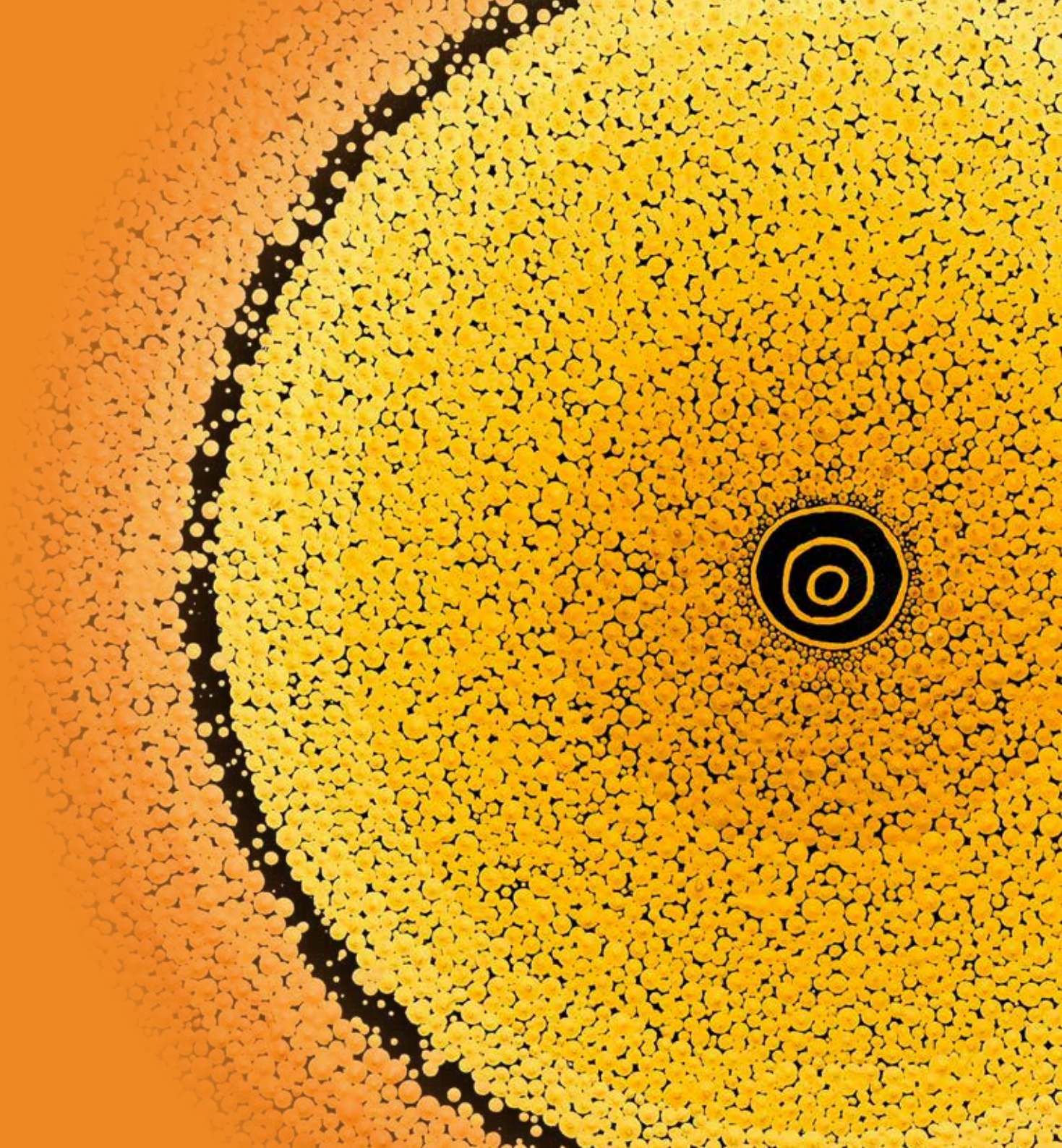


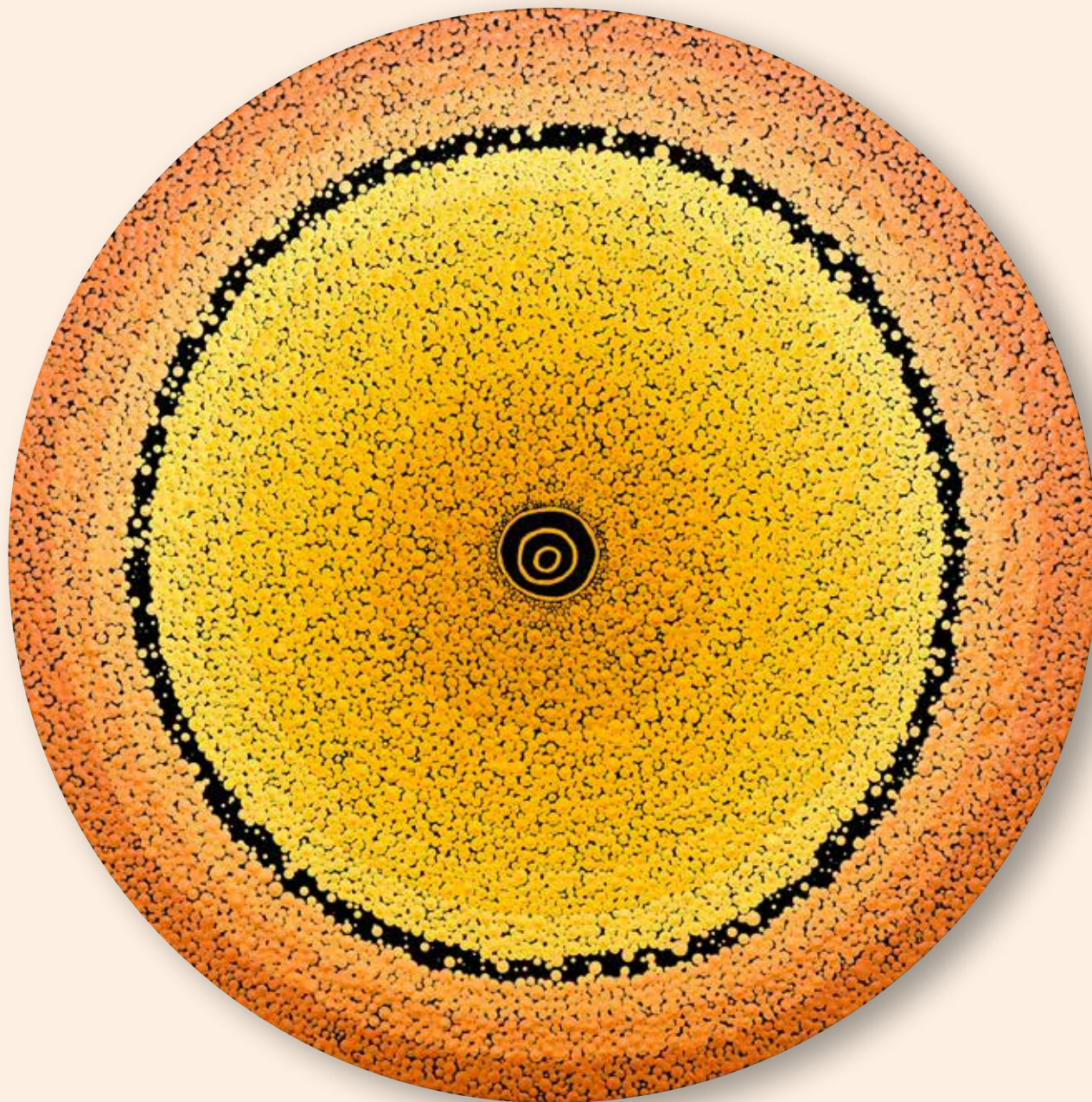


Local Aboriginal Land Council  
**DARKINJUNG**

Annual Report  
**2023**







## About the Artist



**Allirra Moore** is a proud Yuin Woman, and her family comes from Wreck Bay Aboriginal Community on the South Coast of NSW. Allirra was born and nurtured on Darkinjung Country, the Central Coast.

Allirra has been painting since she was 10 and started to pursue her art journey at 16. Art is how Allirra expresses her connection to country, community, landscaped, flora and fauna.

Over the last 4 years Allirra has featured in a range of exhibitions and in December 2022, curated her own exhibition 'Spirit Country'.

**Cover Image:** 'Spirit Country' by Allirra Moore, from the Spirit Country Art Exhibition 2022



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# Respect and Recognition



Darkinjung acknowledges that we operate and function on the lands of the Darkinyung people.

We pay our respect to these lands that provide for us. We acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

We acknowledge and recognise all Aboriginal people who have come from their own country and who have now come to call this country their home. We acknowledge our Elders who are our knowledge holders, teachers and pioneers.

We recognise all Aboriginal people who were forcibly removed from their families and communities and acknowledge the negative impact on the Aboriginal community. We acknowledge for many of the children and now adults, removal meant that they have now lost all connection to family, and the life-long consequences for those taken.

We acknowledge our youth who are our hope for a brighter and stronger future and who will be our future leaders.



# Message from Chair

## An amazing year of celebration and moving forward for Darkinjung.

As we move into the election of your new board for the 2023-2027 timeframe it is fitting to note the successes of this current board.

In October of last year, we hosted a day on “what will be the crown jewel” in Darkinjung’s landholdings Kooroowall-Undi formerly Peats Island.

This day provided our community with a new perspective on an Island whose history has been less than flattering, a perspective that beats at the core of self-determination and the opportunities presented to Darkinjung Local Aboriginal Land Council through the masterplan process once community consultation has taken place.

