

***// Liberate and EMPOWER
Aboriginal People in
New South Wales through
ECONOMIC and SOCIAL
INDEPENDENCE. //***





NEW SOUTH WALES ABORIGINAL LAND COUNCIL

30 January 2003

The Hon Dr Andrew Refshauge
Deputy Premier
Minister for Aboriginal Affairs
Level 31
Governor Macquarie Tower
1 Farrer Place
Sydney, NSW 2000

Dear Deputy Premier

We present to you the New South Wales Aboriginal Land Council Annual Report for the year ended 30 October 2002, in accordance with the provisions of the NSW Aboriginal Land Rights Act 1983, the Public Finance and Audit Act 1983 and the Annual Reports (Statutory Bodies) Act 1984. Note that this will be the last NSWALC Annual Report presented in respect of a financial year ending 30 September. From 2003 onwards, reports will cover a reporting period ending 30 June each year.

Yours sincerely

Les Trindall
Chairperson

Ivern Adler
Secretary

A Statement from the Chief Executive Officer

At this time last year, I was writing my first foreword as Chief Executive Officer. With the passage of twelve months, many changes implemented as part of a general review and overhaul of Corporate Governance arrangements have started to produce pleasing results. As part of the policy of consolidation, we are shortly to move from 3 floors into a single floor of the Parramatta Head Office, freeing up more floor space for commercial rental.

There is always much more that needs to be done, but many of our worst problems appear to have been eliminated and we are managing the remaining problems with promising signs of improvement. Having said that, the impact of the downturn in the world economy as a result of last year's terrorist attack on the World Trade Centre is still being felt. In combination with the worst drought seen for many years, the affect on NSWALC's investment portfolio has been severe and has required some tough decisions on expenditure in order to keep within the reduced operating budget available to us at this time.

It has to be said that this last twelve months has been a time of shifting focus, from a purpose entirely focussed on gaining land rights, to one which is focussed on effectively managing the resources that we have acquired over the 19 years since the historic Land Rights Act was proclaimed in NSW. I have taken a personal interest in the effective management of our Rural Properties and am able to report significant improvements to their operation and profitability, despite the worsening drought situation. It will only take rain and a further twelve months of recovery for them to effectively pay their way.

Perhaps the single most significant step forward for NSWALC is the recent proclamation of the Land Rights Act Amendments which provide a substantial basis for improving the accountability of NSWALC and of individual LALCs to their members, to the Parliament and to the broader community of NSW.

I look forward to working with the Council in the coming year and will continue my efforts to make the services of NSWALC available to LALCs to help them meet their obligations under the Act.

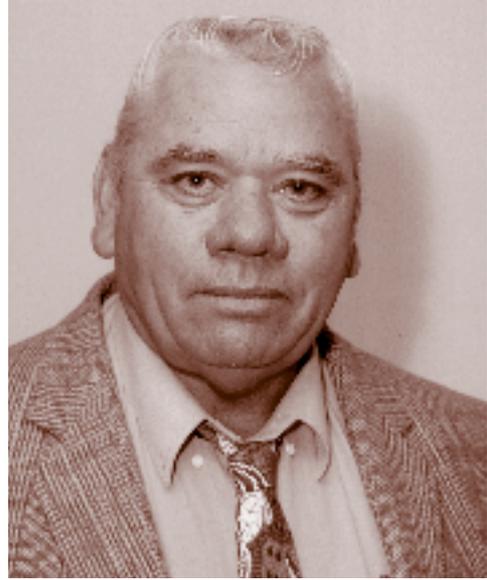


Jeffrey Bradford



Chairperson's Welcome

This is my first Annual Report as Chairman of the NSW Aboriginal Land Council and I am pleased to present it to you. I would ask you to take a few minutes to read about the recent achievements of the Council and its plans for the future. This account of NSWALC activities and achievements over the past twelve months is being provided on a far more timely basis than in the past. It is also the final report to be prepared on a 1 October to 30 September financial year. From 2003, reporting will be on 1 July to 30 June financial year basis.



Les Trindall

NSWALC Investment Portfolio

World financial markets continue to struggle, with massive corporate failures in the USA (Enron, WorldCom) and more than a few of our own collapses here in Australia (Ansett, One Tel, HIH to name but a few). While share prices have gone into tail spins internationally, Australia has stood up better than most of the rest of the world. Even in the USA, markets had made strong recoveries from the disaster of 11 September 2001 before falling again in line with the most recent corporate crashes, these being the biggest in modern history.

NSWALC operates a broad spread of investments and is therefore protected to a large degree from the worst losses sustained in the shares market. However, it is a cause of some concern that the original investment "nest egg" of \$500m set in 1998 has not maintained a rate of growth equal to or higher than inflation. To maintain the real value of NSWALC's investment portfolio for future generations, it is necessary to achieve annual growth in the order of 5% gross per annum.

With this objective clearly in mind, Council has appointed Chifley Financial Services to advise us on the future management of our extensive portfolio and to assist Council to make the necessary decisions to produce the sort of returns that can sustain this growth.

Overview of the NSWALC Investment Strategy

There were a number of significant events which occurred during the reporting year and I will focus on just a few of them.

The continuing low inflation rates, low interest rates and poor share market performance in the wake of September 11 are all contributors to a less than perfect investment return during 2001/2002. Even allowing for strong property growth rates in Sydney, the overall picture is one of negative growth, with the value of our total investment portfolio dropping from \$498.6m at 30 September 2001 to \$487.6m at 30 September 2002. As NSWALC is from now on obliged to make specific provision to maintain the real value of its investment portfolio, there will be some tight times ahead. The future is not entirely bleak, however, as a market correction is likely to restore at least 5 per cent of the value of our portfolio in the 9 months ahead, over and above the provision being made for inflation.

Council has ceased lending money externally under first mortgage security as a number of the major loans that Council approved have been in default and NSWALC has had to spend more money as mortgagee in possession in order to complete some residential developments and make them ready for sale to have any prospect of recouping its initial investment.

The broad mix of stock market investments, cash management funds, Government bonds and property holdings is a low risk, reasonable return strategy and, with the advice and assistance of Chifley Financial Services, NSWALC believes that no more than "fine tuning" is now required as the markets recover.

I expect, along with the Treasurer, to be able to bring more favourable news at the time of our next Report.

A Move Away from Native Title Representative Body Status

NSWALC Councillors were concerned about the lack of progress with claims under the Federal Native Title legislation and also of the potential for perceived conflict of interest. With the prospect of claims under Native Title potentially cutting across valid claims being considered under the NSW Land Rights Act, it was no longer appropriate for NSWALC to act as the sole Native Title Representative Body (NTRB) for NSW.

Accordingly, and following much debate within Council, the decision was made to relinquish our status as an NTRB. ATSIC was advised of Council's decision and from late November 2001, the staff and assets of the former Native Title Unit were physically relocated to a new building in Redfern and the new NTRB came into existence as NSW Native Title Services Pty Ltd.

NSWALC continues to work closely with the new entity and wishes them well for the future.

Closer Links With Local Government

In 2000, the Local Government Association of NSW voted to allow membership by representatives of Aboriginal Land Councils. Members attended their first annual LGA conference in 2001. At the forum's recent Annual Conference in Broken Hill (October 2002), 3 Aboriginal representatives were elected to the Executive of that Association. Mr Rod Towney and Mr Robert Lester from NSWALC were both elected, along with Mr Warren Mundine, the Deputy Mayor of Dubbo.

Our aim through this closer association with Local Government is to promote a better understanding by Councils of local Aboriginal communities' links to the land and to encourage them to consult extensively before implementing planning, zoning or development decisions that may impact on Aboriginal people.

Communication Strategy

2001/2002 was significant for the launch of "Pen Wurru", a quarterly newsletter highlighting events and achievements in Land Rights in NSW. Pen Wurru makes great reading for people of all ages. More than 30 stories of great interest to many Aboriginal communities have been shared through the 3 editions produced to date. Media Unit Head Alison Braund is to be congratulated for making this happen. In addition to a comprehensive media strategy to deal quickly and head on with controversial issues, the Media and Public Relations Unit has also been on hand to record events of significance and many of the photos illustrating this year's report have been drawn from their files.

Treaty Consultations

This year also saw the re-activation of a campaign for a Treaty as a better way to help enshrine recognition of Aboriginal rights and I am pleased to see that the Aboriginal community is taking the initiative. With financial support from ATSIC, NSWALC has conducted a series of information seminars and will continue to communicate, particularly with the younger members of our communities, to ensure they have a say in their own future.



A Consultation featured in Treaty promotional materials.



Murray Butcher "Talking Treaty" (photo - Todd Condie, Koori Mail)

Five Objectives for the Future

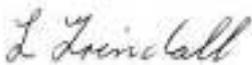
While we must remember the past and our traditions and our culture, we must also plan for the future, and we should do this with confidence. Last year, Council endorsed a Business Plan for the future direction of NSWALC following a comprehensive planning process conducted over a period of three months and involving staff at all levels.

This process identified 5 core objectives that continue to form the focus of our effort in the reporting year and the years ahead:

1. Fully support LALCs so they operate effectively and efficiently and provide relevant services to meet the needs of members
2. Help LALCs acquire and develop assets to become financially viable and self sufficient.
3. Ensure NSWALC is operationally sound and above reproach and this is seen both internally and externally
4. Maximise the return on investment portfolio while minimising the risk through prudent investment and increase the capital base
5. Influence Government policy and community attitude to create improvements for Aboriginal peoples

Each of these objectives is underpinned by a range of strategies for each of the key players in NSWALC and tasks and activities to support the achievement of these objectives have been spelled out. Further details and a report on progress are set out in the body of this Report.

I would like to thank my predecessor, Rod Towney, for his efforts over almost 3 years in the Chair and to my colleagues for their faith in me. It has been a year of change and we expect more of the same next year. I look forward to working with my fellow Councillors in the year to come. I commend this report to your attention.



Les Trindall
Chairperson



New South Wales
Aboriginal Land Council

New South Wales Aboriginal Land Council

It is important to place in context the way in which this organisation came into being and to make clear for the benefit of the wider community – both indigenous and non-indigenous – what it is that the Land Council system in New South Wales is designed to do and how it goes about doing that.

This report covers the activities and financial dealings of the New South Wales Aboriginal Land Council for the financial year 1 October 2001 to 30 September 2002. It provides a summary and highlights of our activities and achievements during that period, as well as the financial and other reports required under the NSW Government's Annual Reports (Statutory Bodies) Act 1984.

Background

The New South Wales Aboriginal Land Rights Act 1983 gives the New South Wales Aboriginal Land Council (NSWALC) the mandate to provide for the development of Land Rights for Aboriginal people in NSW. The Council is committed to the ongoing provision of high quality support and advice to the Local Aboriginal Land Council network and empowerment of Aboriginal communities through:

- Land acquisition either by land claim or purchase
- Establishment of commercial enterprises to create a sustainable economic base for Aboriginal communities
- Maintenance and enhancement of Aboriginal culture, identity and heritage (including the management of traditional sites and cultural materials within NSW).

In addition, NSWALC acts as an advisor to and negotiates with Governments at all levels to ensure the preservation of Aboriginal rights.

The Aboriginal Land Rights Amendment Act (2001), finally proclaimed on 25 October 2002, sets out an improved set of accountability requirements while at the same time permitting a greater degree of autonomy by LALCs in their dealings with land. For example, under the new Act, LALCs can, within guidelines, purchase, dispose of and lease land without specific prior approval from NSWALC or the Minister.

Our Clients

The Council consists of 13 democratically elected members who represent the 13 Aboriginal land council regions in New South Wales. The Council is supported in its work by a Head Office, located in Parramatta, headed by a Chief Executive Officer with the delegated authority of the Council to assume responsibility for all aspects of the day to day operation of the Council's affairs.

Most Regions have a Branch office to support the Council's work, with a total of 11 Branch Offices supporting 13 Regions. The principal client of the NSWALC is the network of 120 Local Aboriginal Land Councils which collectively manage the range of support services delivered at local level to their communities. These services include housing, legal, employment, training and property acquisition and management.

Aims & Objectives

NSWALC is empowered under legislation to:

- i)* administer the NSWALC Account and Mining Royalties Account
- ii)* grant funds for payment of the administrative costs and expenses of Regional and Local Aboriginal Land Councils
- iii)* acquire land on its own behalf or on behalf of, or to be vested in, Local Aboriginal Land Councils
- iv)* determine and approve/reject the terms and conditions of agreements proposed by Local Aboriginal Land Councils to allow mining or mineral exploration on Aboriginal land
- v)* make claims on Crown lands, either on its own behalf or at the request of Local Aboriginal Land Councils
- vi)* with the agreement of the particular LALC, manage any of the affairs of that Council
- vii)* conciliate disputes between Aboriginal Land Councils or between Councils and individuals or between individual members of those Councils
- viii)* make grants, lend money to or invest money on behalf of Aborigines
- ix)* hold, dispose of or otherwise deal with land vested in or acquired by NSWALC
- x)* ensure that Regional and Local Aboriginal Land Councils comply with the Act in respect of the establishment and keeping of accounts and the preparation and submission of budgets and financial reports
- xi)* ensure that elections for the Chairpersons and other officers of Regional and Local Aboriginal Land Councils are conducted in accordance with the Act
- xii)* advise the Minister on matters relating to Aboriginal land rights, and
- xiii)* exercise such other functions as conferred or imposed on it by or under the Aboriginal Land Rights Act (1983) or any other Act.

The NSW Aboriginal Land Rights Amendment Act (2001), proclaimed on 25 October 2002, provides for NSWALC to carry out the following additional functions:

- i)* to mediate, conciliate and arbitrate disputes relating to the operation of the Principal Act between Aboriginal Land Councils, between those Councils and individuals, or between individual members of those Councils and to refer such disputes to the Registrar or independent mediators, conciliators and arbitrators
- ii)* with the approval of the Minister, to make grants or lend money to a funeral scheme established for the benefit of Aboriginal persons
- iii)* to compile and maintain a consolidated roll of all members of Local Aboriginal Land Councils
- iv)* to compile and maintain a register of all land held by Local Aboriginal Land Councils
- v)* to make prescribed information contained in the land register or consolidated membership roll that relates to a Local Aboriginal Land Council available on request to members of that Local Aboriginal Land Council.

The key aims within this framework for NSWALC in 2001/2002 were as follows:

1. Fully support LALCs so they operate effectively and efficiently and provide relevant services to meet the needs of members
2. Help LALCs acquire and develop assets to become financially viable and self sufficient.
3. Ensure NSWALC is operationally sound and above reproach and that this is acknowledged both internally and externally
4. Maximise the return on investment portfolio while minimising the risk through prudent investment and increase the capital base
5. Influence Government policy and community attitude to create improvements for Aboriginal peoples

Each of these objectives is underpinned by a range of strategies for each of the key players in NSWALC and tasks and activities to support the achievement of these objectives have been spelled out, as follows:

- to further develop the economic management skills of staff and councillors to support NSWALC's investment strategy and healthy financial operation
- to conduct a comprehensive review of staffing and structures to ensure an optimal delivery of services to clients
- to review basic financial arrangements and practices to ensure the most prudent and timely handling of accounts and the avoidance of potential conflicts of interest
- to review Rural Property holdings with a view to establishing more efficient management practices and production techniques to improve productivity
- to establish a number of strategic precedents in land rights claims upon which to build a model for future claims
- to build and maintain better understanding of local Aboriginal communities' links to the land by Local Government Authorities through active membership of the Local Government and Shires Association of NSW.
- to continue to provide a comprehensive range of suitable training and development programs for Local Aboriginal Land Councils and our own staff.



Regional Aboriginal Land Councils (RALCs)

There are 13 RALCs located across New South Wales. Each regional Aboriginal land council is made up of representatives elected by the various Local Aboriginal Land Councils. RALCs are designed to play an advisory role in the management of the land council network and do not have direct authority over any Local Aboriginal Land Council (although a RALC can make recommendations for consideration by a LALC or the NSWALC). Importantly, the RALC provides a local support base for LALCs and their elected Councillor.

The RALC is a statutory authority with the responsibility to:

1. compile and maintain a register of all Local Aboriginal Land Councils within its area
2. provide assistance to Local Aboriginal Land Councils in the preparation of claims on Crown land or the negotiation of the purchase or sale of land
3. assist Local Aboriginal Councils in the establishment and keeping of accounts and submission of budgets and financial reports
4. provide advice and further assistance as required by Local Aboriginal Land Councils in its area
5. assist the NSWALC to conciliate any disputes between Local Aboriginal Land Councils, or between those councils and individuals, or between individual members of Councils, and
6. exercise such other functions as are conferred or imposed on it by or under the Aboriginal Land Rights Act (1983) or any other Act.

The 2001 Amendments to the Act brought some changes to these responsibilities designed to streamline their operation and allow a greater focus on support to LALCs to help them meet their more onerous responsibilities under the new Act.

Regional Aboriginal Land Councils operated during 2001/2002 from the following locations:

Armidale	Northern Tablelands Region
Gosford	Sydney/Newcastle Region
Lismore	North Coast Region
Moama	Murray River Region
Nowra & Bateman's Bay	South Coast Region
Wagga Wagga	Wiradjuri Region
Coonamble	North West Region
Kempsey	Central Coast Region
Liverpool & Gosford	Western Metropolitan Region
Batemans Bay	Far South Coast Region
Quirindi	Northern Region
Menindee	Western Region
Dubbo	Central Region

A map setting out the boundaries of each Regional Council may be found at the rear of this report.

Local Aboriginal Land Councils (LALCs)

Local Aboriginal Land Councils are located across New South Wales. The number within each Region varies and ranges from three to 16, and the current total is 120. Each LALC elects its own office bearers (chairperson, secretary and treasurer) and also elects two regional representatives to attend meetings at their RALC. Staff and members are encouraged to access advice, information and support from the NSWALC.

LALCs work for their members and the wider Aboriginal community living in their local area. They assist in matters relating to the areas of housing, legal, employment and other day-to-day matters involving Aboriginal people in accordance with functions detailed under the Act.

The Act established the land council structure in a way that will help achieve a high degree of participation and involvement by every Aboriginal person in the affairs of their local community.

The Amendment Act clarified the reporting standards expected by the NSW Government for Land Councils and set in place a general framework for increased public accountability.

A complete list of Local Aboriginal Land Councils is located at Appendix 1.

Branch Offices of NSWALC

NSWALC provides support to LALCs directly and also through a network of Branch Offices, located in such a way as to ensure that support services are more readily available to all 120 LALCs across NSW.

Council Structure & Membership

The New South Wales Aboriginal Land Council's elected arm consists of 13 Councillors, democratically elected by Local Aboriginal Land Council members to serve four year terms. The Council itself elects office bearers. During 2001 - 2002, these positions were filled as follows:

Chairperson

Rod Towney - until 10 September 2002

Les Trindall - from 10 September 2002

Secretary

Veronica Graf - until 23 September 2002

Ivern Ardler - from 23 September 2002

Treasurer

Ivern Ardler - until 26 August 2002

Robert Lester - from 26 August 2002

Councillor Profiles

Chairman



Councillor Les Trindall
North West Region
(elected 10 September 2002)

Les Trindall was elected NSWALC Chairman on 10 September 2002, having been elected Councillor for the North West Region at the 1999 election. While a first term Councillor, his association with the region and the Land Council network dates back another 11 years, during which time Les served as North West Region Branch Manager at Coonamble, offering support to a large number of Local Aboriginal Land Councils. Prior to his Land Council career, Les worked for many years as a drover and fencing contractor.

As Chairman, Les brings to the job a firm belief in the need to deliver the best possible dividend to Local Land Councils from a professionally run, secure investment portfolio. He acknowledges that times are tough right now but looks towards a return to good times in the year ahead. Les has always tried to make himself available at all times to his Region and as Chairman, despite the extra workload, will be making every effort to keep the door open for anyone that needs his help.

Secretary



Councillor Ivern Ardler
South Coast Region (elected 23 September 2002)
(formerly Treasurer until 26 August 2002)

Ivern has served NSWALC in various capacities since 1983, joining the Nowra LALC as Secretary, and progressing through election to the job of Councillor in 1996, culminating in election as Secretary for 1998/99. He currently serves NSWALC as Treasurer. Whilst he has had a long involvement in Aboriginal affairs at state level, Ivern's strongest commitment is to his local area. During his term of office Ivern achieved increased funding arrangements for LALCs and funding for improved housing for south coast land councils.

Ivern has spent most of his life on the NSW south coast, father of six children to Maureen Ardler. Born in Berry, Ivern spent his childhood at Wreck Bay, moving to Nowra in 1997. Ivern believes that land is central to the functions of all land councils and created the first land needs strategy for NSWALC.

Treasurer

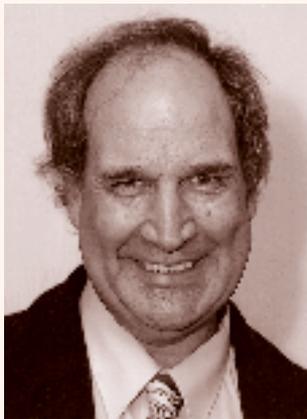


Councillor Robert Lester
Western Metropolitan Region
(elected 26 August 2002)

As Aboriginal Community Development Officer with the Department of Education, Employment and Training, Robert learned about the workings of government. He sees the experience as invaluable preparation for negotiations with government bodies and political parties on major issues such as cultural heritage protection and native title. Robert says work during his term on NSWALC has given him extensive involvement with isolated Aboriginal communities, especially in the areas of cultural heritage protection. Robert is positive about forging the independent future of NSWALC.

