



## NSWALC Strategic Plan Supplement 2019-2020 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   Secure Our Land and Water Rights</b>	
While we have secured the return of over 250,000 ha of land, realising our full social, cultural and economic outcomes from returned land and access to water remains unfulfilled.	
<b>Our Strategies</b>	<b>Time Frame</b>
NSWALC will continue to maximise the return of land to Aboriginal peoples through the lodgement of land claims.	Ongoing
NSWALC will continue to maximise the return of land to Aboriginal peoples through the negotiation of Aboriginal Land Agreements.	Ongoing

NSWALC will assist Local Aboriginal Land Councils to develop and implement regional land claim strategies for the prioritisation and management claims.	Ongoing
NSWALC will continue to review land claim refusals and pursue appeals where appropriate.	Ongoing as required
NSWALC will implement Phase 2 of GIS Mapping Tool to all Local Aboriginal Land Councils.	December 2019
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>	December 2019/ongoing
<b>Our Stretch Targets</b> Our strategies will: <ul style="list-style-type: none"> <li>• Increase the Aboriginal Land Rights Estate by 20%.</li> <li>• Increase the amount of water in Aboriginal control by 20%.</li> </ul>	

<b>GOAL 2   Protect Our Culture and Heritage</b>	
As Aboriginal people, we are the inheritors of the oldest living cultures in the world. Our culture and heritage are essential to our survival as distinct and self-determining people.	
<b>Our Strategies</b>	<b>Time Frame</b>
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.	Ongoing
Finalise and Implement the Aboriginal culture and heritage program.	October 2019
<b>Our Stretch Targets</b> 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 Pursue Economic Independence & Prosperity for Our People

Restoring economic independence and prosperity to our communities is essential to our survival as a distinct and self-determining people.

Our Strategies	Time Frame
NSWALC will implement the NSWALC Commercial Development Plan including by: <ul style="list-style-type: none"> <li>• Developing and implementing a network land asset management strategy,</li> <li>• Developing and implementing a specific NSWALC portfolio plan; and</li> <li>• Identifying and developing property opportunities for the network.</li> </ul>	March 2020
NSWALC will continue to implement the NSWALC Economic Development Policy to support Local Aboriginal Land Councils to pursue economic development opportunities.	Ongoing
NSWALC will continue to implement the NSWALC Economic Development Policy to explore opportunities in the resource development sector.	Ongoing
<b>NSWALC will continue to implement the NSWALC Economic Development Policy to pursue NSWALC Enterprises in the following areas:</b>	
<b>a) Land development and construction capability:</b> <ul style="list-style-type: none"> <li>• NSWALC will establish NSWALC Land Development &amp; Construction entity and commence a pilot development project.</li> </ul>	November 2019
<ul style="list-style-type: none"> <li>• NSWALC will pursue divestment of 160 George Street, Redfern to NSWALC.</li> </ul>	March 2020
Aboriginal housing capability: <b>b) NSWALC will complete development and commence implementation of the NSWALC Strategy on Aboriginal Housing</b>	August 2019
Employment services, training and employment brokerage capability: <ul style="list-style-type: none"> <li>• NSWALC will establish a not-for-profit public company limited by guarantee to build on our partnership with Olympus Solutions to deliver employment, training, workforce mobilisation and other related services in our own right.</li> <li>• Yarpa, the Western Sydney Indigenous Business and Employment Hub, will deliver a full service offering to support Indigenous business and job-seekers.</li> </ul>	June 2020
Finalise and administer the NSWALC Fishing Fund, to assist Aboriginal people to take part in the fishing industry.	July 2019/ongoing - 2022

### Our Stretch Targets

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.

Our employment strategies will link Aboriginal people with the employment opportunities created by government procurement targets, including those generated by the Western Sydney City Deal.

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.

NSWALC Housing Ltd will manage 100 – 300 properties by 2020.

NSWALC will develop longer-term management solutions for the Aboriginal community housing sector by establishing and operating the first Tier 1 Aboriginal Community Housing Provider in New South Wales.