It is vital that you attend these consultations and have a say.

We continue to promote our cultural authority and challenge those that falsely claim traditional ownership despite not being recognised by the Federal Courts under Native Title, not being known as Aboriginal and not being accepted in community.

We will soon go out on public exhibition for our Kariong Development despite protests from a decreasing minority opposed to the development, with the support of consultants a communications strategy is being developed to enhance our right to choose what our lands are used for as per our Darkinjung Delivery Framework in the core essence of the Aboriginal Land Rights Act.

NAIDOC week was attended by many people and our Elders immensely enjoy the many varied events hosted by Darkinjung Local Aboriginal Land Council.

These events were aimed at our Elders for our Elders in keeping with the NAIDOC 2023 theme.

Our Lake Munmorah Development takes us one step closer to financial independence and the realisation of our Community Cultural Centre.

I would like to welcome two new employees Jacob Cain (Cultural Heritage) & Clayton West (Business Support) who I have no doubt will fit into the Darkinjung family quickly. It is a pleasure to have you both onboard.



**Barry Duncan**

# Board Members



**Barry Duncan**

Chairperson

Appointed 02/02/2020



**Danielle Captain-Webb**

Deputy Chairperson

Appointed 17/09/2019



**Tina West**

Board Member

Appointed 17/09/2019



**Jenni McEwen**

Board Member

Appointed 17/09/2019



**Katarina Sales**

Board Member

Appointed 17/09/2019



**Gail Lake**

Board Member

Appointed 17/09/2019



**Robyn Sutherland**

Board Member

Appointed 17/09/2019



**Deborah Swan**

Board Member

Appointed 17/09/2019



**Jeff Delaney**

Board Member

Appointed 17/09/2019



**Amy Parry**

Board Member

Appointed 17/09/2019



## Board Sub Committees

7 meetings

### Community & Culture

Robyn Sutherland  
Gail Lake  
Deborah Swan  
Danielle Captain-Webb  
Barry Duncan  
Jeff Delaney

5 meetings

### Governance, Finance and Economic Development

Jenni McEwen  
Amy Parry  
Tina West  
Danielle Captain-Webb  
Barry Duncan

# Board Meetings

Total Meeting Attendance	Number Attended	Number eligible to attend
Barry Duncan	18	18
Danielle Captain-Webb	17	18
Tina West	17	18
Amy Parry	16	18
Robyn Sutherland	17	18
Gail Lake	15	18
Katarina Sales	16	18
Jeff Delaney	9	18
Deborah Swan	8	18
Jenni McEwen	15	18

Ordinary Meetings Attendance	26/07/22	30/08/22	27/09/22	25/10/22	29/11/22	24/01/23	28/02/23	28/03/23	24/04/23	30/05/23	27/06/23
Barry Duncan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Danielle Captain-Webb	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tina West	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Amy Parry	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓
Robyn Sutherland	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓
Gail Lake	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✓
Katarina Sales	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓
Jeff Delaney	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✗
Deborah Swan	✓	✓	✓	✓	✗	✓	✓	✗	✗	✓	✗
Jenni McEwen	✓	✗	✓	✓	✗	✓	✓	✓	✗	✓	✓

Extraordinary Meetings Attendance	15/09/22	14/10/22	22/11/22	18/01/23	06/03/23	20/04/23	06/06/23
Barry Duncan	✓	✓	✓	✓	✓	✓	✓
Danielle Captain-Webb	✓	✓	✓	✗	✓	✓	✓
Tina West	✓	✓	✓	✓	✓	✗	✓
Amy Parry	✓	✗	✓	✓	✓	✓	✓
Robyn Sutherland	✓	✓	✓	✓	✓	✓	✓
Gail Lake	✓	✓	✓	✓	✗	✓	✓
Katarina Sales	✓	✗	✓	✓	✓	✓	✓
Jeff Delaney	✗	✗	✗	✓	✗	✗	✗
Deborah Swan	✗	✗	✗	✓	✗	✗	✗
Jenni McEwen	✓	✓	✓	✓	✓	✓	✓

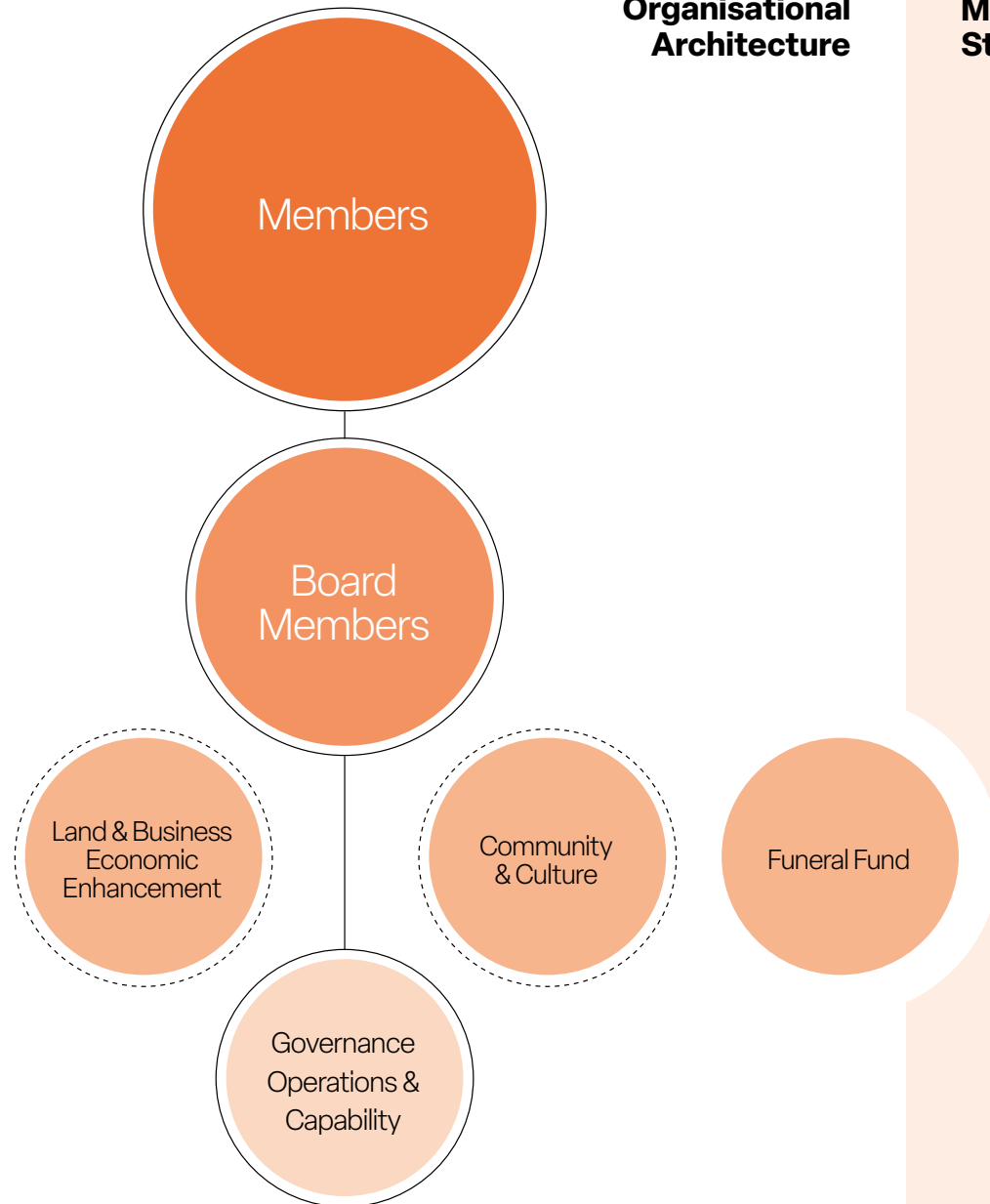


# Board Remuneration

	Monthly Remuneration	Annual Remuneration	Additional Remuneration	Total
Barry Duncan	\$833.33	\$9,999.96	\$12,047.00	<b>\$22,046.96</b>
Danielle Captain-Webb	\$625.00	\$7,500.00	\$2,695.00	<b>\$10,195.00</b>
Tina West	\$625.00	\$7,500.00	\$7,097.00	<b>\$14,597.00</b>
Amy Parry	\$625.00	\$7,500.00	\$1,970.00	<b>\$9,470.00</b>
Robyn Sutherland	\$625.00	\$7,500.00	\$3,617.00	<b>\$11,117.00</b>
Gail Lake	\$625.00	\$7,500.00	\$3,110.00	<b>\$10,610.00</b>
Katarina Sales	\$625.00	\$7,500.00	\$2,178.00	<b>\$9,678.00</b>
Jeff Delaney	\$625.00	\$7,500.00	\$1,140.00	<b>\$8,640.00</b>
Deborah Swan	\$625.00	\$7,500.00	\$1,243.00	<b>\$8,118.00</b>
Jenni McEwen	\$625.00	\$7,500.00	\$2,386.00	<b>\$9,886.00</b>



### Organisational Architecture



### Management Structure





# Management and Structure

## Current Staff

Name	Position	Commencement Date
Adina Duncan	Acting Chief Executive Officer	14th January 2019
Blake Cansdale	Chief Operating Officer	23rd March 2021
Allan Beale	Senior Land Management Officer	31st March 2023
Jacob Cain	Senior Culture & Heritage Officer	14th March 2022
Adam Shields	Finance Officer	3rd March 2020
Brad Shields	Administration Officer	10th January 2021
Kerrie Cook	Receptionist	1st November 2021

## Previous Staff

Name	Position	Commencement Date	Date Concluded
Brendan Moyle	Chief Executive Officer	18 <sup>th</sup> October 2021	3 <sup>rd</sup> February 2023
Kevin Duncan	Tourism & Education Officer	10 <sup>th</sup> June 2019	12 <sup>th</sup> May 2023
Michael Smith	Senior Land Management Officer	4 <sup>th</sup> February 2021	1 <sup>st</sup> November 2021
Luke Smith	Land Management Officer	3 <sup>rd</sup> December 2022	9 <sup>th</sup> February 2023
Matthew Syron	Senior Culture & Heritage Officer	19 <sup>th</sup> July 2022	16 <sup>th</sup> March 2023
Tegan Thomas	Planning & Development Project Officer	6 <sup>th</sup> October 2022	11 <sup>th</sup> April 2023
Brent Ellis	Manager Workplace & Governance	23 <sup>rd</sup> August 2021	21 <sup>st</sup> April 2023



# Interim CEO's Message

When I first stepped into the CEO's shoes earlier this year, I did so full of drive and determination all too aware I had the support of a group of principled, engaged and highly committed group of individuals standing alongside me.

