeping social activities and varied. This year we had a range of events such as:

- Territory Day
- NAIDOC
- Show Day
- Social Groups

# Family & Kinship Care

## Minbani Bebe Program



L-R Danielle Tillman, Pam Marwood & Joelle Bin Saris

Our program works with children in care and their families. Too often Indigenous children in care lose contact with their family, community and culture, and we work to bring them back together through family finding, undertaking carer assessments and supporting carers. This year we assessed 27 kinship carers and made 127 carer contacts.

### This year

Minbani Bebe has had a positive 12 months and many children now have an opportunity to reconnect with family either full time, respite or access visits. As a result of our work many children have been reconnected to family community and culture.

### Referrals, assessments and carer support

We had 16 referrals for family finding which is slower than last year, but the carer assessment referrals have been steady. Promisingly, we are beginning to receive independent enquiries and referrals from legal services to provide assistance to people wanting to see children reconnected to family.

All the carer assessment reports and recommendations for kinship carers and general foster carers submitted have been supported by Territory Housing, Families and Communities (TFHC) without our program having to do follow-up work and resubmit. This means the team have risen to the challenge of undertaking assessments and the quality of work is of a professional standard and we are proud of the staff efforts in this area.





Tiwi Islands Wangatunga Strong Women group

## Carer support

The act of doing the assessments allows our team to develop relationships with carers and which has led us directly into supporting the transition to care and ongoing support to the carers. We have developed a carer support model and work in this area is progressing well.

We continue to hold monthly morning teas for carers and these events are always well attended. While this is a social group in many respects, we are starting to see carer's relationships develop and some are now accessing each other for respite care.

## Tiwi Islands

The program on Tiwi is developing and we are building our program identity and people are starting to know who we are. We have developed a local reference group and feedback from members of the community have been very supportive of the program and LNAC. People have reported they believe there is a need for the program on Tiwi.

In October 2020 Minbani Bebe organised a Darwin based carers trip to Tiwi Islands to meet with Tiwi carers. In addition to carers we also included children from Tiwi who were living in foster care arrangements in Darwin. It was lovely to watch families of the children who came and joined in.

The Wangatunga Strong Women singing and dance group joined us on the day, performed and painted the children's faces. It was a fantastic fun day and was beautiful to see children visit with family for a social event that included Tiwi cultural activities.

## Other activities – fee for service work

The team have delivered several learning circle activities over the past year and have been approached to undertake cultural activities for young people who are in the care of TFHC.

Life Without Barriers and CASPA are therapeutic residential care providers who have approached Minbani Bebe to undertake work on their behalf including undertaking cultural activities, yarning circles and the development of cultural care plans. This year we conducted 18 fee for service events.



**41 children have been placed with kinship carers this year**



# Larrakia Hosts



US Consol General visit to Hosts shop to celebrate Parallel Hearts radio series

***We want everyone to know they are on Larrakia land and how they can respect Larrakia culture.***

The Hosts program is designed to promote Larrakia culture and educate the general public, government, businesses, schools, tourists and all visitors alike about what it means to be on Larrakia land and how to respect our culture. Our work falls into four categories: cultural education, school based learning, antisocial behaviour and tourism/business development.

## **Cultural education**

Cultural education relates to our services that improve understanding and awareness about Larrakia people, culture and history. We do this through Welcome to Country ceremonies, cultural awareness sessions, sharing Larrakia language and our busy events calendar.

## **Welcome to Country**

We conducted close to 300 Welcome to Country ceremonies this year. Because of lockdowns throughout the country, many events were held in the NT for the first time and our Welcome to Country services were in high demand. We view this as a positive reflection of the growing understanding that Larrakia are the Traditional Owners of the Darwin region who need to be consulted and asked to welcome people to our country.



***Welcome to Country ceremonies are a fee for service, and we've worked this year on delivering a quality product that provides an insight into culture that is enriching, rewarding and enjoyable.***



## Cultural awareness

The Hosts program provides cultural awareness packages tailored to the audience and the client. Our goal is to teach people about Larrakia culture specifically and focus on the history of Larrakia people up until today.

Our cultural awareness sessions are growing in demand and this year we delivered sessions to organisations such as:

- New police recruits
- Palmerston City Council
- Darwin City Council
- Sealink
- NT Shelter
- Jacana Energy
- Venture Housing
- YMCA



# 32

**Cultural awareness sessions delivered this year**

## Events

Events provide an ideal platform to offer Welcome to Country and cultural awareness sessions to a wide range of people which in turn increases understanding of Larrakia people, our history and our culture.

Hosts has been busy with events throughout the entire year. NAIDOC Week was a highlight and Hosts and the LNAC NAIDOC organising committee worked hard on including many organisations in celebrations.

### Major events for 2020/21

- Survival/Australia Day
- National Apology Day
- Harmony Day
- Garrmalang Festival
- National Reconciliation Week
- National Sorry Day
- Darwin Aboriginal Art Fair
- National Indigenous Music Awards
- Darwin Festival
- Freedom Day Festival
- National Aboriginal and Torres Strait Islander Children's Day
- International Day of the World's Indigenous People
- Indigenous Literacy Day



Cultural dancers Flag Raising Ceremony



Smoking ceremony



NT Police, Fire and Emergency recruits participating in Cultural Education facilitated by Jeaneen McLennan

## Sharing language

Our Larrakia language service is growing in demand and this year we processed over 300 Larrakia language requests. Often schools, government departments and businesses will ask our input to help with naming buildings or rooms using Larrakia language.

