

NSW Aboriginal Land Council
Community, Land and Business Plan
2009-2012

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Preface.

The Community, Land and Business Plan of the New South Wales Aboriginal Land Council has been developed, and is being implemented, in accordance with the requirements of Division 5 of the Aboriginal Land Rights Act 1983 (as amended).

The relevant sections of the Act (s137a-d) set out the requirements for the preparation and implementation of the Plan.

NSWALC is required to ensure the Plan must contain, amongst other things, the objectives and strategy of the Council for:

- The acquisition, management and development of land and other assets.
- The provision and management of community benefit schemes.
- The carrying out of business enterprises and investment.
- Aboriginal culture and heritage

The Plan must also detail the development or acquisition of human resources and skills to implement the proposals and timelines for the achievement of proposed strategies and proposals in the Plan together with particulars of the assets and liabilities of the Council.

This Plan should be read in conjunction with NSWALC's Annual Reports and its Corporate Plan (2008-2012) which contain all relevant details on NSWALC's Objects and Functions and the Purposes of the ALRA.

All of these documents have been distributed to all relevant stakeholders and are publicly available, both in print form, and on Council's website at www.alc.org.au.

On behalf of my fellow Councillors, I commend the NSWALC Community, Land and Business Plan to all relevant stakeholders.

Bev Manton
Chairperson
New South Wales Aboriginal Land Council.

OUR PURPOSE AND VALUES

Our Organisation

The New South Wales Aboriginal Land Council (NSWALC) is a self-funding statutory authority established under the *Aboriginal Land Rights Act 1983* (ALRA).

NSWALC's primary mandate is to secure and develop land rights for the Aboriginal people of NSW.

It is the State's peak representative body in Aboriginal affairs.

Its vision is to liberate and empower Aboriginal people in NSW through economic and social independence.

It is given a wide mandate to do so through its Objects which are to:

- Improve, protect and foster the best interests of Aboriginal persons within New South Wales, and to
- Relieve poverty, sickness, suffering, distress, misfortune, destitution and helplessness of Aboriginal persons within New South Wales

It does so in accordance with the purposes of the Land Rights Act which are:

- To provide land rights for Aboriginal persons in New South Wales.
- To provide for representative LALCs in New South Wales.
- To vest land in those Councils.
- To provide for the acquisition of land and the management of land and other assets and investments by or for those Councils and the allocation of funds to and by those Councils.
- To provide for the provision of community benefits schemes by, or on behalf of, those Councils.

NSWALC's primary functions are set out in the next section.

Essentially, however, it seeks to protect the interests and aims to further the aspirations and improve the lives of Local Aboriginal Land Council members and the broader Aboriginal community by providing high quality support and advice to Aboriginal people throughout NSW, primarily through a network of 121 registered Local Aboriginal Land Councils.

Our Values

NSWALC recognises and respects the diversity of the Aboriginal people of NSW and their communities. It also recognises the autonomy of LALCs.

We do, however, share a number of core values and seek to act in accordance with them.

These include:

- Returning land to the Aboriginal people of NSW.
- Protecting culture and heritage.
- Seeking the provision of adequate services and resources for our people and communities.
- Seeking to ensure safe communities and social equality through areas such as education and employment.
- Upholding the inherent right of all Aboriginal people to freely participate culturally, socially, economically and politically in all sectors of the community.
- Ensuring long term opportunities and sustainability are available to all.

NSWALC seeks to work within these core values to:

Perform our functions in a culturally appropriate manner and respect community diversity

- Lead by example in the conduct of all of our operations by seeking to ensure integrity, honesty, respect and transparency in all of our dealings with our communities.
- Be accountable, wherever possible, to our clients and stakeholders.
- Uphold the principles and values of social justice.
- Be responsive to the aspirations and needs of NSW Aboriginal people and continually advocate the need for real and sustainable outcomes.
- Actively pursue the recruitment and professional development of dedicated Aboriginal staff.
- Respect and value the diversity and contributions of all NSWALC staff.

History and Services

The Council was constituted under the Aboriginal Land Rights Act, 1983.

The Act has been progressively amended since being introduced.

These amendments have substantially increased the scope, responsibilities, and functions of the Council.

The full functions of the Council are set out in NSWALC's Annual Reports but may be summarised as follows:

Administering the NSWALC Account and the Mining Royalties Account established under the Act

- Acquiring and managing land on its own behalf, on behalf of, or to be vested in a LALC and compiling and maintaining a register of all land held by LALCs
- Making claims to Crown lands, either on its own behalf, or on behalf of a LALC if requested.
- Purchasing, leasing or holding any property or acquiring property by gift, device or bequest and considering applications from LALCs to purchase, sell, exchange, mortgage or otherwise dispose of land.
- Protecting and Promoting Aboriginal culture and heritage.
- Providing community benefits under relevant schemes and approving and supervising those of LALCs (including social housing schemes).
- Granting funds for the payment of the costs and expense of LALCs and making grants, lending money to, or investing money for, or on behalf of, Aboriginal persons.
- Providing, acquiring, constructing, upgrading or extending residential accommodation for Aboriginal persons in the State.
- Advising the Minister for Aboriginal Affairs on matters relating to Aboriginal land rights.

As mentioned earlier NSWALC is now self funded.

Under the provisions of the ALRA NSWALC received 7.5% of all Land Tax raised on non-residential land in NSW for 15 years, from 1983 to 1998,.

These funds are now held in the NSWALC Account.

NSWALC has been solely responsible since 1998 for growing, managing and distributing this fund. The ability to claim land grants remains the sole form of compensation for dispossession now available under the act.

OUR GOVERNANCE REGIME

The Council

The NSW Aboriginal Land Council's Governing Council consists of nine Councillors democratically elected by Local Aboriginal Land Council (LALC) members to serve four year terms.

Councillors direct and control the affairs of NSWALC, in accordance with the Act, and represent the interests and respond to the concerns of LALC members. They also facilitate communication between LALC members and the NSWALC.

