

**NSWALC Strategic Plan
2013 – 2017:**

final draft

final draft

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Foreword

Chairperson's Statement

- To be confirmed

Chief Executive Officer's Statement

- To be confirmed

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1 Introduction

This is the New South Wales Aboriginal Land Council's (the Council) Strategic Plan for 2013 to 2017 (the Strategic Plan). The Strategic Plan replaces NSWALC's current Corporate Plan and serves as NSWALC's new Community, Land and Business Plan for the purposes of Part 7, Division 5 of the *Aboriginal Land Rights Act 1983* (NSW) (the Act).

1.1 The Purposes of the Act and Objects of the Council

The Strategic Plan has been developed to reflect the purposes of the Act and the objects of the Council.

The purposes of the Act as set out in Section 3 are:

- (a) to provide land rights for Aboriginal persons in New South Wales
- (b) to provide for representative Aboriginal Land Councils in New South Wales
- (c) to vest land in those Councils
- (d) to provide for the acquisition of land, and the management of land and other assets and investments, by or for those Councils and the allocation of funds to and by those Councils
- (e) to provide for the provision of community benefit schemes by or on behalf of those Councils.

Under Section 105 of the Act the objects of the Council are:

- (a) to improve, protect and foster the best interests of Aboriginal persons within New South Wales, and
- (b) to relieve poverty, sickness, suffering, distress, misfortune, destitution and helplessness of Aboriginal persons within New South Wales.

1.2 The Functions of the NSWALC

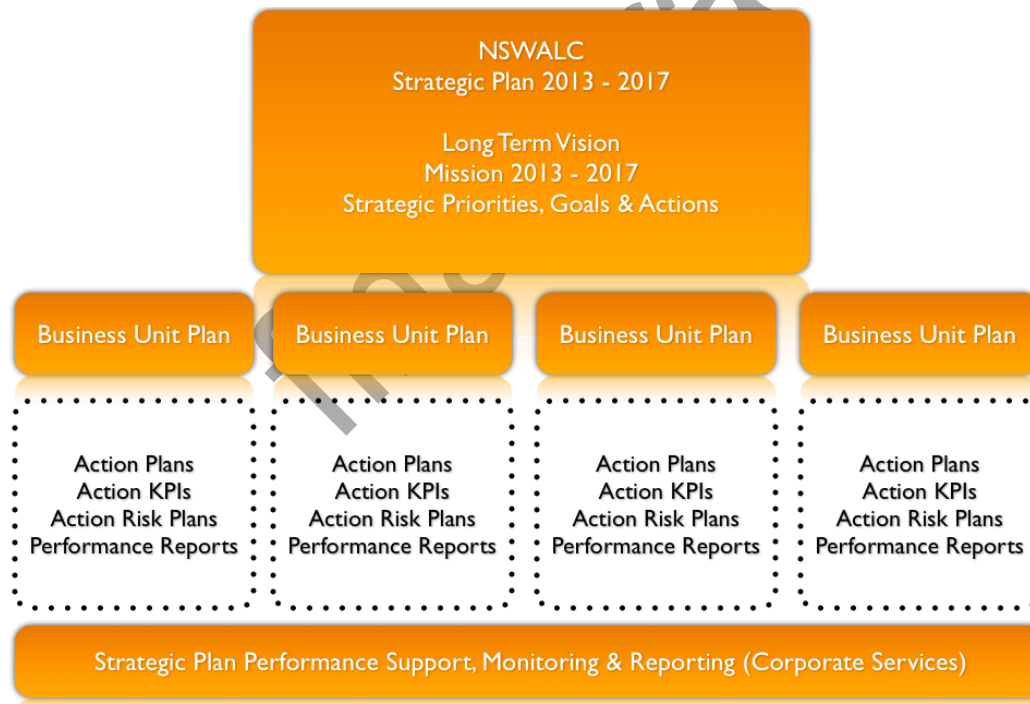
The Strategic Plan has also taken into consideration the functions of the Council as set out in Section 106 of the Act, which include:

- (a) Land Acquisition
- (b) Oversight of Local Aboriginal Land Councils

- (c) Policy and Advice
- (d) Administration of Statutory Accounts
- (e) Native Title
- (f) Aboriginal Culture and Heritage
- (g) Financial Stewardship

1.3 The Role of the Strategic Plan

The Strategic Plan is the parent plan from which all other levels of planning within the Council will draw. The Strategic Plan sets out the Strategic Priorities, Goals and Actions for the Council to pursue during the 2013 to 2017 period. The following diagram indicates the hierarchy of planning that the Council will work to during this strategic planning period:



