



New South Wales
Aboriginal Land Council

Annual Report

2024–25





Acknowledgement

NSWALC acknowledges the many Custodians of the land upon which we live, work and learn. We pay our respect to Aboriginal Peoples who have cared for this land for time immemorial.

We acknowledge the ongoing work carried out by the New South Wales Aboriginal Land Rights Network, as a testament to Aboriginal Peoples' deep connection to Country and unique Knowledge to their lands.

We pay respects to Elders, past and present, and we acknowledge the leaders of today who share their Knowledge of Country for continuity of their Cultures.

We celebrate and respect these continuing Cultures and strive to empower our young Aboriginal People as they draw on the strength of their families and Communities to build a bright future.

Cultural Advice

Aboriginal People are advised that this document may contain images or names of deceased people.

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New South Wales
Aboriginal Land Council



31 October 2025

The Hon. David Harris, MP
Minister for Aboriginal Affairs
52 Martin Place
SYDNEY NSW 2000

Dear Minister,

In accordance with the provisions of the NSW *Aboriginal Land Rights Act 1983*, we are pleased to submit the 2024–2025 New South Wales Aboriginal Land Council Annual Report.

Council is proud of the achievements and progress made this year towards fulfilling the goals of our Strategic Plan.

Following the submission of our Annual Report, it will be available for public access on NSWALC's website at alc.org.au.

We commend this report to you.

Yours sincerely

Raymond Kelly
Chairperson
NSW Aboriginal Land Council

Ross Hampton
Deputy Chairperson
NSW Aboriginal Land Council

ALWAYS WAS, ALWAYS WILL BE.

alc.org.au



About us

NSW Aboriginal Land Council

The New South Wales Aboriginal Land Council (NSWALC) was formally constituted as a statutory corporation with the passage of the NSW Aboriginal Land Rights Act 1983 (the ALRA).

The ALRA was passed following a Parliamentary Inquiry into Land Rights by the Legislative Assembly Select Committee on Aborigines, and the release of a government Green Paper proposing a scheme for land claims.

The ALRA provides a mechanism to make claims on classes of Crown Land. It also provided a fund for economic development, and self-determination through a network of representative land councils.

The Statutory Account was established as part of the ALRA and resourced for 15 years with an annual amount equal to 7.5 per cent of NSW land tax on non-residential land. All government contributions to the Statutory Account ceased in 1998.

Since then, NSWALC has managed the Statutory Account on behalf of the Aboriginal People of NSW.

Over the past 26 years capital growth has enabled NSWALC to cover its own operational costs, as well as a Network of 121 Local Aboriginal Land Councils (LALCs), from a proportion of the Account's earnings.

The specific statutory functions of NSWALC, as set out in section 106 of the ALRA, are:

- land acquisition
- overseeing the administration of LALCs
- providing policy advice to advise the Minister on matters relating to Aboriginal Land Rights and the interests of Aboriginal People
- administration of statutory accounts
- to protect the Culture and Heritage of Aboriginal People in NSW and promote awareness of Culture and Heritage
- financial stewardship.



NSWALC
manages the
Statutory Account
on behalf of the
Aboriginal People
of NSW

Chair's message

This year has been one of renewal and recalibration for NSWALC. Together, we have taken deliberate steps to realign our priorities, rebuild trust across the Land Rights Network, and set a clear direction for the future of Aboriginal Land Rights in NSW.

The appointment of Clare McHugh as Chief Executive Officer in April 2025 marked an important turning point. With her leadership and the guidance of Council, NSWALC has entered a new era – one focused on restoring confidence, strengthening our capability, and ensuring that we are a strong, trusted, and effective partner for our LALCs.

Our work this year has been grounded in the renewal of purpose: to deliver on the intent of the ALRA and to uphold the promise of land justice. We have focused on strengthening our governance, reaffirming our independence, and building the kind of organisation that our Communities can rely on – transparent, accountable, and forward-looking.

As Chair, I am proud of the deliberate steps Council has taken to reassert NSWALC's leadership role within the Land Rights Network and across the broader policy landscape. We are ensuring that the voices of Aboriginal People are heard in every conversation that affects our land, our Communities, and our future.

Council's stewardship this year has been about more than compliance – it has been about conviction. We are positioning NSWALC to be a strategic force: advocating for our People, protecting our rights, and creating new opportunities for self-determination and economic independence.

Central to this work is our ongoing advocacy with the state and federal governments. The more than 42,000 unresolved land claims remain an unacceptable barrier to justice. NSWALC continues to call for a renewed, whole-of-government commitment to resolving these claims – because every unresolved claim represents a promise unfulfilled under the ALRA. Delivering on that promise must be a shared priority if we are to achieve true land justice in NSW.

Looking ahead, our vision is clear. We are driving forward in strategic land activation including housing, renewable energy, and biodiversity – three pillars of a sustainable and self-determined future. Through our Renewable Energy Strategy, we are ensuring Aboriginal People are not just participants, but leaders in the clean energy transition. With more than 100 potential project sites identified, we are building an Aboriginal-led renewable future that creates jobs, revenue, and Community benefit while caring for Country.

Our work in biodiversity and sustainable land activation continues to evolve, connecting housing, environmental management, and Cultural preservation. This integrated approach ensures that returned land is not only protected, but activated and thriving – bringing social, Cultural, and economic returns to our People.

Where possible, we will focus on engagement with key partners in the Land Rights, Native Title, and Traditional Owners broader network. Bringing a united purpose is critical to ensuring that Aboriginal land, Heritage, and identity remain central to the future of NSW.

Our achievements this year reflect the dedication and hard work of Council, the CEO, our staff, and our partners across the Network. I thank each of them for their commitment to the vision of land justice and self-determination.

NSWALC will continue our commitment to work with our LALCs to engage and support local initiatives that deliver substantial changes to our everyday lives. Together, we are building on strong foundations – guided by good governance, driven by our Communities, and united in our purpose to secure a stronger, more self-determined future for all Aboriginal People in NSW.

Cr Raymond Kelly

CEO's foreword

When I joined NSWALC as CEO in April 2025, I knew I was stepping into an organisation with a proud history and a deep Cultural significance for Aboriginal Peoples across NSW. Being born into NSW Land Rights, the work before me not only represents the legacy I have inherited, but one that I am committed to passing onto my children and for generations to come.

Building strong and enduring relationships is at the core of how I do business. I have committed time to listening to our NSW Aboriginal Land Rights Network and I have heard a consistent message: Our Network is strong and vibrant and is ready to drive Land Rights forward into the future. NSWALC has an important role to play in strengthening our collective future.

Getting my feet under the desk, meeting the team and reconnecting with the Network has reaffirmed to me the depth of knowledge and passion that exists within our Network. It has been great to spend the time needed to meet with everyone and start building these relationships.

I want to acknowledge the many people and Communities who have openly shared their experiences, ideas and feedback with me. These conversations have been invaluable in shaping our path forward, and I look forward to actioning these well into my role as CEO. I will continue to connect throughout this journey.

One area of important focus across these first few months has been on establishing stronger engagement and connection with both the Network and with the many stakeholders who support and rely on NSWALC. We have taken deliberate steps to build relationships across all levels of government, the Registrar's Office, and Native Title Services, ensuring that we are well-positioned to be a strong and effective delivery partner both now and into the future. This focus on partnership will continue to guide us as we develop new opportunities for collaboration and investment.

During my conversations with the Network and our key stakeholders, I want to confirm we have heard your feedback. NSWALC is committed to making positive change and we are looking forward to being strong delivery partners for our Communities and Aboriginal Peoples of NSW.

I have been committed to strengthen the way we operate, continue to redesign our delivery model to reduce the compliance burden on our Network, establish sound processes, and ensure we are promoting the positive work already being delivered by the NSWALC team. These have been important early priorities for me.

Our team is deeply committed to supporting the Network, and I am proud of the progress we've made to ensure our systems, culture, and communication now reflect that shared purpose.

Engagement with our Network is critical to mapping our future together. We have begun the foundational work for two major projects – the next iteration of NSWALC's Strategic Plan and the 2026 NSW Aboriginal Land Rights Statewide Conference, which will be the first since 2018.

Our new Strategic Plan will set a clear and actionable vision for where we are heading from 1 July 2026 and beyond. It will outline our commitment to activating the Aboriginal land estate for the benefit of Aboriginal Peoples in NSW, ultimately ensuring opportunities for better social, Cultural and economic outcomes. I am looking forward to working on this and bringing it to life.

The Statewide Conference in March 2026 will be an important opportunity to come together, share progress, and shape the future direction of our Network as one. Our focus is on the future and the potential that Land Rights in NSW can unlock.

But for the wider NSWALC organisation, a significant focus for the months ahead will be on ensuring we have the right capability and frameworks to embed land activation. Housing, the renewables sector, biodiversity, jobs on Country, and other land-based initiatives are our key priorities. We are working to demonstrate that NSWALC can be a reliable, forward-looking delivery partner for both the Land Rights Network and for those investing in the future of Aboriginal land across NSW.

Across all that we do, there is a clear shift underway – from a compliance-driven approach to one that is genuinely focused on support, partnership and empowerment. This change will enable NSWALC to deliver on its purpose more effectively and will strengthen the Aboriginal model so that Communities thrive sustainably for generations to come.

While there is still much to do, I am encouraged by the progress already made and by the collective commitment of our team and stakeholders on this next chapter. The work of NSWALC is grounded in Cultures, Community and connections and by honouring those foundations, we can ensure the success for our Community – now and into the future.

I thank the NSWALC Chairperson, Cr Raymond Kelly, Deputy Chairperson Cr Ross Hampton and the wider NSWALC Council for their support and trust through this period of change. I look forward to the success to come in 2026.

Clare McHugh

Our Council



Council's role and function

NSWALC's elected arm consists of nine Councillors, democratically elected by registered voting members of LALCs. They are elected to serve a four-year term.

The positions of Councillor are established under the ALRA, with salaries determined by the Statutory and Other Office Remuneration Tribunal for Public Office Holders.

The Council itself elects its Chairperson and Deputy Chairperson at the first meeting of Council following the election of Councillors. Both hold office for a term of two years and are eligible for re-election.

As a member of the governing body of NSWALC, the role of a Councillor is to:

- direct and control the affairs of the Council in accordance with the ALRA
- participate in the allocation of the Council's resources for the benefit of Aboriginal People
- participate in the creation and review of the Council's policies and objectives
- review the performance of the Council in the exercise of its functions and the achievement of its objectives.

Councillors also represent the interests and respond to the concerns of LALC members, and facilitate communication between LALC members and NSWALC.



Our Council (back row, left to right): Cr Raymond Kelly – Sydney/Newcastle Region, Cr Ross Hampton – Western Region, Cr Leeanne Hampton – Wiradjuri Region, Cr Peter Smith – Mid North Coast Region, Cr Charles Lynch – Northern Region, (front row, left to right) Cr Grace Toomey – Central Region, Cr Anne Dennis – North Western Region, Cr Diane Randall – North Coast Region, and Cr Danny Chapman – South Coast Region (not pictured).

Councillor profiles



Cr Raymond Kelly (Chairperson) Sydney/Newcastle Region

Cr Kelly is a Dhangatti/Gumbayngirr man who has been a steadfast advocate for Land Rights in NSW for many years, with significant contributions to the broader Aboriginal community.

These include his service to the Awabakal LALC as a Board member and a former Chairperson, Board member of the NSW Heritage Council and the NSW Aboriginal Languages Trust, and as a member of the Me-Mel transfer committee. Cr Kelly also offers representation to the NSW Aboriginal Cultural Heritage Advisory Committee.

Cr Kelly believes in transparent leadership, good governance and working together to help empower the LALCs across the Sydney/Newcastle Region.



Cr Ross Hampton (Deputy Chairperson) Western Region

A Ngiyampaa/Wiradjuri man, Ross Hampton was born in Lake Cargelligo, grew up in West Wyalong, now lives in Irymple and is a member of Dareton LALC.

He was formerly the Executive Director of Operations and Family Services at Mallee District Aboriginal Services and NSWALC's Far West Zone Director.

Prior to joining NSWALC, Ross worked for Aboriginal Hostels Limited for 21 years, was an Executive Director with Aboriginal Affairs NSW, a Director of the Aboriginal Housing Office (AHO), and the Chief Executive Officer of the Murdi Paaki Regional Housing Corporation.



Cr Anne Dennis North West Region

First elected in 2011, Cr Dennis is a Gamilaraay woman who was born on Namoi Reserve and has lived most of her life in Walgett.

Cr Dennis has a strong background in education spanning more than 30 years as a teacher and administrator.

Cr Dennis believes in the role of independent and self-sufficient LALCs working in genuine partnership to deliver better educational outcomes and social justice for all Aboriginal People.



Cr Charles Lynch Northern Region

A Gomeroi man born in Tamworth who has lived between Tamworth, Barraba and Quirindi all his life, Cr Lynch has been involved in the Land Rights Network for more than 25 years in various capacities. He was elected in 2015.

Cr Lynch is a member of Nungaroo LALC and on the Board of the Tamworth Aboriginal Medical Service and Walhallow Murri Aboriginal Enterprise Corporation. He is a fellow of the Institute of Public Accountants.

He has a strong focus on empowering LALCs to build capacity and determine their own direction through economic development and sustainable delivery of services for the betterment of members and Communities as a whole.



Cr Leeanne Hampton Wiradjuri Region

Leeanne Hampton is a Wiradjuri/Ngiyampaa woman from West Wyalong, who was the first female Aboriginal Deputy Mayor of the Bland Shire Council.

Cr Hampton also served for 13 years as the CEO of the West Wyalong LALC and prior to that ran her own hairdressing business.

A member of the NSW Government's Aboriginal Cultural Heritage Advisory Committee, Cr Hampton is passionate about Culture and Heritage, and helping instill pride in the younger Aboriginal generations. She loves her family and live music concerts.



Cr Grace Toomey Central Region

Cr Grace Toomey is a proud Wiradjuri woman from Dubbo who served on the Board of Dubbo LALC for nine years. Cr Toomey served 24 years in Local Government before being elected in 2019 and representing on various local Boards and committees.

Cr Toomey strongly advocates against the removal of Aboriginal children, and wants government policies in housing, health and justice to better reflect Aboriginal Peoples' needs.

Her focus for the Central Region is to build capacity within the LALCs to become financially viable for all Community to benefit, and for government to have confidence in the LALC Network.



Cr Peter Smith Mid North Coast Region

A Dungutti man originally from Kempsey, Cr Peter Smith has worked in the Taree region for three decades, spending 10 years in the police service and 11 at regional health services.

Cr Smith has worked in his local Community in a number of different capacities and is passionate about Land Rights, health equality, housing, Culture and Heritage.

A Councillor since 2011, Cr Smith is a member of the Purfleet/Taree LALC and served as the Chair for 10 years.



Cr Diane Randall North Coast Region

Cr Diane Randall is a strong Bundjalung Nation, Yaegl and Wahlabul woman with connections to all her Communities within the North Coast. It is because of these connections that she can listen, help and support North Coast LALCs and members with any issues and concerns that arise to the best of her abilities.

Cr Randall is a member of Birrigan Gargle LALC and the Yaegl Elders Aboriginal Corporation, and is on the boards of the Bulgarr Ngaru Medical Aboriginal Corporation, Birrinba Aboriginal Corporation and Mudyala Aboriginal Corporation. She is also on various committees that deal with natural disasters, such as fires and floods.

She is a former school teacher with a Bachelor of Teaching (Primary Education) and a Diploma in Aboriginal Education, and strongly believes in ensuring Community voices are heard, understood, respected and acted on.



Cr Danny Chapman South Coast Region

Elected in 2015, Cr Chapman is a Walbunga man from the Yuin nation with experience and knowledge of Native Title and Aboriginal Fishing Rights.

A major part of Cr Chapman's education was learning how to fish and gather food from the sea and estuaries and he has advised government as Chair of the NSW Aboriginal Fishing Advisory Council.

Cr Chapman has also served as Manager of NSW Native Title Services and has been involved in Aboriginal Affairs at State Government level for the past five years.



CEO profile

Clare McHugh is a proud Gamilaroi and Dunghutti woman with connections to the Redfern, La Pouse and Central Coast Communities.

Like many raised in NSW, Clare was exposed to Aboriginal Land Rights from a young age.

"I'm passionate about Land Rights. Our Old People secured one of the strongest Land Rights regimes in the world. Today our representative structures are solid and the land estate is growing. We have an obligation to continue to fight for the realisation of Land Rights."

"I want my children to have the opportunity to be involved in Land Rights. Young Aboriginal People are critical to the future of Land Rights and we must make space for their voices and vision. Otherwise what's the point?"

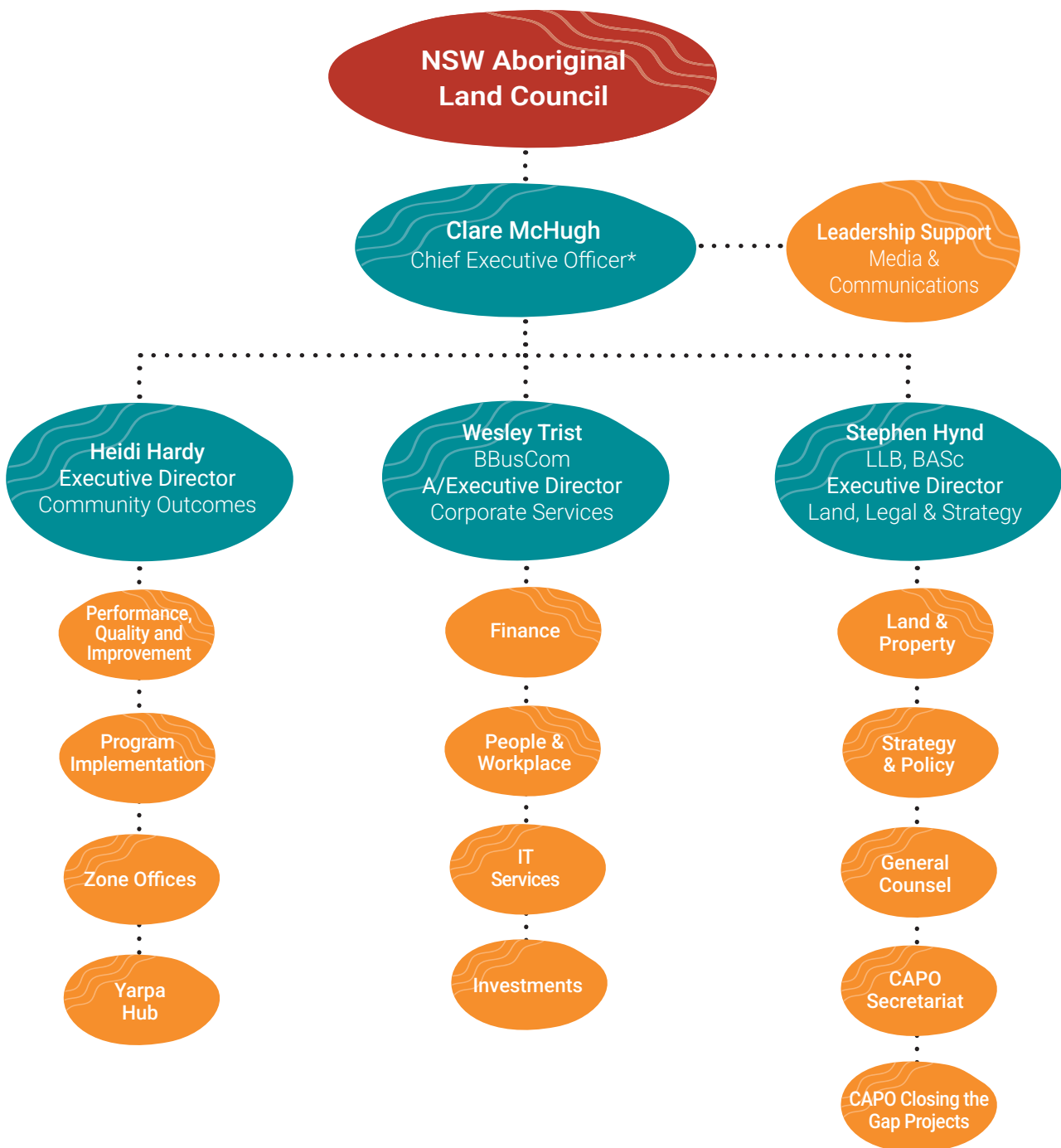
Clare came to NSWALC from leading the Aboriginal Languages Trust as its first Executive Director, where she helped shape its foundations for future years. She also brings extensive senior leadership experience across various Aboriginal organisations.

Clare will be working with the Council of NSWALC in developing and delivering NSWALC's Strategic Plan 2026–2030 and driving positive economic, social, and Cultural outcomes for our Communities. It is a pivotal time for NSWALC and Aboriginal Land Rights, and Clare's leadership will be critical to advancing NSWALC's mission and agenda.

Clare would like to see NSWALC continue to build its reputation as a strong and willing advocate and partner, and to see our existing relationships with the Land Rights Network, government, and Aboriginal Communities strengthened, based upon mutual respect and the belief that together we are stronger politically.



Organisational structure



* On 14 April 2025 Clare McHugh was appointed CEO. From 18 November 2024 to 11 April 2025 Heidi Hardy was Interim CEO. From 1 July to 15 November 2024 Yuseph Deen was CEO.





Our Land Council Network

NSWALC's Network comprises the 121 LALCs and the 31,835 Aboriginal People who are their members.

LALCs manage and deliver a range of support services to their local Communities including housing, employment, training, Culture and Heritage, and property acquisition and management.

The aim of the LALC structure is to achieve a high degree of participation and involvement by every Aboriginal Person in the affairs of their local Community.

Each LALC elects its own Board and appoints staff, with members able to access advice, information and support from NSWALC in relation to all aspects of Land Rights. LALCs are supported financially, and through relevant training and development, to build capacity for strategic planning and management of Community affairs at the local level.



**We allocated
over \$19m in
funding to the
LALC Network
in 2024–25**

Year in review



\$19.2m
allocated to the
LALC Network

\$8m
approved in
grants

3,183
land claims
lodged

965
hectares
returned

\$1.1m
total value to
LALCs from
land agreements

News from around the Network



Our oldest land claim finally settled

In August 2024, there were celebrations across the Network, but particularly in Brewarrina, when NSW's oldest land claim was finally resolved.

A testament to courage and perseverance, the resolution of the oldest outstanding claim means some very Culturally significant places, as well as lands for economic activation, will be transferred to Brewarrina LALC.

While NSWALC celebrated the win for the Network, it was tinged with sadness by the decades-long wait for resolution. Some Community members associated with the original land claim have passed waiting for this resolution, and this is not an uncommon occurrence. Our people are dying waiting for these outcomes, while LALCs are in a holding pattern as they wait for certainty.

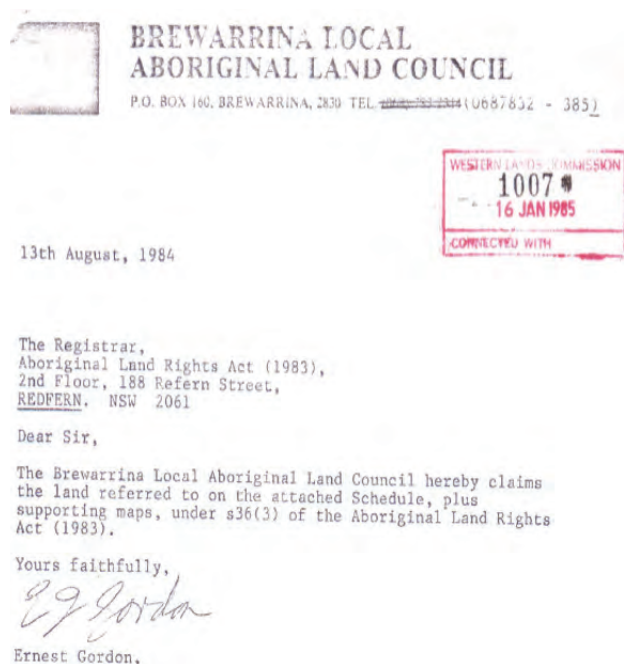
Lodged in 1984, the claim over the Brewarrina Common was resolved by an Aboriginal Land Agreement (ALA) between Brewarrina LALC, NSWALC, and the NSW Government almost 40 years to the day after it was first lodged.

"This is a significant day for Aboriginal Land Rights in NSW," said NSWALC Chairperson Cr Raymond Kelly at the time. "We are celebrating with all of Brewarrina. We look forward to working with Brewarrina LALC to deliver the tangible economic, social and Cultural benefits that will flow from the return of these lands."

Brewarrina LALC Chairperson Peter Gordon acknowledged the historical significance of resolving this long outstanding claim.

"The resolution of this claim, which dates back to the beginning of Land Rights, brings great satisfaction and pride to our Community. This achievement is a testament to the commitment and persistence of all those Land Rights legends who have gone before us. It's now our time to add to their legacy."

With the ever-growing land claims backlog in NSW, the resolution of the Brewarrina Common claim makes NSWALC even more determined to fight for Aboriginal People, and push for Cultural and economic outcomes across our LALC Network.



A scan of the original land claim, lodged by Ernest Gordon in 1984.

Sandhills win for Byron Community

In its 40th year, Tweed Byron LALC celebrated another win for the Land Rights Network, with the long-awaited Sandhills decision announced in December 2024.

As profiled in the NSWALC Annual Report 2023–24, the Sandhills Estate, a 19-hectare area adjacent to the Byron Bay CBD, was historically used for sand mining and is now the focus of extensive planning and redevelopment.

NSWALC Chairperson Cr Raymond Kelly said it was a great example of NSWALC continuing its work in supporting LALCs to utilise the opportunities and benefits of resolving land claims through ALAs.

“When we collaborate and all work together, great outcomes can be achieved. Sandhills will create economic opportunities for generations to come for the Tweed Byron LALC and the local community,” Cr Kelly said.

As part of the ALAs negotiated between Crown Lands, NSWALC, and the Tweed Byron LALC, a \$28 million emergency services precinct project will house new stations for Byron Bay Police, and Fire and Rescue NSW.

Tweed Byron LALC will receive the title to 3.79 hectares of the Sandhills site, as well as the current police station site in Shirley Street, and Fire and Rescue site in Kingsley Street.

“We are extremely elated at the successful settlement and transfer of title at Sandhills from the NSW government to the Tweed Byron LALC,” CEO of Tweed Byron LALC Leweena Williams said.

“This is a great example not only of collaboration, but also of a land claim having outcomes beyond the Land Rights system for the wider community, with the creation of a new emergency services precinct at Sandhills.

“In due course, Tweed Byron LALC will determine the appropriate use for this land, which has the potential to deliver social and economic outcomes for the Tweed Byron LALC, and the broader community of the Byron Shire.”

She thanked the Tweed Byron LALC Board, NSWALC, Byron Shire Council, Crown Lands and emergency services for their collaborative approach.



On site at Sandhills Estate in Byron Bay: (from left) Tom Byrnes Tweed Byron LALC (TBLALC) Land and Sea Ranger; Byron Shire Mayor Sarah Ndiaye; Esmerelda Davis, acting General Manager of Byron Shire Council; Tom Phillips TBLALC Land and Sea Ranger; and Leweena Williams TBLALC CEO. Image: Jeff Dawson, Byron Shire Echo.



The Sandhills concept, supplied by Enquiry by Design, shows possible locations for:

1. A civic precinct for broader community social outcomes.
2. Relocation of NSW Police.
3. Relocation of Fire and Rescue NSW.
4. An environmental and stormwater management precinct.
5. The residential development precinct.

Freedom Ride 60th anniversary

In February and March NSWALC celebrated the 60th anniversary of the famous 'Freedom Ride' and the brave individuals who stood up against racial prejudice and injustice. Their courage remains an inspiration today.

The courageous Freedom Ride in 1965 shone a spotlight on what our Old People had been fighting against for decades. The racism, the discrimination, and the appalling conditions Aboriginal People were forced to live in.

"Anniversaries like this remind us what it was like, what our Old People fought for, and how we continue that fight to improve the lives of Aboriginal People," NSWALC Councillor for the North Western Region Cr Anne Dennis told the 60th anniversary celebration at Moree, organised with the help of Moree LALC.

The Freedom Ride also highlighted the importance of people walking with us and working together, Cr Dennis said. "It's a real opportunity for organisations like local government councils to work with Aboriginal Community-controlled organisations and the Land Rights Network to make things better for Aboriginal Communities."

In Walgett, children from Collarenebri Central School made special capes for their Freedom Ride superheroes, presenting them to five of the original Freedom Riders.

The entire concept was due to the amazing vision of Chairperson of Collarenebri LALC, Ros McGregor, who is also the project officer with the NSW Aboriginal Education Consultative Group (AECG).