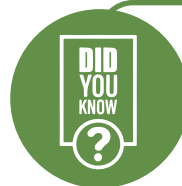
Language is a powerful tool for incorporating Larrakia culture into all facets of Darwin life, and we welcome these requests.

## School based learning

We believe if we facilitate a better understanding of Larrakia culture within schools, students can talk to their families about what they've learned.

This year we went into schools for storytelling and art projects and working with the LNAC Palmerston Family and Culture Centre school holiday program. We believe schools are a vital part of improving understanding of and respect for Larrakia people and we see school based cultural exchange as a priority for Hosts.

Changes to the NT school's Indigenous studies curriculum have meant we have an amazing



***Our protocols are not lore, they are expectations, and they set the ground rules of behaviour.***

opportunity to feature Larrakia culture in the curriculum for Darwin schools. We are in the planning phase for developing content that aligns with the school curriculum but are confident of being present and visible in all schools in the Darwin region going forward.

While we were not physically in schools as much as we would have liked this year because of COVID restrictions, we are committed to working with schools in the future.

## Anti-social behaviour

Hosts works closely with other LNAC programs such as TSP, HEAL and Patrol to target anti-social behaviour and our partnerships with the NT Police, Darwin City Council and Palmerston City Council are vital in tackling this issue.



## Larrakia protocols

We have always had cultural protocols which explain our expectations of behaviour on our land. Recently we've worked hard to promote these protocols more widely to act as a reminder to those visiting Darwin about respectful ways of behaving in the Darwin region.

This year we've been working with Darwin City Council and Palmerston City Council to increase the signage of our protocols and we expect in the coming year, our protocols will be more obvious in public places and shop fronts around Darwin and Palmerston.

## Hosts Patrol

We have two people from Day Patrol stationed at the Hosts shop in the Smith St Mall. Their role is to work with police and other services to target anti-social behaviour in Darwin City. Hosts patrollers also work in community engagement and education with business owners in hot spots in the CBD about how to manage anti-social behaviour.

## Anti-Social Behaviour App

In 2019 an app was developed in collaboration with the Department of Chief Minister and Cabinet and LNAC to improve public access to LNAC Patrol for anti-social behaviour. This year the app received an update, and Hosts has been working hard to improve public awareness and usage of the app. Most weekends Hosts staff visited the Darwin and Palmerston markets talking to stall owners and the public about the app and how to use it.



Richard Fejo delivering NAIDOC speech in Civic Park with David Kurmoth

## Business development through the shop

Business development has emerged as a key priority for Hosts and we aim to help Aboriginal people develop enterprises in two ways. Firstly, to explore opportunities and secondly to offer a non-threatening environment for people to start or expand their business venture.

The Hosts shop in Smith St Mall is maturing into a vibrant place where Aboriginal artists can sell their work. We have access to a wide range of customers and can showcase artists who want to lift their profile and expand their business. Currently we sell paintings, mats, didgeridoos, textiles, and jewellery, but we want the shop to become more of a hub that supports business development in other industries like tourism and catering for example.

Throughout the year Hosts shop hosted many events for our partners, and in the coming year we intend to extend this service to more people. We want the shop to be a location of choice for networking and connecting people.

***In the future we want the shop to be a hub for Indigenous business development more broadly.***



L-R Robert Cooper, Leonie Wetherall, Nelson Tinoco and David Kurmoth with Larrakia Protocols posters



# Outreach Programs



L-R: Steven Hazelbane, Melinda Roddick, Peter Angel (Night Patrol Team Leader), Kyle Talbot, Colin Nichaloff, Adam Cussens.

## 1 Day and Night Patrol

### Overview

Larrakia Patrol is our most visible service where on any given day there are up to 12 patrol cars operating in Darwin, Palmerston, Belyuen and Batchelor. Day and Night Patrol combined have 37 staff which makes it our largest program.

The program operates on a system of referrals from the police, other LNAC programs and the public who contact the patrollers through our call centre. Our service is offered from 5am until midnight seven days a week.

### This year

This year was a busy because of COVID and changes to our operations to keep clients and staff safe. Our patrollers were on the front line during the June lockdown distributing masks, gloves and water as well as educating people about the risks of COVID.

Our Youth Patrol in Palmerston was launched in January 2021 which focusses specifically on engaging with youth and keeping them off the streets to reduce crime and causing harm to themselves or those around them.

Another important change this year was to create a designated team for Palmerston. Two new patrol cars a bus were bought and are permanently based in Palmerston to meet the increased need for Patrol in that region.

***We needed to be ready to quickly move into COVID emergency response mode. It took a significant time and resources, and when the lockdown did come, it was intense for those on the frontline.***





## Working with NT Police

We have a close, longstanding relationship with NT police and couldn't operate without them. While our patrollers don't have the power to remove people, they do have the power of persuasion, which the police value when dealing with anti-social behaviour of Indigenous clients. We had 2199 referrals from police this year.

