

Annual Report
2025–26

New South Wales
Aboriginal Land Council

Acknowledgement of Country

New South Wales Aboriginal Land Council (NSWALC) acknowledges the many Custodians of the lands on which we live, work and learn. We pay our respect to Aboriginal Peoples who have cared for Land and Sea Country since time immemorial.

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

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

About us

30 October 2026

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

Dear Minister,

In accordance with the provisions of the *Aboriginal Land Rights Act 1983* (NSW), we are pleased to submit the 2025–26 NSWALC Annual Report.

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

Following the report's presentation in Parliament, it will be available for public access on NSWALC's website.

We commend this report to you.

Yours sincerely

Raymond Kelly
Chairperson
NSW Aboriginal Land Council

Leeanne Hampton
Deputy Chairperson
NSW Aboriginal Land Council

NSW Aboriginal Land Council

NSWALC was formally constituted as a statutory corporation with the passage of the *Aboriginal Land Rights Act 1983* (NSW) (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 established a Statutory Account 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 27 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.



Chairperson's message

This year has been one of the most consequential for Aboriginal Land Rights in NSW.

It has been a year that tested us, brought us together and reminded us why the Land Rights movement remains as necessary today as it was when our Old People fought for the establishment of the ALRA more than four decades ago.

This year, we were confronted with proposed changes to Crown Land laws that had significant implications for Aboriginal land claims and the integrity of the Land Rights system.

The Crown Land Management Amendment (Statutory Review) Bill 2026 (the Crown Land Bill) was introduced without prior consultation with NSWALC or the Aboriginal Land Rights Network. For a Network built on a history of fighting for the return of stolen land, that was unacceptable.

Our response showed the strength of the movement we have inherited.

At our first Statewide Conference since 2018, more than 250 Land Rights leaders came together from across NSW. When the Network called for action, NSWALC acted. In the weeks that followed, our members, Elders, leaders and supporters mobilised, marched on NSW Parliament and made it clear that decisions affecting Aboriginal Land Rights cannot be made without Aboriginal People.

We pursued every avenue available to us to defend those rights and ensure the voice of the Network was heard.

That experience reinforced an important truth: **Land Rights cannot be taken for granted**.

The rights we have today exist because generations of Aboriginal People organised, marched, advocated and refused to accept dispossession as permanent. Every generation that inherits those rights also inherits a responsibility to protect them. That responsibility has never been more important.

This year, NSWALC lodged the 60,000th Aboriginal land claim under the ALRA. It is an extraordinary milestone and testament to the persistence of the Land Rights Network. But it also tells another story.

More than 40,000 Aboriginal land claims remain unresolved, with some claims waiting decades for determination. Land claims continue to accumulate faster than they are resolved. That is not the promise of Land Rights.

Every claim left sitting unresolved represents Country that may otherwise have been returned to Aboriginal ownership. It represents opportunities for Culture, housing, economic development, caring for Country and Community that remain on hold.

The state must meet its responsibility under the ALRA with far greater urgency. Aboriginal People have upheld our side of the legislation for more than 40 years. We have lodged the claims, built our Land Councils and maintained a strong and independent Land Rights system. We expect the same commitment to the ALRA from government.

Despite the challenges of this year, we have continued to move forward.

Land has continued to return to Aboriginal ownership. We have strengthened our focus on Water Rights and the opportunities that come from Aboriginal ownership and control of water. LALCs are progressing housing, renewable energy, biodiversity, enterprise and other opportunities on their land. We are strengthening support across the Network and continuing to build the financial independence that has always distinguished the NSW Land Rights system.

There is urgency in this work.

Our Elders and those who built the Land Rights movement did not fight simply to create another institution. They fought for land justice, self-determination and a better future for Aboriginal People. We owe it to them, and to our young People who will inherit this movement from us, to keep pushing forward.

I acknowledge our 121 LALCs, their members, Boards, CEOs and staff, our Elders, young People and Communities who have stood strong throughout this year. I thank my fellow Councillors for their leadership, and CEO Clare McHugh and NSWALC staff for their commitment to the Network.

This year has shown that when Land Rights are challenged, our Network will stand together united.

It has also shown that we cannot be satisfied with how far we have come when so much remains unfinished.

Country must continue to be returned. Outstanding claims must be resolved. Our rights must be protected. And Aboriginal People must remain at the centre of every decision about our land, our water and our future.

That is the work ahead of us, and Council remains unwavering in its commitment to it.

Dr Raymond Kelly
Chairperson

CEO's foreword

When I joined NSWALC as CEO in April 2025 I spoke about the importance of listening to our Network, strengthening relationships, and ensuring NSWALC was positioned to support LALCs to realise the full potential of Land Rights.

Over the past year, we have moved from laying those foundations to action.

What has stood out most strongly to me is the strength of our Network. Across NSW, our 121 LALCs continue to demonstrate what self-determination looks like in practice, protecting and activating land, caring for Country and Culture, creating opportunities and strengthening Communities for generations to come.

That strength was particularly evident this year when our Land Rights were threatened.

The introduction of the Crown Land Bill raised significant concerns across our Network. At our first Statewide Conference since 2018, more than 250 Land Rights leaders came together in 2026 and determined a collective response. In the months that followed, our Network stood together, marched together and made its voice heard.

It was a powerful reminder that Land Rights were never simply given to us. They were fought for, and we carry a responsibility to protect them.

Alongside this advocacy, we continued the important work of turning Land Rights into tangible outcomes for our People.

Our work continued to strengthen the value and potential of Aboriginal-owned land, with initiatives in land activation, housing, water, renewable energy and biodiversity stewardship creating new pathways for LALCs to deliver social, Cultural and economic outcomes for their Communities.

We also strengthened the support available to LALCs. The establishment of the Walumarra Legal Centre is one example of NSWALC listening to what our Network needs and responding with practical support. Our investment in our young People also continued through our Youth Advisory Committee, Junior Ranger Program and educational opportunities, ensuring the next generation has a meaningful place in the future of Land Rights.

This year also marked an important transition as we prepared to commence our new Strategic Plan 2026–2030.

The Plan sets a clear direction for our next chapter: securing our Land and Water Rights to Country, protecting and promoting Culture and Heritage, pursuing economic independence and prosperity, supporting our People and LALCs, and securing the future of the Land Rights system.

For NSWALC, this means continuing to evolve the way we work. We want LALCs to experience NSWALC as an organisation that works alongside them — one that listens, understands their aspirations, helps remove barriers, and uses its resources and influence to create opportunities.

As we look ahead, I am conscious that we are custodians of a legacy built through the determination and sacrifice of those who came before us. Our responsibility is to protect that legacy, strengthen it and ensure Land Rights continue to deliver for our children and the generations who follow.

I thank our LALC members, Boards, CEOs, staff, Elders, young People and Communities for their continued leadership and commitment to Land Rights. I also thank NSWALC staff, Chairperson Cr Raymond Kelly, Deputy Chairperson Cr Leeanne Hampton and the NSWALC Council for their leadership and support throughout the year.

The past year has shown what we can achieve when the Land Rights Network stands together united. As we enter this next chapter, we do so with a clear direction, a strong Network and an unwavering commitment to our People, our rights and our future.

Clare McHugh
Chief Executive Officer

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, left to right): Cr Anne Dennis – North Western Region, Cr Danny Chapman – South Coast Region, Cr Cal Davis – Mid North Coast Region, Cr Grace Toomey – Central Region, Cr Ross Hampton – Western Region, (front, left to right) Cr Charles Lynch – Northern Region, Cr Leeanne Hampton – Wiradjuri Region, Cr Raymond Kelly – Sydney/Newcastle Region and Cr Diane Randall – North Coast Region.



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 Leeanne Hampton (Deputy Chairperson) 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 instil pride in the younger Aboriginal generations. She loves her family and live music concerts.



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 30 years in various capacities. He was elected to Council in 2015.

Cr Lynch is a member of both Nungaroo and Tamworth LALCs and on the Board of the Tamworth Aboriginal Medical Service. He is also a founding member of Walhallow Murri Aboriginal Enterprise Corporation. Cr Lynch is a fellow of the Institute of Public Accountants, Graduate of the Australian Institute of Company Directors and a Justice of the Peace.

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.

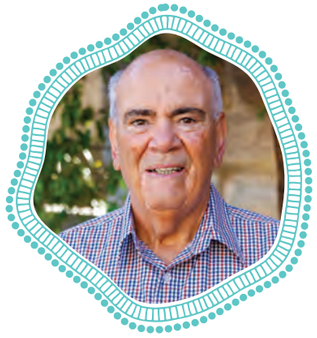


Cr Grace Toomey
Central Region

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 and on various local boards and committees before being elected to Council in 2019.

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 the capacity and financial viability of LALCs for a whole of Community benefit, and to instil government confidence in the LALC Network.



Cr Ross Hampton
Western Region

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

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



Cr Cal Davis
Mid North Coast Region

Malcolm (Cal) Davis is a Biripi and Dunghutti man from the Mid North Coast of NSW, with strong family connections to Rollands Plains and Dingo Creek. Raised in Forster on Worimi Country, he has maintained a lifelong commitment to Community and Land Rights.

Cal has more than 40 years' experience in the Aboriginal Land Rights movement, having been involved since the introduction of the ALRA in 1983. He is now Councillor for the Mid North Coast Region.

He has held previous positions at NSWALC and with the Aboriginal Land Rights Network. He was a Regional Councillor and spent more than a decade in senior executive roles with NSWALC, including Deputy CEO and Acting CEO, overseeing operations, policy, Land Rights and corporate services. He was previously the CEO of Forster LALC.

Cal brings extensive experience in business management, strategic planning and governance, and is passionate about supporting strong, sustainable LALCs that deliver lasting outcomes for Aboriginal Communities.



Cr Diane Randall
North Coast Region

Cr Diane Randall is a strong Bundjalung Nation, Yaegl and Wahlabul woman with connections to all her Communities on the North Coast. These connections mean she can listen, help and support North Coast LALCs and members with any issues and concerns that arise.

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

She is a former schoolteacher 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.



Cr Peter Smith
Mid North Coast Region

A Dunghutti 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.

During the reporting period, Cr Smith retired from Council after more than 14 years representing the Mid North Coast Region. Since his election in 2011, Cr Smith has made a significant contribution to NSWALC and the Aboriginal Land Rights movement, providing strong advocacy for LALCs and contributing to Council's governance and strategic direction. His leadership extended to state, national and international forums, where he represented the rights and interests of the Land Rights Network. NSWALC acknowledges Cr Smith's longstanding service and commitment to Aboriginal Land Rights and wishes him and his family well in retirement.

CEO profile



Clare McHugh is a proud Gamilaroi and Dunghutti woman with connections to the Redfern, La Perouse 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 Community-controlled organisations (ACCOs) and not-for-profits.

Clare now works 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 is 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 delivery partner, and to see our existing relationships with the Land Rights Network, Aboriginal Communities, government and corporate sectors strengthened, based on mutual respect and the belief that together we are stronger.

Our Network

NSWALC's Network comprises the 121 LALCs and the 32,563 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.

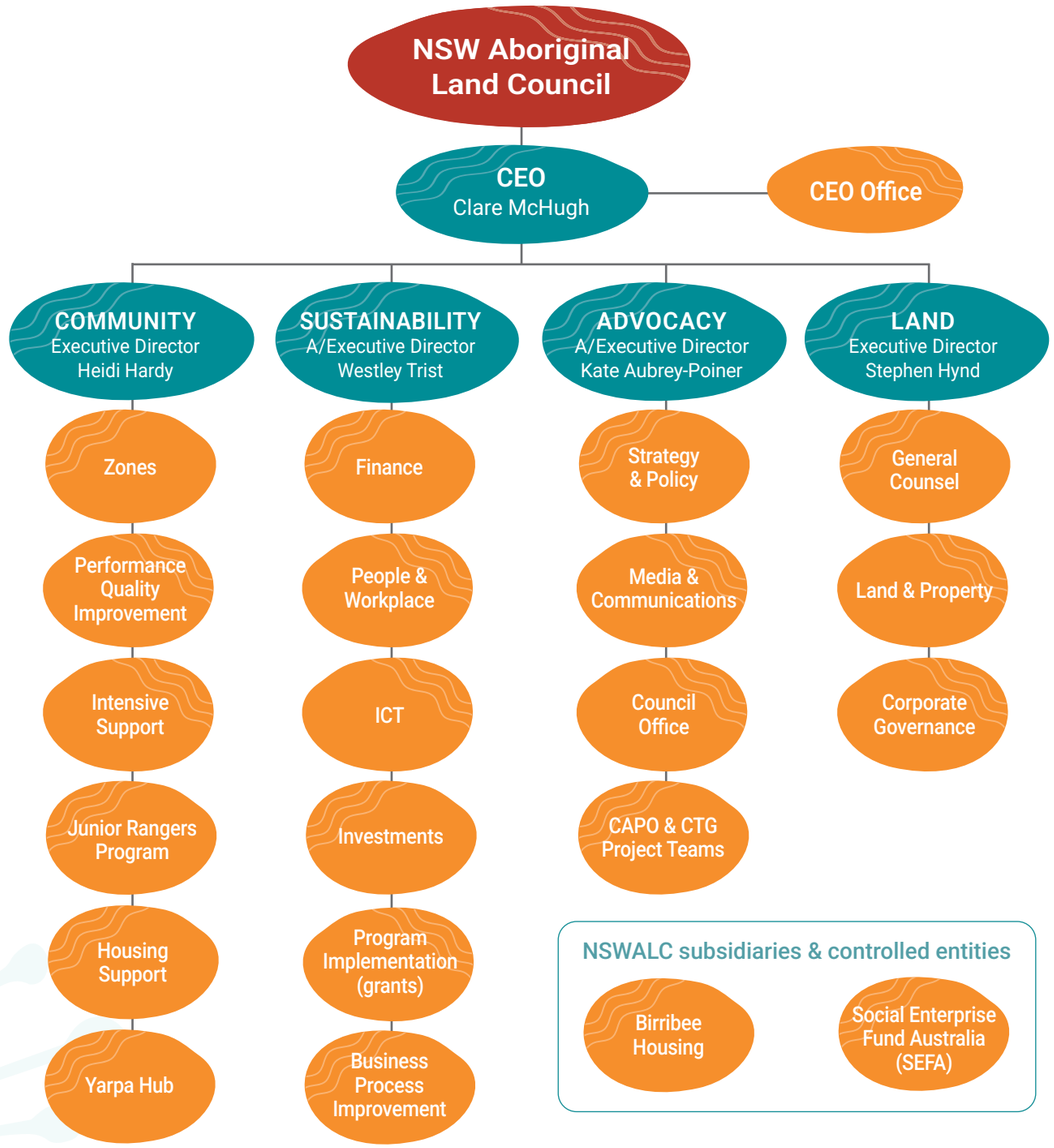
The aim of the LALC structure is to achieve a high degree of participation and involvement by every Aboriginal Person in the affairs of their local Community. Each LALC elects its own Board and appoints staff, with members able to access advice, information and support from NSWALC in relation to all 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.

Our organisation structure

Following an extensive review of the business, NSWALC implemented a new organisational model designed to strengthen and better position the organisation to support LALCs in achieving positive outcomes.

The redesigned structure enhances operational efficiency, strengthens accountability and aligns resources and capabilities more closely with strategic priorities.



Year in review

Protecting Aboriginal Land Rights



In March 2026, the NSW Government introduced the Crown Land Management Amendment (Statutory Review) Bill 2026 (the Crown Land Bill) into NSW Parliament without prior consultation with NSWALC, the Aboriginal Land Rights Network and broader Aboriginal Communities.

Land Rights were hard won. NSWALC remains committed to ensuring they are not diminished for future generations.

Initially the proposed amendments were characterised as administrative in nature, however, NSWALC identified significant implications for the operation and integrity of the ALRA, particularly in relation to undetermined Aboriginal land claims and the proposed retrospective validation of Crown Land tenures.

For more than 40 years, the ALRA has provided an important mechanism for returning land to Aboriginal People in NSW.

Access to claimable Crown Land is not simply about land ownership, it is an avenue for justice, self-determination and strengthening the social, Cultural and economic futures of Aboriginal Communities.

Land returned through the Land Rights system can support housing and infrastructure, economic development, Cultural practice and the creation of resources and opportunities for future generations.

NSWALC, together with the Aboriginal Land Rights Network, responded strongly to the proposed changes. The Network mobilised across NSW to raise awareness, advocate for the protection of Aboriginal land claims and make clear its opposition to changes that would diminish the rights established under the ALRA.

Following advocacy from NSWALC and the Network, the NSW Government responded to a number of concerns and introduced additional process safeguards.

However, NSWALC's fundamental concern remained: the Crown Land Bill continued to provide for the retrospective validation of Crown Land tenures, with potential consequences for undetermined Aboriginal land claims.

NSWALC participated in consultation and engagement with government to protect Aboriginal Land Rights should it proceed with the legislation. This participation should not be interpreted as support for the Crown Land Bill.

Throughout this period, NSWALC and the Aboriginal Land Rights Network have remained united in defending the integrity of the ALRA and protecting the rights that generations of Aboriginal People fought to establish.


HANDS OFF OUR LAND RIGHTS
JUSTICE DELAYED IS JUSTICE DENIED


LAND RIGHTS FOR FUTURE GENERATIONS
OUR LAND RIGHTS MATTER




COMING FOR US
WHO'S NEXT
IS JUSTICE DENIED
IS JUSTICE
WE ALL WALK ON ABORIGINAL LAND
9 NEWS
NITV
ABC NEWS






LAND RIGHTS FOR FUTURE
OUR LAND RIGHTS




KEEP LAND RIGHTS STRONG
LAND RIGHTS FOR FUTURE GENERATIONS NOW!
NOW!
OUR LAND RIGHTS MATTER





NSWALC and the Land Rights Network response

Following the introduction of the Crown Land Bill, NSWALC and the Aboriginal Land Rights Network mounted a coordinated response to defend Aboriginal Land Rights and protect undetermined Aboriginal land claims.

The response brought together Network mobilisation, advocacy, political engagement, legal and human rights mechanisms, and sustained communications to ensure LALCs, members and Communities were informed and able to act.

Key actions included:

- Mobilising the Land Rights Network: More than 250 Land Rights leaders came together for an emergency meeting at the NSWALC Statewide Conference (23–25 March 2026), providing an early opportunity for the Network to consider the implications of the Crown Land Bill and determine a collective response.
- Taking public action: NSWALC supported the Network to mobilise for major public action. This included a press conference on 24 March and a protest march on 6 May 2026 from Hyde Park to NSW Parliament. The march demonstrated NSWALC's strength, and the collective opposition of the Land Rights Network to the Crown Land Bill.
- Keeping the Network informed and activated: NSWALC established a dedicated information hub explaining the proposed changes, their potential impacts and opportunities for LALCs, members and supporters to respond. Regular Network updates were provided via fact sheets, media releases and direct calls to action.
- Supporting Community participation: NSWALC promoted petitions, coordinated protest arrangements (including transport), developed campaign materials and practical information to support participation from across the Network. NSWALC also mobilised and worked with supportive organisations to campaign against the Crown Land Bill.
- Pursuing accountability: NSWALC lodged a complaint with the Australian Human Rights Commission concerning the exclusion of Aboriginal People from the development of the proposed legislative changes. This provides an additional avenue to challenge the process and protect Aboriginal Land Rights.
- Using NSWALC's influence across government: NSWALC paused its participation in Closing the Gap shared decision making forums while the proposed amendments were being considered. This reinforced the fundamental importance of genuine partnerships and shared decision making with Aboriginal People on matters affecting their rights.

Throughout the response, NSWALC worked to ensure the Land Rights Network had access to timely information, a strong collective voice and multiple avenues to influence the proposed reforms.

The response demonstrated the power of the Land Rights Network – with LALCs, members, Communities and NSWALC acting collectively, combining advocacy, mobilisation and accountability, to defend the rights secured by generations before us.

2026 NSWALC Statewide Conference

The NSWALC Statewide Conference brings together the LALC Network from across NSW to strengthen connections, share knowledge and experiences, and collectively shape priorities for the future of Aboriginal Land Rights.

Held from 23–25 March 2026 with approximately 250 delegates in attendance, this year's Conference took place at a significant time for the Land Rights Network, shortly after the introduction of the Crown Land Bill into the NSW Parliament.

In response to the proposed reforms and the potential implications for more than 40 years of Aboriginal Land Rights in NSW, the Conference program pivoted to provide an important forum for the Network to come together, understand the proposed changes and determine a collective response and immediate action.

On Day One delegates moved and supported a motion from the floor calling on NSWALC to act in response to the proposed amendments.

On Day Two, members of the Land Rights Network gathered in Martin Place for a press conference, publicly expressing their opposition to the proposed amendments and demonstrating the strength, unity and collective voice of the Network.

Day Three returned to the broader Conference program, with delegates hearing from LALC leaders, Treaty Commissioners and NSWALC's Youth Advisory Committee (YAC). These discussions provided an opportunity to reflect on the challenges and opportunities ahead, and the importance of strong Aboriginal leadership across generations.



A highlight of the Conference was the Gala Dinner, which brought the Network together to celebrate the Aboriginal People, Communities and collective strength that continue to drive Land Rights across NSW. The evening provided an opportunity to reconnect outside the formal Conference program, recognise the contribution of the Network and celebrate the relationships, Culture and shared purpose at the heart of the Land Rights movement.

