




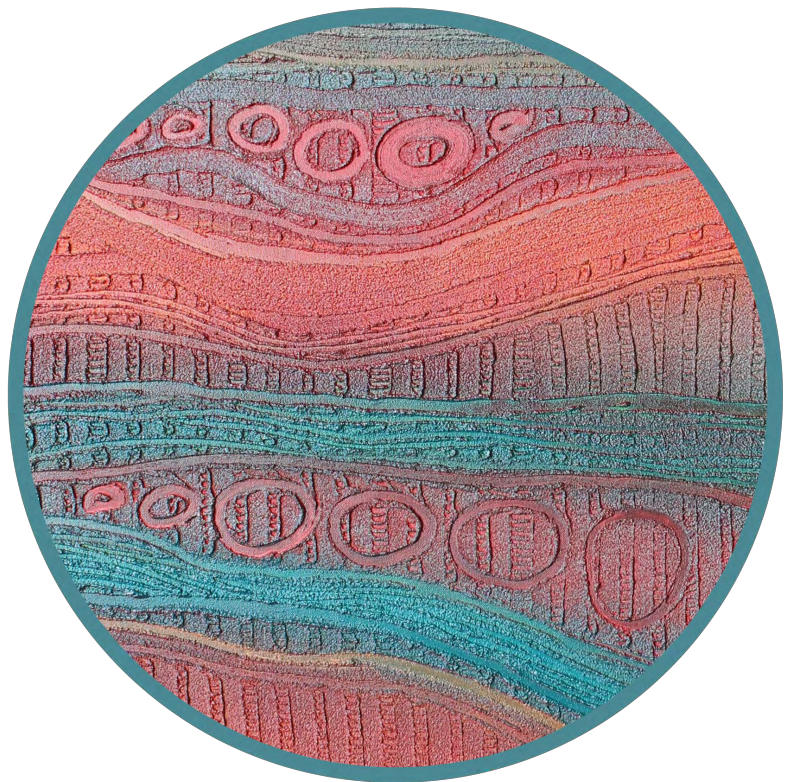
NSW ABORIGINAL LAND COUNCIL

ECONOMIC DEVELOPMENT POLICY

2019 - 2024



ARTWORK STORY



YAPUNG - Pathways

The pathways within the artwork depict songlines or traditional pathways, also called dreaming tracks. The paths of the songlines are recorded in traditional songs, stories, dance, and art. In presenting the songlines the painting endeavours to capture the vibrant array of rich colours and textures evident in the diverse beauty of our country across NSW, while the interwoven circles represent the Aboriginal clans across this State.

The artwork featured throughout this document was created by Saretta Fielding
www.saretta.com.au

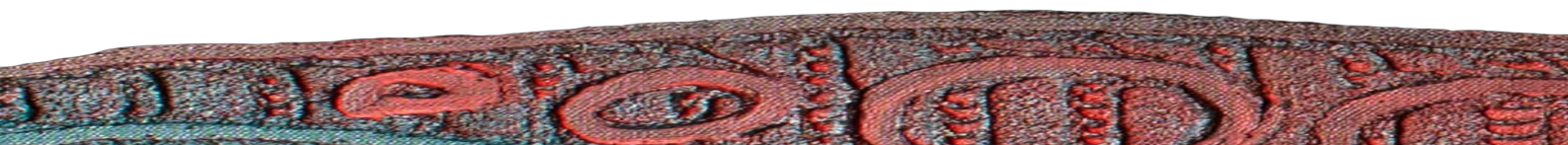


TABLE OF CONTENTS

1. Introduction.....	3
2. Guiding principles.....	4
2.2 Self-determination.....	4
2.3 Cultural legitimacy	4
2.4 Knowledge sharing.....	4
2.5 Accountability and transparency.....	4
3. The NSWALC's economic initiatives.....	5
3.1 LALC Business Enterprise Program.....	6
3.2 NSWALC Enterprises.....	7
4. Other economic development initiatives.....	8
4:1 Yarpa NSW Indigenous Business and Employment Hub	8
4:2 Community Development Fund	8
4.3 NSWALC Fishing Fund	8
5. Governance.....	10
5.1 Council	10
5.2 Economic Development Advisory Committee.....	10
5.3 Independent Assessment Panel	10
5.4 Program Management Committee	10