The current Council first met on 30 May 2007. It comprises:

- ❖ Councillor Bev Manton, Central Coast Region (Chairperson)
- ❖ Councillor Tom Briggs, Northern Region (Deputy Chairperson)
- ❖ Councillor Roy Ah-See, Sydney Newcastle Region
- ❖ Councillor Craig Cromelin, Wiradjuri Region
- ❖ Councillor Steve Gordon, North Western Region
- ❖ Councillor Neville "Jack" Hampton, South Coast Region
- ❖ Councillor Patricia Laurie, North Coast Region
- ❖ Councillor William Murray, Western Region
- ❖ Councillor Stephen Ryan, Central Region.

The Council elects its Chairperson and Deputy Chairperson every two (2) years. Councillor Manton and Councillor Briggs have both been elected as Chairperson and Deputy Chairperson, respectively, twice in this term of Council.



Councillors (L-R. Craig Cromelin; Neville 'Jack' Hampton; Bev Manton; Patricia Laurie; Roy Ah-See; Stephen Ryan; Steve Gordon; Tom Briggs; and William Murray.

A regional map is included at **Appendix G**.

Governance Regime

The Council has established the following committee structure to complement the operational integrity of the NSWALC:

- ❖ Audit Committee
- ❖ Finance Committee
- ❖ Investment Committee
- ❖ Governance Committee.

Council is supported in its work by a small administrative team, headed by a Chief Executive Officer with the delegated authority of the Council to assume responsibility for day to day operations.

NSWALC has 109 staff, with 32 of these in four Zone Offices across the State.

The remaining 77 staff members are located in Sydney.

The breakdown of staff as at January 2009 is as follows:

	Female Staff	Male Staff	Total
Aboriginal Staff	31	31	62 (57%)
Non-Aboriginal Staff	25	22	47 (43%)
Total	56 (51%)	53 (49%)	109 (100%)

NSWALC has been, and remains, committed to ensuring it establishes the necessary skills base to ensure it is able to develop and acquire the human resources and skills to ensure it can fully develop and implement its business and strategic plans. Considerable focus has been placed on building skills and capacity across the NSWALC and land council network in recent years, particularly through a major administrative and operational restructure.

STRATEGIC CHALLENGES AND PRIORITIES

Our Strategic Challenges.

We face a number of strategic challenges over the next few years, including:

- Seeking to maximise returns on our investment portfolio, whilst minimising risks through prudent investments, effective application of assets, and responsible expenditure.
- Overseeing LALCs, including assisting the LALCs with funding, planning, training, building community partnerships, and the provision of office support.
- Acquiring land, including by way of Land Claims, to return land to the Aboriginal people of NSW.
- Implementing active land acquisition, development and management strategies.

- Ensuring that NSWALC’s functions, activities, commitments and expectations are able to be effectively implemented within available resources and responsibilities.
- Maintaining effective governance structures, sound operation policies and ethics, and competent staffing resources.

Corporate Priorities

The NSWALC Corporate Plan 2009-2012 sets out what NSWALC is, what we do, and what we seek to achieve.

It details a range of key strategic priorities to tackle the diverse problems and issues that confront our clients and stakeholders.

The Plan’s eight Corporate Priorities are:

- Advocacy and Rights.
- Strong Leadership and Governance.
- Productive and Meaningful Partnerships.
- Community Health and Well-Being.
- Land, Cultural Heritage and Environmental Management.
- Community Development and Planning.
- Innovation, Learning and Continuous Improvement.
- Wealth Generation and Commerce

The Plan notes that these priorities may evolve and require periodic adjustment to coincide with those social, political and economic uncertainties that no organisation can fully anticipate.

CORPORATE PRIORITY 1: ADVOCACY AND RIGHTS

Our Objective:

As the peak representative body, NSWALC has the responsibility to pursue cultural, social and economic independence for Aboriginal people. NSWALC is committed to improving the First Nations’ status of Aboriginal people and ensuring that fundamental human rights are recognised and sustained.

Our Strategies:

- ❖ Work for the return of culturally significant and economically viable land

- ❖ Seek to influence the policy and reform agendas of the NSW and Commonwealth governments through leadership and reliable evidence-based advice and research
- ❖ Provide advocacy and support in attaining and upholding fundamental human rights for Aboriginal people, both nationally and internationally.

Intended Outcomes:

- ❖ NSWALC will have contributed to significant advances in rights and

status for the Aboriginal people of NSW

- ❖ NSWALC will be an effective advocate, actively participating in setting the policy agenda for the Aboriginal people of NSW.

- ❖ Area of land transferred to Aboriginal people
- ❖ Percentage of Land Claims granted or won on appeal
- ❖ Range and level of invitations received to contribute to policy reform.

Key Performance Indicators:

- ❖ Number and timeliness of successful Land Claims determined by the Minister

No.	Action	Who	Timeframe	Measures
CP1.1 Work for the return of culturally significant and economically viable land				
1.1.1	Identify, investigate and lodge Land Claims (including assisting LALCs with making Land Claims)	LPRU LS Zones	Ongoing	Number and timeliness of Land Claims Number of Land Claims granted
1.1.2	Review the status of Land Claims and prioritise to focus resources on land that has high cultural significance or economic viability	LPRU LS	Biennially, by end June	Biennial review completed
1.1.3	Review Land Claims refused by the Minister for Lands and assist LALCs to assess refusals and lodge appeals where appropriate	LPRU LS	Ongoing	Percentage of appeals successfully pursued by NSWALC
1.1.4	Compile and maintain a Register of all land held by LALCs in accordance with s106(2)(g) of the ALRA	LPRU	Ongoing	Management reports up-to-date
1.1.5	Finalise the Crown Land Mapping Project	LPRU IT LS	Jun 2010, then ongoing	Project completed
1.1.6	Ensure information regarding the status of Land Claims is included, then maintained on the NSWALC website	LPRU IT	Jun 2010	Project complete Percentage of accurate information
CP1.2 Seek to influence the policy and reform agendas of the NSW and Commonwealth governments through leadership and reliable evidence-based advice and research				
1.2.1	Monitor and provide advice on Government and non-Government policy development and research initiatives that may impact on Aboriginal people in NSW	LPRU LS Zones PO	Quarterly	Quarterly reports provided to Council
1.2.2	Conduct evidence-based research to support NSWALC's pro-active reform agenda	LPRU PO	Ongoing	Quarterly reports provided to Council
1.2.3	Develop statements that clearly articulate NSWALC's position on various priority policy and reform issues	LPRU	Ongoing	Number policy statements Developed