1.4 Supporting Plans and Tools

There are a number of supporting plans and tools that will guide and support the implementation of the Strategic Plan. These supporting plans and tools will be developed as part of the Transition Strategy, which will commence once the Council has formally approved the Strategic Plan. These include:

- A Transition Strategy (to support the positioning of the Council to implement the Strategic Plan);
- Business Unit Action Plans (to detail how the actions called for by the Strategic Plan will be delivered). The Action Plans will address:
 - Which Strategic Priority and Goal each Action will support the achievement of;
 - Which Business Unit will be responsible for each Action;
 - The identification of any critical relationships between Actions;
 - The estimated timing of each Action;
 - The estimated financial, human and other resources required to deliver and support each Action;
 - The primary risks associated with each Action and strategies for how these risks are to be managed; and
 - The Key Performance Indicators for each action, and how these will be measured and reported;
- Revised Position Descriptions to align the roles and responsibilities of the Council's officers with the Strategic Plan;
- A Forecast Global Budget for the Strategic Plan;
- A Balanced Scorecard (for consistently and regularly monitoring and reporting on the Council's performance of the Strategic Plan); and
- A Stakeholder Engagement and Communications Strategy (to guide and support the interactions between NSWALC and its internal / external stakeholders around the implementation of the Strategic Plan)

1.5 The Structure of the Strategic Plan

The Strategic Plan as the following elements:

- A Long Term Vision and the Mission Statement for 2013 to 2017 (see Section 2);
- Strategic Priorities, Goals and Actions (see Section 3);
- Schedules that provide the particulars of the assets and liabilities of the Council as required by Section 137B(1)(g) of the Act, and matters in relation to land as required by Section 137B(2) of the Act (see the Appendix).

2 The Long Term Vision & the Mission Statement for 2013 to 2017

2.1 Brief History of Land Rights in NSW and the Land Rights Network

- To be confirmed

final draft

2.2 Long Term Vision

In acknowledgement of the Council's role as the custodian of the long and continuing journey of land rights and the land rights network in NSW, the current Council has developed a long term vision.

Over the next 25 years, the Council and the land rights network will be thriving by becoming highly prosperous and self-sufficient while remaining culturally strong, well governed and democratically accountable to our people.

We will have fostered a deep spirit of intergenerational custodianship of our land and our people.

We will have developed the economic independence and social equality of our people.

We will have provided leadership for the strengthening of our culture, identity and languages.

We will have achieved this through working together in unity as the Aboriginal people of NSW, and through reconciled, friendly, reciprocal relationships and partnerships with other peoples of NSW, Australia and the world.

2.3 The Mission Statement for the 2013 to 2017 Strategic Plan

The Mission Statement for 2013 to 2017 sets out the role of the Strategic Plan in delivering our Long Term Vision for the Council and the land rights network.

Towards our Long Term Vision, during the next 5 years the Council and the land rights network will realise and harness the potential of our land and our people so we can strengthen our ground and increase our momentum.

We will work respectfully with and through our land, our people, our culture and with others towards achieving the economic, social and cultural rights and aspirations of our people while ensuring that we remain well governed and accountable to ourselves and others.

We will keep ourselves and our people informed about, involved in and inspired by our progress.

Our work will stoke the fire of our people's belief in and commitment to the land rights network, healing and strengthening our spirit so that we may safely hand across the dreams of our ancestors to future custodians.

3 Strategic Priorities, Goals and Actions for 2013 to 2017

3.1 Overview of Strategic Priorities and Goals

NSW Aboriginal Land Council Strategic Plan 2013 – 2017: Strategic Priorities & Goals					
Strategic Priorities	1. Securing & Managing Our Land	2. Improving Our Governance & Sustainability	3. Driving Our Economic Development	4. Supporting Our People	5. Protecting & Promoting Our Culture, Heritage & the Environment
Goals	1.1 Increase the amount of land in Aboriginal ownership, control & management	2.1 Develop the strategic decision-making capabilities of the Council and the land rights network	3.1 Activate our Economic Development Advisory Committee and develop an Economic Development Strategy	4.1 Support the development & maintenance of sustainable Community Benefit Schemes	5.1 Establish and implement a culture, heritage and the environment protection and promotion policy for the land rights network
	1.2 Support the good management of land	2.2 Maintain and enhance the financial and political sustainability of NSWALC and the land rights network	3.2 Develop regional industry strategies for the land rights network	4.2 Continue to act as a peak advocate for Aboriginal people and issues in NSW	5.2 Pursue the implementation of separate Aboriginal culture & heritage legislation in NSW
	1.3 Generate a better awareness amongst Aboriginal people of the relative benefits of land rights and native title in NSW	2.3 Implement efficient and effective business management systems and services and continually improve these	3.3 Develop the economic development and business management capabilities of LALCs	4.3 Continue to monitor and review the effectiveness of our housing & infrastructure strategies	5.3 Track and measure the increase in the amount of network land being used or accessed for cultural, heritage and environmental purposes
			3.4 Track and measure the increase in the amount of network land being used for economic development	4.4 Help to facilitate the development of Aboriginal healing processes	
				4.5 Track and measure the increase in the amount of network land being used for social purposes	

