



NSWALC Strategic Plan Supplement 2021-2022 Financial Year

Introduction

With our fourth 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.

GOAL 1
Our Strategies
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 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"> • For sufficient and safe water for domestic use; • For a greater role for Aboriginal people in the management of water; • For increasing Aboriginal controlled water allocations; • For access to cultural access licences, community development licences and economic opportunities stemming from water.
Our Stretch Targets
Our strategies will: <ul style="list-style-type: none"> • 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.

Implement the proactive culture and heritage program.

NSWALC will establish an Aboriginal Cultural Proficiency Program, including an Aboriginal Capability Indicators Framework and Portal. The Program will be linked to NSWALC's Aboriginal Employment Strategy.

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.

NSWALC will continue to implement the Local Aboriginal Land Council Business Enterprise program to support Local Aboriginal Land Councils to pursue economic opportunities.

NSWALC will continue to support Aboriginal business owners, entrepreneurs and job seekers connect with business and employment opportunities across NSW by:

- continuing to deliver the Yarpa Grow program which provides a comprehensive and healthy pathway for Indigenous business growth.
- continuing to strengthen partnerships with potential employers giving Yarpa job seekers an edge in securing employment.
- continuing to deliver the annual Yarpa Meet the Buyer event that connects Aboriginal business with major contractors who are seeking to build their Aboriginal business supply chain.
- implementing the Yarpa Activate program which will assist Aboriginal entrepreneurs or businesses who require considerable assistance with their business planning approach.

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

NSWALC will acquire 160 George Street, Redfern.
NSWALC will continue to advocate for the interests of Local Aboriginal Land Councils as housing owners, and will work with the AHO, ACHIA and ACHP sector on developing a financially viable sector able to offer quality housing management services.
NSWALC will work with Local Aboriginal Land Councils to successfully implement projects under the Aboriginal Community Housing Investment Fund (ACHIF).
NSWALC will support NHL to grow its housing services footprint to achieve better housing outcomes and financial sustainability.
NSWALC will support NET to build its employment services business to support more Aboriginal people into sustainable jobs across NSW.
NSWALC will establish a NSWALC enterprises group office to: <ul style="list-style-type: none"> • support the Council in strong governance and strategic direction of its subsidiary entities; • coordinate data, analysis and reporting to Council; and • continue developing enterprise opportunities for NSWALC.
NSWALC will continue to administer the NSWALC Fishing Fund, to assist Aboriginal people and corporations participate in the fishing industry.
<p>Our Stretch Targets</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 12 new business enterprises developed.</p> <p>NET will be awarded two new contracts: a mentoring contract for apprentices and trainees, and a New Employment Services Model contract to commence 1 July 2022.</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>Having achieved its first target of 100-300 properties, NSWALC Housing Ltd will embark on its next major target of 1000-3000 properties (under management or fully approved for management) by the end of 2023.</p> <p>NSWALC will support NHL to enter into multiple housing service agreements with LALCs in regional NSW.</p>

GOAL 4
Our Strategies
<ul style="list-style-type: none"> • NSWALC will continue to represent and advocate for the interests and rights of Aboriginal people in NSW, including: • 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. • Continue to participate in Closing the Gap governance arrangements and the implementation of the National Agreement on Closing the Gap in NSW. • Implement a NSWALC Human Rights strategy to capitalise and coordinate the Council’s domestic and international advocacy.
Measure the community impact from all NSWALC strategies and initiatives, through the social impact evaluation framework.

NSWALC Educational Scholarship – NSWALC will continue to make available two \$10,000 scholarships, and a paid 6-week internship.
NSWALC Community Fund – NSWALC will continue to make available community fund grants to support eligible Local Aboriginal Land Councils with community development projects.
NSWALC Funeral Fund – NSWALC will implement a revised funeral grants program to support bereaved Aboriginal families.
NSWALC Regional Grants – NSWALC will continue to make available small regional grants in each NSWALC region.
NSWALC State Wide Grants – NSWALC will continue to 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.
Discrete Community Programs – NSWALC will continue to advocate and support eligible Local Aboriginal Land councils to participate in the following programs: <ol style="list-style-type: none"> 1. Aboriginal Communities Water & Sewerage Program (led by DPIE/AA) 2. Aboriginal Communities Waste Management Program (led by EPA) 3. Roads to Home (led by DPIE)
Cumberland Plains Grants Program – NSWALC will administer a grants program on behalf of DPIE to support environmental and ecological outcomes for Local Aboriginal Land Councils and Aboriginal corporations in the Cumberland Plains Region.
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 core functions of LALCs and ad hoc items as they arise by way of: <ul style="list-style-type: none"> • Funding support to assist with operational costs; • Provide assistance with community development processes and Community Land and Business Plan development and implementation; • Connecting LALCs with information, prospects and solution brokering via Regional Forums, stakeholder management and Network wide communications; and • Enhancing performance in relation to regulatory responsibilities, complaints and risk assessment practices, reporting, budgeting and governance.
NSWALC will support and advocate for the Uluru Statement from the Heart. <ul style="list-style-type: none"> • NSWALC will continue to grow and exercise responsible stewardship of the NSWALC Statutory Account and revenue generation; • NSWALC will investigate options for offering an insurance facility for Local Aboriginal Land Councils that combines our purchasing power; and • NSWALC will investigate ways that Aboriginal organisations can place money in the investment fund.
NSWALC will 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.

<p>NSWALC will develop and implement a Members Engagement Strategy to improve membership participation, including:</p> <ul style="list-style-type: none"> • A Youth Engagement Strategy to increase youth participation in the Aboriginal Land Council network; • Seeking advice from the NSWALC Youth Advisory Committee on improving youth participation in the Aboriginal Land Council network; and • Seeking advice from the NSWALC Youth Advisory Committee on issues affecting young people.
<p>NSWALC will continue to develop the capacity of:</p> <ul style="list-style-type: none"> • NSWALC Councillors; • NSWALC staff; and • LALC Board and staff.
<p>Review the Local Aboriginal Land Council compliance and regulatory framework.</p>
<p>Develop and maintain appropriate frameworks to monitor NSWALC performance.</p>
<p>Our Stretch Targets</p> <p>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>Human Resources, Skills and Systems</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"> • A revised 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.