## GOAL 4 | Support Our People

Everything we do, we do for our people. Without the growth of social wellbeing, security and employment for our people reacquiring our land will be hollow and securing our economic independence will be impossible.

Our Strategies	Time Frame
NSWALC will continue to represent and advocate for the interests and rights of Aboriginal people in NSW, including: <ul style="list-style-type: none"><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>	December 2019
Develop a social impact evaluation framework to measure the community impact from all NSWALC strategies and initiatives.	December 2019
<b>Freddy Fricke 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.	Aug/Sept 2019
<b>NSWALC Community Fund</b> - NSWALC will implement a revised community fund program.	Oct/Nov 2019
<b>NSWALC Funeral Fund</b> - NSWALC will continue to provide funeral assistance grants to support bereaved Aboriginal families.	Ongoing

<b>NSWALC Regional Grants</b> NSWALC will continue to make available small discretionary grants in each NSWALC region in accordance with the Community Benefits Scheme and approved budget	Ongoing
<b>NSWALC State wide grants</b> 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.	Applications Mar-Apr 2019 for events throughout 2019-20
<b>Our Stretch Targets</b> 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.	

<b>GOAL 5   Secure Our Future</b>	
We have stewardship responsibilities to ensure that a stronger Aboriginal Land Rights system is handed to the next generation.	
<b>Our Strategies</b>	<b>Time Frame</b>
NSWALC will continue to provide support for the effective and efficient operation of LALCs, including by: <ul style="list-style-type: none"> <li>• Providing funding support to assist with operational costs;</li> <li>• Assisting with community development processes and Community Land and Business Plan development and implementation;</li> <li>• Linking LALCs with information, opportunities and solutions through Regional Forums, stakeholder management, network brokerage, Network Messages and communications; and</li> <li>• Supporting performance in relation to regulatory obligations, budgeting and reporting, governance, complaints and risk assessment processes.</li> </ul>	Ongoing
NSWALC will advocate for and consult on establishing a Treaty/ies process in NSW.	June 2020
NSWALC will continue to grow and exercise responsible stewardship of the NSWALC Statutory Account.	Ongoing
NSWALC will increase member participation in the NSWALC elections to be held by the NSW Electoral Commission on 30 November 2019.	November 2019
NSWALC will continue to publicly position its brand through effective communication and marketing of its work and activities, including launching a new website.	November 2019/ongoing
NSWALC will develop and implement a Members Engagement Strategy to improve membership participation, including:	

<ul style="list-style-type: none"> <li>• 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</li> <li>• Embedding a Youth Advisory Committee into the Council’s governance framework.</li> </ul>	
<p>NSWALC will implement Capacity Development Plans, in relation to:</p> <ul style="list-style-type: none"> <li>• NSWALC Councillors;</li> <li>• NSWALC staff and</li> <li>• LALC Board and staff member development</li> </ul>	December 2019
Review the Local Aboriginal Land Council compliance and regulatory framework.	September 2019
Develop a compliance and regulatory framework to monitor and respond to NSWALC performance	December 2019
<p><b>Our Stretch Targets</b>  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.</p>	

<p><b>Human Resources, Skills and Systems</b></p>	
<p>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:</p> <ul style="list-style-type: none"> <li>• A revised Aboriginal Employment Plan;</li> <li>• Program and project management plans to identify and coordinate resource needs;</li> <li>• 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</li> <li>• 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.</li> </ul>	

**Acronyms**

BDU means Business Development Unit

ED LLS means Executive Director Land Legal and Strategy

ED ND means Executive Director Network Delivery

ED RM&G means Executive Director Resource Management and Governance

GU means Governance Unit

LALC means Local Aboriginal Land Council

LIU means Land Initiative Unit

LPU means Land and Property Unit

LSU means Legal Services Unit

M&C means Media and Communications

NSU means Network Services Unit

NSWALC means New South Wales Aboriginal Land Council

P&W means People and Workplace

PIU means Program Implementation Unit

RM&G means Recourse Management and Governance

SPU means Strategy and Policy Unit