



New South Wales
Aboriginal Land Council

The NSW Aboriginal Land Council **SOCIAL IMPACT REPORT**

2023 - 2024





Acknowledgement of Country & Community

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.

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About NSWALC

The NSW Aboriginal Land Council (**NSWALC**) is the largest member based Aboriginal organisation in Australia, with a network of 121 Local Aboriginal Land Councils (**LALCs**) and over 30,000 members. We are the peak elected Aboriginal Community controlled representative body for the more than 280,000 Aboriginal People in NSW, Australia's largest Aboriginal population.

The NSW Aboriginal Land Rights network is a key vehicle to deliver social, cultural and economic outcomes to Aboriginal Communities, and is the framework for achieving Aboriginal self-determination in NSW. Our vision for Aboriginal Land Rights continues to build on the aims of NSWALC when it was established in 1977 – the return and activation of lands, building on the strengths of our Communities, protecting and promoting our Culture and Heritage, and securing our future.





Message from the Chair

I pay my respects to the Traditional Owners of the lands where we live, work, and travel, and acknowledge our Elders past and present. We honour the wisdom of our Old People, passed down through respectful listening and teaching, which continues to guide the work of the Land Rights Network today.

It is my great pleasure to present the 2023-24 Social Impact Report. This report offers an overview of how NSWALC is meeting the needs of Aboriginal communities and our 121 LALCs, showing both the successes we've achieved together and the challenges we continue to work through.

Everything we do is grounded in improving the lives of Aboriginal Peoples and their Communities. This year's findings show the tangible difference our support is making. A range of benefits from NSWALC's grants and programs was reported, with one in four respondents saying they now have greater confidence and ability to manage and use their land. This confidence is being translated into stronger governance, new enterprises, vibrant Cultural programs, and improved Community wellbeing.

We know there is still a long way to go. As one LALC put it: **"We have a long way to go but having the support of approved grants gives our Community a lifeline!"** That lifeline is vital not just for the present, but for ensuring that our next generations inherit stronger, more self-determining Communities.



CEO's Foreword

The NSW Aboriginal Land Rights Network continues to be a powerful vehicle for delivering social, Cultural, and economic outcomes to our Communities. This is testament to our shared commitment to achieving Aboriginal self-determination in NSW, returning and activating land and waters, building on Community strengths, protecting and promoting our Culture and Heritage, and securing a prosperous future for our Peoples.

The findings of this year's Social Impact Report reinforce the impact of NSWALC's support to the Land Rights Network. Through targeted funding, strategic guidance, policy advocacy and governance support, NSWALC is supporting Local Aboriginal Land Councils to implement their Community Land and Business Plans and convert priorities into on-the-ground outcomes. This support includes business planning, feasibility assessments, infrastructure funding and legal assistance, helping LALCs activate land, deliver Cultural events and programs, empower young people, and improve health and wellbeing outcomes.

These outcomes speak directly to the core of our mission. The second full year of implementing the Social Impact Evaluation Framework has yielded valuable insights, giving us a clearer picture of where we are succeeding and where further effort is needed. These insights will continue to shape our services, strengthen our advocacy, and ensure that NSWALC continues to have an impact on Aboriginal Communities across NSW.

Overview

The Social Impact Evaluation Framework is a central part of NSWALC's strategic planning and reporting processes. Developed to provide a clear and systematic approach to measuring the performance and impact of NSWALC's programs and services, the Framework ensures our work aligns with the strategies set out in the NSWALC Strategic Plan 2022–2026.

The Framework identifies the activities, outputs, outcomes, and measures that contribute to the five Strategic Plan goals. It also provides an evidence base to guide decision-making and to assess how well NSWALC's programs meet the needs of Aboriginal Communities and the 121 LALCs across NSW.

This report summarises the key findings from the second year of the implementation of NSWALC's quarterly reporting (2023-2024) and the outcomes from interviews with LALCs and a LALC feedback survey. The survey was open from November 2024 – to 31 March 2025. A total of 71 responses were received from across the Network.¹

Key findings

This year, the findings show that through funding grants, strategic guidance, policy advocacy, and governance support, NSWALC is helping LALCs bring their Community Land and Business Plans to life.

Our assistance includes business planning, feasibility studies, infrastructure grants, and legal support, giving LALCs the tools to activate land, deliver cultural events and programs, empower youth, and improve community health and wellbeing.

NSWALC continues to have a positive impact. The findings are testament to the important work NSWALC does supporting the Aboriginal Land Rights Network, and what could be achieved with further investment and support.

Key successes include:

- » Returning **1,989 hectares** of land to 55 LALCs with an estimated value of **\$69.3 million** and land negotiations which returned a total compensation value of **\$1.55 million** to LALCs.
- » Allocating over **\$18 million** in funding to the LALC Network and approving over **\$7.3 million** in grants to Aboriginal Communities
- » Providing over **\$7.3 million** in grant funding to support LALCs and Aboriginal people across NSW, including over **\$680,000** in funeral support funding.
- » Providing funding and support for numerous Cultural activities within communities, including NAIDOC celebrations, Culture and Heritage education programs, Indigenous Ranger programs and Cultural tourism businesses.
- » Launching the Land Warriors Junior Ranger Program in partnership with LALCs and Aboriginal Community Controlled Organisations (ACCOs).
- » Supporting over **150** First Nations businesses and facilitating **27** business training and development workshops through Yarpa Hub.
- » Over **\$1.8 million** was dispersed to Aboriginal fishing businesses in the final year of the NSWALC Fishing Fund.
- » Partnering with **11 LALCs** to secure funding for delivery of **30 houses** across **16 project** sites.
- » The completion of the LALC IT Infrastructure Upgrade program saw **84 LALCs** receive new IT hardware and **12** months of IT helpdesk support and services.
- » Securing **\$159.6 million** in government funding to deliver **27 initiatives** over four years under the Closing the Gap partnership, seven of which are being delivered by NSWALC.
- » Helping to deliver the Aboriginal Community Connector program – supporting **over 300** Aboriginal students to stay at school and complete their HSC and maintain their connection to Culture.
- » Celebrating the 40 year anniversary of the ALRA.

¹ The dates of the survey are not aligned with the quarterly reporting period and are a result of the timing of the First Social Impact Report.

The Social Impact Report draws on data collected through quarterly reporting, interviews with LALCs, and feedback surveys, providing a detailed picture of our collective impact. By measuring not only outputs but also outcomes, the Framework aims to capture the benefits of NSWALC's support, from new housing and enterprises to revitalised cultural practices and stronger Community governance. These insights guide continuous improvement and ensure that NSWALC's work remains focused on advancing Aboriginal self-determination, strengthening Culture, and delivering real results for our Communities.

Following the introduction of the **Aboriginal Land Rights Act 1983** (ALRA), NSWALC received 7.5% of the land tax paid in NSW for fifteen years. This money was deposited in a statutory account and through prudent investment has grown to enable NSWALC to support the Aboriginal Land Rights Network for more than 40 years.

The support provided by NSWALC includes advocacy for legislative and policy amendments to better meet the needs of Aboriginal people in NSW and programs, grants and loans for land activation, land management, Cultural Heritage protection and community development initiatives, and direct support including in land, governance and operational matters.

Benefits from these activities include, business development, social and affordable housing, improved community infrastructure, better education, employment and health and wellbeing outcomes, strengthened connection to Culture and improved access to Country and social, sporting and Cultural events.

NSWALC supports less advantaged LALCs through the Community Fund, which is funded from a Community Development Levy applied to certain land dealings by LALCs and matched by contributions from NSWALC. The Community Fund is used to assist LALCs in building and strengthening their communities through land acquisition and land management.

In addition to supporting LALC businesses and ongoing community development, NSWALC has also established Yarpa, an Aboriginal business and employment hub, with support from the Commonwealth Government. Yarpa provides business support and connects Aboriginal businesses with procurement opportunities. NSWALC has also established two subsidiaries: Yilabara - which provides training and employment support for Aboriginal job seekers; and Birribee - which provides LALCs with social and affordable housing, and tenancy and housing maintenance support. These subsidiaries operate as social enterprises, with profits reinvested back into the enterprise to ensure long-term sustainability and benefit to future generations.



NSWALC's Strategic Goals 2022 - 2026



Goal 1

Secure Our Land and Water Rights to Country



Goal 2

Protect and Promote Our Culture and Heritage



Goal 3

Economic Independence and Prosperity for Our Peoples



Goal 4

Support Our People and Local Aboriginal Land Councils



Goal 5

Secure Our Future

The following section outlines the different activities undertaken in relation to each of the five Strategic Plan goals and the outputs and outcomes of these activities. In some cases it is possible to identify the impact of these outcomes, but in most cases this information is not currently available as it generally takes time for more long-term change to occur. There is usually a hierarchy of outcomes, from outputs (numbers of people who participated) to outcomes (immediate – intermediate result of participation) to impact (long-term result of participation).





Goal 1

Secure Our Land and Water Rights to Country

This goal is about securing our land and water rights to Country so that Aboriginal Peoples can realise the full social, Cultural and economic outcomes of the Land Rights system by unlocking and activating the benefits of our land.

