



NSWALC Strategic Plan Supplement 2018-2019 Financial Year

Introduction

With this our first annual strategic plan supplement, the Council of the NSW Aboriginal Land Council is drawing on our past, to build on our present, to redefine our future. The plan identifies our strategies for the financial year ahead for achieving our five long-term objectives and goals of our Strategic Plan 2018-22. It also identifies our strategies to develop or acquire the human resources and skills for implementing the particular proposals we have identified for the financial year ahead.

Central to this implementation is our strategic management cycle that starts a process of integrated annual planning and reporting – including the development of this supplement plan – and a renewed focus on program and project management and operational planning cascading from this supplement plan.

The supplement plan also sets stretch targets to motivate our efforts to higher aspirations and attainments. These targets are set at the outer limits of what could be achievable and provide the metrics for measuring our efforts. We have set highly aspirational targets, as we want to see our people and our efforts driven by high expectations.

Councillor Roy Ah-See
Chairperson

GOAL 1 Secure Our Land and Water Rights	
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.	
Our Strategies	Time Frame
NSWALC will continue to maximise the return of land to Aboriginal peoples through the lodgement of land claims and supporting Aboriginal Land Agreements.	Ongoing
NSWALC will develop a network land and water asset management strategy.	Dec 2018
NSWALC will continue to review land claim refusals and pursue appeals where appropriate.	Ongoing
NSWALC will implement the GIS Mapping Tool rollout to all Local Aboriginal Land Councils.	Sept 2018
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 Protect Our Culture and Heritage	
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.	
Our Strategies	Time Frame
NSWALC will continue to advocate for culture and heritage legislation that: builds on Aboriginal Land Rights; provides proper protection for Aboriginal culture and heritage; and gives control and decision making to Aboriginal peoples.	Ongoing
Develop a program to support proactive culture and heritage projects	Feb 2019
Our Stretch Targets	
Our strategies will support the enactment and implementation of standalone Aboriginal Culture and Heritage legislation that provides a role for Local Aboriginal Land Councils.	

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 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
NSWALC will continue to implement the NSWALC Economic Development Policy to pursue NSWALC Enterprises in the following areas:	
Land development and construction capability: NSWALC will establish NSWALC Land Development & Construction and commence a pilot development project.	June 2019
Aboriginal housing capability: <ul style="list-style-type: none"> NSWALC will establish NSWALC Housing in order to obtain registration as a Tier 1 Community Housing Provider under the National Regulatory System; NSWALC will bid for funding from the NSW Government Social and Affordable Housing Fund; NSWALC, in conjunction with the NSW Government and one or more LALCs, will provide community benefits in relation to social and affordable housing. NSWALC will pursue transfer of existing community housing stock from NSW Government. 	Jun 2019 Dec 2018 From Dec 2018 and ongoing Ongoing
Employment services, training and employment brokerage capability: <ul style="list-style-type: none"> NSWALC will build on its partnership with Olympus Solutions to deliver employment services. NSWALC will open the Western Sydney Indigenous Business and Employment Hub to support Indigenous business and job-seekers. 	Ongoing Sept 2018

<ul style="list-style-type: none"> • NSWALC will complete exploratory work in relation to the provision of community benefits through a training and employment brokerage capability. • NSWALC will consider options identified in relation to the training and employment brokerage capability and implement a preferred approach. 	<p>Oct 2018</p> <p>From Oct 2018 and ongoing</p>
NSWALC will establish a Fishing Fund to assist Aboriginal first-time entrants into the fishing industry.	Jan 2019
<p>Our Stretch Targets</p> <p>Our employment strategies will link people with opportunities – to help our people get jobs and get better jobs – by linking Aboriginal people with the employment opportunities created by government procurement targets, including in the Western Sydney City Deal.</p> <p>Our development and construction strategy will take steps to establish a capability to unlock the potential of another of our key assets, our land – by commencing a residential subdivision project.</p> <p>Our housing strategies will:</p> <ul style="list-style-type: none"> - Increase the Aboriginal community housing supply by a target of 300 new dwellings through participation in the NSW Government Social and Affordable Housing Fund; - Increase the community controlled Aboriginal community housing supply by 4,500 by transferral of existing sector stock; and - Develop longer-term management solutions for the Aboriginal community housing sector by establishing the first Tier 1 Aboriginal Community Housing Provider in New South Wales. 	

GOAL 4 Support Our People	
Ensuring the social wellbeing of our people must accompany Aboriginal Land Rights. Without social wellbeing 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.	Ongoing
NSWALC will hold a state-wide conference to connect the Network with ideas and developments to enhance Aboriginal Land Rights.	Oct 2018
Freddy Fricke Scholarship - NSWALC will review the provision of financial assistance to Aboriginal students undertaking university studies.	March 2019
NSWALC Community Fund - NSWALC will continue to provide grants to less advantaged LALCs for land acquisition and land management purposes.	April 2019
NSWALC Funeral Fund - NSWALC will continue to provide funeral assistance grants to support bereaved Aboriginal families.	Ongoing
NSWALC Regional Grants NSWALC will continue to make available small discretionary grants in each NSWALC region in accordance with the Community Benefits Scheme and approved budget for the following purposes:	Ongoing

<p>a. For assisting Aboriginal people to participate in arts, crafts and sporting activities;</p> <p>b. To encourage participation in and the maintenance of contemporary and traditional cultural life of the Aboriginal community;</p> <p>c. For promoting understanding of and respect for Aboriginal culture;</p> <p>d. For supporting personal development opportunities for Aboriginal people; and</p> <p>e. For supporting the health and wellbeing of Aboriginal people in NSW.</p>	
<p>NSWALC State wide grants 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>	Ongoing
<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 by providing direct grant funding to community totalling c.\$23 million.</p>	

GOAL 5 Secure Our Future	
We have stewardship responsibilities to ensure that a stronger Aboriginal Land Rights system is handed to the next generation.	
Our Strategies	Time Frame
NSWALC will advocate for and consult on establishing a Treaty process in NSW.	March 2019
NSWALC will continue to exercise responsible stewardship of the NSWALC Statutory Account.	Ongoing
NSWALC will continue to provide support for the effective and efficient operation of LALCs.	Ongoing
NSWALC will continue to engage with members and youth through Our Mob and social media.	Ongoing
NSWALC will implement the NSWALC Capacity Development Plan	Ongoing
Review the Local Aboriginal Land Council compliance and regulatory framework in relation to performance.	March 2019
<p>Our Stretch Targets Our strategies will keep us future focused on providing the next generation with an engaged and 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>	

Human Resources and Skills
<p>The particular proposals identified in the strategies of this plan, will be supported by the following strategies to develop or acquire the human resources and skills for their implementation:</p> <ul style="list-style-type: none"> • 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.