



**New South Wales
Aboriginal Land Council**

Strategic Plan Supplement

2022-2023



Acknowledgement of Country

The NSW Aboriginal Land Council acknowledges the Traditional Owners of the land where we work and live. We pay respect to Elders past, present and emerging and extend that respect to all Aboriginal people.

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Introduction

This is the first Strategic Plan Supplement for the NSWALC's Strategic Plan 2022-26. The Supplement identifies our strategies for the financial year ahead for achieving our five long-term objectives and goals of our Strategic Plan 2022-26.

Central to this implementation is our strategic management cycle that continues a process of integrated annual planning and reporting – including the development of this supplement plan.

This supplement outlines strategies to operationalise our Strategic Plan 2022-26, and ensures we have the capacity to support our people.

The Strategic Plan Supplement in conjunction with our Strategic Plan 2022-26 is our required Community, Land and Business Plan.

Councillor Danny Chapman
Chairperson
NSW Aboriginal Land Council



GOAL 1

Secure Our Land and Water Rights to Country

Our Strategies	Timeframe
NSWALC will develop an acquisition strategy for specific activation and land banking – including by lodgement of land claims, negotiated Aboriginal Land Agreements, partnership with ILSC, and other means.	June 2023
NSWALC will support the acquisition (not by purchase) and maximise social, cultural and economic return from water licences.	Ongoing
NSWALC will advocate for increased Aboriginal ownership, control and management of National Parks and other lands used by the broader public (by Joint Management or other means), water, fisheries and other natural resources.	Ongoing



GOAL 2

Protect and Promote our Culture and Heritage

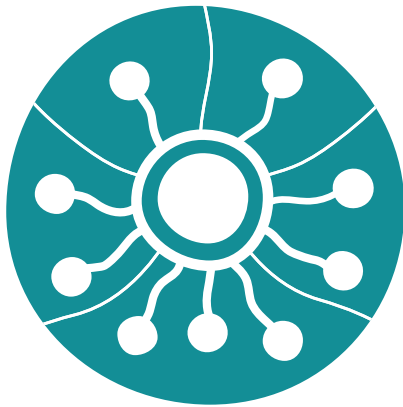
Our Strategies	Timeframe
NSWALC will continue to advocate for legislative reforms to better protect Aboriginal culture and heritage.	Ongoing
NSWALC will support LALCs and Aboriginal communities to respond to threats to Aboriginal culture and heritage.	Ongoing



GOAL 3

Pursue Economic Independence and Prosperity for Our People

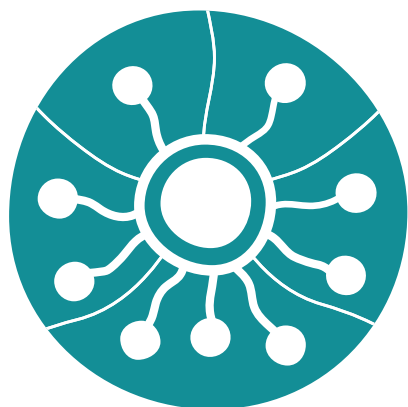
Our Strategies	Timeframe
<p>NSWALC will establish land development capability, including:</p> <ul style="list-style-type: none"> • Property activation opportunities for the Network. • A land asset management strategy for NSWALC and LALC land. • Pilot projects. 	December 2022
NSWALC will implement the LALC Business Enterprise program.	Ongoing
NSWALC will support Aboriginal business owners, entrepreneurs and job seekers connect with business and employment opportunities across NSW via Yarpa.	Ongoing
NSWALC will manage and redevelop 160 George Street, Redfern.	Ongoing
NSWALC will advocate for the interests of LALCs as housing owners, and work with the Aboriginal Housing Officer, ACHIA and ACHP sector on developing a financially viable sector able to offer quality housing management services.	Ongoing
NSWALC will work with LALCs to successfully implement projects under the Aboriginal Community Housing Investment Fund (ACHIF).	Ongoing
NSWALC will support Biribee (NHL) to grow its housing services footprint sustainably.	Ongoing
NSWALC will support Yilabara Solutions (NET) to build its employment services business.	Ongoing
NSWALC will pursue the diversification of revenue streams focusing on our key assets: land, people, culture.	Ongoing
NSWALC will administer the NSWALC Fishing Fund.	Ongoing