INTRODUCTION

The NSW Aboriginal Land Council (**NSWALC**) has a statutory objective to improve, protect and foster the best interests of Aboriginal people within NSW. To achieve this objective, the NSWALC has set the following five goals in the NSWALC Strategic Plan 2018-22:

1. Secure Our Land and Water Rights
2. Protect Our Culture and Heritage
3. Pursue Economic Independence and Prosperity for Our People
4. Support Our People
5. Secure Our Future

This policy updates the previous Economic Development Policy (2014-2018). It outlines how the NSWALC will pursue economic development, wealth creation and wellbeing for Aboriginal people in NSW over the next five years to 2024.

Economic development has been a thread throughout the history of the *Aboriginal Land Rights Act 1983*. Restoring economic independence and prosperity is essential to our survival as a distinct, self-determining people. Economic independence is also necessary to unlock the full potential of Aboriginal Land Rights and ensure the effective management of land that has been returned to us.

This policy supports Goal 3 of the NSWALC Strategic Plan (2018-22). Goal 3 aims to create opportunities to grow economic prosperity and independence for Aboriginal people and for Local Aboriginal Land Councils (**LALCs**) by:

- Supporting Aboriginal people to undertake or be part of business ventures and by generating employment and training opportunities for Aboriginal people
- Diversification of the NSWALC business activities to provide greater prosperity for future generations.

As part of its diversification of business activities, the NSWALC is focusing on three new initiatives under its NSWALC Enterprises program. These are:

- An employment services and training capability
- An Aboriginal housing capability; and
- A land development and construction capability

The NSWALC is focusing on these three initiatives because jobs and housing are the foundation for Aboriginal people's full participation in the economy of NSW. Having a land development and construction capability is also vital for realising the gains Aboriginal people have made from the Aboriginal Land Rights movement.

A related and important initiative is the Yarpa NSW Indigenous Business and Employment Hub, which NSWALC has established in partnership with the Australian Government. NSWALC is also continuing to explore opportunities in the mining sector through its existing business enterprise, NSWALC Resources.

Under the LALC Business Enterprise program, the NSWALC will continue to work with LALCs to assist them to identify and pursue economic opportunities.

GUIDING PRINCIPLES

In developing and implementing this policy the NSWALC is guided by the following principles:

2.2 Self-determination

Self-determination is essential to the success of this policy. That is, Aboriginal people making decisions for Aboriginal people. When Aboriginal people have the authority to make their own decisions about what development approaches to take successful outcomes are more likely.

2.3 Cultural legitimacy

Aboriginal culture is a source of strength. Successful economies are built on legitimate, culturally grounded institutions of self-government and management. The strong leadership and governance of Aboriginal Land Councils remains an essential component of this policy.

2.4 Knowledge sharing

Aboriginal people are the Aboriginal Land Rights Network's biggest asset and as such, Aboriginal people must be supported to realise their full potential. Knowledge sharing and skill development through partnerships, education and training are essential for the achievement of economic outcomes.

2.5 Accountability and transparency

The NSWALC recognises the importance of accountability and transparency and this policy will be supported by the development of evaluation frameworks, communication strategies and risk management strategies.



Trelawney Station - Tamworth LALC

3. THE NSWALC'S ECONOMIC INITIATIVES



Two different programs have been developed for pursuing economic independence and prosperity for Aboriginal people in NSW.

- **LALC Business Enterprise program**
- **NSWALC Enterprises program**

These programs meet different and complementary needs. The LALC Business Enterprise program supports LALCs to develop local economic and business opportunities, while NSWALC Enterprises sees NSWALC establishing its own business arms to support LALCs and all Aboriginal people in NSW.

The NSWALC also provides other economic development services including:

- **Yarpa NSW Indigenous Business and Employment Hub**
- **Community Development Fund**
- **The NSWALC Fishing Fund**

Together these programs and initiatives support Aboriginal people's economic independence by providing targeted training, employment and business opportunities.