3.2 Strategic Priorities, Goals and Actions

Strategic Priority 1 Securing & Managing Our Land

The first priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW

Goal 1.1 Increase the amount of land in Aboriginal ownership, control & management

Recognising that land remains central to the generation of benefit now and into the future for the Aboriginal people of NSW, this goal continues the ongoing effort to bring land under Aboriginal ownership, control and / or management. The goal encourages the Council and the land rights network to approach this effort strategically.

Actions	Lead Responsibility	KPI	Timeframe
Action 1.1.1 Work constructively with the NSW Government to determine outstanding land claims	Land Rights Unit	Demonstrable year on year reduction in the land claim back log	Ongoing
Action 1.1.2 Support the making of more strategic new land claims	Land Rights Unit	Policy for strategic land claiming established	2013
		Training & support in strategic land claiming being delivered	Ongoing
Action 1.1.3 Track the increase in the number of strategic land claims lodged	Land Rights Unit	Strategic land claims identified & mapped	2014
		Number of strategic land claims lodged	Ongoing

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Goal 1.1 Increase the amount of land in Aboriginal ownership, control & management

Recognising that land remains central to the generation of benefit now and into the future for the Aboriginal people of NSW, this goal continues the ongoing effort to bring land under Aboriginal ownership, control and / or management. The goal encourages the Council and the land rights network to approach this effort strategically.

	Actions	Lead Responsibility	KPI	Timeframe
Action 1.1.4	Continue to review all land claim refusals and run appeals when necessary to defend strategic claims	Legal Services Unit	Regular review of and reporting on status of strategic land claims	Ongoing
Action 1.1.5	Facilitate increased investment in commercial property	Chief Investment Officer / Commercial Unit	Policy for investment in commercial property established Demonstrable year on year increase in commercial property investments	2013 Ongoing
Action 1.1.6	Pursue the joint management of national parks	Policy Unit	Strategy for pursuing the joint management of national parks established Regular progress reporting	2013 Ongoing

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	Actions	Lead Responsibility	KPI	Timeframe
Action 1.1.7	Facilitate options for NSWALC and LALCs to partner with other 3rd parties for the management and use of land	Land Rights Unit / Legal Services Unit	Policy for 3 rd party partnering in the management and use of land established	2013
			Regular monitoring of and reporting on 3 rd party management and use agreements	Ongoing
Action 1.1.8	Establish an Aboriginal Land Survey Enterprise to survey land claim boundaries	Commercial / Land Rights Unit	Strategy for establishing the enterprise completed	2013
			Enterprise established	2015

Strategic Priority 1 Securing & Managing Our Land

The first priority of the Council and the land rights network is to continue to secure and manage land well for the benefit of Aboriginal people in NSW

Goal 1.2 Support the good management of land

Recognising that land managed well delivers greater benefit to Aboriginal people, this goal directs good land management support to the land rights network

Actions	Lead Responsibility	KPI	Timeframe
Action 1.2.1 Upgrade & facilitate the use of the land database and mapping tools to provide information to support the good management of land	Land Rights Unit / ICT Unit / Zones	Land database & mapping tools reviewed & upgraded Training in the use of the land database & mapping tool provided	2013 Ongoing
Action 1.2.2 Guide the classification and mapping of land according to current and proposed economic, social and cultural land uses	Land Rights Unit / Zones	Policy for the classification of land established Land database & mapping tool adapted to support classification	2013 2013
Action 1.2.3 Develop & facilitate the provision of legal assistance to LALCs to support the good management of land, including, when necessary, the rezoning of land into favourable local government land use zonings	Legal Services Unit	Policy on required areas of legal assistance for good land management established Regular monitoring of & reporting on assistance given	2013 Ongoing

Strategic Priority 1 Securing & Managing Our Land

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Goal 1.2 Support the good management of land

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	Actions	Lead Responsibility	KPI	Timeframe
Action 1.2.4	Develop & facilitate training in the good management of land for the NSWALC and LALCs	Commercial Unit / Zones	Policy on good land management practices established	2013
			Training in good land management practices being provided	Ongoing