GOAL 4

Support Our People and Local Aboriginal Land Councils

Our Strategies	Timeframe
<p>NSWALC will continue to provide support for LALCs to carry out their functions, including:</p> <ul style="list-style-type: none"> • Funding support to assist with operational costs • Assistance with community development processes and Community Land and Business Plan development and implementation • Connecting LALCs with information, opportunities and solution brokering and enhancing performance • The provision of legal support, advice and training through Justice Connect • Supporting participation in Native Title matters 	Ongoing
<p>NSWALC will measure community impact from NSWALC strategies and initiatives, through a social impact evaluation framework.</p>	December 2022
<p>NSWALC will represent and advocate for the interests and rights of Aboriginal people in NSW, including through:</p> <ul style="list-style-type: none"> • The NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and the national Coalition of Aboriginal Peaks • Closing the Gap • The NSW Premier's Priorities • The implementation of a human rights strategy (domestic and international advocacy). • Advocating for the Uluru Statement from the Heart • Advocating for Treaty or Treaties for Aboriginal peoples 	Ongoing



GOAL 4

Support Our People and Local Aboriginal Land Councils *continued*

Our Strategies	Timeframe
<p>NSWALC will advocate and support a coordinated delivery of Discrete Community Programs including:</p> <ul style="list-style-type: none"> • Aboriginal Communities Water & Sewerage Program (led by the NSW Government) • Aboriginal Communities Waste Management Program (led by the NSW Environment Protection Authority) • Roads to Home (led by the NSW Government) • NSW Asbestos Coordination Committee (led by the NSW Environment Protection Authority) 	Ongoing
NSWALC will promote and administer the Cumberland Plains Grants Program.	June 2023
NSWALC will provide small community grants to support and promote Aboriginal culture and/or sporting achievement, have Aboriginal participation and be of regional significance for Aboriginal peoples in NSW.	Ongoing
NSWALC will provide regional event grants for organisations and events that have Aboriginal participation, are of significance for Aboriginal people, and support and promote Aboriginal culture and sporting achievement.	Ongoing
NSWALC will continue to administer the NSWALC Funeral Fund.	Ongoing
NSWALC will continue to award the NSWALC Education Scholarship.	Ongoing



GOAL 5

Secure Our Future

Our Strategies	Timeframe
NSWALC will continue to grow and exercise responsible stewardship of the NSWALC Statutory Account and revenue generation.	Ongoing
NSWALC will continue to advocate for the re-instatement of the compensatory mechanism to support and grow the NSW Aboriginal Land Council Account.	Ongoing
NSWALC will maximise financial and social returns from SEFA share ownership.	Ongoing
NSWALC will investigate options for offering an insurance facility for Local Aboriginal Land Councils that combines our purchasing power.	December 2022
NSWALC will publicly position our brand and promote our successes through communication and marketing.	Ongoing
NSWALC will develop and implement a Members Engagement Strategy to improve membership participation.	December 2022
NSWALC will celebrate the 40th anniversary of the ALRA.	June 2023
NSWALC will undertake preparations for the NSWALC Election.	Until NSWALC election
NSWALC will continue to develop the capacity of: <ul style="list-style-type: none">• NSWALC Councillors• NSWALC team members• LALC Boards and staff	Ongoing

Human Resources, Skills and Systems

The strategies identified in the supplement, will be supported by the following initiatives to develop and acquire the human resources, skills and systems for their implementation:

- The NSWALC Aboriginal Employment Strategy;
- Outcomes reporting and program and project management plans to identify and coordinate resource needs including a NSWALC evaluation capability;
- Budget and staff organisation structure that allocates resourcing to the employment of team members and is appropriate to enable NSWALC to exercise its functions and implement the particular proposals and strategies; 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.