I was fortunate to have finished the financial year with the same degree of purposefulness you have come to expect from those of us given the privilege of strengthening and empowering our community for our people – past, present and future.

Reflecting on the numerous highs and lows that have come our way over recent months, it gives me enormous pride to have borne witness to the way our board and community members have drawn on our collective strengths to ensure we continue to meet our strategic, operational and financial objectives.

As with many other member organisations,

the past year has seen us forced to be agile in all those areas as we absorbed the numerous legislative, operational and personnel changes that came our way.

This year the continuing COVID-19 pandemic, rising inflation, supply chain disruptions, issues with staff resourcing and the cost-of-living crisis have all impacted on our ability to carry out our tasks.

Were this not enough, throughout the 2022/23 period we have also had to contend with misleading claims about our development proposals and address public scrutiny about Darkinjung's cultural authority.

It is to our staff's credit this had little impact on the day-to-day running of our Land Council and Membership participation.

Yet despite this, our talented community of problem solvers have worked tirelessly to ensure that DLALC continues to display strength and resilience while leaving a positive footprint when it comes to our position as the cultural authority on the Central Coast.



**Adina Duncan**

# Summary Review of Operations

There is no such thing as a quiet year when it comes to the Darkinjung Local Aboriginal Land Council. As the following report suggests, we are indeed an organisation of action.

Darkinjung’s key strategic priorities remain:

- To strengthen and empower our community now and for future generations;
- To maintain and share our knowledge for future generations by preserving, protecting and celebrating connection to our Country;
- To create opportunities for economic development and future prosperity through strong investment.

It is thanks to the enormous input from the efforts of our many members, board and executive team that Darkinjung is now in the position to announce significant progress in our development timeline over the past 12 months.

We kicked the calendar year off by welcoming an interim CEO into our fold, Adina Duncan, in what has proved to be one of the organisation’s most streamlined handovers.

DLALC is today a step closer to our goal of building an economic base for future generations, following the finalisation of our Lake Munmorah project.

It was a historic moment when Darkinjung used the Aboriginal SEPP to activate residential land at Lake Munmorah, helping us as Aboriginal people build an economic base for our future generations while also allowing us as First Australians to help all Australians by contributing to housing supply.

This year was also the year when, after intense negotiations, Kooroowall-undi and a portion of the mainland foreshore at Mooney Mooney on Deerubbin was transferred back to DLALC ownership. Our drive to ensure our membership was well placed to help our people and the broader community was further progressed when we were awarded a major funding boost for Kooroowall-undi Cultural Tourism Precinct.

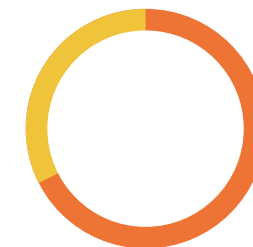
Our constructive relationship with the NSW Government was on show when we were given further government support to develop a cultural centre at Mangrove Mountain.

Together these two projects will ensure our sacred indigenous heritage in addition to the local history is more broadly acknowledged and celebrated.

Other highlights include our community-wide celebration of NAIDOC Week 2022, progress on our new independent living facility for Aboriginal seniors, Aunty Betty’s Place, and numerous maneuverings behind the scenes to ensure we consolidating our asset base and ensuring the continued delivery of benefits to our Members.

It appears we will be kept just as busy in upcoming months as we do our best to ensure our members voices continue to be represented in all areas of cultural and historical significance.

<b>Annual General Meeting</b> 25th September 2022	<b>64</b>
<b>Ordinary Members Meeting</b> 4th December 2022	<b>65</b>
<b>Ordinary Members Meeting</b> 23rd April 2023	<b>58</b>
<b>Ordinary Members Meeting</b> 29th August 2023	<b>92</b>



**Voting Members** 514  
**Non-Voting Members** 228  
**Quorum** 52



# Portfolio Performance 2022-2023

<b>Jul-22</b>	\$20,848,461.41	<b>Nov-22</b>	\$22,483,645.16	<b>Mar-23</b>	\$22,828,235.75
<b>Aug-22</b>	\$21,744,162.62	<b>Dec-22</b>	\$21,822,312.04	<b>Apr-23</b>	\$23,237,191.95
<b>Sep-22</b>	\$20,777,375.96	<b>Jan-23</b>	\$22,644,520.91	<b>May-23</b>	\$23,002,493.08
<b>Oct-22</b>	\$21,786,157.79	<b>Feb-23</b>	\$22,668,328.30	<b>Jun-23</b>	\$23,203,543.12

TYPE	FY21	FY22	FY23
Portfolio distributions on managed Funds	\$989,897.77	\$890,307.97	\$294,787.91*
Dividend accrued on listed securities	\$164,494.58	\$342,717.97	\$275,770.00
<b>Total</b>	<b>\$23,531,727.13</b>	<b>\$20,848,461.41</b>	<b>\$23,203,543.12</b>

\*includes interest on cash

TYPE	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Listed Securities	\$938,241.00	\$4,810,879.83	\$5,478,170.45	\$4,827,783.83	\$6,416,048.27	\$5,234,812.96	\$5,703,822.14
Managed Investments	\$2,491,809.93	\$15,846,648.62	\$16,597,508.21	\$15,252,008.67	\$17,013,903.52	\$15,454,909.02	\$16,364,224.76
Fixed Interest & Cash Investments	\$61,875.00	\$961,026.75	\$800,000.00	\$0.00	\$0.00	\$0.00	\$0.00
Direct Cash	\$12,996,360.27	\$148,108.34	\$241,941.78	\$66,571.52	\$101,775.34	\$158,739.44	\$1,135,496.21
<b>TOTAL</b>	<b>\$16,488,286.20</b>	<b>\$21,766,633.54</b>	<b>\$23,117,620.44</b>	<b>\$20,146,364.02</b>	<b>\$23,531,727.13</b>	<b>\$20,848,461.41</b>	<b>\$23,203,543.12</b>

Land acquisition

**19**

Aboriginal land claims lodged

under the Aboriginal Land Rights Act 1983 (NSW)

**5**

Aboriginal land claims refused

under the Aboriginal Land Rights Act 1983 (NSW)

**22**

Aboriginal land claims granted

under the Aboriginal Land Rights Act 1983 (NSW)

**4**

parcels of land disposed of

by Darkinjung in order to self-fund projects

**Received Ministerial endorsement**

of the Darkinjung Delivery Plan in 2022

**Potential development pathway**

for 31 of Darkinjungs development sites

Community Benefit Schemes

**\$58,639.29**

Emergency relief

**\$178,620.98**

Sponsorship

**28**

Housing Properties

**97**

Darkinjung Barker Attendees

**10,000+**

People attending Darkinjung events

Aboriginal Procurement

**2 Aboriginal Business engaged**

since 2022 implementation of Darkinjung Aboriginal procurement policy.

Secured Grant Funding

**\$220,261.00**

DLALC fire trails construction

**\$30,000.00**

Tuggerah Weeding Grant

**\$203,676.20**

Community and Place Grant Howarth Street

**\$448,445.00**

Kooroowall-Undi Master Planning

**\$30,000.00**

Central Coast Council

**\$191,000.00**

Land Negotiation Program

**\$15,255.00**

Assessing Darkinjung Ngura Country

**\$4,994,370.00**

Kooroowall-Undi Stage 1 Activation

**\$650,000.00**

Bell Road Cultural Tourism Park

**\$103,000.00**

Aboriginal Fishing Trust Fund - Badhugal (people of the water)

**\$536,363.64**

Aboriginal Regional Biodiversity Assistance Trial Program



# Goal 1

## Aboriginal Culture and Heritage

**Objective:** Maintain, strengthen and celebrate Aboriginal values, our culture and our heritage.

Culture Heritage Work	FY22	FY23
Aboriginal Heritage Site Surveys	39	29
Conservation Work	5	8
Updated AHIMs	10	6
Response to DA applications, Arch report, Management Plan	6	16
Environmental works	16	11

Objective	Strategy	Outcomes
1. Promote and develop Aboriginal values and Aboriginal cultural knowledge in our community.	Continue to bring our community together by hosting events to teach our history and culture and improve connections.	Ongoing
	Secure a hall or community facility for members to use and to host community events.	Completed. Darkinjung was awarded a Dept. of Aboriginal Affairs Community and Place Grant to create a culturally safe community space in the old premises of Darkinjung Local Aboriginal Land Council located in Howarth Street Wyong.
	Establish and run regular cultural events, e.g., ‘Caring for Country’ days and Elders Olympics.	
	Develop a communications strategy to engage with members and other Aboriginal people in our area, including by:	Darkinjung developed a communication and engagement plan to ensure effective and efficient communication. We continue to investigate the development of an App, to facilitate two-way dialogue and a way for Members and community to raise concerns anonymously.
	1. maintaining Darkinjung 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 surveys; and	Darkinjung has undertaken a variety of surveys during the life of the plan.	