The number of people coming through Darwin goes up and down throughout the year. When numbers are up, demands on the police and Patrol rise. It's during these times our relationship with the police is critical in controlling anti-social behaviour in high traffic spots.

Our Youth Patrol service started to support youth programs in the Palmerston region. We have a bus that patrols every night until 2am removing young people from the streets to take them home, or to a safe place to spend the night.

## Call centre

The call centre receives calls from the public and police through the 1800 Patrol number and the Anti-Social Behaviour app. The app is a relatively new tool that allows the public to contact patrol quickly and anonymously.

An ongoing challenge of our program is to educate the public on the limitations of what Patrol can do. The public often expect us to operate like police, which is not our role. Improving public understanding of our mission is this is something we need to keep working on.

## Staff recruitment and retention

Both Day and Night Patrol had changes to staff this year which is consistent with previous years and generally due to staff leaving to take more advanced jobs elsewhere. While it is good to see Patrol as a steppingstone for people to improve their job prospects, it is an ongoing challenge to find appropriately trained and skilled staff.



***We have a policy of Indigenous employment and 98% of our team are Indigenous.***



**25,756**

**Clients** assisted by Larrakia Patrol

## Training our staff

We expect our staff to operate in a challenging environment so ongoing training is important. This year patrol staff participated in the following:

- NAAJA training - educating Patrol staff on the different types of laws (civil and criminal) people's rights, and types of domestic violence orders.
- Cultural awareness training - educating Patrol staff on cultural barriers, protocols given staff awareness and understanding on how to engage with indigenous people.
- Cert III Community Services
- Cert II Security Operations
- First Aid and CPR refreshers



Talia from Patrol supporting HEAL Arts in the Grass

## Relationship between Patrol and other LNAC programs

Patrol works closely with other LNAC outreach programs such as HEAL, Return to Country, Palmerston Family and Cultural Centre and Hosts.

The year we had a Patrol based in the Hosts shop in Darwin to help with anti-social behaviour in the city, and to help with COVID safety operations.

Patrol was an important part of the PFCC school holiday program and weekly Men's and Women's Days, helping participants to get and from the workshops.

After the lockdown was lifted, Patrol worked closely with RTC to get help people get back to their communities. Patrol works closely with RTC because we know who is in town and who needs help to return home.

## Stakeholders and partners

Larrakia Patrol cannot operate in isolation, and we rely on partnerships to meet the needs of our clients. We work with the following services:

- Darwin City Council
- Palmerston City Council
- Police
- Royal Darwin Hospital
- Palmerston Hospital
- NAAJA
- Territory Housing
- Transit
- Danila Dilba
- Aboriginal Hostel Limited
- Ambulance
- Mission Australia
- FACS
- YMCA
- YORET



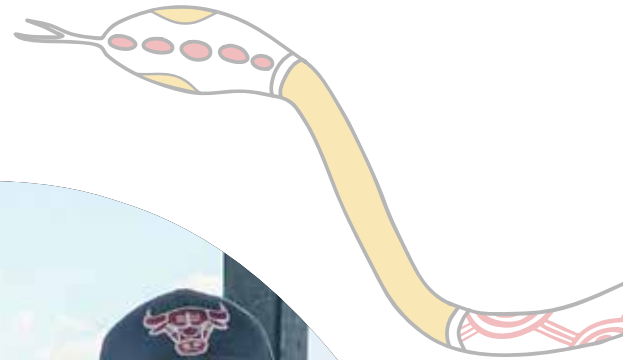




Josef Petterson Patrol Coordinator



Tracey Wills call centre operator



Michael and Nelson from Patrol at Arts in the Grass





Homelessness Week Big Breakfast hosted by HEAL

## 2 Healthy Engagement and Assistance in the Long Grass

### Overview

HEAL stands for Healthy Engagement and Assistance in the Long Grass and focuses on connecting people who are homeless with essential services. Through building relationships, providing support and sharing information HEAL acts as a valuable safety net for vulnerable people in the greater Darwin region and has been operating for almost 15 years.

When NT Police, Territory Families, Territory Housing, hospitals, and Centrelink need to connect with someone who doesn't have a fixed address and is living rough, they contact HEAL. Because of our connections, we can find the person and make sure they are where they need to be to access the care they need.

***Because of our connections we help people living rough get the care they need.***

### This year

COVID had a big impact on HEAL operations this year. Arts in the Grass was cancelled for a lot of the year, and instead staff were involved with education about COVID and helping people get off the streets and into accommodation or to return to community.

Facilitating vaccinations was a focus of our work this year. This important work targeted those who are hardest to vaccinate but arguably the most vulnerable in our community.

### Services

#### Our service helps in three ways

- Acting on referrals from essential services to contact people who have no address
- Coordinating weekly meet ups between the homeless and key services
- Helping specific groups to access services they need

#### Acting on referrals

Usually on a referral from key service providers, the team will set out to find individuals and help them to attend appointments. This could be to help the police



find someone who has a warrant for their arrest, or Territory Families who need consent on a family matter or to offer court support for example.

