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## *Chairperson's Statement*

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This document outlines the New South Wales Aboriginal Land Council vision and strategic priorities for the period 2013 to 2017.

The release of the plan coincides with the 30th anniversary of the introduction of the Aboriginal Land Rights Act 1983 in NSW. We seek to build on the achievements of the past in continuing to work for social equality, economic independence and justice for Aboriginal communities.

In acknowledgement of the Council's role as the custodian of the long and continuing journey of land rights and the land rights network in NSW, we have set out a long term vision for NSWALC over the next 25 years. In particular, we envisage that the Council and the land rights network will be thriving by becoming highly prosperous and self-sufficient while remaining culturally strong, well governed and democratically accountable to our people.

The document sets out five strategic priorities and a number of specific goals in each strategy area which NSWALC will be focusing on over the next five years. The goals outline the particular outcomes or achievements the Council is seeking to attain over the life of the plan. These strategic priorities and goals are expected to be in place throughout the period and changes would only be made by Council following a formal process.

As the peak Aboriginal organisation in NSW, NSWALC is committed to working with all our stakeholders in the community in order to deliver a range of social, cultural and economic outcomes for Aboriginal communities. The new Strategic Plan is our means of achieving those aims.



Stephen Ryan  
*Chairperson*  
NSWALC

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## ***Chief Executive Officer's Statement***

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The new Strategic Plan for NSWALC sets out the strategic priority areas and goals for the organisation over the next five years.

This clearly articulates the priority areas for corporate attention and identifies a range of actions with key performance indicators required to implement the initiatives.

The Strategic Plan is the parent plan from which all the other levels of planning will draw. Business unit plans will clearly articulate the actions required to implement the goals, with reports on performance and progress to be provided periodically.

In working to secure a sustainable and equitable future for Aboriginal communities, there is a strong collaboration between the elected Board, the Local Aboriginal Land Councils and our respective staff. This continued cooperation will be essential in meeting the NSWALC priorities and requirements over the term of the new plan.

NSWALC seeks to deliver a range of social, economic and cultural outcomes against the priority areas in the plan. Successful implementation of the plan will ensure that Aboriginal communities in NSW achieve and maintain social, economic and cultural rights within a framework of good governance and accountability.



A handwritten signature in black ink, appearing to read 'G. Scott', written in a cursive style.

Geoff Scott  
*Chief Executive Officer*  
NSWALC

This is the New South Wales Aboriginal Land Council's (the Council) Strategic Plan for 2013 to 2017 (the Strategic Plan). The Strategic Plan replaces NSWALC's current Corporate Plan and serves as NSWALC's new Community, Land and Business Plan for the purposes of Part 7, Division 5 of the *Aboriginal Land Rights Act 1983* (NSW) (the Act).

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## **1.1 The Purposes of the Act and Objects of the Council**

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The Strategic Plan has been developed to reflect the purposes of the Act and the objects of the Council.

*The purposes of the Act as set out in Section 3 are:*

- (a) to provide land rights for Aboriginal persons in New South Wales
- (b) to provide for representative Aboriginal Land Councils in New South Wales
- (c) to vest land in those Councils
- (d) to provide for the acquisition of land, and the management of land and other assets and investments, by or for those Councils and the allocation of funds to and by those Councils
- (e) to provide for the provision of community benefit schemes by or on behalf of those Councils.

*Under Section 105 of the Act the objects of the Council are:*

- (a) to improve, protect and foster the best interests of Aboriginal persons within New South Wales, and
- (b) to relieve poverty, sickness, suffering, distress, misfortune, destitution and helplessness of Aboriginal persons within New South Wales.

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## **1.2 The Functions of the NSWALC**

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The Strategic Plan has also taken into consideration the functions of the Council as set out in Section 106 of the Act, which include:

- (a) Land Acquisition
- (b) Oversight of Local Aboriginal Land Councils
- (c) Policy and Advice
- (d) Administration of Statutory Accounts
- (e) Native Title
- (f) Aboriginal Culture and Heritage
- (g) Financial Stewardship

1.3 The Role of the Strategic Plan

The Strategic Plan is the parent plan from which all other levels of planning within the Council will draw. The Strategic Plan sets out the Strategic Priorities, Goals and Actions for the Council to pursue during the 2013 to 2017 period. The following diagram indicates the hierarchy of planning that the Council will work to during this strategic planning period:



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## 1.4 Supporting Plans and Tools

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There are a number of supporting plans and tools that will guide and support the implementation of the Strategic Plan. These supporting plans and tools will be developed as part of the Transition Strategy, which will commence once the Council has formally approved the Strategic Plan.