Issues

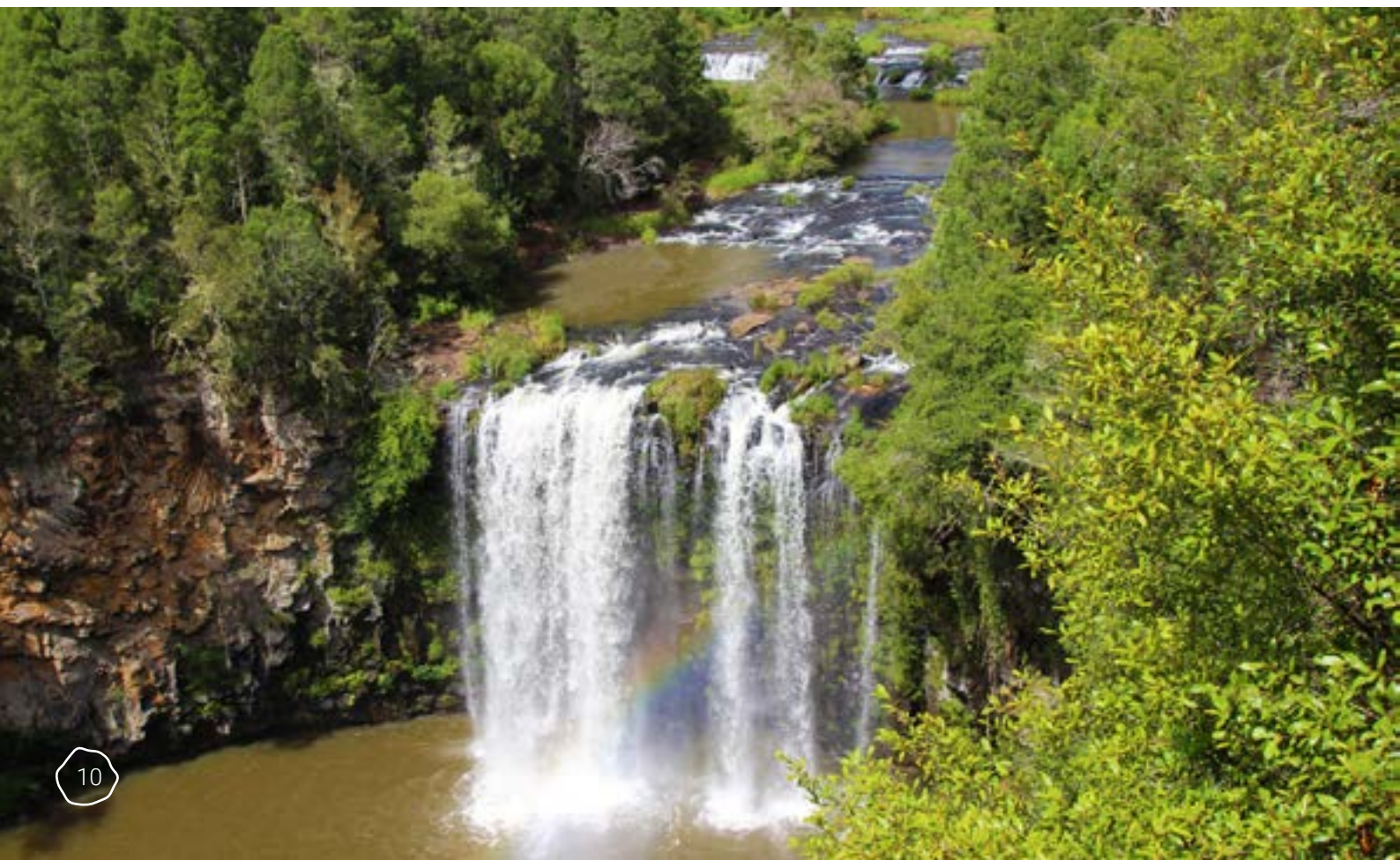
The return of land to Aboriginal People is slow, and there remains barriers to activating returned land for social, Cultural and economic outcomes and opportunities. Aboriginal water rights are not recognised or protected.


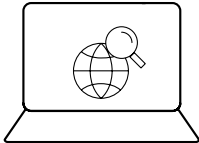
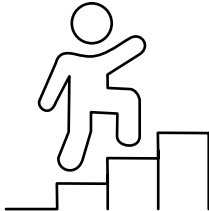
Assumptions

- » That LALCs want to lodge land claims/negotiate for the return of land, and manage and own land and water.
- » That the NSW Government will support the land claims process and increase Aboriginal ownership of water.

External Factors

That the NSW Government will engage in land claim negotiations, adequately resource the land claims process, and support increased Aboriginal ownership of land and water.



Activitie/s	Outputs	Outcomes	Impact
Investigate, lodge and actively manage Aboriginal land claims and support LALCs to lodge land claims, negotiate for land/manage and activate land.	754 Land Claims lodged 474 Land Claims determined. 296 Land Claims favourably determined. 607 of land parcels transferred to LALCs worth an estimated \$69.3 million	1,989 hectares of land returned to 55 different LALCs.	LALCs have improved access, management and ownership/control of land. 
Support LALCs to participate in land programs.	64 LALCs actively using NSWALC GIS Mapping Tool. 	Improved decision making and skill in the lodging of land claims and land management activities.	<i>Aboriginal people are able to use and manage land, water and resources for cultural, social and economic wellbeing.</i>
Support LALCs in appealing land claim refusals and negotiating Aboriginal Land Agreements and Native Title claims.	210 land claim refusals reviewed (cumulative) 24 appeals lodged. 4 successful appeals (2 were discontinued and 18 are still ongoing).	Compensation value of \$1.55 million payable to LALCs from land agreements.	LALCs have increased economic independence and prosperity. 
Work with relevant agencies to advocate for land and water rights and influence policy and legislation.	69 advocacy actions undertaken. 31 political engagement activities undertaken.	Increased recognition of Aboriginal peoples' land and water rights by government	<i>Policy/legislative changes supporting Aboriginal land and water rights</i>

*Italic font indicates that the impact is still emerging

Land rights

In the last financial year NSWALC has helped LALCs to improve the size of their land holdings, which in turn will lead to greater prosperity and improve Aboriginal Peoples' ability to use, manage and control land for Cultural, social and economic wellbeing. The number of land claims lodged in 2023-2024 was 754 compared to 782 in 2022-2023. The number of favourably determined land claims has reduced from 545 in 2022-2023 to 296 in 2023-2024, while the number of land parcels returned to LALCs has reduced from 926 land parcels to 607 land parcels. There are a number of factors contributing to this reduction, including political factors, the level of resourcing the current government is committing to the land claim process and their policies in assessing land claims, as well as the increasing complexity of some of the land claims.

Policy and Legislative Reform

In the last financial year NSWALC provided **15** submissions to government inquiries. Notable submissions included a submission on the Statutory Review of the *Crown Management Act 2016*, a submission on Indigenous Cultural and Intellectual Property Rights and a number of submissions on Indigenous water reforms and Indigenous procurement policies.

In our submission to the Statutory Review of *the Crown Management Act 2016*, NSWALC stated that the Act should ensure that Aboriginal Land Council interests in land are the first priority when making decisions about divestment of Crown land. Where Crown land is needed for essential public purposes, government should resource Aboriginal Land Councils to deliver these outcomes directly. Co-management offers shared benefits but must not replace the return of land to Aboriginal Land Councils, even where public use continues. The Act should prioritise Aboriginal ownership of Crown land and partnerships with Land Councils, recognising Aboriginal Land Rights as a public good that delivers Cultural Heritage protection, community benefits, jobs, sustainable economic opportunities, stronger connections, and climate resilience. The NSW Government must recognise and support the important contributions the Land Rights Network is making, and has the potential to make, to the NSW community, economy and environment. Stronger commitments to support Aboriginal Land Rights to achieve social, Cultural, economic and environmental objectives of the *Crown Land Management Act 2016* are needed, as are commitments to making land transfers to Aboriginal Land Councils a priority and seeing them as an opportunity.



Goal 2

Protect and Promote Our Culture and Heritage

This goal is about protecting and promoting our Culture and Heritage by advocating for legislative and policy reforms that recognise and respect Aboriginal Culture and Heritage, and stop the destruction and desecration of Aboriginal Cultural Heritage sites and loss of Aboriginal Culture.

Issues

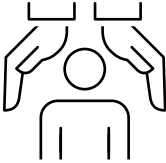

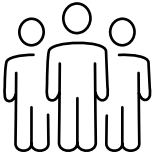

Aboriginal People do not have adequate legal protection of their Culture and Heritage; limited decision-making power in relation to managing Aboriginal culture and heritage; and there is the risk that Cultural Knowledge will be lost as older generations pass away.

Assumptions

- » That the NSW Government will introduce a Culture and Heritage Bill that meets the needs and aspirations of Aboriginal Peoples in NSW and provides the necessary legal protections.
- » That LALCs have the internal capabilities to pursue and manage their own Culture and Heritage initiatives.

External Factors

That the NSW Government and political parties support legislative and policy reform.

Activitie/s	Outputs	Outcomes	Impact
Analyse and provide advice on legislation and advocate for policy and legislative reform.	Advocacy actions to support cultural and heritage reforms.	<i>Policy and legislative reform to protect Aboriginal culture and heritage.</i> 	<i>Aboriginal culture and heritage is protected, promoted and celebrated.</i>
Develop strategic relationships to advocate for reform. 	Professional networks/ relationships established.	<i>Aboriginal peoples have a greater say in the protection and management of their culture and land.</i>	<i>Aboriginal-led decision-making authority embedded in legislation and policy, strengthening self-determination in the protection of culture and heritage</i>
Develop and provide information on Aboriginal Culture and Heritage rights and access to funding for culture and heritage activities.	Culture and Heritage resources developed and distributed	<i>LALCs are empowered to pursue their own culture and heritage initiatives</i>	<i>LALCs create successful Aboriginal culture and heritage programs for their communities.</i>
Support preservation of Culture and Heritage	Culture and heritage preservation activities	<i>Aboriginal peoples and communities have strengthened cultural identity and knowledge and expertise in language and culture.</i>	<i>Culturally empowered and resilient communities.</i> 
Provide grants to LALCs for culture and heritage purposes.	NSWALC grants have supported a number of Cultural events and projects - see case studies section of this report.	57% of LALCs said NSWALC support had increased their opportunities to take part in Cultural and Heritage activities/initiatives.	 Aboriginal peoples & communities have strengthened connection to Culture.

Aboriginal Culture and Heritage

A Private members Bill on Culture and Heritage reform lapsed on Prorogation (discontinuation of session of Parliament) on Monday 27 February 2023. In the last year the NSW Government has not undertaken any Culture and Heritage legislative reform and there was no funding in the 2023-2024 NSW Government Budget for Cultural and Heritage reform. Consequently, the number of advocacy actions and political networks NSWALC has been involved in, is less this year than in the previous year. However, NSWALC has continued to support LALCs seeking legal protection of sites, and to acquire Culturally significant land within their boundaries.

Land Warriors Junior Ranger Program

In partnership with LALCs and ACCOs, NSWALC established the Land Warriors Junior Ranger Program in early 2024. The program strengthens cultural identity, builds confidence, and fosters leadership among young Aboriginal people by reconnecting them with Culture, Country, and community values.

Operating in Armidale, Dareton, Dubbo, Trangie, Lightning Ridge, Menindee, and Orange, the program is supported by a \$2.3 million funding agreement with the National Indigenous Australians Agency (NIAA) until 31 December 2025.