The 2026 Statewide Conference demonstrated the enduring strength of the NSW Aboriginal Land Rights Network and its capacity to mobilise, adapt and act collectively when Land Rights are at stake.

NSWALC acknowledges the LALC delegates, speakers, volunteers and staff who contributed to the Conference, and MC Stan Grant for guiding delegates through three significant days of discussion, advocacy and connection.

NSWALC acknowledges the LALC delegates and presenters who provided their time and knowledge to prepare important and valuable sessions as part of the original program for the 2026 Statewide Conference. Some of these were not delivered due to the disruption caused by the introduction of the Crown Land Bill by the NSW Government. Our intention is to see those sessions delivered at a future date.

YOUTH ADVISORY COMMITTEE

YAC members participated in conversations and a dedicated youth panel discussion at the NSWALC Statewide Conference, reinforcing why young People and their voices are vital to the Network's future.

The YAC also stood front and centre with NSWALC and LALCs at significant rallies, events and media engagements, including NITV, sharing their experiences and views on critical matters and the future of Aboriginal Land Rights.

For more on the YAC's activities throughout the year see page 49.



Warrior of Land Rights Awards

SYDNEY/NEWCASTLE REGION

Barry John Duncan, better known as BJ (pictured with Chair and Regional Councillor Ray Kelly).

BJ is one of the most enduring and respected figures in the history of Darkinjung LALC. His connection dates back to the very beginning of the organisation. Before offices and formal structures existed, meetings were held in his family's home, where Community members gathered to establish what would become one of the largest land councils in NSW.

Over many decades BJ has served as Chairperson, Deputy Chairperson and Regional Councillor, providing leadership, Cultural guidance and advocacy for Aboriginal Communities across the Central Coast and beyond.



WIRADJURI REGION

Ian Woods (pictured with Deputy Chair and Regional Councillor Leeanne Hampton).

Uncle Ian has played a pivotal role in the Hay LALC, helping to build a strong foundation for Land Rights and Community governance in the region. As CEO of the Hay LALC, his impact extends far beyond his Community. He has served on numerous state and national committees, helping to shape policies affecting Aboriginal People across Australia.

One of his most significant contributions has been bringing together Native Title and Land Rights legislation to deliver real outcomes. He has also helped create greater access to land for Cultural purposes and strengthened Aboriginal-led land and water management.



SOUTH COAST REGION

Benjamin John Cruse (BJ) (pictured with Regional Councillor Danny Chapman).

BJ has been an Elder, mentor and leader in the South Coast region for decades. He has served as Chairperson of the Eden LALC for more than 40 years and continues to be one of the most respected figures in the region. Like many Land Rights leaders, BJ has dedicated his life to advocating for Aboriginal People, mentoring younger generations and strengthening Community.

His leadership extends beyond Land Rights. He is also involved in Native Title work and has helped guide Community through complex legal and governance processes while maintaining a strong focus on Culture and self-determination.



NORTH WESTERN REGION

Harold Thomas (Tommo) French (pictured with Regional Councillor Anne Dennis).

Uncle Tom is a proud Gomeroi man and a highly respected leader throughout the North Western region. A member of the Moree LALC since 2010 and Chairperson since 2016, he has provided strong, Culturally-grounded leadership. Under his guidance, Moree LALC has strengthened governance, expanded Community programs and delivered significant outcomes, including the opening of a new LALC building and successful land claim outcomes.

Tom has been a strong advocate for Cultural Heritage protection, Community development, housing improvements and economic opportunity.



WESTERN REGION

William (Bull) Murray (pictured with Regional Councillor Ross Hampton).

Originally from Balranald and a proud Nari Nari man, Bull has called Wilcannia home for more than 50 years. He has been involved in the Land Rights movement since its inception in 1983 and has served for a combined total of 22 years as a Western Region Councillor. Bull is one of the longest-serving representatives in the history of the NSW Land Rights movement.

Throughout his service he has ensured that the voices of western and remote Aboriginal Communities were heard at state level, and he has consistently advocated for the benefits of the ALRA to reach People living in remote parts of NSW.



NORTH COAST REGION

Des Williams (pictured online, with Tweed Byron LALC CEO Leweena Williams accepting the award on his behalf from Regional Councillor Diane Randall).

A highly respected Bundjalung Elder and long-serving leader within the Land Rights Network, Uncle Des has played a significant role in advancing Land Rights on the North Coast. As Chairperson of Tweed Byron LALC he has worked tirelessly to secure and manage land for future generations, including significant achievements such as the return and management of Fingal Headland.

He has dedicated many years to Cultural Heritage protection, Community development, Cultural assessments and advocacy.



NORTHERN REGION

Cecil Briggs (pictured with Regional Councillor Charles Lynch).

Uncle Cecil was one of the original members involved in establishing NSWALC and was among those who marched and advocated for the introduction of Land Rights legislation. He has been involved with Land Rights, Community organisations, health services and Aboriginal-controlled organisations for decades.

A founding member of Armidale and Dorrigo Plateau LALC, he remains active in the movement today. At 87 years of age, he continues to travel, attend meetings and support his Community.



CENTRAL REGION

Tony Sutherland and Steve Merritt (Geoff Scott, accepting the award on behalf of Tony and Steve, pictured with Regional Councillor Grace Toomey).

As Zone Directors within NSWALC, Steve and Tony have provided significant leadership, support and guidance to LALCs across NSW.

Together they have strengthened governance, mentored emerging leaders, supported LALCs facing operational challenges and helped Communities move from land ownership towards economic activation and opportunity. Their work has often taken place behind the scenes, but its impact has been felt throughout the Network.



MID NORTH COAST REGION

Zona Moran (Nathan Moran accepting the award on behalf of Aunty Zona, pictured with Naomi Moran).

Aunty Zona is widely respected across the Mid North Coast for her lifelong contribution to Community and her commitment to Land Rights.

She has worked closely with LALCs, advocated for Community priorities, and supported initiatives that strengthen outcomes for Aboriginal families. Her leadership reflects service, resilience and a strong commitment to Culture, Country and Community.



2025 Koori Knockout

As a proud sponsor of this annual event NSWALC once again connected with Community at the 2025 Koori Knockout, held at Tamworth's Riverside Sporting Complex from 3–6 October.

Our stall provided a welcoming space for a yarn and an opportunity to share information about NSWALC's work, alongside a celebration of Aboriginal sporting talent, Culture and Community pride.











Junior Ranger Camp

NSWALC's Junior Ranger Program (JRP) wrapped up the year, in December 2025, with a camp bringing together 95 students from across NSW on Nyangbul Country.

The gathering celebrated the young People's participation in the program and provided an opportunity to connect with one another, reflecting the program's focus on Culture, Country and the next generation of Aboriginal custodians.

Find out more about JRP activities around the state on pages 32–33.





Tamworth Aboriginal Cultural Showcase

NSWALC continued its support for the Aboriginal Cultural Showcase at the 2026 Tamworth Country Music Festival, celebrating Aboriginal music, storytelling and Cultural expression.

Alongside performances by established and emerging Aboriginal artists, NSWALC's stall near the Showcase stage offered festival goers an opportunity to meet the team, have a yarn and collect NSWALC merchandise.













Elders Olympics

NSWALC supported and attended the 24th annual Aboriginal Elders Olympics, held on Yaegl Country on 11–12 March 2026.

More than 400 Aboriginal Elders from across NSW gathered for friendly competition and connection. NSWALC's stall provided an opportunity to engage directly with Elders, while the event celebrated their contribution to Community, Culture and wellbeing. Westlake Elders from Newcastle/Lake Macquarie took home the title.









Land Rights *Success Stories*

NSWALC developed an Aboriginal Land Rights *Success Stories* publication featuring the work of LALCs from each of the nine regions.

The aim was to demonstrate the impact of the Aboriginal Land Rights Network and to support NSWALC's advocacy for Aboriginal self-determination and investment in Aboriginal-led initiatives.

Success Stories showcases the diverse and innovative ways LALCs are advancing self-determination and delivering social, Cultural and economic benefits to Aboriginal Communities.

See more about *Success Stories* on page 48.

Collaborative Land Outcomes Initiative

The Collaborative Land Outcomes Initiative (CLOI) demonstrates how NSWALC is strengthening partnerships between LALCs and Crown Lands to accelerate land claim outcomes. During 2025–26 NSWALC worked directly with six LALCs outside Crown Lands' LALC Priority Program to identify claim opportunities, resolve barriers and progress potential land outcomes through a collaborative approach. This work also laid the foundation for potential land grants to Murrawari LALC during 2026–27.

Beyond CLOI, NSWALC partnered with Crown Lands to support the newly-established Wangaaypuwan LALC in identifying its first potential land claims, helping build the LALC's capability and establish a pathway for future land ownership. Collectively, these initiatives demonstrate how collaboration can strengthen the Land Rights Network, build local capacity and deliver lasting outcomes for Aboriginal Communities.



Wagonga LALC land claim win

Wagonga LALC secured the return of land covering a small portion of the Narooma Golf Course following a Land and Environment Court settlement.

The outcome returned the land to Aboriginal ownership while ensuring there was no impact on the operation of the golf course.

Working collaboratively with Narooma Golf Club, Wagonga LALC agreed to a 12-month rent-free lease, with NSWALC supporting the arrangement by covering the lease cost.

The outcome demonstrates how Land Rights and strong local partnerships can work together: returning land to Aboriginal ownership while supporting assets valued by the broader community.

SMALL COMMUNITY GRANT SUPPORTS BUSH KINDY

Deputy Chairperson, Cr Leanne Hampton, supported a proposal under the Small Community Grants program to fund an initiative of Forest Hill Preschool.

The grant funds were used to transform a corner of the outdoor area into a bush kindy. This creates a purposeful, engaging environment that supports children's connection to Country.



Landmark High Court decision – La Perouse LALC

A significant Land Rights victory was celebrated in January 2026, with the former Paddington Bowling Club land officially transferred to La Perouse LALC.

The handback followed a landmark High Court of Australia decision, which confirmed the land was not being lawfully used at the time of the original claim and upheld the longstanding interpretation of the ALRA. The decision has significance beyond the individual claim, protecting the integrity of the land claims process across NSW.

NSWALC worked alongside La Perouse LALC for more than four years to support the claim and associated legal proceedings. NSWALC Chairperson Cr Raymond Kelly joined La Perouse LALC at the handback ceremony, marking the return of the land to Aboriginal ownership.

The outcome demonstrates what can be achieved through persistence, strong advocacy and partnership across the Land Rights Network. It also reinforces the fundamental purpose of the Aboriginal Land Rights system: returning land to Aboriginal People.

NSWALC lodges 60,000th Aboriginal land claim

In January 2026 NSWALC reached a significant milestone with the lodgement of the 60,000th Aboriginal land claim under the ALRA.

The milestone claim incorporated 90 outstanding claims, originally lodged in 2000 or earlier, including claims dating back to 1993. The action formed part of NSWALC's strategy to ensure historic claims are not abandoned and that the NSW Government remains accountable for determining longstanding claims.

The milestone also highlighted the significant challenges that continue within the land claims system. More than 44,000 Aboriginal land claims remain outstanding across NSW, with claims taking an average of 15–20 years to determine.

In 2025–26, 672 Aboriginal land claims, covering more than 13,000 land parcels, were lodged but only 274 hectares of land were returned to Aboriginal ownership during the year.

NSWALC continued to advocate for urgent structural reform to improve the determination of Aboriginal land claims, including appropriately-resourced determination teams, strong Aboriginal expertise, greater accountability and collaboration, and clearer timeframes for resolving outstanding claims.

The 60,000th claim represents both an important milestone in the history of the Land Rights Network and a continuing call for governments to fulfil the promise of the ALRA and return land to Aboriginal ownership.

La Perouse LALC took ownership of the former Paddington Bowls Club following the decision in a landmark High Court decision.



WALBUNJA RANGERS

Established by the Batemans Bay LALC in response to the Black Summer Fires, Walbunja Rangers represent a profound commitment to ecological stewardship and Cultural preservation on Walbunja Country in southern NSW.

Led by Andrew White, our team of 10-15 young Walbunja Rangers engage in traditional land practices, pest eradication, and species monitoring. We honour our Cultural Heritage while protecting the environment for future generations.

Walbunja Rangers practice Cultural fire management to restore ecological health, reduce fuel loads, and maintain biodiversity on Walbunja Country. They also engage in native vegetation restoration, invasive species removal, and habitat enhancement to support ecosystem recovery.



A comprehensive species monitoring program helps to track flora and fauna biodiversity, identify conservation priorities, and measure the environmental impact of the program.

Taking Aboriginal Land Rights to the global stage

Universal Periodic Review – Geneva

In January 2026, NSWALC Chairperson Cr Raymond Kelly represented the NSW Land Rights Network in Geneva at the United Nations (UN) Universal Periodic Review (UPR) of Australia's human rights record.

The visit provided an important opportunity to elevate Aboriginal Land Rights and human rights issues internationally. Chair Kelly attended Australia's UPR hearing and met with representatives of several Permanent Missions to the UN, including Canada, Guatemala and Germany, strengthening international relationships and advocating for the interests of Aboriginal People in NSW.

NSWALC's participation ensured the perspectives of the NSW Land Rights Network formed part of broader international conversations about Australia's human rights obligations and accountability.

UN Permanent Forum on Indigenous Issues

In April 2026 NSWALC Crs Anne Dennis and Diane Randall represented the NSW Land Rights Network at the UN Permanent Forum on Indigenous Issues (UNPFII) in New York.

The delegation participated in high-level dialogues, meetings and advocacy across Indigenous rights, land, climate change, health, Culture and implementation of the UN Declaration on the Rights of Indigenous Peoples.

NSWALC also hosted a dedicated side event on the NSW Aboriginal Land Rights system, providing an important opportunity to share the Network's experience and elevate NSW Land Rights on the international stage.

The delegation also strengthened relationships with international Indigenous leaders and key UN representatives, including the UN Special Rapporteur on the Rights of Indigenous Peoples and members of the Expert Mechanism on the Rights of Indigenous Peoples (EMRIP).

19th Session of the UN Expert Mechanism

In July 2026, NSWALC participated in the 19th Session of the UN EMRIP, strengthening the voice of the NSW Land Rights Network on the international stage.

North Western Region Cr Anne Dennis represented NSWALC in Geneva, delivering eight interventions that addressed key issues affecting Aboriginal and Indigenous Peoples including Land Rights, implementation of the UN Declaration on the Rights of Indigenous Peoples, Indigenous languages, emerging technologies and greater Indigenous participation within the UN.

Through its consultative status with the UN Economic and Social Council, NSWALC continued to use international forums to elevate the priorities of the Land Rights Network and advocate for the rights and interests of Aboriginal People in NSW.

Walumarra Legal Centre – Strengthening legal support for LALCs

NSWALC established the Walumarra Legal Centre, a new service providing free, Culturally-informed legal assistance to LALCs across NSW.

Walumarra is a Wiradjuri word meaning to protect, guard or be a guardian to. It reflects the Legal Centre's purpose of supporting LALCs to protect their interests, navigate complex legal matters and strengthen their organisations.

The establishment of Walumarra responded directly to calls from the Land Rights Network for greater access to specialist legal support. It represents an important investment by NSWALC in strengthening the practical services available to LALCs and building the capacity of the Network.

The Legal Centre provides assistance across a range of areas relevant to LALC operations including employment law, property and commercial matters, non-claimant Native Title applications and social housing matters.

The service was initially tested through a pilot program, with members of NSWALC's Legal team volunteering more than 250 hours of free legal assistance to LALCs. The strong response to the pilot demonstrated both the level of need across the Network and the value of providing accessible legal expertise tailored to the circumstances of LALCs.

Building on the success of the pilot, NSWALC progressed the establishment of Walumarra as a dedicated legal service, including recruitment of a Principal Solicitor and Senior Solicitor, and transition arrangements with Justice Connect for existing matters.

The establishment of the Walumarra Legal Centre strengthens NSWALC's commitment to ensuring LALCs have access to the expertise and practical support they need to exercise their rights, manage their responsibilities and pursue opportunities for their Communities.

Walumarra is an investment in a stronger, more capable and better supported Land Rights Network.

Yilabara

During 2025–26, Yilabara continued to deliver against its objectives, supporting employment and economic opportunities for Aboriginal People and Communities.

Having achieved the objectives established for Yilabara, NSWALC made the strategic decision to divest the business at 30 June 2026. The divestment enables NSWALC to sharpen its focus on the core priorities and areas of impact identified in the NSWALC Strategic Plan 2026–2030, while building on the strong foundations and outcomes achieved through Yilabara.

Yarpa – First Nations business outcomes

In 2025–26 Yarpa continued to strengthen the First Nations business sector.

This was through:

- tailored coaching, mentoring and capability development
- building business confidence
- improving procurement readiness
- accessing new opportunities.

Key achievements included:

- delivery of the Yarpa Grow and Yarpa Ready programs with Western Sydney University
- connecting First Nations businesses with government and corporate buyers
- supporting stronger Aboriginal procurement in Western Sydney
- delivering grants to Aboriginal businesses to build capability and pursue emerging Caring for Country opportunities.

For more news on Yarpa activities throughout the year see pages 37–38.



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

Land acquisition

In partnership with LALCs, NSWALC continued its core statutory function of lodging Aboriginal land claims under the ALRA.

Table 1 details land claims data for 2025–26. No Aboriginal Land Agreements were negotiated during the reporting period due to NSW Government policy.

Land claims

COMPULSORY ACQUISITIONS AND PROPOSED DEALINGS NEGOTIATIONS

NSWALC's Land Strategy team works with LALCs and proponents to negotiate agreements for access to, and the use of, Crown Land subject to Aboriginal land claims. These negotiations are guided by LALC objectives and inputs, and are settled on local decision making (Table 2, Figure 1).

Water advocacy

NSWALC continued to advocate for greater Aboriginal ownership, access to and control of water, recognising Water Rights as fundamental to Land Rights, self-determination and the social, Cultural and economic aspirations of Aboriginal Communities.

Working in partnership with the NSW Department of Climate Change, Energy, the Environment and Water and Native Title Services Corporation, NSWALC supported the Registration of Interest process for surrendered water licences, creating opportunities for eligible Aboriginal organisations to receive water entitlements at no cost.

Through the process, approximately 26,000 water shares across 235 water sources were made available to eligible Aboriginal entities, including LALCs.

NSWALC worked to ensure LALCs were informed and positioned to take advantage of these opportunities. This included participating in regional forums, facilitating information sessions and working directly with the Network to strengthen awareness and understanding of Aboriginal Water Rights, water entitlements and opportunities to access and use inland water.

NSWALC's ongoing advocacy also contributed to the NSW Government committing $10.7 million over two years to the next stage of the Restoring Aboriginal Rights to Inland Waters initiative.

Table 1: Land claims in 2025–26.

2025–26	NUMBER
Land claims lodged	1,191
Land claims resolved – granted, refused or withdrawn	179
Land claims granted or partially granted	57
Land claims partially resolved (bulk claims)	28
Hectares granted to LALC ownership	1,609
LALCs receiving land grants	27

Table 2: Land claims negotiations – Compulsory Acquisitions and Proposed Dealings (CAPD) in 2025–26.

2025–26	NUMBER
New matters received	247
Matters dealt with from previous years	112
Matters resolved	289
LALCs assisted	88
Funds paid to LALCs	$1,844,330

This investment includes a $3 million grants program to support LALCs and other eligible Aboriginal organisations to activate and use their water entitlements, including investment in essential infrastructure such as pumps and bores.

These initiatives represent important progress towards restoring Aboriginal access to and use of water. NSWALC will continue to advocate for reforms that move beyond participation towards meaningful Aboriginal ownership, decision making and control of water resources.

For NSWALC, advancing Water Rights is inseparable from Land Rights — ensuring Aboriginal Communities have access to land, and to the water required to care for Country, pursue economic opportunities and build stronger futures for generations to come.

Joint management of the national parks estate

NSWALC continued to advocate for greater Aboriginal ownership, control and decision making in the management of the NSW national parks estate.

This included advocating for stronger joint management arrangements and greater opportunities for LALCs to exercise Cultural authority, care for Country and have a meaningful role in decisions about the management of their lands and waters.

NSWALC continued to promote approaches that recognise Aboriginal People not simply as stakeholders, but as rights holders with enduring Cultural responsibilities and connections to Country. Strengthening Aboriginal ownership and management of Country remains an important part of advancing Land Rights, self-determination and the protection of Cultural and environmental values for future generations.

Cultural fishing

NSWALC continued its advocacy for increased protection of Aboriginal Peoples' inherent rights to Sea Country and the management of its resources. This included strengthening partnerships with the NSW Government to develop and grow economic opportunities for Aboriginal businesses relating to fishing and aquaculture.