Councillor Robert Lester is a member of the Wanaruah nation, the area known as the Hunter Valley. Robert was raised in Redfern, later moving to live and work in Sydney's western suburbs where he resides with wife, Carol. Robert has four children and three grandchildren.

Councillor Profiles



Councillor Rod Towney

Central Region

(Chairman until 10 September 2002)

Rod served as Chairman of NSWALC from December 1999 until September 2002. Rod sees an independent economic base that sustains cultural and financial independence as the key priority for NSWALC. Rod maintains a keen interest in Council portfolios including International Issues, Local Government, Heritage and Culture and Employment and Training. Rod has an extensive involvement with Aboriginal Land Councils, dating back to 1985. He was motivated to take on a leadership role in the community from his early years when he saw the poor treatment of Aboriginal people by the police and in schools.

Rod is a member of the Wiradjuri Nation as were his mother and father and he lives in Dubbo. Rod is a qualified teacher and has taught all levels - infants, primary, secondary and tertiary education. He went to university as a mature age student, graduating with a Bachelor of Education. He later went on to gain his Graduate Certificate in Adult Education.



Councillor Veronica Graf

Sydney Newcastle Region

(Secretary until 23 September 2002)

Veronica has been involved in Aboriginal Affairs for 25 years, is a strong believer in Land Rights, and is a staunch supporter of Aboriginal art, encouraging Aboriginal artists in her region.

Veronica was elected to NSWALC in 1999 and currently serves as Councillor for the Sydney Newcastle region. Prior to her election, Veronica served 11 years with the Sydney Newcastle Office in Gosford.

In addition to her work with the Land Council Network, Veronica established the first Aboriginal Homework Centre in Gosford and founded the first medical service at Wyong, for which she is now Chairperson.

She secured funding for Darkinjung Local Aboriginal Land Council's Community Development Enterprise Project (CDEP) and currently serves as the CDEP Project Chairperson.



Councillor David Clark

Murray River Region

David has maintained active involvement in Aboriginal Affairs since the age of 18. David's strong belief in improving options for Aboriginal families guides his decisions at the Council level. David was part of the push in 1990 for changes to the Aboriginal Land Rights Act 1983 to include flexible provisions for local land council property and served as NSWALC Chairman during the early 1990s.

David's long-held vision of private home ownership for Aboriginal people resulted in the 'First Homes for the First People' housing scheme, established in 1999. David also sees youth-police relations as an important issue in rural Australia. David lives in Albury with wife, Justine, and is the proud parent of five children.

Councillor Profiles



Councillor Ossie Cruse
South East Coast Region

Ossie has served NSWALC in various capacities since 1983, culminating in his term as Chairman during 1998/1999. He oversaw the difficult period of transition where the Sunset Clause took effect, ending the land tax income stream and placing NSWALC on the path to financial independence. Ossie now maintains active portfolio interests in International Issues, ICAC and Housing, having represented Indigenous issues at a number of international forums, such as the United Nations, as well as at the grass roots local level.

Ossie Cruse is a veteran of Aboriginal affairs. A member of the Monaro people of the far south coast, Ossie has spent most of his life on his traditional country in and around the small town of Eden. Ossie and wife Beryl have three children and numerous grandchildren.



Councillor Tom Briggs
Northern Tablelands Region

A member of the Gumbaynggirr people, Councillor Tom Briggs has spent most of his life in the Armidale district and was elected for his first term in 1996. Tom holds a degree in administration and leadership. He previously worked with the Department of Education, Employment and Training for twenty years which has enabled him to gain extensive experience in human resources and training issues.

Tom's community involvement includes roles within local government, the Northern Regional Aboriginal and Torres Strait Islander Commission (ATSIC) and the Armidale Community Development Employment Program (CDEP), one of the largest and most successful in NSW. Tom believes that Regions should be better resourced to allow them to act as catalysts for initiatives at the local level to help meet the economic, social and cultural development needs and aspirations of our people. Building greater autonomy at the Regional level means that there would be greater capacity to support and help fund innovation at the local from a variety of sources, not just from NSWALC.



Councillor James Morgan
Wiradjuri Region

Born in Sydney and raised in Leeton, James Morgan has been actively involved in the Land Council Network in NSW since its early years. James was elected to NSWALC as Councillor of the Wiradjuri Region at the 1999 election. Before his term as a Councillor he was Branch Manager at Wagga Wagga, supporting Wiradjuri's numerous Local Aboriginal Land Councils. Prior to that, James served for eight years as Chairperson of the Tumut Brungle Local Aboriginal Land Council.

Councillor Profiles



Councillor Manul Ritchie
Central Coast Region

Manul Ritchie is a long serving Councillor having been elected to the first Council in 1984. A member of the Dunghutti and Birpai nations, Manul was born in Coffs Harbour and grew up in Taree. Manul became involved in Aboriginal affairs in 1965, actively lobbying Australian governments throughout the 60s and 70s. Alongside Faith Bandler and the late Oodgeroo Noonuccal (Kath Walker), Manul was a member of the Federal Council of Aborigines and Torres Strait Islanders (FCAATSI), a key organisation in national Aboriginal affairs.

Manul believes the NSW Land Rights Act and the Native Title Act can be used together to extend Aboriginal rights and to increase the amount of land claimable in NSW. He believes native title can also revive culture in the Aboriginal communities and restore pride to the Elders in each area. Manul has served NSWALC previously as both Treasurer and Interim Chairman during the early 1990s.



Councillor Wayne Griffiths
Northern Region

The son of veteran land rights activist, George Griffiths, and a member of the Corben clan (Namoi River) of the Kamilaroi nation, Councillor Wayne Griffiths has lived and worked in the Gunnedah region all his life. He and wife, Michelle, have four children. Wayne became committed to taking a leadership role during his young life - vowing that his children would never be treated as he was as a youngster.

One of the key areas for Wayne during his term on Council is home ownership, and he cites the success of the mortgage fund in the Northern Region. Wayne's top priorities for NSWALC include the continued growth of the investment fund and development of and amendments to the NSW Aboriginal Land Rights Act.



Councillor William Murray
Western Region

William Murray was born in Balranald, of the Nari Nari people. He has spent most of his life in the Wilcannia area. Currently serving his second term as Councillor to NSWALC, William is also into his fourth term as Aboriginal and Torres Strait Islander Commission (ATSIC) Councillor for the Murdi Paaki Region. William has enjoyed a long involvement with various Aboriginal organisations. After joining Wilcannia Local Aboriginal Land Council he went on to be Chair of the Western Regional Aboriginal Land Council when it formed in 1985.

William's priorities are a commitment to his local area and the good running of rural properties and heritage and cultural protection. He has been active in the Ancestral Remains program based at NSWALC.

Councillor Profiles



Councillor David Brown
Far North Coast Region

Councillor David Brown belongs to two of the north coast's largest language nations, through his mother's Gumbaynggirr people and the Bundjalung people of his father. David has spent all his life on his traditional country. He has been involved with Land Councils since 1989.

David intends to further LALC independence and develop community plans. He says that land and cultural heritage combined with responsible economic development and Aboriginal involvement in local business enterprises are critical for Aboriginal communities. He also plans to secure better resources for land councils and maintain links with local industry groups for the further success of land councils in the Far North Coast.

Councillor Attendance at Meetings

2001 - 2002

Councillor	No. Meeting Days Eligible to Attend	No. Attended	Notes
I. Ardler	56	53	Served as Treasurer until 26 Aug 2002 Elected Secretary 23 Sep 2002
T. Briggs	56	46	
D. Brown	56	40	
D. Clark	56	49	
O. Cruse	56	44	
V. Graf	56	48	Served as Secretary until 23 Sep 2002
W. Griffiths	56	44	
R. Lester	56	52	Elected Treasurer 26 Aug 2002
J. Morgan	56	40	
W. Murray	56	40	
M. Ritchie	56	41	
R. Toney	56	51	Served as Chairperson until 10 Sep 2002
L. Trindall	56	50	Elected as Chairperson 10 Sep 2002

Councillor Profiles

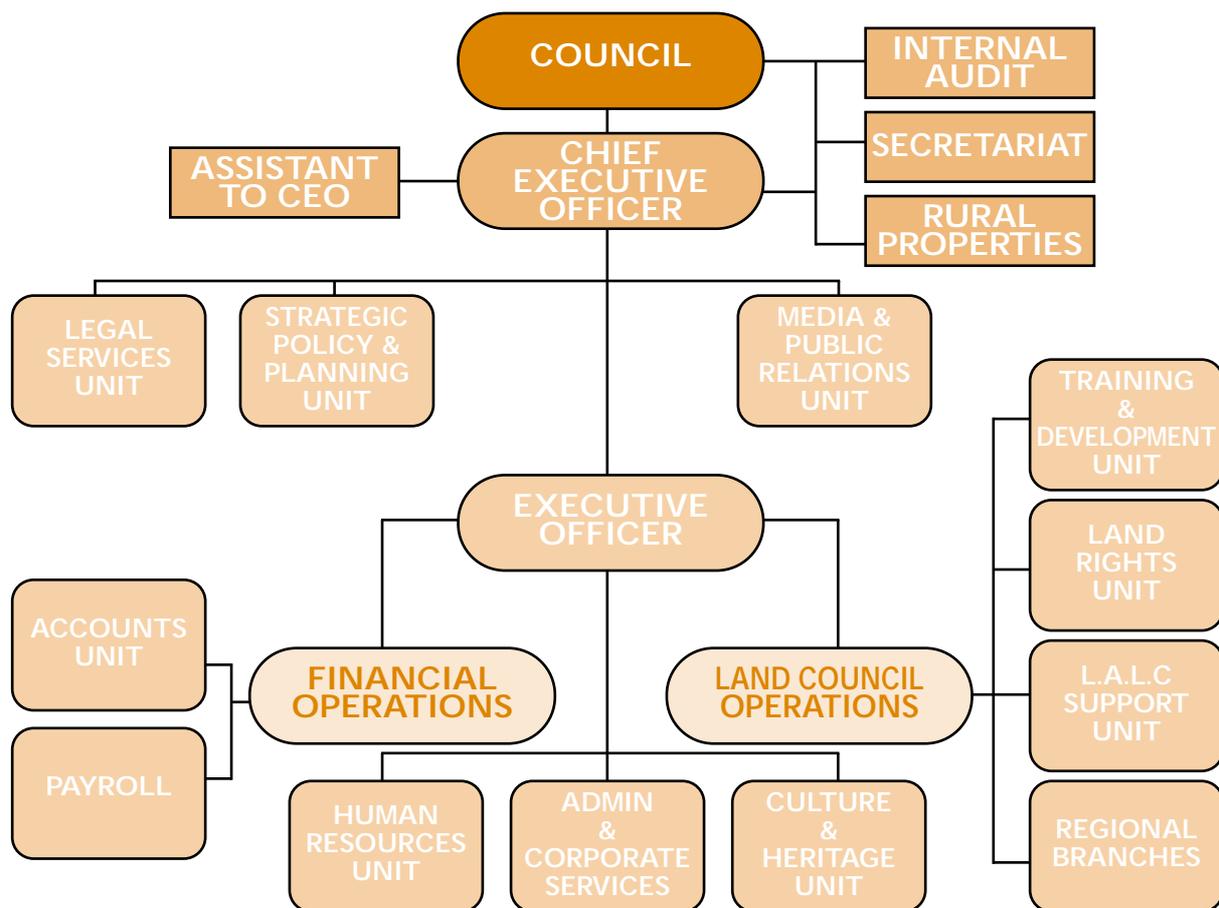




Aboriginal Land Council Overview

Organisation Structure

Aboriginal Land Council



NSWALC is arranged in functional areas relating to the core business of the Council - namely, Land Rights and Investment. There is a range of management and support areas including Executive, Human Resources, Training & Development, Accounts, Purchasing, Fleet Management, Field Liaison and Internal Audit. Strategic priorities as well as structures have been determined in response to the requirements of the long-awaited Amendment Act (2001) which was finally proclaimed (with Regulations) on 25 October 2002.

As a result of the implementation of the recommendations of a major review of staffing structures undertaken during 2000/2001, a simplified corporate structure with boosted support for LALCs and a rationalised corporate finance area was achieved. Substantial capability has been added to the organisation in terms of policy development and financial management experience, both of which will be important for the future success of NSWALC.

As at 30 September 2002, actual staffing level was 107 persons with 32 of these functioning in 11 Branch Offices.

Executive

During 2001/2002, NSWALC had only one position at a level of Executive Officer. That position, Chief Executive Officer (originally Executive Director) was created in 1994 and although not part of the NSW Public Sector Senior Executive Service, was established at a level equivalent to SES Level 2.

The position continues to be occupied by Mr Jeffrey Bradford as at 30 September 2002.

The positions of Councillor are established under the NSW Aboriginal Land Rights Act, 1983 with salaries currently determined by the Statutory and Other Offices Remuneration Tribunal for Public Office Holders.

Media & Public Relations Unit

The Media Unit operated throughout 2001/2002 with 2 full time staff including a Media Manager and Media Officer to perform a wide variety of publicity and promotional tasks. This move was made in response to an identified need to better manage media issues - both positive and negative. With the joint aims of improving the organisation's profile as well as facilitating improved communication with the broader community and also within the Land Council network, the Media Unit has an important role in the ongoing development of NSWALC.

The Media Unit's functions include:

- Monitoring of Indigenous issues in the media
- Responding to daily media inquiries
- Responding to requests for information from community and government bodies
- Liaising with community and government organisations
- Providing media advice and briefings for Councillors and key staff
- Initiating positive stories
- Responding to negative reports
- Organising events and promotional activities
- Publishing a quarterly magazine and promotional brochures and posters

- Publishing and updating NSWALC website and information sheets
- Assisting NSWALC Units with promotional activities and publications

Human Resources Unit

The Human Resources Unit was established to provide an extensive range of services to internal staff and Councillors and to Regional & Local Aboriginal Land Councils.

Within NSWALC, the Unit is responsible for all matters relating to all payroll functions including meeting legislative requirements in respect of taxation and superannuation. Occupational Health & Safety is another key responsibility with constant changes requiring the Unit's continued awareness and capacity to adapt to new requirements.

Recruitment and selection of staff is a critical function of the Unit as is the accurate maintenance of all staff and establishment records, conducting performance appraisals, counselling and the processing of all conditions of employment.

The 2002 reporting year saw the trial implementation of a new Employee Payroll Management System, which is managed within the Human Resources Unit. The System will significantly improve the effectiveness and efficiency of Flextime management and leave processing.

The Unit provides advice to Management and Council on new and emerging issues to ensure that NSWALC is informed and is proactive in dealing with change particularly, in the area of industrial and employee relations.

Training & Development Unit

One of the major responsibilities of NSWALC is the provision of an extensive range of Training and Development opportunities to staff and management of NSWALC and to Local and Regional Aboriginal Land Councils. Training & Development needs are constantly analysed and reviewed to ensure client needs are being met with the introduction of new or modified courses and programs.

Land Rights Unit

Many of the functions of the Land Rights Unit were subsumed into two new areas during the reporting year - the Land Council Services Unit and the Strategic Planning and Policy Unit. The Legal Services area of the Land Rights Unit has also been reassigned and now reports direct to the CEO. Processing of new claims and pursuit of outstanding ones remain core functions of the LRU. See below for details.

The Land Council Services Unit

The results of an organisational restructure conducted during 2000/2001 led to the creation of this new Unit. Consistent with the focus on providing a range of support services to LALCs, the Land Council Services Unit incorporates the functions of the former Land Rights Unit and the former Field Liaison Unit.

Ever since the inception of the Land Rights Act, the centre of NSWALC's operations has been the support of LALCs in their pursuit of legitimate land rights claims. For many years, the Unit has also sought to have the large number of unresolved claims determined by Government. The Unit not only provides technical support and assistance to LALCs in lodging claims under the ALRA, but has been responsible over a number of years for overseeing the Ancestral Remains Project whereby research is conducted and proper procedures put in place to repatriate ancient skeletal remains and cultural material held in museums, private collections and other institutions. When invited, NSWALC negotiates on behalf of and alongside of LALCs to achieve a return of remains for reburial and handover of artifacts to the Aboriginal communities from which they were taken.

Strategic Planning & Policy Unit

A new unit was created at NSWALC during the reporting period. The structure of the unit has been designed to:

- Provide policy and research advice to Council and the CEO

- To monitor and advise on parliamentary legislation
- To promote the rights and interests of Aboriginal people and communities in both private and public arenas
- Promote the functions of the NSWALC through promotions, advisory committees and conferences, and
- Provide support and advice to the local and regional land councils.

The Unit is one of three that reports directly to the CEO. The Unit has assumed responsibility for land management issues affecting Aboriginal lands, including Native Vegetation, Salinity, Water Catchment and Forestry. It is broadly responsible for ensuring that NSWALC's interests in emerging areas such as water rights and fishing rights are protected and that NSWALC makes an informed contribution to the ongoing debate of how to preserve the sustainability of these precious resources and, in that context, how rights are to be assigned into the future.

Legal Services Unit

The Legal Services Unit (LSU) came into being in January 2002 as a discrete entity. Formerly part of the Land Rights Unit, the LSU will not only continue the work previously undertaken by legal officers working in the Land Rights Unit (briefing barristers on significant Land Claims and assisting LALCs to decide whether or not to pursue a particular claim), but will also provide legal services more strategically to the CEO and Council. The plan, therefore, is that as a dedicated Unit, the LSU will be capable of providing better managed, comprehensive legal services both to NSWALC and to various Regional and Local Aboriginal Land Councils within NSW.

Now fully staffed, it is expected that the Unit will be able to:

- manage internally a higher number of legal matters (hence reducing the reliance on and cost of an array of barristers and solicitors);

- provide closer management and supervision of matters briefed out (to reduce the incidence of double handling and unnecessary duplication);
- monitor/oversee all NSWALC legal issues; and
- deal with a broader range of legal issues by virtue of acquired expertise in a wider field of legal experience.

Prior to the establishment of the LSU, various units engaged legal practitioners independently of the Legal Officers. There were numerous problems arising from obtaining advice in such an ad hoc fashion: duplication of (or conflict with) advice already obtained; legal costs not properly negotiated; advice being retained by one officer and not being made available to other staff or Council; inappropriate selection of legal practitioners with insufficient expertise on the particular point of law in question; no central conduit for managing the growing in-house legal knowledge of NSWALC.

The LSU is to manage all legal matters of NSWALC. The variety of legal matters handled by the LSU will increase over time in a way that evolves with the changing needs of NSWALC and land council network.

During the latter part of the reporting period, the LSU was staffed by 2 legal officers supported by an administrative officer, and right at the end of the reporting year, NSWALC was successful in retaining the services on staff of a Managing Solicitor (Principal Legal Officer) who has brought with him a wealth of relevant knowledge and experience.

During the coming reporting period, it is anticipated that the LSU will provide a position for an Aboriginal cadet/paralegal to be employed. The paralegal position would fulfil several desirable ambitions of the LSU:

- it would provide for an additional member of the team who could perform basic legal tasks, such as research and drafting documents;
- it would provide a career path for a cadet to progress through their studies & profession; and at the same time

- NSWALC would be contributing to the desperate need for skilled Aboriginal legal professionals, generally, and in land rights specifically.

Under the revised Organisation Structure, the Legal Services Unit now reports directly to the CEO.

Internal Audit

The Council established the Internal Audit Section in May 1991 to provide independent management oriented advice to Council and management on accounting and audit issues. It conducts regular appraisals of the adequacy of and compliance with the system of internal control, reviews operations and programs, and ascertains whether results are consistent with established objectives and goals. Internal Audit Section reports to the Audit Committee, which is made up of Council Office Bearers and senior NSWALC staff representatives. Internal Audit is a managerial control, which functions by measuring the evaluating the effectiveness of managerial processes. The Audit Committee met twice during the year.

The Audit Committee

The Audit Committee is made up of the three Office Bearers, the CEO and the Manager of the Internal Audit Section. The Auditor General's representatives and NSWALC senior staff act as observers and advisers. The Audit Committee meetings consider and action reports prepared and submitted to management on all audits undertaken in accordance with the audit plan. The Audit Committee provides a means of attention being focused on recurring problems and believes that emphasis should be placed on working with Management to improve management systems and procedures. The Audit Committee also seeks to encourage positive and open relationships with other authorities that have responsibilities in relation to the complaints process or legal compliance. It has encouraged dialogue and cooperation with organisations such as the Ombudsman, the ICAC, the Department of Aboriginal Affairs and the Minister's Office, the Police and the Audit Office of NSW. The Audit Committee considered the ICAC Corruption Review Questionnaire Project, which drew together

requests for information about the organisation's counter corruption activities. This was reported to Council. The Committee has the continuing positive support of Council in the promotion of accountability and transparency within the Land Council System.