Objective	Strategy	Outcomes
	<p><b>5.</b> keeping members up to date on Land Council meetings, policies and events, as well as other relevant non-Land Council news.</p>	<p>As per the Members notification resolution Darkinjung continues to notify members via the postal rule. Darkinjung continue to investigate further options to communicate with Members and the wider community.</p>
	<p>Organise excursions and camps for the community with a focus on cultural immersion and teaching.</p>	<p>Under the Barang Alliance Darkinjung were successful in securing the cultural immersion of Government agencies, this laid the foundation to expand the delivery of service to the wider community.</p>
	<p>Provide family education and skills classes to members, including speakers on history, community development, family relationships, etc.</p>	<p>Ongoing, Darkinjung continues to source opportunities to provide educational classes to our members and the wider community.</p>
	<p>Continue to support members in cultural practices</p>	<p>Ongoing, Darkinjung continues to play a critical role in ensuring the cultural; safety of our members and the Aboriginal Community.</p>
<p><b>2.</b> Improve the understanding of Aboriginal values in the broader community</p>	<p>Offer seminars to the public to teach them about Aboriginal culture and history in Darkinjung LALC's area.</p>	<p>Ongoing, Darkinjung board members have taken an active role in delivering the culture &amp; history of the Central Coast, and our cultural authority.</p>
	<p>Develop a list of capable and willing volunteers to speak with authority on these issues.</p>	<p>Darkinjung identified that further member consultation was required, as a result this item is ongoing.</p>
	<p>Invite non-Aboriginal people and groups to participate in community events and activities.</p>	<p>Darkinjung strives to deliver a safe space in all its endeavours to be inclusive of both the Aboriginal and Non-Aboriginal Community.</p>
	<p>Develop a brand identity that projects our values and objectives.</p>	<p>Completed. Darkinjung brand is clearly identified nationally.</p>
	<p>Develop relationships with local and state media to help us communicate with the wider community.</p>	<p>Darkinjung secured funding to ensure that our key messaging aligns with the goals and aspiration of our members and Community.</p>
	<p>Develop partnerships with key non-Indigenous organisations, including Central Coast Council, major sporting and arts bodies, civic organisations and other NGO's. Establish working parties with these groups.</p>	<p>Darkinjung entered into a Memorandum of Understanding with the Central Coast Council, Darkinjung advocated strongly for the development of an Aboriginal Advisory and were successful in 2023.</p>



Objective	Strategy	Outcomes
	Advocate publicly on issues important to our community.	Ongoing- Darkinjung continues to advocate on behalf of our members and community.
	Document our relationships and partnerships with media, governments and other organisations and promote these where they are successful.	As Above
	Prepare and disseminate an official acknowledgement of country for use at official events.	Completed, Darkinjung developed a Male & Female acknowledgement of country.
	Create and maintain partnerships with local schools and other training organisations, including the Darkinjung Barker school.	<p>We developed a partnership with Indigenous-owned RTO Walan Miya to deliver providing theory and practical training in a Certificate III On Country Management.</p> <p>Darkinjung and Tafe NSW partnered to deliver a Certificate III in Aviation.</p> <p>We continue to explore opportunities to deliver further training to our members and the wider community.</p>
	Engage with stakeholders to create or upgrade signage to identify Darkinjung LALC and Darkinjung boundaries.	This action was completed in 2021 when Transport NSW piloted the Welcome Darkinjung Country Signs.
<b>3.</b> Maintain, protect and regenerate significant land and sites within the Darkinjung LALC region	Undertake regular site visits to ensure all Aboriginal sites in our area are protected and conserved.	Ongoing, this item is a core responsibility of Darkinjung LALC.
	Develop a cultural heritage site overlay to identify sites in Darkinjung LALC's area.	Completed, through GIS mapping.
	Publish information on the importance of Aboriginal sites and landscapes within our area.	Darkinjung developed the Darkinjung Ngura Videos which are accessible from our website.
	Develop and implement a cultural burn policy and partner with the Rural Fire Service to develop and implement it.	Darkinjung continue to investigate our options for developing land management services inclusive of cultural burning.
	Run community 'Caring for Country' working bee and excursion days to educate and engage our members.	Ongoing, but requires further member consultation.

Objective	Strategy	Outcomes
4. Improve the protection of Aboriginal cultural heritage	Advocate for law reform which better protects Aboriginal culture and heritage, including Aboriginal sites, objects, and landscapes.	Darkinjung and Metropolitan Local Aboriginal Land Councils lead to change the system of cultural authority for cultural heritage protection, by working with the Reverend Fred Nile to introduce an Independent Members Bill which will create a new independent statutory authority to oversee Aboriginal cultural heritage protection.
	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.	
5. Develop an Aboriginal cultural heritage service	Set up an Aboriginal cultural heritage service.	Ongoing, Business as usual
	Employ site officers to identify, record, monitor and advise on Aboriginal cultural heritage within Darkinjung LALC's area.	Ongoing, Business as usual
	Use Darkinjung LALC's website and social media to promote its Aboriginal cultural heritage service.	Ongoing, Business as usual

## Goal 2

### Community Benefit Schemes

**Objective:** To enhance the social wellbeing and participation of our community

Objective	Strategy	Outcomes
6. Develop an understanding of our community's needs	Undertake 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 things.	Ongoing



Objective	Strategy	Outcomes
	Identify members and families in need of priority assistance.	Ongoing, this objective is met with Darkinjung’s Community Benefit Schemes.
<b>7.</b> Assist members to obtain decent and affordable housing	Continue to operate our social housing program.	Ongoing, Darkinjung continue to operate our Housing program.
	Ensure our social housing policies encourage tenants to seek and maintain employment.	Ongoing
	Advocate for other government and non-government social housing policies to reflect the same.	Ongoing
	Investigate options to upgrade and improve the infrastructure and landscaping for our housing properties.	Ongoing
	Assist members to access housing services where this cannot be provided by Darkinjung LALC	Ongoing, Darkinjung actively refer where we cannot assist.
	Investigate options for home ownership schemes for our members and: build relationships with capability partners, e.g., developers, banks and other financiers.	Further investigation required; current analysis indicates that the Home Ownership program would not be viable in a rising market.
	Develop a business case.	Ongoing
	Implement a pilot program.	Ongoing
	Investigate options for the construction of new homes, as part of a home ownership scheme or as social housing for members.	Darkinjung was successful in the rezoning of Lake Munmorah development site to facilitate the construction of approximately 380 new homes.
	Offer seminars to members and other Aboriginal people in our area to understand strategies for achieving home ownership and for overcoming poverty and homelessness.	The Darkinjung community hosted the NSW Aboriginal Home Ownership program, which consists of 3 grants that eligible Aboriginal people can apply for, to access a one-off financial boost.

Objective	Strategy	Outcomes
<b>8.</b> Assist our ageing members to access culturally appropriate care services	Partner with government and non-government aged care providers in Darkinjung LALC's area to assist them to deliver culturally appropriate aged care to Aboriginal people.	Darkinjung are actively seeking partners with both government and non-government agencies to deliver services to our proposed Aunty Betty's housing project.
	Identify land that would be suitable for an aged care facility for members and other Aboriginal people, investigate funding options and develop a business case.	Darkinjung have made the financial commitment to construct the over 55s accommodation at Blue Haven.
<b>9.</b> Improve the health of Aboriginal people in our area	Consult with organisations providing health services to Aboriginal people to discuss how Darkinjung LALC can assist them in their objectives, including by offering the use of Darkinjung LALC's facilities.	Ongoing
<b>10.</b> Educate and train our members and their families to build their capacity.	Build and maintain partnerships and relationships with Registered Training Organisations (RTOs) to facilitate training courses for members.	We developed a partnership with Indigenous-owned RTO, Walan Miya, to deliver theory and practical training in a Certificate III On Country Management.
	Partner with TAFE and other skills-training providers to provide courses to apprentices and trainees.	Darkinjung and Tafe NSW partnered and delivered a Certificate III in Aviation, and we continue to explore opportunities to deliver training to our members and the wider community.
	Establish a scholarship fund for students to support high-achieving students and students in need. Work with other scholarship funds to provide the same.	Darkinjung continues to investigate external scholarship opportunities with mainstream services, under the same model as Darkinjung's Community Benefit Fund.
	Host seminars for parents on how they can support their children's learning.	Ongoing
	Establish a fund to assist families with school and training-related costs such as uniforms, supplies and excursions.	Darkinjung continues to deliver its Community Benefit Fund-Sponsorship, resulting to meeting this objective.
	Provide a forum for Darkinjung Youth to speak to the Board about youth issues.	Darkinjung took part in the Barang Empower Youth Summit, which was attended by 100+ youth.
	Develop a 'Young Community' program to mentor Darkinjung Youth.	Ongoing