### Arts in the Grass

Every Wednesday the HEAL team coordinate Arts in the Grass. People who are sleeping rough are encouraged to have a feed and do some art at Mindil Beach in Darwin. Service providers are asked to attend; making it an effective and enjoyable way for the HEAL team to connect with people who are long grassing and the service providers who can help.

### Helping specific groups

HEAL was involved in transporting clients to get COVID vaccinations at Danila Dilba in the city. An important agreement was reached between HEAL staff and Danila Dilba which allowed people living rough access to appointment free vaccinations.

The Belyuen primary school used HEAL for transport to swimming lessons in Darwin this year. Stuck for transport and unable to afford a hire bus, Belyuen asked HEAL to help get the kids to and from lessons for a week.

When given the option to return home to community with a free quarantine service was offered to long grassers in Darwin, many took it up. HEAL helped with finding and transporting people to quarantine facilities.

### Linking LNAC outreach programs

HEAL works closely with Patrol, Aged Care Housing Assistance and Return to Country (RTC). It is important our programs support our high needs clients so together we can provide services that support people to have a better quality of life.

## Stakeholders

The HEAL program is first and foremost about creating connections. Its about bringing the right people together at the right time and because of this, stakeholder relationships are vital. Key stakeholders for the program are:

- CAAPS (Council of Aboriginal Alcohol Program)
- Danila Dilba Health Service
- Centrelink
- Territory Housing
- Royal Darwin Hospital
- NT Police
- Yilli Housing
- Clinic 34
- Mobile Renal Clinic
- One Disease Mobile Clinic
- Orange Sky Laundry Service
- Aboriginal Hostels Limited

## Going forward

Getting Arts in the Grass numbers back to pre-COVID19 levels is a priority for the program as is supporting our referral service to return to its previously valuable status amongst service providers.



***HEAL is first and foremost about creating connections - about bringing the right people together at the right time.***

Territory Families and Larrakia Patrol working with HEAL



Trephina Sultan getting her COVID vaccination at Arts in the Grass





RTC Team L-R Linda, Paniella, Marlee, Daniel

## 3 Return to Country

### Overview

Return To Country is an effective tool in reducing homelessness in Darwin is by helping people return to their communities. Our program has been running for close to 20 years and offers clients a culturally safe place to access travel, apply for identification and access temporary accommodation services without having to pay the full cost up front.

### This year

COVID remained at the forefront of operations this year particularly after lockdown periods when people were incentivised to return home through free travel by NTG. This year we helped 6545 clients return home which is almost 2000 more people than last year.

A highlight of the year was a staff increase of three, which brings the total number in the RTC team to five. This meant RTC was able to operate at a more sustainable pace and ultimately provide a better quality of service to our clients.



**4,927**

**Larrakia ID Cards** issued to people through our Return to Country program



**6,545**

**People have been issued plane tickets** to return to country



**64**

**People accessed emergency accommodation** through the Daisy Yarmirr and Silas Robert hostels



## Our services

### Travel

Organising plane tickets back to community makes up the bulk of our work at RTC. Our staff book one-way tickets to anywhere in the NT and set up a payback schedule through Centrelink.

### Identification cards

Our photo ID cards help people access Centrelink, banks and all other services that need photo ID. Using a unique system of referral, the team at RTC issue ID for people for a fee.

This year 4927 ID cards were issued to customers.

### Accommodation

Assistance with accessing short term accommodation for people who are homeless in Darwin is another effective way of preventing people from sleeping

rough while visiting Darwin. Booking and paying for accommodation and setting up the payback arrangements with Centrelink is a vital service for some people who find themselves homeless while in Darwin.

This year we have helped 64 clients access temporary accommodation through the Daisy Yarmirr and Silas Robert hostels.

### Linking with other LNAC programs

RTC works closely with other LNAC programs such as HEAL, Patrol and Hosts to provide a whole of care experience for clients.



Kathleen Fejo with RTC client



# Palmerston Family & Cultural Centre



Michael Villaflor, Bevan Dickenson, Kay Villaflor, Yolande Alley

## Overview

Our centre is designed to meet the cultural, healing and wellbeing needs of Aboriginal people in the Palmerston area. We have a range of programs that cater to all ages, and we pride ourselves on our ability to partner and work in collaboration with other organisations to best meet the needs of our community.

## This year at a glance

This year the PFCC has focussed on new healing and wellbeing projects, particularly the 'Speaking up About Wellbeing Project' and the Rivers of Trauma Care program. We've continued our successful school holiday program and started an important partnership with YMCA Drop in Centre to support Indigenous youth. Our commitment to school based cultural awareness remains strong although COVID restrictions have made it difficult to go into schools as much as we would have liked. Our Women's and Men's Day remained popular, and we value the

connections we have with the families living in the Palmerston region.

## School Holiday Program

Our Young Mulligas and Cudgeries Holiday Program is one of most popular programs at PFCC and has been successfully running for over two years. Our sessions are well attended and last year 540 participated in the program.