The Accounts Unit

The Accounts Unit deals with all financial reports to management and also looks after the debtors and creditors of NSWALC. The Unit also assists branches and locals with accounts queries and allocations to LALCs. Accounts section also deals with grants including funeral assistance to the Aboriginal community in NSW as per council approval. Under the restructure, it forms a discrete part of the new Financial Operations area headed by a new position - Manager, Financial Operations.

Payroll Unit

A discrete Payroll Unit was established to ensure that data from the new Employee Payroll Management System (EPMS) was used directly to determine necessary payroll variations due to unpaid leave or unaccounted absences.

Administration and Corporate Services

Corporate functions such as property management, fleet, purchasing, reception and IT support are coordinated through the Administration and Corporate Services area.

This area has carried prime responsibility during the reporting year for rollout of the Wide Area Network (WAN), currently being extended to all Branch Offices, and also for the refurbishment of Parramatta Office, allowing for the imminent relocation of all Head Office staff presently spread across 3 floors to consolidate on a single floor, which had been fitted out for that purpose.

Culture & Heritage Unit

With responsibility for preservation of Aboriginal culture & heritage, this Unit was formerly part of the Land Rights Unit but will henceforth operate as a separate entity within NSWALC. In the past, the Unit has been involved in anthropological research to determine the most accurate identity of ancestral remains and to arrange with the relevant LALC for repatriation and reburial.

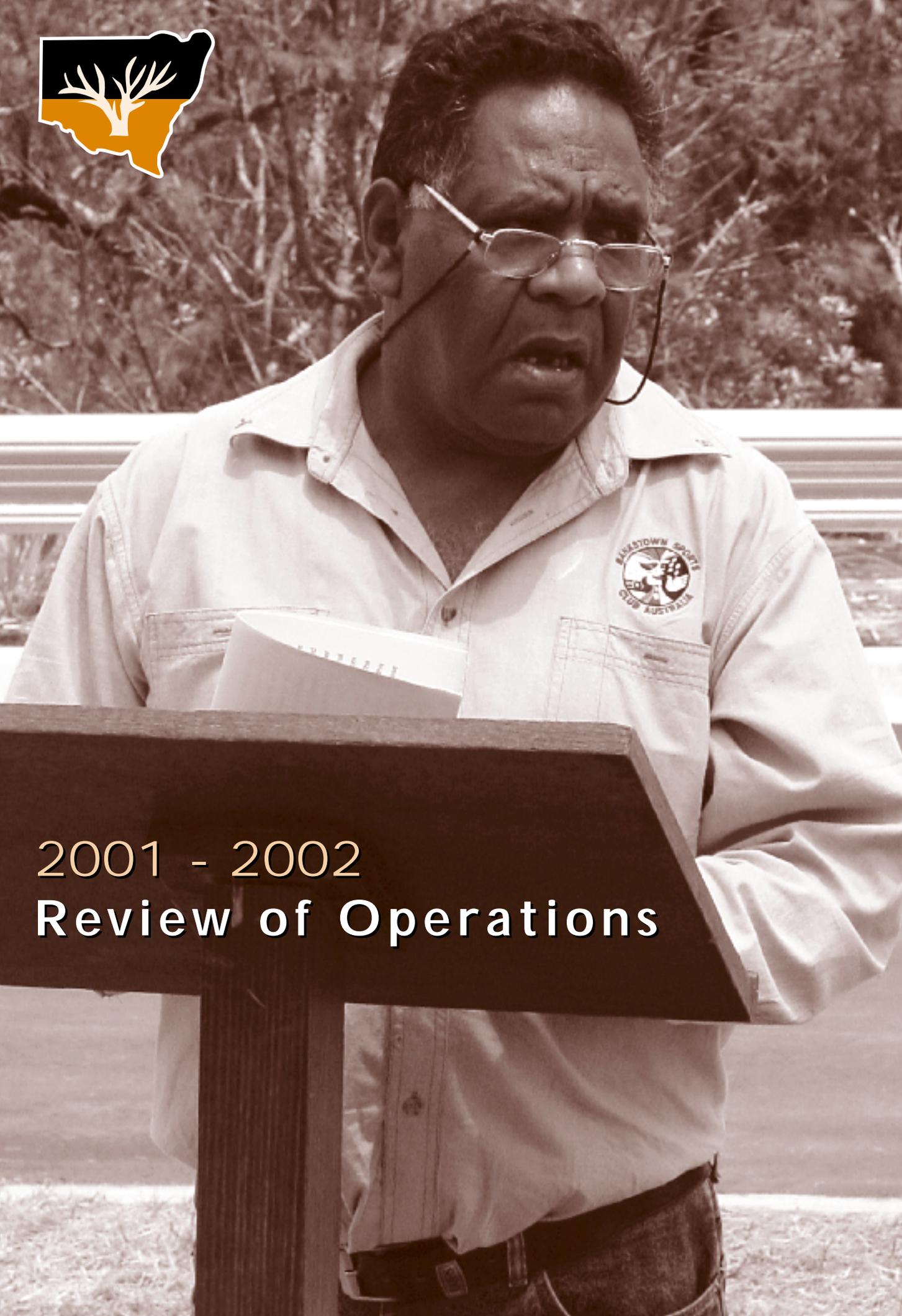
Native Title Unit

During the reporting year, Council determined that ongoing potential conflict of interest and general disillusionment with the lack of progress with land claims under the complex and divisive Federal legislation were sufficient reason to seek to withdraw from operating as a Native Title Representative Body (NTRB). In ten years only one claim has been determined and there is likely to be a legal battle for many more years before any additional claims are determined.

While NSWALC respects the rights of individuals and communities to seek land under Native Title, it appears to Council that our own State legislation is among the best in the world and NSWALC will therefore concentrate its efforts on supporting claims under Land Rights legislation in the future.

The entire Unit was relocated to new premises in Redfern and now operates completely independently of NSWALC as NSW Native Title Services Pty Ltd.





2001 - 2002
Review of Operations

Review of Operations

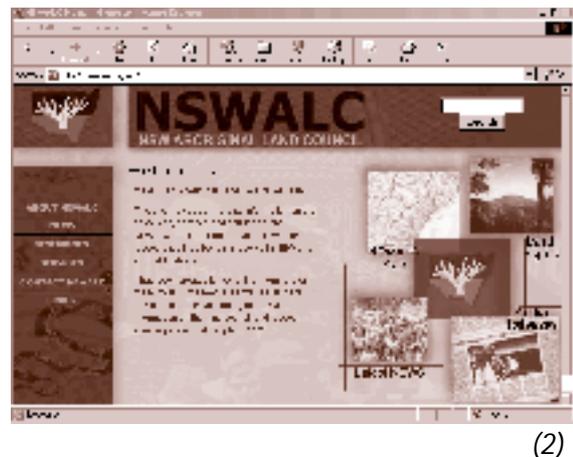
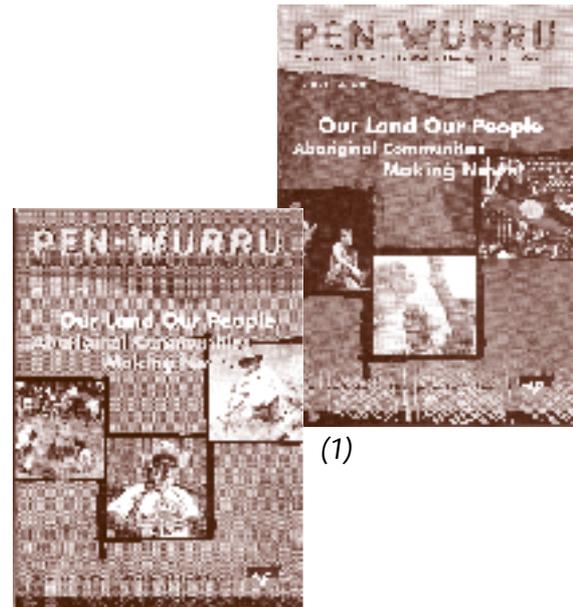
The various operational areas of the Council conduct regular internal reviews of their operations, as well as being subject to external review by a range of bodies. The following is a summary of major business items transacted during the reporting period.

Achievements in Media & Public Relations

In the past year, NSWALC has seen a significant rise in its profile as the peak Indigenous body due to a number of achievements and activities of the Media and Public Relations Unit. The two full time staff members are involved with speech writing, issues management, publication of the quarterly magazine, Pen-Wurru, website maintenance, issuing press releases, events management and producing marketing material, including information sheets and packs.

Significant achievements in the past year include:

- Publication of the quarterly NSWALC magazine, Pen-Wurru. (1)
- Development and distribution of information packs for students, educators, media and community groups
- Development and launch of the NSWALC website (2)
- Marketing of NSWALC through merchandise at Survival Day and other community events (3)
- Improved cooperation between Media and Public Relations Unit and other Units of NSWALC. (4)



Public Events and sponsorship organised through the Media and Public Relations Unit in the past year:

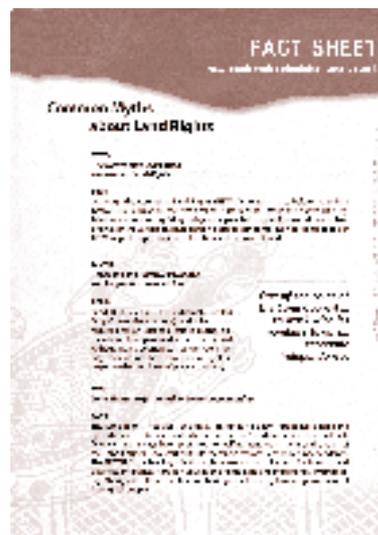
- Sponsorship of Survival Day
- Launch of the NSWALC Freddy Fricke Scholarship
- Participation in community NAIDOC events with NSWALC information and merchandise stalls
- Sponsorship through merchandise donations: Koori Radio - 93.7FM 2LND (Too Live n Deadly) , Deadly Vibe Rugby Sevens Team, 3 on 3 Basketball competition.

Issues attracting significant media coverage:

- NSWALC State-wide Conference at Coffs Harbour
- Treaty Consultations
- Launch of NSWALC Freddy Fricke Scholarship
- Darkinjung development deal
- Gandangara development deal
- Native Title decision in Western Lands Region of NSW
- Criticism of Red Chief LALC
- Establishment of NSW Aboriginal Water Trust
- NSWALC criticism of NSW Framework Agreement
- NSWALC's relinquishment of Native Title body status.
- NSWALC's reply to Auditor General's Report
- NSWALC criticism of Terrorism Bills
- Native Title handover to Arakwal in Byron Bay
- Stolen Generations reunion at Bomaderry
- Murrin Bridge wine coverage
- Amendments to the NSW Aboriginal Land Rights Act

NSWALC Website

After a difficult development period, the NSWALC website went live in June. Feedback has been particularly good from Government organisations, educators, students and the media, who appreciate having 24 hour access to information about the Land Council. In the month of September we averaged 83 visits a day with an average of over 1500 hits (or pages visited) per day. The website is available at www.alc.org.au.



Information Packs

Since last annual report, the Unit has also compiled and distributed over 800 information packs to schools, community groups, libraries and government agencies. The packs consist of up to eight different fact sheets and can be compiled according to the target market, whether that be media, high school students or tertiary students or general members of the public. Three hundred kits were sent on request to the State Education Department and distributed to all Aboriginal Studies teachers in high schools around the State.

Pen-Wurru

At the time of writing, the Media Unit was finalising the third issue of NSWALC's quarterly magazine, Pen-Wurru. The magazine has been a



Achievements in Human Resources

great success in communicating both NSWALC news and "good news" stories around the NSWALC membership, as well as to the general public. The magazine is distributed to all LALCs, RALCs, libraries around Australia, relevant government departments and other Aboriginal organisations within NSW.

Freddy Fricke Scholarship

Founding benefactor, the late Freddy Fricke bequeathed his Bondi Junction home to NSWALC for the purpose of establishing a fund to provide a lasting benefit to the Aboriginal people of NSW. NSWALC determined to use the bequest to fund a scholarship scheme to help train Aboriginal people in business. A major public relations effort was overseen by the Media and Public Relations Unit to ensure that the business community, the general public and the potential beneficiaries were all made aware of the scholarship scheme. Launched with the help of Patrons Kathryn Greiner and Marcus Einfeld, the scheme has already attracted substantial tax-deductible donations from Government and Business, boosting its capacity to fund scholarships for worthy applicants.

Publicity Materials

Apart from the NSWALC t-shirts, hats, key-rings and badges produced for Survival Day, the Media Unit has been involved with producing stickers and balloons for children, posters for the NSW Freddy Fricke Scholarship and assisting the Land Council Services Unit with calendar desk pad production.

In the coming year, the Unit will continue this range of activities, supplemented by series of specific, targeted events and projects to mark and celebrate the 20th anniversary of Land Rights in NSW.



There were several major achievements by the Human Relations Unit during the reporting period:

Recruitment Action

During the year, considerable recruitment action was initiated particularly for senior NSWALC positions. This action was a result of the creation of new positions and/or the departure of staff. During the reporting period, extensive recruitment action resulted in the successful filling of a number of critical positions within NSWALC, including Manager Financial Operations; Manager Legal Services; Manager Strategic Planning & Policy; Director Land Council Services and Manager Media Unit.

Employee Management Payroll System

2002 saw the introduction of an Employee Payroll Management System within the Human Resources Unit. The EMPS identifies employees by a code and a scan of their finger. As a result, the movements of staff including leave taken is accurately recorded and monitored, with details now being available to both Managers and the Human Resources Unit electronically, resulting in a higher standard of service delivery.

The System has been introduced at Head Office and at some Branch Offices during a trial operation. It is intended that the System will be installed in all Branch Offices in the near future. The introduction of the System was for many purposes with the significant benefits being to improve the efficiency and effectiveness of flextime management; to improve payroll processing and the maintenance of leave records; to ensure the integrity and accuracy of attendance records and to assist in meeting concerns raised by the Auditor-General regarding unauthorised staff absences.

Achievements In Occupational Health & Safety, Workers Compensation & Rehabilitation

Policies, procedures and programs which had been developed and approved in the previous reporting period, continued to be implemented. In particular, there were several initiatives undertaken by the OH&S&R coordinator to demonstrate NSWALC's capacity and intent for compliance with the NSW Occupational Health & Safety Act 2000 and the Occupational Health & Safety Regulation 2001, which came into effect from 1 September 2001.

Amendments to the Workers' Compensation legislation continued to be addressed through implementation of appropriate policies, procedures and training programs. The following activities highlight NSWALC's efforts to become and remain compliant with this legislation:

- the CEO signed off the NSWALC OH&S Policy on 30 January 2002 for display in all workplaces
- The OH&S&R Coordinator visited Branch offices at Moama, Gosford, Kempsey, Wagga Wagga, Bateman's Bay and Lismore during the reporting period to carry out OH&S Risk Management assessments and implement compliance programs. The visits included the delivery of OH&S training sessions.
- The OH&S&R Co-ordinator visited 3 Branch Offices to develop Return to Work/Rehabilitation plans for staff members with work related injury or illness.
- 8 people nominated as members of the OH&S Committee completed the Workcover accredited OH&S Consultation training course over 4 days in May/June 2002. The group commenced functioning as a committee in June 2002.
- The OH&S&R Co-ordinator has been directly involved in an OH&S consultation

role with the relocation of Parramatta office staff, in particular, with matters related to choice of ergonomic workstation furniture, staff amenities and first aid. The OH&S Committee has also performed a consulting role in OH&S matters related to the relocation, including the development of new evacuation procedures.

- In May 2002, the OHS&R Co-ordinator attended the Futuresafe 2002 Conference in Sydney organised by the National Safety Council of Australia. Networking through links established with safety personnel in other organisations and with officers of Workcover continued to assist in the development of NSWALC OH&S programs.
- 94 LALC persons (office bearers, employees and members) completed the "Working in a LALC" training program which included achieving a pass in the Senior First Aid Certificate training course conducted by St John Ambulance and satisfactorily completing the Occupational Health & Safety training segment of the program

Achievements in Staff Training & Development

The Training & Development Unit had another busy year with the development and delivery of a number of new programs and with the continuation of a range of existing programs for participants from Local Aboriginal Land Councils throughout the state.

Aboriginal Cultural Sites Conservation Program

The Aboriginal Cultural Sites Conservation Program (Certificate II), received support funding from the Commonwealth Department of Education Science & Training and commenced as a pilot back in October 2000 with 25 indigenous participants from across the state. It is a block release program which involves 6 weekly intensive, structured off-job training sessions spread across the year, combined with practical work experience for people involved or interested in a career in this important area of work. Block 5 was held 8 - 12 October 2001

at Rooty Hill and Block 6 was held 19 - 23 November 2001 at Point Lookout. More than half of the participants successfully completed the program and expressed an interest in progressing to Certificate III, as the training has assisted them in their employment.

Community Planning Program

The Community Planning Program is an ongoing block release program consisting of 6 one week workshops conducted over a 12 - 18 month period. Demonstration of their skills is a critical component of the program, with all participants being asked to contribute to a practical plan which they can then use as a model for their local community. Participants in this program have progressed to Certificate IV Community Management which commenced during the reporting year. Block 1 was held 3 - 7 June 2002 and block 2 on 30 September - 4 October 2002. The remaining workshops for the year are being held at Rooty Hill. Eighteen (18) participants from the following LALCs and Branch Offices are expected to graduate in early 2003:

- Batemans Bay
- Central Coast Branch
- Birrigan Gargle
- Yaegl
- Gilgandra
- Forster
- Purfleet/Taree
- Young
- Coonamble
- Cobar
- Griffith
- Ulladulla



Property Management Program

Participants in the Property Management Program progressed to **Certificate III** during the reporting year, with block 1 held 3 - 7 June 2002 and block 2 held 5 - 9 August 2002. The workshops are being held at Rooty Hill. Twenty three (23) participants from the following LALCs and Branch Offices will graduate in early 2003:

- Dubbo
- North West Branch
- Nungaroo
- Bowraville
- Northern Branch
- Worimi
- South East Coast Branch
- Jerringa
- Birrigan Gargle
- Karuah
- Red Chief
- Central Coast Branch
- Nambucca
- Ngulingah
- Jerringa
- Northern Branch
- Cobowra
- Nowra
- Wallhollow
- Batemans Bay
- Coonabarabran
- Narrabri

As part of an ongoing strategy to involve "new faces" or "fresh blood" in the LALC system, NSWALC offers a series of introductory or induction training programs.



Participants in the Property Management Course

Working in a LALC

A new training program 'Working in a LALC' was delivered to one hundred & thirty eight (138) LALC staff, Office Bearers and members in an introductory course leading to the award of a Statement of Attainment in Community Management. The regions were divided into 6 groups of about 20 participants each.

The program was adapted specifically for the use of Local Aboriginal Land Councils and has been a collaborative effort by the NSWALC and the Community Services Training Team at Western Sydney Institute (Nirimba College of TAFE). It is a TAFE NSW accredited course extracted from the Statement of Attainment in Community Management. The training program was supported with funding from the Commonwealth Department of Education Science & Training under the Workplace English Language Literacy (WELL) Program.

Program Objectives

- To enhance Land Council employees and office bearer's skills to improve the LALC's operational and project planning;
- To provide skills & knowledge for those in paid and unpaid positions, working within relevant legislation and policy guidelines for the development and co-ordination of LALCs;

- To improve career and recognition pathways within the community services industry, including the capacity to enhance the work opportunities for volunteers, executives, members, as well as paid staff.

Benefits

Completion of this course provided the successful participants with an opportunity to progress into further studies. Seventy three (73) of the ninety four (94) participants who completed Block 2 expressed interest in further training programs such as:

- Computing and administrative skills for people working in LALCs
- Property Management for Housing/Property Officers in LALCs
- Community Management for Coordinators and Office Bearers in LALCs
- Aboriginal Cultural Sites Conservation for Sites Officers in LALCs.



Participants in one of the many "Working in a LALC" workshops



Course Content

The program provided an overview of organisational skills and knowledge required for community organisations. Participants were given training in the essential skills for working in a range of positions in a LALC. Two workshops offered six modules that are part of the Community Management course:

- Specific communities
- Aboriginal Communities Housing
- Workplace Documents for the community services
- Community Management Development
- Senior First Aid
- Occupational Health and Safety



Current Programs

As part of the ongoing program of professional development, more than eighty LALC staff & Office Bearers and members have continued or commenced further training in Community Planning, Property Management and Aboriginal Cultural Sites Conservation programs during the reporting year.

Participants were pleased with the opportunity to further develop their skills and progress onto the next level. They were also pleased to

interact with participants from other regions, network with each other, and to also exchange their insights on their current programs.

Property Management Program Certificate II

Block 1 was held in Sydney (Rooty Hill) from 5 - 9 August 2002. Participants attended from the following LALCs and Branch Offices:

Yaegl, Moree, CDEP Minchinbury, Darkinjung, Karuah, Cobar, Metropolitan Branch, Casino Boolangle, Menindee, Walhollow, Merrimans, Western Metro Region, Ngerrie, Central Coast Branch & Ngulingah

Aboriginal Cultural Sites Conservation Certificate II

Block 1 was held in Sydney (Ryde) from 26 - 30 August 2002. Participants attended from the following LALCs:

- Anaiwan, Ashford, Yaegl, Bahtabah, Worimi, Forster, Griffith, Toomelah & Darkinjung

Community Planning Program

Block 1 scheduled to be held in Sydney (Rooty Hill) from 30th September to 4th October 2002. Participants attended from the following LALCs and Branch Offices

- Casino Boolangle, South East Coast Branch, Dubbo, Glenn Innes, Wanaruah, Metropolitan Branch, WeeWaa, Forster, Gandangarra, Griffith, Anaiwan, Toomelah & Moree.