More detail about the different program approaches and other economic development initiatives delivered by the NSWALC are provided overleaf.

3.1 LALC Business Enterprise Program

The LALC Business Enterprise program provides LALCs with business advisory services and financial support.

Advisory services include initial feasibility and opportunity assessment. This is followed by planning support, skills development, knowledge transfer and business networking. Referral to other agencies and programs is also a key service provided by the NSWALC.

Financial support to eligible LALCs includes:

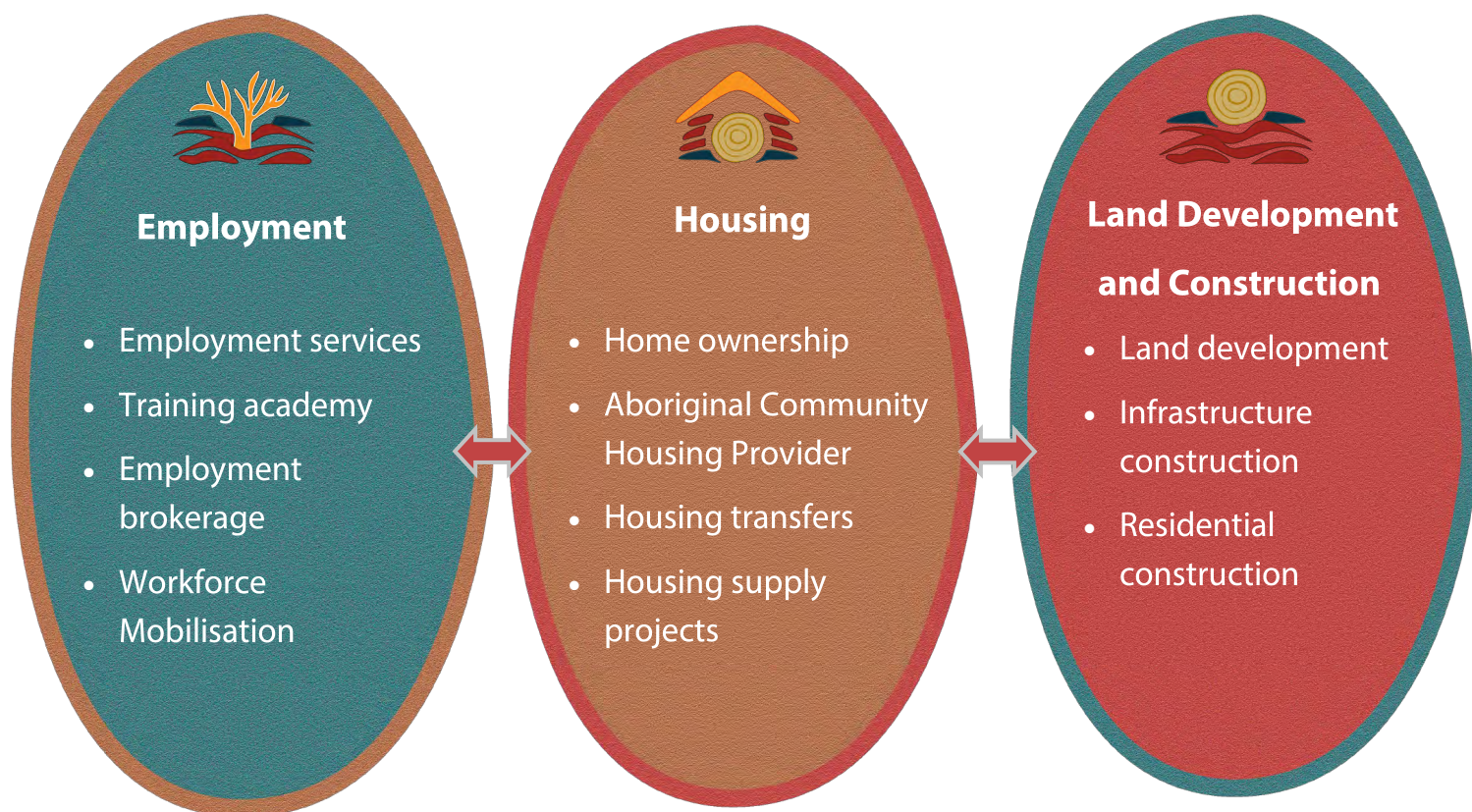
- Business development funding – which includes funding for feasibility studies
- Early-stage investment funding – no or low interest loans to attract co-investment
- Equity investment funding – capital investment for low risk enterprises through joint-partnerships or equity investment.