Strategic Priority 1 Securing & Managing Our Land

The first strategic priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW

Goal 1.3 Generate a better awareness amongst Aboriginal people of the relative benefits of land rights and native title in NSW

Recognising that there are different benefits arising from land rights and native title forms of land tenure, this goal supports the generation of a better awareness of the relative benefits so that these benefits can be leveraged to maximise outcomes for Aboriginal people in NSW

	Actions	Lead Responsibility	KPI	Timeframe
Action 1.3.1	Establish a NSWALC policy regarding the relative benefits of land rights & native title, including how best to leverage these benefits	Land Rights Unit / Legal Services Unit	Policy established	2013
Action 1.3.2	Work with NTS Corp to review the existing MOU between NSWALC and NTS Corp so that it supports the leveraging of the relative benefits of land rights & native title	Legal Services Unit	MOU reviewed	2013
Action 1.3.3	Produce a 'Beginners Guide' to Land Rights & Native Title in NSW	Land Rights Unit / Legal Services Unit	Guide established	2014
Action 1.3.4	Facilitate training across the land rights network in the relationship between land rights and native title	Land Rights Unit / Legal Services Unit / Zones	Training being provided	Ongoing

Strategic Priority 2 Improving Our Governance & Sustainability

The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy

Goal 2.1 Develop the strategic decision-making capabilities of the Council and the land rights network

Recognising that good strategic decision-making is a hallmark of good governance, this goal supports the development of strategic decision-making capabilities across the land rights network

	Actions	Lead Responsibility	KPI	Timeframe
Action 2.1.1	Guided by the new strategic plan, review the existing NSWALC corporate committee structure to improve its effectiveness	Corporate Governance Unit	Review completed	2013
Action 2.1.2	Establish an ongoing strategic planning cycle to support the active and regular implementation, monitoring and review of the strategic plan, including the development, implementation, monitoring and review of Business Unit Action Plans	Corporate Governance Unit & Corporate Services	Strategic Plan implementation, monitoring & review cycle established Regular reporting to Council on the performance of the Strategic Plan in place	2013 2013 & ongoing

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	Actions	Lead Responsibility	KPI	Timeframe
Action 2.1.3	Finalise and implement a Balanced Scorecard to track and report on the governance performance of NSWALC, including the alignment and integration of all internal reporting	Corporate Services	Strategic Plan and Balanced Scorecard aligned, and Balanced Scorecard finalised Balanced Scorecard in use during regular reporting to Council	2013 2013 & ongoing
Action 2.1.4	Continue corporate governance / professional development training for NSWALC staff, including strategic decision-making	Human Resources & Training Unit	Identify employee talent and use their skills to train other staff through mutual training process Training Needs analysis and provide appropriate training and monitor training through performance management system	2014 Ongoing

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	Actions	Lead Responsibility	KPI	Timeframe
Action 2.1.5	Continue mandatory governance training for LALCs and regularly monitor & review its effectiveness	Human Resources & Training Unit	Delivery of online governance training to newly elected LALC Board members Regular monitoring of and reporting to Council on the effectiveness of mandatory governance training for LALCs	Ongoing Ongoing
Action 2.1.6	Design and deliver additional governance training modules for LALCs to further develop strategic decision-making capabilities	Human Resources & Training Unit	Review / revise the delivery of online governance training format and develop / implement new training modules	2014
Action 2.1.7	Upgrade the intranet & other online tools to support the better capturing and accessing of information about governance, and support the use of these through training	ICT Unit / Human Resources & Training Unit	Upgrade completed Training being provided	2014 Ongoing

Strategic Priority 2 Improving Our Governance & Sustainability

The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy

Goal 2.2 Maintain and enhance the financial and political sustainability of NSWALC and the land rights network

Recognising that the Council and the land rights network depends upon sound financial management & effective political relationships, this goal pursues measures to maintain & enhance financial and political sustainability

	Actions	Lead Responsibility	KPI	Timeframe
Action 2.2.1	Ensure compliance with Section 150 of the Act through a clear commitment to the Council's drawdown rule	Council / Finance Unit	Annual budget set in line with the drawdown rule	Ongoing
			Alternative sources of income clearly defined and estimated for any expenditure beyond the drawdown limit	Ongoing
Action 2.2.2	Continue to work with the land rights network to develop and implement measures that improve the financial sustainability of the land rights network	Council / Policy Unit / LALCs	Further engagement with LALCs on the development & implementation of financial sustainability measures	2013
			Financial sustainability measures policy adopted	2013
			Regular monitoring of and reporting to Council on the uptake of financial sustainability measures across the network	Ongoing