The program offers two sessions with multiple workshops during the school holidays and funded to target 10-17-year old's and operates out of YMCA's Youth Space in Palmerston. We aim to offer a variety of cultural activities coordinated by First Nations Cultural Educators such as printing, weaving, sewing, cooking, music, painting, tie dying, dance, storytelling and NAIDOC posters.

We value the potential of our workshops to create a family time setting and a time to create conversations to act as an access point where young people can learn about culture and connect with other support





43

**young artists** brought together to create artwork about what wellbeing means to them



School based workshop

services available to them. LNAC transport provides a safe way for youth to travel home after the evening of activities.

Funding is secure to continue this program every school holiday until 2022 and we are confident the funding will continue after that.

## Healing and Wellbeing Programs

This year has been dominated by healing and wellbeing programs and we welcome this important work for First Nations people. Mission Australia and PFCC have been working closely to deliver a Healing and Wellbeing Program for Aboriginal and Torres Strait Islander people 16 years and over who have been affected by suicide.

***We've always had a focus on healing and wellbeing, but the river system is growing, and it feels great.***

### Speaking up About Wellbeing Program

In 2020 a collaboration between PFCC, NTG and Speaking Links brought together 43 young artists between the ages of 10 and 18 to create artwork

about what wellbeing meant to them. The finished artwork was included in a resource kit to support conversations with youth about their wellbeing. The kit was designed to share wellbeing stories and encourage other young people to reflect on their own wellbeing.

One hundred resources kits were printed and distributed with instructions on how to use them, and it's popularity quickly grew. Given the interest from youth and adults groups about using the kit for healing and wellbeing, we believe this small project has the potential to create big results.

We are planning to work with the adult mental health group Neami NT to use the cards with adults and planning is also underway to use the cards in juvenile youth sector.

***This is a resource that is well designed and can be used to have meaningful conversations with someone after knowing them for only a short period of time.***

Our small project has become a real success and superseded our expectations of what we thought the resources could do.



Rivers of Trauma Care Workshop participants

### Rivers of Trauma Care

In May 2021 PFCC and the Palmerston Indigenous Network delivered a three day workshop aimed at identifying intergenerational trauma on the body and on our community. A handpicked group of Elders, influencers and decision makers in Palmerston were invited to join the workshop to start creating a bigger trauma informed community in Palmerston.

This was a successful collaboration and we have every intention of continuing this work until we have widespread understanding about the impact of trauma and how we can help our members of the community build our understanding of the effects of trauma and have the strategies to identify and support family's wellbeing.

***A big learning was how much people wanted this River of Trauma Care training to be in schools. We've always tried to take wellbeing into schools, but to hear that community members also want it in schools is great. Our next step is working out how to we can get it into the school curriculum.***

### Family gathering days

Each week we offer Men's and Women's Days that focus on healing and wellbeing for the whole family. These popular sessions run for two hours and are

structured around participant's needs. This year we worked on a range of projects like carving, painting, sewing, screen printing and making jewellery. We use these sessions to encourage families to participate in cultural events more broadly like NAIDOC, Harmony Day, Reconciliation Week, Change fest 2021 and ATSI Children's Week.

An important benefit of inviting people to the centre each week is building trust and connection with families who live in the Palmerston region. In the current COVID environment knowing families and having good a strong relationship with them has allowed us to support, stay safe and get additional support when needed. Being ready to kick into outreach mode at any time is something we take seriously at the centre.

Another important benefit of bringing families together each week is linking them up with other services that can help them. We don't have the resources to run programs in isolation, so working with partners is critical to our design of service delivery.

***We are all working on our strengths and what we can bring to help support a family. LNAC's strength is that we are known by the community, and we're trusted. They see us doing transport, we have good signage on our uniforms and vehicles, and we are easily identifiable, we know our community and families. We are a highly trusted service.***

### Working with Schools

PFCC worked on a rewards program with a primary school in the Palmerston region. This program offered a small group of students fishing excursions. These sessions were enjoyable and well-planned activities aimed at getting students more engaged in attending school and working towards the school's values.

### NAIDOC in schools

It was a real pleasure to go to schools throughout Palmerston, Darwin and Rural regions to engage with students, families and teachers about NAIDOC and why it is an important event for all.





Weaving dance belts

### Palmerston Senior College excursions

PFCC has always had a connection with the Palmerston Senior College and a tradition of bringing students into the centre to show them what we do. We believe it's important the students understand possible work opportunities in the social work sector. We aim to get more funding for growth and enable our staff have a presence in schools and support teachers by demonstrating and explaining to them about creating culturally safe environments to work in.

### YMCA Drop in Centre

This year we expanded our youth reach by partnering with the YMCA Palmerston Youth Centre at the Palmerston Pool. Funding from Territory Families, Housing and Community means we gained a position for a cultural coordinator to be based within the YMCA space fulltime to support and engage with First Nations Youth.

The Drop in Centre is open every day from 10am to 10pm all year round and popular with Indigenous youth. Creating the opportunity for LNAC staff to be there permanently makes sense and has strengthened our partnership with YMCA.

### Changefest NT 21

Changefest was held in the NT this year and was led by the Palmerston Indigenous Network and Grow Well Live Well. Changefest is a festival of change with a strong emphasis on empowering First Nations people and creating change at the local level.