OH&S Consultation Course

Occupational Health & Safety Consultation Course was held at NSWALC head office (Parramatta) for the OH&S committee members. The training program was held in two, 2 day blocks over 2 weeks during May 2002, with eight (8) participants attending the training.

Power Point Training

Power Point Training was held at NSWALC Head office (Parramatta), with 2 groups attending over a 2 week period. Group 1 was held on 30th July and Group 2 on the 6th August, with a total of 10 participants completing and receiving a certificate

Visit By Study Group From Philippines

Open Training and Education Network (OTEN) is part of TAFE NSW. As part of an AUSAid project in the Philippines, 5 people visited Australia for a two week study trip. This group was interested in how Aboriginal communities approach training and support needs of isolated communities.

As requested by OTEN, a Cultural Awareness Workshop was delivered at OTEN Strathfield during August 2002. The visitors attended the Property Management workshop at Rooty Hill on 8 August. They also visited Aboriginal communities in the Far North Coast, thanks to the efforts of staff at NSWALC's Branch Office at Lismore.

Partners In Training Award

The Partners in Training Award is a result of the establishment of a formal training alliance between NSWALC and NSW TAFE through the Western Sydney Institute.

This award acknowledges the achievements by NSWALC and LALC participants in training and development and also encourages participants

who have commenced but not completed training programs.

The Award night was held on Thursday 11 July 2002.

The successful nominees for the awards were:

Maria Dennis (Walgett LALC) - Encouragement Award
Certificate II in Property Management

Suzanne Hayek (NSWALC Parramatta) - Encouragement Award
Introduction to Community Management Program

Lee-Ann McGrady (Narrabri LALC) - Achievement Award
Certificate II in Property Management

Mary Slater (Walhallow LALC) - Achievement Award
Certificate II in Property Management

Lois Towney (Gilgandra LALC) - Achievement Award
Community Planning Program

Robert Carroll (Griffith LALC) - Achievement Award
Community Planning Program



Suzanne Hayek is congratulated by NSWALC Training Officer Lorenz Herft.

Achievements of the Land Rights Unit

The passage of the Aboriginal Land Rights Act (NSW) 1983 by the Wran Government marked a watershed in recent Aboriginal history. Quoting from the Preamble, we see the essential intent of the Act:

"Whereas:

- a) Land in the state of New South Wales was owned and occupied by Aborigines
- b) Land is of spiritual, social, cultural and economic importance to Aborigines
- c) It is fitting to acknowledge the importance which land has for Aborigines and the need for Aborigines of land
- d) It is accepted that as a result of past government decisions the amount of land set aside for Aborigines has been progressively reduced without compensation."

Defining the Aboriginal Land Rights Act

The right to claim land under the Aboriginal Land Rights Act (NSW) is based on the most fundamental rights of the Aboriginal community - the right to ownership of their own land in Australia, from which they were dispossessed by white settlement. Aboriginal people have been able to make land claims since the commencement of the Act in 1983. Land councils lodge land claims over NSW Crown land, which are then determined by the relevant Minister or on appeal through the NSW legal system.

Under the Act, claimable Crown land is defined as:

- a) Land able to be lawfully sold or leased, or reserved or dedicated for any purpose under the Crown Lands Consolidation Act 1913 or the Western Lands Act 1901
- b) Land that is not lawfully used or occupied
- c) Lands which are not, in the opinion of the Minister administering the Crown Lands Act, needed or likely to be needed as residential lands.

- d) Lands which are not needed or likely to be needed for an essential public purpose.
- e) Lands that are not subject of an application for a determination of Native Title or subject of an approved determination of Native Title.

If land satisfies the above tests, it is granted to the claimant land council. Land councils have a right of appeal against the Minister's decision if a claim is refused. The appeal is heard by the NSW Land and Environment Court.

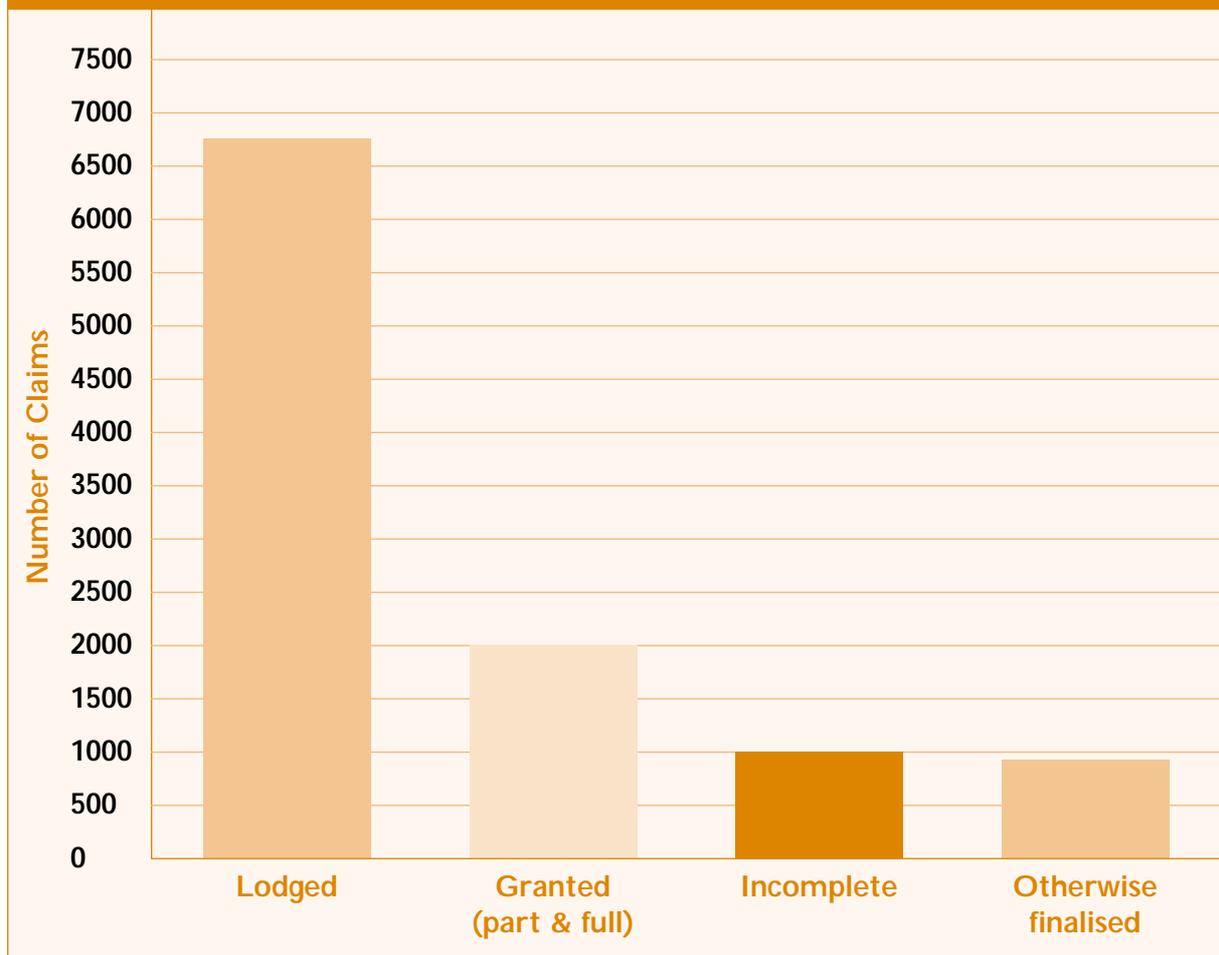
The Function and Purpose of Land Claims

The making of a claim and the granting of land is now the sole remaining form of compensation for dispossession of land available under the Act. This follows the sunset of a provision of the Act which for 15 years made available to NSWALC an amount equivalent to 7.5% of commercial land tax collected in NSW, of which half has been invested on behalf of the Aboriginal peoples of this state to help secure our economic, social and cultural future.

Claims Progress

Over the period 1983 to end September 2002 there have been 2002 claims land granted out of a total lodgement of 6858, with more than 3200 declined. The total area of these granted properties comprises 77,828 hectares with an estimated value of \$662,597,158. Even though the preamble of the Aboriginal Land Rights Act 1983 states that land in New South Wales was traditionally owned and occupied by Aborigines and that land set aside for Aborigines has been progressively reduced without compensation, there is still only a 30 per cent success rate in reclaiming Crown land from the Government. In the year 2001/2002, statistics show that a total of 135 claims were lodged. As at 30 September 2002, 1139 claims were still outstanding (up from 942 last year) but with 70 of these outstanding claims having been lodged with the Minister before June 1990.

Aboriginal Land Claims – Statistical Breakdown (as at 30 September 2002)



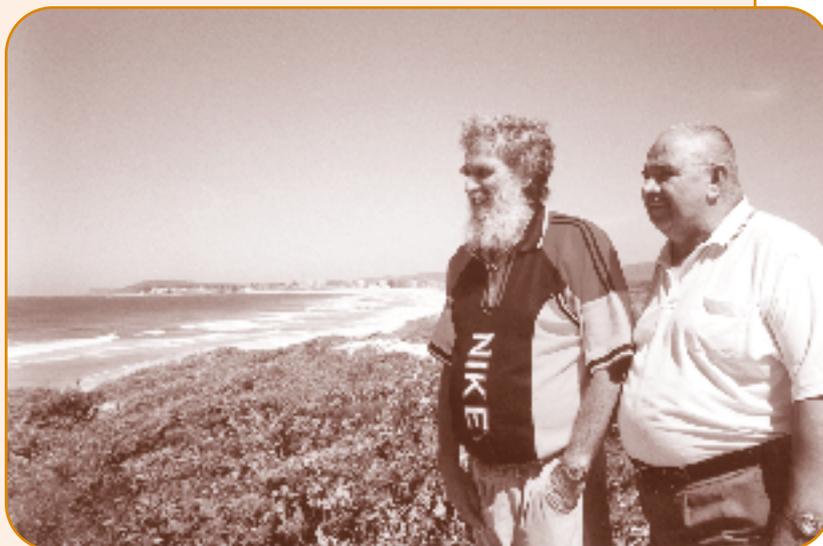
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Case Study of A Successful Land Development

During the reporting period, the largest ever commercial land development deal was concluded between the Darkinjung Local Aboriginal Land Council and Mirvac. This multi-million dollar development proposal involving a parcel of prime land on the NSW Central Coast would mean a new era of self determination for the Indigenous people of the region and would provide a stimulus to tourism. The future financial independence of the Darkinjung people has been achieved through the careful selection of a developer which will respect the wishes of the local community, provide permanent cultural facilities and real employment opportunities for Aboriginal people at all stages of the development.

The proposal involves just over 101 hectares of vacant land adjacent to the North Entrance beachfront. After a single weekend of meetings and years of consideration, Land Council members resolved to enter into negotiations with developer MIRVAC, over the construction of a first class integrated tourist resort and residential complex on the North Entrance site.

A public golf course, an Indigenous cultural heritage centre, unrestricted beachfront access and a surf life saving club will form part of the development.



Press Reports from the time emphasise the significance of the deal:

"We believe it's the first proposal of this magnitude involving a Local Aboriginal Land Council in this State," Darkinjung Chairman David Pross said. "But it means much more to us than money.

"If it goes ahead, this project would give us the means to tackle disadvantage and the social problems that come with it. The Prime Minister talks about improving health, housing, education and employment for Aboriginal people, but we're sick of waiting for him to do something about it. We may soon have the funds to do something ourselves," Mr Pross said.

The Central Coast has the country's largest growing Indigenous population, as Aboriginal people relocating from around NSW and other parts of Australia in the hope of finding greater opportunities and a better life for their children.

"Programs to help our kids are a top priority. We have plans for a scholarship scheme already on the drawing board," Darkinjung Secretary Barry Duncan said.

"Unfortunately our area has the highest incidence of Indigenous youth suicide, so we'll also be looking at ways to address that issue."

The Darkinjung Land Council also has plans to expand its affordable housing service and employment scheme, with training courses to multi-skill the local Indigenous population.

Darkinjung Treasurer Roger Sentance said the Local Land Council was determined to ensure money raised from any future deal would be wisely invested.

"We will put in place mechanisms to ensure the sound financial management of any money raised and to guarantee ongoing benefits to the local Aboriginal people," Mr Sentance said.

The peak body for land councils in the State, the NSW Aboriginal Land Council, has welcomed the negotiations between Darkinjung and Mirvac.

"Land is important to Aboriginal people and has provided sustenance since time immemorial, but equally important today is the need for a job, a house and an opportunity for our kids to obtain a good education," Councillor for the Sydney/Newcastle Region, Veronica Graf said.

(Then) Chairman of the NSW Aboriginal Land Council, Rod Towney, agreed there could be great benefits for the local community.

"Darkinjung is one of our great success stories. Today's announcement shows what Aboriginal communities are capable of when they are allowed to make their own decisions. We want to see an end to the welfare mentality that has kept our people in a vicious cycle of poverty," he said.

The development has been hailed by local business people, not only as a potential flagship for Central Coast tourism, but also as a provider of long-term employment opportunities for the entire community.

The site itself was obtained by Darkinjung as a result of a land claim lodged in 1993 under the NSW Aboriginal Land Rights Act (1983). The area was once used as a domestic tip and sand mine.

The decision by Darkinjung Local Aboriginal Land Council members to dispose of the site followed an international call for proposals which attracted strong interest from major resort developers.

Functions and Responsibilities of the Land Rights Unit

The statutory responsibilities carried out by the LRU under the Act are:

- a) Land Claims;
- b) Disposal, leasing, purchasing and changing the use of LALC land pursuant to S40D, S40B, Reg 24 & S40B of the ALR Act, respectively;
- c) NSWALC Policy relating to property matters within the ALRA regarding LALCs, RALCs and NSWALC;
- d) Management & disposal of NSWALC properties including transfers to LALCs and investment properties;
- e) Safekeeping of the Common Seal;
- f) Rates policy including exemptions and S44A debts;
- g) Policy matters relating to interaction with Federal, State, and Local Government;
- h) Interaction between Land Rights and Native Title issues;
- i) Monitoring & advising the Council on legislative change;
- j) Planning law issues on LALC properties and where proposed development affects Aboriginal people;
- k) Protection of Aboriginal Cultural Heritage matters and policy;
- l) Areas of NSW not constituted by LALCs;
- m) Policy and representation regarding Government advisory committees;

- n) Briefing external professionals such as Solicitors and ensuring co-ordination with LALCs;
- o) Natural resource issues such as mining, hunting & gathering agreements, fishing rights and policy regarding forestry issues;
- p) NSWALC housing policy (including the Housing disposal Project) and involvement with the Aboriginal Housing Office;
- q) Assistance with negotiations under the Aboriginal Ownership of National Park provisions of the National Park & Wildlife Act;
- r) Applying for external grants for specific projects including ILC, Regional Forest Agreement process, Indigenous protected areas and Landcare;
- s) Providing advice to LALCs.

Many of these functions are now carried out by the newly created Strategic Planning & Policy Unit, the Legal Service Unit and the Land Council Support Unit.

Legal Matters on hand

The Legal Services Unit now has a dedicated staff of 3 full time lawyers and their importance to the organisation will continue to grow commensurate with the range and complexity of matters that receives their attention. During the reporting year, there were 3 main issues that occupied the time of the putative LSU:

- LALC property development opportunities
- Legislative Reform
- Land Right claims and National Parks handbacks

Each of these is detailed under "Achievements of the Legal Services Unit" below.

Rates Exemption

Rates exemption applications for vacant land owned by Local Aboriginal Land Councils are accepted by the Minister for Aboriginal Affairs, Dr Andrew Refshauge. The Minister has a set of guidelines for Section 43, *NSW Aboriginal Land Rights Act, (1983)* in order to apply for rates exemption on vacant land. These guidelines assist in the determination of applications by Local Aboriginal Land Councils for vacant land claimed

through the NSW Aboriginal Land Rights Act.

The amendments to the *NSW Aboriginal Land Rights Act, (1983)* and Regulations included the introduction of rates exemption on former Aboriginal Reserves. All former Aboriginal Reserves are listed in Schedule 1 under Land Exempt from certain rates and charges. Although this list was to be inclusive of all former Aboriginal Reserves, several land parcel have been left off the list which will hopefully be modified to include all former Reserves in the very near future.

77 Local Aboriginal Land Councils have applied for rates exemption under the new guidelines since the guidelines introduction in May 2000. 577 determinations have been made by the Minister to date granting rates exemption to the value of approximately \$840,000 per year for some 1,167 parcels of land across NSW. Exemptions may only be claimed for a maximum period of five years at this stage, however, at that time Local Aboriginal Land Councils may re-apply.

The percentage of applications for rates exemption processed by the Minister is just under 50 per cent. This means that slightly more than half of applications received (some dating back two years or more) have not been determined by the Minister. The progress of exemptions for many Local Aboriginal Land Councils is far too slow, and NSWALC is continuing to place pressure on the Department to "fast track" the processing of these applications.

NSWALC strongly encourages all Local Aboriginal Land Councils to make application for rates exemption on all vacant land to assist in relieving at least some of the unfair burden of Local Government rates. As former Crown Land and prior to the introduction of the *NSW Aboriginal Land Rights Act, (1983)*, Local Governments were unable to charge rates, yet once title passes to a LALC, many Local Government Authorities have opportunistically invoiced for rates even though the land is not serviced and non-income producing.

The Aboriginal Land Rights Amendment Act (2001) contains a schedule of all Aboriginal Land in NSW which is to be exempted from rates and this, finally, provides some reassurance for those LALC members who have made the effort to seek exemptions in the past.

Reports to Council

A Report from the Land Rights Unit is presented to every Council Meeting. Inclusions in these reports during the 2001/2002 reporting period consisted of:

- 8 x Section 40B Submissions (to do with lease back and use of land owned by LALCs)
- 18 x Section 40D Submissions (to do with disposal of land by LALCs)

It should be noted that the Aboriginal Land Rights Amendment Act (2001) allows for the acquisition, lease and disposal of LALC land without the need for Ministerial approval, but provided these things are done within a set of guidelines prescribed in the legislation.

Achievements of the Culture & Heritage Unit

Consent

During the reporting period, NSWALC received authority to act on behalf of 2 further Local Aboriginal Land Councils (LALCs), La Perouse and Pilliga. The addition of these 2 new groups brought the number of Aboriginal Community Groups represented by NSWALC during the reporting period to twenty four.

Although it has not been possible to staff the Unit in recent months, it is expected that the Unit will resume its activities some time during 2003.

Achievements by the Strategic Planning & Policy Unit

The newly formed SPPU has continued to tackle the challenges of educating other members of various Councils and Committees and ensuring an adequate level of response is given to resource issues by NSWALC.

Involvement with various committees and forums on behalf of the NSW Aboriginal Land Council

SPPU has assumed many of the responsibilities of the Land Rights Unit on behalf of the NSW Aboriginal Land Council and now participates on many varied committees, to represent Indigenous concerns.

The following is a list of Committees and forums in which SPPU staff are involved:

- Great Artesian Basin Advisory Committee
- Resource and Conservation Advisory Committee
- Various Local Shire Council Aboriginal Advisory Committees
- Local Government Aboriginal Network Conference
- Local Government Annual Conference
- Paroo Wetlands Committee formed by the World Wide Fund For Nature
- Geographical Names Board
- Native Vegetation Advisory Council
- Water Advisory Committee
- National Indigenous Working Group
- Sydney Wetland Action Committee
- Natural Heritage Trust Assessment Panel
- State of the Environment (2003 Report) Advisory Committee

SPPU also carries the responsibility to organise endorsement of Local Indigenous participants to a wide variety of forums and State Government committees including native vegetation, water, river, ground-water and forests committees.

Water Advisory Council

Background: Under section 3 (c) the *Water Management Act 2000* Aboriginal people and communities must benefit economically and socially. However, the only provisions under the Act to achieve these outcomes is within the State Water Management Outcome Plan (SWMOP). The SWMOP, in turn, only dealt with one aspect and advocated only one approach to Aboriginal heritage. Sections within the SWMOP state that Aboriginal culture and heritage must be protected, where possible, but through fencing off sites and places.

The idea that Aboriginal people and communities would receive only heritage protection through the *Water Management Act 2000* was unacceptable to NSWALC, and probably to most Aboriginal people. NSWALC and Native Title Services worked together to push for real economic benefits, by submitting a proposal to establish a Water Trust.

In relatively quick time, the partnership had established the concept of an overarching state Water Trust, where the Trust will be able to buy, sell and lease water licenses, receive monies and allocations and allow for real economic benefits. A minute has been prepared to take to NSW Cabinet to get support for the Trust.

NSWALC has taken the approach that any money or water allocations made to the Trust ought not come at the expense of our neighbours, particularly the farmers and irrigators. We believe that we can achieve our needs by understanding that we are part of a wider community - we do not wish to see our members being put into ugly situations where any section of the community can make accusations that we have taken water or money from them. We have not taken anything away from those groups, but wish to foster working relationships, so that we may be able to lease our water licenses (if possible), or find meaningful employment for our people.