*These include:*

- A Transition Strategy (to support the positioning of the Council to implement the Strategic Plan);
- Business Unit Action Plans (to detail how the actions called for by the Strategic Plan will be delivered). The Action Plans will address:
  - o Which Strategic Priority and Goal each Action will support the achievement of;
  - o Which Business Unit will be responsible for each Action;
  - o The identification of any critical relationships between Actions;
  - o The estimated timing of each Action;
  - o The estimated financial, human and other resources required to deliver and support each Action;
  - o The primary risks associated with each Action and strategies for how these risks are to be managed; and
  - o The Key Performance Indicators for each action, and how these will be measured and reported;
- Revised Position Descriptions to align the roles and responsibilities of the Council's officers with the Strategic Plan;
- A Forecast Global Budget for the Strategic Plan;
- A Balanced Scorecard (for consistently and regularly monitoring and reporting on the Council's performance of the Strategic Plan); and
- A Stakeholder Engagement and Communications Strategy (to guide and support the interactions between NSWALC and its internal / external stakeholders around the implementation of the Strategic Plan)

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## 1.5 The Structure of the Strategic Plan

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*The Strategic Plan has the following elements:*

- A Long Term Vision and the Mission Statement for 2013 to 2017 (see Section 2);
- Strategic Priorities, Goals and Actions (see Section 3);
- Schedules that provide the particulars of the assets and liabilities of the Council as required by Section 137B(1)(g) of the Act, and matters in relation to land as required by Section 137B(2) of the Act (see the Appendix).



## 2 - The Long Term Vision & the Mission Statement for 2013 to 2017

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### 2.1 *Brief History of Land Rights in NSW and the Land Rights Network*

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The Aboriginal Land Rights Act 1983 (NSW) (ALRA) was enacted in recognition of the on-going effects of the dispossession of Aboriginal people in New South Wales. The necessity to provide Aboriginal people with economic independence as well as providing compensation for past injustice was at the forefront of the policy underlying its enactment.

The ALRA was established following a Parliamentary inquiry into land rights in NSW by the Legislative Assembly Select Committee upon Aborigines and release of a Government Green Paper which proposed a scheme for land claims.

The ALRA established a scheme embodying the principles of self-determination and compensation. It did so by providing mechanisms to make claims to limited classes of Crown land, and by providing a fund to support economic development, the purchase of land on the open market and self-determination through a network of representative land councils. The Statutory Investment Fund was established and resourced with an amount equal to 7.5 per cent of land tax a year for a period of fifteen years.

For nearly thirty years the NSW Aboriginal Land Council has nurtured the Fund on behalf of the Aboriginal people of New South Wales. All government contributions to the Fund ceased nearly 15 years ago. During the thirty years, the NSW Aboriginal Land Council has managed to grow the capital while at the same time funding its own operations and those of a network of up to 120 other Aboriginal Land Councils from a proportion of the earnings.

### 2.2 *Long Term Vision*

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In acknowledgement of the Council's role as the custodian of the long and continuing journey of land rights and the land rights network in NSW, the current Council has developed a long term vision.

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Over the next 25 years, the Council and the land rights network will be thriving by becoming highly prosperous and self-sufficient while remaining culturally strong, well governed and democratically accountable to our people.

We will have fostered a deep spirit of intergenerational custodianship of our land and our people.

We will have developed the economic independence and social equality of our people.

We will have provided leadership for the strengthening of our culture, identity and languages.

We will have achieved this through working together in unity as the Aboriginal people of NSW, and through reconciled, friendly, reciprocal relationships and partnerships with other peoples of NSW, Australia and the world.

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## 2 - *The Long Term Vision & the Mission Statement for 2013 to 2017*

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### **2.3 *The Mission Statement for the 2013 to 2017 Strategic Plan***

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The Mission Statement for 2013 to 2017 sets out the role of the Strategic Plan in delivering our Long Term Vision for the Council and the land rights network.