Collarenebri Central School funded Ms McGregor's vision to bring Kamilaroi artist, Dennis Golding, to Collarenebri for a two-day workshop with the students to decorate the gold superhero capes with their own slogans or those used during the 1965 Freedom Ride.

"The Freedom Riders were so young when they set out in their bus and many are now in their 80s," Ros told NSW Education. "We wanted to celebrate them and what they did for Aboriginal People."

At a celebration in Walgett, the students presented the special gold capes to five original Freedom Riders – Anne Curthoys, Aidan Foy, Beth Hansen, Chris Page and Alex Mills – along with AECG State President, Raymond Ingrey, and AECG Vice President and NSWALC North Western Councillor Anne Dennis.

NSWALC provided financial support to LALCs to assist with costs of attending the Freedom Ride Commemorative Ball, hosted by Metropolitan LALC and Uncle Phillip Hall, and held at Sydney's International Convention Centre (ICC). It also supported Bowraville LALC as part of its Statewide Sponsorship for the 60th Freedom Ride anniversary.



The Freedom Ride bus: 60th Anniversary edition.



Caped crusaders: Some of the original members of the Freedom Ride with Cr Anne Dennis and AECG President Raymond Ingrey (left). Image courtesy Walgett AMS.



NSWALC Councillors and staff honoured and celebrated the university students who, in 1965, bravely exposed racism and discrimination across NSW at the 60th anniversary Freedom Ride Ball at the ICC.

New LALC hits the ground running

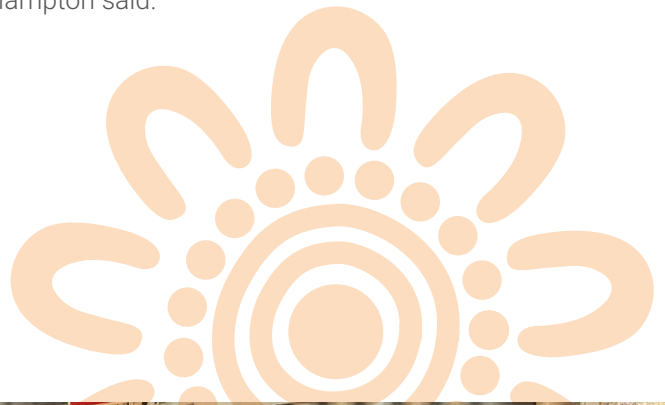
The newest LALC in the Land Rights Network, Wangaaypuwan LALC in the Western Region, has certainly hit the ground running.

Wangaaypuwan LALC was successful in its Indigenous Rangers Program submission, creating fantastic job opportunities for local mob. They also scored a \$150,000 NSWALC Community Benefits Grant during the year to create an office space for Wangaaypuwan LALC, and due diligence for the project is currently underway.

Finally gazetted in February 2023 after a 10-year wait, Wangaaypuwan LALC shares boundaries with the Wilcannia, Cobar, Condobolin, Murrin Bridge, Griffith and Ivanhoe LALCs. It includes the townships of Sandy Creek, Bulla, Kulwin, Irymple, Eremerang, Yathong, Mawonga (IPA), Wallanthery, Lake Brewster and Melbergen. Also included are the historic townships of Mount Hope, Gilgunnia, and Roto.

NSWALC Councillor for the Western Region and Deputy Chairperson Cr Ross Hampton is delighted with his new LALC and the gains they are making.

"The Wangaaypuwan LALC is a welcome addition to the Land Rights family across our Western Region. The members and Board can take great pride in what has been achieved in such a short amount of time. The Wangaaypuwan LALC story is one of many positive outcomes being achieved by LALCs across the Western Region Network," Cr Hampton said.



Hard at work: The Wangaaypuwan LALC members are creating job opportunities for local mob.



Mogo LALC a beacon of hope

It's been five long years, but Mogo LALC has turned a corner with the opening of its new headquarters after the devastating 2019–20 Black Summer bushfires destroyed its premises.

NSWALC salutes the bravery and determination of Mogo LALC's Board and CEO in fighting for the local Yuin Community.

Mogo LALC CEO Linda Carlson and Chairperson Tayla Nye told the joyful gathering in December 2024 that the opening represented a significant step in the journey of healing after the devastation.

"This building is a showcase [of] how resilient the Mogo Community is and how we have better days ahead. Like a phoenix from the ashes, we rise!", Tayla said.

NSWALC South Coast Region Councillor Danny Chapman added, "I'm so proud of Mogo LALC and what they have achieved in the face of such adversity.

"The Board and CEO have led the Community during this awful time as we've come out of fires, floods and COVID. They have worked very hard, and the rebuild of Mogo LALC was the absolute priority of the Community.

"The building's commercial kitchen and café space, meeting rooms and exhibition space will also provide another way for Mogo LALC to sustain its economic future."

Around 300 people live in Mogo and the surrounding area. Mogo LALC plays a vital role for the local Yuin Community in the town itself and across Broulee, Mossy Point, Batehaven, Malua Bay and Tomakin.

Cr Chapman said the opening was an important step in the long healing process for the Community. Elders' homes were also affected, and the mental and physical impact of the 2019 NYE disaster was significant and ongoing.

The resilience and resurrection of the local Community in the aftermath of the bushfires, red tape, the COVID pandemic, then floods, tested the resilience and courage of this little Community but they have inspired us all.



Mogo LALC's new HQ.



Ngarringilanha – Aboriginal Rangers gather on Country

NSWALC was extremely proud to sponsor Ngarringilanha (Sitting Together), the first annual Aboriginal Ranger Gathering at Trelawney Station in Somerton NSW, hosted by Tamworth LALC and the Walaaybaa Rangers.

NSWALC Chairperson Cr Raymond Kelly and NSWALC Councillor for the Northern Region Cr Charles Lynch attended for two days of the week-long Gathering.

Cr Kelly, Cr Lynch, Tamworth LALC Chairperson Daisy Cutmore, Tamworth LALC Deputy Chairperson Amber Vernon and Tamworth LALC CEO Fiona Snape all met Commonwealth Minister for Indigenous Australians, the Hon. Senator Malarndirri McCarthy, who gave an inspiring speech, which mentioned the high number of female Rangers.

Auntie Daisy was even interviewed by the Senator (a former TV journalist) and said, “How wonderful is it that investment is being put into programs such as the Rangers? Because, I believe that from the ground up, we can reclaim our identity and our Cultural soul because I think a lot of people need it! ... It was pushed aside for too long. We never ever lost it. But now it’s starting to come back ... We can walk forward as a People, and a lot of people can learn from us.”

The Ranger Gathering attracted a total attendance of more than 150 Rangers from 23 Ranger teams from across the ACT, Northern Territory and NSW.

“We hope this will become a landmark event celebrating Aboriginal Culture and Heritage,” Chairperson Kelly told the Gathering. “Aboriginal Ranger programs help prevent environmental degradation, restore biodiversity, and support the transition to a cleaner, more sustainable future. They are key partners in everything from land conservation to renewables and disaster resilience.

“Aboriginal People have managed land for more than 60,000 years through fire, kinship and Cultural practices that protect biodiversity and sustain ecosystems. That expertise is essential as Australia navigates the impacts of climate change, invests in renewable energy, and works to restore degraded landscapes. The Land Rights Network has a critical role to play – not just in protecting Culture, but in shaping a safer, more sustainable future for everyone.”

Held over four days the Ranger Gathering allowed Ranger groups to network, learn from topic experts and each other, participate in practical workshops, and work together to implement a Cultural burn on Country. Topics covered in the rotational workshops on offer included native grains, drone technology, heavy machinery operation, NSW Government procurement contracts, threatened species, carbon investments and feral animal control.

Tamworth LALC’s Walaaybaa Ranger team were inspired to host the gathering by the rich learning they have experienced through Cultural exchanges on Country with the Coffs Harbour, Wardekker, Bega and Bateman’s Bay Rangers over the past two years.

NSWALC continues to support initiatives that elevate Aboriginal-led solutions to Cultural and environmental challenges and proudly partners with LALCs to invest in Knowledge systems that benefit all Communities across NSW.

Back to Country: NSWALC Chair Ray Kelly was a guest speaker at Ngarringilanha.





Chairperson Ray Kelly with Gamay Rangers from La Perouse LALC.



Celebrating Culture: Dancers at Ngarrinilanha.



Murrumala-Dhawun Rangers joined the Gathering.



Federal Minister for Indigenous Australians Malarndirri McCarthy with Tamworth LALC Chairperson Daisy Cutmore.



Chairperson Ray Kelly and Cr Charles Lynch with Senator McCarthy.

Taking Aboriginal Land Rights to the UN

NSWALC participated in the 17th session of the Expert Mechanism on the Rights of Indigenous People (EMRIP) in Geneva in July 2024, and in the United Nations Permanent Forum on Indigenous Issues (UNPFII) in New York, USA, in April 2025.

The Geneva EMRIP delegation included NSWALC Councillor for the Mid North Coast Region Cr Peter Smith and Eden LALC Chairperson BJ Cruse, who attended on behalf of the LALC.

They presented six interventions, met delegates of First Nations People from across the globe, and enabled NSWALC and the Network to advocate on the international stage.

At the 24th session of the UNPFII, held from 21 April to 2 May 2025, the delegation delivered key interventions to advocate for the return of lands, implementation of the UNDRIP, and the importance of financial support for Aboriginal Community-controlled organisations (ACCOs).

NSWALC Councillors Anne Dennis (North Western Region) and Grace Toomey (Central Region) also hosted a side event, which exceeded capacity due to the international interest in Land Rights, economic development and land activation that is currently occurring in NSW.

NSWALC Councillors joined the South Pacific Conference of the Parties (COPs) at UNPFII to advance crucial discussions on land and water restoration. They also met international First Nations delegations, Permanent Forum members and Australian Government delegates to advocate for First Nations' rights.

The UNPFII was established in 2000 with the mandate to deal with Indigenous issues including economic and social development, Culture, the environment, health, and human rights. NSWALC attends the UNPFII as a non-government organisation and has special consultative status with the United Nations Economic and Social Council.

The fight for land, Culture and self-determination is a global one.

Cr Anne Dennis with some of the attendees at the side event hosted by NSWALC at UNPFII in New York. The event was so popular it exceeded capacity.





Joining Paul Coe, CEO of Birribee Housing (far right) at the Waterloo South Renewal Project announcement in April 2025 were (from left) Andrew McNulty, CEO Link Wentworth Housing, Famey Williams, CEO NSW AHO, Leonie King, CEO City West Housing, Tarun Gupta, CEO of Stockland, Rose Jackson, NSW Minister for Housing, and Michael Wheatley, Head of Housing Portfolio, Homes NSW.

Birribee's focus: respect, integrity, and Cultural sensitivity

In Wagga Wagga, Birribee plays a central role in the Tolland Estate Renewal Project, while in Sydney, it is a key partner in the Waterloo South Renewal Project.

As part of the Waterloo initiative, Birribee will take on management of approximately 300 additional dwellings, including social and affordable housing properties. This includes a purpose-built apartment complex of around 50 dwellings, designed specifically to house Aboriginal seniors, and reflects Birribee's commitment to Culturally-responsive housing.

This development forms part of a broader set of Deliverable Outcomes that Birribee, in partnership with Stockland, Link Wentworth, and City West Housing, is contracted by Homes NSW to deliver.

These outcomes span housing, health, employment, procurement, early childhood education and training, and the integration of Cultural design principles within the Connecting with Country and Designing with Country frameworks.

Beyond its development projects, Birribee continues to deliver effective tenancy and property management services, including a robust program of repairs, maintenance, and property upgrades. This year, as always, Birribee Housing remained deeply rooted in its purpose: to serve Aboriginal Communities with respect, integrity, and Cultural sensitivity.

Keep the Fire Burning! Blak, Loud and Proud – NAIDOC 2024

The 2024 theme for NAIDOC Week ‘Keep the Fire Burning! Blak, Loud and Proud’ was especially poignant given the failed Voice referendum.

The Land Rights Network held celebrations across NSW including Community marches and flag raisings, family fun days and Community days, barbecues, NAIDOC balls and more. As key Aboriginal organisations, many LALCs organised local events across NAIDOC Week, and others delayed celebrations until the weather got a bit warmer.

NSWALC funded several events for NAIDOC Week 2024 including the Koori Kids School Initiatives, Awabakal Limited NAIDOC Keep the Fire Burning, the Aboriginal Tent Embassy and the AFL NSW–ACT NAIDOC Cup.

For the NAIDOC National Committee ‘Blak, Loud and Proud’ encapsulates the unapologetic celebration of Indigenous identity, empowering us to stand tall in our Heritage and assert our place in the modern world.

The Land Rights Warriors, who met at the Black Theatre in Redfern in 1977 and planned, strategised, marched and advocated, are the heroes who stood up for the legislated Land Rights we have in NSW. They epitomised ‘Keep the Fire Burning! Blak, Loud and Proud’.

NAIDOC Week 2024 was celebrated from 7–14 July 2024.



Cr Di Randall and Clarence Valley Councillor Karen Toms at the 2024 NAIDOC event in Maclean.



15th annual NAIDOC Cup

NSWALC proudly sponsored the 15th annual NAIDOC Cup on 8 August 2024 at Blacktown International Sports Park.

It was the first time AFL NSW–ACT had invited primary and secondary school students to connect to Culture and give Australian rules football a try.

More than 100 students participated, playing mixed-team games with modified rules to ensure everyone could join in, regardless of experience. Schools from across Sydney, Wollongong, and the Central Coast enjoyed a day where fun was the focus, making it a memorable event for all.



(From left) Shane McLeay; Robin Heath, CEO of Yaegl LALC; and Kerrie McLeay enjoy the Maclean NAIDOC event.

NSWALC grants: making a difference

Gilgandra LALC is protecting Culture

The ongoing renewal of The Pines, managed by Gilgandra LALC, continues to inspire and lift the spirits of the local Community.

Supported by a NSWALC Community Fund grant, Gilgandra LALC is generating great pride with its The Pines – Clean-up and Security project, making the Community feel safer and giving new life to such an important Culture and Heritage site.

“We are really proud to lift the spirits of the Community,” Gilgandra LALC CEO Belinda Simon said. “The Pines is the spiritual home of so many people. It’s important to treat the area with the respect it deserves, and the Clean-up and Security Project will bring many benefits for the Community.”

Gilgandra LALC’s efforts have been welcomed by the Community, NSWALC Councillor for the Central Region, Cr Grace Toomey said. “We are eager for The Pines to enter its next iteration, whether that is through land management practices, harvesting bush tucker or just getting back and connecting with Country,” Cr Toomey said.

The Pines is named for the Cypress Pine (*Callitris*) trees that are native to NSW. The area has been used by local mob for thousands of years. Colonial documents from 1893 recorded a great gathering of the local Castlereagh River mob with the Peoples of the Macquarie, the Bogan and the Barwon Rivers for an initiation ceremony. The sacredness of this site was underlined in 2009, when remains buried on the site were repatriated.

Despite some setbacks, including the horrific 1955 floods, Gilgandra mob stood tough but it was in the 1990s that a real battle began, when the local shire council proposed to harvest the Cypress Pine trees and build a sawmill to provide employment in the town.

In an attempt to discover whether any Aboriginal People were connected to the land, the shire council filed a non-claimant application. Gilgandra LALC worked with NSWALC’s (then) Native Title Unit to prevent the felling of The Pines and, in 1994, a Native Title claim was filed on behalf of the families of the Wiradjuri, Ngilyampaa, Wangaaypuwan, Kamilaroi and Wayilwan Peoples, who had lived for so long at The Pines.

On 28 May 2000, to great celebration, Gilgandra LALC was granted freehold title to The Pines. This was an important win for Aboriginal Culture and Heritage and the Land Rights Network in NSW.

Now The Pines is ready for its next chapter. Tired of the land being used as a dumping site and the prevalence of trespassing, Gilgandra LALC, in conjunction with the Gilgandra Indigenous Pines Committee, executed a major clean-up of the site, putting in fencing, gates and cameras at various locations. No Trespassing signs have also been erected.

The Pines: New signage installed (left), and an aerial image of the site (right). Images: Firesticks.



Walhallow LALC builds stronger, more resilient future on Country

This year NSWALC is highlighting the achievements of Walhallow LALC for its efforts in achieving sustainable, Community-driven change and turning ideas into impact.

Walhallow LALC continues to thrive and show what's possible when Aboriginal Communities are empowered with the right tools, plans and partners.

NSWALC's belief and investment in the potential of the Walhallow Community Infrastructure Project (WCIP) has unlocked further funding, and Walhallow LALC is keen to share its key lessons with the Network (see the breakout box on the next page) as an inspiring example of how strong buy-in from Community members, an inspiring vision and hard work can all come together for some amazing outcomes.

The Walhallow LALC Board and long-time CEO Jason Allan believe strongly in economic independence and self-determination for mob. Partnering with specialist organisation, Benchmark Certified, has put the LALC well on its way to becoming the hub of Liverpool Plains Culture and history for the local Gamilaroi People, and for the entire Community.

The WCIP was initiated and led by Walhallow LALC as part of its Community Land and Business Plan (CLBP). The project aims to transform key Community assets – including the Annie Taylor Health Post and Community Hall – into vibrant, functional, and Culturally-significant facilities that support Cultural continuity, health and wellbeing, education, tourism, and long-term economic development. The brand new Dhuwi Walhallow Aboriginal Cultural Centre will also be built – with doors to open to the public in late 2025 – and more work on the Cultural Tourism Capacity Building aspect of the project was done in 2024–25.

NSWALC recognised the potential of the WCIP early on, and supported Walhallow LALC by providing a Business Development Grant to fund a business feasibility case and business plan with Benchmark Certified. The grant was used to support Walhallow LALC's Growing Regions application, which attracted \$1.54 million in Commonwealth government funding and two visits from NSW Senator Deborah O'Neill, who announced the funding. Walhallow LALC also unlocked a NSWALC Community Fund Grant to be used as match-funding for their application.

Walhallow LALC CEO Jason Allan told NSWALC, "Everything we've done through the Walhallow Community Infrastructure Project and our wider initiatives has been driven by what our Community needs – not just today but for generations to come.



"When we align our actions to the priorities in our Community Land and Business Plan, we're not just building infrastructure – we're building pride, opportunity, and a sustainable future for our People."

Richard Kilian, Director, Benchmark Certified said, "Our partnership with Walhallow LALC is about more than funding applications – it's about strategy, structure, and long-term Community impact. We've worked closely to design a roadmap aligned with their Community Land and Business Plan and bring that vision to life through targeted funding, strategic partnerships, and capacity building. The results at Walhallow show what's possible when LALCs are supported to lead."

NSWALC Councillor for the Northern Region Cr Charles Lynch said the project would serve as a platform to showcase and revitalise Aboriginal Heritage and living Culture.

"I'm so proud of Walhallow LALC and what they are achieving. This project is set to significantly improve the wellbeing of the Community, promote business development, and provide employment and training opportunities. It focuses on our key assets: our land, our People and our Culture."



Key lessons

Holistic vision is essential

Projects that incorporate Culture, business, infrastructure, and Community wellbeing have greater impact and attract broader support.

Culture is an economic asset

Investing in Cultural Heritage creates economic and social opportunities, particularly in tourism and education.

Planning enables success

Feasibility studies, business plans, and strategic documents were vital in securing funding and driving outcomes.

Community ownership drives change

The active involvement of Community members has been key to the success and sustainability of every initiative.

Strategic partnerships catalyse growth

Benchmark Certified's expertise and partnership with Walhallow LALC has proven to be a model of how Aboriginal organisations can build capacity, unlock funding, and deliver intergenerational change.

NSWALC grants: self-determination in action

2025 Aboriginal Cultural Showcase

This year's Aboriginal Cultural Showcase at the Tamworth Country Music Festival was particularly special.

Not only was it the first Showcase after a major NSWALC sponsorship package was announced, it also featured popular Warren H Williams and a guest appearance with Kasey Chambers.

Thousands of people attended the Community Concert at the Tamworth Youthie and the two-night Aboriginal Cultural Showcase at the Toyota FanZone. Crowd favourites included 'black Elvis', Roger Knox, Aimee Hannan (*The Voice, Headliners*), and the special appearances from Troy Cassar-Daley. Warren H Williams also sang several songs in Language, including a duet with Kasey Chambers, which got the crowd on their feet!

The Showcase is rapidly gaining a national and international reputation for discovering emerging artists, and has been sponsored by NSWALC since 2016.

"We are extremely proud to announce a three-year sponsorship deal of \$30,000 each year," NSWALC Chairperson Cr Raymond Kelly said. "It is so important that NSWALC supports and promotes Aboriginal Culture and Cultural events, such as the Aboriginal Cultural Showcase. This is about celebrating who we are as Aboriginal People. Our Culture is strong, and it deserves to be front and centre at events like this."

He praised Tamworth LALC for putting on such a high-quality event. "They are a shining example of the great things Local Aboriginal Land Councils across NSW are doing."

Tamworth LALC Chairperson Daisy Cutmore added, "The Showcase gives our mob a voice and a chance to share Culture with the wider community. NSWALC's support means we can keep growing this event. Each year we are proud to support talented musicians from school age through to established industry icons, and provide development opportunities for local young people in roles including the Showcase MC.

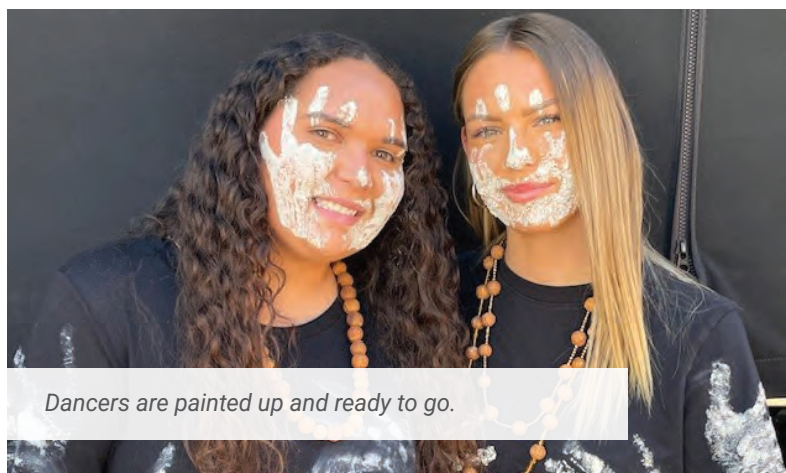
"We are extremely confident that the Showcase is providing an important stepping-stone in the development of other young musicians. In 2023, Loren Ryan, a Tamworth musician who began as a regular with the Showcase, first playing on our stage when she was 14, was named the Toyota Star Maker, while another regular, Kyla-Belle Roberts, was named triple j's *Unearthed* High Indigenous Initiative Winner earlier this year."



Kasey Chambers joined Warren H Williams for a duet.



NSWALC Councillors with Troy Cassar-Daley.



Dancers are painted up and ready to go.



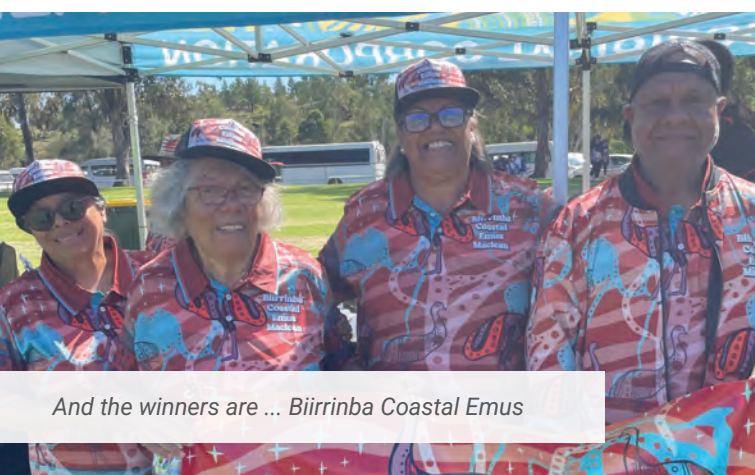
NSWALC's merchandise stall in the FanZone.



Cr Di Randall was interviewed at the NSWALC tent.



Aunty Bev Manton takes a pass.



And the winners are ... Biirrinba Coastal Emus



A march-past by teams kicked off the Olympics.

Elders Olympics

Beginner's luck or Elders' excellence?! Maybe both after a stunning 2025 Elders Olympics, hosted by the Inverell Bear Eaters, and won by the Maclean Elders Group, the Biirrinba Coastal Emus.

NSWALC was proud to be the major sponsor of the 2025 NSW Elders Olympics, which has become a premier event on the NSW Aboriginal events calendar.

Showing true grit, determination and fighting spirit, the Maclean mob, featuring NSWALC North Coast Councillor Di Randall, were one of 27 teams competing in the round-robin format with points tallied across a range of activities to determine the winners.

Hosted by the 2024 champions, more than 400 Elders from across NSW converged on the Inverell Netball Courts to compete in basketball, hockey skills, a variety of ball games and, the crowd favourite, the egg and spoon races. An inspiring team march-past kicked off proceedings in the brilliant sunshine with a cheering crowd buoying participants.

Chairperson of the Inverell Bear Eaters Mrs Joyce Livermore said it was a wonderful event that showcased Inverell's Community spirit and support for Aboriginal Culture.

"We appreciated NSWALC's sponsorship for such an important event on the NSW Aboriginal Community calendar," Mrs Livermore said.

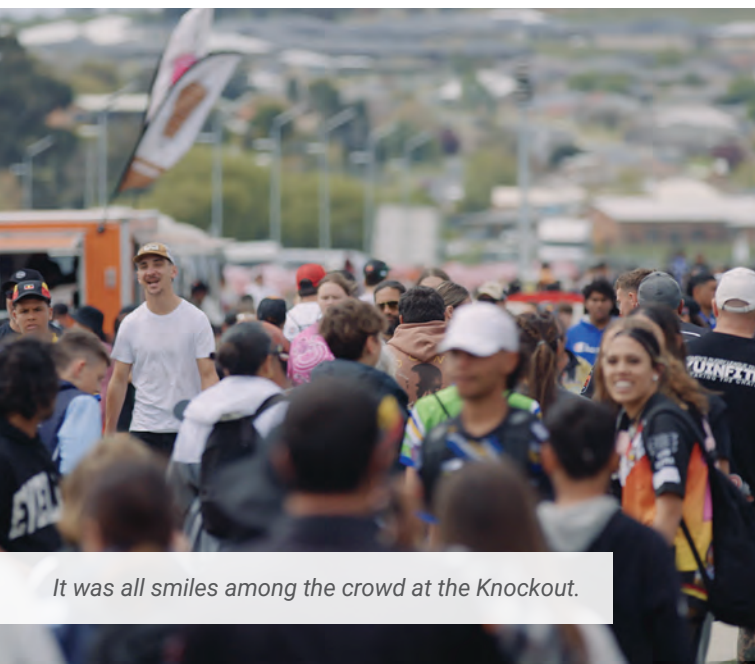
Participants and guests enjoyed a special awards presentation dinner at Inverell Town Hall in the evening, with Inverell Shire Council generously waiving fees for the courts and Town Hall event hire.

NSWALC Councillor for the Northern Region Cr Charles Lynch presented the winner's trophy and paid tribute to Elders as the bedrock of our Community, paving the way for others.

NSWALC will again sponsor next year's Elders Olympics, to be held in March 2026, supporting positive health, Cultural and social outcomes for Aboriginal Communities, and celebrating the valuable contributions of our Elders from across the state.



The NSWALC tent was a hive of activity.



It was all smiles among the crowd at the Knockout.



There was plenty of action on the field.

2024 Koori Knockout

NSWALC was pleased to again sponsor the 2024 NSW Aboriginal Rugby League Knockout Carnival – better known as the Koori Knockout.

Men's champions in 2023, the Walgett Aboriginal Connection (WAC), hosted the 2024 tournament at Bathurst over the October long weekend.

It is the ninth year NSWALC has sponsored the event, supporting this incredible celebration of Culture, Community and talent. It has now become the biggest First Nations Community event in NSW and is known as a 'modern day Corroboree', bringing together hundreds of players from around the state across men's, women's and junior competitions.

But the Koori Knockout is not only about sport. It is a major Cultural phenomenon that combines the best of rugby league with celebrations among family, friends, and Community.

2024 Winners

Men – Walgett Aboriginal Connection

Women – Redfern All Blacks

U17 Boys – La Perouse Panthers

U17 Girls – Waterloo Storm

U15 Boys – Mindaribba Warriors

U15 Girls – Newcastle Yowies

U13 Boys – La Perouse Panthers

Yilabara working together

Almost 900 people have found employment across the Illawarra and South Coast regions, thanks to Yilabara's personalised support for job seekers.