Objective	Strategy	Outcomes
	Engage with other Aboriginal mentoring programs such as Australian Indigenous Mentoring Experience (AIME) to do the same.	Dhinewan service came out to the Darkinjung Barker school and engaged with the students
	Partner with TAFE and other skills-training providers to establish school-based traineeships and training programs.	Darkinjung continues to explore school-based traineeships with the Department of Education- Skills & Higher Education unit.
<b>11.</b> Create and support employment for the Darkinjung Community	Identify and prioritise employment opportunities for members and other Aboriginal people in Darkinjung LALC's businesses.	Darkinjung development an Aboriginal Procurement policy, Darkinjung continues to implement this policy within all service delivery areas.
	Assist members to start businesses and utilise Federal and State Government procurement opportunities.	Darkinjung are in discussions to host a Darkinjung Expo Day to give Aboriginal businesses within our boundaries a way to promote and procure government contracts.
	Setup a fund to assist jobseekers with job-related costs such as tools, clothing, equipment, etc.	This objective is met with the Community Benefit Fund-Sponsorship.
	Identify opportunities including by working with capacity partners to create jobs for Darkinjung members and other Aboriginal people.	Ongoing
<b>12.</b> Support our members with the passing of a loved one	Continue to operate our Funeral Fund for members and their families.	Ongoing, Business as usual
	Support members and their families in organising a funeral for a loved one.	Ongoing
	Investigate options for an Aboriginal cemetery on Darkinjung LALC land.	Darkinjung continue to investigate suitable land for the development of an Aboriginal Cemetery.
<b>13.</b> Improve our own capacity	Employ staff to organise and coordinate community events and seminars, setup and administer the funds identified in this Plan, build relationships and partnerships with other organisations, and monitor the implementation of this Plan.	Ongoing

Objective	Strategy	Outcomes
	Provide leadership and professional development opportunities to staff and members.	Ongoing
	Prioritise the employment of Aboriginal people from our area where possible.	Using the Darkinjung Aboriginal Procurement Policy this objective is ongoing.
<b>14.</b> Support inmates and released prisoners	Support inmates and released prisoners in their rehabilitation.	Ongoing
	Support the families of inmates and released prisoners.	Ongoing
<b>15.</b> Identify and develop other plans to deliver community benefits	Investigate other options to provide community benefits to our members including options to support the teaching or celebration of Aboriginal values by other organisations.	Ongoing
	Develop our own administrative capacity to deliver further community benefit schemes.	Ongoing
	Only pursue further schemes if they do not unreasonably detract from our existing programs.	Darkinjung are in discussions to host a Darkinjung Expo Day to give Aboriginal businesses within our boundaries a way to promote and procure government contracts.
	Where appropriate, apply for grants from government and private bodies to support additional community benefit schemes.	Darkinjung has successfully been referring to the MTS Chandler Sorry Business program.



# Community Benefit Schemes

## Emergency Relief

The Darkinjung Emergency Relief Fund is available to be accessed only by Members of Darkinjung Lalc. Members applying are required to meet the criteria expressed under the Policy endorsed by the Board of Darkinjung and Funds are provided in the form of Vouchers universally accepted.

Scheme	Purpose	Number of beneficiaries	Budgeted	Expenditure
Emergency Relief	To assist Members when there are insufficient resources to meet short term urgent need.	52	\$20,000	\$19,039.29

## Affordable Housing

Darkinjung’s housing portfolio is comprised of 28 properties, located at both the north and south ends of the Central Coast. Darkinjung completes refurbishments of each vacant house in preparation for new tenants for the financial year 2022-2023 all properties were tenanted.

Objective	Strategy	Action	Status
Affordable Housing	Provision of Housing to members at cost recovery rents.	Management of Policy is in-house. Management of Properties by local Real Estate Agent.	On-going

Scheme	Shape
Purpose	Affordable Housing
Beneficiaries	30
Total Rental Income	\$273,210.34
Total Rental expenditure	\$212,363.13

## Youth Cultural Program

Scheme	Number of Occasions	Budgeted	Expenditure
Youth Cultural Program	5	\$20,000	\$7,500

## Member Incentives

Scheme	Number of Occasions	Budgeted	Expenditure
Members Incentives	10	\$20,000	\$3440.77



## Sponsorship

Darkinjung recognises and values the role of individuals in contributing support and development of its diverse community. To this end, Darkinjung provided 24 sponsorship contributions to eligible members through its Sponsorship Program. Darkinjung recognises that individuals and groups within the community require funds for community celebrations, events and activities. Sponsorship is provided under five different categories.

<b>Budgeted</b>	<b>\$60,000</b>		
<b>Arts &amp; Culture</b>	\$2,500.00	<b>Elders</b>	\$15,000.00
<b>Education</b>	\$24,118.00	<b>Youth</b>	\$12,500.00
<b>Sports</b>	\$4,961.08	<b>Expenditure</b>	<b>\$59,079.08</b>



## Darkinjung Bus

The Darkinjung bus continues to operate for the purpose of sorry business and community events. Members are able to utilise the bus on a booking system via application. The Bus has been utilised on 28 occasions for the financial year 2022-23.

**Budgeted \$10,000.00**  
**Expenditure \$6,000.96**

## The Aboriginal Funeral Transport Program

The Aboriginal Funeral Transport “Sorry Business” initiative provides assistance with transport for isolated and disadvantaged Aboriginal communities throughout New South Wales, including metropolitan Sydney, to attend funerals within NSW.

### What services can they help with?

- Transport for NSW will pay for the cost of return tickets for individuals and groups travelling to a funeral using an existing public transport services e.g., NSW Trains.
- A Fuel subsidy can also be accessed through this initiative whereby Transport for NSW will fund no more than 50 per cent of the cost of the travel.
- Bus Use - Generally, a fuel subsidy for bus transport will only be provided for groups of eight (8) or more people travelling in the same vehicle. A Fuel subsidy can be accessed through this initiative whereby Transport for NSW will fund \$100 per driving day (vehicle capacity of 8-11 passengers) or \$200 per driving day (vehicle capacity of 12 or more).

As part of this program Darkinjung Local Aboriginal Land Council has provide assistance to Aboriginal People within our boundaries on 6 occasions in the amount of \$801.00.



# NAIDOC Week

DLALC board and members enjoyed an action-packed NAIDOC Week with a difference this year. Aboriginal and community organisations from across the Central Coast came together to host a number of events, all of which were designed around the shared theme of For Our Elders.

The week of activities kicked off with GNL hosting the Great Curry Cook Off on Sunday, while on Monday Yerin hosted a Community Day. Tuesday saw your board host a high tea while on Wednesday DLALC organised a clay jewellery workshop with Dungutti Dreaming.

Our more active members then joined the Central Coast Community Legal Centre for the relaunch of its highly anticipated netball competition.

On Thursday Nunyara, Bungree and the Glen hosted a Community Day at Wyong Racecourse.

There was no sign of fatigue however when DLALC hosted its annual golf day which saw a significant rise in the number of female players. The week closed with DLALC's annual ball,

which afforded all members and friends a great opportunity to reconnect over a shared meal and entertainment. A highlight of the night was an Elders reel that was played above the dancefloor, in celebration of the many Elders who have helped shape our community.

Addressing the 300-strong crowd gathered at the Mingara Recreation Club, DLALC chair BJ Duncan noted that across every generation, our Elders have played, and continue to play, an important role and hold a prominent place in our communities and families.

Echoing the sentiments of the NAIDOC Week committee, BJ said our Elders were much more than cultural knowledge holders, they are trailblazers, nurturers, advocates, teachers, survivors, leaders and hard workers. They are the ones we turn to in our low moments and the ones we look to when we wish to celebrate our highs, he said.

“We draw strength from their knowledge and experience, in everything from land management, cultural knowledge to justice and human rights. Across multiple sectors like health, education, the arts, politics and everything in between, they have set the many courses we follow.

“The struggles of our Elders help to move us forward today. The equality we continue to fight for is found in their fight. Their tenacity and strength has carried the survival of our people.”







## Goal 3

# Acquisition, management and development of land and other assets

**Objective:** To ensure the prosperity of our community through the effective management of current and future assets

Objective	Strategy	Outcomes
16. Acquire strategic land through land claims, Aboriginal land agreements, purchase and lease	Review land claims to identify claims for priority determination and refer these to Crown Lands.	We continued to wait the outcome of several claims referred to the Crown Lands, largely delayed due to Central Coast Council failing to provide information in a timely manner. We had ongoing discussions regarding a potential joint venture to extend Bateau Bay Square. We are prioritising approximately 1000 outstanding land claims.
	Continue to make land claims.	Darkinjung submitted twelve land claims in FY 22/23
	Identify strategically valuable Crown land seek the transfer to us under an Aboriginal land or other agreement.	We successfully negotiated the acquisition of Peat Island (Mooney Mooney) from Property & Development NSW (PDNSW). We entered a Deed of Agreement with PDNSW to facilitate the transfer of Peat Island to Darkinjung for nominal consideration. We continue to negotiate with the NSW Government re acquisition of the former Dooralong Public School.
	Continue to engage in the land negotiation process.	We continued to negotiate with Crown Lands for the potential transfer of up to 4,000ha of land to Darkinjung via the Land Negotiation Program (LNP), pushing to reach final agreement by early 2024. As members of the NSW Government’s LALC Reference Group, we contribute to the development of policies and procedures that promote efficient and effective Aboriginal Land Agreements (ALAs) and reduce systemic barriers facing LALCs in acquiring and activating land.
	Purchase or lease strategic properties where required, e.g., for a community hall.	We negotiated the purchase of Peat Island (Mooney Mooney) from PDNSW and entered a Deed of Agreement with PDNSW to facilitate the transfer of Peat Island to Darkinjung for nominal consideration.

