



New South Wales
Aboriginal Land Council

Strategic Plan Supplement

1 July 2023 to 30 June 2026





Chairperson's Foreword

It is with great pleasure that I introduce you to the NSW Aboriginal Land Council's (NSWALC) new Strategic Plan Supplement 2023-2026.

NSWALC's latest Strategic Plan Supplement is being launched in a highly significant year, with the 40th anniversary of the introduction of the Aboriginal Land Rights Act 1983 (NSW) (the ALRA). The ALRA was the culmination of many years of hard work by the Land Rights Warriors and their allies, and the NSWALC Council is committed to continuing their dedication in the way we strategise, plan and action our ongoing work across the Land Rights Network.

Our strategies will keep us future-focused on providing the next generations with an engaged, well-informed and culturally strong Land Rights Network with the capacity to unlock the economic potential of their land, and the ability to realise their aspirations.

The Strategic Plan Supplement (the Supplement), in conjunction with NSWALC's Strategic Plan 2022-2026 (Strategic Plan), is our required Community, Land and Business Plan that outlines our strategies to operationalise our Strategic Plan, and ensures we have the capacity to support our people through our five long-term goals.

The Strategic Plan goals are:

1. Secure Our Land and Water Rights
2. Protect and Promote Our Culture and Heritage
3. Pursue Economic Independence and Prosperity for Our People
4. Support Our People and Local Aboriginal Land Councils
5. Secure Our Future

The Supplement will now complement the Strategic Plan over three years rather than annually, as with previous Supplements. Extending the Supplement life allows NSWALC to use our resources more efficiently and provide greater visibility to Council as we collaborate with Local Aboriginal Land Councils, Members and Aboriginal Owners.

The Land Rights network is the backbone of our community and continues the determination, tenacity and foresight of the Land Rights Legends who fought for Land Rights in the 1970s and '80s. I am proud that NSWALC continues to build on their legacy through commitment to cultural, social and economic independence for our people.

Councillor Danny Chapman
Chairperson
NSW Aboriginal Land Council

Strategic Plan Summary

2022-2026

Our Destination

As the peak Aboriginal representative organisation in NSW, we build on our cultural knowledge, economic independence and we are politically strong to support Aboriginal peoples in NSW to thrive.

Our Purpose

Our actions are for the benefit of our people. We have been elected by our peers to provide leadership and stewardship. Our responsibility is to support our people today, and to strengthen the land rights system for future generations.

Our Values

Service

We serve our people and community in line with our Strategic Plan

Respect

We acknowledge and value the contribution that the Aboriginal Land Council Network, Aboriginal peoples and partners can make in our shared vision

Collaboration

We are inclusive

Culturally-strong

We embrace our living tradition and gain strength from it

Accountability

We are transparent and act for the betterment of the Aboriginal Land Council network and Aboriginal peoples in NSW

Integrity

We act honestly and ethically in line with legislation and our Cultural Lore.

Our Goals



Goal 1

Secure Our Land and Water Rights to Country



Goal 2

Protect and Promote Our Culture and Heritage



Goal 3

Pursue Economic Independence and Prosperity for Our Peoples



Goal 4

Support Our People and Local Aboriginal Land Councils



Goal 5

Secure Our Future



GOAL 1

Secure Our Land and Water Rights to Country

Why this is important

Realising the full social, cultural, and economic outcomes of our land and water is critical to a successful Land Rights system. With 250,000ha of land successfully claimed, it is essential we build on our success and unlock and activate the benefits of our land.

Our Strategies

Pursue the acquisition of land for specific activation and for land banking by the Network through Aboriginal Land Claims, Aboriginal Land Agreements, through partnerships and by other means.

Advocate for and support LALCs with current joint management arrangements and partner and advocate for ownership, control, and management of National Parks by Aboriginal Owner groups. NSWALC will advocate and support LALCs to maximise the ownership, control, and management of natural resources.

Maximise compensation for the relinquishment of any rights based on informed consent.

Maximise social, cultural, and economic outcomes generated from return of land.



GOAL 2

Protect and Promote our Culture and Heritage

Why this is important

Aboriginal Culture and Heritage is vital for us to thrive as distinct and self-determining people. Our cultural heritage and traditional knowledge and practices must be respected, protected, and revitalised for future generations.

Our Strategies

Advocate for better protections for Aboriginal culture and heritage, including key strategic stakeholder and political engagement and relationship building.

Support LALC and community to respond to threats to Aboriginal culture and heritage.



GOAL 3

Pursue Economic Independence and Prosperity for Our People

Why this is important

Pursuing diverse business opportunities, economic independence and prosperity within our Network and communities is essential to us as distinct and self-determining people.

Our Strategies

Deliver the NSWALC Land Activation Program charged with investigating and managing development projects in partnership with LALCs, and the development and activation of an active state-wide property development model for NSWALC properties.

Advocate for and foster economic development outcomes in collaboration with LALCs.

Support Aboriginal business owners, entrepreneurs, and job seekers to connect with business and employment opportunities across the state via the Yarpa NSW Indigenous Business and Employment Hub.

Manage and redevelop 160 George St Redfern, including:

- Facilitating Aboriginal community partnerships and engagement via the Redfern Community Advisory Group
- Developing a strategic plan for the future use of the site

Pursue the diversification of revenue streams focussing on our key assets: land, people, culture.

Administer the NSWALC Fishing Fund



GOAL 4

Support Our People and LALCs

Why this is important

Social wellbeing is integral to Aboriginal Land Rights. Connection to initiatives that support cultural, family and community programs, nurture and strengthen the social wellbeing of our people.