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Towards our Long Term Vision, during the next 5 years the Council and the land rights network will realise and harness the potential of our land and our people so we can strengthen our ground and increase our momentum.

We will work respectfully with and through our land, our people, our culture and with others towards achieving and maintaining the spiritual, social, cultural and economic rights and aspirations of our people while ensuring that we remain well governed and accountable to ourselves and others.

We will keep ourselves and our people informed about, involved in and inspired by our progress.

Our work will stoke the fire of our people's belief in and commitment to the land rights network, healing and strengthening our spirit so that we may safely hand across the dreams of our ancestors to future custodians.

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# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

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## 3.1 Guidance

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*The Strategic Plan consists of Strategic Priorities, Goals and Actions.*

### *Strategic Priorities*

The five Strategic Priorities represent the five themes that the Council wishes to focus on during the life of the plan. The Council emphasises that the five Strategic Priorities are all of equal importance, and that it looks forward to seeing work being undertaken within all of these priorities at the same time.

### *Goals*

The Goals represent the specific outcomes that the Council wishes to achieve within each Strategic Priority during the life of the plan.

### *Actions*

There are a number of recommended Actions to take towards the achievement of each Goal. The recommended Actions include suggested Lead Responsibility, Timing and Key Performance Indicators. Respecting and working within the limits of our resources, not all Actions need to be undertaken at the same time. However, they should all be attempted during the life of the plan.

### *Changes to the Strategic Plan*

The Strategic Priorities and Goals are expected to be in place for the life of the plan. Changes to the Strategic Priorities and Goals would only be made by Council following a formal process for changing the plan. The recommended Actions for each Goal may be varied subject to available resources and changing circumstances. That is, from time to time, better or alternative actions for achieving a Goal may emerge. If Actions are changed, Lead Responsibility, Timing and Key Performance Indicators should also be reviewed and changed where necessary.

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.2 Overview of Strategic Priorities and Goals

NSW Aboriginal Land Council Strategic Plan 2013 – 2017: Strategic Priorities & Goals					
Strategic Priorities	1. Securing & Managing Our Land	2. Improving Our Governance & Sustainability	3. Driving Our Economic Development	4. Supporting Our People	5. Protecting & Promoting Our Culture, Heritage & the Environment
Goals	<p>1.1 Increase the amount of land in Aboriginal ownership, control &amp; management</p> <p>1.2 Support the good management of land</p> <p>1.3 Generate a better awareness amongst Aboriginal people of the relative benefits of land rights and native title in NSW</p> <p>1.4 Track and measure the amount of network land being used or proposed to be used for economic, social, and / or cultural purposes</p>	<p>2.1 Develop the strategic decision-making capabilities of the Council and the land rights network</p> <p>2.2 Maintain and enhance the financial and political sustainability of NSWALC and the land rights network</p> <p>2.3 Implement efficient and effective business management systems and services and continually improve these</p>	<p>3.1 Activate our Economic Development Advisory Committee and develop an Economic Development Strategy</p> <p>3.2 Develop regional industry strategies for the land rights network</p> <p>3.3 Develop the economic development and business management capabilities of LALCs</p>	<p>4.1 Support the development &amp; maintenance of sustainable Community Benefit Schemes</p> <p>4.2 Continue to act as a peak advocate for Aboriginal people, rights and issues in NSW</p> <p>4.3 Continue to monitor and review the effectiveness of our housing &amp; infrastructure strategies</p> <p>4.4 Help to facilitate the development of Aboriginal healing processes</p>	<p>5.1 Establish and implement a culture, heritage and the environment protection and promotion policy for the land rights network</p> <p>5.2 Pursue the implementation of separate Aboriginal culture &amp; heritage legislation in NSW</p>

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 1 Securing & Managing Our Land

*The first strategic priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW*

#### Goal 1.1 Increase the amount of land in Aboriginal ownership, control & management

*Recognising that land remains central to the generation of benefit now and into the future for the Aboriginal people of NSW, this goal continues the ongoing effort to bring land under Aboriginal ownership, control and / or management. The goal encourages the Council and the land rights network to approach this effort strategically.*