Strategic Priority 2 Improving Our Governance & Sustainability

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Goal 2.1 Develop the strategic decision-making capabilities of the Council and the land rights network

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	Actions	Lead Responsibility	KPI	Timeframe
Action 2.2.3	Develop & implement a Stakeholder Engagement Strategy to guide the management of the NSWALC's political relationships	CEO	Stakeholder Engagement Strategy established	2013
			Regular monitoring of and reporting to Council on the implementation and performance of the Stakeholder Engagement Strategy	Ongoing

Strategic Priority 2 Improving Our Governance & Sustainability

The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy

Goal 2.3 Implement efficient & effective business management systems & services and continually improve these

Recognising the importance of the sound day to day management of the Council, this goal supports the continued implementation of efficient & effective business / management systems & services and the continual improvement of these

	Actions	Lead Responsibility	KPI	Timeframe
Action 2.3.1	Maintain the efficient and effective operation of the organisation and ensure the implementation of decisions of the Council	CEO	Regular monitoring of and reporting to Council on the efficient and effective operation of the organisation and the implementation of Council decisions	Ongoing
Action 2.3.2	Review the Organisational Establishment structure to ensure staffing resources are aligned to deliver the strategic priorities	CEO / Corporate Services / Human Resources & Training Unit	Provide monthly updates to Management with effective changes Seek Executive approval for all structural changes to ensure compliance Half yearly revision and presentation to Council of organisational structure	Monthly Ongoing Feb, June and Nov 2013

Strategic Priority 2 **Improving Our Governance & Sustainability**

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Recognising the importance of the sound day to day management of the Council, this goal supports the continued implementation of efficient & effective business / management systems & services and the continual improvement of these

	Actions	Lead Responsibility	KPI	Timeframe
Action 2.3.3	Identify strategies to improve service delivery of HR&T functions	Human Resources & Training Unit	Implement revised module of payroll system in accord with Business User Needs	May 2013
			Coordinate, monitor and report delivery and compliance of WH&S strategies	Monthly
			Review and maintain full-suite of Human Resources and Workplace Policies and procedures	Ongoing
Action 2.3.4	Review employee benefits, remuneration levels, conditions of employment and implement approved employment actions	Human Resources & Training Unity	Revise remuneration levels in line with Senior Manager Salary Framework (SMSF)	Oct 2013
			Renegotiate 2013-2016 Enterprise Agreement	June 2013
			Advertise vacant positions, issue	

Improving Our Governance & Sustainability

Strategic Priority 2

The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy

Goal 2.3 Implement efficient & effective business management systems & services and continually improve these

Recognising the importance of the sound day to day management of the Council, this goal supports the continued implementation of efficient & effective business / management systems & services and the continual improvement of these

Actions	Lead Responsibility	KPI	Timeframe
		letters of offer & prepare contracts	Ongoing
Action 2.3.5 Continue to develop and implement sound risk management and legal compliance systems and processes	Corporate Governance Unit	Risk management and legal compliance systems and processes in operation	2013
		Regular monitoring of and reporting to Council on compliance and risk.	Ongoing

Strategic Priority 3 Driving Our Economic Development

The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence

Goal 3.1 Activate our Economic Development Advisory Committee and develop an Economic Development Strategy

Recognising the need for sound knowledge, strong leadership and clear guidance in the pursuit of economic development, this goal establishes a mechanism and a strategy for the Council's involvement in driving economic development

	Actions	Lead Responsibility	KPI	Timeframe
Action 3.1.1	Review the composition of and terms of reference for the Economic Development Advisory Committee to support the delivery of this strategic priority	Council / Corporate Governance Unit	Review completed	2013
Action 3.1.2	Establish & implement an Economic Development Strategy, including a clear definition of what economic development means for the purposes of the land rights network	Economic Development Advisory Committee / CEO	Economic development strategy established Regular monitoring of and reporting to Council on the performance of the economic development strategy	2013 Ongoing

Strategic Priority 3 Driving Our Economic Development

The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence

Goal 3.2 Develop regional industry strategies for the land rights network

Recognising the need for a strategic approach to engaging in industry, this goal facilitates the development of regional industry strategies that will provide knowledge and guidance to the Council and the land rights network for identifying and taking up industry-specific opportunities