Observed Social Outcomes

The program is driving positive change across participating communities:

- » **Education:** Improved school attendance and engagement among participants
- » **Wellbeing:** Increased confidence, Cultural pride, and sense of identity
- » **Community Cohesion:** Stronger relationships between young people, Elders, and peers
- » **Leadership Development:** Growth in personal aspirations and leadership skills

Survey Results - Student survey responses since joining the Junior Ranger Program

- » **100%** reported increased connection to their Aboriginal Heritage
- » **40%** reported they are extremely engaged in school since joining the program
- » **100%** reported that the program has changed their thoughts on future education and career opportunities and **80%** feel more confident in pursuing further studies or a career
- » **100%** would recommend the program to other students

“ I have enjoyed the fun workshops and how [the facilitator] has combined Culture, self empowerment and leadership into the activities that interest us.”

“ I loved junior rangers and I would love to stay in it and maybe get a job with a junior rangers class when I'm a bit older thank you so much.”

Facilitator and Stakeholder responses since working with the Junior Ranger Program

- » **87.5%** of respondents reported their students were either extremely or very engaged with school since joining the program
- » **100%** report that the program has been very or extremely effective in helping students stay engaged at school
- » **100%** reported the program has influenced their students' thoughts on future education and career opportunities
- » **100%** reported an increase in student confidence in pursuing careers or further studies relating to ranger activities
- » **100%** reported that the program does very well at helping students to explore their Cultural identity
- » **100%** reported that the program has had a positive or very positive impact on students' future career and education pathways
- » **100%** believe the Program should be extended in scope or duration
- » **100%** would recommend the program to other schools or LALCs

“ Students are very engaged with the program and have a sense of pride and more interested in their Culture and sense of identity. Great program.”

“ It's a wonderful program providing students with opportunities they would not otherwise get.”



Goal 3

Economic Independence and Prosperity for Our Peoples

This goal is to pursue economic independence and prosperity for our Peoples. Currently Aboriginal Peoples in NSW do not have access to their fair share of the economy. Our aim is to restore economic independence and prosperity to Aboriginal Communities to ensure survival as a distinct and self-determining People.

Issues

Past government policies excluded Aboriginal People from the economy. Aboriginal People were denied the right to own their own homes and businesses that would have enabled inter-generational wealth creation. Aboriginal Peoples' still experience high rates of disadvantage as a result of these discriminatory policies.


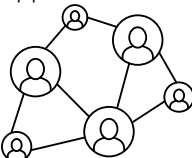
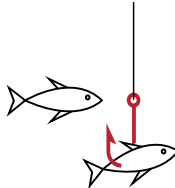

Assumptions

- » That Aboriginal Peoples' want to pursue economic independence.
- » That NSWALC enterprises will contribute to improved economic outcomes.
- » That LALCs have the capability, resources and opportunities to undertake economic development activities.

External Factors

- » NSW Government through planning/land use and land development regimes and reforms support Aboriginal Peoples' economic self-determination.
- » That the NSW and Federal Governments continue to support Aboriginal businesses and job seekers through their procurement and employment policies.
- » That there is a stable economic environment conducive to economic initiatives.



Activities	Outputs	Outcomes	Impact
Provide tailored business support to LALCs and Aboriginal People, including reviewing applications and project managing grants and loans.	<p>\$217,000 in business grants dispersed.</p> <p>157 Aboriginal businesses provided with business support.</p> <p>8 Yarpa Grow pop-ups held in regional areas.</p> <p>27 training and development workshops attended by 110 participants</p>	<p>LALCs and Aboriginal business owners have increased confidence.</p> <p>Increase in LALCs' self-sufficiency.</p> <p>Increase in the number of successful and sustainable Aboriginal businesses.</p> <p>74% of Aboriginal business connected to opportunities as a result of their engagement with Yarpa</p>	<p><i>Aboriginal people and LALCs experience less financial stress.</i></p> <p><i>Aboriginal peoples and LALCs achieve greater economic independence and increased prosperity.</i></p> <p><i>LALCs and Aboriginal peoples create successful and sustainable businesses, providing employment, economic, cultural, environmental and social benefits to their communities.</i></p>
Provide mentoring and other support to Aboriginal people looking for a job and a better job.	500 Aboriginal job seekers placed in jobs	<p>Aboriginal People have improved access to employment opportunities.</p> 	<i>Aboriginal people experience less financial stress.</i>
Support employers/businesses to hire Aboriginal People and partner with Aboriginal businesses.	<p>160 attendees at the annual Meet the Buyer event.</p> <p>130 stakeholder meetings held</p>	<p>Strategic partnerships provide economic opportunities.</p> 	<i>Aboriginal peoples feel more hopeful about their future.</i>
Promote and administer NSWALC Fishing Fund	<p>12 successful applications</p> <p>12 grants/loans dispersed.</p> <p>\$1,89 million dispersed for new fishing businesses</p>	<p>Increase in the number of Aboriginal fishing businesses and Aboriginal People employed in the fishing sector.</p> 	<i>A thriving Aboriginal fishing industry providing employment, economic, cultural, environmental and social benefits.</i>
Provide housing assistance to Aboriginal People, including improving their housing service experience and referral pathways.	500 social housing dwellings managed by Birribee	<p>Aboriginal People have greater housing independence.</p> <p>Increase in Culturally appropriate housing services.</p> 	<i>Improved Aboriginal health and wellbeing.</i>

Activities	Outputs	Outcomes	Impact
Land development – investigate and identify a pipeline of feasible projects	<p>One successful development consent for 34 lot residential subdivision</p> <p>51 grant applications lodged</p> <p>Funding received for 30 dwellings across 16 project sites for NSWALC and 11 LALCs</p>	Land development that meets LALCs/ Aboriginal Peoples' needs.	<i>Increase in profits from Aboriginal land.</i>

NSWALC Land Activation Program

The NSWALC Land Activation Program focuses on partnering with LALCs to investigate and manage development projects, and to establish a state-wide property development model for NSWALC-owned land.

Key Achievements 2023–24

- » **Development Consent:** Secured approval for a 34-lot residential subdivision in an outer regional area, overcoming significant community objections with strong support from the LALC CEO.
- » **Strategic Housing Partnership:** Co-designed a proposal with the NSW Department of Planning, Housing and Infrastructure (DPHI) Crown Lands and Homes NSW to create an at-cost development partner for LALCs to deliver mixed-tenure residential subdivisions in regional locations.
- » **Social Housing Accelerator Fund:** Submitted 51 grant applications on behalf of 13 LALCs to deliver 94 dwellings across 49 sites (total value **\$54m**). Secured funding for 30 dwellings across 16 sites for NSWALC and 11 LALCs.

LALC Business Enterprise Program (LBEP)

Through the LALC Business Enterprise Program (**LBEP**), NSWALC supports Local Aboriginal Land Councils (LALCs) to realise their economic development aspirations and activate land in line with their Community Land and Business Plans.

The LBEP provides tailored business advisory services, strategic guidance and targeted funding to support LALCs and LALC-related enterprises to develop viable, community-led economic opportunities. Support includes:

- » Business planning and feasibility development
- » Stakeholder engagement and partnership facilitation
- » Referrals to relevant agencies and funding programs
- » Meeting participation and project coordination
- » Capacity-building and governance support
- » Identification of co-funding and investment partners to optimise commercial outcomes

Key Achievements 2023–24

- » Early-stage investment loan repayments received from Bahtabah, Coonabarabran and Wilcannia LALCs, demonstrating strengthening enterprise sustainability.
- » Walhallow LALC's successful \$1.54 million (ex GST) Growing Regions Program grant to deliver the Walhallow Community Infrastructure Project, enabled through LBEP support.

Yarpa NSW Indigenous Business and Employment Hub

Over the past 12 months, the Yarpa NSW Indigenous Business and Employment Hub has strengthened its position as a trusted connector between Aboriginal/First Nations businesses, job seekers, and corporate, industry and government partners across NSW.

Expanding Reach and Impact

Yarpa membership grew by more than 24 per cent, increasing from 1,843 to 2,300 members. This growth included:

- » A 20 per cent increase in Aboriginal business members
- » A 35 per cent increase in corporate, industry and government members

This expansion reflects growing confidence in Yarpa as a service provider of choice within the Aboriginal business sector.

Building Capability and Confidence

During 2023–24, Yarpa delivered 27 training and development workshops to 110 participants, with 18 workshops held across nine regional NSW locations.

Yarpa coaches provided tailored one-on-one support to 157 Aboriginal businesses, including 44 engaging with the Hub for the first time. This personalised mentoring strengthens business capability, tender readiness and long-term sustainability.

Connecting Businesses to Opportunity

Yarpa deepened partnerships across the construction and infrastructure sectors, collaborating with tier-one firms including CPB Contractors, BesixWATPAC, Hansen Yuncken, John Holland Group and LendLease.

The Hub also engaged with Transport for NSW, NSW Schools Infrastructure, Aboriginal Affairs NSW and NSW Treasury/Regional NSW through industry forums, roundtables and networking events across the state.

Over the year:

- » 130 meetings were held with 88 corporate, industry and government stakeholders
- » The annual Meet the Buyer event reached record attendance of 160 participants
- » 66 per cent of First Nations businesses and 78 per cent of buyers reported positive or anticipated positive outcomes from attending

Measurable Outcomes

The Yarpa annual client satisfaction survey highlights the Hub's impact:

- » 90 per cent of First Nations businesses reported Yarpa services benefited their business
- » 4 per cent were connected to new opportunities
- » For the fifth consecutive year, 100 per cent would recommend Yarpa to other Aboriginal businesses

Impact

Yarpa plays a critical role in strengthening Aboriginal economic participation by:

- » Building business capability and confidence
- » Creating direct pathways to procurement and employment opportunities
- » Fostering meaningful partnerships across government and industry
- » Supporting regional inclusion and access

Through sustained relationship-building and practical support, Yarpa continues to contribute to a stronger, more connected and economically empowered Aboriginal business sector across NSW.

NSWALC Fishing Fund

The NSWALC Fishing Fund (NFF), concluded at the end of 2023–24, supported Aboriginal individuals and organisations to enter and expand within the commercial fishing sector. Working in partnership with the Yarpa Hub, applicants strengthened business plans and built commercial capability as part of their funding applications, ensuring long-term sustainability beyond the initial grant.

Case Study: Joonga Land and Water Aboriginal Corporation²

On the NSW South Coast, Joonga Land and Water Aboriginal Corporation demonstrates the transformative impact of the Fishing Fund.