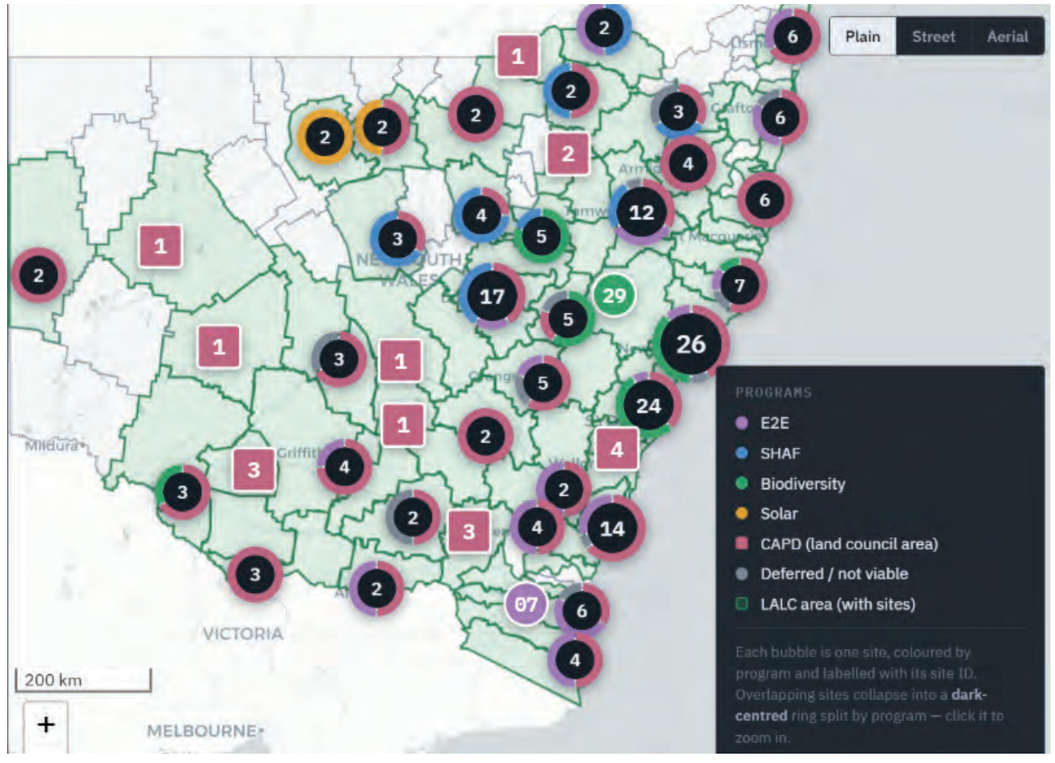


Figure 1: Land claim/CAPD activity in 2025–26.

Goal 2: Protect and promote our Culture and Heritage

Aboriginal Culture and Heritage advocacy

Throughout 2025–26, NSWALC continued to advocate for stronger protection of Aboriginal Culture and Heritage and for Aboriginal People to have greater authority over decisions affecting their Cultural Heritage.

At both the NSW and Commonwealth levels, NSWALC engaged with governments, LALCs and key stakeholders on proposed reforms, including changes to the *Aboriginal and Torres Strait Islander Heritage Protection Act 1984* and the development of new Aboriginal Cultural Heritage legislation in NSW.

Through formal submissions, policy engagement and strategic advocacy, NSWALC called for reforms that recognise Aboriginal People as the rightful custodians of Aboriginal Cultural Heritage, strengthen self-determination and provide more effective protections for Aboriginal places, artefacts, Knowledge and Cultural values.

Alongside this broader advocacy, NSWALC continued to provide practical support to LALCs to protect, maintain and celebrate Culture and Heritage. This included support for the protection of significant sites, the establishment of Cultural Heritage centres, and the delivery of and participation in Cultural Heritage activities.

NSWALC Community Fund Grants also supported LALCs to progress locally-determined Culture and Heritage priorities. This included support for Walhallow LALC's Community and Cultural Hub and Balranald LALC's work to protect Cultural Heritage at Auley Station.

The impact of this support was reflected in NSWALC's Social Impact Survey, with more than one in four respondents reporting that NSWALC's support had helped them participate in Cultural Heritage activities and initiatives.

Together, this work reflects NSWALC's commitment to ensuring Aboriginal Communities have the authority, resources and protections needed to care for Culture and Heritage and pass it on to future generations.

Junior Ranger Program

This year saw the NSWALC JRP reach its stride across all sites, delivering positive educational, engagement, Cultural, and personal outcomes for young Aboriginal People. (See the NSWALC social media pages for further information and images of the rollout in 2025–26.) Feedback from sites was that 100 per cent of participants said they had increased their understanding of Culture through the JRP.

One of the goals of the JRP is to increase school attendance rates, which improved, on average, across all sites. Armajun Aboriginal Health Service facilitated programming with Armidale Secondary College and Uralla Central School and recorded increased attendance among JRP participants, which was noted as a significant achievement. Both schools delivered end-of-year performances to Elders and Community, presenting dance and song learned with Newara Corporation.

Menindee LALC's JRP also achieved strong outcomes through partnerships with Heritage NSW, National Parks, Fisheries, and Water NSW, and a focus on attendance requirements to participate in the program. These partnerships improved attendance (>80 per cent) for all participants and provided work experience opportunities that resulted in traineeships for JRP participants in 2026.

During the reporting period a total of 144 Students engaged in the JRP. A further 57 participants completed a TAFE Statement of Attainment that was relevant to the JRP curriculum. These were awarded in Dareton, Lightning Ridge and Orange for Environmental Observation using Media, and in Dubbo for Cultural Sites Management. Students also gained course credits for future study in environmental sciences while learning from local Elders and Knowledge Holders.

In December 2025, 90 participants attended a combined-site camp at Lake Ainsworth Sport and Recreation Centre within the Jali LALC boundary. The location was selected based on feedback from participating sites across western NSW, who identified the value of providing students with experience in a Culturally and ecologically different environment.

Over three nights, students engaged in:

- men's and women's business workshops
- ranger-led tours with Jali Rangers
- traditional Indigenous games
- group artwork
- an NRL player-facilitated skills session
- a music workshop and performance.

The camp was a meaningful opportunity to celebrate achievements, strengthen Cultural Knowledge, and explore future pathways in a supportive, on-Country setting. Feedback highlighted improvements in students' confidence, communication skills, and pride in Culture.

Junior Rangers learning and working on Country (clockwise from top left) in Dareton, Orange, Armidale and Lightening Ridge.









Goal 3: Pursue economic independence and prosperity for our People

Housing advocacy

NSWALC continued to advocate for improved housing outcomes for LALCs and Aboriginal Communities, with a focus on strengthening the ability of LALCs to develop and manage housing on Aboriginal-owned land.

NSWALC advocated for planning and regulatory reforms to address barriers to housing delivery on Aboriginal-owned land, including submissions to the Select Committee on Rural Housing and Second Dwellings Reform.

NSWALC also provided submissions to the NSW Government on the Development Coordination Authority and proposed Strategic Planning Framework to advocate for more efficient and appropriate development pathways for Aboriginal landowners.

Over the year, NSWALC participated in Housing and Homelessness Peaks meetings with government and non-government peaks across the sector, contributing an Aboriginal Community-controlled perspective to broader housing policy and reform.

Through the Closing the Gap Culturally Responsive Design Principles Housing Project, NSWALC continued to support Community-led housing delivery across four LALCs. During the year, development applications (DAs) were submitted for five dwellings, progressing the project from Community engagement and design development towards delivery. The project continues to demonstrate the importance of Culturally-responsive, Community-led approaches to Aboriginal housing and will contribute to broader housing reform across NSW.

Land activation

END-TO-END LAND ACTIVATION PILOT PROGRAM

NSWALC commenced the End-to-End Land Activation Pilot Program, a strategic partnership with the Department of Planning, Housing and Infrastructure (DPHI), designed to unlock the development potential of LALC landholdings across NSW.

The Program supports LALCs to navigate the complex planning and development system, progressing land from ownership through to activation and creating opportunities for long-term Community and economic benefit.

Currently, 32 LALCs across eight regions are involved in the Program, with 42 sites undergoing planning, technical and due-diligence investigations. Each site is being assessed to identify its highest and best use, with potential outcomes including residential subdivision, commercial development and industrial land opportunities.

Activating LALC land has the potential to generate significant value improvement in Aboriginal landholdings. This creates opportunities for LALCs to invest in priorities identified through their Community Land and Business Plans (CLBPs), including housing, Community infrastructure, economic development and other locally-determined initiatives.

Throughout the reporting period, the focus was on completing the planning, environmental and technical investigations required to progress rezoning proposals and DAs. This foundational work enables participating LALCs to move into the next stage of the Program.

Looking ahead, up to 10 DAs and eight rezoning proposals are expected to be lodged during 2026–27, with the first DA lodged in July 2026.

The End-to-End Land Activation Pilot Program represents a significant investment in supporting LALCs to realise the full potential of Aboriginal land – transforming land ownership into long-term social, Cultural and economic outcomes for Communities.



Architect's impression of a property development in Windale as part of the End-to-End Land Activation Pilot Program.

SOCIAL HOUSING ACCELERATOR FUND

Following a successful grant application, NSWALC partnered with the NSW Aboriginal Housing Office (AHO) to secure funding through the Social Housing Accelerator Fund (SHAF), supporting the delivery of much-needed new housing across regional NSW.

Through the SHAF program, NSWALC is managing the end-to-end delivery of 36 new homes, including securing funding, obtaining planning approvals, procuring and contracting builders, overseeing construction, and supporting the transition through to occupation.

Importantly, the completed homes are retained as unencumbered, LALC-owned Community housing assets, strengthening the long-term asset base of participating LALCs while increasing access to housing for Aboriginal People and families in their Communities.

This year four new homes were completed and handed over to two LALCs, with tenants from the LALCs' housing waiting lists now occupying the properties. At the time of publication, a further six homes had been completed and handed over to two additional LALCs.

A further 32 homes are scheduled for delivery during the 2026–27 financial year, benefiting nine LALCs across regional NSW.

HOUSING AUSTRALIA FUTURE FUND

The Housing Australia Future Fund (HAFF) is a key Australian Government initiative supporting the delivery of new social and affordable housing across Australia.

Round 3 of the HAFF opened in February 2026 and, for the first time, included funding specifically dedicated to First Nations housing providers, creating an important opportunity to increase Aboriginal Community-controlled housing supply.

In partnership with Birribee Housing, NSWALC undertook comprehensive site and project due diligence and submitted five funding applications focused on increasing housing supply across regional NSW.

Collectively, NSWALC's applications proposed the delivery of 106 new dwellings across 53 LALC-owned sites, with the potential to significantly expand housing availability and strengthen the long-term asset base of participating LALCs.

At the end of the reporting period, one application had been waitlisted for funding, with the remaining four applications awaiting determination by Housing Australia.

Below: One of the four new homes completed this year under the SHAF program.





Above: An artist's impression of a solar and battery hybrid project in NSWALC's Renewable Energy Strategy.

Renewable Energy Strategy

NSWALC continued to advance its renewable energy program, progressing three 5MW solar and battery hybrid pilot projects.

Significant milestones were achieved on the most advanced pilot, with both development consent and grid connection approvals secured. The project is expected to move into construction and commissioning during the 2026–27 financial year. Development and grid approvals for the remaining two pilot projects are also expected to progress during this period.

Building on the initial pilot program, NSWALC also progressed a second tranche of 10 additional renewable energy projects during the year, expanding the pipeline of opportunities being explored across the Land Rights Network.

Together, this work represents an important step in identifying opportunities for LALCs to participate in the transition to renewable energy, leverage the value of Aboriginal-owned land and create sustainable, long-term economic opportunities for Aboriginal Communities.

Biodiversity stewardship projects

NSWALC progressed due diligence on a pipeline of LALC-owned and claimed Crown Land sites to assess their potential for biodiversity stewardship projects.

Detailed desktop assessments (Gate 1) were completed across 37 sites, examining potential biodiversity credit opportunities based on the presence of threatened ecological communities and anticipated demand within the biodiversity credit offset market. The sites were predominantly located across the Central-West Orana, Hunter and South-West Renewable Energy Zones.

NSWALC also progressed ecological field assessments (Gate 2) across four sites within the Central-West Orana Renewable Energy Zone. Of these, two sites demonstrated viable biodiversity credit potential, providing a basis for further investigation and development.

This work is helping NSWALC to identify opportunities for LALCs to generate sustainable economic value from their land while supporting biodiversity conservation and caring for Country.

160 George Street, Redfern

NSWALC worked with the Indigenous Land & Sea Corporation and a partnership between Metropolitan LALC and Tribal Warrior Aboriginal Corporation to provide sustainable tenure arrangements for the continuation of services at the National Centre of Indigenous Excellence.

Yarpa Hub: Strengthening the First Nations business sector

The Yarpa Hub continued to strengthen the First Nations business sector, supporting Aboriginal businesses to build capability, access new markets and procurement opportunities, and create sustainable pathways for growth.

Through tailored coaching, mentoring, capability development, industry connections and referrals, Yarpa supported businesses at different stages of their journey — from establishing strong foundations through to becoming procurement-ready and pursuing major commercial opportunities.

BUILDING BUSINESS CAPABILITY AND SUPPORTING GROWTH

During the year, Yarpa supported 147 First Nations businesses and members through intensive coaching and ongoing business support, delivering more than 540 individual business support interactions.

Yarpa's membership continued to grow, reaching 635 active First Nations business accounts across NSW. A further 27 workshops and training sessions were delivered to 278 participants, providing practical support across business development, procurement, tendering and growth.

Yarpa also continued its partnership with Western Sydney University to deliver the Yarpa Grow and Yarpa Ready programs, which establish targeted pathways for businesses to strengthen their commercial capability and procurement readiness. Across two cohorts, 37 businesses participated in Yarpa Grow, including the largest cohort in the program's history. A further 25 participants representing 17 First Nations businesses graduated from Yarpa Ready during the year.

YARPA READY: TURNING CAPABILITY INTO OPPORTUNITY

Co-designed with industry and delivered in partnership with Western Sydney University, Yarpa Ready is a certified micro-credential program designed to strengthen tender readiness, procurement capability and confidence among First Nations businesses.

During 2025–26, two cohorts completed the program, supporting participants to better understand procurement processes, strengthen capability statements and position their businesses to compete for government and corporate opportunities.

The impact of this approach is translating into tangible commercial outcomes. One Yarpa Ready graduate reported securing a multimillion-dollar contract after applying the skills and knowledge developed through the program.

Yarpa Ready demonstrates the value of targeted investment in Aboriginal business capability – supporting First Nations businesses to move beyond procurement readiness towards securing contracts, generating economic activity and building sustainable businesses.

Participants at one of the many Yarpa Workshops throughout the year.





Making contacts at a Yarpa Meet the Buyer event.



A group of happy Yarpa Grow graduates in 2025–26.

CREATING PATHWAYS TO PROCUREMENT

Connecting First Nations businesses with buyers remained a key focus for Yarpa throughout 2025–26.

Through Meet the Buyer events, procurement briefings and targeted business matching, Yarpa created direct connections between First Nations suppliers and government, corporate and industry buyers.

More than 40 targeted business-matching opportunities were facilitated during the year, alongside 173 meetings with industry and corporate organisations focused on creating procurement, commercial and partnership opportunities.

Meet the Buyer 2025 brought together 53 First Nations suppliers and 34 buyers, generating approximately 400 matched meetings and more than 80 hours of direct procurement conversations.

These connections helped businesses build relationships with prospective buyers, access new commercial opportunities and increase their participation in government and corporate supply chains.

STRENGTHENING ABORIGINAL PROCUREMENT IN WESTERN SYDNEY

During the year Yarpa completed the Deliver Better Outcomes Project with Campbelltown City Council. The Project supports the development and launch of Campbelltown Council's Aboriginal Procurement Policy, establishment of a local Aboriginal supplier database, and continued development of the Muru Yulang Aboriginal business network.

Stronger foundations for increasing Aboriginal business participation in local government procurement and strengthening connections between Aboriginal suppliers and purchasing opportunities across Western Sydney were also established.

As a result, the Project's achievements were recognised through its selection as a finalist in the Local Government Awards for Excellence.

INVESTING IN CARING FOR COUNTRY ENTERPRISES

Yarpa also continued to create pathways for Aboriginal businesses to participate in emerging environmental and land management opportunities.

In partnership with NSW DPHI, Yarpa delivered Round Two of the Caring for Country Grant Program. Five Aboriginal businesses successfully secured grants of up to $25,000 each to strengthen their capability and position themselves for environmental and land management opportunities available through the Cumberland Plain Conservation Plan.

The initiative supports Aboriginal businesses to build commercial capability while creating opportunities for Aboriginal Knowledge, expertise and enterprise to play a greater role in caring for and managing Country.

SUPPORTING ECONOMIC OPPORTUNITY

Across its programs and services, Yarpa supported First Nations businesses to pursue finance, grants, procurement opportunities and commercial contracts throughout 2025–26.

This included businesses accessing Indigenous Business Australia funding and Tier 1 contractor opportunities following introductions, capability development and support provided through Yarpa.

By combining business capability with direct connections to markets and buyers, Yarpa is helping create the conditions for stronger and more sustainable First Nations businesses. This work contributes to a broader goal: growing Aboriginal economic participation, strengthening Aboriginal enterprise and creating long-term economic opportunities for Aboriginal People and Communities across NSW.

Birribee Housing 2025–26: Building stronger foundations

ACHIEVEMENTS AT A GLANCE

During 2025–26, Birribee Housing consolidated our position as a leading Aboriginal Community-controlled housing provider, setting a strong benchmark for Culturally-grounded service, regulatory excellence and purposeful growth. Across a portfolio of more than 500 homes in metropolitan and regional NSW, we sustained tenancies, expanded pathways out of homelessness and strengthened the systems, partnerships and capability needed to shape the future of Aboriginal housing.

HIGHLIGHTS

- **A stronger organisation:** Birribee reinforced our leadership in the community housing sector by achieving Tier 1 registration under the National Regulatory System for Community Housing, the highest tier of regulatory recognition. Australian Service Excellence Standards accreditation further affirmed the quality, consistency and accountability of our services. Together with stronger governance, risk management, policies and workforce systems, these achievements provide a robust platform for sustainable growth.
- **Homes and tenancies:** Building on this strong foundation, we maintained a large and geographically diverse portfolio, including homes managed for the NSW AHO and LALCs, while adding Homes NSW properties during the year. We also introduced an AHO-supported transitional housing property in Penrith, providing Culturally-responsive accommodation for Aboriginal men exiting custody. Across Western Sydney, Wagga Wagga, Bathurst, Orange, Moree and the Mid North Coast, tenancy teams remained focused on sustaining tenancies, rental recovery and responsive support.
- **A stronger tenant voice:** The Tenant Advisory Group became an important channel for tenants to drive service improvement, organisational planning and the design of better housing experiences. Its establishment complemented the annual tenant survey and created a more direct, ongoing relationship between tenants, senior leaders and the Board.
- **Homelessness support that reaches Community:** We secured the Western Sydney Specialist Homelessness Service contract through to 2031, providing long-term certainty for this vital service. Our Culturally-safe, 'no wrong door' model continued to deliver outreach, service hubs and strong referral partnerships, helping Aboriginal People and families move from homelessness and temporary accommodation towards stable, long-term housing.
- **Better homes and asset oversight:** Maintenance services for our Central West properties in Orange and Bathurst were brought in-house, strengthening local oversight, responsiveness and accountability for tenants. Birribee also enhanced property, maintenance and compliance systems through more rigorous data validation, post-work auditing and contractor performance monitoring, which improved the visibility of repairs, restoration of vacant properties and safety obligations.
- **Growth with purpose:** Looking to the future, we progressed our role in the Waterloo South Renewal Project by taking on management of the Metro Quarter building in partnership with Link Wentworth Housing, and engaging with Community and service partners about the Waterloo Community. We supported Stockland's precinct-level 'Designing with Country' work and successfully advocated for an Aboriginal residential building to be fast-tracked as the first building delivered in the new estate. Development activity with Forster LALC at Nabiac also continued.
- **Regional impact and partnership:** Birribee completed its intensive program in Moree, concluding a period of Culturally-informed housing management, household engagement and coordination with local services. Across all locations, partnerships with Aboriginal organisations, government, community housing providers and service agencies remained central to our impact.

Together, these achievements demonstrate how Birribee translated ambition into practical impact during 2025–26, keeping our People housed, creating pathways from homelessness, elevating tenant voices and preparing responsibly for growth. As a leading Aboriginal Community housing provider in NSW, we are helping define a stronger, more Culturally-grounded future in which Aboriginal People and Communities can thrive.

The Birribee team.



Goal 4:
Support our People and LALCS

NSWALC Community Fund

The NSWALC Community Fund (NCF) – financed by the Community Development Levy – was established as a redistribution mechanism to ensure that wealth generated through higher-value land assets is shared with LALCs that have fewer development opportunities. Since 2015 NSWALC has delivered 10 NCF rounds, committing approximately $10.6 million to 130 Community projects across 72 LALCs.

In 2025–26, $1,155,814.62 was committed to progressing delivery of Community priorities across the Network (Table 3).

WALHALLOW LALC

Grant funding enables Walhallow LALC to purchase the Quirindi Theatre from Liverpool Plains Shire Council and transform it into a vibrant Community and Cultural hub. The hub will showcase Gamilaroi Cultural Heritage alongside mainstream events and educational activities. The purchase is entering its final phase.

EDEN LALC

Funds are being used for a social enterprise start-up that will sustainably harvest fallen timber on Eden LALC's land. Part of the harvest will be used to supply affordable firewood to Elders and vulnerable families to address their urgent heating needs. Some will be used to produce milled timber for Eden LALC's Cultural and Community projects, and to supply local trades and builders. It will also provide opportunities for Country Custodians, building skills and providing meaningful opportunities in land management.