Annexure – NSWALC's Assets, Liabilities and Lands

List of all NSWALC Land

Lot	Section	Plan	Address	Suburb	Postcode
162		DP 755210	Upper Yango, Creek Road	Laguna	2325
163		DP 48266	212 Fernances Crossing Road	Laguna	2330
164		DP 48266	Great North Rd	Laguna	2330
180		DP 48267	Watagan Creekroad	Laguna	2325
234		DP 823726	5553 George Downes Drive	Bucketty	2325
235		DP 823726	5553 George Downes Drive	Bucketty	2325
236		DP 823726	5553 George Downes Drive	Bucketty	2250
237		DP 823726	5553 George Downes Drive	Bucketty	2325
239		DP 823744	Watagan Creek Rd	Laguna	2325
163		DP 755272	Finchley Trk	Laguna	2325
169		DP 755272	Finchley Trk	Laguna	2325
8	7	DP 758041	2 Short St	Awaba	2283
431		DP 100430 6	2 Mulbring St	Awaba	2283
431		DP 100430 6	2 Mulbring St	Awaba	2283
179		DP 755207	35 Shonnala St	Awaba	2283
183		DP 755207	75 Nellinda Street	Awaba	2283
156		DP 755207	135 Shonnala St	Awaba	2283
157		DP 755207	75 Nellinda Street	Awaba	2283
184		DP 755207	75 Nellinda Street	Awaba	2283
185		DP 755207	75 Nellinda Street	Awaba	2283
186		DP 755207	75 Nellinda Street	Awaba	2283
187		DP 755207	75 Nellinda Street	Awaba	2283
12	10	DP 758403	26 Booyong St	Evans Head	2473
3	31	DP 758403	71 Heath St	Evans Head	2473
9	31	DP 758403	59 Heath St	Evans Head	2473
6	12	DP 758537	6 Franklin St	Ivanhoe	2878
54		DP 47925	51 - 59 Franklin St	Ivanhoe	2878
26		DP 756640	Cobb Highway	Mossgiel	2878

Lot	Section	Plan	Address	Suburb	Postcode
5		DP 258822	7 Pope Street	Nymagee	2831
90		DP 753474	20,22,24,26,28 Cooma Street	Quambone	2831
8	3	DP 758861	6 Gidgerah St	Quambone	2831
91		DP 721785	43 Gidgerah St	Quambone	2831
2	9	DP 758861	23 Quabothoo St	Quambone	2831
6573		DP 725303	Winbar Station Bourke-Wilcannia Road	Louth	2840
10		DP 845676	133 Cessnock Rd	Awaba	2283
11		DP 845676	133 Cessnock Rd	Awaba	2283
558		DP 102529 5	11b Stockton St	Morisset	2264
559		DP 102529 5	22a Newcastle St	Morisset	2264
451		DP 103300 2	Mulbring Street	Awaba	2283
452		DP 103300 2	Mulbring Street	Awaba	2283
158		DP 755207	126 Nellinda St	Awaba	2283
163		DP 755207	76 Nellinda St	Awaba	2283
164		DP 755207	76 Nellinda St	Awaba	2283
561		DP 104018 2	21 Ourimbah St	Morisset	2264
441		DP 104018 4	75 Shonnala St	Awaba	2283
442		DP 104018 4	101 Nellinda St	Awaba	2283
36		DP 754800	51 Hartwood Street	Nymagee	2831
43		DP 754800	51 Hartwood Street	Nymagee	2831
44		DP 754800	51 Hartwood Street	Nymagee	2831
47		DP 754800	51 Hartwood Street	Nymagee	2831
48		DP 754800	51 Hartwood Street	Nymagee	2831
49		DP 754800	51 Hartwood Street	Nymagee	2831
50		DP 754800	51 Hartwood Street	Nymagee	2831
51		DP 754800	51 Hartwood Street	Nymagee	2831
52		DP 754800	51 Hartwood Street	Nymagee	2831
53		DP 754800	51 Hartwood Street	Nymagee	2831
57		DP 754800	51 Hartwood Street	Nymagee	2831
58		DP 754800	51 Hartwood Street	Nymagee	2831
562		DP 104017 9	22 Macquarie Street	Morisset	2264
563		DP 104017 9	11 Pulbah Street	Morisset	2264
564		DP 104017 9	2 Pulbah Street	Morisset	2264