Actions	KPI
Action 1.1.1 Work constructively with the NSW Government to determine outstanding land claims	Demonstrable year on year reduction in the land claim back log
Action 1.1.2 Support the making of more strategic new land claims	Policy for strategic land claiming established Training & support in strategic land claiming being delivered
Action 1.1.3 Track the increase in the number of strategic land claims lodged	Strategic land claims identified & mapped Number of strategic land claims lodged
Action 1.1.4 Continue to review all land claim refusals and run appeals when necessary to defend strategic claims	Regular review of and reporting on status of strategic land claims
Action 1.1.5 Facilitate increased investment in commercial property	Policy for investment in commercial property established Demonstrable year on year increase in commercial property investments
Action 1.1.6 Pursue the joint management of national parks	Strategy for pursuing the joint management of national parks established Regular progress reporting
Action 1.1.7 Facilitate options for NSWALC and LALCs to partner with other 3rd parties for the management and use of land	Policy for 3 <sup>rd</sup> party partnering in the management and use of land established Regular monitoring of and reporting on 3rd party management and use agreements
Action 1.1.8 Establish an Aboriginal Land Survey Enterprise to survey land claim boundaries	Strategy for establishing the enterprise completed Enterprise established

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 1 Securing & Managing Our Land

*The first strategic priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW*

#### Goal 1.2 Support the good management of land

*Recognising that land managed well delivers greater benefit to Aboriginal people, this goal directs good land management support to the land rights network*

Actions	KPI
<p>Action 1.2.1 Upgrade &amp; facilitate the use of the land database and mapping tools to provide information to support the good management of land</p>	<p>Land database &amp; mapping tools reviewed &amp; upgraded</p> <p>Training in the use of the land database &amp; mapping tool provided</p>
<p>Action 1.2.2 Guide the classification and mapping of land according to current and proposed economic, social and cultural land uses</p>	<p>Policy for the classification of land established</p> <p>Land database &amp; mapping tool adapted to support classification</p>
<p>Action 1.2.3 Develop &amp; facilitate the provision of legal assistance to LALCs to support the good management of land, including, when necessary, the rezoning of land into favourable local government land use zonings</p>	<p>Policy on required areas of legal assistance for good land management established</p> <p>Regular monitoring of &amp; reporting on assistance given</p>
<p>Action 1.2.4 Develop &amp; facilitate training in the good management of land for the NSWALC and LALCs</p>	<p>Policy on good land management practices established</p> <p>Training in good land management practices being provided</p>

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 1 Securing & Managing Our Land

*The first strategic priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW*

#### Goal 1.3 Generate a better awareness amongst Aboriginal people of the relative benefits of land rights and native title in NSW

*Recognising that there are different benefits arising from land rights and native title forms of land tenure, this goal supports the generation of a better awareness of the relative benefits so that these benefits can be leveraged to maximise outcomes for Aboriginal people in NSW*

Actions	KPI
Action 1.3.1 Establish a NSWALC policy regarding the relative benefits of land rights & native title, including how best to leverage these benefits	Policy established
Action 1.3.2 Work with NTS Corp to review the existing MOU between NSWALC and NTS Corp so that it supports the leveraging of the relative benefits of land rights & native title	MOU reviewed
Action 1.3.3 Produce a 'Beginners Guide' to Land Rights & Native Title in NSW	Guide established
Action 1.3.4 Facilitate training across the land rights network in the relationship between land rights and native title	Training being provided

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 1 Securing & Managing Our Land

*The first strategic priority of the Council and the land rights network is to continue to secure and manage land for the benefit of Aboriginal people in NSW*

#### **Goal 1.4 Track and measure the amount of network land being used or proposed to be used for economic, social, and / or cultural\* purposes**

*Recognising the need for a clear means of monitoring and reporting economic, social and cultural activity across the land rights network, this goal facilitates the establishment of a system for tracking and measuring current and proposed economic, social and cultural land use across the network*