No.	Action	Who	Timeframe	Measures
1.2.4	Represent NSWALC on policy coordination committees convened by external partners	CEO DCEO LPRU PO	Ongoing	Active participation at meetings
1.2.5	Develop public awareness campaigns around NSWALC policies and research to build a profile with partners, key stakeholders and the community	LPRU M&M LS	Ongoing	Awareness campaigns rolled-out
CP1.3 Provide advocacy and support in attaining and upholding fundamental human rights for Aboriginal people both nationally and internationally				
1.3.1	Continually monitor key issues affecting the fundamental human rights of Aboriginal people in the Land Council Network	LPRU	Biennially by end of June	Biennial report completed
1.3.2	Represent NSWALC on appropriate forums relating to fundamental human rights issues affecting Aboriginal people	CEO DCEO LPRU LS	Ongoing	Active participation at forums
1.3.3	Develop statements that clearly articulate NSWALC's position on identified key issues	LPRU	Ongoing	Number policy statements developed
1.3.4	Develop public advocacy campaigns around identified key issues to build a profile with partners, key stakeholders and the community	LPRU LS M&M	Ongoing	Awareness campaigns rolled out

CORPORATE PRIORITY 2: STRONG LEADERSHIP AND GOVERNANCE

Our Objective:

NSWALC is committed to strong leadership, good governance, integrity and responsibility, and accountability in all Aboriginal organisations in NSW. We will continue to develop, promote and maintain a highly efficient, financially robust and professionally managed organisation.

NSWALC seeks to lead by example in all sectors of the community focussing on good governance, leadership and accountability.

Our Strategies:

- ❖ Lead by example throughout the organisation and Network
- ❖ Demonstrate efficient and effective services in day-to-day operations of the organisation
- ❖ Ensure ethical and responsible decision-making practices throughout the organisation and Network
- ❖ Maintain efficient and effective policies and procedures applicable to the entire Network
- ❖ Provide training and development opportunities to enhance career

progression for all NSWALC and LALC staff

- ❖ Be regarded in the wider community as an employer of choice.

Intended Outcomes:

- ❖ NSWALC is recognised as leading and modelling good governance, integrity and accountability for Aboriginal organisations in NSW
- ❖ NSWALC is acknowledged as an employer of choice in the wider community.

Key Performance Indicators:

- ❖ 100% of internal systems and processes are consistent with Government and statutory requirements
- ❖ Budget performance is within 10% of targets
- ❖ Percentage increase in the number of LALCs operating independently
- ❖ Percentage reduction in complaints and/or litigation.

No.	Action	Who	Timeframe	Measures
CP2.1 Lead by example throughout the organisation and Network				
2.1.1	Develop a detailed compliance / governance framework to document all statutory and professional obligations	CGU LS IO Zones T&D	Ongoing	Framework developed Percentage reduction in complaints and/or litigation
2.1.2	Develop structured two-way communication processes to ensure that the organisation and Network remains informed about NSWALC's strategic direction, performance and other key issues	CEO DCEO CFO COO Zones IO C&E	Ongoing	Communication processes developed and implemented

No.	Action	Who	Timeframe	Measures
2.1.3	Review existing systems relating to the appointment of administrators to ensure ongoing good practice and cost effectiveness	IO	Sept 2009	Review completed
2.1.4	Collaborate with LALCs to develop strategies aimed at increasing membership across all age groups within the community	COO PO LPRU Zones IT T&D	Ongoing	Percentage membership increases across each age group
CP2.2 Demonstrate efficient and effective services in day-to-day operations of the organisation				
2.2.1	Enhance systems to monitor and report on progress against Business Plan Key Performance Indicators (KPIs) to the Council, organisation and Network	CEO DCEO CFO COO	Ongoing	Systems reviewed and implemented
2.2.2	Review the NSWALC organisational structure to ensure that staffing resources are aligned and available to deliver corporate priorities	HR	Annually, by May	Organisational structure reviewed
2.2.3	Develop and implement a Strategic Human Resources Plan	HR	Dec 2009	Plan complete Annual report to Executive
2.2.4	Coordinate and maintain the registration of all operational policy and procedural documents	F&AS HR	Ongoing	Operational policies and procedural documentation registered and maintained
2.2.5	Develop and adopt proactive communication strategies to ensure that NSWALC staff are kept informed regarding strategic priorities, business decisions, achievements, and the work of the organisation	CEO DCEO COO CFO CGU	Ongoing	Communication strategies developed and adopted
2.2.6	Develop and implement good practice records management strategies to ensure compliance with statutory and audit requirements	RM LS C&E	Ongoing	Compliance with statutory requirements and good practice standards
2.2.7	Build and maintain reliable, scalable and cost effective IT infrastructure	IT	Ongoing	Timeliness of support
2.2.8	Develop unifying systems that align information, people and business intelligence	IT	Ongoing	IT strategy is aligned with core business Timeliness of applications development
2.2.9	Develop an IT Governance and Compliance Framework to allow certification to <i>ISO 27001</i>	IT	Jul 2012	ISO 27001 Certification achieved