For more information about the LALC Business Enterprise program please refer to the NSWALC website.



3.2 NSWALC Enterprises

The new capabilities being developed by NSWALC Enterprises are grouped under three streams in the Strategic Plan – **Employment**, **Housing**, and **Land Development and Construction**. Each of the three streams of work are designed to support the other. For example, under the **Employment stream**, Aboriginal people are supported to train in various trades, such as builders, plumbers and electricians. People with skills and qualifications in the building trades could be employed in construction and infrastructure, including under the **Housing** and **Land Development and Construction streams**.



In each case these program streams will work with LALCs so that their members can share the benefits of these initiatives. By working together and sharing resources, the NSWALC and LALCs can achieve scale and better attract finance and funding. For more information about **NSWALC Enterprises** please refer to the NSWALC website.



The NSWALC's existing business enterprise, **NSWALC Resources**, was established in 2014 as a wholly owned subsidiary of the NSWALC. The Resources Development Project (Paradigm Resources) is a joint venture between NSWALC Resources and the Indigenous Energy Group Pty Ltd (IEG). Further information on Paradigm Resources can be found at the following website: www.paradigmresources.com.au

OTHER ECONOMIC DEVELOPMENT INITIATIVES

In addition to the LALC Business Enterprise Program and NSWALC Enterprises, the NSWALC also provides support to LALCS and Aboriginal people through the Yarpa NSW Indigenous Business and Employment Hub, the Community Development Fund and the NSWALC Fishing Fund.

4.1 Yarpa NSW Indigenous Business and Employment Hub

NSWALC has partnered with the Australian Government, under the Indigenous Business Sector Strategy, to design and deliver the NSW Sydney Indigenous Business and Employment Hub, now known as the Yarpa Hub. The Yarpa Hub will be a one-stop-shop for Aboriginal businesses, entrepreneurs and job seekers to discuss their business or employment needs and be guided to the most effective service and advice. Industries wishing to employ Aboriginal people or engage Aboriginal businesses will also be assisted.