Originally established as a grassroots fishing advocacy group, Joonga transitioned into a corporation to create sustainable economic opportunities for Yuin Traditional Owners while caring for sea Country. When Joonga secured a major NSW Government contract for the Eurobodalla SMART Drumline trial, the opportunity created seven jobs but there was one immediate challenge: a compliant vessel was required.

Hiring a boat cost \$880 per day, an unsustainable expense for a growing Aboriginal organisation. At that critical point, the NSWALC Fishing Fund provided the support needed to purchase Joonga's first boat. The grant enabled the organisation to deliver the contract, build assets, and create stable employment.

The impact has been profound:

- » Seven Aboriginal jobs created in marine science and sea management
- » Development of Aboriginal scientific divers and skilled crew members
- » Renewal and expansion of government contracts
- » Increased training pathways for young people interested in working on Country

Impact

The NSWALC Fishing Fund has enabled Aboriginal organisations to:

- » Build commercial fishing assets
- » Strengthen business capability
- » Create sustainable employment
- » Protect and manage sea Country
- » Advance economic self-determination

2 <https://www.oric.gov.au/corporations-and-registers/corporation-stories/creating-sustainable-employment-sea-country>



Goal 4

Support Our People and Local Aboriginal Land Councils

This goal is about supporting Aboriginal People and LALCs. Currently, Aboriginal Peoples in NSW do not have all the support they need to achieve their community aspirations and improve community wellbeing.

Issues

The rights of Aboriginal Peoples in NSW have not been recognised and Aboriginal People continue to experience disproportionate socio-economic outcomes in comparison to non-Indigenous people.

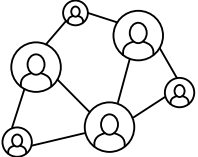


Assumptions

- » That Aboriginal People have awareness of support NSWALC can provide.
- » That the NSW Government will continue to fund and support Closing the Gap projects.

External Factors

- » The prevailing economic climate and the amount of funding available to disperse.
- » That the NSW Government continues to fund the water and sewerage program for discrete communities.
- » That Australian governments continue to support Closing the Gap Priority Reforms, NSW Coalition of Aboriginal Organisations (NSW CAPO) and Socio-Economic Targets.



Activities	Outputs	Outcomes	Impact
Advocate for Aboriginal Peoples' rights and interests	14 Advocacy actions (Human Rights) Implemented 7 Closing the Gap projects	Building local/regional partnerships with Aboriginal Community Controlled Organisations and government.	<i>Increasing recognition of Aboriginal peoples' sovereign rights.</i>
Provide funding to support LALCS and Aboriginal People, including legal support for LALCs	1 Education scholarship 4 successful applications for the Community Fund \$1.47 million in funding committed to 17 LALC community projects (some projects go across several years) 17 Regional Grants awarded and \$128,000 in Regional Grant funding dispersed \$80,000 sponsorship for the NSW Rugby League Koori Knockout Carnival and \$40,000 for the Elders' Olympics 473 Funeral Fund grants dispersed worth \$682,000 129 enquiries to Justice Connect 35 LALCs provided with legal advice	Strengthened relationship between LALCs and NSWALC Improved community facilities and community pride Increase in the value of LALC land and property assets  Strengthened relationship between NSWALC and other Aboriginal Peak Bodies and Community Controlled Organisations Increased educational outcomes Improvements in health and well-being 	<i>Reduction in the number of under resourced LALCs</i> <i>Ability for LALCs/ Aboriginal peoples to leverage funding for greater and more continuous impact</i> <i>Strengthened Aboriginal Community Controlled Sector</i> <i>Increased community wellbeing and cohesion</i> <i>Improved policies and legislation in relation to human rights in Australia, including progress towards achievement of Closing the Gap Priority Reform targets</i>
Human Rights engagements and advocacy plans	Human Rights campaigns supported. Human Rights engagement opportunities identified. Advocacy Strategy/plan formulated	Increased awareness of NSWALC's role in promoting Aboriginal rights 	<i>Reduction in discrimination/ racism towards Aboriginal people and organisations</i>
Sharing knowledge on human rights through the development and distribution of fact sheets	Fact sheets developed.	Increased awareness of Aboriginal rights	<i>Increase in the number of Aboriginal leaders involved in human rights</i>

NSWALC Community Fund

The NSWALC Community Fund (**NCF**) and the Community Development Levy (**CDL**) that funds it, were devised as a wealth redistribution mechanism to redistribute wealth from LALCs with more valuable land holdings to those with less valuable land and development opportunities.

In the last financial year, 4 new applications were approved, with a total of over **\$ 1.47 million in funding committed to 17 LALC community projects**.

The four funded projects were for the following:

- » purchase of a commercial building to lease to an Aboriginal Medical Centre,
- » a land management project for a community garden,
- » community infrastructure upgrades and
- » a community infrastructure project that aims to transform community assets, such as an old post office and community hall into Culturally significant facilities that support Cultural continuity, health and wellbeing, education, tourism, and long-term economic development (see case study below about the Walhallow LALC's Community Infrastructure Project).

Other expected outcomes from the four initiatives are:

Employment, Skills, and Capacity Building

- » Local job creation and training opportunities.
- » Capacity building for land management and other community teams.
- » Development of skills, knowledge, empowerment, and self-belief

Social Inclusion, Connectedness, and Cultural Knowledge

- » Strengthened social, Cultural, and community connections.
- » Increased participation in civic engagement, political activities, and social capital.
- » Native plant knowledge sharing and Cultural education.

Health, Wellbeing, and Food Security

- » Improved community wellbeing and pride.
- » Enhanced access to health services and improved health outcomes.
- » Access to food security initiatives such as community gardens.

Access to Services

- » Increased access to critical, timely, and essential community services.
- » Better accessibility to medical and other essential facilities.

Case Study: Walhallow LALC – Building Cultural and Economic Futures

In June 2024, Walhallow Local Aboriginal Land Council secured a NSWALC Community Fund grant, a NSWALC Business Development grant and a \$1.54 million grant from the Australian Government's Growing Regions Program.

Located in the North West Slopes of the Liverpool Plains, Walhallow is a remote community rich in Gamilaroi history and cultural significance. The Walhallow Community Infrastructure Project (WCIP), led by Walhallow LALC in partnership with Benchmark Certified, forms a cornerstone of its Community Land and Business Plan. The WCIP aims to transform key community assets into vibrant, functional, and Culturally significant facilities that support health and wellbeing, education, tourism, and long-term economic development

NSWALC Support

Through the Community Fund grant and the LBEP, NSWALC:

- » Provided a Business Development Grant to fund an independent feasibility study and business plan
- » Provided a Community Fund grant match funding
- » Supported the Growing Regions funding submission

This early-stage investment and advisory support strengthened the commercial case and enabled Walhallow LALC to secure significant external funding.

Impact

The Walhallow example demonstrates how NSWALC's support:

- » Unlocks major external investment
- » Strengthens commercial readiness
- » Supports self-determination through enterprise
- » Activates land and infrastructure for sustainable community benefit
- » Builds intergenerational economic and cultural resilience

NSW CAPO Closing the Gap

NSW Coalition of Aboriginal Peak Organisations (**NSW CAPO**) is a representative coalition of Aboriginal Community controlled organisations in NSW including the **NSW Aboriginal Land Council (NSWALC)**, NSW Aboriginal Education Consultative Group (**AECG**), Link-Up (NSW), Aboriginal Legal Services (**NSW/ACT**), Aboriginal Health and Medical Research Council (**AH&MRC**), AbSec – NSW Child, Family and Community Peak Aboriginal Corporation, First Peoples Disability Network (**FPDN**), BlaQ and Aboriginal Culture, Heritage & Arts Association (**ACHAA**).

The 2022–23 NSW Government budget funded **\$159.6 million for 27 initiatives** over four years under the Closing the Gap partnership. NSWALC is hosting seven of these projects and auspices funding for two others. In the last year the following outcomes were achieved:

- » Progress towards achieving local and regional partnerships between Aboriginal Community Controlled Organisations and government in Orange, Tamworth, and Greater Western Sydney.
- » Research into funding barriers for Aboriginal Community Controlled Organisations

- » Design of an independent, Aboriginal-led accountability mechanism, to hold government to account.
- » 32 consultations on Aboriginal Data Sovereignty and Governance and the establishment of a 'road-map' or 'stepping stones' to guide reforms and the implementation of Aboriginal Data Sovereignty and Governance.
- » Culturally appropriate housing design standards and evaluation frameworks.
- » Cost-benefit analysis of increasing the number of high-quality land transfers.
- » Trial of intensive housing support in Moree to leverage repairs funding, sector reforms and local economic opportunities.

Aboriginal Community Connector initiative

The Aboriginal Community Connector program is funded by the NSW Department of Education and coordinated by NSWALC that connects Aboriginal students with supports in their community.

The Aboriginal-identified roles are based in LALCs or ACCOs. Community Connectors support 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.

Community Connectors helped support 114 students graduate high school in 2024 and engaged with over 300 students in 2023-2024 and over 750 students since the program's inception.

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%)

Key findings from the 2024 student survey were that:

Measurable Impact

- » Students have re-engaged with school, accessed counselling and other health services, developed social and Cultural confidence, and secured employment or further study opportunities.
- » Increased engagement with LALCs (15 Tamworth students became members after turning 18 in 2024).