Actions	KPI
Action 1.4.1 Establish land use definitions and a process to classify network land according to whether it is being used or proposed to be used for economic, social and / or cultural purposes	
Action 1.4.2 Encourage and support the land rights network to classify land according to current and proposed use for economic, social and / or cultural purposes	<p>Land classification program established</p> <p>Land classification program being implemented</p> <p>Regular monitoring and reporting to Council on the amount of network land classified as current and proposed use for economic, social and cultural purposes</p>

\* For this goal, the term 'cultural purpose' includes heritage and environmental purposes



# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 2 Improving Our Governance & Sustainability

*The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy*

#### Goal 2.1 Develop the strategic decision-making capabilities of the Council and the land rights network

*Recognising that good strategic decision-making is a hallmark of good governance, this goal supports the development of strategic decision-making capabilities across the land rights network*

Actions	KPI
Action 2.1.1 Guided by the new strategic plan, review the existing NSWALC corporate committee structure to improve its effectiveness	Review completed
Action 2.1.2 Establish an ongoing strategic planning cycle to support the active and regular implementation, monitoring and review of the strategic plan, including the development, implementation, monitoring and review of Business Unit Action Plans	Strategic Plan implementation, monitoring & review cycle established  Regular reporting to Council on the performance of the Strategic Plan in place
Action 2.1.3 Finalise and implement a Balanced Scorecard to track and report on the governance performance of NSWALC, including the alignment and integration of all internal reporting	Strategic Plan and Balanced Scorecard aligned, and Balanced Scorecard finalised  Balanced Scorecard in use during regular reporting to Council
Action 2.1.4 Continue corporate governance / professional development training for NSWALC staff, including strategic decision-making	Identify employee talent and use their skills to train other staff through mutual training process  Training Needs analysis and provide appropriate training and monitor training through performance management system
Action 2.1.5 Continue mandatory governance training for LALCs and regularly monitor & review its effectiveness	Delivery of online governance training to newly elected LALC Board members  Regular monitoring of and reporting to Council on the effectiveness of mandatory governance training for LALCs
Action 2.1.6 Design and deliver additional governance training modules for LALCs to further develop strategic decision-making capabilities	Review / revise the delivery of online governance training format and develop / implement new training modules
Action 2.1.7 Upgrade the intranet & other online tools to support the better capturing and accessing of information about governance, and support the use of these through training	Upgrade completed  Training being provided

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 2 Improving Our Governance & Sustainability

*The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy*

**Goal 2.2 Maintain and enhance the financial and political sustainability of NSWALC and the land rights network**  
*Recognising that the Council and the land rights network depends upon sound financial management & effective political relationships, this goal pursues measures to maintain & enhance financial and political sustainability*

Actions	KPI
Action 2.2.1 Ensure compliance with Section 150 of the Act through a clear commitment to the Council's drawdown rule	<p>Annual budget set in line with the drawdown rule</p> <p>Alternative sources of income clearly defined and estimated for any expenditure beyond the drawdown limit</p>
Action 2.2.2 Continue to work with the land rights network to develop and implement measures that improve the financial sustainability of the land rights network	<p>Further engagement with LALCs on the development &amp; implementation of financial sustainability measures</p> <p>Financial sustainability measures policy adopted</p> <p>Regular monitoring of and reporting to Council on the uptake of financial sustainability measures across the network</p>
Action 2.2.3 Develop & implement a Stakeholder Engagement Strategy to guide the management of the NSWALC's political relationships	<p>Stakeholder Engagement Strategy established</p> <p>Regular monitoring of and reporting to Council on the implementation and performance of the Stakeholder Engagement Strategy</p>

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 2 Improving Our Governance & Sustainability

*The second strategic priority of the Council is to continue to improve the governance of the land rights network, including its financial and political sustainability, to ensure its long term viability & legitimacy*

#### Goal 2.3 Implement efficient & effective business management systems & services and continually improve these

*Recognising the importance of the sound day to day management of the Council, this goal supports the continued implementation of efficient & effective business / management systems & services and the continual improvement of these*