No.	Action	Who	Timeframe	Measures
2.2.10	Provide annual funding to LALCs relating to operational costs and expenses in accordance with applicable NSWALC policies and the requirements of the ALRA	Zones	Ongoing	Expenditure is compliant with NSWALC policies and procedures
2.2.11	Assist LALCs to conduct elections, and where necessary, fill casual vacancies	Zones	Ongoing	Number of elections held
CP2.3 Ensure ethical and responsible decision-making practices throughout the organisation and Network				
2.3.1	Review the risk profile of NSWALC to ensure an organisation-wide Risk Assessment to identify and prioritise risks to the business	CGU LS	Dec 2009, then annually	Risk profile reviewed
2.3.2	Maintain and implement the Internal Audit Program for NSWALC	IA	Ongoing	Internal Audit Program reviewed and implemented
2.3.3	Maintain the following Governance Committee structure: <ul style="list-style-type: none"> · Internal Audit Committee · Finance Committee · Governance Committee · Investment Committee 	CEO IA F&AS CGU	Ongoing	Number of meetings held
2.3.4	Review the Fraud and Corruption Prevention Plan for NSWALC	CGU	May 2010	Fraud and Corruption Prevention Plan reviewed
2.3.5	Manage complaints received concerning issues and behaviours that contravene NSWALC policy and the operation of the ALRA	CGU Zones LS	Ongoing	Percentage complaints resolved
2.3.6	Ensure all existing staff and officers have a copy of the NSWALC Code of Conduct	HR LS CGU	Ongoing	Percentage surveyed staff have received a copy of Code
2.3.7	Ensure that staff and officers maintain an operational understanding of the NSWALC Internal Reporting System and Procedures	CGU HR	Ongoing	Percentage surveyed staff are aware of Internal Reporting System and Procedures
2.3.8	Coordinate the delivery of an appropriate training program to ensure ethical and responsible decision-making practices	T&D CGU LS HR	Developed by Feb 2010 Delivered annually, by end June	Training program delivered
2.3.9	Assist in the mediation of LALC disputes	Zones	Ongoing	Number mediation meetings attended
2.3.10	Develop and distribute a Code of Conduct for Councillors and LALC Board Members	CGU	May 2010	Percentage surveyed Councillors and official position holders have received a copy of Code

No.	Action	Who	Timeframe	Measures
CP2.4 Maintain efficient and effective policies and procedures applicable to the entire Network				
2.4.1	Review and update the NSWALC Policy and Procedure Manual to ensure ongoing consistency, currency and relevance	DCEO LPRU	Jan 2010	Policy and Procedure Manual created and maintained
2.4.2	Review existing communication strategies to ensure that NSWALC policies and procedures are accessible across the entire Network	M&M IT Zones	Ongoing	NSWALC and LALC staff can access policies and procedures
2.4.3	Monitor the implementation of NSWALC policies and procedures, and where necessary, take action to improve effectiveness	CGU PO Zones	Ongoing	Quarterly exception report provided to Council Policy implemented and evaluated
CP2.5 Provide training and development opportunities to enhance career progression for all NSWALC and LALC staff				
2.5.1	Undertake a Training Needs Analysis of NSWALC and LALC staff and implement appropriate initiatives to assist in the development of staff	T&D HR Zones	Feb 2010	Training Needs Analysis complete Training and Development Program designed and implemented Professional Development Program designed and implemented
2.5.2	Ensure elected officers are provided with required governance training, via the production and implementation of a Capacity Development Plan	T&D LS	Ongoing	Governance training delivered
2.5.3	Monitor, evaluate and report on training outcomes for NSWALC staff and LALC officers	HR T&D LS Zones	Biannually	Biannual report provided to Council
2.5.4	Partner with external education providers to identify and develop vocational programs specific to LALC and NSWALC activities	T&D	Ongoing	Programs identified and customised Programs made available to LALCs Level of take-up of LALC users
CP2.6 Be regarded in the wider community as an employer of choice				
2.6.1	Review employee benefits and remuneration levels to ensure that NSWALC is competitive in the marketplace	HR	Feb 2010	Remuneration survey complete
2.6.2	Re-negotiate the NSWALC Collective Agreement that reflects good practice and ensures a competitive remuneration structure	HR LS	Jul 2009	Collective Award negotiations complete

No.	Action	Who	Timeframe	Measures
2.6.3	Review the NSWALC Performance Management System	HR	Jun 2010	New Performance Management System implemented

CORPORATE PRIORITY 3: PRODUCTIVE AND MEANINGFUL PARTNERSHIPS

Our Objective:

NSWALC is committed to the pursuit of strong, productive and meaningful partnerships with all relevant stakeholders. We believe this can assist in delivering opportunities for economic, social and cultural growth and prosperity for Aboriginal people across all regions throughout NSW.

Our Strategies:

- ❖ Identify and develop strategic partnership opportunities for economic, social and cultural growth and sustainability
- ❖ Strengthen existing partnerships and arrangements in both public and private sectors
- ❖ Develop training and development strategies which enhance the capacity of LALCs and their members to effectively engage in successful partnership

arrangements with Government, non-Government and private sector stakeholders at the local community level.

Intended Outcomes:

- ❖ Aboriginal people of NSW will benefit economically, socially and culturally as a result of productive partnerships established and sustained by NSWALC and our stakeholders.

Key Performance Indicators:

- ❖ Percentage of strategic partnerships that leverage sustainable economic, social and cultural growth opportunities.