THUNGGUTTI LALC

Grant funding will contribute to the re-establishment of a social enterprise Enviro Team to eradicate an invasive weed species. The funding will contribute to the repair and registration of the current spray unit, and the provision of training in the use of chemicals, first aid, and work health and safety. An upgrade of the chemical storage facility and machinery shed will also be funded through the grant, which will provide employment opportunities for Community.

Table 3: NSWALC Community Fund grants and recipients in 2025–26.

LALC	PROJECT TYPE	PROJECT NAME	AMOUNT $ (EX GST)
Coonabarabran	Land Management	Coonabarabran Burra Bee Dee Cemetery Extension	149,583.20
Walhallow	Land Acquisition	Acquisition of Quirindi Royal Theatre – WLALC Community and Cultural Hub	150,000.00
Wanaruah	Land Management	Keeping Place – Plumbing Project	110,000.00
Thunggutti	Land Management	Land Management Enviro Team	99,196.42
Eden	Land Management	Eden LALC Timber and Firewood Enterprise	150,000.00
Balranald	Land Management	Auley Station Cultural Heritage Protection and Land Management; establishment of a training centre	150,000.00
Wagonga	Land Management	WLALC Office alterations and additions	47,035.00
Bunyah	Land Management	LALC Office renovation, and hospitality business investment	150,000.00
Wangaaypuwan	Land Management	Finalisation of new office build	150,000.00
Total			**1,155,814.62**

BUNYAH LALC

Grant funding will enable Bunyah LALC to carry out the 'Land Management Plan' component of its CLBP and enhance its growing Cultural tourism business aspirations at Guulabaa (a major tourist attraction in the state-owned forest). This will add value to its recently-approved National Indigenous Australians Agency Ranger Program through a much-needed office upgrade, provision of an annex to secure equipment, car parking at the LALC office, and necessary investment in stock and equipment for the LALC-owned Bunyah Café start-up business at Guulabaa. Additionally, Guulabaa will be a 'visible' base for Rangers, which will enable growth of Bunyah LALC's Cultural tourism activities. In addition, the funding will enable the Community to have improved access and use of the LALC office facilities and catalyse the creation of training and job opportunities through business growth.

WANGAAYPUWAN LALC

Funds will be used to complete construction of a demountable LALC office. The new office will accelerate delivery of the LALC's Community capacity building by concentrating staff and services at an identifiable, physical Community hub in a prominent Hillston location. This negates the need for Wangaaypuwan LALC to enter a 'rent to buy' option and enables it to purchase the building outright.

NSWALC Community Fund in action: (clockwise from left) Thunggutti LALC is tackling an invasive weed; Walhallow LALC has a new Community and Cultural Hub, and Eden LALC is creating a new social enterprise to build land management skills.









NSWALC Regional Event Grants

During 2025–26 the NSWALC Regional Event Grants program helped bring Communities together by supporting a number of significant events for Aboriginal People across NSW (Table 4).

The focus of the grants is to fund projects with regional reach that create opportunities for Communities to celebrate Culture and/or sporting achievement to strengthen identity and showcase achievement.

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.



NSWALC Regional Event Grants supported NAIDOC events around the state.

Table 4: Regional Event Grant recipients in 2025–26.

EVENT/RECIPIENT	AMOUNT ($)
Barlings Beach Cultural Event / Boomerang Meeting Place	10,000
Giiyong Festival / Twofold Aboriginal Corporation	10,000
Baiames Ngunnhu Festival / Moogahlin Performing Arts	10,000
Lismore Aboriginal Rugby League Knockout / Northern United RLFC	10,000
Guurunbirra Marambul /Jindera Football and Netball Club	10,000
Kangaroo Festival / Casino Boolangle LALC	9,000
Gamilaraay Spirit / Yuluwirri Maayirr Rural Education Through Art Corporation	9,000
Strong in Culture Loud in Beats / Wellington LALC	9,000
Winter on the Wambuul Cultural Event / Bathurst LALC	8,000
AFL NSW–ACT NAIDOC Gala Day	5,000
Brewarrina Rugby League Knockout / Barwon United Swans RLFC	5,000
Greater Western Sydney Aboriginal Golf Championships / Diz Footprints Aboriginal Learning Centre	5,000
Collarenebri Cultural Sports Carnival 2026 / Colly Connected Indigenous Corporation	5,000
NSW Aboriginal Bowls Carnival 2026 / Moree LALC	5,000
Wahluu Rugby League Knock Out / Country King Browns RLFC	5,000
Blacktown Red Belly Warriors KO 2025	5,000
NAIDOC Family Fun Day Event 2025 / Awabakal LALC	5,000
NAIDOC Week School Initiatives 2025 / Koori Kids	5,000
The next generation: Jigamy NAIDOC schools Cultural experience / Eden LALC	5,000
Port Macquarie Hastings Community: week-long NAIDOC event/ Bearlay Aboriginal Interagency Group – Werin Aboriginal Medical Service	5,000
Mogodha NAIDOC Big Day Out 2025 / Mogo LALC	5,000
Darkinjung LALC NAIDOC Day 2025	5,000
Total	**150,000**







Above: As the largest and most powerful Community-led celebration of Aboriginal and Torres Strait Islander Culture in Australia, Yabun brings First Nations People and allies together to honour history and celebrate the ongoing survival, strength, and excellence of First Nations Peoples.



Below: Giiyong Festival is a multi-art form festival, celebrating traditional and contemporary Aboriginal Culture through dance, art, music, film, food, presentations and workshops.





NSWALC Funeral Fund

In 2025–26, 586 claims to the Funeral Fund were processed for a total value of $833,000. Of these, 65 were member claims totalling $318,000 and 521 were non-member claims totalling $515,000.

Funeral Fund support has enabled families across NSW to manage funeral costs with greater dignity and security.

Together on Country Program

The Together on Country Program is being delivered by NSWALC via a partnership between the NSW Environmental Protection Authority and NSWALC. The program supports Aboriginal Communities to improve waste management and implement circular economy initiatives. It is designed to increase the safe disposal of waste, help Communities to care for Country and improve living conditions for Communities.

The Program opened for expressions of interest (EOI) submissions from LALCs in early May 2026.

During the reporting period:

- two projects were approved by the Steering Committee for a combined total of $288,500 (ex GST)
- 21 program enquiries were made
- 13 EOIs were submitted by LALCs.

NSWALC Sponsorship

NSWALC Sponsorship 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 are of statewide significance to Aboriginal People. The events bring our People together, strengthen intergenerational connections, and showcase the vibrancy of Aboriginal traditions to the wider public (Table 5).

NSWALC Educational Scholarship Program

The NSWALC Educational Scholarship Program creates opportunities for Aboriginal students to pursue further education and training, helping to build the next generation of leaders across NSW.

The Program provides Scholarship recipients with financial assistance to reduce barriers and support students in achieving their study and career goals. The aim is to make education more accessible and to ease the financial strain on families.

The Program also provides successful Scholarship recipients with a six-week paid internship in a NSWALC business unit.

In 2025–26 there were 32 applications submitted, an increase on the number of applications in the previous year. Two NSWALC Educational Scholarships were awarded ($15,000 each) from an approved budget of $30,000.

One of NSWALC's Educational Scholarship recipients, Illarrah Roberts.



Table 5: NSWALC Sponsorship recipients in 2025–26.

2025–26	AMOUNT ($)
NSW Aboriginal Rugby League Knockout 2025	125,000
Tamworth Aboriginal Cultural Showcase 2026	30,000
Elders Olympics 2026	50,000
Total	**205,000**

Discrete Aboriginal Communities

NSWALC continued its support and advocacy for projects in 57 discrete Aboriginal Communities throughout 2025–26. 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.

ROADS TO HOME

NSWALC continues to strengthen its partnerships with the NSW Government to support and advocate for the Roads to Home (R2H) program. R2H delivers essential infrastructure upgrades in 36 discrete Aboriginal Communities. These projects:

- improve economic, social, health and Cultural outcomes for Aboriginal Communities
- enable subdivision and zoning changes to support improved service access and housing outcomes
- create employment and training opportunities for Aboriginal People
- support Communities to make decisions about local infrastructure priorities.

R2H is now deep in the delivery phase, with several projects achieving civil construction completion and an increasing number transitioning into post-construction close-out and asset handover stages. Of the 36 projects:

- construction has been completed in 16 Communities
- four are currently under construction and the remaining 16 are in the planning and assessment stage
- over 50 Aboriginal People have been trained and employed through the program.

Support LALCs to carry out their functions

OPERATIONAL FUNDING TO LALCS

In 2025–26 NSWALC delivered $19.37 million in operational funding to 117 eligible LALCs across NSW. The funding supports LALCs in maintaining their operations and delivering essential services, programs and activities for their members and Communities.

Alongside operational funding, NSWALC Zone teams provided ongoing advice, practical assistance and targeted support to LALCs to strengthen governance, financial management, compliance and organisational capability.

Zone staff worked directly with LALC Boards and CEOs to identify emerging issues, respond to operational challenges and support LALCs to meet their legislative, governance and financial obligations.

Operational funding is administered in a way that balances continued financial support with appropriate accountability and oversight. Where LALCs require additional support to meet compliance requirements or manage financial risks, NSWALC uses mechanisms including Assistance Agreements and Essential Payments to ensure critical expenses are met, liabilities are managed and Aboriginal Community assets and interests are protected.

Together, operational funding, ongoing Zone support and targeted intensive assistance provides a coordinated approach to strengthening the financial sustainability, governance capability and operational resilience of LALCs across the Network.

At the Western Regional Forum: Regional Forums enable LALCs to identify issues and strengthen organisational ability.



Key results

- 117 eligible LALCs received operational funding support during 2025–26.
- $19.37 million in operational funding was delivered across the Network.
- 98 per cent of approved funding was managed through mechanisms including Assistance Agreements and Essential Payments to support compliance requirements and meet essential financial obligations.
- 53 LALCs received specialist support in response to identified governance, compliance, financial, operational or organisational needs.
- 43 LALCs received dedicated housing support to strengthen management of housing portfolios, address operational and tenancy matters and support the sustainability of Aboriginal Community housing assets.
- LALCs experiencing significant or persistent challenges received targeted intensive support, with NSWALC coordinating Zone and specialist resources to address identified risks, outstanding obligations and organisational priorities.

COMPLIANCE SUPPORT

NSWALC continued to strengthen compliance across the LALC Network through a combination of early identification, ongoing Zone support, specialist assistance and targeted intervention.

The LALC Self-Reporting and Assessment tool again enabled NSWALC to identify emerging financial, governance and operational risks and provide support before issues escalated. This included identifying and responding to issues relating to rates, insurances, superannuation and taxation obligations, debt management, meeting requirements and financial reporting.

NSWALC Zone teams worked directly with LALC Boards and CEOs, supported by specialist teams where required, to address identified compliance issues, complete outstanding requirements and strengthen local governance and operational capability. Where LALCs were experiencing more significant governance, financial or operational challenges NSWALC provided targeted intensive support, working with LALCs to identify priority issues, developing agreed actions to address areas of non-compliance or organisational risk, and monitoring progress towards improved organisational stability.

During 2025–26, NSWALC successfully concluded Performance Improvement Orders for two LALCs, both of which were supported by an appointed Advisor to strengthen governance, organisational capability and operational practices.

Administration was successfully concluded for two LALCs, restoring local governance and decision making to their members and supporting a return to greater local control and self-determination. NSWALC continued to provide structured oversight and support to two additional LALCs under Administration, with a focus on addressing underlying governance, financial and operational issues and establishing a sustainable pathway back to local control.

NSWALC also continued to work with 16 unfunded LALCs to address outstanding issues and support pathways towards restored funding.

Key results

- A total of 101 LALCs were compliant and in the funded category at 30 June 2026.
- Eight additional LALCs were compliant and funded, compared with 31 December 2025.
- Two Performance Improvement Orders were successfully concluded.
- Two Administrations were successfully concluded, restoring local governance and decision making.
- Two LALCs continued to receive structured support under Administration.
- A total of 16 unfunded LALCs received ongoing support to address identified issues and work towards restored funding.
- Self-Reporting and Assessment information was used to identify emerging financial, governance and operational risks and inform targeted support and intervention.

GOVERNANCE SUPPORT

NSWALC continued to invest in the governance, leadership and organisational capability of LALCs through a combination of mandatory governance training, leadership development, financial management training, and targeted capability-building opportunities for LALC Boards and staff.

Mandatory governance training for newly elected Board members was delivered either face-to-face or online. This enabled incoming Board members to understand their statutory responsibilities, fiduciary duties and governance obligations under the ALRA. The flexible delivery options improved access to training across the Network so Board members could undertake their governance responsibilities with greater knowledge and confidence.

This year saw NSWALC pilot a leadership development program to strengthen leadership capability and strategic decision making at the local level. The pilot received positive participant feedback and provided a foundation for expansion of the program across the Network in 2026–27.

Tailored financial management training was delivered at introductory and advanced levels, supporting LALC Boards and staff to strengthen their understanding of budgeting and financial oversight, reporting and decision making. Increased financial literacy is critical for sound governance, protecting LALC resources and improving longer-term financial sustainability.

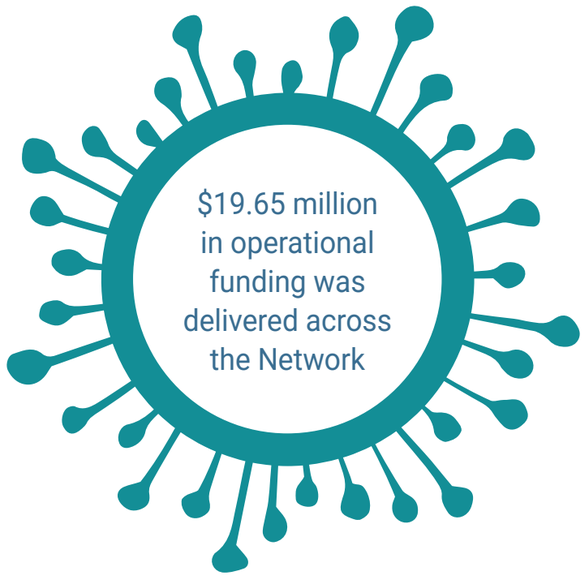
Targeted project management training was also provided, building the capability of LALCs to plan, manage and deliver Community projects and programs while meeting funding, reporting and compliance requirements.

NSWALC facilitated access to Certificate IV in Social Housing, building specialist skills within LALCs and strengthening their capacity to effectively manage and deliver Aboriginal Community housing and associated services.

Together, these initiatives strengthened governance capability across the Network by providing LALC Board members and staff with practical skills, knowledge and tools that can be applied to their day-to-day governance and operations.

Key outcomes

- 77 Board members completed mandatory governance training.
- Eight participants from seven LALCs took part in the leadership development pilot.
- 52 participants completed introductory and advanced financial management training.
- 20 participants from 15 LALCs completed project management training.
- 24 participants completed budget development training.
- 22 participants completed the managing performance training.
- 20 participants were undertaking or completing Certificate IV in Social Housing.
- Participant satisfaction and feedback from governance and leadership training was positive.
- Expansion of the leadership development program is planned for Network-wide delivery in 2026–27.



Goal 5: Secure our future

Treaty

Throughout 2025–26, NSWALC kept the Land Rights Network informed about the work of the NSW Treaty Commission. Currently, the Commission is exploring the scope of what Treaty could look like in NSW.

In March 2026, Council welcomed the Treaty Commissioners to the NSWALC Statewide Conference. This provided an important opportunity for Commissioners to hear directly from LALCs across NSW about their perspectives, priorities and aspirations for Treaty, and what Treaty could mean for their Communities.

Showcasing the strength of the Land Rights Network

ABORIGINAL LAND RIGHTS *SUCCESS STORIES*

During 2025–26, NSWALC developed a new publication showcasing the work of LALCs across its nine regions. *Success Stories* highlights the impact of the Aboriginal Land Rights Network across NSW.

The publication features stories of how LALCs create opportunities and deliver social, Cultural and economic outcomes for their Communities. From caring for Country and protecting Culture to creating employment, strengthening Community infrastructure and pursuing economic development, the stories demonstrate the diverse and innovative ways LALCs are advancing Aboriginal self-determination in NSW.

Success Stories also provides an important advocacy tool for NSWALC, demonstrating the value of ACCOs and the importance of continued investment in Aboriginal-led solutions.

ABORIGINAL COMMUNITY CONNECTOR PROGRAM

The Aboriginal Community Connector Program is an initiative funded by the NSW Department of Education.

During 2025–26, management of the Program transitioned from NSWALC to the NSW Aboriginal Education Consultative Group. NSWALC's advocacy and support in the budget bid process helped to secure an extension of this important initiative, with the NSW Government announcing a further $6.2 million over three years in the 2025–26 budget to continue the Program.

During the year the Community Connector Program supported more than 300 Aboriginal students across six sites, helping improve school engagement, strengthen Cultural identity and wellbeing, and connecting young People and their families with Culturally-safe support services.

Over 100 students graduated HSC and have gone on to employment and/or further study, with a number receiving scholarships to university.

The program also fostered stronger connections between Aboriginal students, LALCs and ACCOs, contributing to positive education and Community outcomes. At one site, 15 young People became members of their LALC as a result of their participation in the program.

Corey Thomas, Keiran Douglas and Leewyn Aldridge with Surfing with the Mob founder Robbie Townsend at a Community Connector program event organised by Bega LALC. Image credit: ABC/David Rogers photography.



Youth Advisory Committee

The YAC continued to strengthen the voice and visibility of young Aboriginal People across the Land Rights Network throughout 2025–26.

YAC members were actively involved in key NSWALC events, advocacy and engagement, including rallies, media engagements and the NSWALC Statewide Conference.

YAC members also met with the Australian United Nations Youth Delegation in September 2025, prior to their tour of Aotearoa, providing an important opportunity to share perspectives on Land Rights, Culture and self-determination, and the experiences of young Aboriginal People in NSW.

The ALRA and Aboriginal Land Rights Regulation reform

NSWALC continued to lead advocacy for reforms to strengthen the ALRA and related regulations to protect the long-term sustainability of the Aboriginal Land Rights system. As the peak body representing the Land Rights Network, NSWALC maintained its calls for the outstanding Tranche 3 reforms from the 2021 statutory review of the ALRA. These reforms address significant and longstanding policy matters that require further consultation and careful consideration across the Network.

In preparation for the 2026 statutory review of the ALRA, NSWALC undertook comprehensive consultation to ensure its advocacy reflected the priorities and experiences of LALCs. This included a statewide survey, consultation roundtables and ongoing engagement with LALCs about proposed reforms and emerging priorities.

The consultation identified areas where legislative, policy and administrative reform is needed to strengthen Aboriginal Land Rights and improve outcomes for LALCs and their Communities. The feedback received will inform NSWALC's advocacy and formal contribution to the statutory review.

During 2025–26, NSWALC continued to work with Aboriginal Affairs NSW and the Office of the Registrar of the ALRA to review and remake the Aboriginal Land Rights Regulation (ALRR). The review aims to modernise the ALRR and ensure it remains practical, effective and responsive to the needs of LALCs and the broader Land Rights Network.

Formal meetings of the tri-agency governance group commenced in November 2025, following NSWALC's consideration of proposed review items identified through an internal assessment. Each agency identified provisions requiring amendment, and a series of workshops were held to examine these issues and progress the proposed reforms. NSWALC will continue this work with the partner agencies throughout 2026–27.

YAC members met with the Australian United Nations Youth Delegation in September 2025 to provide perspectives on Land Rights, Culture, self-determination and the experiences of young Aboriginal People in NSW.



NSW CAPO

NSWALC continues to be an active member of the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO). NSW CAPO advocates for the interests of Aboriginal People in NSW through collective leadership and coordinated advocacy. During the reporting period, NSWALC continued to serve as Co-Chair of NSW CAPO and maintained active membership of the National Coalition of Peaks.

Closing the Gap

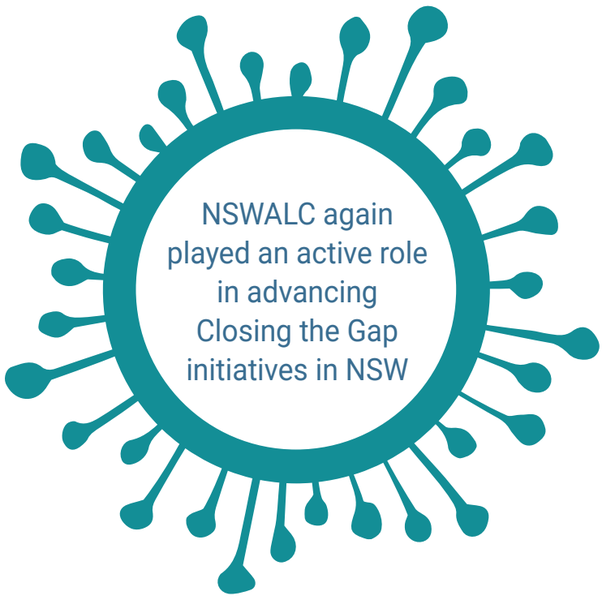
Throughout 2025–26 NSWALC again played an active role in advancing Closing the Gap in NSW, with a focus on strengthening Aboriginal-led partnerships, shared decision making and Aboriginal control over data.