PFCC was involved as a supporter of the festival, and it was a great experience for LNAC to be involved in this positive event that focussed on how First Nations are leading change the NT.

### Coach Surfing for Homelessness

Each year Anglicare and Darwin City Council host Couch Surfing for Homelessness designed to raise awareness about youth homelessness and connect those who are homeless or at risk of homelessness with services that can help them.

This year PFCC worked with Grow Well, Live Well and Grassroots Action Plan to recruit the team, paint the couch and get the team ready for the race. Our team were the overall winners on the day which was a great for everyone involved.

## Stakeholders and Partners

A vital role of the PFCC is to create connections between the Indigenous community in Palmerston and services that can help them. Through the centre we have privileged insight into the daily challenges for our people and can facilitate communication with services and advocate for our people's needs.

### Key partners for the PFCC are:

- Northern Territory Government
- NTG Department of Education
- Territory Child Care Group
- United Workers Union
- Grow Well Live Well
- Palmerston City Council
- Kentish
- NT PHN
- Grow Well Live Well
- Changfest
- PFCC Reference Group
- NT Police
- Palmerston Indigenous Network
- YMCA
- Palmerston Child and Family Centre
- CAAPS
- Red Cross
- Saltbush
- Mission Australia
- DAWIS
- Territory Families
- YORETS
- Grass Roots Action
- PARBA
- Danilla Dilba
- Save the Children

## Staff

We have an amazing team at PFCC and couldn't do the work we do without our commitment to healing, wellbeing and cultural connection for our people living in Palmerston. We are passionate and we work hard because we believe in what we do.

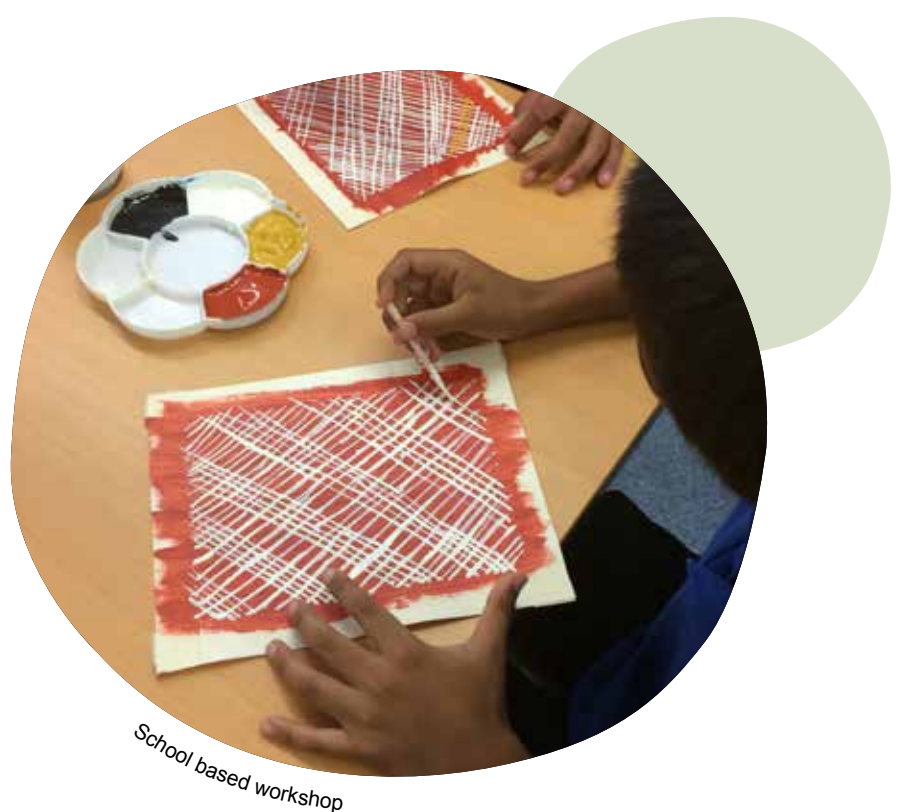
A significant challenge this year has been recruiting and retaining staff which has had a negative effect on the outputs of the centre and limited our potential to participate in important collaborations with our partners.

## Looking forward

Strict COVID regulation from the schools about who can be on school grounds and in what capacity has sadly curtailed our school programs. While we intend to be involved with schools again in the future, this year we haven't been as active in schools as we would have liked.

Funding is always an issue. Short, small, one off funding makes continuity of care difficult, but we've learned to work with what we have. Looking forward it would be good to have more secure funding for the centre and the programs that we offer, especially the programs that are popular and successful.

A priority for the coming year is to recruit and retain staff so we can take the pressure off the existing staff.



School based workshop



# Larrakia Land & Sea Rangers



Larrakia Land and Sea Rangers

## Overview

Larrakia Land and Sea Rangers work to protect the land and sea on Larrakia Country. It's a large program at LNAC that employs 16 people.

Highlights of our year were winning the Indigenous Natural Resource Project Management award for our long standing projects on shore birds and employing two casual rangers during the spray season which brought our team to total of 16. Buying a new vehicle with money earned from our commercial works was also a highlight.

