

Appendix 1 – MLALC Community Land and Business Plan

DRAFT MLALC CLBP 2021-2025 Approved MLALC Board 18/11/21

Metro LALC's new CLBP focuses on five key goals. Four goals correspond to the subjects set out in section 83 of the *Aboriginal Land Rights Act 1983*, and the remaining goal relates to financing the CLBP.

1. To secure short to medium term financing for implementing the objectives and strategies in this CLBP;
2. To facilitate the healing and enhance the social wellbeing and participation of our community;
3. To promote, protect, and celebrate Aboriginal values, our culture and our heritage;
4. To ensure the prosperity of our community through the effective management of our land and other assets; and
5. To develop new businesses and grow our existing businesses while prudently managing our investments.

For each goal, we have identified objectives that detail our vision for achieving that goal, and strategies for achieving those objectives. Each objective have been assigned a priority corresponding to the expected timeframe for commencing the implementation of the strategy, as follows:

Priority level	Timeframe for commencing strategy
High	Immediate
Medium	1-2 years
Low	3-4 years

Each priority level has been assigned based on:

1. the urgency of need (as determined through consultation with our members);
2. the complexity and cost of the strategy (i.e. easier and cheaper "low hanging fruit" have been prioritised); and
3. projected availability of resourcing.

Strategies that involve continuing activities that Metro LALC already undertakes have been assigned high priority.

Goal 1: To secure short to medium term financing for implementing the objectives and strategies in this CLBP

	Objective	Strategies	Priority
1	Implement sound financial stewardship and governance	<ul style="list-style-type: none"> • Develop a financial plan in which the board, as part of the budgeting process, determines the ongoing financial requirements necessary to reasonably give effect to the strategies in this CLBP. • Because the principal source of funding in the early stages of the CLBP will be through asset sales (see objective 2), the financial plan will need to consider how the receipts from these sales can be quarantined in a manner that ensures that they are reserved for the implementation of the plan. • Metro LALC will continue to undertake financial reporting to its members and NSWALC. 	High
2	Increase our cash reserve	<ul style="list-style-type: none"> • Metro LALC acknowledges that both a steady income stream and a solid cash reserve will be required to implement the remaining goals in this CLBP. Goals 4 and 5 contain objectives related to expanding Metro LALC's land-based and business income streams. To achieve a sufficient cash reserve in the short term, Metro LALC will undertake a careful review of its landholdings to identify properties that do not have high long term strategic value, of which some may be sold. • The receipts from any sale of our land will be governed in accordance with the financial plan developed in objective 30 	High

Goal 1: To secure short to medium term financing for implementing the objectives and strategies in this CLBP

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Improve our capacity and capability

- Develop an organizational capability strategy to plan how Metro LALC will develop the human capability and capacity to implement the CLBP.
- In particular, this strategy should consider the potential creation of the following new roles:
 - Development Projects Co-ordinator (responsible for overseeing Goal 4 and 5);
 - Education and Employment Co-ordinator (responsible for implementing objectives 8 to 10);
 - Social Media and Communications Officer (responsible for communicating with members and maintaining Metro LALC's website and social media);
 - Social and Cultural Events Officer (responsible for implementing objectives 6 and 14).

Medium

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

Objective

Strategies

Priority

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

4 Build our understanding of our community's needs

- Undertake periodic surveys and host forums and workshops for members and other Aboriginal people in our area to understand their needs in relation to housing, employment, health, connection, and other matters.
- Use the findings of these surveys to inform how the strategies in this CLBP are designed and implemented.

High

5 Assist members to obtain decent and affordable housing

- Continue to operate our social housing program.

High

- Ensure our social housing policies encourage tenants to seek and maintain employment.

High

- Continue to assist members to access housing services where this cannot be provided by Metro LALC.

High

- Investigate options for home ownership schemes for our members and:
 - build relationships with capability partners, e.g. developers, banks and other financiers;
 - develop a business case; and
 - implement a pilot program.

Medium

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

	<ul style="list-style-type: none"> Investigate options to upgrade and improve the infrastructure in our housing portfolio where appropriate. 	<p>Medium</p>
	<ul style="list-style-type: none"> Investigate options for the construction of new homes, either as part of a home ownership scheme or as social housing for members. 	<p>Low</p>
	<ul style="list-style-type: none"> Offer seminars to members and other Aboriginal people in our area to understand strategies for achieving home ownership and for overcoming poverty and homelessness. 	<p>Medium</p>
<p>6 Continue to facilitate the healing of our community</p>	<ul style="list-style-type: none"> Ensure that cultural and social activities organised by Metro LALC have a focus on healing and wellbeing. Continue Metro LALC’s involvement in activism, truth-telling and reconciliation work, such as: <ul style="list-style-type: none"> hosting Day of Mourning events; and supporting and participating in political movements for the benefit of Aboriginal peoples. Partner with other Indigenous organisations to jointly facilitate events and activities with a focus on healing and wellbeing. 	<p>High</p>
<p>7 Attract new members and improve</p>	<ul style="list-style-type: none"> Ensure all members have access to information about Metro LALC meetings and events. 	<p>High</p>