Council continued to host the NSW CAPO Closing the Gap Secretariat and participated in key Closing the Gap governance and decision making forums, including Sector Committees and NSW Joint Council.

SUPPORTING LOCAL PARTNERSHIPS

Under Priority Reform 1, NSWALC led the Supporting Local Partnerships pilot, which enables local and regional coalitions of ACCOs to establish formal partnerships with government and access funding to deliver locally-determined projects.

During 2025–26, Council worked with partnerships established in Tamworth, Orange and Far Western NSW, as well as supporting the Western Sydney partnership led by Link-Up.



SUPPORTING EQUITABLE PARTNERSHIPS

NSWALC completed work on the Partnership Funding Model, which examined the resourcing barriers that can limit the effective participation of ACCOs in partnerships with government.

A key outcome of this work was the finalisation of a Price Guide, providing a practical tool to support appropriate resourcing of ACCOs participating in partnership arrangements. The project was completed during the reporting period.

ADVANCING ABORIGINAL DATA SOVEREIGNTY AND GOVERNANCE

NSWALC continued its work with the NSW Government to progress systemic data reform and strengthen Aboriginal data sovereignty and governance in NSW.

This work aims to transform how Aboriginal Communities and government interact with data by strengthening Aboriginal Peoples' access to, ownership of and control over data that relates to them. Greater Aboriginal control over data supports informed Community decision making, self-determination and longer-term systemic reform.

Work during 2025–26 was guided by five interconnected Stepping Stones, endorsed by the NSW Closing the Gap Joint Council and NSW Cabinet in 2025:

- shared access to NSW Government-held data
- shared decision making regarding NSW Government-held data
- building knowledge
- governance of Aboriginal Community data
- development of a sustainable Aboriginal data sovereignty and governance model.

At the end of the reporting period, responsibility for progressing this project transitioned from NSWALC to the Aboriginal Health and Medical Research Council, a NSW CAPO member.

NSWALC Statutory Account

ADVOCACY

NSWALC continued to advocate for the protection and sustainability of the NSWALC Statutory Account. The Account is fundamental to maintaining an independent and self-sustaining Land Rights system and supporting future generations of Aboriginal People in NSW.

NSWALC emphasised that any reform affecting the Account must protect its real value, preserve the independence of the Land Rights Network and support the delivery of long-term social, Cultural and economic outcomes.

Together, this work demonstrates NSWALC's sustained leadership as the peak representative body for Aboriginal Land Rights in NSW. It ensures that reform is shaped by the Network, protects the gains made under the ALRA and strengthens the Land Rights system for future generations.

Key actions

- Statewide consultation with the Land Rights Network
- Consultation findings consolidated to inform NSWALC's reform priorities and contribution to the statutory review
- Continued advocacy on the outstanding Tranche 3 reform agenda
- Ongoing engagement with the NSW Government on ALRA and the ALRR reform and the protection and sustainability of the NSWALC Statutory Account
- Representation of the collective interests of 121 LALCs and more than 32,000 members across NSW.

STEWARDSHIP OF THE NSWALC STATUTORY ACCOUNT.

Overview

The 2025–26 financial year demonstrated NSWALC's continued financial strength and resilience. Despite lower-than-budgeted grants income, strong investment performance and prudent expenditure management supported a positive financial position.

The increase in net assets and the Statutory Account, together with the Account remaining significantly above the statutory minimum threshold, provides a strong financial foundation for NSWALC to continue supporting the NSW Aboriginal Land Rights Network and delivering on its statutory responsibilities.

The Finance team's work throughout the year also supported effective governance, financial accountability, statutory reporting and informed decision making across the organisation.

FINANCIAL SUSTAINABILITY AND THE STATUTORY ACCOUNT

Financial sustainability remained a key focus throughout 2025–26. The Finance team continued to provide oversight and advice to support Council and management decision making and ensure NSWALC's financial resources were managed responsibly.

At 30 June 2026 NSWALC's net assets had increased to $714 million, compared with $680 million at 1 July 2025.

The Statutory Account also increased from $624 million at 1 July 2025 to $640.8 million at 30 June 2026. The balance remained comfortably above the statutory minimum threshold of $485 million.

This position reinforces NSWALC's capacity to meet its statutory obligations while maintaining a strong financial foundation to support the Land Rights Network and future generations.

CURRENT MANAGEMENT AND VALUE

At 30 June 2026 the Statutory Account was valued at $640.8 million, compared with $623.9 million as at 30 June 2025, which represents an increase of $16.9 million for the 2025–26 financial year. The increase was the effect of a $65.9 million investment gain plus the transfer of $0.586 million from the Community Development Fund, less $3.0 million withdrawn for expenditure in July and Network operational expenditure of $46.6 million for the year.

WHERE OUR MONEY GOES

A major proportion of the $46.6 million is directed to funding LALCs. This is delivered in allocations of $167,928 to each funded LALC for assistance with administrative and operating costs. The balance funds the activities and administrative costs of NSWALC, including grants expenditure. The required drawdown for 2026–27 is expected to be $54.2 million.

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 6).

These objectives sit alongside the investment beliefs of the Council (Table 7).

Table 6: 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 7: 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 is 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 from holdings in alcohol and tobacco.

The technical aspects of investment decisions are provided through the combined advice of the external asset consultant, NSWALC Executive team and the Investment Committee. In addition, the drawdown rule adopted by Council provides a formal process for managing NSWALC's liabilities.

INVESTMENT COMMITTEE

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

The Investment Committee held four meetings during 2025–26, held on:

- 24 October 2025
- 15 December 2025
- 27 March 2026
- 29 June 2026.

Table 8 details the Investment Committee's position on strategic asset allocation and dynamic asset allocation as at 30 June 2026.

Table 8: Position of strategic asset allocation (SAA) and dynamic asset allocation (DAA) as at 30 June 2026.

ASSET CLASS	SAA (%) 30 JUNE 2026	DAA (%) 30 JUNE 2026	SAA AFTER DAA POSITIONING (%) 30 JUNE 2026
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 2025–26 NSWALC commissioned testing of the current SAA against the return and risk tolerance statements using our asset consultants' capital market assumptions as at December 2025 (Table 9).

Table 9: 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	7.3
Risk	9.2

INVESTMENT PERFORMANCE

Performance to benchmark

For the 12 months to 30 June 2026 the investment portfolio provided a return of 11.1 per cent p.a. against a benchmark 7.9 per cent and, for the 10 years ended 30 June 2026, 7.2 per cent against a benchmark of 7.2 per cent (Table 10, Figure 2).

Performance against peers

NSWALC's investment rationale is to promote diversity across asset classes and fund managers, rather than investing solely with NSW Treasury Corporation (TCorp).

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 (Table 11, Figure 3) and two Mercer median portfolios held by other institutions (Table 12, Figure 4), NSWALC's investment position is validated by our portfolio's strong performance relative to that of its peers.

The comparison clearly shows that NSWALC's portfolio performance is less volatile, and better performing over the different market cycles than either the TCorp or Mercer investments.

Table 10: Performance to benchmark summary (%, net of fees) as at 30 June 2026.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	**2.4**	**7.8**	**11.1**	**9.4**	**6.7**	**7.2**
CPI + 4%	0.3	0.6	7.9	7.3	8.5	7.2
Excess return	2.1	7.2	3.2	2.1	-1.8	0.0

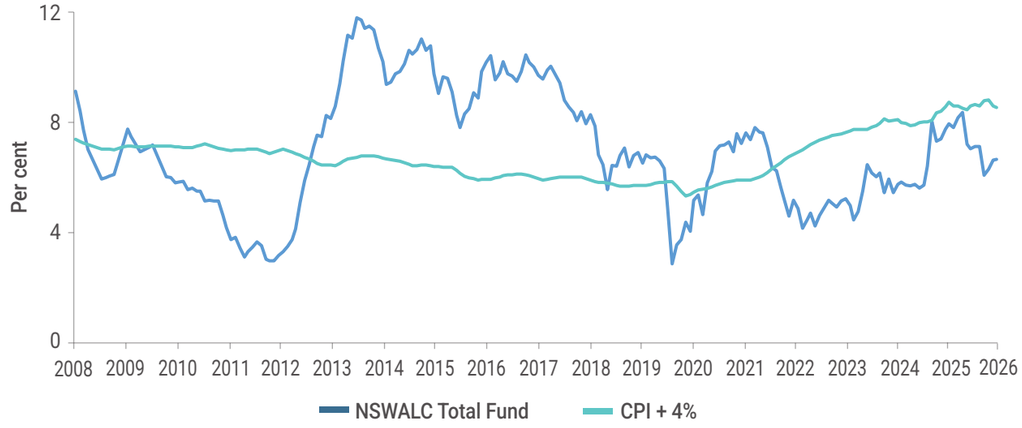


Figure 2: Rolling five-year annualised returns (%), NSWALC Total Fund compared with CPI.

Table 11: Performance to TCorp summary (%, returns net of fees) at 30 June 2026.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	**2.4**	**7.8**	**11.1**	**9.4**	**6.7**	**7.2**
TCorp Long Term Growth	0.8	8.1	12.1	11.8	7.4	8.5
TCorp Medium Term Growth	0.7	4.8	7.7	7.4	4.3	4.8

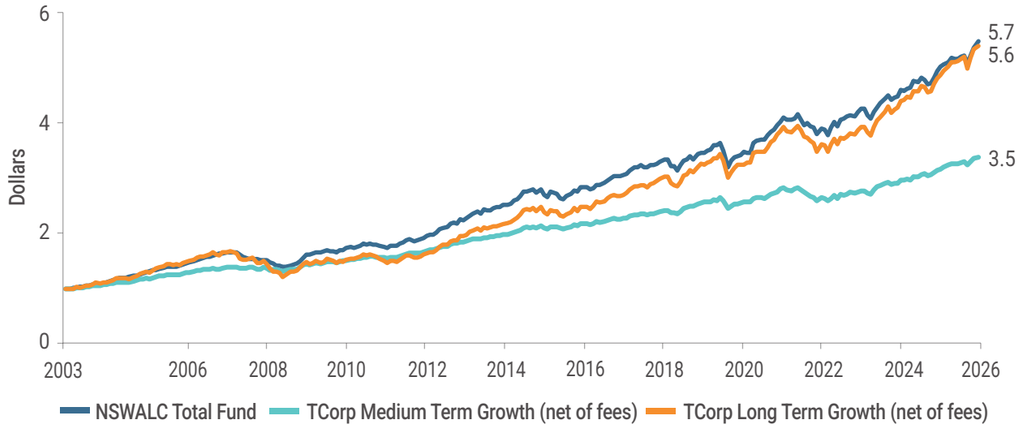


Figure 3: Performance of the NSWALC portfolio compared with TCorp investment portfolios, 30 November 2003 to 30 June 2026, based on growth of a dollar.

Table 12: Performance to Mercer summary (%, returns net of fees) at 30 June 2026.

	1 MONTH	3 MONTHS	1 YEAR	3 YEARS	5 YEARS	10 YEARS
NSWALC Total Fund	**2.4**	**7.8**	**11.1**	**9.4**	**6.7**	**7.2**
Mercer Super Balanced Growth Median (gross)	1.1	6.1	9.4	9.5	6.3	7.1
NSW Mercer Super Balanced Growth Median (gross) – 50bps (estimated net	1.1	6.1	8.9	9.0	5.8	6.6
Mercer Super Moderate Growth Median (gross)	1.1	4.8	8.2	8.2	5.5	5.9
NSW Mercer Super Moderate Growth Median (gross) – 50bps (estimated net)	1.1	4.7	7.6	7.7	5.0	5.4

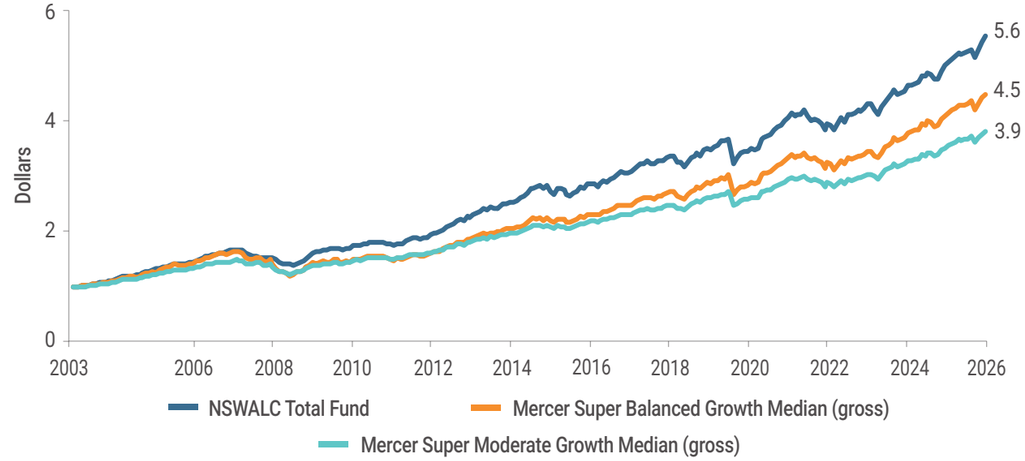


Figure 4: Performance of the NSWALC portfolio compared with Mercer investment portfolios, 30 November 2003 to 30 June 2026, based on growth of a dollar.

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.

NSWALC branding and communications

NSWALC strengthened communication and engagement with LALCs, members, Communities, government and media, using digital channels, media, events and targeted communications to increase awareness of Aboriginal Land Rights outcomes and opportunities.

Communications showcased the impact of LALC-led initiatives across land ownership and activation, housing, Cultural Heritage, caring for Country, youth development, training and Community enterprise.

NSWALC also raised the profile of strategic partnerships and initiatives that delivered tangible benefits for Communities including:

- the Nambucca Valley Gumbaynggirr Keeping Place
- Walumarra Legal Centre
- Together on Country program
- TAFE NSW training partnership and JRP
- SHAF partnership.

These communications strengthened understanding of the value of Aboriginal land ownership, and highlighted the contribution of LALCs to stronger, self-determined Communities across NSW.

NUMBER OF RELEASES

Network messages issued: 47.
See **Network messages – NSW Aboriginal Land Council**

Media releases issued: 19.
See **Media releases – NSW Aboriginal Land Council**

WEBSITE AND DIGITAL COMMUNICATIONS

NSWALC continued to use its website as a central platform for communicating with Aboriginal Communities, LALCs, stakeholders and the broader public. The website provided access to news, advocacy updates, grants and funding opportunities, events, consultations, resources and other public information. Key funding opportunities, including Regional Event Grants, Together on Country and Community support programs, were promoted throughout the year, alongside opportunities for Communities and stakeholders to contribute to the development of the 2026–2030 Strategic Plan.

Communications also highlighted the achievements of LALCs through the Aboriginal Land Rights *Success Stories*, demonstrating the social, Cultural and economic value of Land Rights and the positive impact of LALCs in their Communities.

In October 2025, NSWALC launched its newsletter database to strengthen direct digital engagement with its audience. The launch attracted 825 subscribers, with only 46 unsubscribes to date. The newsletter provides an established channel for sharing NSWALC news, opportunities and updates directly with subscribers.

Gumbaynggirr Keeping Place in Macksville will safeguard significant Cultural artefacts while honouring the stories, language, music, dance and art that have shaped Gumbaynggirr life.



ONLINE ENGAGEMENT

779
newsletter subscribers

565,775
website page views

Top website pages:

/land-council-map

/land_council

/newsroom/freedom-ride-fact-sheet

/contact-us

/confirmation-of-Aboriginality

/our-organisation

EVENTS PROMOTION, SPONSORSHIP AND COMMUNITY PARTICIPATION

NSWALC maintained a strong and visible presence at statewide and regional events throughout 2025–26, supporting initiatives that promote Land Rights, Culture, sport, Community connection and leadership.

Once again, we engaged directly with Community members at the 2025 NSW Aboriginal Rugby League Knockout Carnival in Tamworth. A NSWALC information stall, alongside NSW CAPO and the Yarpa Hub, promoted NSWALC programs and services to over 40,000 people across the four-day event.

The 2025 Koori Knockout attracted more than 177 teams and provided a significant opportunity for Community engagement and connection.

NSWALC also supported the 24th Annual NSW Aboriginal Elders Olympics, held on Yaegl Country in Maclean from 10–13 March 2026. We supported event costs, maintained an information stall, and fielded a team comprising Councillors and staff to celebrate the health, Culture, social connection and leadership of Aboriginal Elders.

This year marked the second year of our three-year arrangement with Tamworth LALC as a major sponsor of the Aboriginal Cultural Showcase in Tamworth. The Showcase provides a platform for emerging Aboriginal artists and has been supported by NSWALC since 2016. We also promoted Regional Events Grant recipients and Community events across NSW through our website and social media, increasing awareness of Community-led activities and opportunities for participation.

Events attended during the reporting year included:

- NSW Aboriginal Rugby League Knockout Carnival
- Aboriginal Cultural Showcase
- NSW Elders Olympics
- Awabakal NAIDOC Family Fun Day, Newcastle.
- AFL NSW/ACT NAIDOC Gala Day, Blacktown.
- Yabun, Sydney
- Giiyong Festival, Eden
- Tharawal Family Fun Day, Campbelltown
- Aboriginal Languages Trust, Carriageworks Sydney.

Welcome to Country: Kicking off the NAIDOC Cup at the AFL NSW/ACT Gala Day.



SOCIAL MEDIA TRAFFIC

5.8 m
views

357
posts/reels

130.5 k
content interactions

8.2 k
followers

90.1 k
top post hits
https://fb.watchIZgkm98VKr/

1.8 m
views

31.6 k
content interactions

2.4 k
followers

79.1 k
top post hits
https://fb.watch/IZghANgOlA/

MEMBER ENGAGEMENT

Member engagement was strengthened throughout the year using a range of targeted communication channels to ensure LALCs and members were informed, connected and able to contribute to NSWALC's work. Engagement was supported through targeted Network messages, website updates, social media, direct email, surveys, regional forums and statewide events.

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. There was a 2.29% increase in membership since 2024–25.

NSWALC also continued to promote opportunities that support LALC governance, operations and Community impact including training, grants and programs.

Social media and other communication channels were used to highlight Land Rights advocacy, LALC achievements, funding opportunities, events, consultations, services and Community information.

During periods of Sorry Business and Community grief, NSWALC supported communication and connection across the Network, including messages of support to Murrin Bridge LALC and surrounding Communities. Together, these activities helped maintain strong connections with members and ensured LALC voices remained central to NSWALC's work.

ADVOCACY AND PUBLIC ISSUES

Through our media and communications channels, NSWALC continued to lead and support advocacy on key issues affecting Aboriginal Communities, Land Rights and LALCs, with a strong focus on the Crown Land Bill.

A dedicated website information page was developed to explain the Bill, outline its potential risks and provide clear information about actions available to LALCs, members and supporters. Throughout the campaign, the Land Rights Network was kept informed with regular updates, media releases, fact sheets, petitions, campaign materials and direct calls to action. NSWALC also supported the Land Rights Network to mobilise for public action, including the 6 May 2026 march from Hyde Park to NSW Parliament, and the emergency meeting of more than 250 Land Rights leaders at the 2026 Statewide Conference. Practical information, such as protest arrangements and transport details, was provided to encourage Community participation.

Throughout the campaign NSWALC publicly advocated for greater Aboriginal participation and decision making in relation to the Crown Land Bill, including publicising its complaint to the Australian Human Rights Commission regarding the exclusion of Aboriginal People from the Bill's development.

Broader advocacy through media and communications channels continued including:

- NSWALC's decision to pause participation in Closing the Gap shared decision making forums while proposed amendments to the Bill were considered
- advice on Aboriginal Culture and Heritage and the importance of Aboriginal Community-controlled decision making
- media advocacy during National Reconciliation Week and the anniversaries of the 1967 Referendum and the Uluru Statement from the Heart
- consultation on the NSWALC 2026–2030 Strategic Plan through coordinated website, Network and social media communications.

NAIDOC CULTURAL ARTS EVENT

The Broken Hill LALC applied for funding and were successful in receiving a $5,000 NAIDOC Grant from the Department of Aboriginal Affairs to host a Cultural Arts event during NAIDOC week on 11 July 2025 at the Centre for Community.

This year's NAIDOC theme 'The Next Generation: Strength, Vision and Legacy' set the tone for a day that celebrated Culture, connection and Community pride, and also recognised our shared responsibility to empower future generations. More than 100 Community members came together to celebrate the day – sharing stories, laughter and creativity.

Artists from Miiki Puuri Mandi Aboriginal Art led engaging hands-on Cultural arts activities, giving participants the chance to express themselves through artwork and craft while learning about the meaning and stories behind Aboriginal art. Door prizes added to the fun, and the atmosphere was one filled with smiles, laughter and connection.

Everyone enjoyed a delicious lunch of Kangaroo curry, damper and Kangaroo burgers, prepared especially for the occasion, and followed by a piece of NAIDOC cake.





NSWALC Business Systems Improvement

ESTABLISHMENT OF BUSINESS PROCESSES CAPABILITY

In May 2026 NSWALC established a dedicated Business Process Improvement function (BPI) – a first for the organisation. This marked a significant step forward in strengthening our organisational maturity and commitment to delivering Strategic Plan milestones to benefit the Land Rights Network and Aboriginal Communities.

