



<b>Position Title:</b>	<b>People and Culture Manager</b>	<b>Position No:</b>	<b>CP02</b>
<b>Group:</b>	Corporate Services	<b>Service Area:</b>	People & Culture / WHS
<b>Reports to:</b>	General Manager Corporate Services	<b>Direct Reports:</b>	WHS Manager (CP18), Senior Lead Payroll (CP03); Senior IR/WR Lead (CP25); Senior Recruitment officer (CP35)
<b>Classification Level</b>	Management Tier 2		
<b>Location:</b>	Darwin	<b>Date Approved:</b>	March 2026
<b>Special Measures:</b>			

## POSITION OVERVIEW

The People and Culture Manager provides strategic leadership, governance oversight and service integration across the People and Culture portfolio to ensure the Northern Land Council maintains compliant, consistent and culturally safe workforce practices that enable effective statutory service delivery.

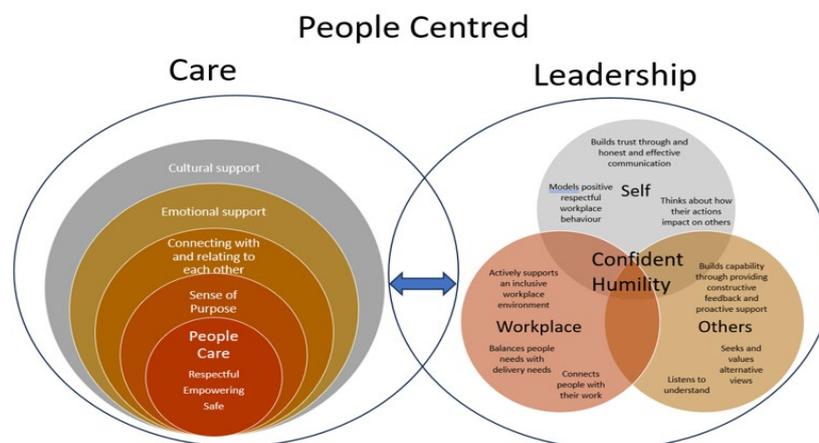
The role orchestrates the delivery of workplace relations, recruitment, payroll governance, WHS and workforce strategy functions, ensuring high-quality advisory services, legislative compliance and organisational workforce integrity.

The position acts as a trusted advisor to the General Manager and Senior Leadership Team on workforce risk, workplace justice, organisational design and enterprise industrial strategy, enabling specialist practitioners and Section Leads to deliver operational services within clear governance, accountability and escalation frameworks.

## KEY RESPONSIBILITIES

### LEADERSHIP

- Provide strategic and operational leadership across the People and Culture Service Area, ensuring functions operate in an integrated, consistent and high-quality manner.
- Lead and support direct reports and senior specialists to deliver effective recruitment, workplace relations, payroll governance, WHS and workforce strategy services.
- Foster a psychologically safe, culturally respectful and accountable team culture aligned with the NLC People-Centred Care leadership expectations.
- Strengthen leadership capability within the Service Area and promote clear role accountability, decision-making and escalation pathways.
- Model ethical, transparent and procedurally fair workforce practices across the organisation



## STRATEGY AND PLANNING



- Monitor performance against agreed Service Area outcomes and implement corrective action.
- Translate organisational priorities and executive direction into workforce strategies and operational plans for the People and Culture Service Area.
- Lead workforce planning, organisational design and establishment management aligned with regionalisation and service delivery needs.
- Provide strategic advice to the General Manager and Senior Leadership Team (SLT) on workforce risks, industrial relations strategy, capability development and workforce sustainability.
- Oversee enterprise workforce initiatives including enterprise agreement implementation, remuneration frameworks, classification integrity and leadership and workforce capability priorities within the Service Area.
- Monitor emerging workforce risks, legislative changes and sector trends and implement appropriate mitigation strategies.

### **STAKEHOLDER ENGAGEMENT / RELATIONSHIPS AND ADVOCACY**

- Build trusted relationships with senior leaders and managers to support informed and consistent workforce decision-making.
- Provide or facilitate high-level advisory services on complex workplace relations, organisational change and workforce management matters.
- Maintain constructive relationships with unions, regulators and external advisors where relevant to workforce governance.
- Support leaders to manage workforce matters in a culturally safe and procedurally fair manner across regional and remote contexts.
- Escalate significant workforce risks or sensitive matters to the General Manager as required.