## Land and sea activities

Our busy year was made up of a wide range of activities including:

- Weed Management for Department of Defence
- Various media events and filming with NTG ministers, Santos, INPEX, Territory Natural Resource Management (TNRM).
- Annual Marine pest inspection of Darwin Harbour with Fisheries
- Linkage Grant Collaboration project with CDU, Parks Australia, Taronga Zoo, NT Parks and other ranger groups about marine megafauna.



## 269 days

of fee for service activities such as water sampling, weed spraying and dolphin monitoring



## 3,304kg

of Marine debris cleaned out of Darwin Harbour this year





Larrakia Land and Sea Rangers at Territory National Resource Management Awards 2020

- Multiple projects with environmental consultants such as CDM Smith, Coffey, EcoZ, Jacobs
- Investigated invasive Indian Minor Birds at Darwin Airport
- Co-authored research paper with Dr Amanda Lilleyman from CDU re: collaborations of research institutes and Indigenous groups
- Investigated dead pigs found around Shoal Bay and Darwin Airport re: African swine flu
- Annual helicopter survey of Darwin birds
- Participated in Gamba Army in 2020 as part of TNRM
- Blue Swimmer crab samples for genetic sampling for WA Fisheries
- Fuel reduction burns at NT Airports
- Worked with Office of the Supervising Scientists for Reconciliation Week
- Filming with Santos for Darwin Harbour Clean Up community advertisement
- COVID rangers mapping trends of boat ramp usage
- Junior Ranger camp on Cox Peninsula with Kenbi Rangers
- Annual Darwin Harbour Clean Up
- Mangrove surveys with NTG and CDM Smith
- Created Shore Bird ID Book with CDU
- Black footed tree rat surveys for Department of Defence
- Surveyed of previous unvisited sites around Gunn Point and Vernon Islands
- Exchange with Crocodile Island Rangers including hosting rangers whilst attending Bird Week
- Mangrove monitoring at INPEX site conducted with CDM Smith
- KBA Shoal Bay annual site bio-diversity survey
- Territory Day fireworks clean-up of Darwin coastal areas.
- Turtle patrols at Buff Creek and Lee Point along the beach
- Bio-security work with Department of Agriculture
- Monthly survey Far Eastern Curlews in Darwin Harbour and Shoal Bay
- City of Darwin monthly water sampling
- Monthly crab surveys in Darwin Harbour and Shoal Bay
- Monthly visits Gunn Point climate research facility CSIRO.
- Monthly longbum mud mussel surveys.
- Weekly parks maintenance with NT Airports along Rapid Creek





**88**

**Days of marine activities**



**50**

**Cultural activities**



**51**

**Days of training through the Larrakia Land and Sea Rangers**

## Forums, conferences, awards and appointments

We value attending and participating in committees, forums and conferences because it encourages our rangers to understand industry standard of conservation and land management and build important connections. This year we participated in the following:

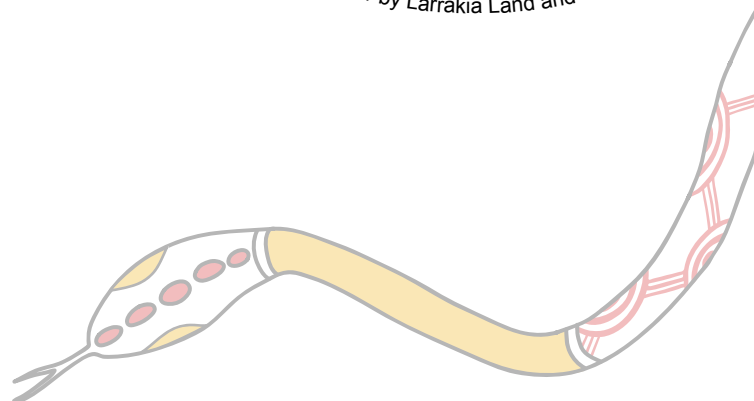
- Attended and presented at the Territory Natural Resource Management Forum. Won the Indigenous Natural Resource Project Management award for our long standing projects on shore birds.
- Ranger Manager appointed to City of Darwin East Point Management Committee
- Attended Indigenous Climate Forum talks in Cairns
- Presented and attended CSIRO Research Forum in Brisbane
- Attended and presented at the NT Field Naturalists AGM



Rangers at Lee Point keeping the beach clean



Darwin Harbour Clean Up is coordinated each year by Larrakia Land and Sea Rangers







## Training

Training and upskilling are vital to keeping us at industry standard so we can pursue our fee for service model.

- On-line COVID training
- Mental Wellbeing
- Animal health biosecurity
- Senior First Aid
- Certificate II Conservation Land Management
- Cultural Awareness training
- Rubbish data collection training with Tangaroa Blue
- Driver training including reversing trailers
- Internal training of weed spraying equipment
- Chemical Safety training
- CSIRO lab technical repairs
- Bio-security fundamentals training
- Fire workshop
- Careflight Trauma Response training
- Animal Ethics
- Defence inductions
- Micro plastic collection training

## Partnerships

Rangers have continued to work with important partners this year such as CSIRO, NTG, WA Fisheries, TNRM, Santos, INPEX, Darwin City Council, CDU, BirdLife NT, Birds Australia, CDM Smith, EcoZ, Ventia and NT Airports.