Yilabara is the only Aboriginal organisation in Australia currently delivering the Specialist Indigenous Workforce Australia contract.

Yilabara supports Aboriginal People to become job ready through work experience, job placements, work-related licensing, relocation assistance, post-placement support and much more. One of Yilabara's many Workforce Australia participants was Austin, who has completed an amazing six months of employment supported by the Yilabara team every step of the way.

Austin has found finding work hard over the years and said his temper and seizures made things difficult. He has been working with the team at Yilabara on managing this and has landed a great job at Bin City. "I have made it. I have come so far," said Austin, who is now saving for his future.

Another success story was the Pre-Entry Information Day earlier this year, hosted by Yilabara and BlueScope. Yilabara connected Indigenous job seekers with BlueScope, to learn about potential pathways and opportunities within the organisation. It was a great opportunity to connect, have a yarn and find out more about BlueScope.



Protecting our Culture at ACHAA Conference

Protecting and promoting Aboriginal Culture and Heritage is a key strategic goal of NSWALC.

In May, we were a proud sponsor of the 2025 NSW Aboriginal Culture, Heritage and Arts Association Inc (ACHAA) conference and the Yarkuwa Indigenous Knowledge Centre opening in Deniliquin.

"NSWALC is absolutely committed to protecting and promoting our Culture and Heritage," said Wiradjuri Region Councillor Leeanne Hampton, who also holds the NSWALC Aboriginal Cultural Heritage Portfolio.

"NSWALC knows sponsoring important Cultural events such as the 2025 NSW Aboriginal Culture, Heritage and Arts Association Inc conference and the opening of the Yarkuwa Indigenous Knowledge Centre in Deniliquin ensures our Culture is celebrated and helps us thrive as distinct and self-determining People."

Aunty Jenny Crew welcomed visitors and participants to Wamba Wamba Country, and cut the ribbon in front of 150 local community residents and ACHAA conference attendees. The Yarkuwa Indigenous Knowledge Centre was a project almost three years in the making and will preserve Culture and Knowledge for years to come.

Yarpa Grow raises bar

Through NSWALC's Yarpa Hub, more than 200 First Nations Businesses across NSW accessed tailored coaching, mentoring and procurement support to grow their operations and strengthen local economies.

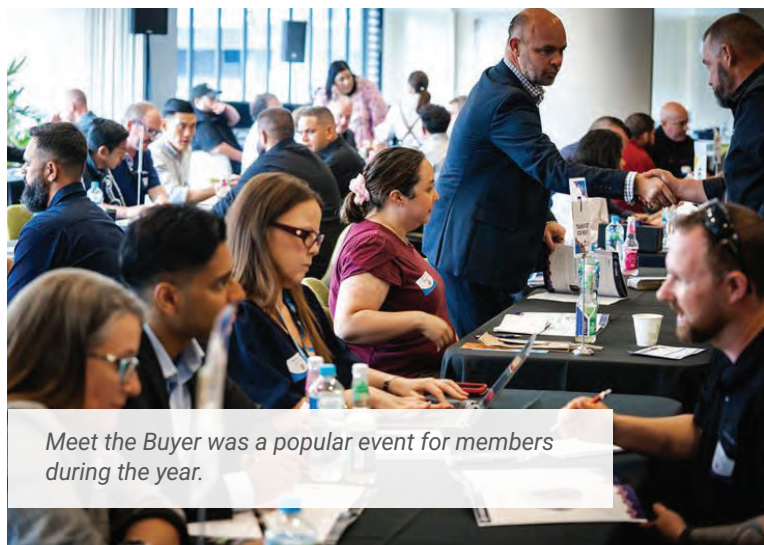
The Yarpa Grow program remained a key part of NSWALC's business development services. In October 2024, 18 participants graduated with university-certified micro-credentials through a partnership with Western Sydney University. The graduation event brought together participants and industry leaders from companies including Lendlease, NAB, CommBank, GPT Group and Hansen Yuncken, leading to new procurement opportunities. A new group of 16 participants commenced the 2025 program in June, continuing NSWALC's investment in business growth and procurement readiness.

The annual Meet the Buyer event further connected Aboriginal Businesses with corporate and government partners. As a result, several Yarpa members secured major contracts with organisations such as Stockland, Acciona and John Holland, creating jobs and strengthening Aboriginal participation in supply chains.

The Yarpa Hub continues to play a vital role in driving Aboriginal economic participation and self-determination across NSW.



Proud as punch: A happy Yarpa Grow graduate with her certificate and her daughter.



Meet the Buyer was a popular event for members during the year.

Insurance sure pays off!

NSWALC has been working with a snapshot of around 20 LALCs across various Regions to make sure their insurance needs are adequate, including flood coverage.

And while some premiums have slightly risen to ensure appropriate coverage or to cover new properties, other LALCs have had significant reductions in their insurance premiums – up to \$80,000.

Savings have been made across public and product liability, association liability, voluntary workers, motor and marine, landlords, and industrial special risk. Fantastic results for those LALCs and their Communities.

So far we've saved LALCs around \$400,000 – that's money LALCs can put towards other priorities and projects.

Our Strategic Plan

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 People 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

Culturally strong

Service

Respect

Integrity

Accountability

Collaboration



Goal 1: Secure our land and water rights to Country

Realising the full social, Cultural, and economic outcomes of our land and water is critical to a successful Land Rights system. With 260,000 hectares of land held by Aboriginal Land Councils, it is essential we build on our success and unlock and activate the benefits of our land.

Land acquisition

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

In 2024–25, in partnership with LALCs, NSWALC continued its core statutory function of lodging Aboriginal land claims under the ALRA. This was despite increasing complexity and a shrinking Crown Land estate.

Key achievements

- A total of 3,183 land claims covering 13,778 parcels of land were lodged this financial year. This represents the third most significant land assessment effort since commencement of the ALRA.
- Since the ALRA's introduction, a total of 59,185 land claims have been lodged, resulting in the return of 176,548 hectares of land to Aboriginal Communities. Including land acquired through other opportunities, Aboriginal Land Councils now hold over 260,000 hectares in NSW.
- Over the past year, NSWALC completed assessments of more than 36,000 parcels across NSW, including a comprehensive assessment of the Wiradjuri nation area. This involved identification of 12,287 lots by 29 LALCs, and resulted in 3,837 parcels being claimed.

- NSWALC conducted targeted assessments of:
 - former and potentially vacant government sites
 - renewable energy project sites
 - re-lodgement of recently refused land claims, where appropriate
 - LALC-requested sites
 - expired Crown leases
 - previously refused claims that required reassessment.

NSWALC also continued to support LALCs through:

- increased use of the GIS Mapping Tool, which provides visualisation of LALC-owned land and land claims
- direct engagement with LALCs at every stage of the claim lifecycle
- lodgements across all LALC boundaries, statewide, including in non-functioning and unincorporated areas – a significant achievement reflecting NSWALC's commitment to equity across all Communities.

Government performance and gaps

While NSWALC's land claim strategies continue to grow in scale and complexity, outcomes from the NSW Government in 2024–25 fell well short of expectations.

- Of the 268 claims determined by Crown Lands this year, only 104 were granted or part granted – a decline attributed to internal government factors such as budget constraints and staffing shortages.
- 164 claims were refused or withdrawn. Of those, 15 were refused because the land had already been granted under another claim.
- In total, only 965 hectares of land were returned this financial year, representing a low return relative to the scale of claims lodged.

In 2024–25 the ongoing LALC Land Claim Priority Assessment Program, initiated in 2020–21, saw:

- 18 LALCs submit 161 claims for prioritised assessment
- 95 LALCs express interest in the program
- a total of 57 LALCs, to date, that have submitted 1,020 claims through the priority process.

Despite these efforts, priority claims still face delays of 12–24 months by the Department of Planning, Housing and Infrastructure (DPHI), undermining the intent of the program and delaying land justice outcomes.

Review of all Aboriginal land claim refusals and appeal where merited

Once an Aboriginal land claim is determined, NSWALC undertakes a review and determines if there are grounds to appeal the Minister's decision. In 2024–25, all refused Aboriginal land claims were reviewed. This resulted in NSWALC commencing 15 appeals in the Land and Environment Court.

With respect to appeals during the financial year:

- seven matters were settled in favour of NSWALC
- two appeals were heard in the Land and Environment Court with judgments reserved
- one matter was heard by the High Court with judgment reserved (subsequently delivered in favour of NSWALC and La Perouse LALC in September 2025)
- one matter was determined by the Court of Appeal with a finding in NSWALC's favour
- two matters were discontinued.

Maximising compensation

Throughout the reporting period NSWALC supported 78 LALCs in the negotiation of 198 matters where third parties sought to acquire some form of property or access right to Crown Land under claim. In the 17 matters that reached a financial settlement, NSWALC helped to secure in excess of \$1.1 million in compensation being delivered to LALCs.

Walhallow's infrastructure projects are providing real outcomes in the Community.



Land and natural resources advocacy

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

NSWALC continues to advocate for increased Aboriginal ownership and management of lands, waters, and natural resources, including National Parks and Sea Country.

NSWALC partnered with key NSW Government agencies to strengthen governance and advance Aboriginal rights. These partnerships are crucial to achieving NSWALC's goals and objectives.

NSWALC's advocacy focused on:

- increased Aboriginal ownership, control, and management of lands (including National Parks and other lands used by the broader public), waters, fisheries and other natural resources
- ensuring all Communities have access to safe, clean water and appropriate infrastructure
- improved government accountability, transparency and genuine partnerships in land and natural resource governance, management, and planning.

Within the governance framework established by the National Agreement on Closing the Gap (CTG), NSWALC has consistently advocated for partnerships with NSW Government key stakeholders such as the Department of Climate Change, Energy, the Environment and Water (DCCEEW), National Parks and Wildlife Service (NPWS), Department of Primary Industries and Regional Development (DPIRD) and the Department of Planning, Housing and Infrastructure (DPHI).

NSWALC continued its work with these government agencies to strengthen partnerships, identify opportunities, and advance Aboriginal rights for land, water and Sea Country. These partnerships are crucial to achieving NSWALC's goals and objectives.

Water

NSWALC, LALCs and broader Aboriginal Communities have long-called for improved water management practices and policies. NSWALC's advocacy centred around:

- improved accountability, transparency and genuine partnerships in water governance, management, and planning
- calling on the government to identify and action opportunities for Aboriginal People to have greater ownership of and access to water for Cultural and economic purposes
- increased water allocations to LALCs for social, Cultural and economic purposes
- ensuring funding is allocated to support genuine involvement of LALCs and Aboriginal Communities in water governance and management processes
- providing all Aboriginal Communities with access to safe, clean water and adequate water infrastructure.

Maximise social, Cultural, and economic outcomes generated from return of land

In 2024–25 NSWALC focused its efforts on increased engagement and advocacy in pursuing social, Cultural and economic opportunities from returned land. This included:

- advocating for reforms across Land Rights, Water Rights, planning, conservation, clean energy, and housing
- emphasising the Land Rights Network's unique role as a significant landholder and Aboriginal Community-controlled Network
- lodgement of submissions to government, and active participation and advocacy in stakeholder and engagement groups
- exploring land activation opportunities aligned with the objectives of the Aboriginal Land Rights Network and commitment of adequate support, resources and capacity building
- driving opportunities for increased land activation and supporting LALC-owned land for housing and infrastructure in regional areas.



Goal 2: Protect and promote our Culture and Heritage

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.

Aboriginal Culture and Heritage advocacy

Advocate for better protections for Aboriginal Culture and Heritage, including key strategic stakeholder and political engagement and relationship building

The ongoing destruction and desecration of our Cultural Heritage continues to be a significant concern. In 2024–25 NSWALC reiterated Council's long-standing calls for increased and improved Aboriginal Culture and Heritage protections and self-determination, with local, state and federal governments, and at international forums.

NSWALC continued to call on governments to implement reforms, in line with Council's reform principles, and to highlight the critical role of LALCs as protectors of Culture and Heritage.

NSWALC undertook a variety of advocacy actions during the reporting period, calling for better protections of Aboriginal Culture and Heritage.

Advocacy actions also extended to supporting LALCs with Aboriginal Culture and Heritage protection matters. NSWALC continued to regularly respond to and support LALCs who sought to protect Aboriginal Culture and Heritage including providing information on the current protection regime and appropriate avenues for protection.



Culture was front and centre at the Giiyong Festival on the South Coast.

Junior Ranger Program

In partnership with LALCs and ACCOs, NSWALC continues to deliver the Land Warriors Junior Ranger Program, a flagship initiative that connects young Aboriginal People with Culture, Country and Community leadership. The program provides hands-on learning guided by Elders, Rangers and Cultural Knowledge Holders, building skills in land management, environmental stewardship and teamwork, and strengthening Cultural identity and pride.

The program is supported through a funding agreement with the National Indigenous Australians Agency (NIAA), with total funding of over \$2.3 million committed. This funding underpins Cultural camps, on-Country activities, and the involvement of LALCs in leading and shaping program delivery. The current funding agreement is in place until 31 December 2025.

The program operates in Armidale, Dareton, Dubbo, Trangie, Lightning Ridge, Menindee and Orange, and gives young Aboriginal People the opportunities to access Cultural Knowledge, develop new skills, and grow in confidence. The program creates pathways to training and employment, nurturing the next generation of Cultural Custodians and environmental leaders. This ensures that Caring for Country and the passing-on of Knowledge remain strong across Communities in NSW.



Living Culture: Junior Rangers got painted up for a Corroboree, held on the banks of the Barwon River in Brewarrina.



Significant and positive change has been observed across all sites. Students are demonstrating improved school attendance, higher levels of engagement, and an increased sense of Cultural pride and confidence. Participants are building stronger connections to Country and expressing empowerment through Cultural practices such as storytelling, language, dance, and on-Country learning.

Facilitators report that students are:

- building respectful relationships with peers and Elders
- engaging in curriculum-aligned learning grounded in their lived experience
- developing leadership skills, personal confidence, and long-term aspirations.

The program is also creating broader system change by strengthening collaboration between schools, LALCs, and ACCOs – embedding Aboriginal Knowledge, language, and Cultural safety within mainstream school environments.

NSWALC's Junior Ranger Program is invaluable in protecting and promoting Culture and Heritage. With generous contributions from Elders, the program ensures Traditional Knowledge is passed on, safeguarding Cultural practices for future generations. Our Junior Rangers are the next Land Rights Warriors.



Junior Rangers Program Camp out

Our Lightning Ridge LALC Junior Ranger Program attended a two-night camp, Baiaame Ngunnhu, at Brewarrina. Camped on the Barwon River for consecutive evenings, students participated in dance workshops, grass skirt making and danced in the Corroboree.

Another program highlight was a group of female Lightning Ridge Junior Rangers gathered at Angledool Weir with significant female family members or friends, and they were ochred up and had photos taken to be immersed in Culture.

Celebrating Culture and Connection, it was a powerful and empowering transfer of Knowledge and sharing the importance of tradition, confidence, and matriarchal strength.

Celebrating matriarchal strength. Images: Alicia May Frail.





Goal 3: Pursue economic independence for our People

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

Land activation

Subdivision program

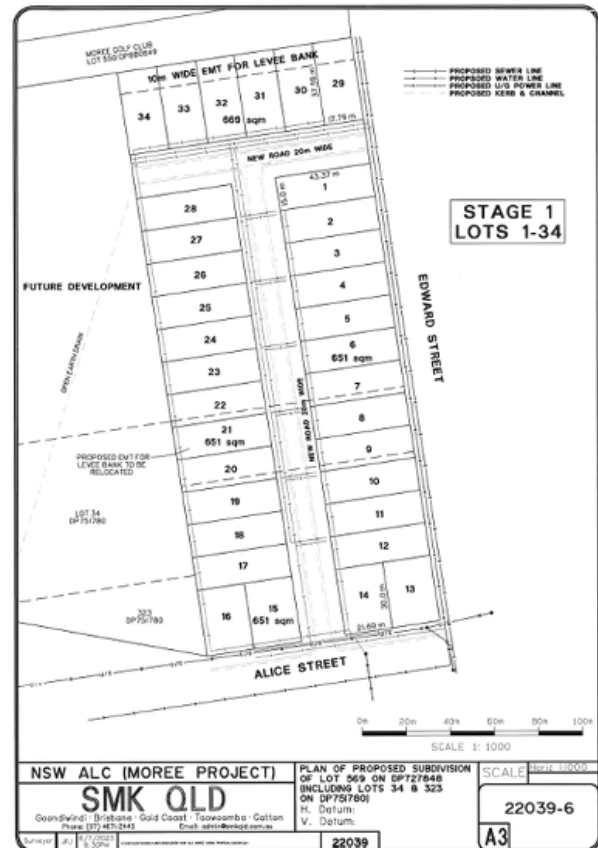
The subdivision pilot program has been identifying and progressing commercially viable subdivision projects for residential development on LALC-owned land. During 2024–25, NSWALC undertook due diligence, and concept, yield and feasibility analyses to progress a number of projects. This included:

- the achievement of planning approval for a 34-lot subdivision in a regional location (see the plan opposite)
- final feasibility and market testing for a 9-lot subdivision in an outer metropolitan area for which approvals had been achieved.

Social Housing Accelerator Fund build program

This discrete program, funded primarily from the AHO Social Housing Accelerator Fund (SHAF), has 16 projects in progress.

During 2024–25, construction of 30 community housing properties on LALC land commenced across 11 LALC Communities at Nyngan, Dubbo, Narromine, Weilwan, Gilgandra, Coonamble, Coonabarabran, Tamworth, Glen Innes, Moree and Toomelah. Funding arrangements with the AHO, planning approvals, and principal contractor



procurement were completed for all 16 projects, and site works and servicing were undertaken on most sites, with slabs poured at three of the sites.

Construction under the SHAF building program was well underway at Nyngan (below) and Glen Innes (right).



Energy efficiency updates

During 2024–25 NSWALC secured funding from the AHO Energy Efficiency Grant Program to deliver 225 energy efficiency upgrades across four LALC Communities at Merrimans, Ulladulla, Bega and Coonabarabran. Upgrades included rooftop solar, air-conditioning units, fans, and heat pump hot water systems.

Renewable Energy Strategy

The pilot program is investigating opportunities presented by the clean energy transition. During the reporting period, a pipeline of 116 potential project sites were identified through grid and development due diligence. Three solar and battery pilot projects of 4.9MW have been identified and progressed through various approvals.

160 George Street Redfern

In June 2022 NSWALC acquired the property at 160 George Street Redfern, home of the National Centre for Indigenous Excellence, from the Indigenous Land & Sea Corporation. During the year, NSWALC continued to consolidate and regularise management of the property, undertaking significant repairs and maintenance including air conditioning unit replacements and major plumbing works.



Worimi Sand Dune Adventures show how forward planning and collaboration is good for business.



LALC economic development support

Advocate for and foster economic development outcomes in collaboration with LALCs

In 2024–25, NSWALC worked with LALCs to grow local economic opportunities that reflect Community aspirations and Cultural values.

Support included:

- practical assistance with business planning and feasibility
- capacity building through Community Development Fund (CDF) application guidance
- connecting LALCs with funding, investment and partnership opportunities
- trusted advice on land use, compliance and regulatory matters.

These efforts helped LALCs progress projects in tourism, Cultural services and land management, creating stronger foundations for local jobs, partnerships and long-term economic independence.

Yarpa Hub

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

Through NSWALC's Yarpa Hub, more Aboriginal Business owners, entrepreneurs and job seekers connected with training, support and opportunities across NSW in 2024–25.

Membership grew by 13 per cent to 2,087, including 563 active First Nations Businesses operating across sectors such as construction, creative arts and community services, and 435 Individual Business members developing new ventures. Yarpa delivered more than 30 workshops on capability statements, tender writing, marketing, project management and digital skills, including regional sessions in Wagga Wagga, Moree, Narrabri, Dubbo and Shellharbour. With new hybrid capability at the Liverpool Hub, support and training opportunities were able to be extended to members outside Greater Sydney.

In 2024–25, the Yarpa Hub, secured \$1.05 million through the NSW Government's Deliver Better Outcomes Program to pilot a metro-based initiative improving Aboriginal Business participation in local government supply chains. Partnering with Campbelltown City Council, the Muru Yulang Aboriginal Business Network was launched, delivering targeted workshops and networking events that have already created new supplier relationships and contract opportunities.

These achievements demonstrate NSWALC's commitment to building stronger Aboriginal Businesses, fostering inclusive procurement, and driving sustainable economic outcomes for Aboriginal Communities across the state.



Yarpa Hub 2024–25 at a glance

2,087 Members (+13%)

563 Active businesses

435 Individual members

30+ Workshops (metro & regional)

\$1m+ Pilot funding

Key outcomes

New Network (Muru Yulang, Campbelltown)

New supplier relationships and contract opportunities





Goal 4: Support our People and LALCs

Social wellbeing is integral to Aboriginal Land Rights. Connection to initiatives that support Cultural, family and Community programs, nurture and strengthen the wellbeing of our People.

Support LALCs to carry out their functions

Funding to assist with operational costs

NSWALC continued to provide critical operational funding to LALCs across NSW in 2024–25 to support their governance, administration and service delivery responsibilities under the ALRA.

The NSWALC Council approved grants of \$164,636 for each eligible LALC, totalling \$19.26 million across 117 LALCs. Funding was distributed through NSWALC's established Funding Agreements, ensuring that LALCs have the resources to deliver outcomes for their members and Communities.

Where compliance or financial challenges arose, NSWALC provided tailored support and oversight to maintain essential operations and safeguard Community assets. This approach ensured that all LALCs continued to function effectively, protecting the integrity and sustainability of the Land Rights Network.

NSWALC also maintained robust oversight mechanisms to ensure funding was managed in accordance with the LALC Funding Policy, providing intervention or assistance where required to protect Community assets and uphold accountability across the Network.

Figure 1 details the actual direct, indirect and essential payments against Council-approved grants for the LALCs in each region.

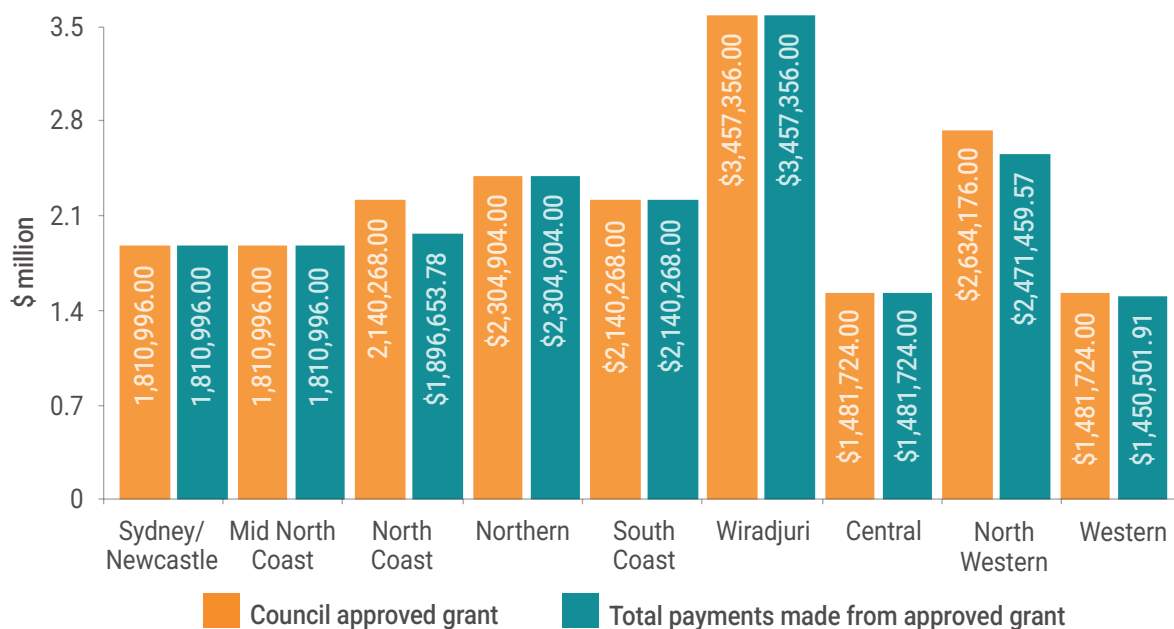


Figure 1: Direct and indirect payments against approved grants in 2024–25.

Strengthening governance and supporting LALC operations

Throughout 2024–25, NSWALC provided practical support and oversight to LALCs to strengthen governance and operational capacity. This included assistance with Board governance training, mediation and facilitation, and advice on compliance, financial reporting and strategic planning.

NSWALC also implemented tools and processes to enhance transparency and early identification of challenges. The Corroborate Self-Reporting and Assessment Tool, introduced in 2023–24, continued to provide valuable insights into LALC operations and informed tailored support to address emerging issues before they impacted service delivery or compliance.

Through this proactive approach, NSWALC ensured LALCs remained strong, well-governed and equipped to deliver outcomes for their members and Communities, maintaining the overall health and sustainability of the Land Rights Network.

Overall compliance across the Network improved during 2024–25, with most LALCs meeting their statutory obligations under the ALRA.



LALC governance and operations 2024–25 at a glance

117 LALCs supported

30+ Governance and training workshops delivered statewide

Corroborate Tool

Deployed Network-wide to assess LALC performance and risks

Funding and Assistance Agreements

Maintained to ensure operational continuity

Approach

Proactive early intervention and compliance support

Outcome

Strengthened governance, accountability, and service delivery across the Network



Strengthening LALC compliance and accountability

NSWALC continued to monitor and support the compliance of LALCs under the ALRA and associated Regulations.

By 30 June 2025, almost 90 per cent of LALCs were meeting their governance and reporting obligations, reflecting strong improvement across the Network over the year. NSWALC's proactive oversight, capacity building and early intervention measures have contributed to more effective local governance and greater financial accountability.

Where compliance or operational challenges were identified, NSWALC used the mechanisms such voluntary LALC Support Plans for targeted assistance and interventions to help restore effective operations and safeguard Community assets.

This approach demonstrates NSWALC's commitment to maintaining the integrity, transparency and sustainability of the Land Rights Network.

Assisting LALCs through the provision of legal support, advice and training through Justice Connect

NSWALC continues to provide LALCs with support to carry out their functions through the provision of legal support, advice and training via Justice Connect.

During the financial year Justice Connect:

- received 141 enquiries from LALCs – 93 per cent of which were from LALCs who had previously sought assistance from Justice Connect
- provided advice to 39 LALCs via 81 separate instances of assistance including:
 - 65 referrals to pro bono lawyers
 - 10 internal advice services (provided by Justice Connect lawyers)
 - six information sessions
- sourced an estimated \$722,800 worth of pro bono legal assistance with 1,829 hours of legal help delivered to the LALCs.

Justice Connect also provided training to two LALCs on Legal Duties of LALC Board Members, Understanding Important Agreements, and the Employment Lifecycle, with positive feedback provided. They also attended five NSWALC Regional Forums and updated the resources available to LALCs on Legal Duties of Board Members, Entering into Important Agreements, Insurance for LALCs, and the Employment Checklist.

Support LALC participation in Native Title matters

NSWALC continued to support LALCs in navigating the interaction between Land Rights and Native Title in NSW. This included working with LALCs and facilitating legal representation to achieve outcomes in Federal Court matters. In 2024–25 NSWALC supported LALCs in relation to two successful Native Title determinations in favour of the Wongkumara People and the Ngemba Ngiyampaa, Wangaaypuwan and Wayilwan People.

Social Impact Evaluation Framework

Measure Community impact from NSWALC strategies and initiatives through a Social Impact Evaluation Framework

The Social Impact Evaluation Framework provides a mechanism for NSWALC to systematically collect data on the programs and services we provide. It aligns with the goals and strategies in the NSWALC Strategic Plan 2022–2026 and the Strategic Plan Supplement for 2023–2026.

NSWALC conducted a survey from November 2024 to 31 March 2025 to measure LALCs' awareness and experience of the supports provided by NSWALC. A range of benefits from NSWALC's grants and programs was reported, with a quarter of respondents saying they had increased confidence and ability to manage and use their land as a result of NSWALC's support.

A Social Impact Report on the second year of the Framework (2023–24) is due to be published later in 2025.

Representation and advocacy

Represent and advocate for the interests and rights of Aboriginal People in NSW

NSWALC continues to represent and advocate for the rights and interests of Aboriginal People in NSW through active participation in policy and law reform opportunities, strategic stakeholder and political engagement, partnership building, and utilising key mechanisms such as Closing the Gap (CTG), NSW Coalition of Aboriginal Peak Organisations (CAPO) and the National Coalition of Peaks to advocate for Aboriginal rights and structural reforms.