Current Status: A state Water Trust will be established by the Department of Land and Water Conservation, where \$5 million dollars from consolidated revenue will be put into it over two years. There will be two stages:

- the first stage will establish the Trust under the *Water Management Act 2000*, with five board members (2 NSWALC, 1 Native Title Services, 1 DAA and 1 DLWC)
- the second (in the second year) will see further amendments to the *Aboriginal Land Rights Act*, so that the Trust will be then be administered under our Act. The board members will reflect an Aboriginal majority.

To date, no other state has considered a Water Trust. If we make it work, then NSW will be the model for other states. In the end, this means that Aboriginal people will have money to ensure the future of our rural properties.

In addition to the Water Trust, we are pursuing other options to see water delivered to communities. Supplementary water used to be called "off-allocation" water, and is all the water that has not been allocated to a licence or to environmental flows. This is water that goes into the 'pot' and anyone gets a chance at it. We would like to see a percentage set aside for communities. (Again, this does not have to come at the expense of our neighbours). We are looking to have a separate class of licenses specifically for Aboriginal people. We are arguing for a cultural non-commercial licence should be created for communities to access water for traditional and contemporary practices, while a separate economic licence would allow us to have exemptions on Aboriginal-owned properties.

We have asked the DLWC to provide in-house support to assess the rural properties nominated for Trust monies. To have expertise available means that we will not have to dip into Trust monies and will add stock to the Trust. The DLWC are keen to see their people work with our people, because the social justice aspect of water-sharing is a priority for our members.

However, to adequately plan for which communities need water or infrastructure upgrades we need to know who has a water licence and how they use it. NSWALC is currently sending out letters with a questionnaire, so that we can create a confidential, in-house database. This will be a valuable tool, because we can aim the right resources at the right communities.

We would also like to plan for the properties that are nominated for Water Trust funds to attract other funding grants, such as the Environmental Trust or Natural Heritage Trust grants. This will mean that the properties will be cleaned-up, managed and planned right at the start. The potential will exist to have "showpiece" or "best practice" properties for others to learn from.

NSWALC is looking to its members for guidance as to who has the most pressing needs and where best those monies can be spent. We hope that LALCs will provide input and NSWALC will keep people informed of developments with the Water Trust.

NSWALC is also represented on the Implementation Group sub-committee meetings, where we try to mainstream Aboriginal issues into general policy, such as controlled activities on Waterfront Lands.

Native Vegetation Advisory Council

Background: The overall concept behind the *Native Vegetation Conservation Act (1997)* is to protect, manage and enhance what is left of our native vegetation, while regenerating areas that sorely need it, such as salinity areas and river/creek banks.

The Native Vegetation issues are different from the Water issues, as there is no "divvying up" of the resource as with water licenses. Native Vegetation issues are more concerned with how people use vegetation areas, how and under what conditions they are allowed to clear Native Vegetation, how we re-vegetate an area and what funds and techniques we use to re-vegetate.

The Department of Land and Water Conservation (DLWC) commissioned a background paper in 2001, Aboriginal Cultural Values of the Native Vegetation of New South Wales, outlining Aboriginal values, policies and research issues about Native Vegetation. The DLWC have acted on this paper, and others, to ensure that the issues of water and Native Vegetation are adequately explained to Aboriginal communities and that there are appropriate staff to conduct consultation and collate the results. There are eight Aboriginal

Natural Resource Officers with DLWC, and the Strategic Policy and Planning Unit of NSWALC rely heavily on the advice, connections and consultation strategies employed by these officers. There is great community support for the Resource Officers, and NSWALC is in a position to co-ordinate, and distribute information to LALCs on water and Native Vegetation issues.

Current Status: The Regional Vegetation Committees (RVC) are in the process of displaying the draft plans for public submission. The RVC are made up of members from the farming, irrigation and grazing interests, conservation groups, local government and shires association, and Aboriginal interests, who plan for what Native Vegetation should be kept and what can be cleared (under exemptions). Responses to each of the individual draft plans are being made by the SPPU. In some cases, the Unit has provided one-on-one technical support to Aboriginal interests from regional groups, such as Nundle and Walgett.

The members of the Native Vegetation Advisory Council also undertook cross-cultural training during the reporting period, with SPPU providing details of what should be discussed and presented at the training. SPPU also provided its own indirect cultural training by requesting, for example, that "Welcome to Country" speeches are made at all conferences and regional tours. SPPU continues to make presentations at Advisory Council meetings, to discuss what Native Vegetation means to Aboriginal people and what future directions we should be taking, as well as inviting experienced community speakers.

Policy and Planning packages that can be distributed to each of the RVC (and also regional water committees) will be created over the next six months. Simple policy statements are required to outline the position of the NSWALC over issues relating to definitions of cultural heritage, future directions, consultation protocols and incorporation of Aboriginal knowledge into mainstream systems. The Boomanulla Statement - Caring for Country will provide the background to these policy statements.

State of the Environment Advisory Council

Background: The State of Environment (SoE) report for New South Wales is published every three years. The SoE is an annual report from the Environment Protection Authority and is aimed at providing details on the current status of the main environmental issues in New South Wales, such as Human Settlement, Atmosphere, Land, Water and Biodiversity. The Advisory Council was established in 1999, where it contributed to the outcomes of the last SoE report in 2000.

Current Status: Previous SoE reports did not have specific sections relating to Aboriginal issues, however, the Environmental Protection Authority has recognised the need to fill these gaps and have created a separate category for Aboriginal culture and heritage. The next SoE report is due in 2003, where, for the first time, Aboriginal issues will be a separate component. The information flagged for inclusion in the report has been created on the basis of consulting with the ALC, as well as other Aboriginal organisations, both government and non-government. This information is basic and does not stretch the imagination at all. However, it is a start and will be broadened as more institutions and individuals are involved in the process of defining, for example, key performance indicators, future directions, current status and community involvement. Our seat on the Advisory Council is crucial to retain, as we cannot progress Aboriginal rights and knowledge without direct input into the process and the results.



NSWALC Treaty Project Officer Adell Hyslop with Donna Rogers.

Mining Protocol

"In the mining industry we understand our business, but we don't always fully appreciate the perspective of Aboriginal communities."

(Bob Cameron, NSW Minerals Council)

During the reporting period, NSWALC and the NSW Minerals Council signed an historic "Protocol for Negotiation" covering mining and minerals exploration across New South Wales. This is the first such Protocol in existence within Australia and marks an important step toward improved relations between the Mining Industry and Traditional Owners.

The framework agreement sets out rules for negotiation between the two groups to give the mining industry in NSW greater certainty, while ensuring Aboriginal communities' rights as traditional owners are considered and respected on issues including agreement processes, mediation principles, compensation arrangements and any other matters the parties might agree to.

A working group has been established by NSWALC and NSWMC to manage and negotiate the protocol.

Treaty Consultations

During the reporting year, NSWALC appointed a dedicated officer to coordinate its efforts to consult widely with Aboriginal people in NSW about the need or otherwise for a Treaty.



Background to Treaty Consultation Process in NSW

June 2, 2001

- NSWALC launched its Community Consultation Process on the Treaty Issue.

11 July, 2001

- The State's 2 peak Indigenous bodies NSWALC and ATSIC, joined forces to advance a Treaty across NSW. Such an historic partnership means that NSW will be leading the way on the Treaty issue and will take the discussion and debate to the next level.

November, 2001

- NSWALC and ATSIC jointly convened a Treaty "Train the Trainer" program at Dubbo.

February, 2002

- NSWALC conducts its own Train the Trainer program at Dubbo as part of the preparation for Community Consultations.
- Joint consultation process began with NSWALC and ATSIC in the Far West NSW.

March, 2002

- NSWALC appoints a Treaty Project Officer to co-ordinate and implement the Treaty Consultation Process for NSWALC and provide communication between ATSIC and Focus Group members.

April, 2002

- The NSWALC Think Tank was appointed. The Think Tank comprises subject matter experts in the fields of Research, Economic, Legal and Cultural and Heritage, 3 Councillors and 3 Focus Group members.

The primary role of the NSWALC Think Tank is to provide intellectual policy advice and options to NSWALC on constitutional, legal, historical, cultural and heritage and economic aspects of Treaty between the Aboriginal peoples and the State Government of NSW. The secondary role of the Think Tank is to provide advice on Treaty involving the Commonwealth Government of Australia, and local government authorities and other organisations. The matters considered by the Think Tank may be initiated both by its members as well as by reference from the Chairman of NSWALC. In relation to the Treaty Development Strategy, the purpose of the Think Tank is to have it set the discussion agenda around Treaty issues.

Following a series of consultation meetings conducted by ATSIC in Goulburn, Canberra, Nowra, Maitland and Cardiff, the NSWALC Treaty Officer reported back to Councillors that there were obvious issues which needed to be addressed to improve the quality and quantity of the consultations and to ensure the success of the consultation process within NSW. It was apparent that consultations were very much ATSIC driven and lacked the effective participation of NSWALC. Other issues needing attention were inconsistencies in information presented at different venues, poor attendance at all venues, non-availability of takeaway information for participants and lack of a suitable process for collating participants' views.

ATSIC Partnership

It was apparent that ATSIC was concentrating on pursuing a National Treaty. While NSWALC supported the idea of a National Treaty, if it was the option favoured by most NSW Aboriginal people, it should not be the only option put forward. A State level treaty or no treaty had to be equally valid alternatives if the consultations were going to be unbiased.

In view of the differing goals of the two organisations, Council authorised the Unit to move forward with the Consultation Process in its own right.

Current Position

Progress has been made on addressing some of the issues which were identified earlier in the year. On the 18 -19 June 2002, a new NSWALC Focus Group members' workshop was held in Dubbo. The workshop covered the new material which was developed for Focus Group members to use in consultations. New consultations for NSW began in September 2002 and will continue to be more community focused. Some changes include door knocks in smaller communities, survey mail out, community consultation workshops and community gatherings such as BBQs.

Below are the recommendations which are currently being implemented to address the issues recognised in earlier workshops and which will be utilised in the new round of consultations:

Streamlining Treaty Information - A revised Treaty Resource Manual and Facilitators' Treaty Manual and CD has been developed. The Resource Manual will be provided to each Local Land Council. The Facilitators' Manual and CD provides information regarding 5 Key Issues which correspond with the Treaty Survey Form. The Facilitators' Manual and CD which has been distributed to Focus Group members will ensure that all information provided at the workshops is consistent. To further assist Focus Group members, a NSWALC Treaty Video is being designed.

- **Lack of Attendance** - To improve the number of participants at each consultation

it was decided to reschedule workshops to more suitable hours for communities to attend. Other initiatives are being put in place such as alternative media streams for advertising, including radio announcements and TV stories to advise communities about the workshops. And wherever possible, we investigate providing transport for those who cannot otherwise attend these workshops.

- **Documenting Views Expressed** - As it is important for NSWALC to understand and gain the views of the Aboriginal people, a Survey Form has been devised. The form asks each participant their views on the 5 key issues which are discussed during the consultations. Collation and documentation of the views of participants will provide NSWALC with the information it needs to continue with the Treaty Process, or indeed if that is what the Aboriginal peoples of NSW actually want.
- **Information Material for Participants** - to allow for participants to discuss the Treaty issue further with family and friends, a small information booklet has been designed in line with the content of the Consultation workshops. The booklet will look at the 5 key issues in broad terms and will allow further discussion after the consultation session is over.

In addition, new NSWALC posters and stickers are being designed to ensure that NSWALC is at the forefront of promoting discussion and debate regarding Treaty in NSW.

It is equally important that Youth have as much say in the Treaty Process as possible - its their future, after all. NSWALC is committed to encourage youth to participate in the discussion and debate about Treaty. NSWALC will be attending the Vibe Australia 3 on 3 Basketball and Hip Hop Challenges in Kempsey (October 2002) and Mt Druitt (April 2003) in order to gain feedback and educate young Aboriginal people about the entire Treaty issue. NSWALC is also looking at developing a Youth Forum on Treaty for NSW to continue the education of young Aboriginal people.

The Way Ahead

NSWALC is presently focused on promoting awareness and providing information about Treaty, to help create discussion and debate about Treaty in Aboriginal communities in NSW.

By no means is NSWALC advocating a Treaty for NSW. It is NSWALC's commitment to ensure that all communities have been consulted and understand what Treaty is. The collating of views of the issue of Treaty is also equally important to NSWALC. Until the consultations have been completed and the collation of survey forms has finished, NSWALC will continue with the Treaty Process in NSW to attempt to find a preferred position.

It is vitally important that NSWALC continues to provide support to ATSIC at a National level. ATSIC is being invited to attend the consultations with NSWALC around NSW, but the delivery and discussion will be NSWALC's responsibility.

NSWALC and Native Title

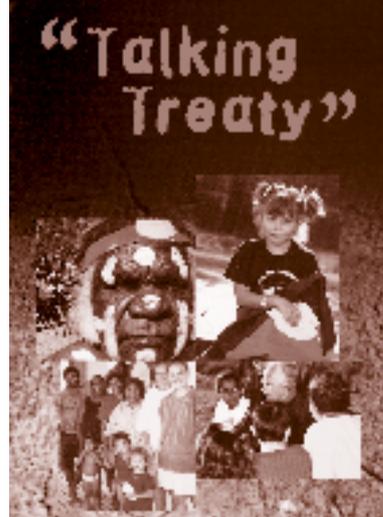
In 1994 NSWALC was confirmed as the sole "representative Aboriginal/Torres Strait Islander representative body" gazetted under the Native Title Act for New South Wales. NSWALC has retained its status as the Native Title Representative Body (NTRB) since that time, although it must be noted that the recognition of all NTRBs was withdrawn in early 2000. NSWALC re-applied and was eventually successful in gaining re-recognition under the new requirements.

As mentioned elsewhere, NSWALC has now withdrawn from the role as NTRB but will continue to work closely with the new entity, NSW Native Title Services Ltd.

NSW Framework Agreement for Service Delivery

The NSW Framework Agreement is administered on NSWALC's behalf by the SPPU. It has two purposes, namely

1. To commit to achieve a standard of living for Aboriginal peoples in New South Wales that is equal to that of the average of the rest of the State's population, through implementation of measurable



improvements in the quality of life of Aboriginal people in their communities by a combination of their own initiatives and by public policies and programs of the NSW State Government; and

2. To further enhance and consolidate practical recognition of the Indigenous Rights of the Aboriginal peoples of NSW:
 - a) *Right to Autonomy or Self Determination:* The right of Indigenous peoples to determine the way in which they live and control their social, economic and political development
 - b) *Right of Peoplehood or Identity:* The right of Indigenous peoples to exist as distinct peoples with distinct cultures
 - c) *Right to Territory and Resource:* The right of Indigenous peoples to land entitlement, to the resources of that land, and to the use of those resources.

Acknowledgement

The Parties acknowledge that the NSW State Government has already provided some practical and valued recognition of these Indigenous Rights.

New initiatives for program and service coordination reflect the NSW State Government's recognition of Autonomy or Self Determination Rights and are an attempt to consolidate that recognition into more effective planning, implementation and evaluation arrangements.

Culture and heritage programs, activities and initiatives already operational reflect the NSW State Government's recognition of Peoplehood or identity rights.

The *NSW Aboriginal Land Rights Act 1983* and its 2002 amendments constitute a significant recognition of Territory and Resource Rights. Current negotiations over future arrangements in regard to Aboriginal access to water resources are a contemporary test of the ongoing commitment to recognition of Territory and Resource Rights.

NSW Service Delivery Principles

The Parties agree that the following five Principles will determine the implementation arrangements of the NSW Framework Agreement:

1. *Recognition of and Support for the Indigenous Rights of Autonomy/Self-Determination, Peoplehood/Identity, and Territory and Resources.*

These Indigenous Rights were first articulated in this form in Australia by the Aboriginal and Torres Strait Islander Commission in 1994 in an official report of a nationwide consultation process amongst Indigenous communities, entitled *Recognition, Rights and Reform*.

2. *Recognition of two State Elected Indigenous Bodies as the appropriate Indigenous Parties, namely NSW Aboriginal Land Council and NSW Aboriginal and Torres Strait Islander Commission.*

Though there exists a range of advisory bodies to Agencies of the NSW State Government on specific functions such as health, housing and education; and though there is a range of specialist Aboriginal organisations legitimately pursuing their interests and activities in domains such as law, culture, heritage, health, sport and recreation; none of these bodies or organisations can claim to be democratically elected on a State-wide basis as representative of the aspirations and needs of the two Indigenous peoples of New South Wales.

Accordingly, these two Indigenous elected organisations are the appropriate Indigenous Parties to this NSW Framework Agreement.

3. Increased Aboriginal participation in decision-making processes in new partnership arrangements and increased

Aboriginal and control of decisions made over the scope, focus and delivery of public sector policies and programs aimed at improving practical outcomes in the quality of life of Aboriginal peoples, communities and families.

The dimensions of quality of life include: economic, physical, social, cultural and emotional.

A number of innovative partnership arrangements were identified that increase Aboriginal participation and control at local, regional and State levels, whilst respecting existing legislative, regulatory and audit requirements for privacy and for probity in public administration and finances.

4. Support for Aboriginal Community Capacity Building commensurate with the rights and obligations of the NSW Framework Agreement.

The Parties are committed to the ongoing performance improvement of Aboriginal organisations, and the ongoing development of the competencies (knowledge, skills, attributes) of their managers and leaders, so that they both can fulfil the opportunities afforded through the NSW Framework Agreement.

The Parties acknowledge that capacity building has both organisational and personnel dimensions and both dimensions must be addressed. An initial checklist for upgrading in the period 2002-2005 has been developed.

5. Establishment of a State-level Accountability Framework of undertakings in the NSW Framework Agreement, encompassing surveillance, monitoring, review and continuous improvement of performance.

The NSW Framework Agreement is a 'living document' intentionally designed so that partnership arrangements described in Schedule 1 can be modified to reflect achievements, changed requirements, and changes in political and institutional realities. A comprehensive Accountability Framework is essential to ensure that the NSW Framework Agreement does not atrophy.

Achievements of the Land Council Support Unit

This is a new Unit which has assumed several functions of the Land Rights Unit and most of those from the now defunct Field Liaison Unit (all except Complaints, which has gone to Internal Audit). Much of the work of the LCSU throughout the reporting period has been driven in anticipation of the proclamation of the ARL Amendment Act (2001), which eventually occurred on 25 October 2002. LCSU staff spent a great deal of time during the reporting period drawing up new administrative and reporting

protocols to ensure that when the enhanced accountability requirements of the Amended Act were ratified, there would be no excuse for any LALC not to be prepared.

All the administrative paperwork to underpin the new legislative requirements has been drafted, including policy and program manuals, guidelines, reporting pro-forms, desktop planners, PC-based budget preparation and reporting tools, and model forms of correspondence from LALC to RALC and from RALC to NSWALC. All these tools are designed to help make compliance with the new grant application and acquittal processes as easy as possible.

Achievements of the Administration and Corporate Area

Perhaps the 3 major achievements during the reporting year were:

- The refurbishment of much of the Parramatta Head Office, allowing consolidation of NSWALC staff onto a single floor (rather than being spread out across 3 floors)
- The rollout of a Wide Area Network (WAN) to many of the NSWALC Branch Offices, thereby allowing far superior business communication, and
- The devolution of Fleet acquisition from Head Office to Branch Offices, and the simultaneous move from purchase/resale to a lease base for more than 60 business vehicles.



A typical workstation



The new reception area



*Manager Administration & Corporate Services,
Maryse Dingle in her new office*



Rattigna Khannara busy in Accounts

Achievements of the Legal Services Unit

There were numerous achievements during the year, not least of which was the recognition by the Organisational Structures Review team that the function and purpose of in-house legal services extended beyond the mundane and required more than one solicitor to cope with the workload.

LALC property developments

The needs of the land council network has undergone considerable change over the last 19 years. One of the most notable and pleasing changes has been the increase in property ownership by Local Aboriginal Land Councils. As a result of this accumulation of property, many LALCs now require assistance with legal aspects of asset management. In particular, there is an increasing complexity associated with LALC property transactions. This shift means that the nature and focus of legal assistance required by the network has changed and hence requires a dramatic and immediate re-think by the LSU to deal with these emerging needs.

One area of asset management that has proven to be most problematic and time consuming for NSWALC staff is that of (proposed) property development such as joint ventures and the subsequent obligations upon both the LALC and NSWALC in relation to their respective responsibilities under Part 6 Division 4 of the *Aboriginal Land Rights Act (NSW) 1983*.

In response to this, the LSU submitted a brief to Council and at their meeting on the 30th April 2002, the NSWALC Council resolved to engage a planning consultant to help NSWALC create policies regarding the development of LALC land.

It is anticipated that the policy will go further than providing a safety net. In recognition of the fact that NSWALC is the peak body for Aboriginal people in NSW and as such needs to take a leadership and advisory role, the LSU is attempting to develop NSWALC's corporate knowledge to guide LALCs in achieving "best practice" in terms of sustainable outcomes and help realise optimum results for the community from property development and management.