No.	Action	Who	Timeframe	Measures
CP3.1	Identify and develop strategic partnership opportunities for economic, social and cultural growth and sustainability			
3.1.1	Identify partners that have the ability to complement and enhance NSWALC directions, strategies and activities	CEO DCEO SP Zones LS LPRU IT	Ongoing	Partners identified
3.1.2	Participate on external committees with the aim of raising the profile of NSWALC and exploring opportunities to build strategic partnerships	CEO DCEO Zones	Ongoing	Active participation at committee meetings
3.1.3	Promote a NSWALC partnership model to key stakeholders and potential partners and ensure that successful partnerships are promoted widely with the aim of extending relationships and creating new opportunities	CEO DCEO LPRU	Jun 2012	Partnership model developed Successful partnerships promoted
3.1.4	Redevelop NSWALC Corporate Website with CMS	IT	Aug 2009	Website redeveloped

No.	Action	Who	Timeframe	Measures
3.1.5	Develop an Extranet for LALCs to increase the reach of communications, information and business intelligence potential	IT	Jul 2011	Extranet developed
CP3.2 Strengthen existing partnerships and arrangements in both public and private sectors				
3.2.1	Provide high-quality secretariat support and advice to the Council	CGU LS	Ongoing	Percentage Councillors are satisfied with support
3.2.2	Develop appropriate strategies to rebuild and/or maintain partnerships assessed as having a high-value for NSWALC	CEO DCEO SP	Ongoing	Strategies developed and implemented
CP3.3 Develop training and development strategies which enhance the capacity of LALCs and their members to effectively engage in successful partnership arrangements with Government, non-Government and private sector stakeholders				
3.3.1	Provide ongoing support, training and assistance to LALCs to effectively engage in successful partnerships	T&D Zones	Ongoing	Percentage surveyed LALCs report satisfaction with information and support
3.3.2	Coordinate State/Regional forums to promote partnerships with Government, Non-government and private service providers and stakeholders	T&D Zones LS	Biannually	Biannual forums held
3.3.3	Monitor, evaluate and report on training outcomes relating to partnership building for LALC staff	T&D Zones	Biannually	Biannual reports provided to Council

CORPORATE PRIORITY 4: COMMUNITY HEALTH AND WELL-BEING

Our Objective:

NSWALC is appalled by the poor health, well-being and lack of opportunity in our communities and the 17-year gap in life expectancy between our people and the general population.

NSWALC will maintain and strengthen its advocacy to ensure meaningful personal and community health outcomes are achieved throughout all regions of NSW.

Our Strategies:

- ❖ Promote Aboriginal community health and well-being as a critical priority and vigorously advocate the need for genuine reform
- ❖ Actively contribute to annual Aboriginal community network health and well-being reviews and audits at both the state and national level
- ❖ In collaboration with the LALC network and health providers,

facilitate productive health and well-being partnerships to enhance performance outcomes at the local community level

- ❖ Seek to improve access to social services for the Land Council Network.

Intended Outcomes:

- ❖ NSWALC will have contributed to safe and healthy communities.
- ❖ Aboriginal people of NSW will be living more sustainable livelihoods through improved access to essential social services.

Key Performance Indicators:

- ❖ Range and level of invitations received to contribute
- ❖ Range and level of representation undertaken.

No.	Action	Who	Timeframe	Measures
CP4.1	Promote Aboriginal community health and well-being as a critical priority and vigorously advocate the need for genuine reform			
4.1.1	Monitor the human rights perspective on Aboriginal community health and well-being in collaboration with peak Aboriginal health bodies	LPRU	Annually	Annual report provided to Council
4.1.2	Monitor Aboriginal population, employment and health projections	LPRU	Annually, by end June	Annual report provided to Council
4.1.3	Monitor and report on the implementation of the Water and Sewerage Funding Project	COO PO Zones LS	Biannually	Number LALC meetings held and minutes approved Biannual report provided to Council
4.1.4	Develop and maintain partnership/financial commitment to Water and Sewerage Agreement	COO PO Zones	Ongoing	Partnership and financial commitment maintained

No.	Action	Who	Timeframe	Measures
4.1.5	Represent NSWALC at forums convened by external partners relating to Aboriginal community health and well-being	CEO DCEO LPRU	Ongoing	Active participation at meetings and forums
CP4.2 Actively contribute to annual Aboriginal community network health and well-being reviews and audits at both the state and national level				
4.2.1	Build open communication channels with NSW and Commonwealth agencies to facilitate the active participation by NSWALC regarding annual Aboriginal community network health and well-being reviews	COO PO Zones	Ongoing	Communication channels identified and maintained
4.2.2	Develop and document clear protocols outlining NSWALC's role in contributing to annual Aboriginal community network health and well-being reviews	PO	Ongoing	Protocols developed and documented
4.2.3	Develop partnerships with Government and non-Government agencies to promote access to social services	PO	Annually, by end June	Partnerships developed
CP4.3 In collaboration with the Land Council Network and health providers, facilitate productive health and well-being partnerships to enhance performance outcomes at the local community level				
4.3.1	Identify and document existing partnerships with agencies concerned with Aboriginal health and well-being	PO Zones LPRU	Jan 2011	Partnerships identified and documented
4.3.2	Maintain open communication channels with partner agencies and peak Aboriginal organisations	PO Zones LPRU	Ongoing	Communication channels identified and maintained
4.3.3	Support LALCs in facilitating productive relationships with identified partner agencies	PO Zones LPRU	Ongoing	Percentage surveyed LALCs report satisfaction with support provided
CP4.4 Seek to improve access to social services for the Land Council Network				
4.4.1	Develop and promote NSWALC policies relating to Community Benefits Schemes and Social Housing Schemes	PO Zones LS	As required	Policies developed and promoted
4.4.2	Monitor and approve Social Housing Schemes operated by LALCs	PO Zones	Jun 2010	Social Housing Schemes are compliant with standards
4.4.3	Develop partnerships with Government and non-Government agencies to promote access to social services	T&D Zones PO	Ongoing	Partnerships developed
4.4.4	Administer Funeral Grants efficiently, appropriately, and with sensitivity	F&AS	Ongoing	Grants administered

CORPORATE PRIORITY 5: LAND, CULTURAL HERITAGE AND ENVIRONMENTAL MANAGEMENT

Our Objective:

Land Claims are core business for NSWALC, particularly given land is the only form of compensation for dispossession now available under the ALRA. NSWALC will continue to focus on working with LALCs to acquire cultural and economically viable land to ensure the prudent management and development of that land.