	Actions	Lead Responsibility	KPI	Timeframe
Action 3.2.1	Establish an industry strategy policy that provides guidance about how regional industry strategies should be developed, what they should include and how they should be implemented	Economic Development Advisory Committee / CEO / Policy Unit	Industry strategy policy established	2013
Action 3.2.2	Develop & implement regional industry strategies	Policy Unit / Programs Unit / Zones	Regional industry strategies developed Regular monitoring of & reporting to Council on the implementation & performance of industry strategies	2014 Ongoing

Strategic Priority 3 Driving Our Economic Development

The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence

Goal 3.3 Develop the economic development and business management capabilities of LALCs

Recognising the important role of LALCs in pursuing local and regional economic development, and the growing interest in establishing local and regional enterprises, this goal supports the development of the economic development and business management capabilities of LALCs

	Actions	Lead Responsibility	KPI	Timeframe
Action 3.3.1	Facilitate training across the network in economic development and business management, including business innovation, entrepreneurship and risk management	Policy Unit / Programs Unit / Zones	Economic development and business management training program established Training being provided	2013 Ongoing
Action 3.3.2	Facilitate LALC to LALC mentoring in economic development and business management	Programs Unit / Zones	Program for facilitating LALC to LALC mentoring is established Regular monitoring of and reporting to Council on the implementation and performance of LALC to LALC mentoring	2014 Ongoing

Strategic Priority 3 Driving Our Economic Development

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Goal 3.3 Develop the economic development and business management capabilities of LALCs

Recognising the important role of LALCs in pursuing local and regional economic development, and the growing interest in establishing local and regional enterprises, this goal supports the development of the economic development and business management capabilities of LALCs

Actions	Lead Responsibility	KPI	Timeframe
Action 3.3.3 Facilitate the use of industry mentors to support LALC enterprises in particular industries	Economic Development Advisory Committee / Programs Unit / Zones	Panel of industry mentors established	2014
		Program for facilitating industry mentoring established	2014
		Regular monitoring of and reporting to Council on the implementation and performance of industry mentoring	Ongoing

Strategic Priority 3 Driving Our Economic Development

The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence

Track and measure the increase in the amount of network land being used for economic development

Goal 3.4 *Recognising the need for a clear means of monitoring and reporting economic development activity across the land rights network, this goal facilitates the establishment of a system for tracking and measuring current and proposed economic development land use*

	Actions	Lead Responsibility	KPI	Timeframe
Action 3.4.1	Encourage and support the land rights network to classify land according to current and proposed use for economic development	Land Rights Unit / Zones	Land classification program established	2013
			Land classification program being implemented	2014
			Regular monitoring and reporting to Council on the amount of network land classified as current and proposed use for economic development	Ongoing

Strategic Priority 4 Supporting Our People

The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people

Goal 4.1 Support the development & maintenance of sustainable Community Benefit Schemes (CBSs)

Recognising that CBSs are the primary mechanism for delivering benefits that address the social development of our people, this goal facilitates the development and maintenance of CBSs while ensuring their appropriateness and sustainability

	Actions	Lead Responsibility	KPI	Timeframe
Action 4.1.1	Develop and implement an overarching policy for CBSs across the land rights network to ensure consistency of approach across different schemes, including requirements for risk management	Policy Unit	Policy developed Policy being implemented	2013 Ongoing
Action 4.1.2	Regularly conduct a social needs / gaps analysis, identify higher priority needs and continue to monitor and review existing and future CBSs of the Council to ensure ongoing appropriateness to need	Policy Unit	Social needs / gaps analysis program established Regular reporting to Council on the ongoing appropriateness of CBSs	2014 Ongoing
Action 4.1.3	Proactively and sustainably manage existing and any future CBSs that the Council operates	Council, Policy Unit	Regular monitoring of and reporting to Council on the performance of the Council's CBSs	Ongoing

Strategic Priority 4 Supporting Our People

The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people

Goal 4.2 Continue to act as a peak advocate for Aboriginal people and issues in NSW

Recognising the Council's unique position for representing the interests of the Aboriginal people of NSW, this goal articulates the Council's continuing role as a peak advocate

	Actions	Lead Responsibility	KPI	Timeframe
Action 4.2.1	Define the Council's advocacy role for the purposes of the land rights network, including the identification of the interest groups our advocacy supports	Policy Unit	Policy defining the Council's peak advocacy role is established	2013
Action 4.2.2	Shape, monitor & provide advice on government & non-government policy development & research initiatives that may impact on the interest groups our advocacy supports	Policy and Research Unit	Regular monitoring of and reporting to Council on the performance and impact of the Council's peak advocacy role	Ongoing
Action 4.2.3	Develop a youth engagement strategy and implement via social and other media to support advocacy for youth issues	Policy Unit / Media & Marketing	A strategy is established The media platform for the strategy is developed Regular monitoring of and reporting to Council on the implementation of the youth	2013 2013 Ongoing