Actions	KPI
Action 2.3.1 Maintain the efficient and effective operation of the organisation and ensure the implementation of decisions of the Council	Regular monitoring of and reporting to Council on the efficient and effective operation of the organisation and the implementation of Council decisions
Action 2.3.2 Review the Organisational Establishment structure to ensure staffing resources are aligned to deliver the strategic priorities	Provide monthly updates to Management with effective changes  Seek Executive approval for all structural changes to ensure compliance  Half yearly revision and presentation to Council of organisational structure
Action 2.3.3 Identify strategies to improve service delivery of HR&T functions	Implement revised module of payroll system in accord with Business User Needs  Coordinate, monitor and report delivery and compliance of WH&S strategies  Review and maintain full-suite of Human Resources and Workplace Policies and procedures
Action 2.3.4 Review employee benefits, remuneration levels, conditions of employment and implement approved employment actions	Revise remuneration levels in line with Senior Manager Salary Framework (SMSF)  Renegotiate 2013-2016 Enterprise Agreement  Advertise vacant positions, issue letters of offer & prepare contracts
Action 2.3.5 Continue to develop and implement sound risk management and legal compliance systems and processes	Risk management and legal compliance systems and processes in operation  Regular monitoring of and reporting to Council on compliance and risk

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 3 Driving Our Economic Development

*The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence*

**Goal 3.1 Activate our Economic Development Advisory Committee and develop an Economic Development Strategy**  
*Recognising the need for sound knowledge, strong leadership and clear guidance in the pursuit of economic development, this goal establishes a mechanism and a strategy for the Council's involvement in driving economic development*

	Actions	KPI
Action 3.1.1	Review the composition of and terms of reference for the Economic Development Advisory Committee to support the delivery of this strategic priority	Review completed
Action 3.1.2	Establish & implement an Economic Development Strategy, including a clear definition of what economic development means for the purposes of the land rights network	Economic development strategy established  Regular monitoring of and reporting to Council on the performance of the economic development strategy

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 3 Driving Our Economic Development

*The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence*

#### **Goal 3.2 Develop regional industry strategies for the land rights network**

*Recognising the need for a strategic approach to engaging in industry, this goal facilitates the development of regional industry strategies that will provide knowledge and guidance to the Council and the land rights network for identifying and taking up industry-specific opportunities*

	Actions	KPI
Action 3.2.1	Establish an industry strategy policy that provides guidance about how regional industry strategies should be developed, what they should include and how they should be implemented	Industry strategy policy established
Action 3.2.2	Develop & implement regional industry strategies	Regional industry strategies developed  Regular monitoring of & reporting to Council on the implementation & performance of industry strategies

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 3 Driving Our Economic Development

*The third strategic priority of the Council is to drive economic development across the land rights network to support the Aboriginal people of NSW to achieve greater economic independence*

#### **Goal 3.3 Develop the economic development and business management capabilities of LALCs**

*Recognising the important role of LALCs in pursuing local and regional economic development, and the growing interest in establishing local and regional enterprises, this goal supports the development of the economic development and business management capabilities of LALCs*

Actions	KPI
Action 3.3.1 Facilitate training across the network in economic development and business management, including business innovation, entrepreneurship and risk management	Economic development and business management training program established  Training being provided
Action 3.3.2 Facilitate LALC to LALC mentoring in economic development and business management	Program for facilitating LALC to LALC mentoring is established  Regular monitoring of and reporting to Council on the implementation and performance of LALC to LALC mentoring
Action 3.3.3 Facilitate the use of industry mentors to support LALC enterprises in particular industries	Panel of industry mentors established  Program for facilitating industry mentoring established  Regular monitoring of and reporting to Council on the implementation and performance of industry mentoring

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 4 Supporting Our People

*The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people*

#### **Goal 4.1 Support the development & maintenance of sustainable Community Benefit Schemes (CBSs)**

*Recognising that CBSs are the primary mechanism for delivering benefits that address the social development of our people, this goal facilitates the development and maintenance of CBSs while ensuring their appropriateness and sustainability*

	Actions	KPI
Action 4.1.1	Develop and implement an overarching policy for CBSs across the land rights network to ensure consistency of approach across different schemes, including requirements for risk management	Policy developed Policy being implemented
Action 4.1.2	Regularly conduct a social needs / gaps analysis, identify higher priority needs and continue to monitor and review existing and future CBSs of the Council to ensure ongoing appropriateness to need	Social needs / gaps analysis program established Regular reporting to Council on the ongoing appropriateness of CBSs
Action 4.1.3	Proactively and sustainably manage existing and any future CBSs that the Council operates	Regular monitoring of and reporting to Council on the performance of the Council's CBSs