Objective	Strategy	Outcomes
	<p>Acquire culturally significant land and sites to preserve.</p> <p>Seek to acquire properties being divested by housing providers, e.g., the AHO.</p>	<p>Negotiations for the transfer of Lot 5 DP 876323 (10 Vere Place, Somersby) reached an impasse, due to lot size planning controls in the Central Coast Local Environmental Plan (LEP 2022). We advocated for an amendment to the minimum lot-size planning controls, and Central Coast Council agreed to progress our proposal to amend the relevant sections of the LEP.</p> <p>We continued negotiations with owner of Lot 14 DP 1015195 (Vere Place, Somersby) for legal access to a portion of their site containing significant Aboriginal cultural heritage features.</p> <p>We continued negotiations with owner of Lot 8 DP 854216 (5 Raverson Cl, Somersby) to transfer whole or part of the lot, which contains significant Aboriginal cultural heritage features into our ownership. We pursued several sites of cultural significance through the LNP (e.g., Warre Warren, Mooney Mooney Aboriginal Area and Bulgandry) and were advised by Crown Lands these sites were out of scope, as they are not owned by Crown Lands. We are exploring direct negotiations with the respective landowners, National Parks and Wildlife Services and NSW Forestry.</p> <p>We negotiated the purchase of Peat Island (Mooney Mooney) from PDNSW and entered a Deed of Agreement with PDNSW to facilitate the transfer of Peat Island to Darkinjung for nominal consideration.</p> <p>On Hold, Darkinjung is not a registered housing provider and is therefore not eligible to have AHO properties divested.</p>
<p><b>17.</b> Progress and deliver Darkinjung LALC's priority projects</p>	<p>Progress and deliver Darkinjung's four key priority projects:</p> <p>Lake Munmorah residential subdivision (in stages).</p>	<p>We completed rezoning our Lake Munmorah development site and saw the value of the land increase from approx. \$7M to \$27M (as of June 2022).</p> <p>We worked with Landcom, our Ecologist and the Dept. of Planning and Environment to obtain biodiversity certification of the development footprint, a requirement before a stage one Development Application for the site can proceed.</p> <p>We entered a Heads of Agreement (HOA) with Landcom, setting out principal terms to deliver the Lake Munmorah development, via a joint venture with Landcom. Final terms will be subject to Darkinjung Board/Member and NSWALC approval.</p>



Objective	Strategy	Outcomes
	<p>Wallarah industrial and employment precinct.</p>	<p>Milestones and timeline for our Wallarah industrial development were amended due to the revision of the strategic priorities for this development site.</p> <p>We engaged in extensive consultation with the Dept. of Planning and Environment on the Central Coast Regional Plan (2041), through which the value of our land at Bushells Ridge and Wallarah was raised.</p> <p>In response to this, and our ongoing advocacy, the Dept. agreed to put an application to the Urban Development Program Committee to have this area captured in a Place Strategy, and deliver a priority coordinated approach by government agencies (e.g., Planning, Transport, Council, etc.) to the resolution of planning and infrastructure constraints in the area.</p> <p>We submitted a funding application for \$7,000,000 under the Dept. of Regional NSW’s Growing Regional Economies Fund, to address a gap in sewer infrastructure that was limiting the development potential of our Bushells Ridge and Wallarah industrial lands.</p> <p>We secured \$40,000 through the Dept. of Regional NSW to complete a Darkinjung Market Engagement Strategy. This will involve establishing an overarching property strategy to guide Darkinjung when engaging vendees, lessees and joint venture partners for our industrial/commercial development sites. We obtained a fee proposal to prepare a comprehensive Due Diligence report for our Bushells Ridge and Wallarah development sites, positioning us to engage in market negotiations with parties interested in our industrial landholdings.</p>
	<p>Somersby rural residential development and conservation lands.</p>	<p>We worked closely with a Planner, Ecologist, Bushfire Specialist and Civil and Hydraulics Engineer to deliver a solution to the biodiversity constraints that had been delaying our Somersby (Reeves Street) development site since late 2020.</p> <p>Rezoning is progressing based on a revised indicative development footprint that greatly reduces the biodiversity offset obligations for the site.</p>
	<p>Kariong low density residential and conservation lands.</p>	<p>We advocated for funding to develop a media, communication and strategic community engagement plan, to support the development through public consultation phase.</p> <p>Government committed \$40,000 to engage an independent media and communication firm and procurement of services began.</p>
	<p>Pursue other priority projects identified in the Strategic Land Assessment endorsed by our members.</p>	<p>We secured \$40,000 to complete a Darkinjung Market Engagement Strategy and establish a property strategy to guide us when engaging vendees, lessees and joint venture partners.</p>

Objective	Strategy	Outcomes
	<p>Developments should only proceed where legal constraints, such as bio-diversity constraints, do not unfairly burden Darkinjung LALC.</p>	<p>We obtained a fee proposal to prepare a comprehensive Due Diligence report for our Bushells Ridge and Wallarah development sites, and position us to engage in market negotiations with parties interested in our industrial landholdings.</p>
<p><b>18.</b>Streamline and improve development pathway for Darkinjung LALC's development projects</p>	<p>Implement the Darkinjung Delivery Framework including by assisting the Minister to prepare a Development Delivery Plan for Darkinjung LALC's priority projects</p>	<p>We received Ministerial endorsement for our Development Delivery Plan (DDP), outlining development potential and pathways for all 31 of our development sites.</p>
	<p>Seek to include all priority projects in the Aboriginal Land SEPP.</p>	<p>We continue to use the Aboriginal Land SEPP for all priority projects.</p>
	<p>Investigate options for improving the development pathway for Darkinjung projects including legislative reform.</p>	<p>We continued advocating for the Dept. of Planning and Environment to undertake a full evaluation SEPP, which is overdue. We work closely with NSWALC to ensure we are prepared when the evaluation commences.</p>
	<p>Advocate for legislative change where required.</p>	<p>We have been involved in several consultations with NSWALC and Aboriginal Affairs in the Government's implementation of the recommendations of their ALRA Statutory Review 2021 Report.</p>
	<p>Advocate for an independent, specialist body to assess development on LALC land.</p>	<p>We secured NSWALC support to attend NSW Biodiversity Offset Scheme Stakeholder Reference Group (BOS Reference Group) meetings, as an extended representative of NSWALC.</p> <p>We made a made a joint submission to the 5-year statutory review of the Biodiversity Conservation Act 2016 (NSW)(BCA) calling for the removal of barriers to LALC development aspirations, that prevent Aboriginal people in NSW from achieving economic empowerment and self-determination.</p> <p>We worked with the Dept. of Planning and Environment, including the Biodiversity Offset Credit Taskforce, to increase the supply of biodiversity offset credits to the credit market in NSW.</p>

Objective	Strategy	Outcomes
	<p>Develop a strategic plan which identifies Darkinjung’s priority development land and land which Darkinjung considers appropriate for nature conservation.</p>	<p>We advocated for reform to the constitution and operation of the Strategic Planning Panels, to better respond to Aboriginal-led planning proposals.</p> <p>We continued lobbying for the Dept. of Planning and Environment to undertake a full evaluation of the Aboriginal Land SEPP.</p> <p>We were appointed a member of the Central Coast City Urban Development Program Committee, to oversee the supply of residential and employment lands on the Central Coast and attended 2 meetings in FY23. The UDP Committee consists of stakeholders including Dept. of Planning and Environment, Central Coast Council, Health/Schools Infrastructure NSW, Transport for NSW, Land and Housing Corporation, Ausgrid, Property Council of Australia and Urban Development Institute of Australia. We made a submission to the Central Coast Council’s consultation on the new Local Housing Strategy (LHS).</p>
<p><b>19.</b> Develop a plan for a Darkinjung Cemetery</p>	<p>Investigate land suitable for a cemetery</p>	<p>Having determined that no land within the scope of the Land Negotiation Program was suitable for transfer to Darkinjung for use as a cemetery we continued to explore options.</p>
	<p>Prepare a feasibility study and business case for the establishment of a cemetery</p>	<p>We continued to investigate suitable lands for the establishment of a cemetery.</p>
	<p>Where appropriate, partner with another cemetery manager to deliver a cemetery for Indigenous and non-Indigenous people.</p>	<p>When appropriate Darkinjung will source capable partners if our members see fit.</p>
<p><b>20.</b> Manage existing holdings</p>	<p>Implement the recommendations of the Strategic Land Assessment.</p>	<p>Ongoing due to core business</p>
	<p>Maintain a database of landholdings and land under claim.</p>	<p>We continue to maintain a suite of digital tools for recording, analysing and managing our extensive landholdings.</p> <p>We undertook work to improve our land data management practices.</p>
	<p>Identify surplus lands and assets for disposal to fund key priority projects.</p>	<p>We finalised sale of Lot 8 DP 1230083 (Wendoree Park) and Lot 7340 DP 1166918 (adjacent Doyalson RSL), as resolved by members in FY22 to fund key priority projects such as our supported independent living facility in Blue Haven (Aunty Betty’s Place). ►</p>