Community Connectors Survey results

- 99%** reported improvements in mental and physical wellbeing
- 98%** agree their Community Connector is someone they can trust
- 93%** agree the services of people their Connector referred them to are helpful
- 92%** feel Culturally strong
- 89%** feel connected to their general Community
- 71%** feel good about their Culture at school (compared to the 2023 NSW average of 63 per cent)



Aboriginal Community Connectors Program

The Aboriginal Community Connectors Program (Community Connectors) is a NSW CAPO-led initiative funded by the NSW Department of Education and coordinated by NSWALC.

The program supports young Aboriginal People to reach their learning potential by connecting them to their Culture and Country, and by helping them access supports in their Communities. The Aboriginal-identified Community Connector roles in the program are based in LALCs or ACCOs. Community Connectors now operates in seven locations across NSW (Table 1).

The program helped support 115 students to graduate high school in 2024 and engaged with 141 new students in semester 1 in 2025.

Two student surveys have been conducted with very positive results. See the breakout box for key findings from the 2024 survey.

The intent is for NSWALC to transition delivery of the program to the NSW AECG by 31 December 2025, in recognition of AECG's role as the peak ACCO for education.

Table 1: Aboriginal Community Connectors Program engagement and locations.

SITE*/ STATUS	1	2	3	4	5	6	7	TOTAL
Current	45	35	53	22	24	138	0	317
New 2025	20	12	29	12	17	51	0	141
Total**	122	79	66	48	70	364	3	752
Graduated 2024	19	18	17	7	9	45	0	115

* 1. Armidale; 2. Bega; 3. Dubbo; 4. Lightning Ridge; 5. Orange; 6. Tamworth; 7. Wilcannia.

** Total students engaged to June 30 2025.

The implementation of a human rights strategy

NSWALC takes an active role in advocating for the human rights of Aboriginal Peoples in NSW. In 2024–25 we continued to work towards improving the rights of Aboriginal Peoples in NSW and across Australia. This included:

- Raising awareness, understanding and increasing government and organisational engagement of the UNDRIP, and highlighting current and emerging human rights issues faced by Aboriginal People in NSW and Australia.
- Participating in the 17th session of the EMRIP in July 2024, with a NSWALC delegation attending in Geneva and presenting six interventions. NSWALC also met with other First Nations People and continued its engagement with state members to discuss strategic goals and advocate for the current needs of Aboriginal People in NSW.
- Participating in the 24th session (21 April – 2 May 2025) of the UNPFII, which included the delivery of key interventions to advocate for the return of lands, implementation of the UNDRIP, and the importance of financial support for ACCOs. In addition, NSWALC Councillors hosted a side event on Land Rights, economic development and land activation that is currently occurring in NSW. The NSWALC Councillors also met with international First Nations delegations, Permanent Forum members and Australian Government delegates to advocate for First Nations rights.

Advocating for the *Uluru Statement from the Heart*

NSWALC continued to advocate for the implementation of the *Uluru Statement from the Heart* in full. Acknowledging the impact of the outcome of the Voice to Parliament referendum, NSWALC has focused on the importance of Treaty and Truth-telling, with the establishment of Treaty principles to guide our advocacy.

Advocating for Treaty/Treaties for Aboriginal People

In 2024–25, NSWALC continued to advocate for a Treaty or Treaties as a key pillar of the rights and aspirations of Aboriginal People across NSW. Building on decades of Land Rights advocacy, NSWALC remains committed to ensuring that Aboriginal voices are central to any Treaty process.

In September 2024, NSWALC established Treaty principles and detailed coordinated advocacy efforts across the Land Rights Network and NSW CAPO, including support for the Network through resources and outreach. The principles and pathway were presented across Regional Forums and welcomed input and feedback from LALCs and Community members. NSWALC continues to build on these discussions.

In February 2025, following NSWALC's formal submission, Cr Anne Dennis presented NSWALC's position on Treaty and Truth-telling at a public hearing on the Truth and Justice Commission Bill.

Despite the absence of a legislative framework for Treaty in NSW, there has been some progress made through the establishment of an independent Treaty Commission for NSW, with the NSW Government committing \$5 million over two years to support its work. In March 2025 NSWALC met with the three Treaty Commissioners – Aden Ridgeway, Naomi Moran and Dr Todd Fernando. NSWALC reiterated its commitment to ongoing collaboration to ensure the Land Rights Network is well-informed and engaged with any Treaty processes.



Advocating for the interest of LALCs in relation to LALC-owned housing

In 2024–25, NSWALC continued to advocate for the interests of LALCs in relation to LALC-owned housing and broader housing sector reform. NSWALC maintained its role in the Aboriginal Housing Alliance, working with the AHO and the Aboriginal Community Housing Industry Association (ACHIA) to communicate and align shared priorities across the sector.

NSWALC continues to promote a holistic approach to addressing housing priorities including increased housing supply, improving repairs and maintenance strategies, investing in discrete Aboriginal Communities and supporting strengthened housing management approaches.

To support this work NSWALC has:

- driven opportunities for increasing land activation to generate much-needed Aboriginal housing outcomes in regional areas
- advocated for Community-led repairs and maintenance strategies that prioritise sustainability and data-driven decision making
- maintained a delivery-focused approach through CTG housing initiatives, and funding opportunities through the SHAF
- supported LALCs in building their asset development capability.

As strategic planning continues across NSWALC and the Land Rights Network, we will ensure that LALCs are actively shaping how Aboriginal housing is delivered, funded and governed across NSW.

Advocating for the reinstatement of the compensatory mechanism to support and grow the NSWALC Statutory Account

In our engagement with government NSWALC continued to advocate for increased investment into the Aboriginal Land Rights Network and the reinstatement of the compensatory mechanism.

Advocacy relating to the statutory review of the ALRA

Over the past year NSWALC has continued its strong advocacy on key legislative and policy reforms affecting Land Rights, particularly in relation to the statutory review of the ALRA. NSWALC has engaged with government and stakeholders to ensure that the interests of the Land Rights Network are represented and protected.

This work included:

- preparing submissions
- meeting with Ministers and agencies
- coordinating input from LALCs to shape proposed amendments to the ALRA.

In relation to reforms to section 42 of the ALRA, NSWALC advocated for improvements to processes and decision-making frameworks that support LALCs in unlocking land and development opportunities, while maintaining strong safeguards for community ownership and benefit.

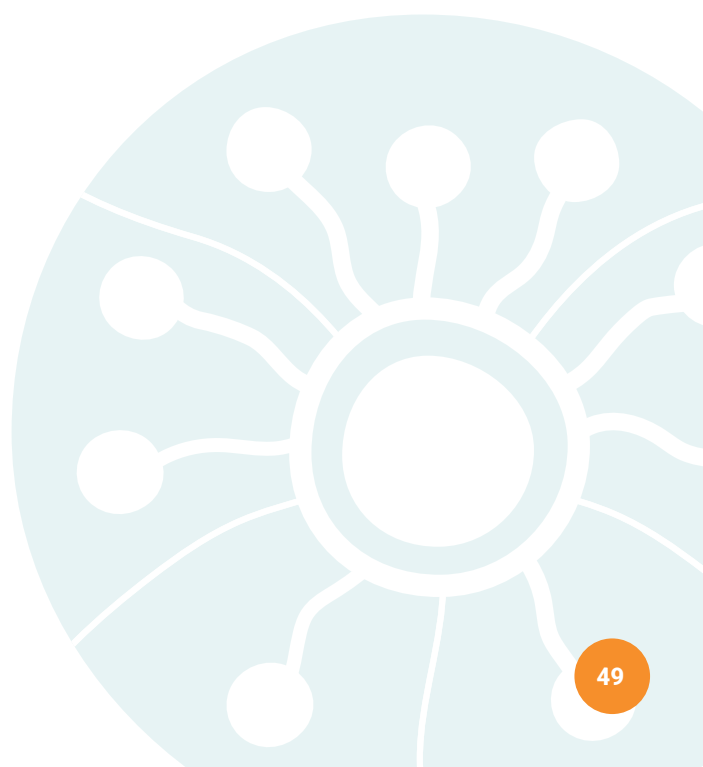
NSW Coalition of Aboriginal Peak Organisations and Closing the Gap

Advocating for the interests of Aboriginal People in NSW through Closing the Gap

NSWALC continued to serve as Co-Chair of NSW CAPO, maintained active membership of the National Coalition of Peaks, and hosted the CAPO CTG Secretariat.

Participation in this space helped advance the work of NSWALC and the NSW CAPO partners, in NSW and nationally, and supported the representation of interests of NSW Aboriginal Communities and ACCOs at the national level.

In June 2025 the NSW Government announced the allocation of \$246 million in funding over four years to support CTG initiatives to improve the lives of Aboriginal People in NSW.



Summary of NSWALC's contribution to Closing the Gap

Priority Reform 1 – Formal Partnerships and Shared Decision Making

Shared Decision Making

This project provides funds needed to support meaningful participation by NSW CAPO partners in the CTG partnership with the NSW Government.

An independent evaluation of the resources needed to support participation in CTG was completed and informed the development of a business case for a further three years funding, to align with the conclusion of the CTG Agreement.

NSW CAPO visited 47 Communities across NSW to engage on CTG. Feedback gathered informed the development of the 2025–28 NSW Implementation Plan (NSWIP) on CTG. Further visits are scheduled next financial year and a report on the key findings will be released in 2026.

Supporting Local Partnerships

This pilot project supports the formation of local and regional coalitions by ACCOs, to engage in formal partnership arrangements with government organisations, and provides funds to support the delivery of projects in respective Communities.

Notably, the Mara Ngali Partnership Agreement signed in July 2024 between Tamworth ACCOs and Tamworth Regional Council, marked the first local government agreement under CTG in Australia. In Greater Western Sydney, the Ngaliya Partnership between 11 ACCOs was formalised in April 2025. Preparations are underway in Orange to formalise a Place-Based Partnership (PBP).

A framework to guide the implementation of local PBPs was developed and is under review.

Partnership Funding Model

This project funded research into resourcing issues that limit effective partnerships between ACCOs and governments, to inform the design of a fund to support ACCOs' participation in partnerships.

The Price Guide continued to evolve as a practical tool to support both Aboriginal Communities and government agencies in planning and delivering effective partnerships. The project is now moving towards finalisation.

Priority Reform 3 – Transforming Government Organisations

Government Accountability Mechanism

This project funded the design of an Aboriginal-led government accountability mechanism.

A final report on options for the design of a recommended model for an independent, Aboriginal-led government accountability mechanism was launched in Parliament House in September 2024.

Priority Reform 4 – Shared Access to Data and Information

Aboriginal Data Sovereignty and Governance

This project supports the design of a shared understanding between Aboriginal Communities and government on what Aboriginal Data Sovereignty and Governance means in practice.

NSW CAPO undertook research activities and completed a third round of community consultations, to help build an evidence base to inform reform proposals and a business case in partnership with the NSW Government.



Minister Harris with TACCO members at the MoU signing in 2024.

Land, Water and Housing Initiatives

Comprehensive Reform

This project aims to identify and test proposals to reform operational interactions between the ALRA and the *Native Title Act 1993* (NTA).

A review of the legislative and policy landscape was completed.

NSWALC identified and scoped the delivery of multiple land activation projects, with the potential to deliver significant outcomes for both LALCs and Native Title groups.

Land Ownership

This project aims to better understand and respond to the opportunities and challenges that returning land to Aboriginal Communities provides, by undertaking economic cost benefit analysis modelling to support the return of lands to LALCs and Aboriginal Communities.

During the year, GHD consultants undertook community engagements and economic modelling to support the project.

Post-Transfer Support

This project supports Aboriginal Communities unlock the full economic and Cultural potential of land that has been transferred back to them under the ALRA.

NSWALC undertook Community engagements on the design of post-transfer support mechanisms, secured funding for and commenced delivery of the construction of 30 community housing dwellings under the SHAF, developed a successful CTG budget bid with DPHI to jointly deliver end-to-end land activation support programs to LALCs.

Reimagined Models of Water Management

A joint project between NSWALC, NTSCORP, and DCCEEW, this project seeks to activate opportunities and mechanisms to increase Aboriginal Peoples' ownership, and legal rights and interests in inland waters.

It involved a stocktake of current opportunities for Aboriginal People to participate in ownership and management of inland waters, and identification of potential mechanisms to increase their legal rights. The project contributed to the development of a draft NSW Inland Water Target Framework and implementation options to achieve the target.



Sharing the Catch

A joint project between NSWALC, NSW DPIRD and NTSCORP, this project aims to activate opportunities and mechanisms to increase Aboriginal Peoples' ownership, and legal rights and interests in Sea Country.

It includes working in partnership to progress the commencement of section 21AA of the *Fisheries Management Act 1994* (noting that NSWALC and NTSCORP do not agree to imposing regulations on Cultural fishing), research and development of an Aboriginal Fisheries Business Development Program, and a review of NSW Department of Primary Industries Fisheries prosecutions.

Culturally Responsive Design Principles

This project aims to develop Culturally-responsive design principles and build standards and evaluation frameworks for housing. Trialled through housing assets built that reflect the principles and standards in pilot Communities, this project will also inform broader reform in the delivery of Culturally-safe, Community-driven Aboriginal housing across NSW.

The Culturally Responsive Design Principles Housing Project (CRDP) is being delivered with Brewarrina, Coonabarabran, Yaegl, and Wagonga LALCs and has progressed to design and pre-construction phase.

Trial Aboriginal Community Housing Provider Delivery of Outcome-focused Model – Birribee Housing

This pilot project, delivered by Birribee Housing in Moree, is designed to strengthen the Community-controlled housing sector by demonstrating benefits and leveraging other investments in the Community.

A place-based intensive housing support service based in Moree, has delivered Aboriginal Community Housing Investment Fund (ACHIF) repairs to Community-owned stock, and harnessed the economic and employment potential of the Special Activation Precinct in Moree, through the provision of innovative holistic wrap-around support services to tenants and families.

The service centered on developing a positive rent culture through co-designed rent management strategies, specialist support coordination, and community education.

The pilot generated evidence and developed frameworks to guide how ACHPs across different regions can implement outcomes-focused housing models tailored to local needs.



Grants and community benefit schemes

NSWALC Community Fund

The NSWALC Community Fund (NCF) – financed by the Community Development Levy (CDL) – was established as a redistribution mechanism to ensure that wealth generated by LALCs with higher-value land assets is shared with LALCs that have fewer development opportunities. Since 2015 NSWALC has delivered nine NCF rounds, committing approximately \$9.1 million to 120 community projects across 70 LALCs.

In 2024–25, \$821,267.71 was paid into the Community Development Levy, progressing delivery of community priorities across the Network (Table 2).

NSWALC Funeral Fund

The NSWALC Funeral Fund continues to provide vital support to Aboriginal families during some of life's hardest moments. By helping with the cost of funerals, the Fund eases financial stress and allows families and Communities to focus on coming together, remembering loved ones, and carrying forward Cultural traditions of respect and care.

In 2024–25, the Fund provided \$279,957 in assistance to members and \$470,000 in assistance to non-members. This support has enabled families across NSW to manage funeral costs with greater dignity and security.

More than just financial relief, the Funeral Fund reflects NSWALC's ongoing commitment to the wellbeing of Aboriginal People. It ensures families and Communities can grieve and celebrate the lives of their loved ones in a way that honours Culture and keeps community connections strong.

NSWALC Regional Event Grants

During 2024–25 the NSWALC Regional Event Grants program helped bring Communities together by supporting several events of real significance for Aboriginal People across NSW. The grants' focus is on projects with a regional reach that create opportunities for Communities to celebrate Culture, strengthen identity and showcase achievement.

The events supported this year delivered a wide range of outcomes (Table 3). They provided spaces where Culture could be shared and passed on – whether through festivals, ceremonies or artistic performances. They also opened pathways for Aboriginal athletes to compete at a regional level, providing role models for young Aboriginal People and inspiring the next generation of sporting talent. Importantly, these events encouraged connection across Communities, building pride and unity, and raising broader awareness of Aboriginal Culture and the achievements of Aboriginal People.

The impact of these grants is seen in the stronger sense of belonging, the increased participation in Cultural and sporting life, and the opportunities created for both young and old to come together. The Regional Event Grants continue to show how targeted investment can make a real difference at the community level.

Table 2: NCF Council approved recipients, projects and funding amounts in 2024–25.

LALC	PROJECT TYPE	PROJECT NAME	AMOUNT (\$ EX GST)
Nungaroo	Land management	Nungaroo Community Bus Shed, Keeping Place and Land Activation Support project	150,000
Wangaaypuwan	Land acquisition	Purchase of a commercial building	150,000
Cowra	Land management	Erambie Land Management Plan – Part 3	150,000
Walhallow	Land management	Walhallow Cultural Tourism Capacity Building	150,000
Gilgandra	Land management	The Pines – Clean-up and security	150,000
Casino Boolangle	Land management	To maintain Cultural lands and improve operational capacity	150,000
Total			900,000

Table 3: NSWALC Regional Event Grants – Council approved recipients and amounts in 2024–25.

RECIPIENT/EVENT	AMOUNT (\$)
100th Anniversary of the opening of Kinchela Boys Home	25,000
Battle of the Countries 2024 (Basketball)	13,000
Northern United Rugby League KO	13,000
Ella 7's Championship	12,000
Giiyong Festival: Nightfall Dance	9,000
Yuin Nation Birriga Bunaan	8,000
Art For Literacy Series	5,000
Awabakal Limited/NAIDOC 2024 Keep the Fires Burning	5,000
Tyson Demos Basketball Challenge	5,000
AFL NSW–ACT/NAIDOC Cup	5,000
Bodalla LALC Community Cultural Burn Day	5,000
Colly Connected Indigenous Corporation – Cultural Sports Day 2025	5,000
Goodooga League 9s	5,000
Kids in Care Cup 2024	5,000
Menindee Yabbies RLKO	5,000
2024 NAIDOC Week School Initiatives	5,000
NSW Aboriginal Bowls Tournament	5,000
NSW Aboriginal Golf Championships 2024	5,000
Total	140,000

NSWALC Education Scholarship

The NSWALC Educational Scholarship Program is designed to create opportunities for Aboriginal students to pursue further education and training, helping build the next generation of leaders across NSW. The program provides financial assistance to reduce barriers and support students in achieving their study and career goals.

In 2024–25, \$5,000 was allocated from an approved budget of \$20,000. These funds assisted students with essential costs such as fees, resources and materials, making education more accessible and easing the financial strain on families.

The program remains an important initiative for NSWALC, ensuring young Aboriginal People are supported to reach their potential and contribute to the strength and future prosperity of their Communities.

NSWALC Sponsorship

NSWALC Sponsorship is more than just financial assistance – it is a deliberate investment in the promotion, preservation and celebration of Aboriginal Culture, Heritage and identity. Through these sponsorships, Council supports a diverse range of Cultural, sporting and community events that bring people together, strengthen intergenerational connections, and showcase the vibrancy of Aboriginal traditions to the wider public.

By backing initiatives such as commemorations, tournaments, festivals and artistic programs, NSWALC ensures that Aboriginal voices, stories and achievements are given a visible platform. These sponsorships also provide opportunities for young Aboriginal People to participate in Cultural and sporting activities, foster pride in Community identity, and build broader awareness and respect for Aboriginal Culture across NSW.

Table 4 details the events that were approved for NSWALC Sponsorship in 2024–25.

Table 4: Events and amounts funded through NSWALC Sponsorship in 2024–25.

RECIPIENT/EVENT	AMOUNT (\$)
Freedom Rides 60th Anniversary	45,000
ACHAA Regional Conference 2025/Official Opening of Yarkuwa Indigenous Knowledge Centre	30,000
Elders Olympics 2025	40,000
NSW Aboriginal Rugby League Knockout 2024	80,000
Tamworth Aboriginal Cultural Showcase 2025	30,000
Total	225,000

Discrete Community Programs advocacy

NSWALC supports numerous projects in discrete Aboriginal Communities. These include projects to deliver and manage infrastructure for water supply, stormwater and sewerage services, street and public-space lighting, and maintenance of roads and road reserves.

Aboriginal Communities Water and Sewerage Program

NSWALC, in partnership with the NSW Government, has supported the Aboriginal Communities Water and Sewerage Program (ACWSP) since 2008 and has contributed over \$20 million to a total program spend of \$109 million (to June 2025). The program delivers water and sewerage services to 63 Aboriginal Communities, with capital upgrades completed in over 30 Communities and maintenance or emergency repairs in over 50.

NSWALC continues to play a key role in:

- advocating for Culturally appropriate infrastructure
- providing technical and policy advice
- facilitating on-Country engagement
- monitoring service outcomes

NSWALC's ongoing involvement has ensured the program continues to deliver tangible improvements in water and sewerage services, and embeds a framework for sustainable service delivery and stronger partnerships across Aboriginal Communities in NSW.

Roads to Home (led by the NSW Government – supported by NSWALC)

NSWALC continued to support the NSW Government's Roads to Home (R2H) program to ensure effective delivery of essential infrastructure upgrades in discrete LALC Communities. Administered by DPHI, the program delivers critical improvements to roads and Community infrastructure and provides an opportunity for LALCs to subdivide land and dedicate infrastructure to local councils, creating a sustainable solution for long-term maintenance.

Upgrades completed under the program include stormwater drainage, kerbs, guttering, footpaths, road surfacing and repairs, public lighting, and telecommunications and power connections.

In 2024–25, the NSW Government allocated \$13 million to the program. By 30 June 2025, civil construction had been completed at 12 sites, with a further six projects under construction and 18 Communities in the planning and assessment phase.

Through NSWALC's collaboration and advocacy, Aboriginal Communities are benefiting from safer access, improved infrastructure, and more sustainable pathways for land and housing development.

NSWALC will continue to work closely with the NSW Government to ensure Aboriginal Communities benefit from long-term infrastructure improved outcomes under the program.



Goal 5: Secure our future

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.

Stewardship of the NSWALC Statutory Account

The NSWALC Statutory Account was established under the ALRA to manage compensation funds for land lost by Aboriginal People in NSW. From 1984 to 1998, NSWALC received guaranteed funding equal to 7.5 per cent of NSW land tax on non-residential land, totaling \$537 million.

- Half of the funds supported land acquisition and administration.
- The remaining \$268.5 million was deposited into the Statutory Account to build a capital fund that would provide future and ongoing resources.
- By December 1998, when land tax payments ceased, the account had grown to \$281 million.

Since then, NSWALC and the LALC Network have been self-funded.

Current management and value

At 30 June 2025 the Statutory Account was valued at \$623.9 million (compared with \$606.2 million as at 30 June 2024). This represents an increase of \$17.7 million for the 2024–25 financial year, the result of a \$59.9 million investment gain, minus Network operational expenditure of \$42.2 million.

Where our money goes

A significant portion of NSWALC's annual budget is allocated to funding LALCs, with each funded LALC receiving \$164,636 to support administrative costs.

In total, \$42.2 million was drawn from the Statutory Account during the year to cover operational expenses across the Land Rights Network, including NSWALC and LALC administration.

The projected drawdown for 2025–26 is \$52.9 million, reflecting increased funding needs.

Investment and growth of the Statutory Account

The Statutory Account provides compensation for future generations, and prudent financial management is essential to maintain its growth. While NSWALC has substantial sums invested, the current provisions of the ALRA limit spending to the realised income and interest from investment, less the allowance for inflation.

The Investment Mission for the Statutory Account is to:

- at least maintain the purchasing power of the Statutory Account over the long term, having regard to the specific nature of the underlying funding responsibilities of NSWALC
- provide a stable and growing level of distributions for funding NSWALC's ongoing activities
- at least preserve the indexed book value of the assets.

The Council has defined this Investment Mission as a set of measurable real return and downside risk objectives (Table 5). These objectives sit alongside the investment beliefs of the Council (Table 6).

Table 5: Risk objectives of the Investment Mission.

RISK OBJECTIVES	
Real return objective	Invest so as to have a greater than 66 per cent probability of achieving a return objective of the Consumer Price Index (CPI) plus 4 per cent over 10-year rolling periods.
Downside risk objective	Limit the probability of a negative return in any given year to less than 20 per cent.

Table 6: Council's investment beliefs for the Statutory Account.

MISSION AND GOVERNANCE	IMPLICATION
1. Investing	The Statutory Account's assets should be invested according to the Fund's Statement of Investment Objectives Policy (SIOP).
2. The Statutory Account is a perpetual means of providing for future Aboriginal generations	The Statutory Account's investment strategy should seek to maximise returns over the long term, subject to risk objectives outlined in the SIOP. Expenditure should be set to a sustainable level (formalised in expenditure policy).
3. The principal time horizon of the Statutory Account is relatively long term	The Statutory Account is willing to accept short-term losses for longer-term gains. The primary performance assessment criteria should be long-term focused (5+ years).
4. Investing in a mixture of things will minimise the risk impact if one of them goes wrong	The Statutory Account should be well diversified in a variety of different asset classes (i.e., not have all its eggs in one basket).
5. The Council is supported by the Investment Committee and the NSWALC Executive team in its decision-making process	The NSWALC Executive team should drive the investment agenda in conjunction with the Investment Committee.
6. Beta is the principal driver of risk and return (rather than alpha)	More time should be spent on strategies (including fund structure and strategic asset allocation) than manager selecting and monitoring.
7. Diversification into different risk premiums can increase the investment efficiency of the portfolio	Consideration will be given to introducing appropriate diversity to the Statutory Account, including liquidity and insurance premiums.
8. Alpha exists, but the challenge is to find and successfully employ it	The Statutory Account should only utilise alpha in markets where it has great confidence in both the alpha opportunity, and its skill to successfully hire and fire managers.
9. Environmental, social and governance (ESG) factors can impact investment risk and return, as well as the long-term sustainability of Aboriginal land, Culture and Communities	We require investment managers to identify and manage ESG risks and opportunities, and will incorporate this into manager selection and monitoring.
10. Active ownership is important to creating sustainable investment returns and providing for current and future generations of Aboriginal People	The Council is the ultimate owner of its invested assets. We require investment managers to exercise good stewardship when voting our shares, and engage with investee companies to drive sustainable value creation.
11. The impact of the Council's investments on Aboriginal People is important, and the Council will balance expected risk-adjusted returns against the positive or negative impacts on Aboriginal People	The Council's investment strategy is primarily focused on maximising risk-adjusted investment returns over the long term. It may, on occasion, allocate capital to investments with a lesser expected financial return, where there is strong evidence of substantial benefits for Aboriginal People. It may also exclude investments where there is strong evidence of substantial negative impacts on Aboriginal People, provided the overall investment objective is not compromised.
12. Transparency is important to sustainable investing and is a pillar of good governance	The Council is committed to acting transparently and expects transparency on ESG issues from the managers we invest with and the companies we invest in. We will request regular ESG reporting from our investment managers and encourage them to request such reporting from underlying companies.

These beliefs are used in evaluating all investment decisions. As a result, NSWALC has divested itself of holdings in alcohol and tobacco.

Investment decisions are guided by advice from an external asset consultant, the NSWALC Executive team and the NSWALC Investment Committee. In addition, the drawdown rule adopted by Council provides a formal process for managing NSWALC's liabilities, factoring in the previous drawdown, average asset value and long-term spending rate.

The projected drawdown calculates annual funding needs based on:

- 70 per cent of the previous year's drawdown,
- 30 per cent of the average asset value from the prior year,
- multiplied by the long-term spending rate.

For 2025–26 the projected maximum drawdown is 8.5 per cent of the investment balance, a constraint that will ensure NSWALC is able to fund its activities in perpetuity.

Investment Committee

The Investment Committee is the primary source of all investment recommendations to Council. Mr Joshua Bloom was the Independent Chairperson in 2024–2025 and Mr Mark Levinson was the other independent member of the Committee. Both provided their services on a pro bono basis. Council representatives on the Committee during the period were Chairperson Ray Kelly and Cr Charles Lynch.

The Investment Committee held four meetings during 2024–25:

- 2 October 2024
- 17 December 2024
- 12 March 2025
- 23 June 2025.

Investment decisions

Significant investment decisions during the year included the appointment of the Fund Managers Macquarie, Acadian, Arrowstreet, and Ares, and the removal of the managers Cooper, Altrinsic, and Lazard and Robeco.

Table 7 details the position of strategic asset allocation and dynamic asset allocation as at 30 June 2025.

Table 7: Position of strategic asset allocation (SAA) and dynamic asset allocation (DAA) as at 30 June 2025.