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 4 Supporting Our People

*The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people*

#### **Goal 4.2 Continue to act as a peak advocate for Aboriginal people, rights and issues in NSW**

*Recognising the Council's unique position for representing the interests of the Aboriginal people of NSW, this goal articulates the Council's continuing role as a peak advocate*

Actions	KPI
Action 4.2.1 Define the Council's advocacy role for the purposes of the land rights network, including the identification of the interest groups our advocacy supports	Policy defining the Council's peak advocacy role is established
Action 4.2.2 Shape, monitor & provide advice on government & non-government policy development & research initiatives that may impact on the interest groups our advocacy supports	Regular monitoring of and reporting to Council on the performance and impact of the Council's peak advocacy role
Action 4.2.3 Develop a youth engagement strategy and implement via social and other media to support advocacy for youth issues	A strategy is established  The media platform for the strategy is developed  Regular monitoring of and reporting to Council on the implementation of the youth engagement strategy
Action 4.2.4 Continue to monitor and advise on key issues affecting the fundamental human rights of the Aboriginal people of NSW, particularly those as defined by the UN Declaration on the Rights of Indigenous Peoples	Regular monitoring of and reporting to Council on key issues affecting the fundamental human rights of Aboriginal people of NSW
Action 4.2.5 Continue to represent the Council on key state and national forums that may influence or relate to the strategic priorities of the Council and other issues facing the land rights network	Regular monitoring of and reporting to Council on the identification of and attendance at key state and national forums
Action 4.2.6 Maintain and clearly communicate the outcomes of the use of Council's speaking rights at international forums	Regular monitoring of and reporting to Council and the land rights network on the status of and the outcomes of the use of Council's speaking rights at international forums



# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 4 Supporting Our People

*The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people*

#### **Goal 4.3 Continue to monitor and review the effectiveness of our housing & infrastructure strategies**

*Recognising the need to continue efforts to sustainably address housing & infrastructure ownership, control and management issues facing the land rights network, this goal promotes the ongoing monitoring and review of the Council's housing & infrastructure strategies*

	Actions	KPI
Action 4.3.1	Regularly review AHO head leasing & PARS outcomes to identify how housing & infrastructure ownership, control & management may continue to be an issue for the land rights network	Regular reviews are completed and the outcomes are reported to Council
Action 4.3.2	Review the existing housing strategies in NSW to define any remaining shortfalls in SHAPE and how to address these	Regular reviews are completed and the outcomes are reported to Council
Action 4.3.3	Based on the outcomes of the reviews, take up recommendations for changing and improving the Council's housing and infrastructure strategies	Regular monitoring of & reporting to Council on recommended changes and improvements to housing and infrastructure strategies

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 4 Supporting Our People

*The fourth strategic priority of the Council is to continue to ensure that benefits derived from the land rights network continue to support the social needs of our people*

#### **Goal 4.4 Help to facilitate the development of Aboriginal healing processes**

*Recognising that the Aboriginal people of NSW are calling for better and more holistic support for healing, this goal facilitates the Council's consideration of and involvement in the development of Aboriginal healing processes*

	<b>Actions</b>	<b>KPI</b>
Action 4.4.1	Research the needs of the land rights network in relation to healing to help to define NSWALC's role and to inform further action	Research paper completed and presented to Council for consideration and advice
Action 4.4.2	Working with relevant agency partners and existing programs, help to facilitate a roundtable to develop a NSW Aboriginal Healing Strategy	Roundtable established Strategy established
Action 4.4.3	Where appropriate, support the use of network land for healing processes	Policy on supporting the use of network land for healing purposes is established
Action 4.4.4	Monitor & provide advice on government & non-government healing policies, processes & practices that may impact on Aboriginal people	Regular reporting to Council on government and non-government healing policies, processes and practices

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

*The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations*

#### Goal 5.1 Establish and implement a culture, heritage and the environment protection and promotion policy for the land rights network

*Recognising the need for strong leadership and clear guidance, this goal facilitates the development of a robust policy for protecting and promoting Aboriginal culture, heritage and the environment*