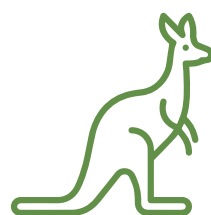
# 51

**Visits to and protection of cultural sites**



# 100%

**Indigenous rangers**



# 35

**Wildlife rescues**



# Tenancy Support Program



TSP team L-R (front) Greta Mununggurr, Patricia Kurnoth, Ronnie Mareko & Alan May

## Overview

Our mission is to keep people from being evicted from public housing in the Darwin region. We work with clients to help them understand their tenancy responsibilities and provide support to families to stay in their homes. This year we helped 156 clients (115 female and 41 male).

For many clients we are the last stop before homelessness, and this makes our work important not only for the families involved but for the broader community.



**We helped 156 families stay in their homes this year**

***For many families we are the last stop before homelessness. This makes our work urgent and critical.***

## This year

Housing shortages, changes to the Territory Housing tenancy waitlist processes and COVID lockdowns had a big impact on operations this year.

There are not enough Territory Housing houses in Darwin to meet the need, and that means people wait a long time before houses are available. We've worked closely with Yilli Housing, Silas Roberts Hostel and other short term accommodation services to keep people from being homeless and living in the long grass.

This year Territory Housing made it mandatory for new tenants to create a case plan to go on the housing wait list. In the past the case plan was required as part of the tenancy agreements (when a house became available). Case plans are administration heavy and have increased our load significantly.

COVID has meant we've spent more time and energy making sure our clients and staff are safe. The lockdown this year was stressful and used precious resources to explain and reassure our clients about



Patricia Kurnoth, Team Leader sorting donations

protecting their safety. Throughout the year TSP has partnered with other LNAC programs such as Patrol and Hosts to focus on safety.

***They are hard lives for people. I know a mother with two little girls who has been on the waiting list for a house since 2017.***

## Referrals and services

We had 124 referrals from Territory Housing, 32 from other services or family members and the public.

Not all referrals are for the same type of work. Some are quick and easy, and others are more complicated. Examples our services are

- Assistance clients to improve skills and capacity to pass tenancy inspections
- Assist clients to understand their role and responsibilities as a public housing tenant
- Assist clients to sort out humbug family and anti-social behaviour issues.
- Referrals to other support organisations such as Sommerville or legal services
- Client advocacy with Territory Housing and accommodation services
- Creating case plans for tenancy applications
- Assistance with setting up a home
- Support in yard clean up and maintenance with a 179 dump runs done in last financial year
- Supporting client to participate in the Darwin City Council cyclone clean up
- Assistance with paying bills advocacy for them with Jacana and power and water
- Participated in NAIDOC celebration
- Assistance with educating extended family about tenancy rules
- Receive and distribute donations
- Collecting firewood for town camp clients
- Support with day to day demands of running a house
- Tenancy goal setting
- Teaching clients about recycling
- Supporting older clients to obtain their pension concession cards
- Supporting clients in court.

## Staff

Our job is demanding physically, mentally, and emotionally because we work with clients who have complex needs. We have four project staff; both men and women to meet the physical demands of the job, sensitivities of client's needs, and to maintain





Ronnie Mareko



Greta Mununggurr sorting donations



Alan May



156

Clients assisted through the  
**Tenancy Support program**

staff safety. We have a gardener who works TSP staff when we relocating clients helping clients when getting rid of white goods.

***Currently we have a great team who are skilled in working with and advocating for vulnerable people.***

### Funding

Our program is 100% funded through the Department of Territory Families, Housing and Communities and we work closely with the department.

We are three years into a five year funding agreement, and while it is great to have long term funding, inflation has meant we will be ready for a bigger budget in 2023.

### Donations

***Some of our clients have no experience in setting up and furnishing a home and donations are an important part of helping these people.***

Donations come from a range of sources, hotels, businesses and individuals. We value all donations and work hard to distribute them to those most in need.

This year we had a huge donation of mattresses from Adina Vibe, and we worked with Yilli Housing to distribute them. Fridges, washing machines, bedding are commonly donation, and we value the generosity of people who want to help our clients.

### Stakeholders and partners

Indigenous housing and the risk of homelessness is a huge issue we can't solve in isolation. Partnerships and stakeholder relationships are crucial to making sure limited resources reach the maximum amount of people. This year we worked closely with:

- Territory Housing
- Yilli Housing, YISSA
- Galawu and other Aboriginal Hostels
- LNAC Assistance with Care and Housing for the Aged (ACHA)
- LNAC Healthy Engagement and Assistance in the Long Grass (HEAL)
- Salvation Army, Catholic Care, Mission Australia and other agencies
- Save the Children.
- Jacana Energy and Power and Water.
- Kulaluk Community
- NAAJC and Legal Aide Services.

PART 3

# **Financial report**







*At the time the annual report was printed, the financial statements and audit report for 20/21 were not available and will not, therefore, be included in the published annual report.*

*A copy of the financial statements and audit report will be made available separately.*