Our Strategies:

- ❖ Develop a business case for the return of all Aboriginal sites in NSW
- ❖ Develop guidelines that identify, protect and preserve cultural heritage in accordance with the traditional customs, obligations and responsibilities of individual Traditional Owner groups throughout NSW
- ❖ Establish an effective communications process to monitor all land developments to ensure

the culturally proficient identification, protection and preservation of all cultural heritage sites across all regions of NSW

- ❖ Provide advice, support and direction to LALCs in developing a culture and archival centre for NSW.

Intended Outcomes:

- ❖ NSWALC actively contributes to the identification, protection and preservation of Aboriginal cultural heritage.

Key Performance Indicators:

- ❖ Annual report is provided to the Council
- ❖ Range and level of invitations received to contribute.

No.	Action	Who	Timeframe	Measures
CP5.1 Develop a business case for the return of all Aboriginal sites in NSW				
5.1.1	Collate data regarding Aboriginal sites in NSW	LPRU	Annually, by end Dec	Annual report provided to Council
5.1.2	Assist LALCs in the process of returning and managing important cultural sites	LPRU	Annually, by end Dec	Annual report provided to Council
CP5.2 Develop guidelines that identify, protect and preserve cultural heritage in accordance with the traditional customs, obligations and responsibilities of individual Traditional Owner groups throughout NSW				
5.2.1	Research and report on the impacts of current and/or planned legislative and policy change regarding cultural heritage	LPRU LS	Quarterly	Quarterly report provided to Council
5.2.2	Develop a NSWALC Culture and Heritage Policy	LPRU	Jul 2010	Policy developed
5.2.3	Provide advice and support to LALCs in identifying, protecting and preserving cultural heritage within their boundaries	LPRU Zones LS	Ongoing	LALCs receiving advice and support report satisfaction with services

No.	Action	Who	Timeframe	Measures
5.2.4	Develop public awareness campaigns around NSWALC policies and research to raise awareness of cultural heritage issues amongst partners, key stakeholders and the community	LPRU M&M	Ongoing	Awareness campaigns rolled-out
CP5.3 Establish an effective communications process to monitor all land developments to ensure the culturally proficient identification, protection and preservation of all cultural heritage sites across all regions of NSW				
5.3.1	Promote culturally sensitive and economically viable land development(s) undertaken by LALCs	LPRU Zones CU	Ongoing	Percentage surveyed stakeholders indicate awareness of achievements
5.3.2	Develop a policy relating to the lodgement of formal objections to land developments on the basis of cultural heritage and other issues	LPRU	Dec 2010	Policy developed
CP5.4 Provide advice, support and direction in developing a culture and archival centre for NSW				
5.4.1	Maintain an Aboriginal Resource Centre that meets the needs of targeted community groups (e.g. school groups)	M&M	Ongoing	Number formal visits by targeted groups
5.4.2	Develop and promote the NSWALC Culture and Archival Centre	M&M RM Zones IT	To be determined	Culture and Archival Centre developed

CORPORATE PRIORITY 6: COMMUNITY DEVELOPMENT AND PLANNING

Our Objective:

NSWALC has a social and statutory obligation to develop and enhance the capacity of our LALCs. We will continue to provide guidance and support to all LALCs in their process of identifying specific management, planning and development needs.

Our Strategies:

- ❖ Conduct annual Land Council Network training
- ❖ Establish community planning and business development partnership arrangements with local governments, industry and businesses
- ❖ Actively promote Aboriginal home ownership strategies
- ❖ Promote the need to develop an Aboriginal Housing Loan System to

provide affordable and manageable home loans to increase Aboriginal home ownership.

Intended Outcomes:

- ❖ NSWALC will have assisted all LALCs in taking full control of and responsibility for their economic, social and cultural affairs.

Key Performance Indicators:

- ❖ Percentage compliant LALC Community, Land and Business Plans
- ❖ Percentage increase in the economic base of Land Council Network as compared to the previous year.

No.	Action	Who	Timeframe	Measures
CP6.1 Conduct annual Land Council Network training				
6.1.1	Document, review and maintain profiles and Management Support System Plans for all LALCs to foster efficient operations and monitor training requirements	PO Zones	Annually	Profiles and case management plans documented
6.1.2	Monitor and coordinate the training needs of office bearers and LALC staff	T&D Zones LS	Ongoing	Training delivered
CP6.2 Establish community planning and business development partnership arrangements with local governments, industry and businesses				
6.2.1	Maintain a network of business professionals that are equipped to provide high-quality, appropriate advice and mentoring to LALCs	COO PO IO Zones T&D IT	Ongoing	Percentage surveyed LALCs indicate awareness of local business professionals
6.2.2	Refine Community, Land and Business Plan models and templates to assist LALCs to comply with legislative requirements	LPRU LS Zones PO	Annually, by end June	Models and templates refined

No.	Action	Who	Timeframe	Measures
6.2.3	Support and advise LALCs in developing compliant Community, Land and Business Plans	LPRU Zones PO	Ongoing	Percentage surveyed LALCs report satisfaction with support and advice
6.2.4	Monitor and report on LALC compliance with Community, Land and Business Plan obligations	LPRU Zones IT	As per risk rating	Percentage compliant LALC Community, Land & Business Plans
6.2.5	Develop and implement a database to monitor and report on LALC compliance with funding requirements	C&E IT	Sept 2009	Database developed and implemented
6.2.6	Ensure information regarding the status of LALCs is included, then maintained on the NSWALC website	C&E IT	Jun 2010	Project complete Percentage accurate information
CP6.3 Actively promote Aboriginal home ownership strategies				
6.3.1	Research a policy framework around Aboriginal home ownership that encompasses existing projects, grants and strategies	COO PO	To be determined	Policy framework developed
6.3.2	Provide advice and support to LALCs in facilitating Aboriginal Home Ownership Schemes	PO Zones LS CU	Ongoing	Percentage surveyed LALCs report satisfaction with advice and support Number new Home Ownership Schemes implemented
CP6.4 Promote the need to develop an Aboriginal Housing Loan System to provide affordable and manageable home loans to increase Aboriginal home ownership				
6.4.1	Commence negotiations aimed at developing an Aboriginal Housing Loan System	CEO DCEO	Ongoing	System developed

CORPORATE PRIORITY 7: INNOVATION, LEARNING AND CONTINUOUS IMPROVEMENT

Our Objective:

NSWALC will maintain a proactive approach to learning and continuous improvement. We will continue to research and develop modern and innovative methods in this area to deliver real outcomes which strengthen our communities and the capacity of Aboriginal people.