When asked what the best part about working with the Community Connector is, students said the following:

“ Everything! I hope the program continues on as it is such a worthwhile program and I would not have got to where I am without their help and support. ”

“ Support, listening and able to support with individual stuff - not feel shame to ask for help. ”

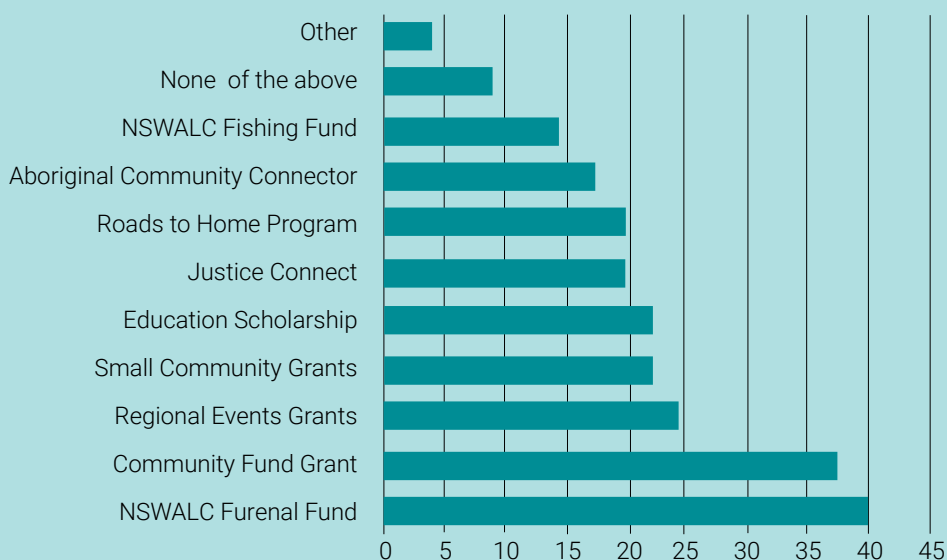
“ They want the best for me and always can help and if they can't help me, they get me someone who can e.g. doctor, driving instructor and so on. ”

NSWALC Grants and Programs Feedback Survey Findings

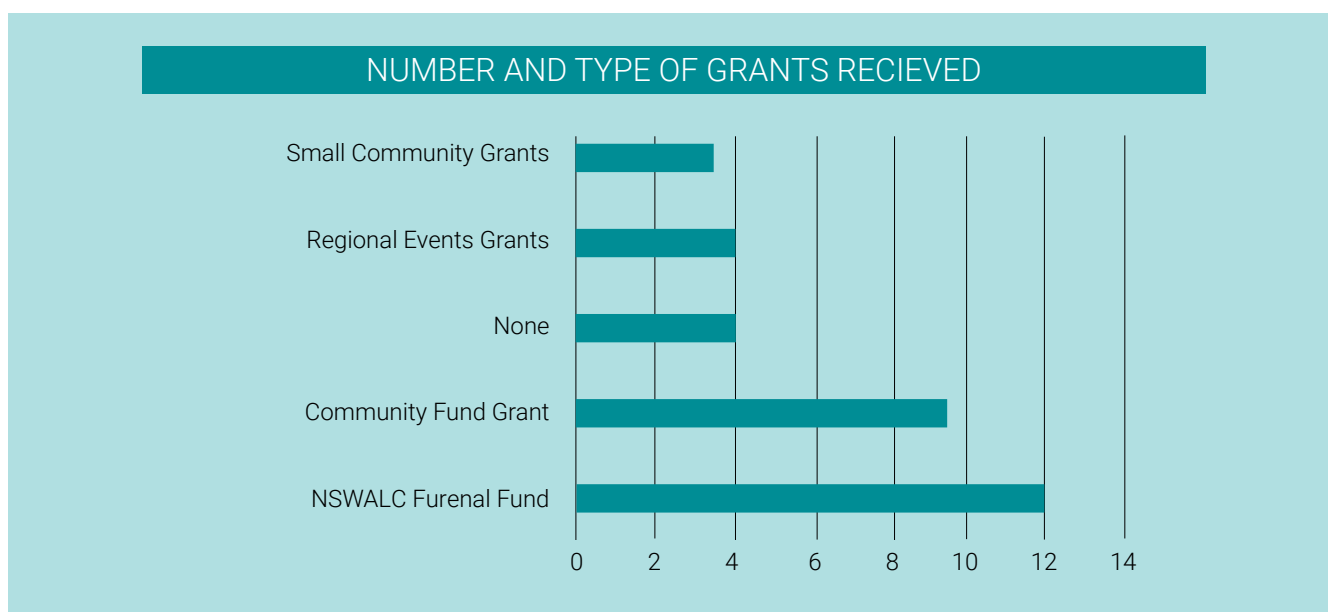
As part of the NSWALC Social Impact Framework and reporting, a survey of LALCs about their awareness and experience of the grants, programs, training and other support provided by NSWALC was conducted. The survey was open from November 2024 – to 31 March 2025. A total of 71 responses were received from across the Network.

The results of the survey illustrate that awareness of the different grants and programs delivered by NSWALC varies, with the most recognised being the NSWALC Funeral Fund Grant (n=40), followed by the Community Fund Grant (n=36) and the Regional Event Grants (n=24).

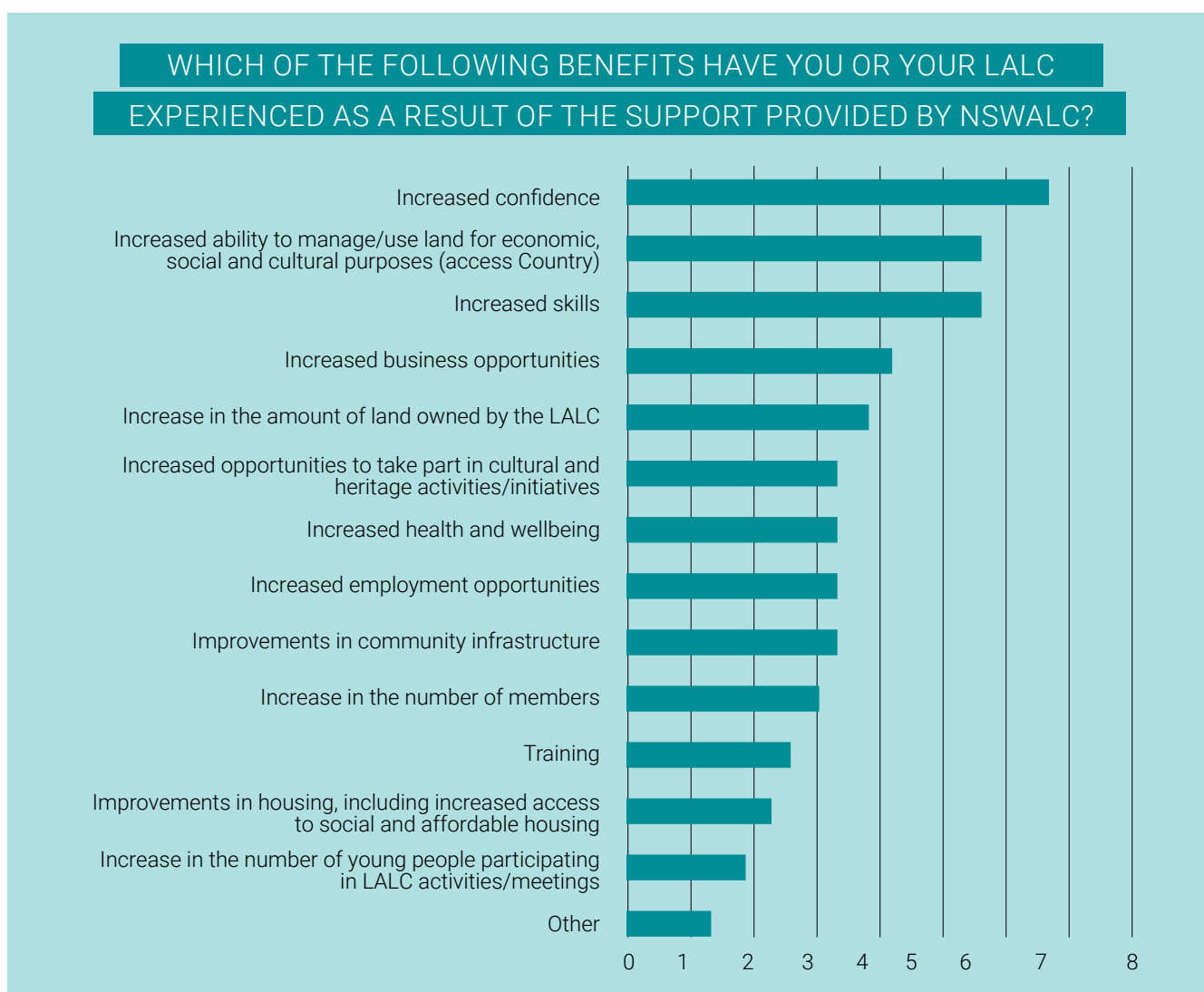
AWARENESS OF NSWALC GRANTS AND PROGRAMS



Respondents rated the grant application process 4 out of 7, which corresponds to slightly above average experience. Some applicants found the forms and process easy to understand, and others said that the process should be simplified and that more support for LALCs with limited resources was needed.



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.



“ Ongoing positive employment and training opportunities - restoration for our Community to revive and survive again from now and into the future for our next generation. We have a long way to go but having the support of approved grants gives our Community a lifeline! ”

“ Was a great support to achieve goals and to benefit the Community. ”

“ The grants assisted the LALC in achieving its goal. ”

“ Over 1000 people have benefited. Our broader community has received benefits provided through NSWALC. Better able to undertake relationship building opportunities and access to education and employment and being a part of Culturally specific events offered to community via our LALC.. ”

Eight people agreed to take part in interviews. Feedback was mostly positive with several interview participants stating that the grant funding they had received from NSWALC had enabled them to undertake a range of initiatives to support their Communities. Suggestions to improve training and housing in communities were also provided. Key themes from interviews are outlined below.

Need for education and training

- » There is a strong emphasis on the need to build the knowledge of LALC members.
- » Suggestion for training for members to be run by the LALC to build stronger relationships with members, with support from NSWALC.
- » Members should understand their rights, responsibilities, and the role of board members so they can hold leadership accountable.
- » Clear information is needed on how land dealings and Community Land and Business Plans (**CLBPs**) work. Need for more CLBP workshops so members can directly shape priorities.
- » Having community-driven plans increases buy-in and improves implementation success.
- » Young members often join at 18 without understanding the significance of the Land Rights movement. Education on its history and purpose was seen as essential.

Funding and support from NSWALC

- » Funeral assistance funding from NSWALC was highlighted as a big help.
- » There is a desire for increased NSWALC funding for Cultural Heritage initiatives, with a view to strengthening Cultural identity and continuity.
- » A \$1,000 community grant funded weekly Elder catch-ups, which transformed Elder engagement in the community. What was initially a small social gathering grew into active Elder involvement in schools, stakeholder meetings, Cultural Heritage work, and community decision-making. The initiative reduced isolation, gave Elders a renewed sense of purpose, and strengthened intergenerational Knowledge sharing (see case study below).
- » Larger grants (e.g., \$150,000 Community Fund) were seen as valuable but intimidating due to complex application processes and lack of clarity around eligibility, there is a need for tailored guidance for applicants.

Housing

- » There is support for developing rent-to-buy schemes for members with good tenancy records.
- » Housing is not just seen as shelter but as a potential tool for long-term financial independence for members and LALCs.