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

participation of current members

- Provide assistance to members to attend and participate in Metro LALC meetings and events.
- Document and advertise the benefits of membership through our social media channels.
- Continue to improve and update our website.
- Build leadership and other capabilities of our members through training and mentoring programs (see objectives X and X).
- Encourage existing members to become more involved in Metro LALC's activities through participation in events and members meetings, volunteering, and seeking election to the Metro LALC Board.

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Support our young Aboriginal people

- Continue to develop pathways for preventing our young people from disengaging or becoming involved in at risk behaviours, such as mentoring programs and running camps, workshops, and programs for young Aboriginal people, including at Metro LALC's offices and Camp Wollemi.
- In the first 12 months of this plan, Metro LALC will:
 - Facilitate MLALC youth meeting establish MLALC youth council
 - Undertake survey of MLALC youth on their needs, wants and aims.

High

- Host seminars for parents on how they can support their children's learning.

Medium

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

		<ul style="list-style-type: none">• Establish a fund to assist families with school and training-related costs such as uniforms, supplies, equipment for extra-curricular activities and excursions.	Medium
		<ul style="list-style-type: none">• Investigate establishing an Aboriginal-owned and run preschool.	Low
		<ul style="list-style-type: none">• Provide a forum for Metro LALC youth to speak to the Board about youth issues.	
9	Employment	<ul style="list-style-type: none">• Work with Metro LALC's capacity partners (e.g. development and joint venture partners, see objective 22) to create jobs for Metro LALC members and other Aboriginal people.• Prioritise Aboriginal organisations in Metro LALC's procurement.• Assist members to start businesses and utilise Federal and State Government procurement opportunities.• Set up a fund to assist jobseekers with job-related costs such as tools, clothing, equipment, etc.	
10	Education and training	<ul style="list-style-type: none">• Develop a scholarship fund to support primary, secondary, and tertiary students and work with other scholarship providers to identify suitable candidates.• Partner with TAFE and other skills-training providers to establish school-based traineeships and training programs.	

Goal 2: To facilitate the healing and enhance the social wellbeing and participation of our community

- Provide opportunities for internships, work experience, and traineeships within Metro LALC businesses.

- 11** Improve the physical health of Aboriginal people in our area
- Maintain and strengthen the relationships that Metro LALC has built with community health authorities, such as the Aboriginal Medical Service, Sydney Local Health District, and NSW Health. Discuss how Metro LALC can assist these and other organisations to achieve improved health outcomes in our community, including by offering the use of Metro LALC’s facilities and social media presence.
 - Ensure the provision of accurate health information to our community.
 - Promote and host cultural/social activities centred around exercise, e.g. Elders’ Olympics.

High

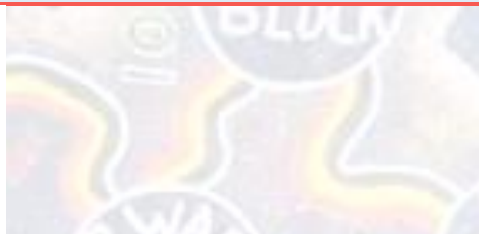
- 12** Assist our ageing members to access culturally-appropriate care services
- Partner with government and non-government aged care providers in Metro LALC’s area to assist them to deliver culturally-appropriate aged care to Aboriginal people.
 - Investigate the possibility of Metro LALC developing an aged care facility for members and other Aboriginal people.

- 13** Support inmates and released prisoners in their rehabilitation
- Investigate options for partnering with organisations like the Aboriginal Legal Service, Corrective Services, and Probation and Parole organisations to support inmates and released prisoners in their rehabilitation.
 - Support the families of inmates and released prisoners.

Goal 3: To promote, protect, and celebrate Aboriginal values, our culture and our heritage

	OBJECTIVE	STRATEGIES	PRIORITY
14	<p>Promote and develop Aboriginal values and Aboriginal cultural knowledge in our community and facilitate our members to grow in their Aboriginality</p>	<ul style="list-style-type: none"> • Continue to bring our community together by hosting community events to teach our people our history and culture and to improve connections within our community. • Establish and run regular cultural and social events, e.g.: <ul style="list-style-type: none"> ○ bringing back Saturday Family Day Outings; ○ bringing back Movie Days; ○ Annual Cultural Gatherings; ○ Others? E.g. Cultural activities including camps at Camp Wollemi & Waratah Park, and excursions to cultural sites • Develop a communications strategy to engage with members and other Aboriginal people in our area, including by: <ol style="list-style-type: none"> 1. maintaining Metro LALC’s social media accounts; 2. maintaining our website; 3. providing a forum for members to raise issues, including a forum for members to raise issues anonymously; 4. undertaking member surveys and surveys of Aboriginal and Torres Strait Islander people living in our area; and 5. keeping members up-to-date on Metro LALC’s meetings, policies and events, as well as other relevant news. 	