Our Strategies:

- ❖ Pursue additional funding from external sources to grow and strengthen the financial capacity of NSWALC's Education Endowment Fund and to advocate for further educational opportunities for Aboriginal people
- ❖ Monitor performance outcomes linked to NSWALC's Education Endowment Fund, particularly in

relation to the provision of scholarships

- ❖ Seek and retain professional and committed people in our workplace.

Intended Outcomes:

- ❖ Aboriginal people of NSW benefit from innovative approaches to learning and education.
- ❖ NSWALC attracts and retains professional, highly-skilled and committed staff.

Key Performance Indicators:

- ❖ Demonstrated growth in funding for the Education Endowment Fund from external sources
- ❖ Percentage scholarship recipients that meet performance outcomes
- ❖ Percentage staff turnover.

No.	Action	Who	Timeframe	Measures
CP7.1 Pursue additional funding from external sources to grow and strengthen the financial capacity of NSWALC's Education Endowment Fund and to advocate for further educational opportunities for Aboriginal people				
7.1.1	Develop a NSWALC Education Endowment Fund Policy	LPRU	Jul 2009	Policy developed
7.1.2	Consult with public and private sector agencies aimed at growing and strengthening the NSWALC Education Endowment Fund	CEO DCEO SP	Ongoing	Consultation complete
7.1.3	Build partnerships with peak education providers	CEO DCEO	Ongoing	Partnerships identified and developed
CP7.2 Monitor performance outcomes linked to NSWALC's Education Endowment Fund, particularly in relation to the provision of scholarships				
7.2.1	Monitor, evaluate and report on short, medium and long-term performance outcomes of the NSWALC Education Endowment Fund	DCEO LPRU IT	Annually	Annual report provided to Council

No.	Action	Who	Timeframe	Measures
CP7.3 Seek and retain professional and committed people in our workplace				
7.3.1	Develop recruitment strategies designed to attract and retain skilled, qualified and experienced staff to key positions within NSWALC	HR LS	Ongoing	Number applications received for advertised positions Percentage staff turnover
7.3.2	Manage the NSWALC Aboriginal Internship Program	LPRU HR	Ongoing	Number applications received for advertised positions
7.3.3	Design, implement and evaluate strategies to engender a positive workplace culture	HR	Ongoing	Percentage surveyed staff indicate satisfaction with workplace culture

CORPORATE PRIORITY 8: WEALTH GENERATION AND COMMERCE

Our Objective:

We are committed to ensuring commercial and financial sustainability by engaging in sound commercial and business opportunities underpinned by independent professional advice.

NSWALC aims to work in collaboration with all relevant industries to maximise financial, employment and capacity building opportunities for all Aboriginal people and their communities.

Our Strategies:

- ❖ Seek to maximise financial returns and growth of the NSWALC Statutory Fund through prudent management
- ❖ Develop community based Aboriginal Employment Strategies
- ❖ Promote the development of initiatives to enhance Aboriginal employment and training outcomes

- ❖ Monitor the business and industry environment to identify suitable and viable commercial enterprise opportunities for Aboriginal people
- ❖ Pursue partnerships with key industry groups to build commercial and economic sustainability for Aboriginal people.

Intended Outcomes:

- ❖ Aboriginal people will have an increased presence in the commercial and political environments of NSW.

Key Performance Indicators:

- ❖ Annual investment performance is within targets as defined in the ALRA.

No.	Action	Who	Timeframe	Measures
CP8.1	Seek to maximise financial returns and growth of the NSWALC Statutory Fund through prudent management			
8.1.1	Maintain the NSWALC Investment Committee	CEO CIO	Ongoing	Committee maintained
8.1.2	Review and maintain a diversified investment strategy that meets overall investment objectives	CEO CIO	Biannually	Investment objectives met
8.1.3	Monitor and report on the performance of the NSWALC Statutory Fund	CFO LS	Monthly	Monthly reports provided to Council
CP8.2	Develop community-based Aboriginal Employment Strategies			
8.2.1	Research a policy framework to support the development of community-based Aboriginal employment	LPRU HR SP	Dec 2011	Policy framework developed
8.2.2	Commence high-level negotiations with public and private sector agencies aimed at developing community-based Aboriginal employment	CEO DCEO SP	Ongoing	Percentage increase in community-based employment
CP8.3	Promote the development of initiatives to enhance Aboriginal employment and training outcomes			
8.3.1	Develop a policy framework to support the development of initiatives to enhance Aboriginal employment and training outcomes	LPRU HR	Dec 2011	Policy framework developed
8.3.2	Design and implement a NSWALC Aboriginal Employment Strategy	LPRU HR	Jun 2012	Strategy developed and implemented
8.3.3	Build partnerships with peak employment and training providers	CEO DCEO LPRU	Ongoing	Partnerships identified and developed
CP8.4	Monitor the business and industry environment to identify suitable and viable commercial enterprise opportunities for Aboriginal people			
8.4.1	Oversee the commercial management of the NSWALC property portfolio	CU	Ongoing	Target Return on Investment achieved for all properties in portfolio
8.4.2	Monitor and assist LALCs in meeting statutory obligations regarding land dealings	CU LS	Ongoing	Percentage surveyed LALCs report satisfaction with advice and assistance