ASSET CLASS	SAA (%) 30 JUNE 2025	DAA (%) 30 JUNE 2025	SAA AFTER DAA POSITIONING (%) 30 JUNE 2025
Australian shares	17.0	–	17.0
Overseas shares	25.0	–	25.0
Emerging markets	6.0	–	6.0
Unlisted property	10.0	–	10.0
Unlisted infrastructure	10.0	–	10.0
Australian inflation-linked bonds	5.0	–	5.0
Alternatives	10.0	–	10.0
Global fixed income	3.0	–	3.0
Global credit	5.0	–	5.0
Australian fixed interest	3.0	–	3.0
Cash	2.0	–	2.0
Emerging market debt	4.0	–	4.0

Modelling outcomes

In 2024–25 NSWALC commissioned testing of the current SAA against the return and risk tolerance statements using our asset consultants’ capital market assumptions as at December 2024 (Table 8).

Table 8: Strategic objectives and portfolio expected outcomes.

STRATEGIC OBJECTIVES	CURRENT STRATEGY (%)
Invest to have a greater than 66 per cent probability of achieving a return of the CPI plus 4 per cent, over rolling 10-year periods	68.8
Limit the probability of a negative return in any given year to less than 20 per cent	17.1

STRATEGIC OBJECTIVES	20 YEARS (%PA)
Return	7.6
Risk	8.8

Investment performance

The investment portfolio provided a return of 10.2 per cent against a benchmark 6.2 per cent for the 12 months to 30 June 2025, and 6.1 per cent against a benchmark of 6.9 per cent for the 10 years ended 30 June 2025 (Table 9, Figure 2).

Performance against peers

NSWALC promotes investment diversity across asset classes and fund managers, rather than investing solely with NSW Treasury Corporation. To ensure NSWALC’s investment rationale is sound, the performance of its portfolio is compared to similar investment portfolios with comparable investment objectives.

When compared with two TCorp investment portfolios held by NSW Treasury Corporation (Table 10, Figure 3) and two Mercer median portfolios held by other institutions (Table 11, Figure 4), it confirms NSWALC’s investment position is less volatile and better performing across market cycles, validating its investment strategy.

Table 9: Performance to benchmark summary (% , net of fees) as at 30 June 2025.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	2.2	5.0	10.2	9.2	7.8	6.1
CPI + 4%	0.6	1.7	6.2	8.1	8.5	6.9
Excess return	1.7	3.3	4.1	1.1	-0.8	-0.8

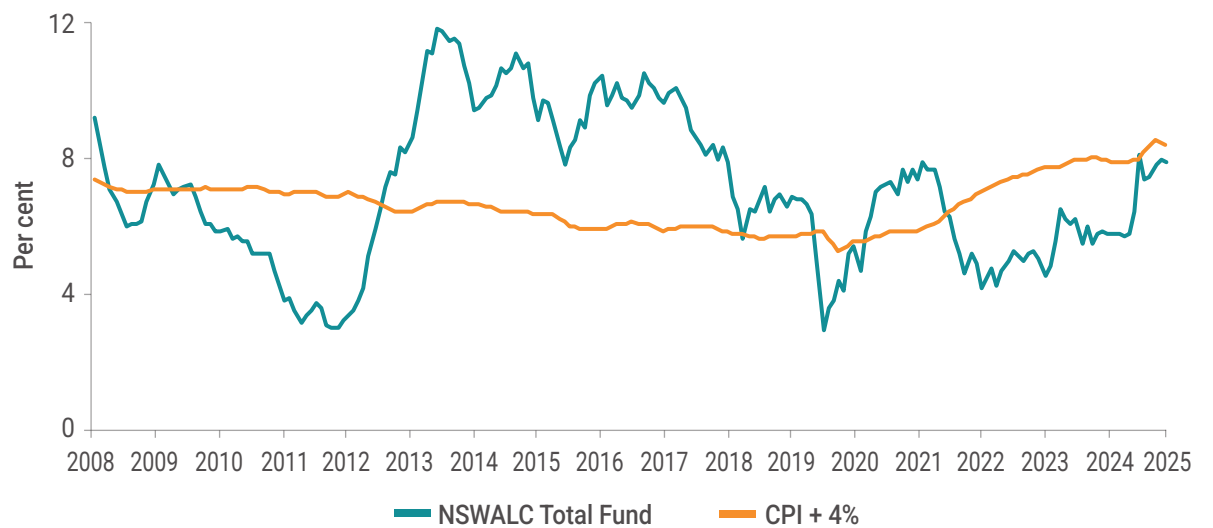


Figure 2: Rolling five-year annualised returns (%), NSWALC Total Fund compared with CPI.

Table 10: Performance to TCorp summary (% returns net of fees) as at 30 June 2025.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	2.2	5.0	10.2	9.2	7.8	6.1
TCorp Long Term Growth	2.1	5.7	12.6	11.5	8.3	7.3
TCorp Medium Term Growth	1.3	3.3	8.2	6.9	4.5	4.2

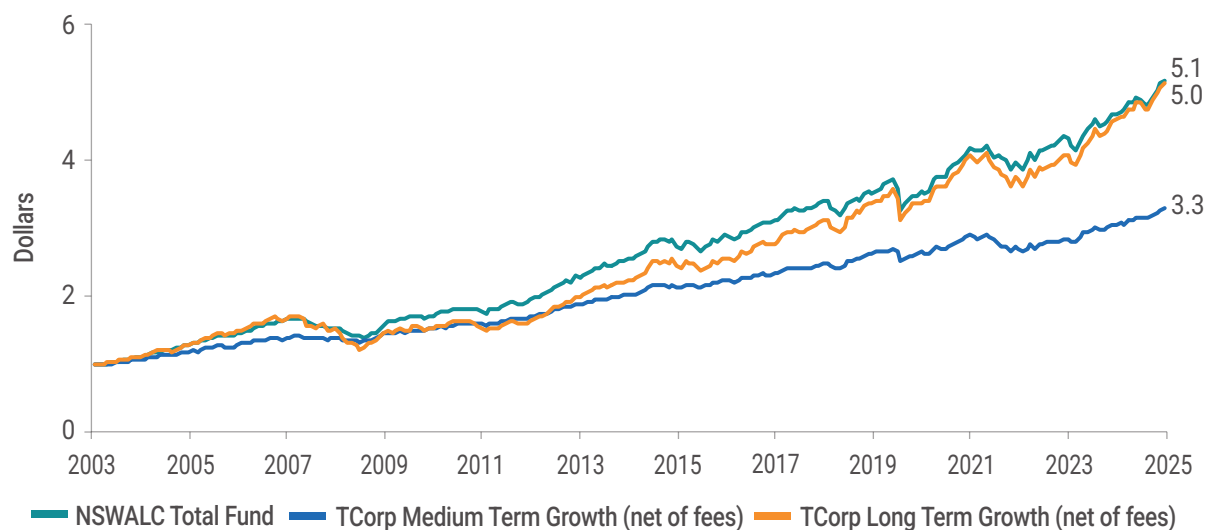


Figure 3: Performance of the NSWALC portfolio compared with TCorp investment portfolios, 30 November 2003 to 30 June 2025, based on growth of a dollar.

Table 11: Performance to Mercer summary (% returns net of fees) as at 30 June 2025.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	2.2	5.0	10.2	9.2	7.8	6.1
Mercer Super Balanced Growth Median (gross)	1.4	4.7	10.1	9.1	7.7	6.4
NSW Mercer Super Balanced Growth Median (gross) – 50bps (estimated net)	1.4	4.6	9.6	8.6	7.2	5.9
Mercer Super Moderate Growth Median (gross)	1.3	4.0	9.0	7.7	6.4	5.4
NSW Mercer Super Moderate Growth Median (gross) – 50bps (estimated net)	1.3	3.9	8.4	7.2	5.9	4.9

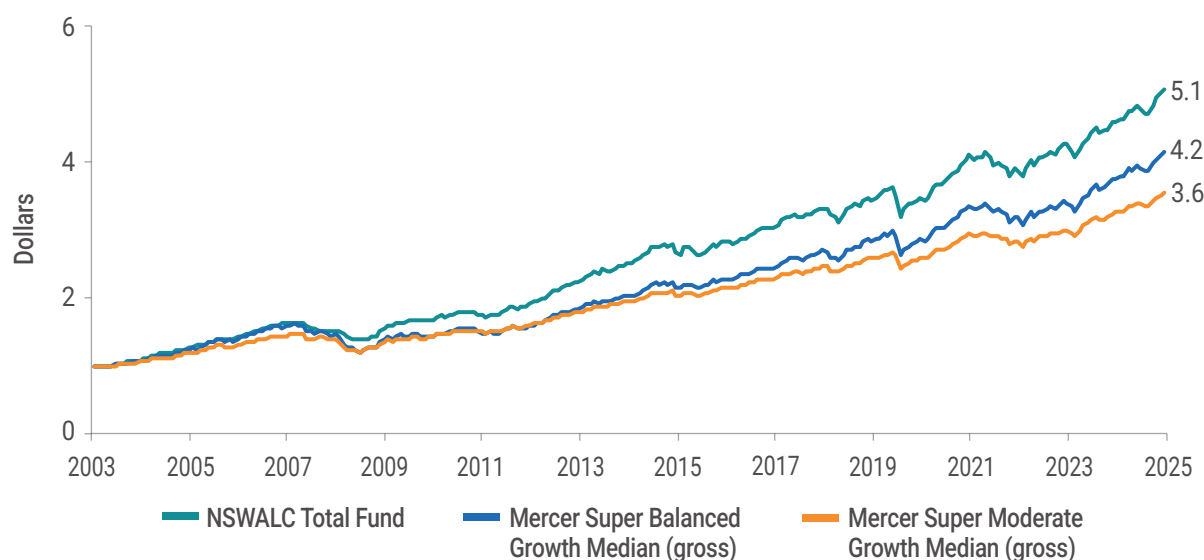


Figure 4: Performance of the NSWALC portfolio compared with Mercer investment portfolios, 30 November 2003 to 30 June 2025, based on growth of a dollar.

Social Enterprise Finance Australia

Maximise financial and social returns from SEFA share ownership

Social Enterprise Fund Australia (SEFA) provides business support and financial lending to impact-led organisations. NSWALC has a long-standing relationship with SEFA, being a founding shareholder. During 2024–25 NSWALC increased its SEFA board representation to reflect its majority shareholding.

NSWALC branding

Publicly position our brand and promote our successes through communications and marketing

In the past year NSWALC demonstrated significant growth and visibility across our communication channels. Our engagement rates across all streams reflect this upward trajectory, and highlight the success of our broader communications strategy and dedication to showcasing the work of NSWALC and its 121 LALCs.

We effectively covered a range of topics including:

- historic land claim achievements
- Freedom Ride 60th anniversary
- promotion of LALCs, NSWALC programs, and regional grants and sponsorship support
- events supported by NSWALC Regional Events Grant including the National Aboriginal and Torres Strait Islander Basketball Association's Battle of the Countries 2024, Northern United Rugby League Knock Out, Ella's 7s Championship, Cultural Burn days, and various NAIDOC Week events and school initiatives
- NSW CAPO initiatives
- community public service announcements.

Our commentary and coverage of critical issues garnered extensive mainstream media attention. Issues covered included:

- Cultural fishing
- land claims backlog and misinformation
- changing the date of Survival Day
- increased investment in CTG initiatives
- Aboriginal Culture and Heritage.

NSWALC also supported LALCs through assistance with media initiatives, which further strengthened our collective impact and enhanced the visibility of these vital issues.

Implement a strategy focused on events promotion, sponsorship and community participation

During 2024–25, NSWALC had a strategic presence at events that aligned with our grant programs and sponsorship initiatives.

This year, along with supporting regular NSWALC Regional Forums, we supported and participated in several notable events including the:

- Giiyong Festival – held at Jigamy, an Aboriginal-owned property between Pambula and Eden, with more than 2,500 people attending the event.
- Koori Knockout – held in Bathurst on Wiradjuri Country, this event brought together 140 teams across multiple age groups with an estimated 30,000 people attending over the four-day long weekend.
- Tamworth Aboriginal Cultural Showcase – (part of the Tamworth Country Music Festival) held in Tamworth on Kamilaroi (Gomerioi/Gamilaraay) Country, the festival is one of Australia's biggest music events, with more than 40,000 people attending.
- YABUN Festival 2025 – held in Sydney on Gadigal Country with more than 45,000 people attending the event.
- Elders Olympics 2025 – held at McCosker Fields in Inverell on Kamilaroi (Gomerioi/Gamilaraay) Country, more than 400 Elders from across NSW participated.
- Aboriginal Rangers Gathering – held at Trelawney Station, Somerton, on Kamilaroi (Gomerioi/Gamilaraay) Country, this inaugural gathering attracted more than 150 Rangers from 23 Ranger teams from across NSW, the ACT and the Northern Territory.

These events significantly enhanced our presence across the state and engagement within our regions, and showcased our commitment to supporting and celebrating Cultural and community activities.

Member engagement

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

A key communications objective for NSWALC is to bolster the reputation of the organisation and its 121 LALCs by showcasing the successes, projects, and priorities of the Land Rights Network.

To engage LALCs and their members, NSWALC utilised a range of methods including targeted media releases, Network messages, and updates via the NSWALC website and social media channels. The effects of this engagement are reflected in the consistent growth of the Land Rights Network membership and overall engagement in our media and communications.

As at 30 June 2025, total LALC membership was 31,835, comprising 19,573 voting members and 12,262 non-voting members. This represents a 4.68 per cent increase in membership.

Over the past year, we've seen a major boost in engagement rate and average watch time, with more of the social media audience not just watching and interacting with our content, but sticking around longer. It's a powerful indicator of NSWALC's growing brand resonance, deeper audience connection, and enhanced brand credibility.

Our social media highlights included:

- a total follower network across all channels of 54,753 people (3,403 new)

- more than 1.78m total impressions across all platforms
- a 7 per cent engagement rate (industry best practice is 2 per cent)
- increased engagement on Facebook, with a more than 1,200 per cent increase in viewers who watched more than 60 seconds of content.

Facebook continues to be NSWALC's largest and most engaged audience, but there has been strong growth across Instagram and LinkedIn.

Top posts

1. **Elders Olympics underway in Inverell** (click to see the post)
 - 863 reactions and more than 32,000 impressions
2. **Aboriginal Cultural Showcase dancing** (click to see the post)
 - 670 reactions and more than 25,000 video views
3. **Troy Cassar-Daley** (click to see the post)
 - 654 reactions and more than 19,000 video views
4. **Yaegl Cultural Tour** (click to see the post)
 - 165 shares
5. **Clare McHugh as first female CEO of NSWALC**
 - 540 reactions and 113 comments
6. **Survival Day/YABUN Festival**
 - more than 1,500 interactions



Chairperson Ray Kelly, Cr Anne Dennis, Cr Di Randall, Cr Danny Chapman and Cr Charles Lynch joined the Yaegl Cultural Tour.

Youth Advisory Committee

Young Aboriginal People are our future, and the NSWALC Youth Advisory Committee (YAC) is designed to seek input from young Aboriginal People on a range of issues relating to Land Rights and the Land Council Network.

This year YAC members have been busy on social media and attending regional events such as Cultural activities at different LALCs. This gives them a platform to connect with Aboriginal youth and increase the visibility of NSWALC, and create greater interest and participation in the Land Rights Network more generally.

NSWALC also believes it is important to invest in leadership development programs that empower young Aboriginal People to take on leadership roles within NSWALC, LALCs, and their Communities. NSWALC does this through providing scholarships, internships, and training opportunities that prepare youth for future governance roles.

YAC members are key community leaders and innovators in the Aboriginal advocacy space. They represent young Aboriginal Peoples' interests through attendance at key political engagement events including:

- National Reconciliation Week
- NSW Youth Parliament
- Heritage NSW Youth Roundtable
- Young Aboriginal Leaders Program at NSW Parliament
- First Nations Director Scholarship Program.

YAC members participate in at least four workshops per year and can attend NSWALC Council meetings, Regional Forums, and contribute to submissions to Council. NSWALC supports the YAC to provide advice on the membership engagement strategy and to identify any opportunities and strategies that may increase the participation of young Aboriginal People in the Land Council Network.



NSWALC Councillors and CEO caught up with some of the YAC members.

Building LALC leadership and governance capability

NSWALC strengthened the capability of LALC Boards and staff through the delivery of Mandatory Governance Training (MGT) and a suite of targeted capacity-building programs.

All newly elected LALC Board members are required to complete MGT within six months of election. The program combines online learning through the Tribal Habits platform with face-to-face workshops delivered by NSWALC Zone staff, ensuring Board members understand their governance responsibilities under the ALRA.

Since the introduction of Tribal Habits, 788 Board members have enrolled, with new learners continuing to complete the wide range of training programs on offer. NSWALC also partnered with external providers to deliver additional training in financial management, grant writing, social housing, and digital accounting systems (MYOB and Xero).

These initiatives are building confident, accountable leaders and strengthening governance across the Land Rights Network.



LALC capacity development 2024–25 at a glance

788 Board members enrolled statewide in Mandatory Governance Training

137 Active learners currently enrolled

Delivery mode

Online (Tribal Habits) + face-to-face Zone workshops

External programs

CEO training, budgeting, finance fundamentals, grant writing, Certificate IV in Social Housing, MYOB, Xero

Outcome

Stronger governance capability and leadership across the Land Rights Network



The Grant Writing Workshops were a hit with participants.

Statutory information

Governance data

Council meetings

Table 12: Number and type of Council meetings held during 2024–25.

MEETING TYPE	NUMBER
Council meetings	13
Council workshops	4
Audit and Risk Committee	6
Finance Committee	5
Investment Committee	4

Table 13: Summary of Councillors' attendance at Council meetings in 2024–25.

COUNCILLOR	MEETINGS ATTENDED
Cr R Kelly	13
Cr R Hampton	13
Cr D Chapman	11
Cr A Dennis	13
Cr L Hampton	12
Cr C Lynch	13
Cr D Randall	10
Cr P Smith	12
Cr G Toomey	12

Table 14: Summary of Councillors' attendance at Council workshops in 2024–25.

COUNCILLOR	WORKSHOPS ATTENDED
Cr R Kelly	4
Cr R Hampton	4
Cr D Chapman	4
Cr A Dennis	4
Cr L Hampton	4
Cr C Lynch	4
Cr D Randall	4
Cr P Smith	4
Cr G Toomey	4

Obligations under the Government Information (Public Access) Act 2009

During the reporting period, NSWALC received no applications under the *Government Information (Public Access) Act 2009*.

Obligations under the Public Interest Disclosure Act 1994

During the reporting period, NSWALC received no complaints under the *Public Interest Disclosure Act 1994*.

Risk management

NSWALC is governed by a Council that is elected by LALC members in NSW. Council meetings are held throughout the year and a governance framework enhanced by its Audit and Risk Committee and Finance subcommittee, ensure that corporate management is accountable, transparent in all its actions and decisions, and complies with legislation. NSWALC has an enterprise-wide risk management framework (consistent with ISO 13000 Risk Management) and maintains a strategic risk register, which is updated quarterly through its governance framework and supported by an independent internal audit function.

Workforce data

Workers compensation and rehabilitation 2024–25

Work-related injury and illness

No new work-related injuries or illness were reported in 2024–25.

Workers compensation claims

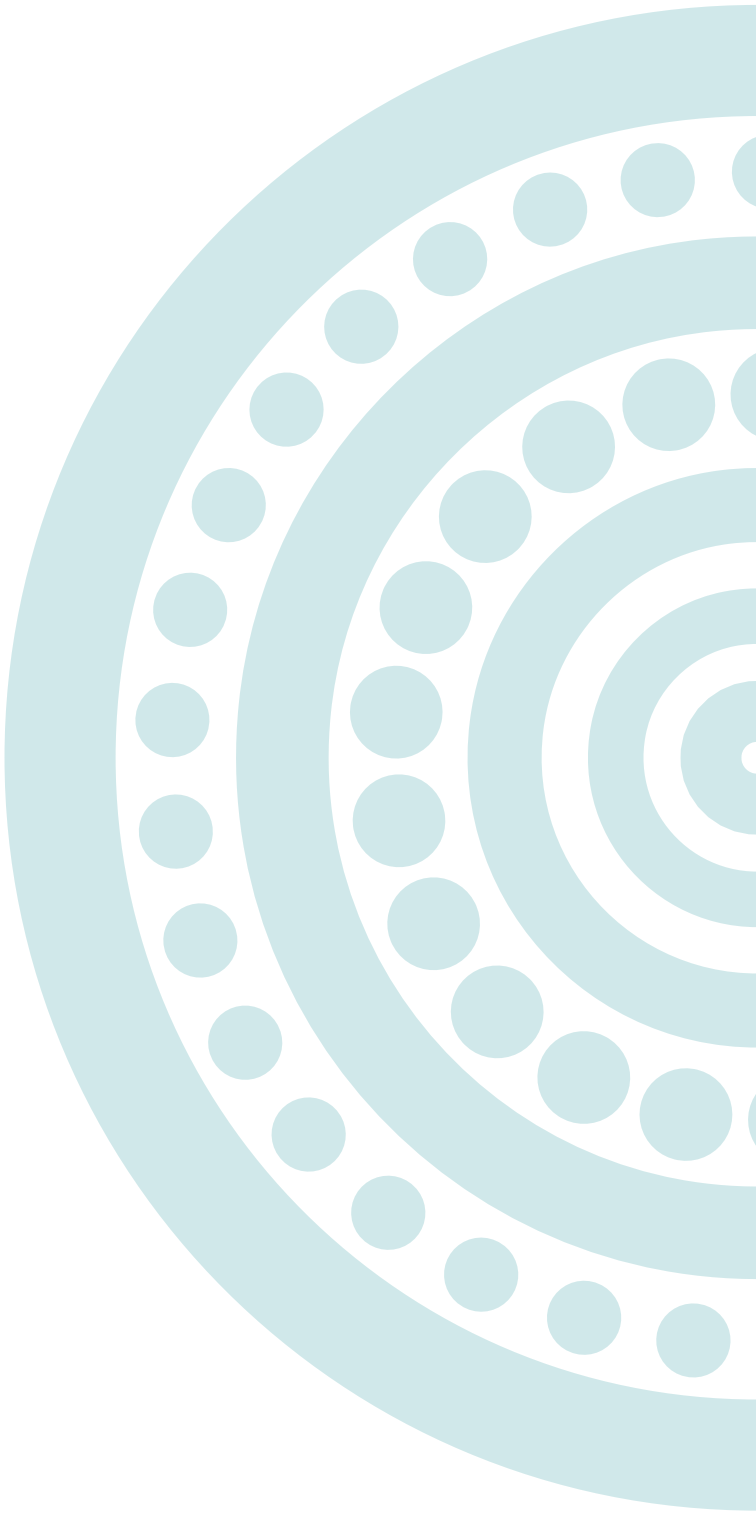
One new workers compensation claim was lodged in 2024–25 but there were open claims carried forward from previous financial years.

Table 15: Workers compensation claims.

CLAIM TYPE /STATUS	NUMBER
Claims brought forward from 2023–24	3
New claims this period	1
Total	4
Claims status at 30 June 2025	
Claims finalised	3
Claims declined/under investigation	0
Liability accepted and claim continuing	4
Provisional liability	0
Total	7
Open claims carried forward to 2024–25	4

Rehabilitation

No new rehabilitation claims were made in 2024–25.



Our workforce

Staff categories and representation

Table 16: Five-year trend in category of staff and percentage of total staff, 2020–25.

CATEGORY	% TOTAL STAFF				
	2020–21	2021–22	2022–23	2023–24	2024–25
Management	25.0	20.1	17.9	15.8	15.5
Band 4 – 6	61.0	56.1	66.8	66.2	66.2
Band 1 – 3	8.3	17.3	9.3	11.5	12.0
Councillors	6.2	6.5	6.0	6.5	6.3

Table 17: Trends in the representation of EEO target groups 2020–25.

EEO GROUP	BENCHMARK OR TARGET (%)	% TOTAL STAFF ¹				
		2020–21	2021–22	2022–23	2023–24	2024–25
Women	50.0	55.0	59.2	64.5	70.0	69.9
Aboriginal People and Torres Strait Islanders	26.0	52.1	44.6	47.2	50.0	48.1
People whose first language was not English	19.0	13.0	9.2	11.0	10.0	10.5
People with a disability	N/A	9.0	8.5	5.5	6.9	7.5
People with a disability requiring work-related adjustment	1.1 (2011) 1.3 (2012) 1.5 (2013)+	4.5	3.9	2.7	2.3	2.3

1. Excludes casual staff.

Table 18: Trends in the distribution of EEO target groups, 2020–25.

EEO GROUP	BENCHMARK OR TARGET (%)	DISTRIBUTION INDEX ²				
		2020–21	2021–22	2022–23	2023–24	2024–25
Women	100	88	77	88	86	84
Aboriginal People and Torres Strait Islanders	100	89	77	87	83	86
People whose first language was not English	100	94	92	97	100	86
People with a disability	100	77	82	87	89	90
People with a disability requiring work-related adjustment	100	83	100	100	100	100

2. A Distribution Index of 100 indicates that the centre of the distribution of the EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. A distribution index based on an EEO based survey response rate of less than 80 per cent may not be completely accurate.

Executive officers and senior staff

Table 19: Position, number and gender of senior staff and executive officers (payroll).

EXECUTIVE POSITIONS	CURRENT YEAR NUMBER	MALE	FEMALE	PRIOR YEAR NUMBER	MALE	FEMALE
CEO	2	1	1	1	1	–
Executive directors	3	2	1	3	2	1

Table 20: Senior staff and executive remuneration, 2020–25.

EXECUTIVE POSITION	2020–21 \$	2021–22 \$	2022–23 \$	2023–24 \$	2024–25 \$
CEO	355,000		667,500	329,500	452,570
Executive Director	216,645	637,705	428,109	494,151	565,532

Table 21: Percentage of total team member-related expenditure on senior staff and executives, 2020–25.

SENIOR STAFF AND EXECUTIVES	2020–21	2021–22	2022–23	2023–24	2024–25
Percentage of total team expenditure	8.7	3.2	10.7	6.2	6.6

Our workforce profile

Table 22: NSWALC workforce profile as at 30 June 2025 by Cultural background and gender.

GENDER	FULL TIME ALL	ABORIGINAL	PART TIME ALL	ABORIGINAL	TOTAL
Female	80	42	13	4	93
Male	38	18	2	0	40

Table 23: NSWALC workforce profile as at 30 June 2025 by age, gender and Cultural background.

GENDER	<30 ALL	ABORIGINAL	30–50 ALL	ABORIGINAL	51+ ALL	ABORIGINAL	TOTAL
Female	5	2	59	29	29	13	93
Male	2	2	26	13	12	3	40

Major policy and program outcomes in 2024–25 against planned outcomes

Over the past year, our People & Workplace team has advanced several strategic initiatives to support a thriving, inclusive and future-ready workforce. These efforts reflect our commitment to employee wellbeing, organisational excellence and community impact.

Workforce and capability development

We invested in professional development to ensure our people are equipped for evolving challenges. This included leadership programs, digital skills training, project management, business writing skills and career mobility initiatives that empower staff to grow and contribute meaningfully.

Employee engagement and wellbeing

Employee wellbeing remained a top priority with positive duty training implemented across the organisation. We expanded the employee assistance program and continued the working from home initiative and flexible work arrangements.

Diversity, equity, and inclusion (DEI)

NSWALC’s first report to the Workplace Gender Equality Agency has been lodged.

HR operations and systems

Operational improvements included streamlining Human Resources (HR) processes, upgrading systems by enhancing our performance management process online, and a robust compliance platform to align with legislation and our policies.

Workforce diversity strategies

Improving Aboriginal workforce participation continues to be a key focus of our people strategy with representation at 48 per cent. Female representation has remained steady at 69.9 per cent.

Thirty-two new team members were recruited into the organisation during this reporting period with 22 females and 17 identifying as Aboriginal.

Aboriginal Employment Strategy

NSWALC is committed to developing and implementing an Aboriginal Employment Strategy (AES) to strengthen the recruitment, retention, and development of Aboriginal and Torres Strait Islander employees across our organisation.

During the reporting period NSWALC developed the draft AES and was successful in appointing an Aboriginal female CEO after an extensive recruitment process.

NSWALC will continue to drive its people strategy to increase Aboriginal and Torres Strait Islander workforce participation and its female leadership.

Salary packaging benefits

NSWALC continues to engage Maxxia as the outsource salary packaging provider, with 83.5 per cent of staff (111) participating in some form of salary packaging. Of the NSWALC staff engaged in salary packaging, approximately 44.1 per cent (49) are Aboriginal staff.

Table 24: Breakdown of staff using Maxxia salary packaging.

	NUMBER	%
Total staff	133	100
Total staff using Maxia	111	83.5
Total Aboriginal staff using Maxia	49	44.1

Remuneration of Councillors

Under section 161 of the ALRA, NSWALC is obliged to publish the total remuneration (including travel expenses) paid to each Councillor during the year. Councillor salaries are determined by the Statutory and Other Offices Remuneration Tribunal as part of its Public Office Holders Group.