Objective	Strategy	Outcomes
		<p>► We received judgement in our favour in a non-claimant application before the Federal Court of Australia, resulting in the removal of the s.42 notation from the title of several of our economic priority landholdings.</p>
	<p>Maintain a database of all studies and research undertaken in relation to our holdings and land under claim.</p>	<p>Ongoing</p>
<p><b>21.</b> Develop other income streams from land and other assets</p>	<p>Analyse our portfolio of land and other assets to identify other possible income streams.</p>	<p>We completed a feasibility study on opportunities to leverage our landholdings to achieve a dual economic and environmental outcome, coming to the understanding that our landholdings are not generally suited for producing carbon credits or in the production of green/renewable energies.</p>
	<p>Develop a business case for potential income streams.</p>	<p>We developed a Land Management Business Plan (the LMBP) to partially commercialise our land management services to drive economic, social, cultural and environmental outcomes.</p> <p>Darkinjung has plans to revision. This facility will deliver significant cultural and economic value to Darkinjung Members and the broader Central Coast region. In March 2023, we received \$500,000 from the Dept. of Regional NSW (Business Case and Strategy Development Fund) to complete master planning to develop Peat Island (Kooroowall-Undi) into a world class cultural tourism precinct.</p> <p>We received \$5,500,000 from the Dept. of Regional NSW (Regional Tourism Activation Fund) to complete stage one construction works for the facility.</p> <p>We established a Project Control Group to oversee both the Master Planning and Stage One Construction projects.</p> <p>We received \$650,000 from the Dept. of Regional NSW (Regional Tourism Activation Fund) to develop our Bell Rd campground at Mangrove Mountain into a Cultural Tourism Park.</p>
	<p>Obtain expert advice and undertake appropriate due diligence on all business and land ventures, including early engagement with NSWALC and other approval authorities.</p>	<p>We engage the services of an ecologist, bushfire specialists, and civil and hydraulics engineers to get expert advice on our land ventures.</p> <p>We engage regularly with NSWALC through consultations on issues such as the state government's implementation of recommendations of the ALRA Statutory Review 2021, and securing support to attend meetings of the NSW Biodiversity Offset Scheme Stakeholder Reference Group (BOS Reference Group) as an extended rep of NSWALC.</p>

Objective	Strategy	Outcomes
<p><b>22.</b> Investigate conservation options for land</p>	<p>Investigate options for applying Darkinjung LALC lands to conservation uses, including through the establishment of biodiversity stewardship or conservation sites, where economically viable.</p>	<p>Ongoing</p>
<p><b>23.</b> Promote Aboriginal enterprises</p>	<p>Identify opportunities for businesses owned by our members to operate on Darkinjung LALC land.</p>	<p>We established an Aboriginal Land Planning Business Directory in line with our Aboriginal Procurement Policy.</p>
<p><b>24.</b> Pursue partnerships to utilise land</p>	<p>Seek capability partners to develop and use land for commercial or community purposes.</p>	<p>We continued building and maintaining our strong working relationship with Landcom, a key capability partner that could assist us to deliver on our development pipeline.</p> <p>We continued to work extensively with the Dept. of Planning and Environment (the Dept.), and to maintain and grow this strategic relationship to ensure we're at the coalface of Aboriginal Land Planning in NSW and strategically positioned to achieve our land and broader economic development goals.</p> <p>We continued working closely with key development industry bodies, including Regional Development Australia and the Urban Development Institute of Australia, to promote our land-based economic opportunities.</p> <p>As a member of the Urban Development Institute of Australia (UDIA), Central Coast Chapter, we attended bi-monthly meetings. UDIA occasionally consults directly with Darkinjung on significant land use and planning issues that affect our interests on the Central Coast.</p> <p>We continued to work closely with Central Coast Council's environment and planning and economic development divisions, and the executive, to build a stronger working relationship between our two organisations.</p> <p>We supported the Council to develop a Central Coast First Nations Accord and Acknowledgement of Country, with the Accord adopted by Council on 13 December 2022.</p>

Objective	Strategy	Outcomes
25. Develop a Ranger Program to manage, protect and regenerate land and sites within our area	Design a Ranger Program with input from NPWS, the NSW Government and Central Coast Council.	We continued preparations to employ a new Program Officer and a Ranger to pilot Darkinjung's Ranger Program in 2024.
	Implement the Program.	Darkinjung commencement the delivery of Certificate III of On Country Management.
	The Ranger Program may operate as a business offering land management services but can also comprise volunteers interested in Caring for Country.	Further investigations are required.

## Goal 4

### Business enterprises and investment

**Objective:** Develop new Darkinjung businesses and grow our existing businesses while prudently managing our investments

Objective	Strategy	Outcomes
26. Develop our key landholdings and priority projects	Prioritise the development of our priority projects as set out in this Plan.	Darkinjung continues to prioritise our priority projects as identified to ensure cultural and economic prosperity for our members and community.



Objective	Strategy	Outcomes
<b>27.</b> Set up an Aboriginal cultural heritage business	Investigate options to set up an Aboriginal cultural heritage business.	Ongoing, Darkinjung continue to investigate the development of further Aboriginal and Cultural Heritage services and have 10 community members undertaking training to meet this objective.
	Prepare a business case.	
	Partner with tertiary education organisations and other organisations if required.	
	Market our Aboriginal cultural heritage business.	
<b>28.</b> Develop other complementary businesses	Develop other complementary businesses to support existing Land Council business and deliver further jobs and benefits to our members and Aboriginal people in our area. Businesses could include land management and bush regeneration, seed collection, plant nursery, etc.	Ongoing, requires further feasibility investigations.
	Prepare a business case and seek independent advice for all new business ideas.	
<b>29.</b> Manage the risks of our businesses	Where appropriate, operate new business enterprises through separate entities to manage the risks to Darkinjung LALC and its other assets and to provide flexibility to the new business.	The Darkinjung Board is to be commended for adopting in its Plan a quadruple bottom line in its decision making, It is important to Darkinjung that its decisions be made with the best interests of its members and other Aboriginal people in its area in mind. To that end, Darkinjung has adopted a Quadruple Bottom Line approach to decision making. When making a decision, Darkinjung will consider its impact on: <ul style="list-style-type: none"> <li>• Community participation and wellbeing</li> <li>• Culture, heritage and the environment</li> <li>• Darkinjung’s governance and operations</li> <li>• Financial viability and sustainability</li> </ul>
	Ensure members are kept informed of the operations of our businesses.	
<b>30.</b> Grow the Intergenerational Wealth Fund	Continue to invest into the wealth fund where prudent.	Ongoing, Darkinjung will be reviewing the Invest Policy in early 2024.
	Ensure all fund assets are prudently managed for the benefit of future generations.	

Objective	Strategy	Outcomes
	Consult with or retain independent expert advisors or fund managers to advise us on our investments.	
<b>31.</b> Maintain a prudent investment strategy	There is no requirement for surplus funds to be invested in the wealth fund.  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"> <li>• Australian and international equities;</li> <li>• term deposits;</li> <li>• Government-backed securities;</li> <li>• real property and property trusts; and</li> <li>• other investments that Darkinjung LALC determines are in the best interests of it and Aboriginal people in its area.</li> </ul> Ensure all investments comply with the ALRA.  Nothing in this Plan requires Darkinjung LALC to allocate assets to a particular investment.	Ongoing, Darkinjung will be reviewing the Invest Policy in early 2024.
<b>32.</b> Take advantage of Indigenous procurement targets	Take advantage of Federal and State Government procurement targets where possible.  Seek to develop businesses in joint venture with capability partners.  Seek to partner with other Indigenous businesses on joint projects where possible.  Assist members and their businesses to take advantage of procurement opportunities.	The DLALC Aboriginal Procurement Policy provides the framework for engaging Aboriginal interests through procurement processes, and support DLALC grow the legitimate Aboriginal enterprise sector on the Central Coast of NSW. Darkinjung recognises the economic and social benefits created by preferencing legitimate Aboriginal businesses and enterprises, which support wealth creation, employment, training and a pathway forward for members of the local Aboriginal community.

# Acquisition, management and development of land and other assets

## Land Claims – Granted:

Lot	DP	Area ha	Zoning
623	822104	83,648.70	C2- Environmental Conservation, C3- Environmental Management
14 & 17	758779	609.83	R1-General Residential
529	755266	29,071.70	C2- Environmental Conservation

## Disposal

Lot	DP	Transaction value (excl. GST)	Status
8	1230083	\$1,100,000	Finalised
7340	1166918	\$1,160,000	Finalised

## Land Claims Transferred Within Financial Year

Lot	DP	Area ha	Location
107	755245	28.6 ha	Bushells Ridge Rd, Bushells Ridge
750	1270219	2.1 ha	Bushells Ridge Rd, Bushells Ridge

**Land Purchases: n/a**

**Easements: n/a**

**Other land dealings: n/a**

## Leases

LOT	DP	Lessee	Value	Duration
153	725117	NBN Co.	17,000/year +2.5% increase per annum	3/4/2020 - 2/4/2025



**ALC's Lodged**

Claim	Date Of Claim	Claim Status	Area mt <sup>2</sup>	Lots
54533	11/08/2022	Incomplete	1,307.71	1/534753,1/534754,1/541449
54534	11/08/2022	Incomplete	213,564.00	339/755263,7001/1021280
54535	11/08/2022	Incomplete	21,056.90	170/755234,171/755234,172/755234,173/755234,199/755234,303/755234
54536	11/08/2022	Incomplete	7,978.63	1/1081952,2/1081952,383/755227,417/755227
54537	11/08/2022	Incomplete	411,760.00	197/755227,321/755227,398/755227,7037/1020219,7039/1020221,86/755227
54538	11/08/2022	Incomplete	44,491.00	2/1015566
54539	11/08/2022	Incomplete	97,620.00	2/844516,245/755227,474/823121
54540	11/08/2022	Incomplete	101,516.00	247/755234,488/728960,6/805477

**ALC's Refused**

Claim	Date Of Claim	Claim Status	Area M2	Lots	Determination Date	Determination
6868	14/11/2002	Part Granted, Part Refused	83,555.20	623/822104	22/05/2023	Part Granted, Part Refused
17357	27/02/2009	Part Granted, Part Refused	609.83	14/17/758779	2/02/2023	Part Granted, Part Refused
36141	11/02/2013	Refused	6,245.10	170/723313,170/723313	6/12/2022	Refused
37204	31/10/2014	Refused	726.22	531/822153,531/822153	23/06/2023	Refused
37421	31/10/2014	Refused	3,570.97	509/729980	10/08/2022	Refused
44533	3/07/2017	Refused	6,245.10	170/723313	6/12/2022	Refused
44619	3/07/2017	Part Granted, Part Refused	29,071.70	529/755266	2/02/2023	Part Granted, Part Refused
44628	3/07/2017	Refused	3,570.97	509/729980	10/08/2022	Refused
44679	3/07/2017	Refused	726.22	531/822153	23/06/2023	Refused
46060	24/09/2018	Refused	45,602.10	71/7091	23/06/2023	Refused

# Darkinjung Funeral Fund

Darkinjung is committed to what we see as our responsibility to support our members and the Aboriginal population within our boundaries. The Darkinjung Funeral Fund is an initiative designed to offer peace of mind and security to our members and their families when needed most. The cost of a funeral can be unexpected, and the costs incurred are often passed onto loved ones or members of the community. The flexible funeral plans are specifically tailored to our members to help meet the costs of culturally appropriate funeral services for our people.