The establishment of this capability materially strengthens our organisational capacity for good governance and continuous improvement. It provides a structured, organisation-wide mechanism to:

- identify and address inefficiencies
- reduce duplication
- improve clarity of accountability
- ensure more effective use of organisational resources
- support more consistent, transparent and evidence-based decision making across NSWALC.

In the development phase the BPI focused on building a deep understanding of NSWALC's existing ways of working, its organisational needs and improvement opportunities. The deliberate discovery approach was critical to ensuring that future improvement efforts are targeted, proportionate and deliver meaningful organisational value rather than incremental or isolated change.

Early application of the BPI enabled a more disciplined, business-led approach to organisational and technology change, with stronger emphasis on clearly defining a problem, validating business need and articulating intended outcomes in designing the solution. This represents an important shift in how change is approached across NSWALC, and provides a stronger foundation for more effective, sustainable and fit-for-purpose process and technology decisions.

A strong foundation enables NSWALC to strengthen organisational performance, improve service delivery capability and enhance NSWALC's ability to deliver outcomes for the Land Rights Network and Aboriginal Communities.

Statutory information

Governance data

Council meetings

Table 13: Number and type of Council meetings held during 2025–26.

MEETING TYPE	NUMBER
Council meetings	15
Council workshops	5
Audit and Risk Committee	6
Finance Committee	6
Investment Committee	4

Table 14: Summary of Councillors' attendance at Council meetings in 2025–26.

COUNCILLOR	MEETINGS ATTENDED
Chair R Kelly	14
Deputy Chair L Hampton	15
Cr R Hampton	13
Cr D Chapman	12
Cr A Dennis	14
Cr C Lynch	15
Cr D Randall	13
Cr G Toomey	13
Cr C Davis*	5
Cr P Smith*	4

Table 15: Summary of Councillors' attendance at Council workshops in 2025–26.

COUNCILLOR	WORKSHOPS ATTENDED
Chair R Kelly	5
Deputy Chair L Hampton	5
Cr R Hampton	5
Cr D Chapman	4
Cr A Dennis	5
Cr C Lynch	5
Cr D Randall	5
Cr G Toomey	4
Cr C Davis*	2
Cr P Smith*	1

GIPA and Public Interest Disclosures

OBLIGATIONS UNDER THE *GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009*

During the reporting period, NSWALC received five 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, audit, procurement and corporate governance

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 the Audit and Risk Committee and Finance Committee, 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 2025–26

WORK-RELATED INJURY AND ILLNESS

Table 16: Workplace incidents and compensation claims.

INCIDENTS	NUMBER
Number of incidents reported	6
Where injuries occurred	
– Workplace	4
– To/from work	0
– Away from normal workplace	2
Total	**6**
Workers compensation claims	
– New claims	4
–Claims brought forward from 2024–25	3
Total	**7**
Number of staff returned to work	3
Claims closed this period	1

** Cr Smith was in office until 31 March 2026 and was eligible to attend 10 meetings, and Cr Davis was appointed on 1 April 2026 and was eligible to attend five meetings.*

Our workforce

STAFF CATEGORIES AND REPRESENTATION

Table 17: Five-year trend in category of staff and percentage of total staff, 2021–26.

CATEGORY	% TOTAL STAFF 2021–22	2022–23	2023–24	2024–25	2025–26
Management	20.1	17.	15.8	15.5	18.7
Band 4 – 6	56.1	66.8	66.2	66.2	64.7
Band 1 – 3	17.3	9.3	11.5	12.0	10.1
Councillors	6.5	6.0	6.5	6.3	6.5

Table 18: Trends in the representation of EEO target groups 2021–26.

EEO GROUP	BENCHMARK OR TARGET (%)	% TOTAL STAFF[1] 2021–22	2022–23	2023–24	2024–25	2025–26
Women	50.0	59.2	64.5	70.0	69.9	66.9
Aboriginal People and Torres Strait Islanders	26.0	44.6	47.2	50.0	48.1	50.0
People whose first language was not English	19.0	9.2	11.0	10.0	10.5	11.5
People with a disability	N/A	8.5	5.5	6.9	7.5	5.4
People with a disability requiring work-related adjustment	1.5 (2013)+	3.8	2.7	2.3	2.3	1.5

1. Excludes casual staff and Councillors.

WORKFORCE PROFILE AT 30 JUNE 2026

Table 19: NSWALC workforce profile as at 30 June 2026 by Cultural background and gender.

GENDER	FULL TIME ALL	ABORIGINAL	PART TIME ALL	ABORIGINAL	TOTAL
Female	76	43	11	3	87
Male	39	17	4	2	43

Table 20: NSWALC workforce profile as at 30 June 2026 by age, gender and Cultural background.

GENDER	<30 ALL	ABORIGINAL	30–50 ALL	ABORIGINAL	51+ ALL	ABORIGINAL	TOTAL
Female	3	3	55	28	28	15	87
Male	3	3	24	11	16	5	43

EXECUTIVE OFFICERS AND SENIOR EXECUTIVE STAFF

Table 21: Position, number and gender of senior staff and executive officers (payroll).

EXECUTIVE POSITIONS	CURRENT YEAR NUMBER	MALE	FEMALE	PRIOR YEAR NUMBER	MALE	FEMALE
CEO	1	0	1	2	1	1
Executive Directors	5	2	3	3	2	1

Table 22: Senior staff and executive remuneration, 2021–26.

EXECUTIVE POSITION	2021–22 $	2022–23 $	2023–24 $	2024–25 $	2025–26 $
CEO		667,500	329,500	452,570	356,386
Executive Directors	637,705	428,109	494,151	565,532	810,410

Table 23: Percentage of total team member-related expenditure on senior staff and executives, 2021–26.

SENIOR STAFF AND EXECUTIVES	2021–22	2022–23	2023–24	2024–25	2025–26
Percentage of total team expenditure	8.7	10.7	6.2	6.6	7.6

Major policy and program outcomes in 2025–26 against planned outcomes

This year, the People and Workplace team played a critical role in supporting organisational transformation with the successful implementation of a new organisational structure and a strong focus on attracting and retaining talent.

Together, these initiatives have strengthened workforce capability, enhanced operational effectiveness and established a solid foundation for future growth and success.

Workforce and capability development

We continue to invest in professional development to ensure our People are equipped for evolving challenges. This included:

- external leadership programs
- digital skills training
- business related courses in strategy, influencing and decision making skills
- career mobility initiatives such as secondments that empower staff to grow and contribute meaningfully.

In addition, two university students were awarded scholarships.

Employee engagement and wellbeing

Employee wellbeing remained a top priority throughout the year. Initiatives included support of the Employee Assistance Programs and the continued provision of flexible work arrangements, including working from home to promote a healthy, engaged and productive workforce.

HR operations and systems

Throughout the year, we continued the phased rollout of our compliance management platform, strengthening organisational governance and providing a more robust framework for managing legislative obligations, policy compliance and risk management activities.

Aboriginal Employment Strategy

Strengthening Aboriginal workforce participation continues to be a central focus of our People strategy, with Aboriginal employees representing 50 per cent of our workforce. We also maintain a strong commitment to gender diversity, with women comprising ~67 per cent of employees.

During the reporting period, 24 new employees joined the organisation, including 18 Aboriginal recruits and 16 female recruits. Of these appointments, 11 were Aboriginal women, demonstrating our ongoing commitment to increasing Aboriginal workforce participation and gender diversity.

In addition, 14 internal workforce movements were facilitated, comprising seven secondments and seven promotions. Notably, three Aboriginal women were appointed to leadership roles, including two Executive Director positions and one Manager position, further strengthening female Aboriginal representation in senior leadership.

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. Travel allowances are determined by the Minister for Aboriginal Affairs.

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 2025–26 the annual base salary of a NSWALC Councillor was $172,250, with loadings of 10 per cent for the Chairperson and 5 per cent for the Deputy Chairperson to reflect the additional responsibilities inherent in both positions.

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Statement by Councillors

Pursuant to section 152E of the NSW *Aboriginal Land Rights Act 1983*, we state that these financial statements:

1. Have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the *Aboriginal Land Rights Act 1983*, and
2. Present fairly the Council's financial position, financial performance and cash flows for the year ended 30 June 2026.



Raymond Kelly
Chairperson



Leeanne Hampton
Deputy Chairperson

26 October 2026

Consolidated statements of comprehensive income

For the year ended 30 June 2026

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Revenue					
Investment revenue	5	62,581	34,181	61,337	32,812
Grants and contributions	6	32,617	25,172	24,994	18,981
Other revenue	7	21,590	14,732	2,704	1,686
Total revenue		**116,788**	**74,085**	**89,035**	**53,479**
Expenses					
Employee-related expenses	9	(33,148)	(30,104)	(21,611)	(21,249)
Doubtful debts and debt write off		(1,553)	(526)	(391)	(188)
Funding to Local Aboriginal Land Councils (LALC)	10	(19,369)	(19,002)	(19,369)	(19,002)
Grants	11	(11,650)	(5,739)	(13,510)	(8,017)
Legal expenses		(2,050)	(1,775)	(2,032)	(1,710)
Other expenses	12	(28,263)	(23,737)	(15,760)	(14,364)
Program expenses		(1,319)	(463)	(1,198)	(315)
Depreciation and amortisation	18,19	(3,111)	(2,910)	(2,109)	(2,252)
Total expenses		**(100,463)**	**(84,256)**	**(75,980)**	**(67,097)**
Operating surplus/(deficit)		16,325	(10,171)	13,055	(13,618)
Other gains	8	3,868	26,562	3,868	26,562
Gain on disposal		60	65	60	65
Surplus before income tax expense		20,253	16,456	16,983	13,009
Surplus after income tax expense for the year		20,253	16,456	16,983	13,009
Other comprehensive income					
Items that will not be reclassified subsequently to surplus or deficit					
Actuarial gain/(loss) on defined benefit plans, net of tax		107	41	107	41
Net increment on revaluation		17,100	1,397	17,100	1,397
Other comprehensive income for the year, net of tax		17,207	1,438	17,207	1,438
Total comprehensive income for the year		**37,460**	**17,894**	**34,190**	**14,447**
Surplus/(deficit) for the year is attributable to:					
Non-controlling interest	30	(490)	29	–	–
Members of New South Wales Aboriginal Land Council		20,743	16,427	16,983	13,009
		20,253	**16,456**	**16,983**	**13,009**
Total comprehensive income for the year is attributable to:					
Non-controlling interest	30	(490)	29	–	–
Members of New South Wales Aboriginal Land Council		37,950	17,865	34,190	14,447
		37,460	**17,894**	**34,190**	**14,447**

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 2026

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Assets					
Current assets					
Cash and cash equivalents	13	43,272	36,296	28,711	25,117
Trade and other receivables	14	10,703	7,742	4,897	2,733
Investments	15	642,027	621,729	642,027	621,729
Derivative financial instruments	16	–	1,152	–	1,152
Other assets	17	638	785	556	682
Total current assets		**696,640**	**667,704**	**676,191**	**651,413**
Non-current assets					
Trade and other receivables	14	8,787	9,490	811	419
Other assets	17	639	607	639	607
Property, plant and equipment	18	69,899	52,423	68,645	52,217
Right-of-use assets	19	3,293	3,482	2,508	2,898
Intangibles		130	175	86	131
Investment in subsidiary	20	–	–	5,055	5,055
Total non-current assets		**82,748**	**66,177**	**77,744**	**61,327**
Total assets		**779,388**	**733,881**	**753,935**	**712,740**
Liabilities					
Current liabilities					
Trade and other payables	22	10,431	7,792	8,515	7,231
Unspent grants	24	25,177	21,669	22,794	18,645
Borrowings	23	541	168	–	–
Lease liabilities	25	1,730	1,400	1,146	995
Derivative financial instruments	16	2,058	–	2,058	–
Provisions	26	4,225	4,199	3,590	3,643
Total current liabilities		**44,162**	**35,228**	**38,103**	**30,514**
Non-current liabilities					
Borrowings	23	6,892	7,201	–	–
Lease liabilities	25	1,936	2,492	1,715	2,304
Provisions	26	455	410	305	300
Total non-current liabilities		**9,283**	**10,103**	**2,020**	**2,604**
Total liabilities		**53,445**	**45,331**	**40,123**	**33,118**
Net assets		**725,943**	**688,550**	**713,812**	**679,622**
Equity					
Revaluation reserve		41,906	25,171	41,906	25,171
Accumulated funds		680,539	659,391	671,906	654,451
Equity attributable to the members of New SouthWales Aboriginal Land Council		722,445	684,562	713,812	679,622
Non-controlling interest	30	3,498	3,988	–	–
Total equity		**725,943**	**688,550**	**713,812**	**679,622**

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 2026

	REVALUATION RESERVE $000	ACCUMULATED FUNDS $000	NON-CONTROLLING INTEREST $000	TOTAL EQUITY $000
CONSOLIDATED				
Balance at 1 July 2024	**23,774**	**642,990**	**3,959**	**670,723**
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**
Transactions with members in their capacity as members:				
Distributions paid	–	(67)	–	(67)
Balance at 30 June 2025	**25,171**	**659,391**	**3,988**	**688,550**
Balance at 1 July 2025	**25,171**	**659,391**	**3,988**	**688,550**
Surplus/(deficit) after income tax expense for the year	–	20,743	(490)	20,253
Other comprehensive income for the year, net of tax	17,100	107	–	17,207
Total comprehensive income for the year	**17,100**	**20,850**	**(490)**	**37,460**
Reserve adjustment for disposed properties	(365)	365	–	–
Transactions with members in their capacity as members:				
Distributions paid	–	(67)	–	(67)
Balance at 30 June 2026	**41,906**	**680,539**	**3,498**	**725,943**

	REVALUATION RESERVE $000	ACCUMULATED FUNDS $000	TOTAL EQUITY $000
PARENT			
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**
Balance at 1 July 2025	**25,171**	**654,451**	**679,622**
Surplus after income tax expense for the year	–	16,983	16,983
Other comprehensive income for the year, net of tax	17,100	107	17,207
Total comprehensive income for the year	**17,100**	**17,090**	**34,190**
Reserve adjustment for disposed properties	(365)	365	–
Balance at 30 June 2026	**41,906**	**671,906**	**713,812**

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 2026

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Cash flows from operating activities					
Sales and rental income		9,086	7,861	222	279
Interest and investment income		1,215	1,451	248	396
Community Development Levy received		534	124	534	124
Grants and contributions received		29,496	23,135	22,352	16,337
GST received from ATO		2,782	1,871	2,782	1,871
Other receipts		9,097	5,097	–	–
Payments to employees		(33,156)	(29,763)	(21,624)	(21,089)
Receipts from Customer (including GST)		4,468	3,407	4,468	3,407
LALCs Debts Movement		(803)	(71)	(803)	(71)
Grants and subsidies paid		(13,510)	(8,016)	(13,510)	(8,018)
Funding to LALCs		(16,940)	(16,712)	(16,940)	(16,712)
Expenses paid on behalf of LALCs		(2,429)	(2,290)	(2,429)	(2,290)
Payments for goods and services*		(28,020)	(21,306)	(16,103)	(11,465)
Payment of interest portion of lease liability		(473)	(520)	(195)	(217)
Net cash used in operating activities	27	**(38,653)**	**(35,732)**	**(40,998)**	**(37,448)**
Cash flows from investing activities					
Payments for property, plant and equipment and intangibles	18	(1,717)	(603)	(317)	(458)
Loans advanced from/(to) customers by SEFA		(2,124)	(5,533)	–	–
Loans repayments from customers by SEFA		5,129	5,136	–	–
Proceeds from disposal of investments		45,974	42,290	45,974	42,290
Net cash from investing activities		47,262	41,290	45,657	41,832
Cash flows from financing activities					
Proceeds/(repayments) from/(of) borrowings		143	(300)	–	–
Distributions paid		(66)	(68)	–	–
Payment of lease liabilities		(1,709)	(1,485)	(1,065)	(962)
Net cash used in financing activities		(1,632)	(1,853)	(1,065)	(962)
Net increase in cash and cash equivalents		**6,977**	**3,705**	**3,594**	**3,422**
Cash and cash equivalents at the beginning of the financial year		36,294	32,589	25,117	21,695
Cash and cash equivalents at the end of the financial year	13	43,271	36,294	28,711	25,117

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

The above Consolidated statements of cash flows should be read in conjunction with the accompanying notes.

Notes to the consolidated financial statements

30 June 2026

Note 1. Reporting entity

New South Wales Aboriginal Land Council (the Council) is a Statutory Body constituted by the *Aboriginal Land Rights Act 1983*.

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 2023–2027, 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 (LALC) 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

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 and interpretations; and
- the *Aboriginal Land Rights Act 1983* 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 2026 have been authorised for issue by the Council on 26 October 2026.

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. Material 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 LOCAL ABORIGINAL LAND COUNCILS

During the year ended 30 June 2026, no new Local Aboriginal Land Councils were incorporated (2025: 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 the *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 Australian Accounting Standard allows or requires otherwise, comparative balances were restated to improve clarity.

New or revised Australian Accounting Standards 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. Material accounting policies (cont.)

AASB 18 Presentation and Disclosure in Financial Statements

This standard is applicable to annual reporting periods beginning on or after 1 January 2027 and early adoption is permitted. The standard replaces AASB 101 Presentation of Financial Statements, with many of the original disclosure requirements retained and there will be no impact on the recognition and measurement of items in the financial statements. But the standard will affect presentation and disclosure in the financial statements, including introducing five categories in the statements of comprehensive income: operating, investing, financing, income taxes and discontinued operations. The standard introduces two mandatory sub-totals in the statement: 'Operating profit' and 'Profit before financing and income taxes'. There are also new disclosure requirements for 'management-defined performance measures', such as earnings before interest, taxes, depreciation and amortisation ('EBITDA') or 'adjusted profit'. The standard provides enhanced guidance on grouping of information (aggregation and disaggregation), including whether to present this information in the primary financial statements or in the notes. The the Council will adopt this standard from 1 July 2027 and it is expected that there will be a significant change to the layout of the Statements of comprehensive income.

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 *Aboriginal Land Rights Act 1983*, the value of the assets of the Council must be maintained above the capital value, as at 31 December 1998, of the NSWALC Statutory Account. 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:

- Strategic Asset Allocation has been implemented and is closely monitored by the Investment Committee and the Council.
- 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 8.44% of the investment balance in 2027 (2026: 8.50%).

Note 5. Investment revenue

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Dividends	52,738	28,299	52,738	28,299
Realised gains	8,466	4,283	8,466	4,283
Interest	1,377	1,599	133	230
	62,581	**34,181**	**61,337**	**32,812**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Closing the Gap	10,243	11,348	10,243	11,348
Social Housing Accelerator Fund Program	8,072	624	8,072	624
Work and Development Order	3,026	1,057	–	–
Yarpa Hub	2,644	2,379	2,644	2,379
Barranggirra*	1,620	1,370	–	–
Specialist Homelessness Services	1,552	1,925	–	–
Community Connectors Initiative	863	2,031	863	2,031
Closing the Gap – Deliver Better Outcomes	615	254	615	254
Moree Indigenous Specialist Services	510	1,053	–	–
End-to-End Land Activation Pilot Program	506	–	506	–
Junior Ranger Program	485	783	485	783
Aboriginal Housing Energy Efficiency Program	–	727	–	727
Community Development Program	–	330	–	–
Other Programs individually under $500,000	2,481	1,286	1,566	835
Donations	–	5	–	–
	32,617	**25,172**	**24,994**	**18,981**

** Barranggirra is funded by the NSW Government and provides end-to-end support for Aboriginal and Torres Strait Islander learners through Culturally appropriate mentoring to ensure successful retention and completion of training and improved post-training employment outcomes.*

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 Commonwealth government under the *Aboriginal Land Rights Act 1983* is capitalised as land asset and recognised as revenue
- any residual is recognised immediately in revenue.

