



# NSWALC Strategic Plan Supplement 2020-2021 Financial Year

## Introduction

With our second annual strategic plan supplement, the Council of the NSW Aboriginal Land Council is building and further shaping our strategic agenda. We are continuing to sharpen our business as usual operations and are refining and adding to our emerging business activities.

It is a necessarily big strategic agenda, to grab the opportunities we have to impact on our people's lives.

The Strategic Plan Supplement in conjunction with our Strategic Plan 2018-2022 is our required Community, Land and Business Plan. Our Strategic Plan Supplement identifies our strategies for the financial year for achieving our five long-term objectives and goals of our Strategic Plan 2018-2022.

The strategic plan supplement has again been prepared as part of our integrated annual planning and reporting processes. This financial year we will be placing a stronger emphasis on regular reporting to Local Aboriginal Land Councils by committing to quarterly reports in addition to our annual report.

Our stretch targets remain deliberately high; we are determined to see our people and our efforts driven by high expectations.

<b>GOAL 1</b>
<b>Our Strategies</b>
NSWALC will continue to maximize the return of land to Aboriginal peoples through the lodgement of land claims.
NSWALC will continue to maximise the return of land to Aboriginal peoples through the negotiation of Aboriginal Land Agreements.
NSWALC will assist Local Aboriginal Land Councils to develop and implement regional land claim strategies for the prioritisation and management claims.
NSWALC will continue to review land claim refusals and pursue appeals where appropriate.
NSWALC will continue to prioritise ongoing development of the GIS Mapping Tool to ensure its relevance and usefulness to the Network.
NSWALC will continue to advocate for water rights, including: <ul style="list-style-type: none"><li>• For sufficient and safe water for domestic use;</li><li>• For a greater role for Aboriginal people in the management of water;</li><li>• For increasing Aboriginal controlled water allocations;</li><li>• Developing and implementing a network water asset management strategy, to support access to cultural access licences, community development licences and economic opportunities stemming from water.</li></ul>

### **Our Stretch Targets**

Our strategies will:

- Increase the Aboriginal Land Rights Estate by 20%.
- Increase the amount of water in Aboriginal control by 20%.

## **GOAL 2**

### **Our Strategies**

NSWALC will continue to advocate for legislative protections for Aboriginal culture and heritage that: builds on Aboriginal Land Rights; provides proper protection for Aboriginal culture and heritage; gives control and decision making to Aboriginal peoples and protects Aboriginal knowledges and incorporates data sovereignty principles.

### **Our Stretch Targets**

Our strategies will ensure that our people, our communities and our organisations remain culturally strong, and that Aboriginal decision makers will control proper legal protections for our culture in standalone Aboriginal Culture and Heritage legislation.

## **GOAL 3**

### **Our Strategies**

NSWALC will establish a land development capability, which includes:

- Identifying and developing property activation opportunities for the Network
- Developing a pathway for a land asset management strategy which includes NSWALC and LALC land
- Commencing multiple pilot projects throughout NSW with a focus on emerging industries and stimulus opportunities.

NSWALC will pursue divestment of 160 George Street, Redfern to NSWALC.

NSWALC will continue to implement the NSWALC Economic Development Policy to support Local Aboriginal Land Councils to pursue economic development opportunities.

NSWALC will continue to implement the NSWALC Economic Development Policy to explore opportunities in the resource development sector.

NSWALC will support NHL to establish its initial housing services footprint

NSWALC will support NET to build its employment services business to support more Aboriginal people into sustainable jobs

NSWALC will establish a NSWALC enterprises group office to:

- support the Council in strong governance and strategic direction of its subsidiary entities
- coordinate data, analysis and reporting to Council
- continue developing enterprise opportunities for NSWALC

ensure integration of NSWALC enterprises and other initiatives under the Economic Development Policy

NSWALC will continue to advocate for the interests of LALCs as housing owners, and will work with the AHO and ACHP sector on developing a financially viable sector able to offer quality housing management services.

- Yarpa Growth Service Package (Yarpa Grow) will provide a comprehensive and healthy pathway for Indigenous business growth.