Goal 3: To promote, protect, and celebrate Aboriginal values, our culture and our heritage



- Provide family education and skills classes to members, including speakers on history, community development, family relationships, etc.
- Continue to support members in cultural practices.

15 Improve the understanding of Aboriginal values in the broader community

- Continue to offer cultural services such as Welcomes to and Acknowledgements of Country and Smoking Ceremonies, and finalise the Metro LALC Cultural Services Policy.
- Develop a list of capable and willing volunteers to speak with authority on Aboriginal culture and values in our area.
- **Continue, and or Establish a business, offering:**
 - educational programs to the public on topics such as Aboriginal culture and history in Metro LALC's area;
 - assessments of and tools to build cross-cultural capacity in other businesses and organisations.
- Invite non-Indigenous people and groups to participate in community events and activities.
- Develop relationships with local, State and National media organisations to assist Metro LALC to communicate with the wider community.
- Develop and maintain partnerships with key non-Indigenous organisations in Metro LALC's area including local councils, education and training organisations, major sporting and arts bodies, civic organisations and other NGOs. Establish working parties with these groups.

Goal 3: To promote, protect, and celebrate Aboriginal values, our culture and our heritage

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| | <ul style="list-style-type: none">• Document our relationships and partnerships with media, governments, and other organisations to promote these where they are successful.• Engage with stakeholders to create or upgrade signage to identify Metro LALC and Traditional Owner boundaries as appropriate. |
| 16 Maintain, protect and regenerate significant land and sites within Metro LALC's area | <ul style="list-style-type: none">• Undertake regular site visits to ensure all Aboriginal sites in our area are protected and conserved.• Develop a cultural heritage site overlay to identify sites in Metro LALC's area.• Publish information on the importance of Aboriginal sites and landscapes within our area.• Develop and implement a cultural burn policy in collaboration with the NSW Fire Service for land in Metro LALC's area.• Run community 'Caring for Country' working bee and excursion days to educate and engage our members. |
| 17 Improve the protection of Aboriginal cultural heritage | <ul style="list-style-type: none">• Advocate for law reform which better protects Aboriginal culture and heritage, including Aboriginal sites, objects, and landscapes.• Coordinate with NSWALC, the Network and other Aboriginal organisations to seek better protections for Aboriginal culture and heritage.• Where appropriate, seek the return of Aboriginal objects and artefacts to Aboriginal ownership. |

Goal 3: To promote, protect, and celebrate Aboriginal values, our culture and our heritage

18 Develop Metro LALC's Aboriginal Cultural Heritage Unit

- Continue to develop Metro LALC's Aboriginal Cultural Heritage Unit.
- Employ heritage officers to identify, record, monitor and advise on Aboriginal cultural heritage within Metro LALC's area.
- Use Metro LALC's website and social media to promote its Aboriginal cultural heritage service.



Goal 4: To ensure the prosperity of our community through the effective management of our land and other assets

	OBJECTIVE	STRATEGIES	PRIORITY
19	Assess and review current landholdings and land under claim and develop a strategic plan for Metro LALC's land	<ul style="list-style-type: none"> • Undertake a systematic strategic review of Metro LALC's landholdings to identify potential sites for development and prioritise detailed site investigations and feasibility studies for these sites. Where appropriate, undertake these reviews in consultation with governments and other stakeholders to ensure an alignment of State, regional and strategic planning goals. • Develop a strategic plan for all of Metro LALC's land that identifies priority sites for development and sites for conservation. 	
20	Manage risk associated with land development	<ul style="list-style-type: none"> • Establish and use special purpose vehicles for carrying out Metro LALC's developments. 	
21	Acquire strategic land through land claims, Aboriginal land agreements, transfer, purchase and lease	<ul style="list-style-type: none"> • Review land claims to identify claims for priority determination and refer these to Crown Lands. • Continue to make land claims. • Identify Crown land which is strategically valuable to Metro LALC and seek the transfer of this land under an Aboriginal land agreement or other agreement. • Continue to engage in the land negotiation process. 	

Goal 4: To ensure the prosperity of our community through the effective management of our land and other assets

- Seek to acquire culturally-significant land and sites to preserve.
- Seek to acquire residential properties being divested by housing providers, e.g. the Aboriginal Housing Office.