Lot	Section	Plan	Address	Suburb	Postcode
565		DP 104017 9	55 Toronto Street	Morisset	2264
566		DP 104017 9	45 Toronto Street	Morisset	2264
567		DP 104017 9	4 Pulbah Street	Morisset	2264
568		DP 104017 9	21 Pulbah Street	Morisset	2264
569		DP 104017 9	34 Macquarie Street	Morisset	2264
12	11	DP 758041	10 Norah Street	Awaba	2283
13	11	DP 758041	10 Norah Street	Awaba	2283
14	11	DP 758041	10 Norah Street	Awaba	2283
15	11	DP 758041	10 Norah Street	Awaba	2283
16	11	DP 758041	10 Norah Street	Awaba	2283
5	11	DP 758041	10 Norah Street	Awaba	2283
6	11	DP 758041	10 Norah Street	Awaba	2283
7	11	DP 758041	10 Norah Street	Awaba	2283
8	11	DP 758041	10 Norah Street	Awaba	2283
9	11	DP 758041	10 Norah Street	Awaba	2283
443		DP 104018 8	60 Heaton Street	Awaba	2283
444		DP 104018 8	15 Wyong Street	Awaba	2283
4	19	DP 758707	12 Mandolong Road	Morisset	2264
5	19	DP 758707	12 Mandolong Road	Morisset	2264
6	19	DP 758707	12 Mandolong Road	Morisset	2264
7	19	DP 758707	12 Mandolong Road	Morisset	2264
8	19	DP 758707	12 Mandolong Road	Morisset	2264
447		DP 106456 2	10 Toronto Street	Awaba	2283
449		DP 106456 2	Toronto Street	Awaba	2283
450		DP 106456 2	4 Toronto St	Awaba	2283
194		DP 755207	100 Miller Road	Fassifern	2283
179		DP 822159	Milsons Arm Road	Wollombi	2325
466		DP 113896 4	Wangi Road	Awaba	2283
470		DP 113896 4	Wangi Road	Awaba	2283
471		DP 113896 4		Awaba	2283
472		DP 113896 4		Awaba	2283
7090		DP 111351 9	Beech Street	Evans Head	2473
100		DP 118977 8	96 Fishery Point Road	Mirrabooka	2264

Lot	Section	Plan	Address	Suburb	Postcode
1		DP 119971 8	Cobb Highway	Ivanhoe	2878
465		DP 113896 4	488 Wilton Road	Awaba	2283
7316		DP 118198 0	Kennedy Street	Ivanhoe	2878
7317		DP 118198 0	Kennedy Street	Ivanhoe	2878
7318		DP 118198 0	Kennedy Street	Ivanhoe	2878
7300		DP 116331 5	Quabothoo Street	Quambone	2831
7301		DP 116331 5	Quabothoo Street	Quambone	2831
63		DP 756584	Cadell Street	Tooleybuc	2736
2	4	DP 758985	Wood Street	Tooleybuc	2736
3	4	DP 758985	Wood Street	Tooleybuc	2736
4	4	DP 758985	Wood Street	Tooleybuc	2736
5	4	DP 758985	Wood Street	Tooleybuc	2736
34		DP 751726	South Yalgogrin Road	Barellan	2665
35		DP 751726	South Yalgogrin Road	Barellan	2665

New South Wales Aboriginal Land Council Consolidated Statement of Financial Position – As at 30 June 2021

	Consolidated		Parent	
ASSETS	2021	2020	2021	2020
Current Assets				
Cash and Cash Equivalents	38,072	36,322	35,300	34,428
Receivables	2,475	2,762	2,989	3,370
Financial Assets at Fair Value	668,419	608,916	668,419	608,916
Other Assets	28	24	28	24
Assets Held for Sale	-	593	-	593
Total Current Assets	708,994	648,617	706,736	647,330
Non-Current Assets				
Receivables	128	42	128	42
Other Financial Assets	121	-	121	-
Property, Plant and Equipment	13,263	9,957	13,222	9,957
Right-of-Use Assets	9,640	10,958	2,787	3,366
Intangible Assets	210	184	210	184
Artefacts	-	445	-	445
Total Non-Current Assets	23,362	21,586	16,468	13,994
TOTAL ASSETS	732,356	670,203	723,204	661,324
LIABILITIES				
Current Liabilities				
Payables	4,891	3,271	4,460	3,136
Unspent Grant/Donation	17,779	14,734	17,246	14,381
Borrowings	1,172	1,125	550	616
Derivatives	2,037	92	2,037	92
Provisions	3,885	4,076	3,846	4,076
Total Current Liabilities	29,764	23,298	28,139	22,301
Non-Current Liabilities				
Borrowings	9,462	10,399	2,559	2,949
Provisions	593	528	593	528
Total Non-Current Liabilities	10,055	10,927	3,152	3,477
TOTAL LIABILITIES	39,819	34,225	31,292	25,778
NET ASSETS	692,537	635,978	691,913	635,546
EQUITY				
Reserves	16,856	14,507	16,856	14,507
Accumulated Funds	675,681	621,471	675,057	621,039
TOTAL EQUITY	692,537	635,978	691,913	635,546

ALWAYS WAS. ALWAYS WILL BE.



**New South Wales
Aboriginal Land Council**
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