Case study: From little things big things grow

When Daphne* stepped into the interim CEO role at her LALC, she quickly sought out training and funding opportunities to strengthen her leadership and support the community. A \$1,000 NSWALC grant became the catalyst for a remarkable shift in local engagement.

“ It was just meant to be a weekly coffee with Elders... now they're in schools, meeting with stakeholders, and helping shape community decisions.”

What began as a small social gathering to reduce Elder isolation grew into a thriving network of active Elders. They are now involved in Cultural Heritage surveys, providing input on council development applications, and mentoring young people.

The Impact:

- Elder engagement grew from just two or three individuals to around 20, including emerging Elders and Knowledge Holders.
- Elders now play a central role in Cultural programs, youth activities, and intergenerational Knowledge sharing.
- Relationships between the LALC, local council, and stakeholders have strengthened, with work underway on a Memorandum of Understanding.

“ That small grant made a huge impact... it gave our Elders purpose again.”

Daphne credits NSWALC training covering governance, finance, and leadership with building her skills and confidence. She believes these opportunities should be open to all members, not just board and staff, to strengthen community decision-making.

“ Members don't always realise how powerful their voices are in a LALC. With the right training, they can drive real change.”

Her vision is for community-driven planning through more CLBP workshops, ensuring member priorities guide LALC activities.

Today, the Elder catch-ups continue without external funding, sustained by community ownership and pride.

“ I thought it would just be coffee. It turned into so much more.”

*Name changed



Goal 5

Secure Our Future

This goal is about securing our future and engaging with the Aboriginal Community to help them realise the importance of the work we do to ensure that a stronger Aboriginal Land Rights system is handed to the next generation.

Issues

Ensuring membership is engaged and growing, particularly young Aboriginal People. Supporting LALCs with governance and management support.

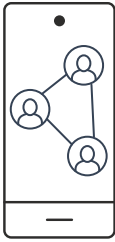
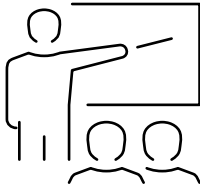

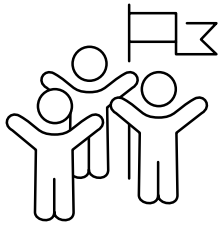
Assumptions

- » That Aboriginal young People will want to become engaged with the Land Rights Network.
- » That Aboriginal Peoples will want to actively participate in the Land Rights Network and be employees of NSWALC and LALCs.
- » That NSWALC's engagement and promotional activities will help to attract new members to the Land Rights Network.

External Factors

- » Other influences on young Aboriginal People that will compete for their time.
- » LALC Board members are all volunteers and have many other competing demands on their time.
- » The prevailing economic climate and the impact on the Statutory Account and level of resources that NSWALC can provide to LALCs.

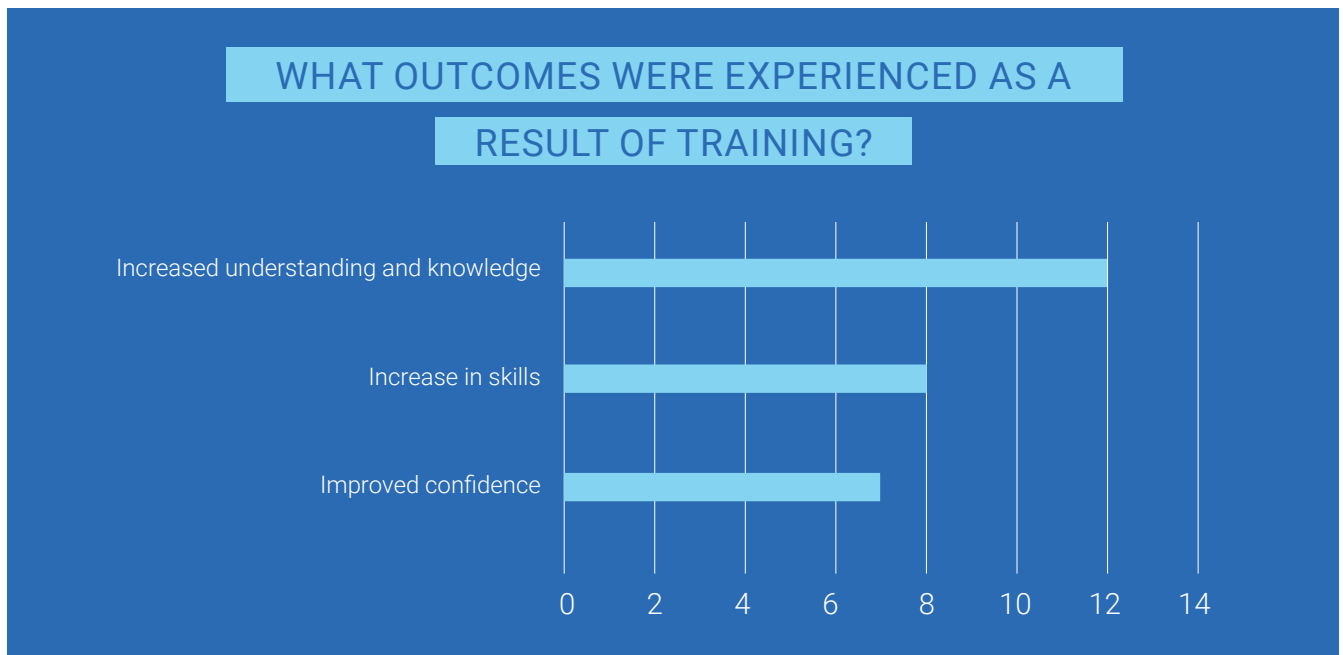


Activities	Outputs	Outcomes	Impact
Outreach and social media engagement strategies.	<p>58% open rate of Council communiques, Network Messages and Media releases.</p> <p>51,350 Social media followers, representing a 13% growth since the beginning of the financial year</p> <p>30,327 LALC members, an increase of 1,339 members in the last year</p>	<p>Increase in the number of Aboriginal People engaging with NSWALC.</p>  <p><i>Increased understanding of the history and significance of the Land Rights Network among Aboriginal peoples.</i></p>	<i>A stronger Aboriginal Land Rights Network</i>
Providing funding and training to assist with the operational cost and governance of LALCs, including supporting the performance of LALCs in meeting their regulatory obligations.	<p>\$161,408 to each funded LALC for assistance with administrative costs, totalling \$18,884,739 for 117 LALCs.</p> <p>564 LALC Board members registered in the Learning Management System undertook Governance training</p>	<p>Increased confidence</p> <p>Increased skills</p> <p>Increased self-management and governance of LALCs.</p> 	<i>More Aboriginal people have positions of leadership within the broader community.</i>
Responsible stewardship of the Statutory Account.	<p>Equity balance at the end of the financial year of \$606.2 million</p> <p>compared with \$605.6 million at 30 June 2023. This represents an increase of \$0.6 million in the value of the Account for the 2023–24 financial year.</p>	<p>Increase in Statutory Account.</p> 	<i>Long-term financial sustainability of the Land Rights Network</i>
Supporting the Youth Advisory Committee (YAC) and engagement with youth, including leadership, public speaking and employment opportunities for youth.	<p>4 events YAC members have in engaged with youth</p> <p>2 professional development opportunities for youth</p>	<p>Increased opportunities for Aboriginal young People to be engaged in the Land Rights Network.</p> 	<p><i>Aboriginal young people are actively engaged in the Land Rights movement.</i></p> <p><i>A stronger Aboriginal Land Rights Network.</i></p> <p><i>Young Aboriginal people have strengthened identity and knowledge and expertise in language and culture.</i></p> <p><i>Aboriginal cultural continuity.</i></p>

Feedback on training provided to LALCs

As part of the LALC feedback survey discussed above, several questions about LALC's experiences with NSWALC training were asked.

Respondents said they had taken part in a range of different training opportunities delivered by NSWALC including governance, financial management and grant writing training. For the most part, respondents found the training Culturally appropriate and effective. Suggestions for improvement included more tailored and regular face-to-face training with relatable scenarios, as well as offering training to LALC members so they have the skills and knowledge to engage in discussions with boards and to make informed decisions.



Appendix A - Social Impact Evaluation Framework

Introduction

NSWALC's Strategic Plan supplement includes the development of a Social Impact Evaluation Framework to measure the community impact from all of NSWALC strategies and initiatives.

A Social Impact Evaluation Framework has been developed, which identifies the key activities, outputs, outcomes, indicators and potential data sources (program logic) for each of the strategies under the five goals in the Strategic Plan.

'Story of Change' diagrams have also been drafted that provide a simplified visual representation of the theory of change for each area of work i.e. land/water rights, culture, economy, community support and future.

The Social Impact Evaluation Framework aims to improve the coordination of an organisational wide approach to evaluation at NSWALC, including a more systematic approach to collecting and reporting on program data.






The purpose of developing a Social Impact Evaluation Framework is to not only meet organisational objectives but to also enhance the effectiveness of the programs and services being delivered by NSWALC to ensure they are meeting the needs of Aboriginal communities and the 121 Local Aboriginal Land Councils (LALCs) in NSW.





Goal 1






Secure Our Land and Water Rights to Country, so that Aboriginal peoples can realise the full social, cultural and economic outcomes of the Land Rights system, and unlock and activate the benefits of our land.