Note 7. Other revenue

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Rental income	7,450	7,121	221	279
Projects and other revenue	11,782	6,177	1,041	444
Investment manager's fee rebates	908	839	908	839
Investment Readiness income – SEFA	916	471	–	–
Levy received from government	534	124	534	124
	21,590	**14,732**	**2,704**	**1,686**

Grant projects revenue is recognised when the service is provided or by reference to the stage of completion based 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	
	2026 $000	2025 $000	2026 $000	2025 $000
Net change in fair value hedge instruments	(2,058)	1,152	(2,058)	1,152
Net change in fair value of investments through profit or loss*	5,848	25,360	5,848	25,360
Net change in expected credit loss provision of receivables	78	50	78	50
	3,868	**26,562**	**3,868**	**26,562**

** 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	
	2026 $000	2025 $000	2026 $000	2025 $000
Australian Equities	(6,075)	5,126	(6,075)	5,126
Hedge Fund	5,507	1,678	5,507	1,678
International Equities	2,410	9,160	2,410	9,160
Unlisted Property	1,679	(78)	1,679	(78)
Emerging Markets	1,211	3,353	1,211	3,353
Unlisted Infrastructure	1,531	2,907	1,531	2,907
Global Credit	(688)	314	(688)	314
Emerging Market Debt	684	2,052	684	2,052
Global Fixed Income	(329)	355	(329)	355
Australian Fixed Income	(255)	264	(255)	264
Inflation-Linked Bond	185	278	185	278
Cash Fund	(12)	(49)	(12)	(49)
	5,848	**25,360**	**5,848**	**25,360**
Investments through profit or loss			5,848	25,360
Fair value hedge instruments			(2,058)	1,152
Total unrealised gain			**3,790**	**26,512**

Note 9. Employee-related expenses

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Salaries and wages (including recreation leave)	27,775	24,893	17,522	17,176
Superannuation expenses	3,266	3,089	2,224	2,194
Leave expenses	1,516	1,741	1,421	1,511
Workers' compensation insurance	591	381	444	368
	33,148	**30,104**	**21,611**	**21,249**

Employee expenses include salaries and wages for the year, workers compensation insurance premium for the year, 12% (2025: 12%) 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 Local Aboriginal Land Councils (LALC)

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Funding provided	16,940	16,712	16,940	16,712
Essential expenses paid for LALCs	2,415	2,191	2,415	2,191
LALCs advisor and investigator expenses	14	99	14	99
	19,369	**19,002**	**19,369**	**19,002**

Funding for Local Aboriginal Land Councils (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	
	2026 $000	2025 $000	2026 $000	2025 $000
Social Housing Accelerator Fund[1]	8,069	624	8,069	624
Community Development Fund[2]	1,354	821	1,354	821
Funeral Assistance	834	750	834	750
Community Connector Initiative[3]	673	1,923	673	1,923
Grants to Nue Corporation Pty Ltd	–	–	1,854	769
Energy Efficiency Program[4]	–	727	–	727
Junior Ranger Program[5]	–	405	–	405
Grants to NSWALC Employment and Training Ltd	–	–	–	750
Grants to NSWALC Housing Ltd	–	–	–	658
Grants to ALC CLC Pty Ltd	–	–	6	101
Other Grants individually below $250,000	720	489	720	489
	11,650	**5,739**	**13,510**	**8,017**

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

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 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. NSWALC is delivering the Aboriginal Community Connector Initiative on behalf of NSW CAPO in partnership with the NSW Department of Education and Local Aboriginal Land Councils.

4. 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.

5. Junior Ranger Program aims to increase school attendance, retention and improve the readiness of Aboriginal students to transition from school to further education. It provides 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 $1.860 million in 2026 to its subsidiaries (2025: $2.278 million)

Note 12. Other expenses

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Coalition of Aboriginal Peak Organisations initiatives	24	5,116	6,232	5,116	6,232
Rent and outgoings		5,090	4,193	1,069	1,084
Consultant fees		4,140	1,867	3,302	1,207
Maintenance expenses[1]		1,661	1,364	–	–
Workforce development[2]		1,358	576	–	–
Insurance[3]		1,184	1,287	490	628
IT related costs[4]		1,593	1,432	895	816
Travel expenses and meal allowances		974	857	688	616
Audit fee		933	704	262	248
Statewide Conference[5]		621	–	621	–
Yarpa Hub expenses	24	613	649	613	649
Finance costs		483	527	173	190
Staff training, development and recruitment		424	269	244	152
Telephone and communications		410	393	317	318
Motor vehicle expenses		389	366	161	222
Contractor fees		264	493	247	438
Public relations		178	186	178	186
Communications and marketing		159	203	131	131
Storage rental		76	105	31	76
Electricity and power		56	56	56	56
Committee member fees		53	47	53	47
Advertising		150	81	30	81
Returned grant expense		–	272	–	272
Miscellaneous expenses[6]		2,338	1,578	1,083	715
		28,263	**23,737**	**15,760**	**14,364**

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

2. Workforce Development relate to program expenses for the CDP/RAES contract which Yilabara received from 1 November 2024. The increases relate to running this program for the full year.

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

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

5. The 2026 NSWALC Statewide Conference was held from 23 to 25 March 2026 and provided a forum for Local Aboriginal Land Councils across NSW to consider matters affecting the Aboriginal Land Rights Network and its strategic priorities

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

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 *Aboriginal Land Rights Act 1983*, 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

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Current assets					
Unrestricted assets					
Cash at bank		33,345	30,659	20,584	19,480
Term deposits		1,800	–	–	–
		35,145	**30,659**	**20,584**	**19,480**
Restricted assets					
SHAF Programs Fund – Cash at Bank[1]		3,548	1,270	3,548	1,270
End-to-End Land Activation Pilot Program – Cash at Bank[2]		2,152	–	2,152	–
Indigenous Business and Employment Hub – Cash at bank[3]		1,493	3,959	1,493	3,959
Together on Country Program – Cash at Bank[4]		522	–	522	–
Funeral Fund – Cash at bank		412	397	412	397
NSW Aboriginal Controlled Fishing Fund – Cash at bank		–	11	–	11
Total restricted assets		**8,127**	**5,637**	**8,127**	**5,637**
Total cash and cash equivalents		**43,272**	**36,296**	**28,711**	**25,117**
Reconciliation to cash and cash equivalents at the end of the financial year					
The above figures are reconciled to cash and equivalents at the end of the financial year as shown in the Statement of cash flows as follows:					
Balances as above		43,272	36,294	28,711	25,117
Bank overdraft	23	(1)	(2)	–	–
Balance per statement of cash flows		**43,271**	**36,292**	**28,711**	**25,117**

1. 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 $9.43 million (excluding GST) in cash to manage 19 properties in 2025–26 financial year ($1.79 million and 16 properties in 2024–25 financial year).

2. The End-to-End Land Activation Pilot Program (E2E) is funded under a grant agreement between NSWALC and the NSW Department of Planning, Housing and Infrastructure (DPHI) for a term running from 1 July 2025 to 30 June 2029. Total available funding under the deed is $13.2 million (excluding GST), consisting of $10.0 million in monetary project funds and $3.2 million in recruitment funds. The program supports Local Aboriginal Land Councils (LALCs) in conducting due diligence, feasibility assessments, technical investigations, and necessary repairs and maintenance to prepare selected priority sites for construction activation.

3. The Council continues to partner with the Australian Government, under the Indigenous Business Sector Strategy (IBSS), to deliver the Yarpa 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 subsequently received an additional $4.5 million to extend the support and ongoing operation of the Yarpa Hub until 30th June 2026. A new Project Agreement provides further funding of $5.2 million (excluding GST) for the continued operation of the Yarpa Hub from 1 July 2026 to 30 June 2028.

4. The Together on Country Program is co-delivered under a partnership grant agreement between NSWALC and the NSW Environment Protection Authority (EPA) for a three-year term following its execution in early 2026. Total available funding under the deed is $4,708,000 (excluding GST). The program supports Local Aboriginal Land Councils (LALCs) by funding place-based waste management solutions, community education, infrastructure procurement, and clean-up activities to counter illegal dumping on Aboriginal land while participating in the circular economy.

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

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Current assets					
Trade receivables		8,646	2,828	3,097	249
Less: Allowance for expected credit losses		(240)	(376)	–	–
		8,406	2,452	3,097	249
Loans and advances to customers		1,529	3,248	–	–
Less: Allowance for expected credit losses		(1,257)	(315)	–	–
		272	**2,933**	**–**	**–**
Other receivables		531	129	–	–
Franking credit rebates		823	982	823	982
		1,354	**1,111**	**823**	**982**
Statutory debts from LALCs		218	139	218	139
Net GST receivable from the ATO		453	1,107	759	1,363
Total current trade and other receivables		**10,703**	**7,742**	**4,897**	**2,733**
Non-current assets					
Statutory debts from LALCs		5,350	4,821	5,350	4,821
Less: Allowance for expected credit losses	29	(4,539)	(4,402)	(4,539)	(4,402)
		811	**419**	**811**	**419**
Other receivables		22	–	–	–
Loans and advances to customers		7,954	9,071	–	–
		7,976	9,071	–	–
Total non-current trade and other receivables		**8,787**	**9,490**	**811**	**419**
		19,490	**17,232**	**5,708**	**3,152**
Allowance for expected credit losses					
Movements in the allowance for expected credit losses are as follows:					
Opening balance		5,093	4,854	4,402	4,497
Additional provisions recognised		1,251	499	310	165
Decrease in allowance due to recovery of receivables		(214)	(50)	(78)	(50)
Amounts written off during the year		(94)	(210)	(95)	(210)
Closing balance		**6,036**	**5,093**	**4,539**	**4,402**

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

Note 15. Investments

	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Current assets				
International Equities	159,735	141,420	159,735	141,420
Australian Equities	96,939	97,830	96,939	97,830
Hedge Fund	84,174	78,724	84,174	78,724
Global Fixed Income	16,287	18,141	16,287	18,141
Unlisted Infrastructure	77,463	71,356	77,463	71,356
Unlisted Property	67,560	65,915	67,560	65,915
Emerging Markets	43,554	36,880	43,554	36,880
Global Credit	30,486	33,036	30,486	33,036
Emerging Market Debt	25,996	25,312	25,996	25,312
Inflation-Linked Bond Fund	21,841	26,293	21,841	26,293
Australian Fixed Income	11,147	15,889	11,147	15,889
Cash Fund	6,845	10,933	6,845	10,933
	642,027	**621,729**	**642,027**	**621,729**

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 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
Current assets				
Forward foreign currency contracts – held for trading	–	91,381	–	91,381
Forward foreign currency contracts – financial liabilities	–	(90,229)	–	(90,229)
	–	**1,152**	**–**	**1,152**
Current liabilities				
Forward foreign exchange contracts – held for trading	67,071	–	67,071	–
Forward foreign currency contracts – financial liabilities	(69,129)	–	(69,129)	–
	(2,058)	**–**	**(2,058)**	**–**
	(2,058)	**1,152**	**(2,058)**	**1,152**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Current assets				
Prepayments	553	664	516	645
Superannuation assets	40	37	40	37
Accrued revenue	25	65	–	–
Inventory	20	19	–	–
	638	**785**	**556**	**682**
Non-current assets				
Security deposits	591	578	591	578
Loans to LALCs	48	29	48	29
	639	**607**	**639**	**607**
	1,277	**1,392**	**1,195**	**1,289**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Non-current assets				
Land and buildings – at fair value	67,964	51,651	67,964	51,651
Leasehold improvements – at cost	322	233	–	–
Less: Accumulated depreciation	(182)	(182)	–	–
	140	**51**	**–**	**–**
Plant and equipment – at cost	1,814	1,271	936	667
Less: Accumulated depreciation	(994)	(704)	(370)	(255)
	820	**567**	**566**	**412**
Motor vehicles – at cost	261	–	–	–
Less: Accumulated depreciation	(15)	–	–	–
	246	**–**	**–**	**–**
Work in progress – at cost	115	154	115	154
Workforce development	776	–	–	–
Less: Accumulated depreciation	(162)	–	–	–
	614	**–**	**–**	**–**
	69,899	**52,423**	**68,645**	**52,217**

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	MOTOR VEHICLES $000	WORKFORCE DEVELOPMENT $000	TOTAL $000
CONSOLIDATED						
Balance at 1 July 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
Additions	132	618	406	261	776	2,193
Disposals	(21)	–	–	–	–	(21)
Revaluation increments	17,848	–	–	–	–	17,848
Revaluation decrements	(748)	–	–	–	–	(748)
Transfers in/(out)	–	–	(445)	–	–	(445)
Depreciation expense	(809)	(365)	–	(15)	(162)	(1,351)
Balance at 30 June 2026	**68,104**	**820**	**115**	**246**	**614**	**69,899**
PARENT						
Balance at 1 July 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
Additions	43	343	406			792
Disposals	(21)	–	–			(21)
Revaluation increments	17,848	–	–			17,848
Revaluation decrements	(748)	–	–			(748)
Transfers in/(out)	–	–	(445)			(445)
Depreciation expense	(809)	(189)	–			(998)
Balance at 30 June 2026	**67,964**	**566**	**115**			**68,645**

Note 18. Property, plant and equipment (cont.)

Property, plant and equipment and intangible assets costing $1,000 (2025: $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.

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. NSWALC engaged independent registered valuers to conduct a comprehensive revaluation of NSWALC's properties during the 2026 financial year. 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*	2.86–20	5-35
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	
	2026 $000	2025 $000	2026 $000	2025 $000
Non-current assets				
Land and buildings – right-of-use	5,617	5,117	4,323	4,414
Less: Accumulated depreciation	(3,067)	(2,471)	(2,295)	(2,057)
	2,550	**2,646**	**2,028**	**2,357**
Plant and equipment – right-of-use	673	523	–	–
Less: Accumulated depreciation	(531)	(420)	–	–
	142	**103**	**–**	**–**
Motor vehicles – right-of-use	1,394	1,438	967	1,088
Less: Accumulated depreciation	(793)	(705)	(487)	(547)
	601	**733**	**480**	**541**
	3,293	**3,482**	**2,508**	**2,898**

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 2024	3,348	293	252	3,893
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
Additions	1,544	150	387	2,081
Disposals	(562)	–	(4)	(566)
Lease modification	11	–	9	20
Depreciation expense	(1,089)	(111)	(524)	(1,724)
Balance at 30 June 2026	**2,550**	**142**	**601**	**3,293**
PARENT				
Balance at 1 July 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
Additions	936	–	293	1,229
Disposals	(562)	–	(3)	(565)
Lease modification	11	–	8	19
Depreciation expense	(714)	–	(359)	(1,073)
Balance at 30 June 2026	**2,028**	**–**	**480**	**2,508**

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	
	2026 $000	2025 $000	2026 $000	2025 $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 – 2026				
Property, plant and equipment				
Land and buildings	–	28,338	39,627	67,965
Total assets	**–**	**28,338**	**39,627**	**67,965**
CONSOLIDATED/PARENT – 2025				
Property, plant and equipment				
Land and buildings	–	2,459	49,192	51,651
Total assets	**–**	**2,459**	**49,192**	**51,651**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Current liabilities				
Trade payables	9,961	7,170	8,103	6,834
Funeral Fund – refundable contributions	412	397	412	397
Other payables	58	225	–	–
	10,431	**7,792**	**8,515**	**7,231**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Current liabilities				
Bank overdraft	1	2	–	–
Bank loans	90	166	–	–
Other loans	450	–	–	–
	541	168	–	–
Non-current liabilities				
National Australia Bank (NAB) facility	3,324	3,326	–	–
Other loans	1,668	1,975	–	–
Loan from Lord Mayor's Charitable Foundation	1,900	1,900	–	–
	6,892	7,201	–	–
	7,433	**7,369**	**–**	**–**

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	
	2026 $000	2025 $000	2026 $000	2025 $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	3,324	3,326	–	–
Lord Mayor's Charitable Foundation	1,900	1,900	–	–
NAB corporate card facility	–	–	–	–
	5,224	5,226	–	–
Unused at the reporting date				
NAB facility	676	674	–	–
Lord Mayor's Charitable Foundation	1,100	1,100	–	–
NAB corporate card facility	500	500	500	500
	2,276	**2,274**	**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 2.25%.

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

Note 24. Unspent grants

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Current liabilities				
Coalition of Aboriginal Peak Organisations[1]	13,604	12,338	13,604	12,338
Social Housing Accelerator Fund[2]	3,226	1,185	3,226	1,185
End-to-End Land Activation Pilot Program[3]	2,047	–	2,047	–
Department of Employment and Workplace Relation	1,866	314	–	–
Yarpa Hub[4]	1,054	3,573	1,054	3,573
Junior Ranger Program	951	–	951	–
Community Connector[5]	513	394	513	394
Moree Indigenous Specialist Services	511	861	–	–
Specialist Homelessness Services	–	1,517	–	–
Other unspent grants individually below $500,000	1,405	1,487	1,399	1,155
	25,177	**21,669**	**22,794**	**18,645**

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

3. The End-to-End Land Activation Pilot Program (E2E) is funded under a grant agreement between NSWALC and the NSW DPHI for a term running from 1 July 2025 to 30 June 2029. Total available funding under the deed is $13.2 million (excluding GST), consisting of $10.0 million in monetary project funds and $3.2 million in recruitment funds. The program supports Local Aboriginal Land Councils (LALCs) in conducting due diligence, feasibility assessments, technical investigations, and necessary repairs and maintenance to prepare selected priority sites for construction activation.

4. The Council continues to partner with the Australian Government, under the IBSS, to deliver the Yarpa 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 subsequently received an additional $4.5 million to extend the support and ongoing operation of the Yarpa Hub until 30 June 2026. A new Project Agreement provides further funding of $5.2 million (excluding GST) for the continued operation of the Yarpa Hub from 1 July 2026 to 30 June 2028.

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 Local Aboriginal Land Councils.

Note 25. Lease liabilities

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Current liabilities				
Lease liability	1,730	1,400	1,146	995
Non-current liabilities				
Lease liability	1,936	2,492	1,715	2,304
	3,666	**3,892**	**2,861**	**3,299**

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

Note 25. Lease liabilities (cont.)

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

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Balance at 1 July 2025	3,892	4,311	3,299	3,760
Additions	2,099	1,398	1,248	835
Interest expenses	236	177	195	219
Payments	(1,939)	(1,674)	(1,261)	(1,180)
Lease modification and termination	(622)	(320)	(620)	(335)
Balance at 30 June 2026	**3,666**	**3,892**	**2,861**	**3,299**
Represented by:				
Current	1,730	1,400	1,146	995
Non-current	1,936	2,492	1,715	2,304
	3,666	**3,892**	**2,861**	**3,299**

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 2026, there were 8 offices and 24 motor vehicles under lease held by the Council (as Parent) (2025: 7 offices and 26 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	
	2026 $000	2025 $000	2026 $000	2025 $000
Current liabilities				
Employee benefits				
Annual leave	2,220	2,193	1,585	1,637
Long service leave	1,211	1,178	1,211	1,178
Unfunded superannuation	204	297	204	297
Other provisions				
Legal claims and make-good provisions	590	531	590	531
	4,225	**4,199**	**3,590**	**3,643**
Non-current liabilities				
Employee benefits				
Long service leave	455	410	305	300
	4,680	**4,609**	**3,895**	**3,943**

Note 26. Provisions (cont.)

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 – 2026		
Carrying amount at the start of the year	361	170
Additions/reductions in provisions recognised	59	–
Carrying amount at the end of the year	**420**	**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	
	NOTE	2026 $000	2025 $000	2026 $000	2025 $000
Annual leave		431	458	431	458
Long service leave		1,092	1,140	1,092	1,140
Unfunded superannuation	26(a)	204	297	204	297
Total obligations expected to be settled after 12 months		**1,727**	**1,895**	**1,727**	**1,895**

(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 fundmanagers, 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:

	30 JUNE 2026 %
Short Term Securities	7.9
Australian Fixed Interest	1.7
International Fixed Interest	0.6
Australian Equities	12.1
International Equities	43.4
Property	7.0
Alternatives	27.2
Total	**100.0**

Note 26. Provisions (cont.)

Reconciliation of the present value of the defined benefit obligation – 2026

30 JUNE 2026	SANCS $000	SSS $000	TOTAL $000
Present value of defined benefit obligation at beginning of the year	(6)	1,220	1,214
Movement	–	(78)	(78)
Present value of partly funded defined benefit obligation at end of the year	**(6)**	**1,142**	**1,136**

Reconciliation of the fair value of Fund assets – 2026

30 JUNE 2026	SANCS $000	SSS $000	TOTAL $000
Fair value of Fund assets at beginning of the year	34	923	957
Movement	3	15	18
Fair value of Fund assets at end of the year	**37**	**938**	**975**

Reconciliation of the assets and liabilities recognised in Statement of financial position – 2026

30 JUNE 2026	SANCS $000	SSS $000	TOTAL $000
Present value of defined benefit obligation at end of year	(6)	1,142	1,136
Fair value of Fund assets at end of year	(37)	(938)	(975)
Subtotal	**(43)**	**204**	**161**
Net liability/(asset) recognised in Statement of financial position at end of year	**(43)**	**204**	**161**

Expense recognised in Statement of comprehensive income – 2026

30 JUNE 2026	SANCS $000	SSS $000	TOTAL $000
Components recognised in income statement			
Expense recognised in Statement of comprehensive income	(2)	13	11

Amounts recognised in other comprehensive income – 2026

30 JUNE 2026	SANCS $000	SSS $000	TOTAL $000
Actuarial (gains)/losses recognised in other comprehensive income	(2)	(105)	(107)

Note 26. Provisions (cont.)

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

30 JUNE 2025	SANCS $000	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

30 JUNE 2025	SANCS $000	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**

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

30 JUNE 2025	SANCS $000	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

30 JUNE 2025	SANCS $000	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

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

Note 26. Provisions (cont.)