Under section 13 of the *Statutory and Other Offices Remuneration Act 1975* the Tribunal must make a determination on remuneration of office holders on 1 July each year. In 2024–25 the annual base salary of a NSWALC Councillor was \$167,170, with loadings of 10 per cent for the Chairperson and 5 per cent for the Deputy Chairperson due to the additional responsibilities inherent in both positions.

Financial statements

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Statement by Councillors

Pursuant to Section 152E of the *Aboriginal Land Rights Act 1983* (the ALRA), we state that these financial statements:

1. Have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the ALRA, and
2. Present fairly the Council's financial position, financial performance and cash flows for the year ended 30 June 2025.



Raymond Kelly

Chairperson
NSW Aboriginal Land Council

23 October 2025



Ross Hampton

Deputy Chairperson
NSW Aboriginal Land Council

Consolidated statements of comprehensive income

For the year ended 30 June 2025

	NOTE	CONSOLIDATED		PARENT	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000
Revenue					
Investment revenue	5	34,181	31,662	32,812	30,340
Grants and contributions	6	25,172	23,174	18,981	20,367
Other revenue	7	14,732	12,299	1,686	2,098
Total revenue		74,085	67,135	53,479	52,805
Expenses					
Employee-related expenses	9	(30,104)	(27,868)	(21,249)	(21,506)
Doubtful debts and debt write off		(526)	(897)	(188)	(626)
Funding to Local Aboriginal Land Councils (LALCs)	10	(19,002)	(18,367)	(19,002)	(18,367)
Grants	11	(5,739)	(7,346)	(8,017)	(7,346)
Legal expenses		(1,775)	(1,584)	(1,710)	(1,557)
Other expenses	12	(23,737)	(23,285)	(14,364)	(15,852)
Program expenses		(463)	(2,276)	(315)	(1,575)
Depreciation and amortisation	18,19	(2,910)	(2,810)	(2,252)	(2,270)
Total expenses		(84,256)	(84,433)	(67,097)	(69,099)
Operating deficit		(10,171)	(17,298)	(13,618)	(16,294)
Other gains	8	26,562	8,874	26,562	8,874
Gain on disposal		65	188	65	188
Surplus/(deficit) before income tax expense		16,456	(8,236)	13,009	(7,232)
Income tax expense		–	–	–	–
Surplus/(deficit) after income tax expense for the year		16,456	(8,236)	13,009	(7,232)
Other comprehensive income					
<i>Items that will not be reclassified subsequently to surplus or deficit</i>					
Actuarial gain/(loss) on defined benefit plans, net of tax		41	(14)	41	(14)
Net increment on revaluation		1,397	5,828	1,397	5,828
Other comprehensive income for the year, net of tax		1,438	5,814	1,438	5,814
Total comprehensive income for the year		17,894	(2,422)	14,447	(1,418)
Surplus/(deficit) for the year is attributable to:					
Non-controlling interest	30	29	30	–	–
Members of New South Wales Aboriginal Land Council		16,427	(8,266)	13,009	(7,232)
		16,456	(8,236)	13,009	(7,232)
Total comprehensive income for the year is attributable to:					
Non-controlling interest	30	29	30	–	–
Members of New South Wales Aboriginal Land Council		17,865	(2,452)	14,447	(1,418)
		17,894	(2,422)	14,447	(1,418)

The above Consolidated statements of comprehensive income should be read in conjunction with the accompanying notes.

Consolidated statements of financial position

As at 30 June 2025

		CONSOLIDATED		PARENT	
	NOTE	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Assets					
Current assets					
Cash and cash equivalents	13	36,296	32,592	25,117	21,695
Trade and other receivables	14	7,742	4,502	2,733	2,272
Investments	15	621,729	604,768	621,729	604,768
Derivative financial instruments	16	1,152	677	1,152	677
Other assets	17	785	824	682	734
Total current assets		667,704	643,363	651,413	630,146
Non-current assets					
Trade and other receivables	14	9,490	11,645	419	430
Other assets	17	607	621	607	621
Property, plant and equipment	18	52,423	51,856	52,217	51,661
Right-of-use assets	19	3,482	3,893	2,898	3,337
Intangibles		175	117	131	72
Investment in subsidiary	20	–	–	5,055	5,055
Total non-current assets		66,177	68,132	61,327	61,176
Total assets		733,881	711,495	712,740	691,322
Liabilities					
Current liabilities					
Trade and other payables	22	7,792	6,611	7,231	5,125
Unspent grants	24	21,669	17,021	18,645	13,438
Borrowings	23	518	2,910	–	–
Lease liabilities	25	1,400	1,218	995	888
Provisions	26	4,199	4,199	3,643	3,515
Total current liabilities		35,578	31,959	30,514	22,966
Non-current liabilities					
Borrowings	23	6,851	5,381	–	–
Lease liabilities	25	2,492	3,093	2,304	2,872
Provisions	26	410	339	300	309
Total non-current liabilities		9,753	8,813	2,604	3,181
Total liabilities		45,331	40,772	33,118	26,147
Net assets		688,550	670,723	679,622	665,175
Equity					
Revaluation reserve		25,171	23,774	25,171	23,774
Accumulated funds		659,391	642,990	654,451	641,401
Equity attributable to the members of New SouthWales Aboriginal Land Council		684,562	666,764	679,622	665,175
Non-controlling interest	30	3,988	3,959	–	–
Total equity		688,550	670,723	679,622	665,175

The above Consolidated statements of financial position should be read in conjunction with the accompanying notes.

Consolidated statements of changes in equity

For the year ended 30 June 2025

	REVALUATION RESERVE \$000	ACCUMULATED FUNDS \$000	NON- CONTROLLING INTEREST \$000	TOTAL EQUITY \$000
CONSOLIDATED				
Balance at 1 July 2023	17,946	651,337	3,929	673,212
(Deficit)/surplus after income tax expense for the year	–	(8,266)	30	(8,236)
Other comprehensive income for the year, net of tax	5,828	(14)	–	5,814
Total comprehensive income for the year	5,828	(8,280)	30	(2,422)
<i>Transactions with members in their capacity as members:</i>				
Distributions paid	–	(67)	–	(67)
Balance at 30 June 2024	23,774	642,990	3,959	670,723
Balance at 1 July 2024	17,946	651,337	3,929	673,212
Surplus after income tax expense for the year	–	16,427	29	16,456
Other comprehensive income for the year, net of tax	1,397	41	–	1,438
Total comprehensive income for the year	1,397	16,468	29	17,894
<i>Transactions with members in their capacity as members:</i>				
Distributions paid	–	(67)	–	(67)
Balance at 30 June 2025	25,171	659,391	3,988	688,550
	REVALUATION RESERVE \$000	ACCUMULATED FUNDS \$000	TOTAL EQUITY \$000	
PARENT				
Balance at 1 July 2023		17,946	648,647	666,593
Deficit after income tax expense for the year		–	(7,232)	(7,232)
Other comprehensive income for the year, net of tax		5,828	(14)	5,814
Total comprehensive income for the year		5,828	(7,246)	(1,418)
Balance at 30 June 2024		23,774	641,401	665,175
Balance at 1 July 2024		23,774	641,401	665,175
Surplus after income tax expense for the year		–	13,009	13,009
Other comprehensive income for the year, net of tax		1,397	41	1,438
Total comprehensive income for the year		1,397	13,050	14,447
Balance at 30 June 2025		25,171	654,451	679,622

The above Consolidated statements of changes in equity should be read in conjunction with the accompanying notes.

Consolidated statements of cash flows

For the year ended 30 June 2025

	NOTE	CONSOLIDATED		PARENT	
		2025 \$000	2024 \$000	2025 \$000	2024 \$000
Cash flows from operating activities					
Sales and rental income		7,861	9,771	279	206
Interest and investment income		1,451	1,877	396	489
Community Development Levy received		124	789	124	790
Grants and contributions received		23,135	20,072	16,337	15,553
GST received from Australian Tax Office (ATO)		1,871	1,535	1,871	1,535
Other receipts		5,097	2,578	–	–
Payments to employees		(29,763)	(28,330)	(21,089)	(22,001)
Net debts movement (including GST)		3,407	6,182	3,407	6,182
LALCs debts increment/(decrement)		(71)	(758)	(71)	(758)
Community Development Levy grants paid		(820)	(1,473)	(821)	(1,473)
Grant payments		(7,196)	(5,873)	(7,197)	(5,873)
Funding to LALCs		(16,712)	(16,847)	(16,712)	(16,847)
Expenses paid on behalf of LALCs		(2,290)	(1,520)	(2,290)	(1,520)
Payments for goods and services*		(21,306)	(28,116)	(11,465)	(19,044)
Payment of interest portion of lease liability		(520)	(554)	(217)	(269)
Net cash used in operating activities	27	(35,732)	(40,667)	(37,448)	(43,030)
Cash flows from investing activities					
Payments for property, plant and equipment and intangibles	18	(603)	(458)	(458)	(342)
Loans advanced to customers by SEFA		(5,533)	(1,643)	–	–
Loans repayments from customers by SEFA		5,136	1,836	–	–
Proceeds from disposal of investments		42,290	38,872	42,290	38,873
Proceeds from disposal of property, plant and equipment		–	1	–	1
Net cash from investing activities		41,290	38,608	41,832	38,532
Cash flows from financing activities					
Proceeds from borrowings		(300)	–	–	–
Distributions paid		(68)	(68)	–	–
Payment of lease liabilities		(1,485)	(1,610)	(962)	(1,187)
Net cash used in financing activities		(1,853)	(1,678)	(962)	(1,187)
Net increase/(decrease) in cash and cash equivalents					
		3,705	(3,737)	3,422	(5,685)
Cash and cash equivalents at the beginning of the financial year		32,589	36,326	21,695	27,380
Cash and cash equivalents at the end of the financial year	13	36,294	32,589	25,117	21,695

* Payments for goods and services comprise operational and administrative outgoings of the Council.

Notes to the consolidated financial statements

30 June 2025

Note 1. Reporting entity

The New South Wales Aboriginal Land Council (the Council) is a Statutory Body constituted by the ALRA. The Council is a not-for-profit entity (as profit is not its principal objective). The reporting entity comprises of the Council and the following subsidiaries:

SUBSIDIARY NAME	ACN	INCORPORATION/ ACQUISITION DATE	OWNERSHIP (%)
NSWALC Housing Ltd	631 178 848	23/01/2019	100.00
NSWALC Employment and Training Ltd	634 467 244	28/06/2019	100.00
Social Enterprise Finance Australia Limited	150 673 715	26/11/2021	56.69
NUE Corporation Pty Ltd	682 998 956	10/12/2024	100.00
ALC CLC Pty Ltd	687 324 858	21/05/2025	100.00

In accordance with NSWALC Strategic Plan 2023–2026, the Council is committed to pursuing economic independence and prosperity for our People. To achieve this, the Council creates opportunities for Aboriginal People and Local Aboriginal Land Councils (LALCs) to undertake business ventures and is diversifying its own business activities to provide greater prosperity to future generations.

NSWALC Housing Ltd (NHL) and NSWALC Employment and Training Ltd (NET) are two of the Council’s economic development initiatives. NHL increases housing options, including the supply of social and affordable housing for Aboriginal People. NET is designed to mobilise the Aboriginal workforce and support them to obtain training and employment in the infrastructure, construction, aged care and disability services sectors.

Social Enterprise Finance Australia Limited (SEFA) is a specialist lender that provides loans and capability building, including investment readiness, and support to Australian purpose-driven organisations. SEFA is a for-profit company limited by shares and incorporated in Australia.

NUE Corporation Pty Ltd was established to pursue land activation of LALC-owned land for renewable energy projects (primarily solar) and to increase Aboriginal ownership and representation in the renewable energy generation market. NUE Corporation Pty Ltd is a company limited by shares and incorporated in Australia.

ALC CLC Pty Ltd, trading as Walumarra Legal Centre, was established as a community legal centre to provide pro bono (i.e., free) legal support to LALCs to address gaps in the existing support structure. ALC CLC Pty Ltd is a not-for-profit company limited by shares and incorporated in Australia.

Note 2. Basis of preparation

The consolidated financial statements of the Council are general purpose financial statements that have been prepared in accordance with:

- Australian Accounting Standards (AAS) and interpretations; and
- the ALRA and its regulation.

The Council complied with these legislative requirements throughout the year.

The Council is a not-for-profit entity for financial reporting purposes.

The presentation and functional currency of the Council is Australian dollars.

The consolidated financial statements for the year ended 30 June 2025 have been authorised for issue by the Council on 23 October 2025.

All amounts are rounded to the nearest one thousand dollars unless otherwise stated.

Critical accounting estimates and judgements

The preparation of consolidated financial statements requires management to make judgements, estimates and assumptions that effect the application of accounting policies and reported amounts of assets, liabilities, income and expenses.

Information about critical judgements, key assumptions and estimations are disclosed in the relevant notes to the financial statements.

Note 3. Accounting policies

Specific accounting policy information for material accounting policies has been provided in the respective notes alongside the quantitative disclosure notes.

The accounting policies below have been applied consistently to all periods presented, unless there has been changes in the accounting standards.

Other general accounting policy information is contained below.

Incorporation of LALCs

During the year ended 30 June 2025, no new LALCs were incorporated (2024: none).

Taxation

The Council is a Public Benevolent Institution (PBI) under the *Income Tax Assessment Act 1997*. Therefore, the Council is exempt from income tax from 1 July 2000. The Council is also exempt from payroll tax under *Payroll Tax Act 2007*.

For any entities controlled by the parent and consolidated, income tax on the profit or loss for the period comprises current and deferred tax.

Comparative information

Except when an AAS allows or requires otherwise, comparative balances were restated to improve clarity.

New or revised AAS effective for the first time in the current financial year and standards issued but not yet effective

The Council has adopted all of the new or amended accounting standards and Interpretations that are mandatory for the current financial year. There are no material adjustments to the financial statements arising from the adoption of any new or amended accounting standards.

Note 3. Accounting policies (cont)

AASB 2022-10 – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities

AASB 2022-10 is effective for accounting periods beginning on or after 1 January 2024 and amends AASB 13 to provide authoritative guidance as to the fair value measurement of non-financial assets that are not primarily intended to generate net cash inflows. In particular:

- current use is assumed to be highest and best use, unless the asset is held for sale or a change in use is highly probable
- clarification is provided in relation to the application of market participant assumptions when observable data is limited, and
- detailed rules are provided for the application of the cost approach.

The standard applies prospectively and as such any impact will arise through future revaluations of relevant asset classes.

There are no material adjustments to the financial statements arising from the adoption of any new or amended accounting standards.

The Council has not adopted any new standards that the AASB has issued but are not yet effective.

Note 4. Capital management

Under section 150(1) of the ALRA, the value of the assets of the Council must be maintained above the capital value of the Statutory Account, as at 31 December 1998. The Council understands that this figure is \$485,340,000. The value of the assets of the Council throughout the year have remained above the required amount.

The Council monitors its return on investments and operating expenditure to maintain its capital value. It has developed two key policies for its capital management:

1. Strategic Asset Allocation has been implemented and is closely monitored by the Investment Committee and the Council.
2. The Drawdown Rule is based on the following key elements:
 - previous drawdown
 - average asset value
 - long-term spending rate.

The annual expected future draw down is equal to 70% of the drawdown in previous year and 30% of the average asset value in previous year, multiplied by the long-term spending rate. Therefore, the projected drawdown for expenditure is 8.50% of the investment balance in 2026 (2025: 8.71%).

Note 5. Investment revenue

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Interest	1,599	1,686	230	364
Dividends	28,299	25,140	28,299	25,140
Realised gains	4,283	4,836	4,283	4,836
	34,181	31,662	32,812	30,340

Interest income is recognised using the effective interest method.

Dividend revenue is recognised when the right to receive payment is established.

Realised gains are the gains arising in the year from managed funds.

Note 6. Grants and contributions

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Closing the Gap	11,348	10,915	11,348	10,915
Community Development Program	330	–	–	–
Yarpa Hub	2,379	1,886	2,379	1,886
Community Connectors Initiative	2,031	1,806	2,031	1,806
Barrangirra	1,370	620	–	–
Specialist Homelessness Services	1,925	328	–	–
Work and Development Order	1,057	–	–	–
Moree Indigenous Specialist Services	1,053	402	–	–
Aboriginal Community Partnership Program	–	1,500	–	1,500
Junior Ranger Program	783	268	783	268
Aboriginal Housing Energy Efficiency Program	727	–	727	–
Social Housing Accelerator Fund Program	624	–	624	–
Caring for Country Business Development	3	550	3	550
Aboriginal Community Housing Investment Fund	–	747	–	–
Recovery Income from Program Grant	–	2,762	–	2,762
More Jobs More Care	–	228	–	–
Other Programs individually under \$500,000	1,537	1,159	1,086	680
Donations	5	3	–	–
	25,172	23,174	18,981	20,367

For grants that are funding arrangements, the Council recognises the grant at the earlier of receipt of the funds or when the Council's entitlement to invoice the grantor is established, unless the entitlement to funding is conditional on the Council's ability to meet the conditions each year.

For grants and contributions of property, the Council recognises the asset when title transfers or vests.

In all circumstances, the Council initially recognises the asset at fair value and any related amount in the financial statements in accordance with the rights and obligations arising from the contractual terms of the arrangement as follows:

- a contractual obligation to repay any of the unspent grant or donation that the Council cannot avoid, including where a termination for convenience clause exists, is recognised as a financial liability in current liabilities as 'unspent grant/donation'
- a transfer of funds to enable the Council to procure or construct immovable property is recognised as a liability and subsequently recognised in revenue when the property is acquired or constructed
- land claimed from state or federal government under the ALRA is capitalised as land asset and recognised as revenue, and
- any residual is recognised immediately in revenue.

Note 7. Other revenue

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Rental income	7,121	6,168	279	206
Projects and other revenue	6,177	4,343	444	396
Investment manager's fee rebates	839	617	839	617
Investment Readiness income – SEFA	471	292	–	–
Levy received from government	124	789	124	789
Assets received at nil consideration	–	90	–	90
	14,732	12,299	1,686	2,098

Grant projects revenue is recognised when the service is provided or by reference to the stage of completion base on time incurred to date as a percentage of total estimate duration for each contract.

Rental income is recognised over the rental period on a straight-line basis.

All other revenue is recognised when the right to receive the revenue has been established.

Note 8. Other gains

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Net change in fair value hedge instruments	1,152	677	1,152	677
Net change in fair value of investments through profit or loss*	25,360	8,167	25,360	8,167
Net change in expected credit loss provision of receivables	50	30	50	30
	26,562	8,874	26,562	8,874

* Net change in fair value of investments relates to unrealised movements in investment valuations as shown in note 15.

Investments fair value movement

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Global Fixed Income	355	361	355	361
Australian Equities	5,126	1,113	5,126	1,113
Australian Fixed Income	264	(60)	264	(60)
Cash Fund	(49)	(252)	(49)	(252)
Emerging Market Debt	2,052	152	2,052	152
Emerging Markets	3,353	3,128	3,353	3,128
Global Credit	314	(59)	314	(59)
Hedge Fund	1,678	511	1,678	511
Inflation – Linked Bond	278	343)	78	(343)
International Equities	9,160	9,996	9,160	9,996
Unlisted Infrastructure	2,907	1,810	2,907	1,810
Unlisted Property	(78)	(8,190)	(78)	(8,190)
	25,360	8,167	25,360	8,167

Note 8. Other gains (cont)

Investments fair value movement (cont)

	2025 \$000	2024 \$000
Investments through profit or loss	25,360	8,167
Fair value hedge instruments	1,152	677
Total unrealised gain	26,512	8,844

Note 9. Employee-related expenses

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Salaries and wages (including recreation leave)	24,893	23,332	17,176	17,698
Superannuation expenses	3,089	2,831	2,194	2,224
Leave expenses	1,741	1,460	1,511	1,355
Workers' compensation insurance	381	245	368	229
	30,104	27,868	21,249	21,506

Employee expenses include salaries and wages for the year, workers compensation insurance premium for the year, 11.5% (2024: 11%) defined contribution superannuation incurred for employees under defined contribution scheme, and amounts nominated by the fund managers in respect of defined benefit schemes.

Note 10. Funding to LALCs

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Funding provided	16,712	16,847	16,712	16,847
Essential expenses paid for LALCs	2,191	1,410	2,191	1,410
LALCs advisor and investigator expenses	99	110	99	110
	19,002	18,367	19,002	18,367

Funding for LALCs is expensed at the agreed amount in accordance with the Funding Agreement. If a LALC is in breach of the statutory requirements, only essential payments are made under an Assistance Agreement.

Note 11. Grants

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Community Connector Initiative ¹	1,923	1,795	1,923	1,795
Community Development Fund ²	821	1,473	821	1,473
Funeral Assistance	750	682	750	682
Energy Efficiency Program ³	727	–	727	–
Social Housing Accelerator Fund ⁴	624	–	624	–
Junior Ranger Program ⁵	405	250	405	250
Fishing Fund Grants (note 13)	–	1,880	–	1,880
Country Business Development Grant Program	–	544	–	544
Grants to NUE Corporation Pty Ltd	–	–	769	–
Grants to NSWALC Employment and Training Ltd	–	–	750	–
Grants to NSWALC Housing Ltd	–	–	658	–
Grants to ALC CLC Pty Ltd	–	–	101	–
Other Grants individually below \$250,000	489	722	489	722
	5,739	7,346	8,017	7,346

1. The Community Connector initiative started in 2021 and is aimed at supporting and increasing the number of young Aboriginal People reaching their learning potential by connecting them to their Culture and Country, and by helping them access supports in their Communities. The Council is delivering the Aboriginal Community Connector Initiative on behalf of NSW CAPO in partnership with the NSW Department of Education and LALCs.

2. The NSWALC Community Development Fund is devised as a wealth redistribution mechanism to redistribute wealth from LALCs with more valuable land holdings to those with less valuable land and fewer development opportunities.

3. The Energy Efficiency Program is a program that delivers heating and cooling solutions to Aboriginal Community Housing Providers (ACHPs). This includes things like the installation of new solar photovoltaic (PV) systems, heat pump hot water systems, reverse cycle air conditioners or ceiling fans.

4. The Social Housing Accelerator Fund (SHAF) is an Australian Government payment to be delivered by state and territory governments to increase housing supply.

5. Junior Ranger Program aims to increase school attendance, retention and improve the readiness of Aboriginal students to transition from school to further education. By providing a unique learning experience by combining classroom education with curriculum based 'on-country' learning, the program aims to foster a deep connection to the land and strengthen Aboriginal students' Cultural Knowledge and identity.

Grants to subsidiaries: NSWALC, as the parent company, provided \$2.278 million in 2025 to its subsidiaries (2024: Nil).

Note 12. Other expenses

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Coalition of Aboriginal Peak Organisations initiatives (note 24)	6,232	6,028	6,232	6,028
Rent and outgoings	4,193	3,776	1,084	1,247
Miscellaneous expenses ¹	1,762	1,932	828	805
Consultant fees	1,867	2,130	1,207	1,451
IT related costs ²	1,433	795	816	521
Maintenance expenses ³	1,364	858	–	–
Insurance ⁴	1,287	1,272	628	596
Travel expenses and meal allowances	857	634	616	477
Audit fee	704	568	248	218
Yarpa Hub expenses (note 24)	649	572	649	572
Workforce Development	576	–	–	–
Finance costs	527	579	190	232
Contractor fees	493	863	438	722
Telephone and communications	393	390	318	335
Motor vehicle expenses	366	326	222	208
Returned Grant Expense	272	–	272	–
Staff training, development and recruitment	269	273	152	153
Public relations	186	155	186	155
Storage rental	105	96	76	94
Advertising	81	68	81	68
Electricity and power	56	67	56	67
Committee member fees	47	68	47	68
Business development grants	18	148	18	148
Council election	–	1,029	–	1,029
40th Anniversary celebration	–	658	–	658
	23,737	23,285	14,364	15,852

1. Miscellaneous expenses primarily comprises administrative, occupancy-related, maintenance and compliance costs.

2. IT related costs include the costs of equipment and infrastructure maintenance which are undertaken as needed.

3. All maintenance work carried out by the external contractors and there are no employee related expenses included.

4. The Council holds insurance policies and pays premiums covering property, public liability, workers compensation, Councillors' liability and other contingencies.

All expenses incurred on an accrual basis are recognised as expenditure to the extent that the Council has benefited by receiving goods or services.

Expenditure for Community benefits

Pursuant to section 108 of the ALRA, the Council incurs expenses for the benefits of the Aboriginal Community. This expenditure may be incurred in the form of purchases of assets such as shares.

Note 13. Cash and cash equivalents

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current assets				
Unrestricted assets				
Cash at bank	30,659	27,487	19,480	18,090
Term deposits	–	1,500	–	–
	30,659	28,987	19,480	18,090
Restricted assets				
Indigenous Business and Employment Hub – Cash at bank ¹	3,959	2,950	3,959	2,950
NSW Aboriginal Controlled Fishing Fund – Cash at bank ²	11	274	11	274
Funeral Fund – Cash at bank	397	381	397	381
SHAF Programs Fund – Cash at Bank ³	1,270	–	1,270	–
Total restricted assets	5,637	3,605	5,637	3,605
Total cash and cash equivalents	36,296	32,592	25,117	21,695
Reconciliation to cash and cash equivalents at the end of the financial year				
The above figures are reconciled to cash and cash equivalents at the end of the financial year as shown in the Statement of cash flows as follows:				
Balances as above	36,294	32,592	25,117	21,695
Bank overdraft (note 23)	(2)	(3)	–	–
Balance per Statement of cash flows	36,292	32,589	25,117	21,695

1. The Council is partnering with the Australian Government, under the Indigenous Business Sector Strategy (IBSS), to design and deliver the Western Sydney Indigenous Business and Employment Hub. As part of this partnership, during the 2018 financial year, the Australian Government provided \$12.5 million (excluding GST) in funding to support the establishment and ongoing operation of the Hub. The Council had received an additional \$4.5 million due to agreement variation.

2. During the 2018 financial year, the Australian Government provided \$5.0 million (excluding GST) fishing fund to support NSW Aboriginal People to enter the commercial fishing sector and to achieve long term economic outcomes for coastal and Riverine Communities, through employment and business development opportunities extended until 30 June 2024.

3. The Social Housing Accelerator Fund (SHAF) is an Australian Government payment to be delivered by state and territory governments to increase housing supply. NSWALC received \$1.79 million (excluding GST) in cash to manage 16 properties in 2024–25 financial year.

For the purposes of the statement of cash flows, cash and cash equivalents include cash at bank, cash on hand and short-term deposits. It also includes cash and cash equivalents under Restricted assets and bank overdrafts (note 23).

Restricted assets include cash and cash equivalents and property held by the Council for special projects or as a trustee. These assets cannot be used for operating purposes.

Note 14. Trade and other receivables

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current assets				
Trade receivables	2,828	1,708	249	61
Less: Allowance for expected credit losses	(376)	(94)	–	–
	2,452	1,614	249	61
Loans and advances to customers	3,248	964	–	–
Less: Allowance for expected credit losses	(315)	(263)	–	–
	2,933	701	–	–
Other receivables	129	73	–	–
Franking credit rebates	982	777	982	777
	1,111	850	982	777
Statutory debts from LALCs	139	191	139	191
Net GST receivable from the ATO	1,107	1,146	1,363	1,243
Total current trade and other receivables	7,742	4,502	2,733	2,272
Non-current assets				
Statutory debts from LALCs	4,821	4,927	4,821	4,927
Less: Allowance for expected credit losses (note 29)	(4,402)	(4,497)	(4,402)	(4,497)
	419	430	419	430
Loans and advances to customers	9,071	11,215	–	–
Total non-current trade and other receivables	9,490	11,645	419	430
	17,232	16,147	3,152	2,702
Allowance for expected credit losses				
Movements in the allowance for expected credit losses are as follows:				
Opening balance	4,854	4,454	4,497	4,191
Additional provisions recognised	499	430	165	336
Decrease in allowance due to recovery of receivables	(50)	(30)	(50)	(30)
Amounts written off during the year	(210)	–	(210)	–
Closing balance	5,093	4,854	4,402	4,497

Details regarding credit risk of trade receivables that are neither past due nor impaired, are disclosed in note 29.