Legislative Reform

As part of the NSWALC plan to become more pro-active in the area of policy development, NSWALC has formed a Strategic Planning & Policy Unit (SPPU), the role and functions of which are discussed in more detail elsewhere in this report. However, in essence it has been agreed by Council that all legislative reform and government policy that affects the interests of Aboriginal people in NSW, and in some instances nationally, should have a input from NSWALC, preferably via a formal written submission. And in our view, all submissions will require consideration and input from the LSU. The extent to which such consideration can be handled internally will depend on the existing expertise and capacity to respond within time.

Experience has demonstrated that time is the most critical issue. NSWALC needs to respond adequately in such developments. The recent amendments to the Aboriginal Land Rights Act are a good example. The LSU will endeavour to facilitate constructive and beneficial responses to these changes. It is anticipated that the LSU will work closely with other units in NSWALC such as the Land Council Services, Strategic Policy and Planning and the Media Unit to deliver the best outcomes. These units and the LSU will, with the help of the Media Unit, in turn consult with the Land Council network as appropriate so that real grass roots Aboriginal voices are heard in the corridors of power.

Land Claims

During the reporting period, a significant series of land claims in the Nambucca Heads area were brought closer to final resolution. The claims, which had been run over more than 7 years by the Nambucca Heads and Unkya LALCs with NSWALC support, saw a successful appeal in 1996 in the NSW Land & Environment Court against the initial rejection of the claims. This decision in turn led to negotiations over the next 6 years and culminated in a consent agreement in the Land & Environment Court on 18 December 2002.

As a result of the agreement, part of the land sought under the claims has been transferred in freehold title to Nambucca Heads LALC. The parties have entered into further negotiations

for the remainder to be established as a National Park and a Nature Reserve held in title by the Nambucca and Unkya LALCs and leased back to the NSW Government.

National Park hand back

NSWALC has been assisting a number of other LALCs during the reporting period to negotiate the return of areas of National Park at Biamanga Gulaga, Mt Grenfell, Mt Yarawich and Stockton Bight.



Achievements of the Internal Audit Unit

The activities of the Internal Audit Section in this reporting period included:

- **Audits, reviews and projects conducted by the Section**

The principal function of the Internal Audit Section is to issue recommendations to Council and management in audit reports. The aim of the recommendations is to improve internal controls, systems, procedures and the efficiency and effectiveness. The reports address the operations of the state, regional and local land councils. The audits included investigations into possible fraud and corruption issues, systems performance evaluations and the provision of advice to Local Aboriginal Land Councils. Internal Audit advice assisted managers solve accounting and audit problems.

- **Preparation of the approved annual Internal Audit Plan**

The plan included consideration of requests by Aboriginal Land Councils to conduct audits or investigations. The plan for the 2002 year included the audits of Branches, Head Office Sections, Regional and Local Aboriginal Land Councils and special projects. In addition, the plan took into consideration the impact of changes that would be necessary because of the introduction of the new the Land Rights Amendment Act which came into effect on 1 July 2002.

- **The further development of the Section's audit procedures and reporting and the training and development of audit staff**

Staff development activities included training courses and on the job work experience. On the job training and extension of experience was designed to extend the knowledge and experience of officers within the Internal Audit Section. Technical development is an ongoing task undertaken to better assist management to improve procedures. Life long training is essential for efficient and up to date work practices.

- **Support of the complaints officer and the complaints process**

The Land Council Services Unit has now taken responsibility for the complaints process. The Complaints Officer, formerly an officer of the Field Unit, processes complaints with the assistance of the Branch or Section to which they relate. The Complaints Officer gives the community a formal avenue to lodge grievances on matters relating to the management of Aboriginal Land Councils, including fraud or public misconduct. Complaints are directed to NSWALC in the first instance. Internal Audit monitors progress in relation to the complaints and acts as a reviewer of the action undertaken. Many of the complaints were directed through the Independent Commission Against Corruption (ICAC) and are referred in some cases to Internal Audit for investigation or advice or are referred from NSWALC to ICAC as a result of audits conducted. The manager of Internal Audit also acts as the Coordinator under the Protected Disclosures Act.

- **Information and audit advice to the Audit Committee**

The Section provides on an ongoing basis information and audit advice to both the Council Members and Management on issues relating to the audit and operations of NSWALC and Regional and Local Aboriginal Land Councils. This is either in the form of formal written reports or discussions or interviews during or after the audits. Issues include the improvement of the presentation of financial reports and other Council records and advice on how to prevent errors or fraud. Internal Audit is pro-active in that advice can be provided at the planning stage and during the implementation of a work program rather than after problems are encountered.

Funds Granted to Community Organisations

There are two major categories of funds, the first and by far the largest category is the annual allocation of funds to Regional and Local Aboriginal Land Councils, totalling some \$12.2m in 2001/2002 (\$0.4m to RALCs and \$11.8m to LALCs). These allocations are used primarily as a contribution toward the annual operational expenses of the Councils, and also for Council approved capital acquisitions.

The second category is other grants to community organisations and individuals for a range of purposes, totalling some \$1.89m in 2001/2002 (compared with \$2.1m in 2000/2001). Aggregated details of grants less than \$5,000 are provided below, as well as a listing of individual grants of \$5,000 or more and a brief description of the purpose of each of these grants.

Minor Grants (<\$5000)		
2001 - 2002		
Category of Grant	No. of Grants Made	Total Amount Paid \$
Hardship	11	8,125
Travel	3	886
Council Approved Projects & Grants *	105	70,216
Councillor - Discretionary #	590	367,818
Funeral	428	798,437
Total	1137	1,245,482

Explanatory Notes:

* = Written proposals submitted to council seeking specific amounts for one-off purposes.

= Small grants made at Regional level in response to local emergency requests.

Major Grants (\$5000 and above)

2001 - 2002

Payee	Purpose	Amount \$
Council Approved Projects		
Northern Tablelands Regional Strategic Planning	Running Costs	27,230
Worldwide Fund of Nature Australia	Paroo River Consultation	5,000
Council Approved Grants		
Pilliga LALC	Purchase of Office	28,000
Bahtabah LALC	Repairs to Pelican Club	25,000
Coonabarabran LALC	Purchase of Office	63,368
Red Chief LALC	Purchase of Office	22,760
Glen Innes	Transfer of Dwellings	209,714
NSW ALC Scholarship Fund	Freddie Fricke Scholarship Fund	537,795
Council Discretionary		
Mattnick Pty Ltd	Abcorp 2000	8,182
Total of Major Grants	9	927,048

Summary Total of All Grants (Major & Minor)

2001 - 2002

Category	Number	Amount \$
Hardship	11	8,125
Travel	3	886
Council Approved Projects & Grants	113	918,866
Councillor - Discretionary	591	376,000
Funeral	428	798,437
Total	1146	2,102,314*

* This figure of \$2.102m includes an amount of \$209,714 considered for the purposes of this table to be a "Major Grant" to a LALC. Note, however, that this amount has been correctly treated in the attached Financial Statements as "Disposal of an Asset" (by NSWALC to a LALC), hence total Grants are shown there as \$1.893m.

Legal Changes

By far the most significant legal change during the reporting period was the Amended ALRA. Although not officially proclaimed until 25 October 2002, the putative Act heavily influenced the operation of NSWALC during the reporting period as preparations for the new standards in grant administration were concluded and ready to put in place immediately proclamation took place.

Economic Factors

The downturn in the world economy has impacted severely on the size of the return on NSWALC's investment portfolio, interest rates are at all time lows and the drought has caused mounting losses in the operation of NSWALC's rural properties.

Added to this, the requirement for maintenance of the real value of the Statutory Fund has come at the worst possible time as NSWALC will have to make provision for approximately \$10m to be added to the base value of the Fund to ensure it keeps pace with inflation.

Until the western economies recover, NSWALC will, like many other organisations with a diversified portfolio, have to trim costs and rein in spending in order to keep trading successfully. At the time of writing, a submission has been made to the NSW Government for a one-off grant to restore the real value of the Statutory Fund, which has been fixed at the September 1998 since that time.

Management and Activities

The 2001/2002 reporting year saw some early results of initiatives put in place by the incoming CEO during the previous financial year.

Foremost among these has been the revamping of the senior management ranks and the adoption of a new corporate structure which focusses on the Local Aboriginal Land Council as our key clients.

Also important has been the adoption of more

rigorous accounting standards, consistent with our aim to have an unqualified Audit Report and at the same time to rein in certain areas of unproductive spending.

Consolidation of staff onto one complete floor of the Parramatta Head Office allows 3 floors to be freed up for commercial rental and brings greater efficiencies and a closer level of supervision to the entire administration by virtue of having functional areas located logically and managers located closer to the staff they have to manage.

Research & Development

From within NSWALC, the SPPU has assumed the principal role in relation to research and development in both a policy and political sense. The gathering together of skilled staff to service an array of committees, to develop draft policy positions for Council endorsement, and to identify emerging issues and deal with them before they get out of hand is an approach NSWALC will continue to follow in future years in an attempt to stay at the forefront of new "land rights" areas such as natural resources.

During 2003 it is expected that resumption of activities by the Culture & Heritage Unit will involve research into the identification and repatriation of ancestral remains.

Human Resources

The most significant developments in HR during the reporting period have been:

- the adoption of a new, streamlined corporate structure
- the improved time management system for recording staff arrivals and departures, and
- the emergence of a new Award to govern future employment conditions for NSWALC staff.

Each of these matters is discussed at length elsewhere in this report.

Industrial Relations Developments

There were 3 Hearings before the NSW Industrial Relations Commission during the reporting year involving NSWALC.

NSWALC Conditions of Employment Award

Negotiations with Union representatives have continued in relation to the introduction of a NSWALC Conditions of Employment Award. A proposed Award has been lodged by the Union in the Industrial Relations Commission. Dependent upon the outcome of those proceedings, it is anticipated that the Award may be operational by the end of 2002.

Unpaid Salary

NSWALC was required to appear in the Commission on a matter related to the unpaid salary of an employee. As a result of consultation and negotiation, the matter was withdrawn as NSWALC was found not to be the person's employer for these purposes.

Unfair Dismissal

The Public Service Association of NSW lodged an Application for Unfair Dismissal on behalf of a terminated employee of NSWALC. Although consultation between the parties was initiated, the matter has been listed for formal hearing in the Industrial Relations Commission in November 2002.

List of Consultants

During 2001/2002, NSWALC engaged consultants on a total of 39 projects at a total value of \$599,467. The major areas of work in general terms were anthropological research, financial advice, Farm Management and IT rollout. The following breakdown is supplied in accordance with the requirements of the Annual Reports (Statutory Bodies) Act 1984, as amended.

Name of Consultant (Projects \$30,000 & Above)	Title of Project	Amount Paid \$
Tom Rees	Financial advice to North West Branch	46,348.50
Sue Rosen & Associates	Native Title Unit	46,853.54
Jigsaw	Computer Setup	72,115.74
Riverina Farm	Rural Property Management	71,392.82
Total amounts paid \$30,000 & above	4	236,710.62

Consultancies < \$30,000	Number of Consultancies	Total Paid \$
	35	362,757.00

Total All Consultancies	Number of Consultancies	Total Paid \$
	39	599,467.62

NSWALC continued to be successful in promoting the participation of women and Aboriginal people in senior management positions and more generally within the organisation during 2001/2002

Year	1998/99	1999/2000	2000/2001	2001/2002
<i>Councillors*</i>				
Male	12	12	12	12
Female	1	1	1	1
Total Council	13	13	13	13
<i>Executive & Senior Management</i>				
Male	13	13	15	15
Female	5	5	7	8
Total Senior Management	18	18	22	23
Aboriginal	16	15	17	14
<i>Administrative Staff</i>				
Male	36	31	33	30
Female	46	47	42	41
Total Administrative*	82	78	75	71
Aboriginal	43	34	33	37
<i>All Staff Plus Councillors</i>				
Male	61	56	60	57
Female	52	53	50	50
Total Staff	113	109	110	107
Aboriginal	72	62	63	64
NESB	5	4	4	4
Disability	5	5	4	4

* Please note that previous editions of the NSWALC Annual Report have included Councillors within the staff count. The figures for each of the years above have now been amended to separately reflect both Councillors and NSWALC staff.

Land Disposal

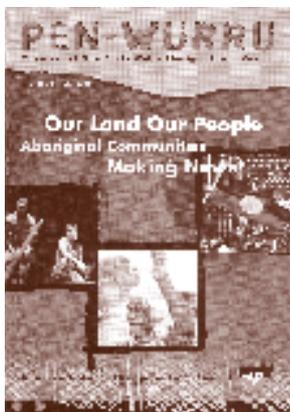
No land valued at more than \$5m was disposed of by means other than public auction during the reporting period.

Promotion

The 2001-2002 financial year has been successful in achieving a higher public profile for the NSW Aboriginal Land Council through the successful implementation of a number of initiatives.

Promotion of NSWALC activities to the Aboriginal people of NSW

Our main achievement in promoting the activities, objectives and policies of NSWALC to the Aboriginal people of NSW has been through the new quarterly magazine, **Pen-Wurru**. The magazine, which is sent out to all Branches and LALCs, along with libraries, Aboriginal organisations and many government bodies, has received very good feedback from the readership. While seeking to inform LALC members of relevant issues affecting them from a State level, its main focus is to promote the positive achievements of Land Council members.

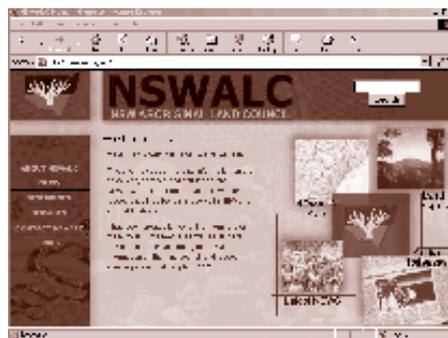


The sponsorship of **Survival Day 2002** was probably NSWALC's most highly visible promotional event for the year, targeting general awareness of the organisation's role and functions to thousands of Indigenous and non-Indigenous people who attended. The sponsorship promoted the organisation with the display of NSWALC banners and flags, speeches from Councillors and the prominent placement of a NSWALC stall. At the stall, NSWALC staff gave away Information Packs, copies of Pen-Wurru and helium filled balloons and stickers to the children. They also sold a range of **promotional products** especially produced for Survival Day including t-shirts, hats and caps,

key-rings, bags and water-bottles.

The promotional merchandise remaining after Survival Day has been sold at promotional stalls at two NAIDOC events, at the State-Wide Conference and to staff and Land Council members. Water bottles remaining were donated to a charity promoting kidney health amongst Aboriginal children.

Promotion to government, community groups, educators and students



The NSWALC **website** is most popular with government departments, educators and students. Since its launch in June, usage of the website had grown steadily to an average of 83 visits a day in the month of September. In addition to information about the role, objectives and organisational structure of the NSWALC, the website hosts articles, press releases and speeches and many other resources such as copies of the NSW Aboriginal Land Rights Act, annual reports and pdf files of Pen-Wurru.

The promotion of NSWALC through the general distribution of Pen-Wurru and use of the website has resulted in an increase of inquiries from educators, students and members of the public regarding general information about Aboriginal issues, along with requests for guest speakers to address functions. **Speeches** written by the Media and Public Relations Unit for Councillors, the executive and senior staff members are also included on the website to allow greater public access to the views of the organisation.

The **information kits** have also been a successful initiative. After an initial distribution at Survival Day, the kits have been updated and there has been a continuous demand for the kits in schools around the States, with the Education Department ordering and distributing 300 copies to schools early in 2002.

Promotion to general public

To promote NSWALC's activities to the general public, the Unit has increased the number of media releases sent to media outlets around the State in the past year. The releases are specifically targeted for either state-wide coverage or regional coverage and relate to either issues specific to Land Council business or in response to general political or social issues affecting Aboriginal people in NSW. Coverage, especially in the Indigenous media, rural papers and on the ABC, has been very good and serves to increase the profile of NSWALC as an active organisation and the voice of the Council on Aboriginal issues.

The Media and Public Relations Unit also keeps the Council and CEO informed of negative press reports and assists by responding to such reports by way of **Letters to the Editor**.

Further information on promotions can be found in the section featuring Achievements in Media and Public Relations

Service Standards

The major part of NSWALC's effort during the reporting year has been directed toward improving service delivery to our major client group, the network of 120 Local Aboriginal Land Councils. While improved accountability and reporting standards are now mandated under the amended ALRA, NSWALC has taken the view that it must be able to provide a high standard of support to LALCs to help ensure that they can comply with the requirements of

the Act and that, where they are compliant, that there is no undue delay in processing payments of their operating grants, in determining applications for financial or legal assistance, or in providing suitable training to assist new office bearers to meet the demands of their position.

The progress made by NSWALC during the reporting period is detailed at some length under the "Achievements" section above.

Accounts Payment Policy & Practice

During the previous reporting period NSWALC took a number of further steps to expedite payments. The most notable of these has been encouragement of regular service providers to register for EFT payment of their accounts, making prompt payment more readily achievable for our most regular suppliers and service providers.

During the reporting year, a systematic approach to the development and implementation of internal controls has helped reduce the number of items in the Management Letter accompanying the Auditor General's Audit Report. All points raised in Management Letters over several previous Audit Reports were considered and action incorporated into a series of "checklists" to ensure compliance.

Among other things, these checklists help ensure both timeliness and accuracy of payments to creditors and avoid duplicated payments where clients lodge duplicate invoices.

Risk Management/Insurance

NSWALC holds the following insurance:

Name of Insurer	Type of Policy	Sum Insured \$ '000
Elders	Umbrella (anything not covered below)	20,000
	Industrial Special Risks	24,500
	Motor Vehicle (60 vehicles)	Replacement Value
	Professional Indemnity, D & O liability	20,000
	Personal Accident	200
	Machinery Breakdown	50

Occupational Health & Safety

In 2001/2002, there was a slight increase in the number of Work Related Injuries/Illnesses (17) reported, compared to the previous year (15) due to a heightened awareness of managers and staff to follow the Injury Reporting Procedure and report all injuries promptly in the prescribed form. There was also a slight increase in new Workers' Compensation claims (8) compared to the previous year (6).

Of the 8 new Workers' Compensation claims, 5 involved workers returning to work under rehabilitation plans co-ordinated by NSWALC's Rehabilitation Co-ordinator.

The total number of claims which involved rehabilitation and/or return to work plans (7) was the same as for the previous reporting period and demonstrates NSWALC's continuing commitment to its Return to Work Program for injured workers.

Table 1

Work Related Injury & Illness	Number
Number Reported	17
Nature of Accidents	
Slips, Trips & Falls	5
Striking Stationary Object	3
Struck by Moving Object	2
Motor Vehicle Accident	1
Mental Health (Depression/Anxiety)	2
Manual Handling	1
Occupational Over Use – Injury	3
Total	17
Where Injuries Occurred	
At the workplace	10
On the journey to/from work	4
At work away from the workplace	2
At recess away from the workplace	1
Total	17

The Human Resources section manages all aspects of Workers' Compensation claims, Rehabilitation/Return to Work plans and has established an ongoing working relationship with GIO, the Workers' Compensation insurer for NSWALC.

Table 2

Workers' Compensation Claims	Number
Claims brought forward from 2000/2001	10
New Claims this reporting period	8
Total	18
Claims status at 30/9/02	
Claims finalised	7
Claims declined/under investigation	3
Claims accepted & continuing	8
Total	18
Open claims carried forward to 2002/2003	11

Table 3

Rehabilitation & Return to Work Plans	Number
Cases brought forward from 2000/2001	2
New cases this reporting period	5
Total	7
Cases completed	4
Cases continuing & carried forward	3
Total	7

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2001 - 2002
Financial Reports



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INDEPENDENT AUDIT REPORT NEW SOUTH WALES ABORIGINAL LAND COUNCIL

To Members of the New South Wales Parliament

Scope

I have audited the accounts of the New South Wales Aboriginal Land Council for the year ended 30 September 2002. The councillors are responsible for the financial report consisting of the statement of financial position, statement of financial performance and statement of cash flows, together with the notes thereto, and the information contained therein. My responsibility is to express an opinion on the financial report to Members of the New South Wales Parliament based on my audit as required by the *Public Finance and Audit Act 1983* (the Act).

My audit has been conducted in accordance with the provisions of the Act and Australian Auditing Standards to provide reasonable assurance whether the financial report is free of material misstatement. My procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates.

These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the requirements of the Act, Accounting Standards and other mandatory professional reporting requirements, in Australia, so as to present a view which is consistent with my understanding of the Council's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In my opinion, the financial report of the New South Wales Aboriginal Land Council complies with section 41B of the Act and presents fairly in accordance with applicable Accounting Standards and other mandatory professional reporting requirements the financial position of the Council as at 30 September 2002 and the results of its operations and its cash flows for the year then ended.

Inherent Uncertainty Regarding Fringe Benefits Tax

Without qualification to the opinion expressed above, attention is drawn to the following matter. As stated in Note 12(i) within the financial report, uncertainty currently exists concerning the Council's liability in respect of fringe benefits tax. The circumstances are such that the ultimate outcome of the matter cannot presently be determined with an acceptable degree of reliability, and accordingly no provision for fringe benefits taxation that may be assessed has been made in the financial report. My audit report for the year ending 30 September 2001 was similarly modified.