INPUTS What is needed? 	ACTIVITIES What is done? 	OUTPUTS What is delivered? 	OUTCOMES Short-med term change 	IMPACT Long term change 
<p>Funding and resources for staffing, training packages and community engagement.</p>	<p>Lodgement of land claims.</p> <p>Support LALCs to lodge land claims, negotiate for land/ manage and activate land.</p> <p>Deliver training to Local Aboriginal Land Councils (LALCs) in land claims, land acquisition, land management and land negotiations including Native Title claims.</p> <p>Support to LALCs in appealing land claim refusals and negotiating Aboriginal Land Agreements (ALAs) and Native Title claims.</p> <p>Work with relevant agencies to advocate for land and water rights and influence policy and legislation.</p>	<p># land claims lodged</p> <p># of land claim refusals reviewed</p> <p># of land claim appeals lodged</p> <p># of parcels of land returned value of land parcels returned</p> <p># and % of LALCs participating in Aboriginal Land Agreements</p> <p># and % of LALCs participating in training</p> <p># of policy/ legislative changes supporting Aboriginal land and water rights</p>	<p>Improved decision making and skill in the lodgement, negotiation, acquisition and management of land.</p> <p>Increase in number of LALCs able to participate in ALA negotiations.</p> <p>Reduction in the backlog of land claims.</p> <p>LALCs have improved trust in NSWALC.</p> <p>Increased recognition of Aboriginal peoples land and water rights by government agencies.</p> <p>Aboriginal people have improved access, management and control of land and water for social, cultural and economic activities.</p>	<p>Aboriginal people are able to use and manage land, water and resources for cultural, social and economic wellbeing.</p> <p>Aboriginal people and LALCs have increased economic independence and prosperity.</p> <p>Aboriginal culture is strengthened through active connection to land, water and resources.</p> <p>Improved Aboriginal health and wellbeing.</p>



Goal 2






Protect and promote our culture and heritage by advocating for legislative and policy reforms that recognise and respect Aboriginal culture and heritage, to stop the destruction and desecration of Aboriginal cultural heritage sites and loss of Aboriginal culture, so that Aboriginal peoples, communities and organisations are culturally strong.

INPUTS What is needed? 	ACTIVITIES What is done? 	OUTPUTS What is delivered? 	OUTCOMES Short-med term change 	IMPACT Long term change 
<p>Funding and resources for staffing, training and grants.</p>	<p>Analyse and provide advice on legislation/advocate for legislative reform.</p> <p>Develop strategic relationships to advocate for reform.</p> <p>Develop fact sheets and other information material on Aboriginal culture and heritage rights.</p> <p>Support preservation of culture and heritage e.g. recordings of language, repatriation/ protection of cultural artefacts.</p> <p>Provide grants to LALCs for culture and heritage purposes.</p> <p>Cultural and heritage management and training for LALCs.</p> <p>Support LALCs in their decision-making regarding culture and heritage in their CLBPs.</p>	<p># of policy/ legislative changes supporting Aboriginal culture and heritage</p> <p># of protected sites/ heritage listings</p> <p># of artefacts repatriated</p> <p># of LALCs applying and receiving grants for cultural purposes</p> <p># of culture and heritage preservation activities</p> <p># of LALCs participating in culture and heritage training</p> <p># of LALC culture and heritage management plans</p> <p># of co-management/joint agreements</p>	<p>Policy and legislative reform to protect Aboriginal culture and heritage.</p> <p>Aboriginal peoples have a greater say in the protection and management of their culture and land.</p> <p>LALCs are empowered to pursue their own culture and heritage initiatives.</p> <p>Aboriginal peoples and communities have strengthened cultural identity and knowledge and expertise in language and culture.</p>	<p>Aboriginal culture and heritage is protected, promoted and celebrated.</p> <p>LALCs create successful Aboriginal culture and heritage programs for their communities.</p> <p>Aboriginal cultural continuity through strengthened identity, knowledge and expertise in language and culture.</p> <p>Culturally empowered and resilient communities.</p>



Goal 3






Pursue economic independence and prosperity for our peoples, currently Aboriginal peoples in NSW do not have access to their fair share of the economy, our aim is to restore economic independence and prosperity to Aboriginal communities to ensure their survival as a distinct and self-determining people.

INPUTS What is needed? 	ACTIVITIES What is done? 	OUTPUTS What is delivered? 	OUTCOMES Short-med term change 	IMPACT Long term change 
<p>Funding and resourcing for staff, government grants and referrals.</p>	<p>Provide tailored business support to Local Aboriginal Land Councils and Aboriginal people for business enterprises and land development opportunities.</p> <p>Review applications and project manage grants/loans/ services.</p> <p>Help to identify business opportunities for LALCs /Aboriginal businesses and broker deals with stakeholders.</p> <p>Provide mentoring and other support to Aboriginal people looking for a job or a better job.</p> <p>Support employers/ businesses to hire Aboriginal people and partner with Aboriginal businesses.</p> <p>Provide housing assistance to Aboriginal people, including improving their housing service experience and referral pathways.</p>	<p># of people provided with assistance</p> <p># of \$ disbursed and # of loans and grants to LALCs and Aboriginal people</p> <p># of Aboriginal people placed in jobs and # of new employees for LALCs and businesses supported by NSWALC</p> <p># of co-investors</p> <p># of new businesses</p> <p># of contracts awarded to Aboriginal businesses</p> <p># of land developments</p> <p># of LALC properties rezoned</p> <p># of social housing dwellings managed by Birribee</p> <p># of Aboriginal people assisted by Birribee into tenancies</p>	<p>Aboriginal people access support from NSWALC.</p> <p>Aboriginal people are satisfied with the support that NSWALC (and its subsidiaries) provides.</p> <p>Aboriginal people have increased confidence.</p> <p>Aboriginal people have improved access to employment opportunities.</p> <p>Increase in the number of Aboriginal businesses.</p> <p>Increase in culturally appropriate housing services.</p> <p>Aboriginal people have greater housing independence.</p> <p>Strategic partnerships provide economic opportunities.</p> <p>Land development that meets LALCs/ Aboriginal peoples needs.</p>	<p>Increase in profits from Aboriginal land.</p> <p>Aboriginal people and LALCs experience less financial stress.</p> <p>Aboriginal peoples and LALCs achieve greater economic independence and increased prosperity.</p> <p>LALCs and Aboriginal peoples create successful and sustainable businesses, providing employment, cultural, environmental and social benefits to their communities.</p> <p>Aboriginal peoples feel more hopeful about their future.</p> <p>Improved Aboriginal health and wellbeing.</p>



Goal 4






Support our people and Local Aboriginal Land Councils, currently Aboriginal peoples in NSW do not have all the support they need, to achieve their community aspirations and improve community wellbeing and cohesion

INPUTS What is needed? 	ACTIVITIES What is done? 	OUTPUTS What is delivered? 	OUTCOMES Short-med term change 	IMPACT Long term change 
<p>Funding for staffing and resourcing including co-contribution to Community Levy and Justice Connect. Government funding for Closing the Gap projects and other programs.</p>	<p>Advocacy and awareness raising.</p> <p>Review applications, decide on recipients, disburse funds and manage grants.</p> <p>Provide funding for legal support for LALCs.</p> <p>Provide support to Aboriginal peoples.</p> <p>Manage interns.</p> <p>Engagement with human rights organisations and promotion of NSWALC.</p> <p>Knowledge sharing through the development of fact sheets and other information material.</p>	<p># engagement activities and consultations (including Closing the Gap)</p> <p># of interns</p> <p># of submissions and or interventions written</p> <p># of applications for funding</p> <p># of \$ dispersed</p> <p># of community projects/events funded</p> <p># of parcels of land acquired</p> <p># of referrals to Justice Connect</p> <p># of LALCs legally represented by external lawyers</p> <p># of LALCs undertaking legal training</p>	<p>Increased awareness of NSWALC.</p> <p>Strengthened relationship between NSWALC and other Aboriginal Peak bodies.</p> <p>Strengthened relationship between LALCs and NSWALC.</p> <p>Increase in LALCs self-sufficiency and ability to self-manage/make decisions.</p> <p>Improved policies and legislation in relation to human rights in Australia, including achievement of Closing the Gap Priority Reform targets.</p> <p>Improved community facilities and community pride.</p> <p>Increase in the value of LALC land and property assets.</p>	<p>Increase in the number of Aboriginal leaders involved in human rights.</p> <p>Increasing recognition of Aboriginal peoples' sovereign rights.</p> <p>Ability for LALCs/ Aboriginal peoples to leverage funding for greater and more continuous impact.</p> <p>Strengthened Aboriginal Community Controlled Sector.</p> <p>Reduction in the number of under resourced LALCs.</p> <p>Reduction in discrimination/ racism towards Aboriginal people and organisations.</p> <p>Increased community wellbeing and cohesion.</p> <p>Increased connection to Country and ability to live on Country.</p>



Goal 5

Secure our Future - engage with the Aboriginal community, to help them realise the importance of the work we do to, ensure that a stronger Aboriginal Land Rights system is handed to the next generation.

INPUTS What is needed? 	ACTIVITIES What is done? 	OUTPUTS What is delivered? 	OUTCOMES Short-med term change 	IMPACT Long term change 
Funding and resourcing for staffing and YAC.	Outreach and social media engagement strategies. Supporting the Youth Advisory Committee (YAC). Developing and coordinating youth events and networking opportunities. Providing professional development opportunities to youth. Providing funding support to assist with operational costs of LALCs. Supporting performance of LALCs in meeting their regulatory obligations. Responsible stewardship of Statutory Account.	# of youth and Aboriginal peoples engaging with NSWALC online and at events # of new members to Local Aboriginal Land Councils # of meetings/events with youth # of young Aboriginal people reporting an increased understanding of the Land Rights Network # of new networks/connections developed # of new policy initiatives for youth # of professional development opportunities for youth # of LALCs provided support with their CLBPs # of Regional forums and other NSWALC sponsored events for LALCs	Increase in the number of Aboriginal people engaging with NSWALC. Increase in the number of LALC members. Increased confidence and self-esteem of YAC members. Increased understanding of the history and significance of the Land Rights Network among Aboriginal peoples, particularly youth. Increase in involvement of young Aboriginal people on LALC Boards. Improved employment opportunities for YAC members and young Aboriginal people in Land Rights Network. Increased self-management and governance of LALCs. Increase in Statutory Account.	Aboriginal young people are actively engaged in the Land Rights movement. A stronger Aboriginal Land Rights Network. Young Aboriginal people have strengthened identity and knowledge and expertise in language and culture. Aboriginal cultural continuity.