<ul style="list-style-type: none"> <li>• Yarpa will develop an Indigenous Career Advancement Support Framework for Aboriginal workers &amp; jobseekers.</li> <li>• Yarpa will deliver Education and Training Workshops to assist Employment Services become more effective in working with Aboriginal jobseekers.</li> </ul>
<p>NSWALC will administer the NSWALC Fishing Fund, to assist Aboriginal people to take part in the fishing industry.</p>
<p><b>Our Stretch Targets</b></p> <p>Our Local Aboriginal Land Council Business Enterprise program will increase the number of Local Aboriginal Land Council’s pursuing economic development initiatives with a target of ten new business enterprises developed.</p> <p>NET will be awarded a contract variation to expand the number of job placements under its VTEC contract</p> <p>Our development and construction strategy will provide Local Aboriginal Land Councils with new opportunities to unlock the commercial potential of their land, with a target of 10-15 projects.</p> <p>NSWALC Housing Ltd will manage 100 – 300 properties by 2020.</p> <p>NSWALC will support NHL to enter into at least one housing services agreement with a LALC or other Aboriginal organisation that owns housing.</p>

<h2>GOAL 4</h2>
<p><b>Our Strategies</b></p> <ul style="list-style-type: none"> <li>• NSWALC will continue to represent and advocate for the interests and rights of Aboriginal people in NSW, including:</li> <li>• Continue to participate in and support the work of the NSW Coalition of Aboriginal Peak Organisations and the Coalition of Aboriginal and Torres Strait Islander Peak Organisations.</li> <li>• Develop and implement a NSWALC Human Rights strategy to capitalise and coordinate the Council’s domestic and international advocacy.</li> </ul>
<p>Develop a social impact evaluation framework to measure the community impact from all NSWALC strategies and initiatives.</p>
<p><b>NSWALC Educational Scholarship</b> – NSWALC will make available two \$10,000 scholarships (male and female student), in and a paid 6-week internship in a NSWALC Business Unit of the Scholarship holder’s discipline.</p>
<p><b>NSWALC Community Fund</b> - NSWALC will implement a revised community fund program.</p>
<p><b>NSWALC Funeral Fund</b> - NSWALC will continue to provide funeral assistance grants to support bereaved Aboriginal families.</p>
<p><b>NSWALC Regional Grants</b></p> <p>NSWALC will continue to make available small discretionary grants in each NSWALC region in accordance with the Community Benefits Scheme and approved budget</p>
<p><b>NSWALC State wide grants</b></p> <p>NSWALC will make available State wide grants for organisations and events that: have state wide Aboriginal participation; are of state wide significance for Aboriginal people; and support and promote Aboriginal culture and sporting achievement.</p>

**Our Stretch Targets**

Our strategies will continue to support our people’s pursuit of opportunities in relation to education, sport, and culture, as well as aiding during difficult times and sorry business, and will deliver a social return on investment of \$50 million.

**GOAL 5****Our Strategies**

NSWALC will continue to provide support for the effective and efficient operation of LALCs, including by:

- Providing funding support to assist with operational costs;
- Assisting with community development processes and Community Land and Business Plan development and implementation;
- Linking LALCs with information, opportunities and solutions through Regional Forums, stakeholder management, network brokerage, Network Messages and communications; and
- Supporting performance in relation to regulatory obligations, budgeting and reporting, governance, complaints and risk assessment processes.

NSWALC will advocate for and consult on establishing a Treaty/ies process in NSW.

NSWALC will continue to grow and exercise responsible stewardship of the NSWALC Statutory Account.

NSWALC will consult on and advocate for a reform agenda including: Aboriginal culture & heritage protections, improved land acquisition & land activation mechanisms, Aboriginal inclusion in natural resource management, and operational improvements in the 2020-21 ALRA Review.

NSWALC will continue to publicly position its brand through effective communication and marketing of its work and activities.

NSWALC will develop and implement a Members Engagement Strategy to improve membership participation, including:

- A Youth Engagement Strategy to increase youth participation in the Aboriginal Land Council network, including the development of a Youth Advisory Committee to provide advice to NSWALC on issues affecting youth
- Embedding a Youth Advisory Committee into the Council’s governance framework.

NSWALC will continue to develop the capacity of:

- NSWALC Councillors;
- NSWALC staff; and
- LALC Board and staff.

Review the Local Aboriginal Land Council compliance and regulatory framework.

Develop and maintain appropriate frameworks to monitor NSWALC performance.

**Our Stretch Targets**

Our strategies will keep us future focused on providing the next generation with an engaged, well informed and networked, high capacity membership that has increased by 5% within 5 years, a sustainable self-regulating system that rewards performance and a Statutory Account heading towards \$1 billion.

### **Human Resources, Skills and Systems**

The particular proposals identified in the strategies of this plan, will be supported by the following strategies to develop and acquire the human resources, skills and systems for their implementation:

- The Aboriginal Employment Strategy;
- Program and project management plans to identify and coordinate resource needs;
- Budget and staff organisation structure that allocates resourcing to staff employment and is appropriate to enable NSWALC to exercise its functions and implement the particular proposals; and
- A capacity development plan to guide the provision and arrangement of training to develop the capacity of Councillors and staff to exercise NSWALC functions and implement the particular proposals.