4.2 Community Development Fund

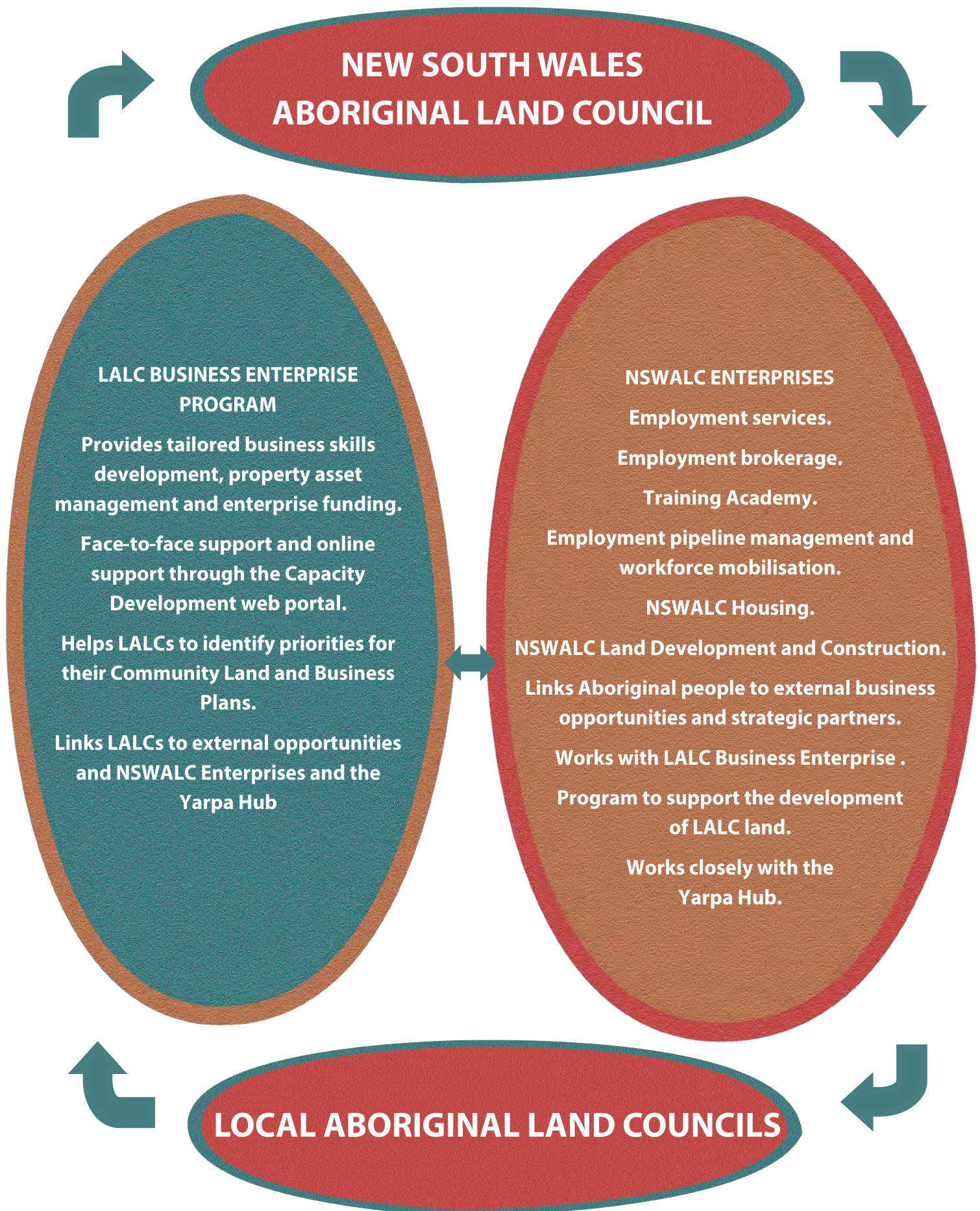
The Community Development Fund provides grants for projects that seek to deliver land related community development outcomes. The Fund is financed through the Community Development Levy, which redistributes funding to LALCs with lower land values and often less economic opportunity.

4.3 NSWALC Fishing Fund

The Australian Government is supporting the NSWALC to establish the NSWALC Fishing Fund. The Fund aims to support sustainable and long term economic outcomes for Aboriginal communities. Aboriginal people will be able to apply for funding for Aboriginal fishing businesses in the wild harvest, aquaculture and charter fishing industries.



The LALC Business Enterprise Program and NSWALC Enterprises work together to support Aboriginal people and LALCs through the various stages of their economic journey.



GOVERNANCE

5.1 Council

The Council provides overall guidance and decision making and is supported by the Economic Development Advisory Committee (EDAC) and the Independent Assessment Panel (IAP).

5.2 Economic Development Advisory Committee

EDAC is an advisory committee appointed by NSWALC to provide strategic advice. EDAC is made up of experts from the business community and the Network and is a key source of independent counsel.

5.3 Independent Assessment Panel

The IAP assesses applications for LALC business enterprise development funding.

5.4 Program Management Committee

A Program Management Committee has been established to provide oversight of the different projects to ensure risks are managed and projects are delivered on time and to budget.





Mirritya Mundy Catering



New South Wales
Aboriginal Land Council

Published by:

NSW Aboriginal Land Council 33 Argyle St, Parramatta NSW 2154

PO Box 1125, Parramatta NSW 2124

Ph: 02 9689 4444 Fax: 02 9687 1234

Email: ecodev@alc.org.au

Web: www.alc.org.au

© NSW Aboriginal Land Council

Designed by Saretta Art & Design