Note 15. Investments

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current assets				
Global Fixed Income	18,141	17,134	18,141	17,134
Australian Equities	97,830	98,132	97,830	98,132
Australian Fixed Income	15,889	13,019	15,889	13,019
Cash Fund	10,933	11,981	10,933	11,981
Emerging Market Debt	25,312	23,260	25,312	23,260
Emerging Markets	36,880	31,663	36,880	31,663
Global Credit	33,036	28,495	33,036	28,495
Hedge Fund	78,724	65,680	78,724	65,680
Inflation – Linked Bond Fund	26,293	28,587	26,293	28,587
International Equities	141,420	158,383	141,420	158,383
Unlisted Infrastructure	71,356	64,276	71,356	64,276
Unlisted Property	65,915	64,158	65,915	64,158
	621,729	604,768	621,729	604,768

The Council holds all its investments in units in pooled investment funds, which are in substance equity instruments. As these are held for trading, they are measured at fair value through profit or loss.

Gains and losses are presented net within other gains/(losses), except for gains and losses on the investments in managed funds that are presented in 'investment revenue'.

Refer to note 29 for further information on fair value measurement.

Note 16. Derivative financial instruments

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current assets				
Forward foreign currency contracts – held for trading	91,381	103,183	91,381	103,183
Forward foreign currency contracts – financial liabilities	(90,229)	(102,506)	(90,229)	(102,506)
	1,152	677	1,152	677

Foreign currency derivatives are recognised at fair value with changes in the fair value recognised in the profit or loss.

The financial effects from derivative arrangements are offset with the net amount being reported in the financial statements. The Council has a current enforceable legal obligation to offset the recognised amounts with the counterparty and settle on a net basis realising the assets and the liabilities simultaneously.

Refer to note 29 for further information on financial instruments and financial risk management.

Note 17. Other assets

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current assets				
Accrued revenue	65	51	–	–
Prepayments	664	720	645	701
Superannuation assets	37	33	37	33
Inventory	19	20	–	–
	785	824	682	734
Non-current assets				
Security deposits	578	587	578	587
Loans to LALCs	29	34	29	34
	607	621	607	621
	1,392	1,445	1,289	1,355

If a surplus exists in the employer's interest in the defined benefit fund, the Council recognises this amount as superannuation asset and takes advantage of it in the form of a reduction in the required contribution rate on the advice of the Fund's actuary. Where a deficiency exists, the employer is responsible for any difference between the employer's share of Fund assets and the defined benefit obligation. The Council recognises this amount as a liability.

Note 18. Property, plant and equipment

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Non-current assets				
Land and buildings – at fair value	51,651	51,037	51,651	51,037
Leasehold improvements - at cost	233	233	–	–
Less: Accumulated depreciation	(182)	(166)	–	–
	51	67	–	–
Plant and equipment – at cost	1,271	2,469	667	2,011
Less: Accumulated depreciation	(704)	(1,776)	255	(1,446)
	567	693	412	565
Work in progress – at cost	154	59	154	59
	52,423	51,856	52,217	51,661

Note 18. Property, plant and equipment (cont)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	LAND & BUILDINGS \$000	PLANT & EQUIPMENT \$000	WORK IN PROGRESS \$000	TOTAL \$000
CONSOLIDATED				
Balance at 1 July 2023	45,650	1,026	41	46,717
Additions	207	279	143	629
Disposals	(8)	(13)	–	(21)
Revaluation increments	6,318	–	–	6,318
Revaluation decrements	(486)	–	–	(486)
Transfers in/(out)	–	–	(125)	(125)
Depreciation expense	(577)	(599)	–	(1,176)
Balance at 30 June 2024	51,104	693	59	51,856
Additions	–	432	381	813
Disposals	–	(3)	–	(3)
Revaluation increments	1,428	–	–	1,428
Revaluation decrements	(31)	–	–	(31)
Transfers in/(out)	–	–	(286)	(286)
Depreciation expense	(799)	(555)	–	(1,354)
Balance at 30 June 2025	51,702	567	154	52,423
PARENT				
Balance at 1 July 2023	45,526	865	41	46,432
Additions	183	188	143	514
Disposals	(8)	(10)	–	(18)
Revaluation increments	6,318	–	–	6,318
Revaluation decrements	(486)	–	–	(486)
Transfers in/(out)	–	–	(125)	(125)
Depreciation expense	(496)	(478)	–	(974)
Balance at 30 June 2024	51,037	565	59	51,661
Additions	–	285	381	666
Disposals	–	(3)	–	(3)
Revaluation increments	1,428	–	–	1,428
Revaluation decrements	(31)	–	–	(31)
Transfers in/(out)	–	–	(286)	(286)
Depreciation expense	(783)	(435)	–	(1,218)
Balance at 30 June 2025	51,651	412	154	52,217

Property, plant and equipment and intangible assets costing \$1,000 (2024: \$1,000) and above individually (or forming part of a network costing more than \$1,000) are capitalised.

The cost method of accounting is used for the initial recording of all acquisitions of property, plant and equipment. Assets acquired at no cost, or for nominal consideration, are initially recognised at their fair value at the date of acquisition.

Thereafter, land and buildings and plant and equipment is carried at revalued amounts, with all property, plant and equipment being stated at their carrying amounts after deducting accumulated depreciation and impairment losses.

Note 18. Property, plant and equipment (cont)

Revaluation of property, plant and equipment

Physical non-current assets are subsequently measured at fair value.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any social-political restrictions imposed by government. In most cases after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of property, plant and equipment is based on a market participants' perspective, using valuation techniques (market approach, cost approach) that maximise relevant observable inputs and minimise unobservable inputs. Also refer note 21 for further information regarding fair value.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for the fair value. The Council reviews the estimated useful lives for major plant and equipment at the end of each annual reporting period. The last comprehensive revaluation date was 30 June 2021. Property is revalued every three to five years or with sufficient regularity to ensure that the carrying amount does not differ materially from its fair value at reporting date. A desktop revaluation of the properties was completed on 30 June 2025 by Valuation NSW, who are experienced independent registered valuers in the respective regions where the properties are located. The majority of properties are rural land holdings that are zoned as Environmental Conservation or Environmental Management and these properties have low financial value.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued, adjusted to reflect the present condition of the assets, the gross amount and the related accumulated depreciation are separately restated.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments recognised in other comprehensive income are credited directly to the asset revaluation reserve, except to the extent that it reverses a revaluation decrement for the same asset class previously recognised as a loss in the Statement of comprehensive income, in which case the increment is credited to the Statement of comprehensive income to the extent of the decrement previously charged. A decrement in carrying amount arising on the revaluation of property, plant and equipment is charged as a loss in profit or loss to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to a previous revaluation of that asset.

The Council's revaluation increments and decrements are offset against one another within a class of non-current asset.

Depreciation of property, plant and equipment

Depreciation is provided on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Council.

Land is not a depreciable asset. Certain original artwork and collections have a long useful life. In these cases, depreciation is not recognised. The decision not to recognise depreciation for these assets is reviewed annually.

Note 18. Property, plant and equipment (cont)

The depreciation rates used for each class of depreciable assets for the estimated useful lives are:

CLASS OF FIXED ASSET	DEPRECIATION RATE (%)	USEFUL LIFE (YEARS)
Land is not depreciated		
Buildings*	4.17–33.33	3-24
Motor vehicles	20.00	5
Computer equipment	33.33	3
Other equipment, furniture and fittings	20.00	5

*Fittings classified as buildings may have varying depreciation rates and useful lives (i.e., 20% depreciation rate and five years useful life).

Useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

Refer to note 21 for further information on fair value measurement.

Note 19. Right-of-use assets

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Non-current assets				
Land and buildings – right-of-use	5,117	5,567	4,414	4,907
Less: Accumulated depreciation	(2,471)	(2,219)	(2,057)	(1,771)
	2,646	3,348	2,357	3,136
Plant and equipment – right-of-use	523	548	–	–
Less: Accumulated depreciation	(420)	(255)	–	–
	103	293	–	–
Motor vehicles – right-of-use	1,438	855	1,088	655
Less: Accumulated depreciation	(705)	(603)	(547)	(454)
	733	252	541	201
	3,482	3,893	2,898	3,337

Note 19. Right-of-use assets (cont)

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	LAND & BUILDINGS \$000	PLANT & EQUIPMENT \$000	MOTOR VEHICLES \$000	TOTAL \$000
CONSOLIDATED				
Balance at 1 July 2023	4,274	317	365	4,956
Additions	693	131	267	1,091
Disposals	(458)	–	–	(458)
Depreciation expense	(1,161)	(155)	(380)	(1,696)
Balance at 30 June 2024	3,348	293	252	3,893
Additions	470	14	913	1,397
Disposals	(289)	(13)	–	(302)
Lease modification	10	–	12	22
Depreciation expense	(893)	(191)	(444)	(1,528)
Balance at 30 June 2025	2,646	103	733	3,482
PARENT				
Balance at 1 July 2023	4,124	–	315	4,439
Additions	414	–	206	620
Disposals	(457)	–	–	(457)
Depreciation expense	(945)	–	(320)	(1,265)
Balance at 30 June 2024	3,136	–	201	3,337
Additions	175	–	660	835
Disposals	(290)	–	–	(290)
Lease modification	10	–	12	22
Depreciation expense	(674)	–	(332)	(1,006)
Balance at 30 June 2025	2,357	–	541	2,898

The Council leases properties, equipment and motor vehicles. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. The Council does not provide residual value guarantees in relation to leases.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Council and not by the respective lessor.

The Council recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

Lease liabilities are subsequently measured using an effective interest method.

The right-of-use assets are measured at cost, depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- land and buildings 2–10 years
- motor vehicles 2–4 years.

Note 20. Investment in subsidiary

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Non-current assets				
Investment in SEFA	–	–	5,055	5,055

Note 21. Fair value measurement

Fair value hierarchy

The following tables detail the Council's tangible assets, measured or disclosed at fair value.

	LEVEL 1 \$000	LEVEL 2 \$000	LEVEL 3 \$000	TOTAL \$000
CONSOLIDATED/PARENT 2025				
Property, plant and equipment				
Land and buildings	–	2,459	49,192	51,651
Total assets	–	2,459	49,192	51,651
CONSOLIDATED/PARENT 2024				
Property, plant and equipment				
Land and buildings	–	2,490	48,547	51,037
Total assets	–	2,490	48,547	51,037

There were no transfers between levels during the financial year.

Determination of fair values

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. The Council categorises, for disclosure purposes, the valuation techniques based on the inputs grouped into three levels of fair value hierarchy as follows:

- Level 1 - quoted prices in active markets for identical assets/liabilities that the Council can access at the measurement date.
- Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.
- Level 3 - inputs that are not based on observable market data (unobservable inputs).

Valuation techniques for fair value measurements categorised within Level 2 and Level 3

Market approach – this approach uses prices generated by market transactions involving identical or similar assets.

Cost approach – this approach uses prices that reflect the amount that would be required currently to replace the service capacity of an asset.

The majority of land and building assets are valued using market evidence with adjustment for condition, location, comparability, etc and therefore are categorised as Level 3.

Note 22. Trade and other payables

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current liabilities				
Trade payables	7,170	6,231	6,834	4,745
Funeral Fund – refundable contributions	397	380	397	380
Other payables	225	–	–	–
	7,792	6,611	7,231	5,125

Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

Refer to note 29 for further information on financial instruments and financial risk management.

Note 23. Borrowings

The Council's controlled entities, primarily SEFA, held borrowings at the end of the financial year as follows:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current liabilities				
Bank overdraft	2	3	–	–
Bank loans	166	157	–	–
Other loans	350	850	–	–
Lord Mayor's Charitable Foundation	–	1,900	–	–
	518	2,910	–	–
Non-current liabilities				
National Australia Bank (NAB) facility	3,326	3,956	–	–
Other loans	1,625	1,425	–	–
Loan from Lord Mayor's Charitable Foundation	1,900	–	–	–
	6,851	5,381	–	–
	7,369	8,291	–	–

Assets pledged as security

The NAB facility is secured by a floating charge over the assets of SEFA, which primarily comprise loans and advances.

Note 23. Borrowings (cont)

Financing arrangements

The Council and its controlled entities had unrestricted access to the following lines of credit at the reporting date, with the majority held by SEFA:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Total facilities				
NAB facility	4,000	4,000	–	–
Lord Mayor's Charitable Foundation	3,000	3,000	–	–
NAB corporate card facility	500	500	500	500
	7,500	7,500	500	500
Used at the reporting date				
NAB facility	3,326	3,956	–	–
Lord Mayor's Charitable Foundation	1,900	1,900	–	–
NAB corporate card facility	–	–	–	–
	5,226	5,856	–	–
Unused at the reporting date				
NAB facility	674	44	–	–
Lord Mayor's Charitable Foundation	1,100	1,100	–	–
NAB corporate card facility	500	500	500	500
	2,274	1,644	500	500

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date. The non-current external borrowings are for fixed terms of more than 12 months and are subject to roll over with agreement of the lenders. The average fixed term is 4.13 years with an average interest rate of the RBA cash rate plus 2.27%.

Refer to note 29 for further information on financial instruments and financial risk management.

Note 24. Unspent grants

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current liabilities				
Coalition of Aboriginal Peak Organisations ¹	12,338	8,211	12,338	8,211
Yarpa Hub ²	3,573	2,787	3,573	2,787
Specialist Homelessness Services	1,517	1,608	–	–
Social Housing Accelerator Fund ³	1,185	–	1,185	–
Moree Indigenous Specialist Services	861	1,432	–	–
Cumberland Plain Conservation ⁴	497	509	497	509
Community Connector ⁵	394	601	394	601
Deliver Better Outcomes	379	80	379	80
National Indigenous Australians Agency	314	–	–	–
Department of Employment and Workplace Relation	314	–	–	–
Office of Social Impact Investment	–	600	–	–
Asbestos Remediation	–	380	–	380
Junior Ranger Program	–	269	–	269
Koori Knockout	–	264	–	264
Other unspent grants individually below \$500,000	297	280	279	337
	21,669	17,021	18,645	13,438

1. In July 2020, the NSW Government signed the National Agreement on Closing the Gap 2020–2031. The peak body of NSW Coalition of Aboriginal Peak Organisations (CAPO) alongside local governments and associations, represent Aboriginal People in Closing the Gap. The Council is the auspice body for this program. The 2022–2024 NSW Implementation Plan outlines the work, detailing the vision, purpose, methods, and approach to partnership of NSW CAPO and the NSW Government. It includes 142 initiatives across all of NSW Government. Among the 142-point implementation plan, 48 initiatives are associated with five Priority reforms and 94 initiatives are associated with 17 Socioeconomic outcome areas.

2. The Council is partnering with the Australian Government, under the Indigenous Business Sector Strategy (IBSS), to design and deliver the Western Sydney Indigenous Business and Employment Hub (Yarpa Hub). As part of this partnership, in 2018 financial year, the Australian Government provided \$12.5 million (excluding GST) in funding to support the establishment and ongoing operation of the Hub. The Council had received an additional \$4.5 million due to agreement variation.

3. The Social Housing Accelerator Fund (SHAF) is an Australian Government payment to be delivered by state and territory governments to increase housing supply.

4. In 2021, funding was secured from NSW Government to support the Cumberland Plain Conservation Plan, which was delivered from 1 July 2021 to 30 November 2024, and will be a non-competitive process for Deerubbin, Tharawal and Gandangara LALCs with one third of grant funding available to each LALC to deliver Cultural and conservation outcomes on their land or other areas important to them to assist with ongoing land management or future management for conservation.

5. The Community Connector initiative started in 2021 and is aimed at supporting and increasing the number of young Aboriginal People reaching their learning potential by connecting them to their Culture and Country, and by helping them access support in their Communities. The Council is delivering the Aboriginal Community Connector Initiative on behalf of NSW CAPO in partnership with the NSW Department of Education and LALCs.

Note 25. Lease liabilities

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current liabilities				
Lease liability	1,400	1,218	995	888
Non-current liabilities				
Lease liability	2,492	3,093	2,304	2,872
	3,892	4,311	3,299	3,760

Refer to note 29 for further information on financial instruments and financial risk management.

Reconciliations of lease liabilities at the beginning and end of the current and previous financial year are set out below:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Balance at 1 July	4,311	5,515	3,760	4,976
Additions	1,398	1,092	835	619
Interest expenses	177	307	219	269
Payments	(1,674)	(1,946)	(1,180)	(1,447)
Lease modification and termination	(320)	(657)	(335)	(657)
Balance at 30 June	3,892	4,311	3,299	3,760
Represented by				
Current	1,400	1,218	995	888
Non-current	2,492	3,093	2,304	2,872
	3,892	4,311	3,299	3,760

Lease liabilities represent the present value of the remaining lease payments for the leased offices and leased motor vehicles, discounted by using the appropriate incremental borrowing rate.

As at 30 June 2025, there were 7 offices and 26 motor vehicles under lease held by the Council (as Parent) (2024: 7 offices and 18 motor vehicles).

The Council has elected to recognise payments for short-term leases and low value leases as expenses on a straightline basis. Short-term leases are those with a lease term of 12 months or less, whereas low value assets have a fair value of \$10,000 or less when new (mainly printers).

Note 26. Provisions

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Current liabilities				
Employee benefits				
Annual leave	2,193	1,857	1,637	1,451
Long service leave	1,178	1,238	1,178	1,238
Unfunded superannuation	297	322	297	322
Other provisions				
Legal claims and make-good provisions	531	504	531	504
Provision for AHO rental profits	–	278	–	–
	4,199	4,199	3,643	3,515
Non-current liabilities				
Employee benefits				
Long service leave	410	294	300	264
Other provisions				
Lease make-good	–	45	–	45
	410	339	300	309
	4,609	4,538	3,943	3,824

Movements in provisions

Movements in each class of provision during the current financial year, other than employee benefits, are set out below:

	MAKE-GOOD \$000	LEGAL CLAIMS \$000
CONSOLIDATED/PARENT 2025		
Carrying amount at the start of the year	379	170
Amounts used	(18)	–
Carrying amount at the end of the year	361	170

Amounts not expected to be settled within the next 12 months

The current provision for employee benefits includes all unconditional entitlements where employees have completed the required period of service and also those where employees are entitled to pro-rata payments in certain circumstances. The entire amount is presented as current, since the Council does not have an unconditional right to defer settlement. However, based on past experience, the Council does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months.

The following amounts reflect current leave obligations not expected to be taken within the next 12 months:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Annual leave	458	386	458	386
Long service leave	1,140	1,183	1,140	1,183
Unfunded superannuation (refer note 26 (a))	297	322	297	322
Total obligations expected to be settled after 12 months	1,895	1,891	1,895	1,891

Note 26. Provisions (cont)

(a) Defined Benefit Superannuation

The Pooled Fund holds in trust the investments of the closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS)
- State Superannuation Scheme (SSS)
- State Authorities Non-contributory Superannuation Scheme (SANCS)

These schemes are all defined benefit schemes – at least a component of the final benefit is derived from a multiple of member salary and years of membership.

All Pooled Fund assets are invested by SAS Trustee Corporation (STC) at arm's length through independent fund managers, assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities.

The percentage invested in each asset class at the reporting date is:

ASSET CLASS	30 JUNE 2025 (%)
Short Term Securities	6.70
Australian Fixed Interest	2.40
International Fixed Interest	0.70
Australian Equities	11.70
International Equities	38.90
Property	7.70
Alternatives	31.90
Total	100.00

Reconciliation of the present value of the defined benefit obligation – 2025

	SANCS \$000	30 JUNE 2025 SSS \$000	TOTAL \$000
Present value of defined benefit obligation at beginning of the year	(5)	1,226	1,221
Movement	(1)	(6)	(7)
Present value of partly funded defined benefit obligation at end of the year	(6)	1,220	1,214

Reconciliation of the fair value of Fund assets – 2025

	SANCS \$000	30 JUNE 2025 SSS \$000	TOTAL \$000
Fair value of Fund assets at beginning of the year	30	904	934
Movement	3	19	22
Fair value of Fund assets at end of the year	33	923	956

Note 26. Provisions (cont)

(a) Defined Benefit Superannuation (cont)

Reconciliation of the assets and liabilities recognised in Statement of financial position – 2025

	SANCS \$000	30 JUNE 2025 SSS \$000	TOTAL \$000
Present value of defined benefit obligation at end of year	(6)	1,220	1,214
Fair value of Fund assets at end of year	(33)	(923)	(956)
Subtotal	(39)	297	258
Net liability/(asset) recognised in Statement of financial position at end of year	(39)	297	258

Expense recognised in Statement of comprehensive income – 2025

	SANCS \$000	30 JUNE 2025 SSS \$000	TOTAL \$000
Components recognised in income statement			
Expense recognised in Statement of comprehensive income	(2)	14	12

Amounts recognised in other comprehensive income – 2025

	SANCS \$000	30 JUNE 2025 SSS \$000	TOTAL \$000
Actuarial (gains)/losses recognised in Other comprehensive income	(2)	(39)	(41)

Reconciliation of the present value of the defined benefit obligation – 2024

	SANCS \$000	30 JUNE 2024 SSS \$000	TOTAL \$000
Present value of defined benefit obligation at beginning of the year	(5)	1,196	1,191
Movement	–	30	30
Present value of partly funded defined benefit obligation at end of the year	(5)	1,226	1,221

Reconciliation of the fair value of Fund assets – 2024

	SANCS \$000	30 JUNE 2024 SSS \$000	TOTAL \$000
Fair value of Fund assets at beginning of the year	28	901	929
Movement	2	3	5
Fair value of Fund assets at end of the year	30	904	934

Note 26. Provisions (cont)

(a) Defined Benefit Superannuation (cont)

Reconciliation of the assets and liabilities recognised in Statement of financial position – 2024

	SANCS \$000	30 JUNE 2024 SSS \$000	TOTAL \$000
Present value of defined benefit obligation at end of year	(5)	1,226	1,221
Fair value of Fund assets at end of year	(30)	(904)	(934)
Subtotal	(35)	322	287
Net liability/(asset) recognised in Statement of financial position at end of year	(35)	322	287

Expense recognised in Statement of comprehensive income – 2024

	SANCS \$000	30 JUNE 2024 SSS \$000	TOTAL \$000
Components recognised in income statement			
Expense recognised in Statement of comprehensive income	(1)	12	11

Amounts recognised in other comprehensive income – 2024

	SANCS \$000	30 JUNE 2024 SSS \$000	TOTAL \$000
Actuarial (gains)/losses recognised in Other comprehensive income	(1)	15	14

Short-term employee benefits

Liabilities for salaries and wages and annual leave that are expected to be due wholly within twelve months of the reporting date are recognised and measured at the amounts expected to be paid when the liabilities are settled.

Annual leave is not wholly expected to be settled within twelve months and is measured at present value in accordance with NSW Treasury Circular TC 21-03 Accounting for Long Service Leave and Annual Leave.

Long service leave and superannuation

Long service leave is measured at present value in accordance with AASB 119 Employee Benefits and accounted for applying NSW Treasury Circular 18-10 Accounting for Superannuation and NSW Treasury Circular 21-03 Accounting for Long Service Leave and Annual Leave .

In respect of defined contribution schemes (i.e. Basic Benefit and First State Super), the expense is calculated as a percentage of the employees' salary. For the defined benefit schemes (i.e. State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

Make good provision

A make good provision for the lease of the Zone and Councillor Offices is discounted at 4.175%, 4.03% and 3.95% (2, 3 and 5 years Government Bond Rates), which reflects the current market assessment of the time value of money and the risk specific to the liability.

Provision for legal costs

A provision for legal costs for the case New South Wales Aboriginal Land Council v Minister Administering the Crown Lands Act on 14 December 2016.

Note 27. Reconciliation of surplus/(deficit) after income tax to net cash used in operating activities

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Surplus/(deficit) after income tax expense for the year	16,456	(8,236)	13,009	(7,232)
Adjustments for:				
Investment earnings	(33,420)	(30,593)	(33,420)	(30,593)
Unrealised gain	(26,512)	(8,844)	(26,512)	(8,844)
Depreciation and amortisation	2,897	2,729	2,252	2,270
Allowance for impairment	24	290	24	290
Superannuation actuarial loss directly charged to accumulated funds	12	11	12	11
Net movement in Community Development Levy account	(697)	(684)	(697)	(684)
Non-cash items	569	(305)	569	(305)
Reversal of prior year impairment	(65)	(30)	(65)	(30)
Gain on sale of non-current assets	(65)	(188)	(65)	(188)
Properties transferred at fair value	–	(90)	–	(90)
Change in operating assets and liabilities:				
Increase/(decrease) in leave and other provisions	347	(705)	161	(496)
Increase in expected credit losses	165	336	165	336
Increase in trade and other receivables	(1,015)	(300)	(249)	(652)
Decrease/(increase) in prepayments	98	1,817	55	(178)
Increase in trade and other payables	5,474	4,125	7,313	3,355
Net cash used in operating activities	(35,732)	(40,667)	(37,448)	(43,030)

Note 28. Trust transactions and balances

The Council acts as trustees for the Gumbaynggir Tribal Aboriginal Elders Corporation, Capacity Building Funds, LALC Biodiversity Regional Assistance and Land Development Capacity Funds.

The Council received money in a trustee capacity for the Gumbaynggir Tribal Aboriginal Elders Corporation, Capacity Building Funds, LALC Biodiversity Regional Assistance and NSWALC Land Development Capability. The Council has no control of the funds and the funds cannot be used for the achievement of the Council's own objectives. The Council performs a custodial role in respect of these funds. Therefore, these funds are not recognised in the Consolidated statement of comprehensive income.

The movement in the Trust bank account is:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Trust receipts and payments				
Opening balance at 1 July	3,477	4,792	3,477	4,792
Add: receipts	165	185	165	185
Less: Repurpose Capacity Building Funding to Other project*	–	(1,500)	–	(1,500)
Closing balance at 30 June	3,642	3,477	3,642	3,477

* NSW Department of Planning, Housing and Infrastructure (DPHI) provided \$2.5 million as a Trust Fund to NSWALC for the project of Capacity Building Funding for LALCs. Based on the DPHI Funding Deed, the Council must not expend any part of the fund until the DPHI has notified the Council that the specified amount of the fund for the project may be released. The Department instructed the Council to allocate \$1.5 million from the Trust Fund for the LALC IT Infrastructure Upgrade Program in 2024 Financial Year.

Note 29. Financial instruments and financial risk management

The carrying amounts of the Council's principal financial instruments are outlined below. The Council does not trade financial instruments, including derivatives, for speculative purposes. The Council invested through a number of fund managers as recommended by the Investment Consultant.

Financial instruments

(a) Financial instrument categories

(i) As at 30 June 2025

			CONSOLIDATED CARRYING AMOUNT		PARENT CARRYING AMOUNT	
CLASS	NOTE	CATEGORY	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Financial assets						
Cash and cash equivalents	13	Amortised cost	30,659	28,987	19,480	18,090
Restricted cash and cash equivalents	13	Amortised cost	5,637	3,605	5,637	3,605
Receivables ¹	14	Amortised cost	14,961	13,697	249	61
Investments	15	Fair value through profit or loss	621,729	604,768	621,729	604,768
Foreign currency forward contracts – financial assets	16	Fair value through profit or loss	91,381	103,183	91,381	103,183
Financial liabilities						
Payables ²	22	Amortised cost	7,170	6,231	7,206	5,096
Borrowings	23	Amortised cost	7,369	8,291	–	–
Foreign currency forward contracts – financial liability	16	Fair value through profit and loss	90,229	102,506	90,229	102,506
Lease liabilities	25	Amortised cost	3,892	4,311	3,299	3,760

1. Excludes statutory receivables and prepayments.

2. Excludes statutory payables and unearned revenue.

Fair value measurement

(b) Fair value recognised in the Statement of financial position

	LEVEL 1 \$000	LEVEL 2 \$000	LEVEL 3 \$000	TOTAL \$000
30 June 2025				
Financial assets at fair value				
Managed funds (note 15)	397,916	223,813	–	621,729
Derivatives – Assets (note 16)	–	91,381	–	91,381
	397,916	315,194	–	713,110
Financial liabilities at fair value				
Derivatives – Liabilities (note 16)	–	90,229	–	90,229
30 June 2024				
Financial assets at fair value				
Managed funds (note 15)	362,535	242,233	–	604,768
Derivatives – Assets (note 16)	–	103,183	–	103,183
	362,535	345,416	–	707,951
Financial liabilities at fair value				
Derivatives – Liabilities (note 16)	–	102,506	–	102,506

The financial instruments carrying amount in the Statement of Financial Position approximates fair value.

Note 29. Financial instruments and financial risk management (cont)

Financial risk management

The Council has exposure to the following risks from the use of financial instruments:

- (a) Credit risk
- (b) Liquidity risk
- (c) Market risk

The Council presents information about its exposure to each of the above risks, their objectives, policies, and processes for measuring and managing risk.