Actions	KPI
Action 5.1.1 Develop statements that clearly articulate the Council's position on culture, heritage and the environment (including natural resources)	Position statements are established and published
Action 5.1.2 Continue to conduct evidence-based research to support the Council's positions on culture, heritage and the environment	Research program is established Regular promotion of research outcomes is undertaken
Action 5.1.3 Continue to shape, monitor and provide advice on key issues, government & non-government policies and research that are affecting culture, heritage and the environment across the land rights network	Regular monitoring of and reporting to Council on key issues that are affecting culture, heritage and the environment
Action 5.1.4 Maintain a close working relationship with the Registrar, the NTS Corp and other NGOs around culture, heritage and the environment	Relationships are actively maintained and regular monitoring of and reporting to Council on the effectiveness of them is undertaken
Action 5.1.5 Develop public awareness campaigns promoting the Council's culture, heritage and the environment policies & research to build greater public knowledge and understanding	Campaigns are established Intermittent surveys are conducted to check the effectiveness of the campaigns
Action 5.1.6 Liaise with relevant government, non-government and private landowners about the possible granting of access to non-claimable land for cultural purposes	Regular monitoring of and reporting to Council on liaisons with relevant government departments and the success of these

# 3 - Strategic Priorities, Goals and Actions for 2013 to 2017

## 3.3 Strategic Priorities, Goals and Actions

### Strategic Priority 5 Protecting & Promoting Our Culture, Heritage & the Environment

*The fifth strategic priority of the Council is to protect and promote Aboriginal culture, heritage and the environment for the benefit of present and future generations*

#### Goal 5.2 Pursue the implementation of separate Aboriginal culture & heritage legislation in NSW

*Recognising the urgent need for stronger legal protection of and a greater degree of Aboriginal control over the protection of Aboriginal culture and heritage, this goal supports the pursuit of separate Aboriginal culture and heritage legislation in NSW*

Actions	KPI
Action 5.2.1 Develop and publish statements that clearly articulate the Council's position on the reform of Aboriginal culture & heritage protection	Position statements are established and published
Action 5.2.2 Continue to undertake political and industry lobbying to promote this goal	Regular monitoring of and reporting to Council on lobbying activities and the effectiveness of these
Action 5.2.3 Conduct a public awareness campaign to raise public awareness and understanding of the importance of separate Aboriginal culture and heritage legislation	Campaign is established  Intermittent surveys are conducted to check the effectiveness of the campaign
Action 5.2.4 Once established, regularly monitor & review the effectiveness of separate Aboriginal culture and heritage legislation	Regular monitoring of and reporting to Council on the effectiveness of separate Aboriginal culture and heritage legislation

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**Schedule 1 – Statement of the Particulars of the Assets and Liabilities of the Council**


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NEW SOUTH WALES ABORIGINAL LAND COUNCIL	
<b>Statement of Financial Position</b>	
As at 30 June 2012	2012
<b>ASSETS</b>	<b>\$'000</b>
<b>Current Assets</b>	
Cash and Cash Equivalents	7,572
Receivables	864
Biological Assets	356
Financial Assets at Fair Value	531,192
Hedge Instrument Assets	35,199
Other Assets	449
<b>Total Current Assets</b>	<b>575,632</b>
<b>Non-Current Assets</b>	
Receivables	1,441
Other Financial Assets	377
Property, Plant and Equipment	45,030
Intangible Assets	568
Artefacts	634
<b>Total Non-Current Assets</b>	<b>48,050</b>
<b>Total Assets</b>	<b>623,682</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
Payables	4,324
Hedge Instrument Liabilities	33,948
Provisions	2,012
Grants received in advance	2,931
<b>Total Current Liabilities</b>	<b>43,216</b>
<b>NON CURRENT LIABILITIES</b>	
Provisions	428
<b>Total Non-Current Liabilities</b>	<b>428</b>
<b>Total Liabilities</b>	<b>43,644</b>
<b>Net Assets</b>	<b>580,039</b>
<b>EQUITY</b>	
Reserves	20,216
Accumulated Funds	559,823
<b>Total Equity</b>	<b>580,039</b>







New South Wales  
Aboriginal Land Council