Short-term employee benefits

Liabilities for salaries and wages and annual leave that are expected to be due wholly within 12 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 TPG24-23 *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 TPG25-09 *Accounting for Superannuation* and NSW TPG24-23 *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 leased offices is discounted at 4.497%, 4.453% and 4.493% (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 after income tax to net cash used in operating activities

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $000
Surplus after income tax expense for the year	20,253	16,456	16,983	13,009
Adjustments for:				
Investment earnings	(62,112)	(33,420)	(62,112)	(33,420)
Unrealised gain	(3,790)	(26,512)	(3,790)	(26,512)
Depreciation and amortisation	3,095	2,897	2,109	2,252
Allowance for impairment	82	24	82	24
Superannuation actuarial loss directly charged to accumulated funds	11	12	11	12
Net movement in Community Development Levy account	(393)	(697)	(393)	(697)
Non-cash items	1,055	569	1,055	569
Reversal of prior year impairment	(78)	(65)	(78)	(65)
Gain on sale of non-current assets	(60)	(65)	(60)	(65)
Change in operating assets and liabilities:				
Increase/(decrease) in leave and other provisions	61	347	(13)	161
Increase in expected credit losses	310	165	310	165
Increase in trade and other receivables	(1,181)	(1,015)	(665)	(249)
(Increase)/decrease in prepayments	(799)	98	128	55
Increase in trade and other payables	4,893	5,474	5,435	7,313
Net cash used in operating activities	**(38,653)**	**(35,732)**	**(40,998)**	**(37,448)**

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	
	2026 $000	2025 $000	2026 $000	2025 $000
Trust receipts and payments				
Opening balance at 1 July	3,642	3,477	3,642	3,477
Add: receipts	145	165	145	165
Less: Funds released – Capacity Building Project[1]	(464)	–	(464)	–
Less: Funds released – NSWALC's LALC Biodiversity Regional Assistance Trial Program (ABRA) [2]	(489)	–	(489)	–
Closing balance at 30 June	**2,834**	**3,642**	**2,834**	**3,642**

1. NSW Department of Planning, Industry and Environment (DPIE) provided $2.5 million as a Trust Fund to NSWALC for the project of Capacity Building Funding for Local Aboriginal Land Councils. Based on DPIE Funding Deed that NSWALC must not expend any part of the fund until DPIE has notified NSWALC that NSWALC may release the specified amount of the fund for the project. Three projects have been funded from the grant in FY 2025–26, and they are Support the Housing Sector Sustainability and Reform Project, Support the Compliance and Funding Phase 2 Project and Support NSWALC Leadership Development Program for LALCs.

2. The NSW Department of Planning and Environment (DPE) provided $1.5 million as a Trust Fund to NSWALC for the Aboriginal Biodiversity Regional Assistance (ABRA) Trial Program. Based on the Funding Deed, NSWALC must hold the grant in a separate trust account and must not commit or expend any part of the grant until the DPE has approved the relevant project and funding release. During FY 2025–26, funds were released for NSWALC Biodiversity Project.

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.

(A) FINANCIAL INSTRUMENT CATEGORIES

i. As at 30 June 2026

CLASS	NOTE	CATEGORY	CONSOLIDATED CARRYING AMOUNT 2026 $000	CONSOLIDATED CARRYING AMOUNT 2025 $000	PARENT CARRYING AMOUNT 2026 $000	PARENT CARRYING AMOUNT 2025 $000
Financial assets						
Cash and cash equivalents	13	Amortised cost	35,145	30,659	20,584	19,480
Restricted cash and cash equivalents	13	Amortised cost	8,127	5,637	8,127	5,637
Receivables[1]	14	Amortised cost	17,403	14,961	3,097	249
Investments	15	Fair value through profit or loss	642,027	621,729	642,027	621,729
Foreign currency forward contracts – financial assets	16	Fair value through profit or loss	67,071	91,381	67,071	91,381
Financial liabilities						
Payables[2]	22	Financial liabilities at amortised cost	9,961	7,170	8,497	7,206
Borrowings	23	Financial liabilities at amortised cost	7,433	7,369	–	–
Foreign currency forward contracts – financial liability	16	Fair value through profit and loss	69,129	90,229	69,129	90,229
Lease liabilities	25	Financial liabilities at amortised cost	3,666	3,892	2,861	3,299

1. Excludes statutory receivables and prepayments.

2. Excludes statutory payables and unearned revenue.

(B) FAIR VALUE RECOGNISED IN THE STATEMENT OF FINANCIAL POSITION

Fair value measurement

	NOTE	CONSOLIDATED 2026 $000	CONSOLIDATED 2025 $000	PARENT 2026 $000	PARENT 2025 $000
30 June 2026					
Financial assets at fair value					
Managed funds	15	408,294	233,734	–	642,028
Financial liabilities at fair value					
Derivatives – Liabilities	16	–	2,058	–	2,058
30 June 2025					
Financial assets at fair value					
Managed funds	15	397,916	223,813	–	621,729
Derivatives – Assets	16	–	1,152	–	1,152
		397,916	**224,965**	**–**	**622,881**

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 4.00% (2025: 4.30%), while over the year the weighted average interest rate was 2.77% (2025: 3.03%) on a weighted average balance during the year of $7.8 million (2025: $10.4 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 Local Aboriginal Land Councils. 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 2026.

Other debts

The Council is exposed to various concentrations of credit risk through other debts receivable from Local Aboriginal Land Councils. 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 Local Aboriginal Land Councils. 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.)

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 the 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.)

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 – Consolidated

	NOMINAL AMOUNT $000	FIXED INTEREST RATE $000	NON-INTEREST BEARING $000	1 YEAR $000	1–5 YEARS $000	>5 YEARS $000
2026						
Payables	10,217	–	10,217	10,217	–	–
Funeral fund-contributions refundable	412	–	412	–	–	412
Foreign currency forward contracts – Financial liability	69,129	–	69,129	69,129	–	–
Lease liabilities	4,020	4,020	–	1,824	1,826	370
Borrowings	7,342	4,018	3,324	450	6,892	–
	91,120	**8,038**	**83,082**	**81,620**	**8,718**	**782**
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**

Maturity analysis and interest rate exposure of financial liabilities – Parent

	NOMINAL AMOUNT $000	FIXED INTEREST RATE $000	NON-INTEREST BEARING $000	1 YEAR $000	1–5 YEARS $000	>5 YEARS $000
2026						
Payables	8,085	–	8,085	8,085	–	–
Funeral fund-contributions refundable	412	–	412	–	–	412
Foreign currency forward contracts – Financial liability	69,129	–	69,129	69,129	–	–
Lease liabilities	3,120	3,120	–	1,146	1,604	370
	80,746	**3,120**	**77,626**	**78,360**	**1,604**	**782**
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**

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 $67.1 million as at 30 June 2026 (2025: $92.21 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					
2026					
Financial assets					
Cash and cash equivalents	36,945	(369)	36,576	369	37,314
Restricted cash and cash equivalents	1,905	(19)	1,886	19	1,924
Investments	642,027	(6,420)	635,607	6,420	648,447
2025					
Financial assets					
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
PARENT					
2026					
Financial assets					
Cash and cash equivalents	20,584	(206)	20,378	206	20,790
Restricted cash and cash equivalents	8,127	(81)	8,046	81	8,208
Investments	642,027	(6,420)	635,607	6,420	648,447
2025					
Financial assets					
Cash and cash equivalents	19,480	(195)	19,285	195	19,675
Restricted cash and cash equivalents	4,367	(44)	4,323	44	4,411
Investments	621,729	(6,217)	615,512	6,217	627,946

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	2026 $000	2025 $000
Facility – Consolidated			
Investment sectors			
Short-term facility			
Cash, money market instruments	Up to 1.5 years	33,345	110,861
Strategic cash facility			
Cash, money market and other interest rate instruments	Up to 3 years	642,027	621,729
Facility – Parent			
Investment sectors			
Short-term facility			
Cash, money market instruments	Up to 1.5 years	87,655	110,861
Strategic cash facility			
Cash, money market and other interest rate instruments	Up to 3 years	642,027	621,729

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 2026 $000	SPREAD %	ACTUAL RATE RETURN 30 JUNE 2026 %	CARRYING VALUE AT 30 JUNE 2025 $000	SPREAD %	ACTUAL RATE RETURN 30 JUNE 2025 %
Australian Equities	97,763	15.26	(0.10)	98,796	15.83	14.16
International Equities	157,677	24.61	21.40	142,572	22.85	15.32
Australian Fixed Income	11,147	1.74	1.00	15,889	2.55	5.67
Global Fixed Income	16,287	2.54	3.71	18,141	2.91	5.88
Inflation-Linked Bond Fund	21,841	3.41	2.49	26,293	4.21	2.50
Hedge Fund	84,174	13.14	13.80	78,724	12.61	5.72
Emerging Markets	43,554	6.80	28.11	36,880	5.91	19.85
Unlisted Property	67,560	10.52	9.66	65,919	10.56	4.52
Unlisted Infrastructure	77,463	12.09	9.20	71,369	11.46	9.36
Emerging Market Debt	25,996	4.06	2.70	25,312	4.06	8.82
Global Credit	30,486	4.76	5.74	33,036	5.29	7.20
Cash Fund	6,845	1.07	4.00	10,933	1.75	4.30
	640,793			**623,864**		

Note 29. Financial instruments and financial risk management (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 2026	640,793	(8.22)	34,358	675,151	(34,358)	606,434
Total portfolio of investments at 30 June 2025	623,864	(8.02)	32,585	656,449	(32,585)	591,280

(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 2026 and 30 June 2025.

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.

	PRINCIPAL PLACE OF BUSINESS/COUNTRY OF INCORPORATION	OWNERSHIP INTEREST 2026 %	2025 %
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	100.00
NUE Corporation Pty Ltd	Australia	100.00	100.00

NSWALC EMPLOYMENT AND TRAINING PTY LTD	2026 $000	2025 $000
Total assets	8,646	4,203
Total liabilities	(3,824)	(1,867)
Net assets	**4,822**	**2,336**
Total revenue	14,435	8,841
Total expenses	(11,948)	(7,643)
Total comprehensive gain/(loss)	**2,487**	**1,198**

Note 30. Interests in subsidiaries (cont.)

NSWALC HOUSING LTD	2026 $000	2025 $000
Total assets	3,506	5,182
Total liabilities	(2,129)	(3,863)
Net assets	**1,377**	**1,319**
Total revenue	10,669	10,243
Total expenses	(10,610)	(8,930)
Total comprehensive gain/(loss)	**59**	**1,313**

SEFA	2026 $000	2025 $000
Total assets	15,584	16,767
Total liabilities	(7,750)	(7,734)
Net assets	**7,834**	**9,033**
Total revenue	2,650	2,930
Total expenses	(3,780)	(2,862)
Total comprehensive gain	**(1,130)**	**68**

NUE CORPORATION PTY LTD	2026 $000	2025 $000
Total assets	2,621	767
Total liabilities	–	–
Net assets	**2,621**	**767**
Total revenue	1,854	769
Total expenses	–	(2)
Total comprehensive gain	**1,854**	**767**

ALC CLC PTY LTD	2026 $000	2025 $000
Total assets	106	100
Total liabilities	–	–
Net assets	**106**	**100**
Total revenue	6	101
Total expenses	–	(1)
Total comprehensive gain	**6**	**100**

Note 31. Commitments

	CONSOLIDATED		PARENT	
	2026 $000	2025 $000	2026 $000	2025 $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	54	67	54	67
	71	**84**	**71**	**84**
Committed at the reporting date and recognised as assets, receivable:				
Within one year	239	314	239	314
One to five years	161	210	161	210
	400	**524**	**400**	**524**

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 $6,500 (2025: $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 $36,000 (2025: $48,000) 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	
	2026 $000	2025 $000	2026 $000	2025 $000
Short-term employee benefits				
Salaries and superannuation	4,391	4,204	3,041	3,022
Non-monetary benefits*	251	244	205	203
	4,642	**4,448**	**3,246**	**3,225**

** The Council provided motor vehicles to KMPs and $205,000 is the total reportable car fringe benefits provided to KMPs (2025: $203,000).*

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 and 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 $38,400 excluding GST (2025: $42,000). 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	
	2026 $000	2025 $000	2026 $000	2025 $000
Audit services – the Audit Office of NSW				
Audit of the financial statements	262	248	262	248
Audit services – unrelated firms				
Audit of the financial statements	92	115	–	–

Note 35. Contingent assets and liabilities

As at 30 June 2026, 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 Commonwealth Government.

Note 36. Changes in liabilities arising from financing activities

	OTHER LOANS $000	LEASES $000	TOTAL $000
Consolidated			
Balance at 1 July 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
Acquisition of leases	–	2,099	2,099
Other changes	124	(2,325)	(2,201)
Balance at 30 June 2026	**7,433**	**3,665**	**11,098**
Parent			
Balance at 1 July 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
Acquisition of leases		1,248	1,248
Other changes		(1,688)	(1,688)
Balance at 30 June 2026		**2,860**	**2,860**

Note 37. Events after the reporting period

On 1 July 2026 NSWALC Employment and Training Ltd separated from the Council having passed a special resolution adopting a new Constitution. With effect from that date, the entity adopted a new name (Yilabara), a new Constitution, and a new membership structure under which all directors became members.

No other matter or circumstance has arisen since 30 June 2026 that has significantly affected, or may significantly affect 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

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 Statement of Comprehensive Income for the year ended 30 June 2026, the Statement of Financial Position as at 30 June 2026, the Statement of Changes in Equity and the Statement of Cash Flows for the year then ended, and notes to the financial statements, including a Material 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 unmodified 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 unmodified audit opinion.

Level 19, Darling Park Tower 2, 201 Sussex Street, Sydney NSW 2000
GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Other matter

The NSWALC's annual reporting information for the year ended 30 June 2026 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors of 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/apzlwn0y/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

27 October 2026
SYDNEY

Appendix

Other expenditure

Councillor travel expenditure

Table 24: Councillor domestic travel expenses in 2025–26.

	DIRECT TRAVEL EXPENSES			ACCOMMODATION & MEALS EXPENSES			
COUNCILLOR	REGIONAL $	FOR NSWALC $	TOTAL $	REGIONAL $	FOR NSWALC $	TOTAL $	TOTAL TRAVEL EXPENSES $
G Toomey	141	5,614	5,756	147	8,436	8,583	14,339
P Smith	44	0	44	4,207	554	4,761	4,805
M Davis	0	147	147	474	2,456	2,931	3,078
A Dennis	308	7,910	8,218	3,067	9,093	12,160	20,378
C Lynch	256	1,888	2,145	929	9,489	10,418	12,563
D Chapman	1,286	12,138	13,424	1,086	15,332	16,418	29,842
R Kelly	1,675	8,913	10,588	3,227	12,338	15,565	26,153
R Hampton	686	10,691	11,376	4,789	11,723	16,512	27,888
L Hampton	922	14,019	14,941	3,047	13,476	16,523	31,465
D Randall	215	7,661	7,876	2,132	10,923	13,055	20,931
Total	**5,534**	**68,962**	**74,515**	**23,106**	**93,820**	**116,926**	**191,442**

Table 25: Councillor international travel expenses in 2025–26.

DATE	COUNCILLOR	MEETING	LOCATION	TRAVEL COSTS $
19–28 January 2026	Chair Raymond Kelly	51st Session of the United Nations Human Rights Council's Universal Periodic Review (UPR) Working Group	Geneva, Switzerland	18,361
16–30 April 2026	Diane Randall Anne Dennis	25th Session of the UN Permanent Forum on Indigenous Issues (UNPFII)	New York, USA	64,534

Consultant fees

Table 26: Consultant expenditure in 2025–26.

Consultant expenditure $50,000+

CONSULTANT	PROJECT	$
Steady Ground T/as Free Folk Agency Pty Ltd	Consultant Service – Communications Strategy and Support	445,690
Mercer Consulting (Aust) Pty Ltd	Investment Consulting Services	367,727
Target State Consulting Pty Ltd	Development Services for Network	265,861
PM-Partners Group	CAPO Project Management Framework Review and Build	238,223
The Fulcrum Agency	Consultant service for NSWALC CRDP (Culturally Responsive Design Principles)	205,700
Ngalawa Nura	CAPO Closing the Gap – Aboriginal Housing Pilot	174,711
Troppo Architects	NSWALC CRDP for Lead Consultant/Architect	170,234
BC Strategy Pty Ltd	Aligning NSWALC's Resources to the Strategic Plan	155,200
Ernst & Young	Service for First Nations Certificate of Origin (FNCO) regulatory proposal engagement	144,978
Didgenet Pty Ltd	CAPO Project Management Services	137,300
Humana Consulting Pty Ltd	Aligning NSWALC's Resources to the Strategic Plan	105,000
Kowa Collaboration	CAPO PR1 SLP Project Monitoring and Evaluation	97,364
First Nations Economics	PR4 and Aboriginal Data Sovereignty – Evaluation and Final Report	94,000
Ethan Indigenous Pty Ltd	CAPO Agreed functionality, design, and implementation plan for the MVP	89,800
Jason Labresh	Aligning NSWALC's Resources to the Strategic Plan	88,200
BDO Services Pty Ltd	Preparing Financial Report 30 June 2025	65,058
Total number of projects $50,000+		**2,845,046**

Consultant expenditure <$50,000 (by service type and number of projects)

TYPE OF SERVICE	NUMBER OF PROJECTS	$
Strategy and policy – CAPO	19	280,160
Land and properties	31	166,368
Business improvement	2	6,886
Network development	1	2,480
Resource management	1	1,300
Total number of projects <$50,000	**54**	**457,194**
Total all consultant fees	**70**	**3,302,240**

Grant expenditure

MAJOR GRANTS

Table 27: Major grants (>$5,000 each) paid in 2025–26.

PAYEE	DESCRIPTION	$
NSWALC Community Fund Account	NSWALC share to ComFund account for levies received from Revenue NSW	1,354,390
NSW Social Housing Accelerator Fund (SHAF)	Grants for increasing Aboriginal Community Housing supply	8,069,261
NSWALC Community Connector Program	Aboriginal Community Connector	672,585
NUE Corporation Pty Ltd	NSWALC funding to NUE Corporation Pty Ltd	1,854,330
ALC CLC Pty Ltd	NSWALC funding to ALC CLC Pty Ltd	5,914
Deerubbin LALC	NSWALC Cumberland Plain Grant – project development payment	266,667
Discretionary (Scholarship)	NSWALC Education Scholarship Grant to assist in the education of Aboriginal Peoples in NSW	30,000
ACHIF Program	Aboriginal Community Housing Investment Fund Project	6,021
WAC Sports Pty Ltd	Statewide Sponsorship to support the 2025 NSW Aboriginal Rugby League Knockout	120,000
Mudyala Aboriginal Corporation	Statewide Sponsorship to support the 2025 Elders Olympics	50,000
Tamworth LALC	Statewide Sponsorship to support the 2025 Tamworth Aboriginal Cultural Showcase	30,000
Twofold Aboriginal Corporation	Regional Event Grant to support the 2025 Giiyong Festival	10,000
Moogahlin Performing Arts Incorporated	Regional Event Grant to support the 2026 Baiame's Ngunnhu Festival	10,000
Boomerang Meeting Place	Regional Event Grant to support the 2025 Barlings Beach Cultural Event	10,000
Northern United Rugby League Football Club Inc	Regional Event Grant to support the 2025 Lismore Northern United Rugby League KO	10,000
Yuluwirri Maayirr Rural Education Through Art Indigenous Corporation	Regional Event Grant to support the 2025 Gamilaraay Spirit Festival Event	9,000
Wellington LALC	Regional Event Grant to support the 2026 Strong in Culture, Loud in Beats Event	9,000
Casino/Boolangle LALC	Regional Event Grant to support the 2025 Kangaroo Festival Regional Event	9,000
Bathurst LALC	Regional Event Grant to support the 2025 Winter on the Wambuul Cultural Event	8,000
Total major grants		**12,534,167**

MINOR GRANTS

Table 28: Minor grants (<$5,000 each) paid in 2025–26.

PAYEE	DESCRIPTION	$
Funeral Grants	Funeral grants – Member 65, Non-member 581	833,649
Discretionary (Councillors)	Various – 164 grants	87,559
Koori Kids Pty Limited	Regional Event Grant to support the 2025 NAIDOC Schools Initiatives	5,000
Awabakal Ltd	Regional Event Grant to support the 2025 NAIDOC Family Fun Day Event	5,000
Mogo LALC	Regional Event Grant to support the 2025 Mogodha NAIDOC Big Day Out	5,000
Werin Aboriginal Corporation	Regional Event Grant to support the 2025 Port Macquarie/Hastings community weeklong NAIDOC Event	5,000
Barwon United Football Club	Regional Event Grant to support the 2026 Barwon United Swans RLFC KO Event	5,000
Country King Browns RLFC	Regional Event Grant to support the 2025 Wahluu Rugby League KO Event	5,000
Colly Connected Indigenous Corporation	Regional Event Grant to support the 2026 Collarenebri Cultural Sports Day Event	5,000
Eden LALC	Regional Event Grant to support the 2025 The next generation Jigamy NAIDOC schools cultural experience	5,000
Moree LALC	Regional Event Grant to support the 2026 NSW Aboriginal Bowls Carnival	5,000
Blacktown Red Belly Warriors	Regional Event Grant to support the 2025 Blacktown Red Belly Warriors in the Koori KO	
Diz Footprints Aboriginal Learning Centre	Regional Event Grant to support the 2025 Greater Western Sydney Aboriginal Golf Championship Event	5,000
Total minor grants		**976,208**

Table 29: Summary of total grants in 2025–26.

CATEGORY	NUMBER OF INDIVIDUAL PAID UNITS	$
NSWACL SHAF ACHP Program	68	8,069,261
NUE Corporation Pty Ltd	1	1,854,330
NSWALC Community Fund Account	22	1,354,390
Funeral Grants	581	833,649
NSWALC Community Connector Program	11	672,585
NSWALC Cumberland Plain Grant	1	266,667
Statewide Sponsorships	3	200,000
Regional Event Grants	19	130,000
Discretionary grants	166	117,559
ACHIF Program	1	6,021
ALC CLC Pty Ltd	1	5,914
Total all grants paid	**874**	**13,510,375**



New South Wales
Aboriginal Land Council