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	Actions	Lead Responsibility	KPI	Timeframe
			engagement strategy	
Action 4.2.4	Continue to monitor and advise on key issues affecting the fundamental human rights of the Aboriginal people of NSW, particularly those as defined by the UN Declaration on the Rights of Indigenous Peoples	Policy and Research Unit	Regular monitoring of and reporting to Council on key issues affecting the fundamental human rights of Aboriginal people of NSW	Ongoing
Action 4.2.5	Continue to represent the Council on key state and national forums that may influence or relate to the strategic priorities of the Council and other issues facing the land rights network	Council / CEO	Regular monitoring of and reporting to Council on the identification of and attendance at key state and national forums	Ongoing
Action 4.2.6	Maintain and clearly communicate the outcomes of the use of Council's speaking rights at international forums	Council / CEO	Regular monitoring of and reporting to Council and the land rights network on the status of and the outcomes of the use of Council's speaking rights at international forums	Ongoing

Strategic Priority 4 Supporting Our People

The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people

Goal 4.3 Continue to monitor and review the effectiveness of our housing & infrastructure strategies

Recognising the need to continue efforts to sustainably address housing & infrastructure ownership, control and management issues facing the land rights network, this goal promotes the ongoing monitoring and review of the Council's housing & infrastructure strategies

	Actions	Responsibility	KPI	Timeframe
Action 4.3.1	Regularly review AHO head leasing & PARS outcomes to identify how housing & infrastructure ownership, control & management may continue to be an issue for the land rights network	Policy Unit / Programs Unit	Regular reviews are completed and the outcomes are reported to Council	2013
Action 4.3.2	Review the existing housing strategies in NSW to define any remaining shortfalls in SHAPE and how to address these	Policy Unit / Programs Unit	Regular reviews are completed and the outcomes are reported to Council	2013
Action 4.3.3	Based on the outcomes of the reviews, take up recommendations for changing and improving the Council's housing and infrastructure strategies	Policy Unit / Programs Unit	Regular monitoring of & reporting to Council on recommended changes and improvements to housing and infrastructure strategies	2014 Ongoing

Strategic Priority 4 Supporting Our People

The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people

Goal 4.4 Help to facilitate the development of Aboriginal healing processes

Recognising that the Aboriginal people of NSW are calling for better and more holistic support for healing, this goal facilitates the Council's consideration of and involvement in the development of Aboriginal healing processes

	Actions	Lead Responsibility	KPI	Timeframe
Action 4.4.1	Research the needs of the land rights network in relation to healing to help to define NSWALC's role and to inform further action	Policy and Research Unit	Research paper completed and presented to Council for consideration and advice	2013
Action 4.4.2	Working with relevant agency partners and existing programs, help to facilitate a roundtable to develop a NSW Aboriginal Healing Strategy	Council / Policy and Research Unit	Roundtable established Strategy established	2013 2014
Action 4.4.3	Where appropriate, support the use of network land for healing processes	Land Rights Unit / Zones	Policy on supporting the use of network land for healing purposes is established	2014
Action 4.4.4	Monitor & provide advice on government & non-government healing policies, processes & practices that may impact on Aboriginal people	Policy and Research Unit	Regular reporting to Council on government and non-government healing policies, processes and practices	Ongoing

Strategic Priority 4 Supporting Our People

The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people

Goal 4.5 Track and measure the increase in the amount of network land being used for social purposes

Recognising the need for a clear means of monitoring and reporting social support activity across the land rights network, this goal facilitates the establishment of a system for tracking and measuring current and proposed social purpose land uses

	Actions	Lead Responsibility	KPI	Timeframe
Action 4.5.1	Define 'social purpose' land uses	Policy Unit	Policy defining social purpose land uses is established	2013
Action 4.5.2	Encourage and support the land rights network to classify land according to current and proposed use for social purposes	Land Rights Unit / Zones	Land classification program established	2013
			Land classification program being implemented	2014
			Regular monitoring and reporting to Council on the amount of network land classified as current and proposed use for social purposes	Ongoing

Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations

Goal 5.1 Establish and implement a culture, heritage and the environment protection and promotion policy for the land rights network

Recognising the need for strong leadership and clear guidance, this goal facilitates the development of a robust policy for protecting and promoting Aboriginal culture, heritage and the environment