Appendix B - Story of Change Diagrams

Goal 1 : Land Rights - Story of Change

1. Advocacy

Work with relevant government agencies to reduce backlog of land claims, improve ALA negotiation process and agencies respect for NSWALC, LALCs and Aboriginal peoples



2. Training

Deliver training to Local Aboriginal Land Councils in land claims, land acquisition, land management and land negotiations including Native Title claims



3. Support

Support Local Aboriginal Land Councils with land claims and land activation strategies, including acquisition of land



4. Self-determination

Increase Local Aboriginal Land Councils decision-making ability and skill in the lodgement, negotiation, acquisition and management of land



5. Land ownership

Local Aboriginal Land Councils and Aboriginal people have improved access, management, ownership and control of land



6. Land Use

Aboriginal peoples are able to activate and manage land and resources for cultural, social and economic wellbeing



8. Economic development

Aboriginal people and Local Aboriginal Land Councils achieve greater economic independence and prosperity



7. Culture

Aboriginal culture is strengthened through active connection to land and resources



9. Wellbeing

Improved Aboriginal health and wellbeing



Goal 1 : Water Rights - Story of Change

1. Water Advocacy

Development of a water strategy to support Aboriginal water rights



2. Legislative Change

Policy and legislative changes supporting Aboriginal water rights



3. Improved Access

Improved access to water and water systems, including sufficient and safe drinking water



4. Management and Use

Aboriginal people are able to use and manage water and resources for cultural, social and economic wellbeing



5. Culture

Aboriginal culture is strengthened through active connection to water and resources



6. Healthy Water

Healthy water systems including flora and fauna



7. Wellbeing

Improved Aboriginal health and wellbeing



Goal 2 : Culture and Heritage - Story of Change

1. Advocacy

Engage with Local Aboriginal Land Councils and Governments to support and advocate for culture and heritage protection



2. Legislative Reform

Analyse and provide advice on legislation/advocate for legislative and policy reform



3. Protection

Aboriginal culture, heritage and Country is protected and celebrated. Aboriginal peoples have a greater say in the protection and management of their culture and land



4. Culture and Heritage

Support preservation of culture and heritage, including providing grants to undertake culture and heritage initiatives, and recordings of language, repatriation/protection of cultural artifacts



5. Knowledge Sharing

Development of fact sheets and other information material on Aboriginal culture and heritage rights



6. Training

Cultural and heritage management and training for Local Aboriginal Land Councils



8. Cultural Continuity

Aboriginal cultural continuity through strengthened identity, knowledge and expertise in language and culture



7. Confidence

Local Aboriginal Land Councils feel confident to pursue their own culture and heritage initiatives and create successful and sustainable Aboriginal culture and heritage programs for their communities



9. Empowerment

Culturally empowered and resilient communities



Goal 3: Economic Independence and Prosperity - Story of Change

Business and Employment



1. Support

Tailored business, land development and employment support to Local Aboriginal Land Councils and Aboriginal peoples



2. Fund

Review applications and project management grants/loans/services



3. Broker

Help to identify business opportunities for Aboriginal people and Local Aboriginal Land Councils and broker deals with stakeholders



4. Economic Growth

Local Aboriginal Land Councils and Aboriginal people create successful and sustainable businesses, providing employment, cultural, environmental and social benefits to their communities



5. Prosperity

Aboriginal people and Local Aboriginal Land Councils increase their economic independence and prosperity, including maximizing profits from land



6. Security

Aboriginal people and Local Aboriginal Land Councils are more financially secure



7. Hope

Aboriginal people feel more hopeful about their future

Housing



1. Housing Support

Provide housing assistance to Aboriginal peoples, including improving their housing service experience and referral pathways



2. Housing Independence

Aboriginal peoples have greater housing independence



Goal 4: Support our People - Story of Change

1. Advocacy

Advocacy and awareness raising in relation to human rights, including connections and partnerships with other community controlled Aboriginal organisations (NSW CAPO and Coalition of Peaks) and Indigenous people around the world



2. Knowledge

Improve Aboriginal people's human rights literacy and knowledge through the development of fact sheets and other information



3. Policy and Legislative Reform

Improved policies and legislation in relation to human rights in Australia, including Closing the Gap Priority Reforms, socio-economic targets and the Premier's Priorities



4. Support

Funding for Local Aboriginal Land Councils and Aboriginal communities including regional grants, state-wide grants, funeral grants, educational scholarships, community benefit funding and legal support from Justice Connect



5. Self-sufficiency

Local Aboriginal Land Councils become more self-sustaining and have the tools and resources to make informed decisions, achieve their community goals and address the needs in their communities



6. Community Improvements

Physical and cultural improvements in communities as a result of funding for community initiatives and increased community pride



8. Community Wellbeing

Increased ability to live on Country, and improved community wellbeing and cohesion



7. Employment

Increase in the number of Aboriginal people employed at the NSW Aboriginal Land Council and in Local Aboriginal Land Councils



9. Rights

Aboriginal peoples' sovereign rights are recognised and realised through Australian governments implementation of the United Nations Declaration of the Rights of Indigenous Peoples



Goal 5: Secure our Future - Story of Change

1. Support

Providing funding support to assist with operational costs and regulatory compliance of LALCs, and supporting the Youth Advisory Committee (YAC)



2. Engagement

Outreach and social media engagement strategies with youth, LALC members and Aboriginal peoples in NSW



3. Knowledge

Increased understanding of the history and significance of the Land Rights Network among Aboriginal peoples, particularly youth. Professional development opportunities for youth, including involvement of young Aboriginal people on LALC Boards



4. Events

Developing and coordinating events and network opportunities such as the Youth Summit and State Wide Conference



5. Confidence

Increased confidence and self-esteem of YAC members. Increased self-management and governance of LALCs



6. Employment

Improved employment opportunities for YAC members and LALC members



8. Cultural Continuity

Young Aboriginal people have strengthened identity and knowledge and expertise in language and culture



7. Participation

Aboriginal peoples, including youth are actively engaged in the Land Rights movement



9. Strong Future

Stronger Aboriginal communities and an Aboriginal Land Rights Network



Appendix C - Data Collection Tools

NSW Aboriginal Land Council (NSWALC) Survey - Local Aboriginal Land Councils Feedback 2025

Introduction

This survey is an opportunity for members of Local Aboriginal Land Councils (LALCs), LALC CEOs and Aboriginal people who have received grants or participated in programs provided by NSWALC, to provide feedback on your experiences. Your feedback and insights are important for us to know so we can improve what we do to better meet your needs.

Your responses are anonymous (unless you choose to identify yourself) and any information you provide will be kept confidential and only reported on collectively (with all the other people who have taken part in the survey) in NSWALC's Social Impact Report. See our website for a copy of last year's report <https://alc.org.au/ourimpact/>

The survey should only take about 5 minutes to complete. If you would rather do the survey over the phone please call 02 9689 4520.

Thank you very much for your time.

Grants and programs

1. Which of the following grants, loans and programs provided or supported by NSWALC are you aware of?

- Community Fund Grant
- Small Community Grants
- Regional Events Grants
- NSWALC Funeral Fund
- NSWALC Fishing Fund
- Education Scholarship
- Aboriginal Community Connector Program
- Roads to Home Program
- Justice Connect
- Other (please specify)
- None of the above

2. What grants offered by NSWALC have you applied for?

- Community Fund Grant
- Small Community Grant
- Regional Event Grant
- NSWALC Funeral Fund
- Education Scholarship
- Other (please specify)
- None of the above

3. How did you find the process of applying for grants?

- Very Easy
- Easy
- Somewhat easy
- Moderate
- Somewhat Difficult
- Difficult
- Very difficult

4. Do you have any suggestions to improve the processes for applying for grants?

5. What grants offered by NSWALC have you received?

- Community Fund Grant
- Small Community
- Regional Event Grant
- NSWALC Funeral Fund
- Education Scholarship
- Other (please specify)
- None of the above

6. What outcomes resulted from the grant/grants?

NSWALC Training

7. Have you taken part in training offered by NSWALC?

- Yes
- No


8. What type of training delivered by NSWALC have you participated in?


9. Did you find the training provided by NSWALC culturally appropriate?

- Very
- Yes
- Somewhat
- No

10. How effective did you find the training provided by NSWALC?

Extremely effective 

Very effective 

Effective 

Somewhat effective 

Not effective 

11. Do you have any suggestions to improve the training provided by NSWALC?

12. Which of the following outcomes did you experience as a result of the training?

Increased understanding and knowledge

Improved confidence

Increase in skills

Other (please specify)

None of the above

LALC Membership

13. Are you a member of a Local Aboriginal Land Council?

- Yes
- No

14. What region is your Local Aboriginal Land Council in?

- Central
- Mid-North Coast
- North Coast
- North Western
- Northern
- South Coast
- Sydney/Newcastle
- Western
- Wiradjuri

Impact of NSWALC's support

15. Roughly how many people do you think have benefited from the support provided by NSWALC to your LALC?

16. Would you be interested in taking part in a telephone interview?

- Yes
- No



17. Which of the following benefits have you or your Local Aboriginal Land Council experienced as a result of the support (grants/loans/programs/services) provided by NSWALC?

- Increased confidence
- Increased skills and knowledge
- Increase in the amount of land owned by the LALC
- Increased ability to manage/use land for economic, social and cultural purposes (access Country)
- Increased opportunities to take part in cultural and heritage activities/initiatives
- Increased business opportunities
- Increased employment opportunities
- Increased health and wellbeing
- Improvements in housing, including increased access to social and affordable housing
- Improvements in community infrastructure
- Increase in the number of members
- Increase in the number of young people participating in LALC activities/meetings
- Training
- Other (please specify)
- None of the above

18. Please provide your first name and contact number

Interview guide

Impact from Engagement with NSWALC Programs and Services

Before starting the Interview check if they are happy for you to record the interview – record on Teams or your phone and save the recording in the folder.

Everything you say will be kept confidential and your name and personal details will be kept confidential unless you would like to be identified in our report in a case study.

- » What impact has NSWALC's support (programs/services) had on your LALC? (Prompts – increased access to land & ability to use and manage land, increased income, increased opportunities to take part in cultural and heritage activities, improved wellbeing. If no support or impact, what support would you like to receive from NSWALC?).
- » Does your LALC undertake any cultural and heritage activities? If yes, has your LALC received any support from NSWALC? How effective has this support been? (Prompt – has your confidence/ability to pursue your own culture and heritage initiatives improved as a result of the support provided by NSWALC).
- » How long has your LALC been undertaking culture and heritage activities?
- » Does your LALC operate any business activities? Has NSWALC supported you with your business? If yes, what was the impact of that support (increased confidence, increased business capability etc). How long has your business/businesses been operating?
- » What benefits has the business/businesses had on your LALC members/community? (e.g. cultural, environmental and social benefits).
- » How many people does your LALC employ - have you had an increase in the number of people employed as a result of NSWALC's support? (e.g. help establishing a business, community development grant).
- » How would you measure changes in your community?
- » What changes would you value the most?
- » Thinking about the last year, have circumstances for your LALC gotten better or worse? What are the factors that have contributed to that change?
- » Is there anything else you would like to say that I haven't asked you?

THANK YOU FOR YOUR TIME.