**The breakdown of this is as follows:**

In force as of 30 June 2023	186
Former Members re-joining	0
Deaths	6
Lapses	0
New Members	1
In force as of 30 June 2022	191



<b>Name of Entity</b>	Darkinjung Funeral Fund Pty Ltd
<b>Darkinjung Funeral Fund Pty Ltd</b>	<p><b>Barry Duncan</b> Non- Executive Director Chairperson</p> <p><b>Danielle Captain- Webb</b> Non- Executive Director Deputy Chairperson</p> <p><b>Amy Parry</b> Non- Executive Director</p> <p><b>Jenni McEwen</b> Non- Executive Director</p> <p><b>Robyn Sutherland</b> Non- Executive Director</p> <p><b>Jeffrey Delaney</b> Non- Executive Director</p> <p><b>Tina West</b> Non- Executive Director</p> <p><b>Katarina Sales</b> Non- Executive Director</p> <p><b>Deborah Swan</b> Non- Executive Director</p> <p><b>Gail Lake</b> Non- Executive Director</p> <p><b>Adina Duncan</b> Acting Chief Executive Officer</p>
<b>Objective &amp; Purpose</b>	Provides members, their spouses and dependents with an affordable funeral service
<b>Value of entity</b>	\$31,470.00
<b>Approval of assets transferred to the entity</b>	\$0
<b>Activities/performance targets</b>	Increase membership base by 10% per annum
<b>Legal reports to LALC</b>	Monthly management statements and annual audited financial statements

# Consultants

Consultant Name	Details	Total Cost For Year (Excl Gst)
AccessEAP	HR Advisor	\$4,450.00
Aplas Group	Construction Estimates	\$2,160.00
Barr Property and Planning	Planning	\$2,170.00
Barry Williams Consultancy	Advisor Fees	\$500.00
Baxter Homes	Geotechnical	\$1,190.91
Blackash Bushfire Consulting	Bushfire Management	\$10,400.00
Buildcert NSW Pty Ltd	Planning	\$6,502.72
Capital Workplace Indigenous Corporation	HR Advisor	\$10,034.80
Chalk & Behrendt	Advisor Fees	\$50,774.97
Coastal Planning and Consulting	Planning	\$21,620.00
EMM Consulting	Ecology	\$53,941.88
Employsure	HR Advisor	\$9,757.75
Everitt Consulting Engineers Pty Ltd	Planning	\$2,610.00
Heritage Now Pty Ltd	Advisor Fees	\$935.00
Interface Planning	Planning	\$15,995.91
INTERSECT TRAFFIC PTY LTD	Planning	\$4,200.00
Karim + Nicol Lawyers	Advisor Fees	\$3,000.00
LT & Associates	Architectural	\$5,000.00
M&K Business Solutions	Accounting	\$129,795.76
MBM Legal + Conveyancing	Advisor Fees	\$7,696.45
MCL Advisory Pty Ltd	Advisor Fees	\$20,977.50

Consultant Name	Details	Total Cost For Year (Excl Gst)
MDA Property	Market & Economic	\$950.00
Morris & Piper Advisory	Advisor Fees	\$15,750.00
Northrop Consulting Engineers Pty Ltd	Engineering	\$5,780.00
Perpetual	Investments	\$77,004.78
Rarekind People Pty Limited	Corporate	\$875.00
Stanford Property	Planning	\$712.50
SWA Recovery & Investigation Group	Advisor Fees	\$900.00
The Spatial Lab	Advisor Fees	\$1,425.00
TraceAbility Communications	Corporate	\$2,800.00
Umwelt (Australia) Pty Limited	Ecology	\$5,532.50
Walter Partners	Audit	\$49,000.00
Wormald	Planning	\$850.00
<b>Total</b>		<b>\$525,293.43</b>

## Related Party Transactions

During the 2023 financial year, Darkinjung approved the following related party transactions in line with the LALC's applicable policies:

- \$12,500 granted as sponsorship to office bearers; and
- \$11,800 granted to the children of office bearers.



# A Year in Review



## Aunty Betty's Place unveiled

In July about 70 community members came to see new signage unveiled at the development site for Aunty Betty's Place, which will become an independent living facility for Aboriginal seniors at the northern end of the Central Coast.

## Creating economic sustainability and prosperity

Effective management of our assets is a key objective of the Darkinjung LALC, to ensure the prosperity of Darkinjung members and the entire Aboriginal community on the Central Coast benefits.

In 2022-23, through years of hard work and advocacy, forging relationships and strategic planning, we had significant success in this area of our work.

In late 2022 we completed the rezoning of our Lake Munmorah development site, marking the end of a nearly 10-year long process for Darkinjung Members, Board and staff. With this achievement the value of our land increased substantially, from approx. \$7m to \$27m as of June 2022.

In early 2023, we successfully secured \$6.5m funding, through Transport for NSW (TfNSW), to upgrade a signalised intersection at the corner of Pacific Highway and Chain Valley Bay Rd, on the southeast corner of our Lake Munmorah site. This upgrade was a requirement before any further residential lots can be released. Without this funding Darkinjung would have been liable for approximately 70% (\$4.5M) of the intersection upgrade costs.

For years, Darkinjung has advocated for increased investment and strategic planning

for our industrial landholdings around Bushells Ridge and Wallarah. Through extensive consultation with the Department of Planning and Environment on the Central Coast Regional Plan (2041), the value of our land was raised, and the Department agreed to apply to the Urban Development Program Committee to have this area captured in a Place Strategy. If successful, this would see government agencies (e.g., Planning, Transport, Council, etc.) take a priority co-ordinated approach to resolving planning and infrastructure constraints in the area, greatly accelerating our vision for this land.

In June 2023, we secured \$40,000 through the Department of Regional NSW to complete a Darkinjung Market Engagement Strategy, including an overarching property strategy, to guide us in engaging vendees, lessees and joint venture partners.

In mid-2023, Darkinjung successfully advocated for \$40,000 funding to engage an independent media and communications firm to help us communicate the benefits of our Kariong development through the public consultation phase.

In 2022, we developed a Land Management Business Plan (LMBP) to partially commercialise our land management services.

## Strengthening and celebrating culture and heritage

Darkinjung joined forces with the NRMA Ocean Beach Holiday Park to offer Indigenous tourism and cultural experiences to guests.

We signed a Memorandum of Understanding, outlining a plan to increase Aboriginal cultural education and tourism, employment and cultural capability at the holiday park.

The Central Coast has one of the nation's highest concentrations of Aboriginal cultural

heritage sites, with the partnership set to create a cultural landscape and a series of events that will benefit both parties.

As part of the agreement, Ocean Beach guests will enjoy welcome to Country ceremonies; smoking ceremonies and dance group performances (where appropriate); a celebration of Reconciliation Week, NAIDOC Week and other events; culturally educational signage in the natural environment; cultural tours

at the site or at selected sites across the Central Coast; storytelling and education; and a connection to other cultural events led by DLALC.

In turn, NRMA Ocean Beach Holiday Park will provide employment opportunities for Aboriginal people through traineeships and recruitment and actively seek procurement opportunities for local Aboriginal organisations and service providers.

## Cultural tourism funding boost

Our efforts to develop cultural tourism precincts at both Peat Island and Mangrove Mountain received a significant boost this year, after the two projects attracted millions of dollars in funding from the NSW government.

The first cash injection came in the form of a \$4.99 million grant for the Peat Island Cultural Tourism Precinct, as part of round two of the government's Regional Tourism Activation Fund. Our plan is to develop Kooroowall-Undi (Peat Island) into a world class cultural tourism precinct, delivering significant cultural and economic value to Darkinjung Members and the broader Central Coast region. The centrepiece

will be a mural painted on the old water tower.

The money will allow us to progress the first phase of activating and opening the island: a café, new jetty and cultural grounds that all Australians will be able to enjoy.

In March 2023, we received \$500,000 from the Department of Regional NSW (Business Case and Strategy Development Fund) to complete master planning for the site.

In June 2023, we received \$5.5m from the Department of Regional NSW (Regional Tourism Activation Fund) to complete stage one construction works for the facility.

A second grant, awarded in December, came

in the form of a \$650,000 contribution also from the NSW Government's Regional Tourism Activation Fund.

The investment will help us build a cultural tourism precinct where the Aboriginal community can share its creation and dreaming stories, and cultural practices in Darkinjung Country.

In March 2023, we also received \$650,000 from the Department of Regional NSW (Regional Tourism Activation Fund) to install infrastructure to support the development of our Bell Rd campground at Mangrove Mountain into a Cultural Tourism Park.





Local Aboriginal Land Council

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