The Council's principal financial instruments comprise cash, short term deposits and portfolio of investments. The main purpose of these financial instruments is to fund the Council's operations and its future sustainability. The main risks arising from the Council's financial instruments are credit risk, liquidity risk and interest rate risk. The Council reviews and agrees policies for managing each of these risks and they are summarised below.

(a) Credit risk

Credit risk arises from the financial assets of the Council, including cash, receivables, term deposits and investment in unit trust deposits. In regards to investments in unit trusts, this credit risk is reflected in the unit prices when the underlying securities are marked to market. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

The Council's maximum exposure to credit risk at the reporting date was:

(i) Cash

The Council has placed funds on deposit with commercial bank with the highest rating for a fixed term. For fixed-term deposits, the interest rate payable by the bank is negotiated initially and is fixed for the term of the deposit. The deposits at balance date were earning an average interest rate of 4.30% (2024: 5.31%), while over the year the weighted average interest rate was 3.03% (2024: 7.04%) on a weighted average balance during the year of \$10.4 million (2024: \$7.07 million). None of these assets are past due or impaired.

(ii) Receivables

The Council's exposure to credit risks is influenced mainly by the individual characteristics of each debtor. The Council has statutory debts and other debts, whereas SEFA has originated loans and advances.

(iii) Debts

The Council incurred significant expenses as a result of the application of legislation, which are recoverable from LALCs. The Council assess the collectability of such debts on a case-by-case basis in accordance with the Debtor Management Policy.

Collectability of trade debtors is reviewed on an ongoing basis. Procedures were established to recover outstanding amounts, including letters of demand.

To measure the expected credit losses, trade receivables (excluding statutory receivables and prepayments) have been grouped based on shared credit risk characteristics and the days past due. Trade debtors are written off when there is no reasonable expectation of recovery.

The Council is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors as at 30 June 2025.

Other debts

The Council is exposed to various concentrations of credit risk through other debts receivable from LALCs. These debts were incurred as a result of the payment of minor loans and advances repayable within in a short period of time. Credit risk exposure is reported in the monthly aged analysis report. The Finance Manager, in conjunction with Zone Directors, is responsible for the collection of debts due from LALCs. The counter party risk that arises from mortgage loans is considered to be not significant.

The Council has a Debtor Management Policy and guidelines to manage and recover statutory debts incurred by the Council on behalf of LALCs. The policy and guidelines established how to assess the recoverability of debts and the amounts to be written-off or waived.

Note 29. Financial instruments and financial risk management (cont)

(a) Credit risk (cont)

SEFA debts

There are no significant concentrations of credit risk in the SEFA loans and advances portfolio.

(iv) Receivables – Loans and Advances

Individual impairment is identified at a counterparty specific level following objective evidence that a financial asset is impaired. This may be after an interest or principal payment is missed or when a banking covenant is breached. The present value of estimated cash flows recoverable is determined after taking into account any security held. The amount of any impairment is calculated by comparing the present value of the cash flows discounted at the loan's original effective interest rate with the statement of financial position carrying value. If impaired, the carrying value is adjusted and the difference charged to the statement of comprehensive income.

A write-off is made when all or part of a claim is deemed uncollectible or forgiven. Write-offs are charged against previously established allowance for impairment or directly to profit or loss. In circumstances where an asset has been individually assessed for impairment and no objective evidence of impairment exists, then it will be subject to a collective assessment. Collective impairment is identified for classes of assets that share similar risk characteristics.

The loss allowance against loans and advances is currently based on a general provision and is assessed as Stage 1 (Performing). The 12 month expected credit losses are then calculated based on following parameters: actual interest rate of each individual loan, 2.6% probability of default and 85% expected loss given default.

(vi) Investments

The Council limits its exposure to credit risks by investing in banks by direct deposits, equities and in unit trusts. Credit risk is monitored by the Council's investment consultant. The investment consultant provides a periodic review of all credit risks relating to different asset classes of investment and monitors the value of investments held as per the benchmark stated in the Investment Policy. This research takes into account such matters as counterparty and credit risk. The Council's investments are managed by the Council in conjunction with the investment consultant and are not guaranteed from credit risk.

(b) Liquidity risk

The Council continuously manages the risk through monitoring and planning future cash flows and (maturities planning) to ensure adequate holding of liquid assets. The objective is to maintain a balance between continuity of funding and flexibility through the use of appropriate investment strategies.

The liquidity risk that might arise from various classes of financial assets held by the Council and its management is explained under the credit risk of each class of financial asset.

The lines of credit the Council has are as follows:

- National Australia Bank – \$4,000,000 (via SEFA)
- Lord Mayor's Charitable Foundation – \$3,000,000 (via SEFA)
- National Australia Bank corporate cards – \$500,000.

During current and prior years, there were no defaults or breaches on any amounts payable to creditors. No assets have been pledged as collateral. The Council's exposure to liquidity risk is deemed insignificant based on prior periods' data and a current assessment of risk.

Note 29. Financial instruments and financial risk management (cont)

(b) Liquidity risk (cont)

The table below summarises the maturity profile of the Council's financial liabilities, together with the interest rate exposure:

Maturity analysis and interest rate exposure of financial liabilities

	NOMINAL AMOUNT \$000	FIXED INTEREST RATE \$000	NON- INTEREST BEARING \$000	1 YEAR \$000	1-5 YEARS \$000	>5 YEARS \$000
CONSOLIDATED						
2025						
Payables	8,171	–	8,171	8,171	–	–
Funeral fund contributions refundable	397	–	397	–	–	397
Foreign currency forward contracts – Financial liability	90,229	–	90,229	90,229	–	–
Lease liabilities	4,241	4,241	–	1,667	2,279	560
Borrowings	7,251	3,925	3,326	350	6,901	–
	110,289	8,166	102,123	100,417	9,180	957
2024						
Payables	6,377	–	6,377	6,377	–	–
Funeral fund contributions refundable	380	–	380	–	–	380
Foreign currency forward contracts – Financial liability	102,506	–	102,506	102,506	–	–
Lease liabilities	4,793	4,793	–	1,191	2,923	679
Borrowings	8,131	4,175	3,956	2,825	5,306	–
	122,187	8,968	113,219	112,899	8,229	1,059
PARENT						
2025						
Payables	6,810	–	6,810	6,810	–	–
Funeral fund contributions refundable	397	–	397	–	–	397
Foreign currency forward contracts – Financial liability	90,229	–	90,229	90,229	–	–
Lease liabilities	3,647	3,647	–	995	2,092	560
	101,083	3,647	97,436	98,034	2,092	957
2024						
Payables	4,716	–	4,716	4,716	–	–
Funeral fund contributions refundable	380	–	380	–	–	380
Foreign currency forward contracts – Financial liability	102,506	–	102,506	102,506	–	–
Lease liabilities	4,199	4,199	–	888	2,632	679
	111,801	4,199	107,602	108,110	2,632	1,059

Note 29. Financial instruments and financial risk management (cont)

(c) Market risk

The Council's exposures to market risk are as follows:

- **Growth:** the depth and length of the global economic status, and its impact on the investments held by the Council
- **Systematic risk:** liquidity and counterparty risks in financial markets
- **Lack of corporate governance:** universal lack of corporate governance leads to fraud and bankruptcies.

The Council manages its market risk exposure by construction of a risk framework that quantifies the risks in the portfolio and the probable outcomes from the portfolio given different events.

(i) Currency risk

The Council has direct exposure to foreign currency risk by investing into funds denominated in foreign currencies. In addition, the Council is also exposed to indirect foreign currency risk by the depositing of its funds in international investments by its fund managers. It also has some foreign currency exposure when foreign currency funds are held by the transitional custodian. Investment in foreign currency and foreign currency funds held by the transitional custodian are comprehensively monitored.

To mitigate this risk, the Council has entered into forward foreign exchange contracts with National Australia Bank. The carrying value of foreign currency exposure is \$92.21 million as at 30 June 2025. (2024: \$137.40 million).

(ii) Interest rate risk

Exposure to interest rate risk arises primarily through the Council's term deposits and fixed income unit trust investment that have marked to market exposure.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Exposure to interest rate risk arises primarily through the Council's interest-bearing borrowings and investments. This risk is minimised by executing fixed-rate instruments.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates:

	CARRYING AMOUNT \$000	-1% PROFIT \$000	-1% EQUITY \$000	+1% PROFIT \$000	+1% EQUITY \$000
CONSOLIDATED					
2025					
<i>Financial assets</i>					
Cash and cash equivalents	30,659	(307)	30,352	307	30,966
Restricted cash and cash equivalents	4,367	(44)	4,323	44	4,411
Investments	621,729	(6,217)	615,512	6,217	627,946
2024					
<i>Financial assets</i>					
Cash and cash equivalents	28,987	(290)	28,697	290	29,277
Restricted cash and cash equivalents	3,605	(36)	3,569	36	3,641
Investments	604,768	(6,048)	598,720	6,048	610,816
PARENT					
2025					
<i>Financial assets</i>					
Cash and cash equivalents	19,480	(195)	19,285	195	19,675
Restricted cash and cash equivalents	5,637	(56)	5,581	56	5,693
Investments	621,729	(6,217)	615,512	6,217	627,946
2024					
<i>Financial assets</i>					
Cash and cash equivalents	18,090	(181)	17,909	181	18,271
Restricted cash and cash equivalents	3,605	(36)	3,569	36	3,641
Investments	604,768	(6,048)	598,720	6,048	610,816

Note 29. Financial instruments and financial risk management (cont)

(iii) Other price risk

Exposure to 'other price risk' primarily arises through the investment with fund managers which are held for strategic rather than trading purposes. Investments within the portfolio are managed on an individual basis and all buy and sell decisions are recommended by the Investment Committee for the approval of the Council. Investments are designated at fair value through the profit and loss because their performance is actively monitored and they are managed on a fair value basis.

The Council has the following investments:

	INVESTMENT HORIZON	2025 \$000	2024 \$000
CONSOLIDATED			
Facility investment sectors			
<i>Short-term facility</i>			
Cash, money market instruments	Up to 1.5 years	110,861	121,273
<i>Strategic cash facility</i>			
Cash, money market and other interest rate instruments	Up to 3 years	621,729	604,768
PARENT			
Facility investment sectors			
<i>Short-term facility</i>			
Cash, money market instruments	Up to 1.5 years	110,861	121,273
<i>Strategic cash facility</i>			
Cash, money market and other interest rate instruments	Up to 3 years	621,729	604,768

The selection of funds for investment is based on the research carried out on various critical success factors of each fund manager by the Council's investment consultant. The performance of investment fund managers is continually monitored by investment consultant who reports on a regular and exceptional basis to Chief Investment Officer, the Investment Committee and the Council.

The various types of investments held by the Council with the actual rate of return are provided in the following table:

ANALYSIS OF PRICE RISKS	CARRYING VALUE AT 30 JUNE 2025 \$000	SPREAD %	ACTUAL RATE RETURN 30 JUNE 2025 %	CARRYING VALUE AT 30 JUNE 2024 \$000	SPREAD %	ACTUAL RATE RETURN 30 JUNE 2024 %
Australian Equities	98,796	15.83	14.16	98,909	16.32	10.60
International Equities	142,572	22.85	15.32	159,059	26.24	13.35
Australian Fixed Income	15,889	2.55	5.67	13,019	2.15	2.81
Global Fixed Income	18,141	2.91	5.88	17,134	2.83	3.98
Inflation-linked Bond Fund	26,293	4.21	2.50	28,587	4.72	1.01
Hedge Fund	78,724	12.61	5.72	65,681	10.83	3.20
Emerging Markets	36,880	5.91	19.85	31,663	5.22	10.01
Unlisted Property	65,919	10.56	4.52	64,158	10.58	(7.69)
Unlisted Infrastructure	71,369	11.46	9.36	64,276	10.60	8.69
Emerging Market Debt	25,312	4.06	8.82	23,260	3.84	0.66
Global Credit	33,036	5.29	7.20	28,495	4.70	7.54
Cash Fund	10,933	1.75	4.30	11,981	1.98	5.31
	623,864			606,222		

Note 29. Financial instruments and financial risk management (cont)

(iii) Other price risk (cont)

Funds other than direct deposits in banks do not have direct holdings in underlying assets. Hence, 'interest rate risk' or 'currency risk' are not applicable and are therefore not individually analysed other than 'other price risk'. The sensitivity analysis in relation to 'other price risk' is determined using standard deviation based on stochastic Global Asset Model provided by the investment consultants, and the percentage allocation of funds of the portfolio of investments held by the Council as at the year end.

The following table provides the overall other price risk of the Council with sensitivity analysis.

ANALYSIS OF PRICE RISKS	CARRYING VALUE \$000	EST. RISK %	PROFIT IMPACT \$000	EQUITY IMPACT \$000	PROFIT IMPACT \$000	EQUITY IMPACT \$000
Total portfolio of investments at 30 June 2025	623,864	(8.02)	32,585	656,449	(32,585)	591,280
Total portfolio of investments at 30 June 2024	606,222	(9.04)	33,738	639,960	(33,738)	572,485

(a) Interest rate risk will only affect the short term deposits.

(b) Estimated risk is based on Mercer's Capital Market Assumptions as at 30 June 2025 and 30 June 2024.

Note 30. Interests in subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries. The results of SEFA that are attributable to the minority shareholders are reflected in non-controlling interest.

NAME	PRINCIPAL PLACE OF BUSINESS /COUNTRY OF INCORPORATION	OWNERSHIP INTEREST	
		2025 %	2024 %
NSWALC Employment & Training Ltd	Australia	100.00	100.00
NSWALC Housing Ltd	Australia	100.00	100.00
Social Enterprise Finance Australia Limited	Australia	56.69	56.69
ALC CLC Pty Ltd	Australia	100.00	–
NUE Corporation Pty Ltd	Australia	100.00	–
		2025 \$000	2024 \$000
NSWALC Employment and Training Ltd			
Total assets		4,203	1,915
Total liabilities		(1,867)	(778)
Net assets		2,336	1,137
Total revenue		8,841	3,596
Total expense		(7,643)	(4,601)
Total comprehensive gain/(loss)		1,198	(1,005)
NSWALC Housing Ltd			
Total assets		5,182	4,980
Total liabilities		(3,863)	(4,974)
Net assets		1,319	6
Total revenue		10,243	8,056
Total expense		(8,930)	(8,125)
Total comprehensive gain/(loss)		1,313	(69)

Note 30. Interests in subsidiaries (cont)

	2025 \$000	2024 \$000
SEFA		
Total assets	16,767	18,288
Total liabilities	(7,734)	(9,256)
Net assets	9,033	9,032
Total revenue	2,930	2,678
Total expenses	(2,862)	(2,608)
Total comprehensive gain	68	70
NUE Corporation Pty Ltd		
Total assets	767	–
Total liabilities	–	–
Net assets	767	–
Total revenue	769	–
Total expenses	(2)	–
Total comprehensive gain	767	–
ALC CLC Pty Ltd		
Total assets	100	–
Total revenue	101	–
Total expenses	(1)	–
Total comprehensive gain	100	–

Note 31. Commitments

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Lease commitments – operating				
Committed at the reporting date but not recognised as liabilities, payable:				
Within one year	17	17	17	17
One to five years	67	67	67	67
	84	84	84	84
Committed at the reporting date and recognised as assets, receivable:				
Within one year	314	242	314	242
One to five years	210	3	210	3
	524	245	524	245

AASB 16 Leases requires a lessee to recognise a right-of-use asset and a corresponding lease liability for most leases. Operating leases commitments relate to printers which are low value leases as expenses on a straight-line basis. GST of \$7,600 (2024: \$7,600) has been included in the total above.

Operating leases receivable relate to rental properties. These are entered into at market rates and on commercial terms. Regular market valuations and tendering processes are carried out to ensure commercial arrangements are maintained. GST of \$48,000 (2024: \$22,000) has been included in the total above.

Note 32. Related party transactions

Parent entity

New South Wales Aboriginal Land Council is the parent entity.

Subsidiaries

Interests in subsidiaries are set out in note 30.

Key management personnel

Disclosures relating to key management personnel are set out in note 33.

Transactions with related parties

Grants provided to subsidiaries are set out in note 11. There were no other transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 33. Key management personnel disclosures

The Council's key management personnel (KMP) compensation are as follows:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Short-term employee benefits:				
Salaries and superannuation	4,204	4,569	3,022	3,310
Non-monetary benefits*	244	243	203	204
	4,448	4,812	3,225	3,514

* The Council provided Motor Vehicles to KMPs and \$203,000 is the Total Reportable Car Fringe Benefits provided to KMPs (2024: \$204,000).

The Council did not enter into transactions on arm's length terms and conditions with KMP, their close family members and controlled or jointly controlled entities thereof.

NSWALC Employment & Training Limited entered into transactions on arm's length terms and conditions with KMP, their close family members and controlled or jointly controlled entities thereof. Cooper Consulting owned by the NET board director Karen Cooper was engaged to deliver consulting services to the value of up to \$42,000 excluding GST (2024: \$109,890). The services provided were delivered on commercial terms with full knowledge of the NET board.

Note 34. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by The Audit Office of NSW, the auditor of the Council:

	CONSOLIDATED		PARENT	
	2025 \$000	2024 \$000	2025 \$000	2024 \$000
Audit services – The Audit Office of NSW				
Audit of the financial statements	248	218	248	218
Audit services – unrelated firms				
Audit of the financial statements	115	130	–	–

Note 35. Contingent assets and liabilities

In 2025, there is a known contingent liability, being an order for legal costs (estimated \$100,000–200,000) made against the Council by the Land and Environment Court in the Quarry Street proceedings. the Council has appealed this matter to the High Court, so it may be that costs ultimately aren't payable if the appeal is successful (2024: estimated \$100,000–200,000).

As at 30 June 2025, the Council has provided a performance guarantee in respect of a Deed of Agreement for the provision of Workforce Australia services between NSWALC Employment and Training Ltd and the Australian Government.

Note 36. Changes in liabilities arising from financing activities

	OTHER LOANS \$000	LEASES \$000	TOTAL \$000
CONSOLIDATED			
Balance at 1 July 2023	7,768	5,515	13,283
Acquisition of leases	–	1,092	1,092
Other changes	463	(2,296)	(1,833)
Balance at 30 June 2024	8,231	4,311	12,542
Acquisition of leases	–	1,397	1,397
Other changes	(922)	(1,817)	(2,739)
Balance at 30 June 2025	7,309	3,891	11,200
		LEASES \$000	TOTAL \$000
PARENT			
Balance at 1 July 2023		4,977	4,977
Acquisition of leases		619	619
Other changes		(1,835)	(1,835)
Balance at 30 June 2024		3,761	3,761
Acquisition of leases		835	835
Other changes		(1,296)	(1,296)
Balance at 30 June 2025		3,300	3,300

Note 37. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the the Council's operations, the results of those operations, or the the Council's state of affairs in future financial years.

Independent auditor's report



New South Wales Aboriginal Land Council

To Members of the New South Wales Parliament

Opinion

I have audited the accompanying financial statements of New South Wales Aboriginal Land Council (NSWALC), which comprise the Statement by Councillors, the Statements of Comprehensive Income for the year ended 30 June 2025, the Statements of Financial Position as at 30 June 2025, the Statements of Changes in Equity and the Statements of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information of the NSWALC and the consolidated entity. The consolidated entity comprises the NSWALC and the entities it controlled at the year's end or from time to time during the financial year.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the financial position, financial performance and cash flows of the NSWALC and the consolidated entity.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the NSWALC and the consolidated entity in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Other Information

The NSWALC's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors of the NSWALC are responsible for the other information.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Aboriginal Land Rights Act 1983*. The Councillors' responsibility also includes such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the ability of the NSWALC and the consolidated entity to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/media/apzlw0y/ar3_2024.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the NSWALC and the consolidated entity carried out their activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Manuel Moncada
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

28 October 2025
SYDNEY

Appendix



Other expenditure

Councillor travel expenses 2024–25

Table 25: Councillor domestic travel expenses in 2024–25.

COUNCILLOR	DIRECT TRAVEL EXPENSES			ACCOMMODATION & MEALS EXPENSES			TOTAL TRAVEL EXPENSES \$
	REGIONAL \$	FOR NSWALC \$	TOTAL \$	REGIONAL \$	FOR NSWALC \$	TOTAL \$	
G Toomey	480	6,058	6,539	0	10,008	10,008	16,547
P Smith	114	561	676	3,796	6,630	10,426	11,101
A Dennis	209	3,466	3,674	2,452	13,098	15,549	19,224
C Lynch	172	5,266	5,438	1,787	12,057	13,844	19,282
D Chapman	328	10,315	10,643	281	12,481	12,762	23,405
R Kelly	2,835	1,604	4,439	7,373	11,805	19,178	23,618
R Hampton	895	17,367	18,262	5,999	16,663	22,662	40,925
L Hampton	140	3,966	4,106	2,068	8,438	10,506	14,612
D Randall	854	9,697	10,551	1,294	11,613	12,907	23,459
Total	6,028	58,300	64,328	25,050	102,792	127,842	192,171

Table 26: Councillor international travel expenses in 2024–25.

DATE	COUNCILLOR	MEETING	LOCATION	TRAVEL COSTS \$
8–12 July 2024	Peter Smith	17th Session of the Expert Committee on the Rights of Indigenous Peoples (EMRIP)	Geneva, Switzerland	22,447
21 April – 2 May 2025	Grace Toomey Anne Dennis	24th Session of the UN Permanent Forum on Indigenous Issues (UNPFII)	New York, USA	70,029

Consultants fees

Table 27: Consultant expenditure in 2024–25.

A: Consultant expenditure \$50,000+

CONSULTANT	PROJECT	\$
Mercer Investments (Aust) Limited	Investment Consulting Services	352,935
Equity Economics and Development Partners Pty Ltd	Consulting Services for CAPO Project Partnership Funding Model	131,977
Ernst & Young	Services for the First Nations Certificate of Origin (FNCO) regulatory proposal engagement	124,363
University Of Technology, Sydney	Culturally Responsive Design Principles for NSW Aboriginal Housing	90,000
First Nations Economics	Consultant Services for Analysis of NSW CAPO Resourcing requirement	72,800
Carbon Neutral Delivery Partners Pty Ltd	Consulting services for Wilcannia Preliminary connection Essential Energy	63,993
BDO Service Pty Ltd	Preparing Financial report 30 June 2024	60,200
Total number of projects \$50,000+		896,268

B: Consultant expenditure <\$50,000 (by service type and number of projects)

TYPE OF SERVICE	NUMBER OF PROJECTS	\$
Strategy and Policy – CAPO	16	189,779
Land and Property	6	84,113
Business improvement	1	15,000
Management services	1	14,977
Resource management	1	6,500
Total number of projects <\$50,000	25	310,368
Total all consultant fees	32	1,206,635

Grant expenditure

Major grants

Table 28: Major grants (>\$5,000 each) paid in 2024–25.

PAYEE	DESCRIPTION	\$
NSWALC Community Connector Program	Aboriginal Community Connector	1,923,400
NSWALC Community Fund Account	NSWALC share to ComFund account for levies received from Revenue NSW	821,268
Darren Jackson Electrical & Solar	Energy Efficiency Project – 4 LALC grants disbursed (Coonabarabran, Bega, Merrimans, Ulladulla)	727,080
NSWALC Social Housing Accelerator Fund (SHAF)	Grants for increasing Aboriginal Community Housing supply	623,850
NSWALC Housing LTD	NSWALC funding to Birribee Housing	657,547
NSWALC Employment And Training Ltd	NSWALC funding to Yilabara	750,000
NUE Corporation Pty Ltd	NSWALC funding to NUE Corporation Pty Ltd	768,690
ALC CLC Pty Ltd	NSWALC funding to ALC CLC Pty Ltd	101,431
The Land Warriors Junior Ranger Program	Junior Ranger Program – 7 LALC grants disbursed	405,000
Gandangara LALC	NSWALC Cumberland Plain Grant – final project development payment	33,333
Dreamtime Entertainment	Regional Event Grant to support the 2024 Yuin Nation Birriga Bunaan	8,000
Twofold Aboriginal Corporation	Regional Event Grant to support Dhilwaan Yarrkural 2024 Giiyong Festival	9,000
Lloyd Mcdermott Rugby Development Team Inc	Regional Event Grant to Support the 2025 Ella 7's tournament	12,000
National Aboriginal & Torres Strait Islander Basketball Association	Regional Event Grant to the 2024 Basketball Championships and Battle of Countries Events	13,000
Northern United Rugby League Football Club Inc	Regional Event Grant to support 2024 Lismore Northern United Rugby League KO	13,000
Kinchela Boys Home Aboriginal Corporation	Regional Event Grant to support Centenary Commemoration for Opening of Kinchela Boys Home	25,000
Tamworth LALC	Statewide Sponsorship to support 2025 Tamworth Aboriginal Cultural Showcase	30,000
Wac Sports Pty Ltd	Statewide Sponsorship to support 2024 NSW Aboriginal Rugby League Knockout	80,000
Inverell Bear Eaters Elders Group	Statewide Sponsorship to support 2025 Elders Olympics	40,000
Bowraville LALC	Statewide Sponsorship to support 60th Anniversary of 2025 Freedom Ride	45,000
NSW Aboriginal Culture Heritage and Arts Association Inc	Statewide Sponsorship to support 2025 ACHAA Conference – Yarkuwa Indigenous Knowledge Centre opening	30,000
Total major grants		7,116,599

Minor grants

Table 29: Minor grants (<\$5,000 each) paid in 2024–25.

PAYEE	DESCRIPTION	\$
Funeral Grants	Funeral grants – Member 56, Non-member 462	749,957
Discretionary (Councillors)	Various – 142 grants	82,450
Discretionary (Scholarship)	NSWALC Education Scholarship Grant	5,000
Australian Football League	Regional Event Grant to support the 2024 AFL NSW NAIDOC Cup	5,000
Awabakal Ltd	Regional Event Grant to support 2024 Newcastle NAIDOC Event	5,000
Basketball NSW	Regional Event Grant to the 2024 Tyson Demos Basketball Challenge	5,000
Bodalla LALC	Regional Event Grant to support the 2024 Community Cultural Burn Day	5,000
Colly Connected Indigenous Corporation	Regional Event Grant to support the 2025 Cultural Sports Day	5,000
Diz Footprints Aboriginal Learning Centre	Regional Event Grant to support the 2024 NSW Aboriginal Golf Championships	5,000
Jirrawich	Regional Event Grant to support the 2024 Kids in Care Cup	5,000
Koori Kids Pty Limited	Regional Event Grant to support the 2024 NAIDOC Schools Initiatives	5,000
Mirrimpilyi Muurpa-Nara Aboriginal Corporation	Regional Event Grant to support the 2024 Menindee Yabbies Knockout	5,000
Moree LALC	Regional Event to support for the 2025 NSW Aboriginal Bowls Tournament	5,000
Rikka Lamb	Regional Event to support the 2025 Goodooga League 9s	5,000
The Australian Literacy and Numeracy Foundation	Regional Event to support the 2024 Art for Literacy at Mundi Mundi Festival	5,000
ACHIF Program – various suppliers	Aboriginal Community Housing Investment Fund Project	3,543
Total minor grants		900,950

Table 30: Summary of total grants in 2024–25.

CATEGORY	NUMBER OF INDIVIDUAL PAID UNITS	\$
NSWACL Community Connector Program	7	1,923,400
NSWALC Community Fund Account	14	821,268
NSWALC Housing Ltd	1	657,547
NSWALC Employment and Training Ltd	1	750,000
NUE Corporation Pty Ltd	1	768,690
ALC CLC Pty Ltd	1	101,431
Funeral Grants	518	749,957
Energy Efficiency Project	4	727,080
NSWALC SHAF ACHP Program	16	623,850
Junior Ranger Program – LALC grant disbursement	7	405,000
Regional Event Grants	18	140,000
Statewide Sponsorships	5	225,000
Discretionary grants	143	87,450
NSWALC Cumberland Plain Grant	1	33,333
ACHIF Program	1	3,543
Total all grants paid	738	8,017,549

Table 31: Summary of insurance coverage 2024–25.

COMPANY	POLICY	SUM INSURED/ LIMIT OF LIABILITY \$000
Allianz	Industrial special risks	7,670
Allianz	Motor vehicle	Market value – own damage/\$50,000 third-party liability
Allianz	Public/Products liability	50,000
QBE	Umbrella liability	50,000
CGU	Public/Products liability (George St)	50,000
AIG & LAUW	Directors and officers	15,000
Accident and Health	Personal accident	1,000
AFA	Journey accident	1,000
Accident and Health	Corporate travel	Unlimited (Medical Exp)
AFA	Voluntary workers	1,000
Vero	Marine Cargo	50



New South Wales
Aboriginal Land Council