A handwritten signature in black ink, appearing to read 'R Hegarty'.

R Hegarty, FCPA
Director of Audit

SYDNEY
19 February 2003

NEW SOUTH WALES ABORIGINAL LAND COUNCIL YEAR ENDED 30 SEPTEMBER 2002 STATEMENT BY MEMBERS OF THE COUNCIL

Pursuant to Section 41C of the Public Finance and Audit Act, 1983, and in accordance with a resolution of the executive of the New South Wales Aboriginal Land Council, we declare on behalf of the Council that in our opinion :

1. The accompanying financial statements exhibit a true and fair view of the financial position of the New South Wales Aboriginal Land Council as at 30 September 2002 and transactions for the 12 month period then ended.
2. The statements have been prepared in accordance with the provisions of the Public Finance and Audit Act, 1983, the Public Finance and Audit Regulation, 2000 and the Treasurer's Directions.

Further, we are not aware of any circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Dated 30 January 2003



Treasurer



Chief Executive Officer



New South Wales Aboriginal Land Council

Statement of Financial Position

As at 30 September 2002

	Note	2002 \$'000	2001 \$'000
CURRENT ASSETS			
Cash	2	1,212	3,885
Inventories	3	427	364
Receivables	4	2,323	1,573
Other Financial Assets	5	131,761	136,871
Total Current Assets		135,723	142,693
NON-CURRENT ASSETS			
Property, Plant and Equipment	6	20,196	20,958
Artifacts	7	239	239
Other Financial Assets	5	343,289	349,145
Receivables	4	3,462	3,090
Total Non-Current Assets		367,186	373,432
TOTAL ASSETS		502,909	516,125
CURRENT LIABILITIES			
Payables	8	3,281	1,739
Employee Entitlements	10	510	555
Total Current Liabilities		3,791	2,294
NON-CURRENT LIABILITIES			
Employee Entitlements	10	482	459
Total Non-Current Liabilities		482	459
TOTAL LIABILITIES		4,273	2,753
NET ASSETS		498,636	513,372
EQUITY			
Reserves	9	6,005	6,005
Accumulated Funds	9	492,631	507,367
Total Equity		498,636	513,372

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

New South Wales Aboriginal Land Council

Statement of Financial Performance

For the twelve months ended 30 September 2002

	Note	2002 \$'000	2001 \$'000
Revenues from ordinary activities			
Interest and Investment Income	13	26,288	33,881
Rent	15	440	749
Bequests		-	540
Grants		64	174
Other Income	16	2,007	2,240
		28,799	37,584
Revenues from government			
Grants and subsidies	18	316	4,242
Total Revenues		29,115	41,826
Expenses from ordinary activities			
Audit Fees	19	193	188
Bad Debts		-	42
Doubtful Debts	4	-	975
Consultants Fees		599	946
Investment Fees	20	611	743
Depreciation and Amortisation	6	1,285	1,142
Provision for Loss on Mortgage Investments	5	705	2,957
Employee Expenses	21	5,865	6,135
Funding of Regional and Local Aboriginal Land Councils	22	12,195	12,306
Grants		1,893	2,113
Legal Expenses		978	1,937
Loss on Disposal of Non Current Investments		1,171	2,777
Loss on Disposals of Property Plant & Equipment	17	310	328
Transfer of Native Title Unit	24	872	-
Net Decrement on Investment Revaluation		11,710	6,297
Motor Vehicle Expenses		539	464
Repairs and Maintenance		1,051	774
Other expenses	23	3,874	3,627
Total Expenses from ordinary activities		43,851	43,751
Operating Deficit from Ordinary Activities		(14,736)	(1,925)
NON-OWNER TRANSACTION CHANGES IN EQUITY			
Net Decrease in asset revaluation reserve		-	(10,648)
Total revenue, expenses and valuation adjustments recognised directly in equity		-	(10,648)
Total changes in equity other than those resulting from transactions with owners as owners		(14,736)	(12,573)

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

Statement of Cash Flows

For the financial year ended 30 September 2002

	Note	2002 \$'000	2001 \$'000
Cash flows from ordinary activities			
Interest and Investment Income		25,571	33,881
Rent and Outgoings		440	189
Other receipts in course of operations		4,007	3,774
Cash flows from government		380	4,242
Payments in course of operations		(29,617)	(31,250)
Net cash provided by ordinary activities	26	781	10,836
Cash flows from investing activities			
Purchase of Other Financial Assets		(88,676)	(110,736)
Purchases of Property, Plant and Equipment		(1,761)	(1,671)
Proceed from Disposals of Other Financial Assets		86,056	95,787
Sale Proceeds Property, Plant and Equipment		927	973
Net cash used in investing activities		(3,454)	(15,647)
Net (decrease) in cash held		(2,673)	(4,811)
Cash at the beginning of the year		3,885	8,696
Cash at end of year	26	1,212	3,885

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

Notes to and Forming Part of the Financial Statements

For the year ended 30 September 2002

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF ACCOUNTING

The Council's Financial Statements are a general purpose financial report and have been prepared in accordance with applicable Australian Accounting Standards, and other mandatory professional reporting requirements (Urgent Issues Group Consensus Views) and the Public Finance and Audit Act 1983, the Regulations and Treasurers Directions and the New South Wales Aboriginal Land Rights Act of 1983.

The Statement of Financial Performance and the Statement of Financial Position are prepared on an accrual basis. The Statement of Cash Flows is prepared on a cash basis using the "direct method".

Except for certain investments and property, plant and equipment which are recorded at valuation, the Financial Statements are prepared in accordance with the historical cost convention. The accounting policies adopted are consistent with those of the previous year.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

(a) Revenue Recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the entity and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised :

(i) Income on Other Financial Assets

Control of a right to receive consideration for the provision of, or investment in, assets has been attained.

(ii) Rent

Control of the right to be compensated for the services has been attained.

(iii) Disposal of Non-Current Assets

Control of the goods has passed to the buyer.

(iv) Grants and Subsidies

Grants and subsidies from other bodies are recognised as revenue when the entity obtains control over the assets comprising the grant, or, subsidy. Control is normally obtained upon the receipt of cash.

(b) Financial Instruments

Financial Instruments give rise to positions that are financial assets or liabilities (or equity instruments) of the Council. These include cash at bank, debtors, other financial assets or payables.

Classes of instruments are recorded at cost and are carried at net fair value.

(i) Cash at bank

Cash comprises cash on hand and bank balances including 11 AM at call accounts. Interest is earned on daily balances on current accounts at Commonwealth Bank of Australia at agreed rates depending on the balance of the account. Interest is earned on 11 AM accounts at agreed rates at Commonwealth Bank of Australia.

(ii) Receivables

All receivables are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. A provision for doubtful debts is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). Term loans to Local Land Councils carry interest at an agreed rate, whilst, other receivables earn no interest.

All amounts due at 30 September 2002 have been reviewed and are considered to be collectable, other than the amounts provided at note 4.

Receivables include rates paid on behalf of Local Aboriginal Land Councils in accordance with Section 44A of New South Wales Aboriginal Land Rights Act and approved loans.

(iii) Other Financial Assets

Current other financial assets comprise short term commercial paper, Investment Managers' short term investments and cash holdings, if any, and International Fixed Interest Securities which are actively traded. Interest is earned on all these other financial assets on the basis specified in Note 5.

Non Current other financial assets comprise units in the Clay Finlay Trust (International Equities), Colonial First State Australian Property Trust, Dresdner RCM International Equities Trust, Perpetual Investments Australian Equities Trust, Perpetual Industrial Share Trust, Deutsche Australian Property Trust, Deutsche Australian Equities Trust and Citigroup Australian Fixed Interest Trust, Citigroup Global Credit Trust, Absolute Return Funds managed by Deutsche, M M & E Capital, Warakirri Asset Management plus an individually managed portfolio by Aberdeen (formally Equitilink) of Australian Fixed Interest. Income is earned on these other financial assets on the basis specified in Note 5.

The credit risk of other financial assets is limited to the amount carried on the Statement of Financial Position at 30 September 2002.

(iv) Payables and Accruals

Liabilities (other than for employee entitlements) are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01, which allows the Minister to award interest for late payment.

If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice, or statement, is received.

(v) Borrowings

The Council has no borrowing commitments.

(c) Inventories

Inventories are valued at the lower of cost or net realisable value. Livestock natural increases included in stock on hand are valued using the average cost method.

(d) Other Financial Assets

(i) Current Other Financial Assets

All realised gains/losses (interest received) and unrealised gains/losses (revaluation to market value) are recognised in the Statement of Financial Performance.

(ii) Non Current Other Financial Assets

These other financial assets comprise units acquired in fixed interest, equity and property trust funds, an individually managed portfolio that is wholly owned by the Council and a mortgage fund.

All revaluations to market value, including revaluation of unit prices are brought to account as a revaluation of non current assets in accordance with Australian Accounting Standard 38 (AAS 38) "Accounting for the Revaluation of Non-Current Assets".

Distributions by unit trusts (net of management fees) received are recognised as income in accordance with industry practice.

In deriving other financial assets income from the wholly owned fixed interest portfolio, coupon receipts subject to the amortisation of premiums and accretion of discounts, are recognised as income.

This policy was followed in the 2000-2001 financial year.

(e) Property, Plant and Equipment

Land and buildings are revalued within five yearly intervals. Revaluation represents an independent assessment of the fair market value of land and buildings based on existing use. Valuations adopted in the financial statements do not exceed the independent assessment. Revaluation increments are credited directly to an Asset Revaluation Reserve.

All properties were valued by the State Valuation Office of New South Wales Department of Public Works and Services as at 30 March 2001.

Plant and equipment costing \$500 and above individually are capitalised.

Plant and equipment is carried at cost less accumulated depreciation. The net book value represents a fair market value as at the balance date.

Council policy is to dispose of vehicles after the earlier of two years or 40,000 kilometres.

(f) Employee Entitlements

(i) Superannuation

The liability for accrued benefits represents the value of the present obligation to pay benefits to members and other beneficiaries and is determined as the present value of expected future payments which arise from membership of the fund to balance date. The present value is measured by reference to expected future wage and salary levels and by application of a market determined, risk adjusted discount and appropriate actuarial assumptions.

(ii) Annual and Long Service Leave

The long service leave liability has been provided for all employees who have five or more continuous years of service and has been calculated at current salary levels. It is considered that this measurement technique produces results not materially different from the estimate determined by using the present value basis of measurement.

(iii) Sick Leave

No liability is recognised in the financial statements for non - vesting sick leave as the Council does not consider it probable that sick leave taken in the future will be greater than the entitlements accrued in the future.

(iv) Wages, Salaries, Annual Leave and Long Service Leave

These are recognised and measured as the amount unpaid at the reporting date at the current pay rates in respect of employee services up to that date.

(g) Funeral Fund Liability

The Council collected fees from persons of Aboriginal descent with the intention of establishing a Funeral Fund in 1992. Since the Fund has not been approved by the Department of Fair Trading all fees collected have been included under payables.

(h) Mortgages

(i) Provision for Loss on Mortgages

Note 5(J) refers to a number of mortgage loans made by the Council as part of its investment operations. Where settlement date has passed and the loan is considered to be in default, the Council provides for a loss on these mortgages on the basis of the difference between the mortgage balance owing and the advised likely realisable value obtained at a mortgagee sale.

(ii) Interest and Costs

Once a mortgage loan has defaulted, the Council does not continue to accrue interest charges on the balance outstanding. Similarly, where the margin between recent valuations of the mortgaged property and the balance outstanding is narrow, or, in deficit, legal and other costs associated with investigating and negotiating settlement of balances owed to the Council are not accrued as part of the balance outstanding.

(i) Statutory Fund

All income and expenses of the Statutory Fund and its assets and liabilities are reported in Note 25 of the Financial Statements. The Statutory Fund is established under the New South Wales Aboriginal Land Rights Act and is consolidated with the financial statements of the Council for financial reporting purposes.

(j) Depreciation

Depreciation is provided on a straight line basis so as to write off the depreciable amount of each asset as it consumed over its anticipated useful life. Assets at valuation are depreciated on a straight line basis over the remaining anticipated life as follows.

	2002	2001
Building:-		
Head Office	4.00%	4.00%
Others	2.857% to 100%	2.857% to 100%
Motor Vehicles	20.00%	20.00%
Computer Equipment	33.33%	33.33%
Other Equipment, Furniture & Fittings	20.00%	20.00%

(k) Previous Year Comparative Information

Comparative information is reclassified where appropriate to enhance comparability.

2. CASH

	2002 \$'000	2001 \$'000
Administrative Fund	680	3,495
Statutory Fund	323	186
Funeral Fund	209	204
	1,212	3,885

The Funeral Fund collections have been maintained in a separate bank account and as a result of a judgement of the High Court of Australia are refundable to former members of the fund.

Interest rate at year end on cash at bank ranged from nil up to 4.6%

3. INVENTORIES

	2002 \$'000	2001 \$'000
Livestock	390	347
Grain and Other Rural Stock	37	17
	427	364

4. RECEIVABLES

	2002 \$'000	2001 \$'000
Current		
Council Members	17	18
Other Debtors	1,762	984
Other Debtors - Prepaid Superannuation - (Note 10)	132	174
Prepayments	199	144
Local Aboriginal Land Councils	359	399
Aboriginal Organisations	54	54
	2,523	1,773
Less Provision for Doubtful Debts	200	200
	2,323	1,573

	2002 \$'000	2001 \$'000
Non-Current		
Loans and Advances to Local Aboriginal Land Councils	6,212	5,840
	6,212	5,840
Less Provision for Doubtful Debts	2,750	2,750
	3,462	3,090

Doubtful debts are raised when doubt as to collection exists. A review of amounts owing by local land councils in respect of rate debtors is undertaken annually. Those councils that have not made a significant reduction in their rate debtor balance in recent years have been classified as doubtful. Despite this policy this Council intends to vigorously pursue all outstanding debts. All other debtors have been reviewed as to whether they are collectable and a provision has been made accordingly.

Statutory Fund	1,209	571
Administrative Fund	4,576	4,092
	5,785	4,663

5. OTHER FINANCIAL ASSETS

	2002 \$'000	2001 \$'000
Current		
Commercial Bills / Promissory Notes	11,976	22,686
Money Market Funds	5,819	7,788
International Fixed Interest Securities	113,966	106,397
	131,761	136,871

Given the nature of other financial assets, the Council considers the book value to be a fair approximation of the market value. - Refer Note 1 (d)(i).

Non-Current		
Australian Fixed Interest	52,374	91,802
Units in Australian Fixed Interest	44,139	41,626
Units in Managed Australian Share Fund	108,913	105,663
Units in International Equities	32,521	43,646
Units in Australian Listed Property Trusts	54,147	54,881
Absolute Return Trusts	42,317	-
Mortgages	12,428	14,518
Woolstock Australia Ltd - Administration Other Financial Asset	-	9
	346,839	352,145
Provision for Loss on Mortgages (Refer Note 5(i) Mortgages)	(3,550)	(3,000)
	343,289	349,145

Non-Current Other Financial Assets are revalued to market value - Refer Note 1 (d)(ii).

Current

(a) Commercial Bills/Promissory Notes

These are short dated instruments issued by a Corporation, which is responsible for repayment at due date, having a short term credit rating of A1 or better.

These instruments at balance date were earning an average interest rate of 4.9 % (2000/2001 4.935%), whilst over the year the sum of monthly weighted averages interest rates was 4.5 % (2000/2001 5.60%) The Reserve Bank of Australia increased the official overnight cash rate by a total of .25 % during the year under review (2000/2001 reduced by a total of 1.5%).

(b) Money Market Funds

These are short term funds managed by First Nations Advantage Credit Union. The sum of monthly weighted average returns over the period in which they were invested is as follows :-

First Nations Advantage Credit Union 4.8 % (2000/2001 6.36%)

(c) Managed International Fixed Interest Securities

AMP manage International Fixed Interest (Foreign Bonds) on behalf of the Council which earn income and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These instruments over the year under review resulted in a positive return of 7.15% (2000/2001 9.59%) per annum after taking net capital profits both realised and unrealised into account.

Non-Current

(d) Managed Australian Fixed Interest

Aberdeen manage Australian Fixed Interest (Bonds) on behalf of the Council which earn income and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These instruments over the year under review resulted in a positive return of 4.6% (2000/2001 11.31%) per annum after taking net capital profits both realised and unrealised into account.

(e) Units in Australian Fixed Interest

The Council has units in the Citigroup Fixed Interest Trust which earns income and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These other financial assets over the year under review resulted in a positive return of 6.04% (2000/2001 16.48%) per annum after taking net capital profits and losses both realised and unrealised into account.

(f) Units in Managed Australian Share Fund

The Council has units in the Perpetual Australian Equity Trust, Deutsche Equity Trust and State Street Global Advisors. Equities (Shares) earn income (dividends) and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These other financial assets over the year under review resulted in a return of 2.6 % (2000/2001 negative 4.51%) per annum after taking net capital profits and losses both realised and unrealised into account.

(g) Units in International Equities

The Council has units in the Dresdner RCM Global Investors International Equities Trust and Clay Finlay International Equities Trust which earn income (dividends) and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These other financial assets over the year under review resulted in a negative return of 25.26 % (2000/2001 negative return of 27.22%) per annum after taking net capital profits and losses both realised and unrealised into account.

(h) Units in Listed Australian Property Trusts

The Council has units in the Colonial First State Property Trust and Deutsche Asset Management Property Trust which earn income (dividends) and produce capital gains, or, losses, both realised and unrealised, in accordance with market conditions.

These other financial assets over the year under review resulted in a positive return of 11.4 % (2000/2001 positive return of 15.49%) per annum after taking net capital profits both realised and unrealised into account.

(i) Units in Absolute Return Funds

The Council has units in the Deutsche Equities Long/Short Fund, M M & E Capital, Citigroup Global Trust and Warakirri Asset Management Pty Ltd (Hedge Funds). With the current market situation the return for the year under review resulted in a negative of .99%. As these units were only acquired in the current financial year there is no comparative figures for the previous year.

(j) Mortgages

The Council lent funds on first mortgage on real property up to a maximum of two-thirds of independent market valuation. These mortgages have been introduced mainly by mortgage brokers and to a lesser extent have been advanced to Local Aboriginal Land Councils.

Weighted average return on mortgages advanced at 30/9/02 was 2 % (2000/2001 negative 16.32%) per annum, including amounts written off as bad. Where delinquent mortgages have been placed in the hands of solicitors for collection, these mortgages are regarded as non performing loans and interest is no longer accrued, but, all effort is made to collect this interest as well as the principal.

At 30 September 2002, the balance outstanding amounted to \$12 M. Of this amount, advances totalling \$12 M had passed their settlement date and were considered to be in default. The Council assessed these mortgages, comparing each balance outstanding to a current valuation of the mortgaged property, in order to provide for possible losses.

The \$3.5M provision for doubtful mortgages related to two mortgages where a possible loss was noted. The major instance involves a property where the Council holds a first mortgage as security for a loan with a balance outstanding of \$9 M at 30 September 2002. The property is the site of a major building construction approximately 80% complete at balance date. Based on professional advice, the Council believes that in order to maximise the opportunity for full recovery of Council outlays, a further amount currently estimated at \$6.5M should be expended to complete construction. On current estimates it is anticipated that on a worst case scenario Council losses would not exceed \$3.25M. Accordingly the contribution to the provision for doubtful mortgages in 2001-2002 includes an amount of \$3.25M for this mortgage.

During the year Council recovered \$1.9 M from mortgages with a book value of \$M1.8

Of advances totalling \$25.6M made since the inception of the scheme, the Council has advanced \$11.7M to eight mortgagors, including one advance of \$32,000 in 2000-2001, without obtaining independent valuations of the properties. This action does not comply with Section 18(2) of the Trustee Act 1925 which requires the value of the property used as security for the mortgage loan to be subject to a valuation by a registered valuer instructed and employed by the mortgagee.

(k) Woolstock Australia Ltd

The Council has received stapled securities in Woolstock Australia Ltd as its share in the wool stock pile based on its sales of wool.

6. PROPERTY, PLANT & EQUIPMENT

	Land \$'000	Buildings \$'000	Plant and Equipment \$'000	Motor Vehicles \$'000	Total \$'000
Opening Balance at Cost	-	-	4,544	2,492	7,036
Opening Balance at Valuation	7,119	11,740	-	-	18,859
Additions	-	248	264	1,248	1,760
Disposals	(190)	(20)	(339)	(1,269)	(1,818)
	6,929	11,968	4,469	2,471	25,837
Depreciation					
Opening Balance	-	(274)	(3,648)	(1,015)	(4,937)
Charge for the Year	-	(567)	(364)	(354)	(1,285)
Disposals	-	-	260	321	581
	-	(841)	(3,752)	(1,048)	(5,641)
Written Down Value					
2002	6,929	11,127	717	1,423	20,196
2001	7,119	11,466	896	1,477	20,958
				2002 \$'000	2001 \$'000
Statutory Fund				11,345	11,511
Administrative Fund				8,851	9,447
				20,196	20,958

The original cost of fully depreciated assets included in the total property, plant and equipment is \$2.9 M consisting of 152 items of furniture and fittings, 394 items of plant and equipment, 343 items of computer equipment (2000/2001 \$3.5M).