Our Strategies

Support Local Aboriginal Land Councils (LALCs) to carry out their functions, including:

- Funding to assist with operational costs
- Supporting community development outcomes
- Assisting with Community Land and Business Plan development and implementation
- Assisting LALCs to strategically identify opportunities for growth
- Assisting LALCs through solution brokerage and collaboration
- Assisting LALCs to increase informed community decision making and participation
- Assisting LALCs through capacity building initiatives
- Assisting LALCs through the provision of legal support, advice and training through justice connect
- Support LALC participation in Native Title matters

Finalise and implement the LALC compliance and regulatory framework redesign.

Support the completion of the LALC IT Infrastructure upgrade to improve the IT facilities and capacity of LALCs.

Measure community impact from NSWALC strategies and initiatives through a social impact evaluation framework.

Goal 4: Support Our People and LALCs *(continued)*

Our Strategies

Represent and advocate for the interests and rights of Aboriginal people in NSW, including through:

- The NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and the national Coalition of Aboriginal Peaks.
- Closing the Gap.
- The NSW Premier's Priorities and supporting the delivery of the Aboriginal Community Connectors.
- The implementation of a human rights strategy
- Advocating for the Uluru Statement from the Heart and the establishment of a First Nations Voice to Parliament.
- Advocating for Treaty or Treaties for Aboriginal peoples.
- Advocating for the interest of LALCs in relation to LALC owned housing.
- Advocating for the reinstatement of the compensatory mechanism to support and grow the NSW Aboriginal Land Council Account

Administer a range of community benefits schemes to support Aboriginal peoples and LALCs to deliver key events and initiatives across the state.

Advocate and support a coordinated delivery of Discrete Community Programs including:

- 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).



GOAL 5 Secure Our Future

Why this is important

We are stewards of an Aboriginal Land Rights system built by the Land Rights warriors and are responsible for supporting and strengthening that system for future generations.

Our Strategies

Continue to grow and exercise responsible stewardship of the NSWALC Statutory Account and revenue generation and adopt mechanisms to reduce impacts on the fund of circumstances outside of NSWALC's control.

Maximise financial and social returns from SEFA share ownership.

Publicly position our brand and promote our successes through communication and marketing.

Implement a strategy focussed on events promotion, sponsorship, and community participation.

Develop and implement a Members Engagement Strategy to improve membership participation, with a key focus on youth engagement via the Youth Advisory Committee.

Continue to develop the capacity of LALC Boards and staff through the provision of mandatory governance training and other key training courses, directly or indirectly and utilising key stakeholders.

Undertake preparations for the 2024 NSWALC Election.

Celebrate the 40th anniversary of the NSW Aboriginal Land Rights Act (1983), through a range of events.

Human Resources, Skills, and Systems

Why this is important

The strategies identified in the Strategic Plan and Supplement will be supported by a range of initiatives to develop and acquire the human resources, skills, and systems for their implementation.

Our Strategies
Finalise a budget and organisation structure that enables NSWALC to exercise its functions in a sustainable and efficient manner.
Finalise and implement the NSWALC Aboriginal Employment Strategy.
Continue to build the capacity of NSWALC Councillors and Staff to enable NSWALC to exercise its functions and implement the proposals and strategies in its 2023-2026 Supplement and 2022-2026 Strategic Plan.
Provide support to assist the work of its subsidiary companies Yilabara Solutions (NET) and Birribee Housing (NHL) to improve employment and housing outcomes for Aboriginal communities in New South Wales.
Continue to build its outcomes reporting function, linking it with the NSWALC social impact evaluation framework.

Consolidated Statement of Financial Position – As at 30 June 2022

	Consolidated		Parent	
	2022	2021	2022	2021
	\$000	\$000	\$000	\$000
Assets				
Current Assets				
Cash and cash equivalents	32,215	38,072	21,537	35,300
Trade and other receivables	5,550	1,606	3,234	2,121
Investments	599,659	668,419	599,659	668,418
Other	751	897	537	897
Total current assets	638,175	708,994	624,967	706,736
Non-current assets				
Trade and other receivables	9,880	128	29	128
Other	548	121	548	121
Property, plant, and equipment	46,168	13,263	45,928	13,222
Right-of-use assets	8,641	9,640	8,130	2,787
Intangibles	182	210	138	210
Investment in subsidiary	-	-	5,055	-
Total non-current assets	65,419	23,362	59,828	16,468
TOTAL ASSETS	703,594	732,356	684,795	723,204
Liabilities				
Current Liabilities				
Trade and other payables	5,393	4,891	4,205	4,460
Unspent grant/donation	12,468	17,779	9,708	17,246
Borrowings	2,350	-	-	-
Lease liabilities	1,544	1,172	1,295	550
Derivatives	2,693	2,037	2,693	2,037
Provisions	3,889	3,885	3,716	3,846
Total current liabilities	28,337	29,764	21,617	28,139
Non-current liabilities				
Borrowings	5,260	-	-	-
Lease liabilities	7,625	9,462	7,359	2,559
Provisions	666	593	627	593
Total non-current liabilities	13,551	10,055	7,986	3,152
TOTAL LIABILITIES	41,888	39,819	29,603	31,291
NET ASSETS	661,706	692,537	655,192	691,913
Equity				
Revaluation reserve	16,842	16,856	16,856	16,856
Accumulated funds	640,984	675,681	638,350	675,057
Equity attributable to the members of NSWALC	657,826	692,537	655,192	691,913
Non-controlling interest	3,880	-	-	-
TOTAL EQUITY	661,706	692,537	655,192	691,913



New South Wales
Aboriginal Land Council

📍 Level 6, 33 Argyle St, Parramatta NSW 2150

📦 PO Box 1125, Parramatta NSW 2124

✉️ consultation@alc.org.au

☎️ 02 9689 4444

alc.org.au