	Actions	Lead Responsibility	KPI	Timeframe
Action 5.1.1	Develop statements that clearly articulate the Council's position on culture, heritage and the environment (including natural resources)	Policy and Research Unit	Position statements are established and published	2013
Action 5.1.2	Continue to conduct evidence-based research to support the Council's positions on culture, heritage and the environment	Policy and Research Unit	Research program is established Regular promotion of research outcomes is undertaken	2013 Ongoing
Action 5.1.3	Continue to shape, monitor and provide advice on key issues, government & non-government policies and research that are affecting culture, heritage and the environment across the land rights network	Policy and Research Unit	Regular monitoring of and reporting to Council on key issues that are affecting culture, heritage and the environment	Ongoing

Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations

Goal 5.1 Establish and implement a culture, heritage and the environment protection and promotion policy for the land rights network

Recognising the need for strong leadership and clear guidance, this goal facilitates the development of a robust policy for protecting and promoting Aboriginal culture, heritage and the environment

	Actions	Lead Responsibility	KPI	Timeframe
Action 5.1.4	Maintain a close working relationship with the Registrar, the NTS Corp and other NGOs around culture, heritage and the environment	Policy and Research Unit	Relationships are actively maintained and regular monitoring of and reporting to Council on the effectiveness of them is undertaken	Ongoing
Action 5.1.5	Develop public awareness campaigns promoting the Council's culture, heritage and the environment policies & research to build greater public knowledge and understanding	Policy and Research Unit / Media and Marketing	Campaigns are established Intermittent surveys are conducted to check the effectiveness of the campaigns	2014 Ongoing
Action 5.1.6	Liaise with relevant government, non-government and private landowners about the possible granting of access to non-claimable land for cultural purposes	Policy and Research Unit	Regular monitoring of and reporting to Council on liaisons with relevant government departments and the success of these	Ongoing

Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations

Goal 5.2 Pursue the implementation of separate Aboriginal culture & heritage legislation in NSW

Recognising the urgent need for stronger legal protection of and a greater degree of Aboriginal control over the protection of Aboriginal culture and heritage, this goal supports the pursuit of separate Aboriginal culture and heritage legislation in NSW

	Actions	Responsibility	KPI	Timeframe
Action 5.2.1	Develop and publish statements that clearly articulate the Council's position on the reform of Aboriginal culture & heritage protection	Policy and Research Unit	Position statements are established and published	2013
Action 5.2.2	Continue to undertake political and industry lobbying to promote this goal	Council / CEO	Regular monitoring of and reporting to Council on lobbying activities and the effectiveness of these	Ongoing
Action 5.2.3	Conduct a public awareness campaign to raise public awareness and understanding of the importance of separate Aboriginal culture and heritage legislation	Policy and Research Unit / Media and Marketing	Campaign is established Intermittent surveys are conducted to check the effectiveness of the campaign	2013 Ongoing

Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations

Goal 5.2 Pursue the implementation of separate Aboriginal culture & heritage legislation in NSW

Recognising the urgent need for stronger legal protection of and a greater degree of Aboriginal control over the protection of Aboriginal culture and heritage, this goal supports the pursuit of separate Aboriginal culture and heritage legislation in NSW

	Actions	Responsibility	KPI	Timeframe
Action 5.2.3	Conduct a public awareness campaign to raise public awareness and understanding of the importance of separate Aboriginal culture and heritage legislation	Policy and Research Unit / Media and Marketing	Campaign is established Intermittent surveys are conducted to check the effectiveness of the campaign	2013 Ongoing
Action 5.2.4	Once established, regularly monitor & review the effectiveness of separate Aboriginal culture and heritage legislation	Council / Policy and Research Unit	Regular monitoring of and reporting to Council on the effectiveness of separate Aboriginal culture and heritage legislation	Ongoing

Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations

Goal 5.3 Track and measure the increase in the amount of network land being used or accessed for cultural, heritage and / or environmental purposes

Recognising the need for a clear means of monitoring and reporting the use of land for cultural, heritage and environmental purposes across the land rights network, this goal facilitates the establishment of a system for tracking and measuring current and proposed cultural, heritage and environmental land uses

Actions	Responsibility	Timeframe	KPI
Action 5.3.1 Encourage and support the land rights network to classify land according to current and proposed use for cultural, heritage and / or environmental purposes	Land Rights Unit / Zones	Land classification program established	2013
		Land classification program being implemented	2014
		Regular monitoring and reporting to Council on the amount of network land classified as current and proposed use for cultural, heritage and environmental purposes	Ongoing

Appendix

Schedule 1 – Statement of the Particulars of the Assets and Liabilities of the Council

- To be inserted

Schedule 2 – Statement of Matters in Relation to Land

- To be inserted

final draft