### **SERVICE DELIVERY**

- Ensure integrated, compliant and performance-based delivery of People and Culture services across workplace relations, recruitment, payroll governance, workforce strategy and WHS functions.
- Maintain governance integrity and effective internal controls across the Service Area, ensuring legislative, enterprise agreement, policy and regulatory compliance.
- Hold Section Leads accountable for service performance, risk management, quality and timeliness of functional delivery.
- Provide oversight of workplace relations and industrial governance, including enterprise agreement implementation, complex case escalation, procedural fairness and consistency of advice across the organisation.
- Oversee recruitment and establishment governance to ensure role design integrity, equitable recruitment practices and alignment with approved workforce structures.
- Provide assurance over payroll governance, including legislative compliance, audit readiness and management of financial and reputational risk associated with workforce payments.
- Monitor workforce and service delivery performance, identify systemic risks and implement corrective action where required.
- Oversee responses to audits, regulatory reviews and complex workforce compliance matters within the Service Area.
- Ensure alignment and integration of People and Culture advice and practices across regions to support consistent workforce decision-making.
- Foster continuous improvement, business continuity and service resilience across the Service Area.

### **PEOPLE MANAGEMENT**

- The Service Area Manager is accountable for workforce performance, leadership capability and organisational culture within the Service Area and operates within the Management Levels of Authority. The role is accountable for:
  - Leadership and performance management of all direct reports.
  - Service Area workforce planning and capability development aligned with approved establishment.



- Determining Service Area workforce structures within delegation.
- Oversight of recruitment, appointment and establishment decisions within delegation.
- Managing complex conduct and performance matters within the Service Area and providing guidance to leaders on workforce management matters where required.
- Implementing organisational people strategy and culturally safe practice within the Service Area.
- Contributing to organisation-wide workforce planning relevant to portfolio scope.
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### **WORK HEALTH AND SAFETY**

- Lead a safe, healthy and culturally safe work environment across the Service Area and provide oversight of the organisation's Work Health and Safety function.
- Provide strategic leadership and governance oversight of the WHS Management System, ensuring legislative compliance, effective internal controls and continuous improvement of organisational safety practices.
- Oversee the performance and priorities of the WHS section through the WHS Manager, ensuring delivery of compliant and effective wellbeing, safety and risk management programs.
- Monitor organisational WHS performance, including psychosocial risk and workforce injury trends, and ensure appropriate mitigation strategies and escalation pathways are in place.
- Ensure integration of WHS considerations across People and Culture functions including workplace relations, organisational change and workforce wellbeing initiatives.
- Escalate significant or systemic WHS risks, compliance issues or resourcing pressures to the General Manager as required.

## **AUTHORISATIONS & ACCOUNTABILITIES – INFORMATION SECTION**

### **Financial Authorisation - Band 4**

- Approve operating expenditure within the Service Area budget and Financial Authorisation (Band 4).
- Approve procurement and capital expenditure within the approved budget and Financial Authorisation.
- Monitor Service Area budget performance and financial risk.
- Contribute to organisational budget development and forecasting.
- Ensure compliance with Financial Authorisations Policy.

### **Governance Accountability**

- Accountable for Service Area compliance with statutory, legislative, funding and policy requirements.
- Accountable for accurate reporting and maintenance of effective internal controls.
- Accountable for identification and management of Service Area strategic and operational risks.
- Escalate enterprise or systemic risks to the CEO or General Manager as appropriate.

### **Decision-Making Authority**

- Exercise independent judgement within governance and delegation frameworks.
- Determine Service Area operational priorities and resource allocation within approved budget.
- Interpret and apply policy at Service Area level.
- Escalate matters beyond delegation or enterprise impact.