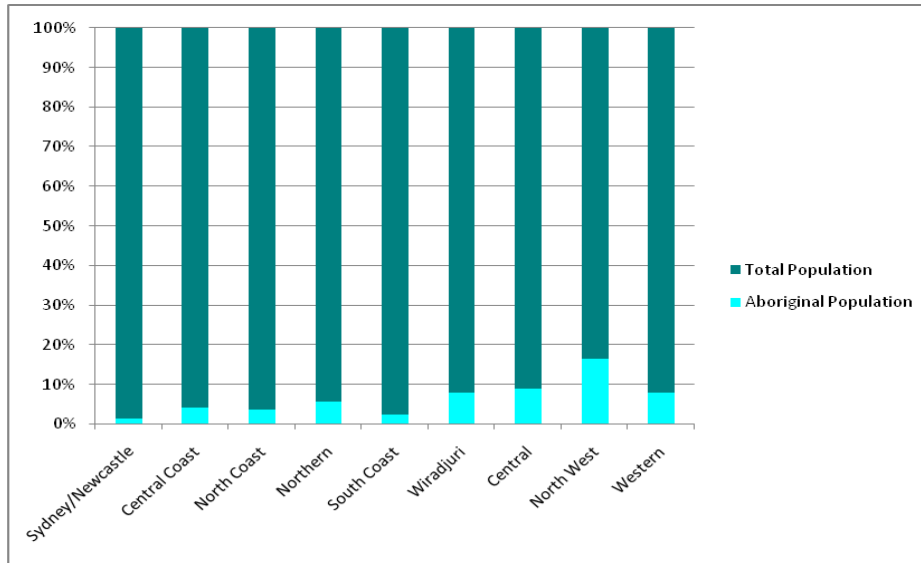
No.	Action	Who	Timeframe	Measures
8.4.3	Provide assistance to LALCs in evaluating potential commercial opportunities	CU Zones	Ongoing	Percentage surveyed LALCs report satisfaction with advice and assistance
CP8.5 Pursue partnerships with key industry groups to build commercial and economic sustainability for Aboriginal people				
8.5.1	Engage industry groups that present opportunities for commercial and economic partnerships	CEO DCEO Zones	Ongoing	Partnerships identified and developed
8.5.2	Participate in key industry group forums to build commercial and economic partnerships	CEO DCEO	Ongoing	Active participation at forums
8.5.3	Promote the NSWALC partnership model to key stakeholders and potential partners	CEO DCEO	Ongoing	Partnership model promoted
8.5.4	Encourage LALCs to pursue commercially and financially sustainable opportunities consistent with sound independent professional advice commissioned by the LALC	CU Zones	Ongoing	Number commercial opportunities identified and developed

Demographics

NSWALC and other peak Aboriginal bodies rely on Census data and other key indicators and information from State and Federal Government agencies to assist in its formation of policies, objectives and strategies.

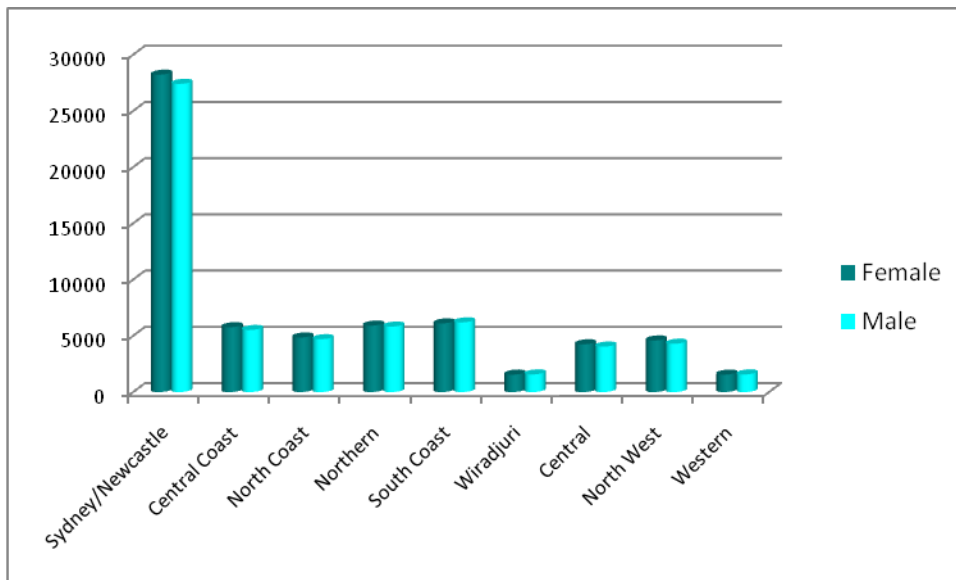
According to estimates in the ABS Census in 2006, a total of 123,905 persons, whose usual place of residence was New South Wales, identified themselves as being Aboriginal, or approximately 2% of the total population of 6,091,294.

The following graph depicts a breakdown of Aboriginal persons by Regional area.



The Census data estimates there were 62,816 Aboriginal females and 61,138 Aboriginal males living throughout New South Wales.

The following graph depicts the gender breakdown by Regional area.



GLOSSARY

C&E	Compliance & Evaluation Unit
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGU	Corporate Governance Unit
CIO	Chief Investments Officer
COO	Chief Operating Officer
CU	Commercial Unit
DCEO	Deputy Chief Executive Officer
F&AS	Finance & Administrative Services Unit
HR	Human Resources Unit
IA	Internal Audit Unit
IO	Interventions Unit
IT	Information Technology Unit
LPRU	Land, Policy & Research Unit
LS	Legal Services Unit
M&M	Media & Marketing Unit
PO	Policy Operations Unit
RM	Records Management Unit
SP	Special Projects
T&D	Training & Development Unit
Zones	Eastern, Northern, Southern and Western Zones



Our Logo

Our logo reflects our feelings about New South Wales, our land and our people. It is painted with the colours of the Aboriginal flag.

The black represents our pride in the colour of our skin.

The red represents our mother earth; so crucial to our cultural, social, spiritual and economic survival.

She gives life to the yellow tree, the colour of the sun and the symbol of the growing Land Council Network.