22 Progress and deliver Metro LALC's priority development projects

- Undertake detailed site investigations and feasibility studies for all medium and high priority development sites in the Northern Beaches LGA as identified in Gyde Consulting's strategic assessment of Metro LALC's Northern Beaches landholdings. These sites are:
 - Morgan Road, Belrose
 - Ralston Avenue, Belrose
 - Aquatic Drive, Frenchs Forest
 - Corner Forest Way and Madang Road, Belrose
 - Forest Way, Belrose
 - Corymbia Circuit, Oxford Falls
 - Paxton Street, Frenchs Forest
- Any other sites?
- Pursue other priority projects identified in the strategic land assessment endorsed by our members.
- Seek capability partners to develop our land, and maintain relationships with existing capability partners.

Goal 4: To ensure the prosperity of our community through the effective management of our land and other assets

- 23** Streamline and improve the planning pathway for Metro LALC's development projects
- Continue to work with the NSW Department of Planning, Industry and Environment (DPIE) to develop one or more Development Delivery Plans (DDP) for Metro LALC's priority development sites and add these parcels to the State Environmental Planning Policy (Aboriginal Land).
 - Investigate further options for improving the development pathway for our development projects, including advocating for legislative change to planning, biodiversity and other laws where required.
 - Partner with LALCs, NSWALC and other Aboriginal and non-Aboriginal organisations to seek positive changes to the planning pathways and controls which apply to Aboriginal owned and controlled land.

- 24** Properly manage existing holdings
- Continue to manage leased properties (George Street and Elizabeth Street in the CBD) which bring in rental income for Metro LALC.
 - Maintain a database of landholdings and land under claim.
 - Maintain a database of studies and research undertaken in relation to our land.
 - Establish a system for alerts on any proposed changes to planning controls. Where changes are proposed, engage with DPIE and local councils to defend any attempts to reduce the value of our land and identify Metro LALC's preferred changes.
 - Develop and implement a plan for management of Metro LALC's vacant and vegetated land (e.g. anti-dumping, hazard reduction, pest control, etc).

Goal 4: To ensure the prosperity of our community through the effective management of our land and other assets

25 Develop other income streams from land and other assets

- Develop and implement a long-term maintenance plan for our housing portfolio.
- Analyse our portfolio of land and other assets to identify possible income streams (e.g. tourism).
- Promote and develop Camp Wollemi as tourist and large group accommodation.
- Develop a business case where we identify potential income streams.
- Obtain expert advice and undertake appropriate due diligence on all business and land ventures, including early engagement with NSWALC and other approval authorities.
- Identify and prioritise opportunities for businesses owned by our members and other Aboriginal people to operate on our land.

Goal 5: To develop new businesses and grow our existing businesses while prudently managing our investments

	OBJECTIVE	STRATEGIES	PRIORITY
26	Develop businesses and income streams from our land and other assets	<ul style="list-style-type: none"> • See objective 22. • Where lands/properties are held and managed commercially, ensure that they are managed professionally and provide market returns. • Seek to leverage the knowledge and expertise of our members and community to develop and implement new business ideas. 	
27	Maintain and expand cultural heritage business	<ul style="list-style-type: none"> • See objective X. • Engage with governments and developers to provide cultural heritage services in Metro LALC's area. • Investigate options for developing a cultural heritage tourism business. 	
28	Maintain Welcome to Country and smoking ceremony business	<ul style="list-style-type: none"> • See objective X. 	

Goal 5: To develop new businesses and grow our existing businesses while prudently managing our investments

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| <p>29 Manage the risks of our businesses</p> | <ul style="list-style-type: none">• Where appropriate, operate new business enterprises through separate entities to manage the risks to Metro LALC and its other assets and to provide flexibility to the new business.• Ensure members are kept informed of the operations of our businesses. |
| <p>30 Maintain a prudent investment strategy</p> | <ul style="list-style-type: none">• Consider and (if appropriate based on independent professional advice) use the range of potential investments available under the ALRA and the Regulation including:<ul style="list-style-type: none">○ Australian and international equities;○ term deposits;○ Government-backed securities;○ real property and property trusts; and○ other investments that Metro LALC determines are in the best interests of it and Aboriginal people in its area.• Ensure all investments comply with the ALRA.• Note: nothing in this Plan requires Metro LALC to allocate assets to a particular investment. |
| <p>31 Take advantage of Indigenous procurement targets</p> | <ul style="list-style-type: none">• Take advantage of Federal and State Government procurement targets where possible.• Seek to develop businesses in joint venture with capability partners. |

Goal 5: To develop new businesses and grow our existing businesses while prudently managing our investments

- Seek to partner with other Indigenous businesses on joint projects where possible.
- Assist members and their businesses to take advantage of procurement opportunities.