In terms of the Aboriginal Land Rights Act, 1983 the NSW Aboriginal Land Council is able to lodge land claims with the Crown Lands Minister. The Minister may grant all or part of the claim.

Where it is the intention of the NSW Aboriginal Land Council to transfer property granted by the Minister to the Local Aboriginal Land Council in which the property is situated, the property is regarded as being held in trust. The property is therefore not regarded as an asset of the NSW Aboriginal Land Council in the period before the transfer is effected. At 30 September 2002 the Council held the title to 40 properties with a total value of \$306,000 approximately, which were awaiting transfer to Local Aboriginal Land Councils. A further 25 properties granted by the Minister were awaiting transfer of title to the NSW Aboriginal Land Council before their transfer to Local Aboriginal Land Councils.

7. ARTEFACTS

	2002 \$'000	2001 \$'000
Cost at 1st October	239	239
Additions	-	-
Disposals	-	-
Book Value at 30 September	239	239

No depreciation is charged, as these assets are considered to maintain their value.

8. PAYABLES

	2002 \$'000	2001 \$'000
Sundry Payables and Accruals	3,072	1,535
Funeral Fund - Contributions Refundable	209	204
	3,281	1,739
Statutory Fund	67	113
Administrative Fund	3,214	1,626
	3,281	1,739

9. TOTAL EQUITY

	Accumulated Funds		Asset Revaluation Reserve		Total Equity	
	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000	2002 \$'000	2001 \$'000
Opening Balance	507,367	501,620	6,005	24,325	513,372	525,945
Total	507,367	501,620	6,005	24,325	513,372	525,945
Changes in Equity - other than transactions with owners as owners						
Operating Deficit from Ordinary Activities	(14,736)	(1,925)	-	-	(14,736)	(1,925)
Other Financial Assets Disposals	-	7,672	-	(7,672)	-	-
Decrement on Revelation of Other Financial Assets	-	-	-	(12,540)	-	(12,540)
Increment on Revaluation of Property	-	-	-	1,892	-	1,892
Total	(14,736)	5,747	-	(18,320)	(14,736)	(12,573)
Closing Balance	492,631	507,367	6,005	6,005	498,636	513,372

10. EMPLOYEE ENTITLEMENTS

	2002 \$'000	2001 \$'000
Current Provisions		
Provision for Annual Leave	510	555
	510	555
Non - Current Employee Entitlements		
Provision for Long Service Leave	482	459
	482	459

The Superannuation Schemes relating to Council employees are State Superannuation Scheme (SSS), State Authorities Superannuation Scheme (SANCS), and State Superannuation Scheme (SSS).

The assessed liability for the Council at 30 June 2002 and funds held in the reserve accounts at Pillar Administration (including accrued income) are:-

Superannuation (Liability)/Prepaid Superannuation Contributions	SASS	SANCS	SSS	2002 Totals	2001 Totals
Number of contributors	1	2	1	4	4
Monetary Value	\$'000	\$'000	\$'000	\$'000	\$'000
Opening Balance at Cost	(44)	(28)	(153)	(225)	(195)
Less Estimated Reserve					
Account Closing Balance	55	54	247	356	369
Prepaid Contributions	11	26	94	131	174

The 2002 assessment of SANCS, SASS and FSS is based on the full requirements of AAS25 "Financial Reporting by Superannuation Plans." This requires that a market determined risk adjustment discount rate be applied as the valuation interest rate in the calculation of the value of accrued benefits. The financial assumptions that have been applied for the calculations for 2002 and thereafter are:-

	Year 2002/3	Year 2003/4	Year 2004/5 and there after
Rate of Interest per annum	7.00%	7.00%	7.00%
Rate of Salary Increase per annum	6.50%	4.00%	4.00%
Rate of Increase in CPI per annum	2.50%	2.50%	2.50%

Assumptions with regard to the rates of mortality, resignations, retirement and other demographics are as for the 2000 triennial valuation.

11. COMMITMENTS

Commitments in relation to non cancellable operating leases are payable as follows:

	2002 \$'000	2001 \$'000
Not later than one year	50	-
Between one and two years	47	44
Between two and five years	49	67
Later than five years	-	-
Total Operating Lease Commitments (including GST)	146	111

These operating leases are not recognised in the financial statements as liabilities.

12. CONTINGENT LIABILITIES

The Council has no contingent liability as at 30 September 2002 other than those stated below :-

(i) Fringe Benefits Tax

The Australian Taxation Office (ATO) provided an advice in January 2001 that the Council is not a benevolent institution and section 57A of the Fringe Benefits Tax Assessment Act does not apply. However, the ATO suggested that an objection can be lodged by way of applying for a private ruling for exemption. If necessary the Council will apply for a private ruling for exemption.

However, in view of changes to the Aboriginal Land Rights Act, which is expected to be assented to by Parliament in 2002, the Council has submitted a new application under section 57A of the Fringe Benefits Tax Assessment Act. The changes to the Aboriginal Land Rights Act include objectives that more fully describe the Council's role as a benevolent institution.

In view of other precedents, the advice obtained from a Queens Counsel in 1996 and changes to the Aboriginal Land Rights Act, the Council believes that it has a strong case to obtain an exemption from fringe benefits tax (FBT). As this matter is now in the hands of the Council's attorneys, no liability for FBT has been recognised in the financial statements and no attempt has been made to calculate liability.

(ii) Litigation

The Council's solicitors have advised that the maximum possible legal claims and costs may amount to \$313K as at 30 September 2002 (2000/2001 \$1.42 M) for all outstanding litigation.

13. INTEREST AND OTHER FINANCIAL ASSETS INCOME

	2002 \$'000	2001 \$'000
Administrative Fund	237	540
Statutory Investment Fund	26,051	33,341
	26,288	33,881

14. OTHER FINANCIAL ASSETS AND PROPERTY REVALUATIONS

In accordance with Australian Accounting Standard 38, revaluations of non current other financial assets that result in increments are credited to an asset revaluation reserve, except to the extent that the increment reverses a revaluation decrement previously expensed. In these circumstances the increment must be recognised as income.

15. RENT

	2002 \$'000	2001 \$'000
Administrative Fund		
Regional Offices	25	29
State Office	31	93
	56	122
Statutory Investment Fund		
Head Office	1,084	1,385
	1,140	1,507
Less Elimination of Inter Fund Transactions	700	758
	440	749

16. OTHER INCOME

	2002 \$'000	2001 \$'000
Enterprise Gross Income	755	619
Investment Managers Fees Rebates	1,106	831
Other	146	185
Assets not identified previously	-	605
	2,007	2,240

17. PROFIT (LOSS) ON DISPOSAL OF PROPERTY, PLANT & EQUIPMENT

	2002 \$'000	2001 \$'000
Gain (Loss) on disposal of property, plant and equipment		
Proceeds from sale	927	973
Written down value of assets disposed	(1,237)	(1,301)
Net loss on disposal of property, plant and equipment	(310)	(328)

18. REVENUES FROM GOVERNMENT

	2002 \$'000	2001 \$'000
Commonwealth Government Grants & Subsidies	145	4,185
New South Wales Government Grants & Subsidies	171	57
Total Revenues from Government	316	4,242

19. AUDIT FEES

	2002 \$'000	2001 \$'000
Fees paid to Audit Office of New South Wales	187	183
Audit Fees - Native Title Unit	6	5
	193	188

The auditors received no other benefit

20. INVESTMENT FEES

	2002 \$'000	2001 \$'000
Investment Advisor's Fees	100	100
Investment Managers' Fees	310	393
Custodian Fees	201	250
	611	743

In addition to the above fees, management fees on unit trusts are included in the value of the trust units and ultimately in the distribution received from these trusts. Therefore, both unit valuations and distributions are net of management fees. In accordance with the investment fund contract a number of management fee rebates, charged in the previous year, were received in 2001-2002 (refer Note 16).

21. EMPLOYEE EXPENSES

	2002 \$'000	2001 \$'000
Salaries, Wages	4,831	5,283
Superannuation	434	516
Adjustment to Provision for Leave Expenses	139	171
Workers Compensation Insurance	461	165
Redundancy Payments	-	-
	5,865	6,135

22. FUNDING OF REGIONAL AND LOCAL ABORIGINAL LAND COUNCILS

	2002 \$'000	2001 \$'000
Regional Aboriginal Land Councils	396	446
Local Aboriginal Land Councils	11,712	11,843
Capital Allocations - Local Aboriginal Land Councils	87	17
	12,195	12,306

23. OTHER EXPENSES

	2002 \$'000	2001 \$'000
Staff Training, Development and Recruitment	687	662
Telephone	305	407
Enterprise and Farm Expenses	510	236
Insurance	119	117
Rates	71	41
Rent and Outgoings	73	52
Advertising	60	59
Public Relations and Publicity etc	40	88
Travel Expenses and Allowances	462	638
Postage, Printing and Stationary	182	168
Office and Administration Expenses	134	206
Property Administration Expenses	8	37
Equipment Hire and Lease	42	34
Meeting Costs	172	354
State Wide Conference	400	350
Workshop and Conference Costs	203	67
NSWALC Focus reconciliation	144	-
Council Approved Projects	178	61
Accounting	3	11
World Indigenous Expenses	21	14
Other Expenses	60	25
	3,874	3,627

24. TRANSFER OF NATIVE TITLE UNIT

Following an application by the Council to the Minister for Indigenous Affairs, the Council's recognition as a Native Title Representative Body was withdrawn by the Minister's approval of 6 December 2001. All assets and liabilities of the Native Title Unit were transferred to the new agency, NSW Native Title Service Limited.

25. STATUTORY INVESTMENT FUND

	Note	2002 \$'000	2001 \$'000
Statutory Fund Opening Balance		498,162	506,908
Add Income			
Interest and Other Income on Other Financial Assets	13	26,051	33,341
Rent	15	1,084	1,385
Investment Managers Fees Rebates	16	1,106	831
Fee Income on Mortgages	16	-	4
Expenses (Including Transfers to the Administrative Fund, Provision for Loss on Mortgages, Loss on Mortgages written off and Net Decrement on Other Financial Assets Revaluation)		(38,543)	(24,658)
Operating Surplus for the Year		(10,302)	10,903
Reserves Movements			
Revaluation of Other Financial Assets transferred Reserves	9	-	(20,212)
Gain on Real Property Revaluation transferred Reserves		-	1,123
Statutory Fund Closing Balance		487,860	498,162
Statutory Fund Represented by:-			
Cash	2	323	186
Other Financial Assets Current	5	131,761	136,871
Other Financial Assets Non Current	5	343,289	349,136
Property Plant & Equipment	6	11,345	11,511
Receivables	4	1,209	571
		487,927	498,275
Payables	8	(67)	(113)
Net Statutory Fund		487,860	498,162

26. NOTE TO STATEMENT OF CASH FLOWS

	2002 \$'000	2001 \$'000
(a) Cash at Bank and in hand		
For the purposes of Statement of Cash Flows the Council considers the following as cash:-		
Cash at bank	1,210	3,000
Cash in hand	1	1
11 AM Deposits with banks	1	884
	1,212	3,885

(b) Reconciliation of net cash flows from ordinary activities to Operating Deficit from Ordinary Activities

Operating Deficit from Ordinary Activities	(14,736)	(1,925)
Depreciation & Amortisation	1,285	1,142
Net Decrement on Other Financial Assets Revaluation	11,710	6,297
Adjustment to Provision for Leave Expenses	(23)	171
Loss (Profit) on disposal of non Property, Plant & Equipment	310	328
Provision for loss on mortgages	705	2,957
Loss on disposal of non current investments	1,171	2,777
Property Claims Granted	-	(605)

Other Changes in assets and liabilities in respect of ordinary activities.

Receivables decrease (increase)	(749)	(274)
Inventories decrease (increase)	(63)	84
Long Term Debts (Increase) Decrease	(371)	(287)
Payables and borrowings (decrease) increase	1,542	171

Net cash inflows from ordinary activities **781** **10,836**

(c) Non Cash Financing and Investment Activities

Assets received from property claims granted	-	605
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(d) Credit standby arrangements and unused loan facilities.

The Council had no credit standby arrangements or unused loan facilities.

27. LIABILITY AS TRUSTEE

New South Wales Aboriginal Land Council acts as trustee for various trusts. The assets of the Trusts which lie behind the rights of indemnity are not directly available to meet any liabilities of New South Wales Aboriginal Land Council acting in its own right. The assets of the Trusts were sufficient to discharge all the liabilities of the Trusts at 30 September 2002.

The positions of the Trusts are:-

	2002	2001
	\$'000	\$'000
CURRENT ASSETS		
Dungutti Elders Council Aboriginal Corporation		
Cash at Bank	909	895
World Indigenous Games		
Cash at Bank	13	13
Gumbaynggir Tribal Aboriginal Elders Co.		
Cash at Bank	19	14
TOTAL TRUST FUNDS HELD	941	922

End of Audited Financial Statements

Location of NSWALC Branch Offices

CENTRAL

Cnr Wingewarra & Darling St
PO Box 1196
Dubbo NSW 2830
Phone: 02 6882 9350
Fax: 02 6002 9371
Councillor: Rod Towney
Manager: Robert Barnes

CENTRAL COAST

Suite 7 Second Floor
Cnr John & Belgrave St
PO Box 305
Kempsey NSW 2440
Phone: 02 6562 7322
Fax: 02 6562 4223
Councillor: Manul Richie
Manager: Colin (Cody) Campbell

FAR NORTH COAST

25 Orion St
PO Box 494
Lismore NSW 2480
Phone: 02 6622 1010
Fax: 02 6622 1931
Councillor: Dave Brown
Manager: Harold Love

MURRAY RIVER

52 Chanter St
PO Box 201
Moama NSW 2731
Phone: 03 5480 9155
Fax: 03 5480 9117
Councillor: David Clarke
Manager: Robert Walker

NORTH WEST

87 Wilga St
PO Box 449
Coonamble NSW 2829
Phone: 02 6822 2119
Fax: 02 6822 2322
Councillor: Les Trindall
Manager: Angela Fernando

NORTHERN

143 Loder St
PO Box 327
Quirindi NSW 2343
Phone: 02 6746 1668
Fax: 02 6746 2525
Councillor: Wayne Griffiths
Manager: Bob Maynard

NORTHERN TABLELANDS

93 Faulkner St
Armidale NSW 2350
Phone: 02 6772 7666
Fax: 02 6772 7342
Councillor: Tom Briggs
Manager: Lee Paterson

SOUTH EAST COAST

Chapman House 2-34D Orient St
PO Box 388
Batemans Bay NSW 2536
Phone: 02 4472 9955
Fax: 02 4472 9950
Councillor: Ivern Ardler
(South Coast Region)
Councillor: Ossie Cruise
(Far South Coast Region)
Manager: Lana Callaghan

SYDNEY NEWCASTLE- METROPOLITAN

66 Showground Rd
PO Box 1389
Gosford NSW 2250
Phone: 02 4325 0205
Fax: 02 4323 3082
Councillor: Veronica Graf
(Sydney Newcastle Region)
Councillor: Robert Lester
(Western Metropolitan Region)
Manager: Carole DiFranco

WESTERN

1 Yarlta St
PO Box 47
Menindee NSW 2879
Phone: 08 8091 4114
Fax: 08 8091 4445
Councillor: William Murray
Manager: Jenny Edwards

WIRADJURI

153 Docker St
PO Box 5515
Wagga Wagga NSW 2650
Phone: 02 6921 6544
Fax: 02 6921 7903
Councillor: James Morgan
Manager: Roland Williams

Local Aboriginal Land Councils by Region

Albury and District LALC	MURRAY RIVER	Menindee LALC	WESTERN
Amaroo LALC	NORTHERN	Merrimans LALC	FAR SOUTH COAST
Anaiwan LALC	NORTHERN TABLELANDS	Metropolitan LALC	SYDNEY/NEWCASTLE
Armidale LALC	NORTHERN TABLELANDS	Mindaribba LALC	SYDNEY/NEWCASTLE
Ashford LALC	NORTHERN TABLELANDS	Moama LALC	MURRAY RIVER
Awabakal LALC	SYDNEY/NEWCASTLE	Mogo LALC	FAR SOUTH COAST
Bahtabah LALC	SYDNEY/NEWCASTLE	Moombahlene LALC	NORTHERN TABLELANDS
Balranald LALC	WESTERN	Mootwingee LALC	WESTERN
Baryulgil Square LALC	FAR NORTH COAST	Moree LALC	NORTH WEST
Batemans Bay LALC	FAR SOUTH COAST	Mudgee LALC	CENTRAL
Bega LALC	FAR SOUTH COAST	Muli Muli LALC	FAR NORTH COAST
Birpai LALC	CENTRAL COAST	Mungindi LALC	NORTH WEST
Birrigan Gargle LALC	FAR NORTH COAST	Murray River LALC	MURRAY RIVER
Bodalla LALC	FAR SOUTH COAST	Murrin Bridge LALC	WIRADJURI
Bogal LALC	FAR NORTH COAST	Nambucca Heads LALC	CENTRAL COAST
Bowraville LALC	CENTRAL COAST	Narrabri LALC	NORTH WEST
Brewarrina LALC	NORTH WEST	Narrandera LALC	WIRADJURI
Broken Hill LALC	WESTERN	Narromine LALC	CENTRAL
Bunyah LALC	CENTRAL COAST	Ngulingah LALC	FAR NORTH COAST
Casino Boolangle LALC	FAR NORTH COAST	Ngunnawal LALC	FAR SOUTH COAST
Cobar LALC	NORTH WEST	Nowra LALC	SOUTH COAST
Cobowra LALC	FAR SOUTH COAST	Nulla Nulla LALC	NORTH WEST
Coffs Harbour LALC	CENTRAL COAST	Nungaroo LALC	NORTHERN
Collarenebri LALC	NORTH WEST	Nyngan LALC	CENTRAL
Condobolin LALC	WIRADJURI	Onerwal LALC (Yass)	WIRADJURI
Coonabarabran LALC	NORTHERN	Orange LALC	WIRADJURI
Coonamble LALC	NORTH WEST	Peak Hill LALC	WIRADJURI
Cowra LALC	WIRADJURI	Pejar LALC	WIRADJURI
Cummeragunja LALC (formerly Yota Yota)	MURRAY RIVER	Pilliga LALC	NORTH WEST
Dareton LALC	WESTERN	Purfleet/Taree LALC	CENTRAL COAST
Darkinjung LALC	SYDNEY/NEWCASTLE	Red Chief LALC	NORTHERN
Deerubbin LALC	WESTERN METROPOLITAN	Tamworth LALC	NORTHERN
Deniliquin LALC	MURRAY RIVER	Tharawal LALC	WESTERN METROPOLITAN
Dorrigo Plateau LALC	NORTHERN TABLELANDS	Thungutti LALC	CENTRAL COAST
Dubbo LALC	CENTRAL	Tibooburra LALC	WESTERN
Eden LALC	FAR SOUTH COAST	Toomelah LALC	NORTH WEST
Enggonnia (Murrawari) LALC	NORTH WEST	Trangie LALC	CENTRAL
Forster LALC	CENTRAL COAST	Tumut Brungle LALC	WIRADJURI
Gandangarra LALC	WESTERN METROPOLITAN	Tweed Byron LALC	FAR NORTH COAST
Gilgandra LALC	CENTRAL	Ulladulla LALC	FAR SOUTH COAST
Glen Innes LALC	NORTHERN TABLELANDS	Unyka LALC	CENTRAL COAST
Goodooga LALC	NORTH WEST	Wagga Wagga LALC	WIRADJURI
Grafton/Ngerrie LALC	FAR NORTH COAST	Wagonga LALC	FAR SOUTH COAST
Griffith LALC	WIRADJURI	Walgett LALC	NORTH WEST
Gugin Gudduba LALC	FAR NORTH COAST	Walhallow LALC	NORTHERN
Guyra LALC	NORTHERN TABLELANDS	Wamba-Wamba LALC	MURRAY RIVER
Hay LALC	WIRADJURI	Wanaaring LALC	WESTERN
Illawarra LALC	SOUTH COAST	Wanaruah LALC	NORTHERN
Ivanhoe LALC	WESTERN	Warren LALC	CENTRAL
Jali LALC	FAR NORTH COAST	Wee Waa LALC	NORTH WEST
Jana Ngalee LALC	FAR NORTH COAST	Weilan LALC	CENTRAL
Jerringa LALC	SOUTH COAST	Weilmoringle LALC	NORTH WEST
Jubullum LALC	FAR NORTH COAST	Wellington LALC	CENTRAL
Karuah LALC	CENTRAL COAST	West Wyalong LALC	WIRADJURI
Kempsey LALC	CENTRAL COAST	Wilcannia LALC	WESTERN
Koompahtoo LALC	SYDNEY/NEWCASTLE	Windradyne (Bathurst) LALC	WIRADJURI
La Perouse LALC	SYDNEY/NEWCASTLE	Worimi LALC	SYDNEY/NEWCASTLE
Leeton LALC	WIRADJURI	Yaegl LALC	FAR NORTH COAST
Lightning Ridge LALC	NORTH WEST	Young LALC	WIRADJURI

Boundaries of each Regional Council