## SERVICE AREA LEADERSHIP CAPABILITY FRAMEWORK

Accountability and Execution		
Capability	<b>Manage complex and non-complex Service Area priorities at a using contemporary (proactive) and traditional (reactive) approaches to service delivery</b>	
What this looks like	<i>Provide a strategic level of specialist, professional and/ or technical expertise to primarily internal stakeholders on potentially complex, sensitive and contentious matters. Drive a shared sense of purpose and accountability for outcomes across the Service Area.</i>	<i>Translate organisational strategy into operational goals, encouraging innovative thinking and collaborative problem-solving to support forward-looking decisions and effective outcomes. Ensure service delivery complies with relevant policies, regulations, and legislative requirements.</i>
Collaboration and Influence		
Capability	<b>Establish and foster collaborative relationships with internal and external stakeholders</b>	
What this looks like	<i>Builds and sustains relationships with a network of key people internally and externally, leveraging influence to guide and shape decisions. Recognises shared agendas and works toward mutually beneficial outcomes.</i>	<i>Gathers and investigates information from a variety of sources, and explores new ideas and different viewpoints; finding opportunities to share information towards collaborative decision making.</i>
Planning and Direction		
Capability	<b>Assess and explore various opportunities and mitigate or resolve obstacles to accomplish department goals that sustainably support the organisational strategic objectives.</b>	
What this looks like	<i>Considers the impacts of a wide range of issues, capitalises on the expertise and knowledge to anticipate, prioritise and develop business plans using integrated and risk-based methods.</i>	<i>Monitors ongoing service performance, responding to change and uncertainty in a positive and flexible manner, with an approach of continuous improvement.</i>
People-Centred Leadership		
Capability	<b>Model, lead and foster a workforce with shared values, based on proactive wellbeing, inclusivity and safe work culture.</b>	
What this looks like	<i>Lead a culture that that prioritises the well-being of a diverse workforce. Model and lead a high-performance while navigating cross-cultural dynamics, maintaining values, conduct and performance standards.</i>	<i>Acts professionally and impartially at all times and operates within the boundaries of organisational processes. Encourages continuous learning, gives timely praise and recognition and addresses conflict and performance issues to ensure fair, equitable and sustainable outcomes.</i>
Judgement and Discretion		
Capability	<b>Lead and foster effective decision making, taking onto account organisational risk in accordance with established management and governance systems.</b>	
What this looks like	<i>Undertakes objective, critical analysis and distils the core issues. Presents logical arguments and draws accurate conclusions. Anticipates and seeks to minimise risks. Breaks through problems and weighs up the options to identify solutions.</i>	<i>Exercise sound judgement and discretion in complex and sensitive situations, balancing competing priorities and making decisions that reflect the best interests of the organisation and its stakeholders.</i>

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## POSITION REQUIREMENTS

### ESSENTIAL REQUIREMENTS

- Extensive senior leadership experience managing multi-disciplinary People and Culture or corporate service functions within complex governance environments, including oversight of managers and senior specialists.
- Significant experience providing strategic workforce and industrial relations advice to senior leaders, including enterprise agreement application, dispute resolution and management of high-risk workforce matters.
- Experience overseeing enterprise workforce governance across workplace relations, recruitment, payroll compliance and/or WHS functions, ensuring service integration, risk management and procedural consistency.
- Proven experience leading organisational change, workforce strategy and enterprise agreement implementation within complex industrial environments
- Strong working knowledge of employment, industrial and WHS legislative frameworks and their application to organisational compliance, risk and decision-making.
- High-level capability to influence and support leaders to make sound workforce decisions while maintaining procedural fairness, accountability and consistency.
- High-level analytical and written communication capability, including preparation of executive reporting, submissions and risk-based advice.
- Cultural capability and experience working effectively in an Aboriginal-controlled organisation with a geographically dispersed and culturally diverse workforce.

### DESIRABLE REQUIREMENTS

- Tertiary qualifications in Human Resources, Industrial Relations, Law, Business or a related discipline, or equivalent relevant experience.
- Understanding of statutory frameworks relevant to the Northern Land Council, including the Aboriginal Land Rights (NT) Act 1976 and Native Title Act 1993.
- Experience working within Aboriginal-controlled organisations, government or highly regulated environments.
- Familiarity with COMCARE, remote workforce risk management or psychosocial injury frameworks.