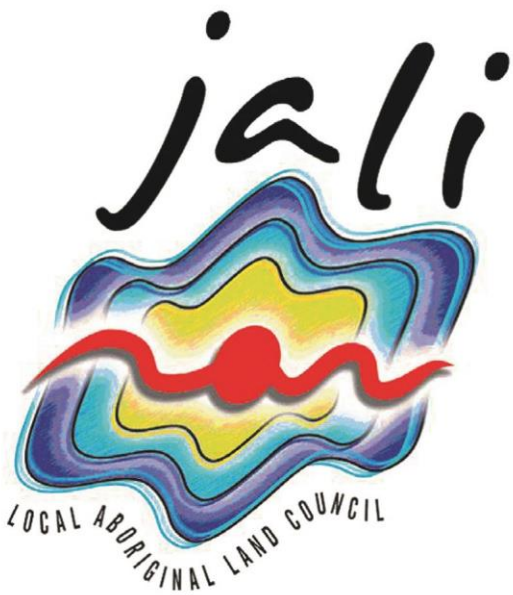


2021 - 2024



Jali Local Aboriginal Land Council Community Land & Business Plan



Ngunya Jargoona Indigenous Protected Area





Acknowledgement

This acknowledgement is in honour of our Elders and Members of the past that have made significant contributions to ensure our community has maintained control over our Jali lands, culture and heritage, for now, and into the future.

Jali Local Aboriginal Land Council (LALC) acknowledges and is proud to deliver its services on Bundjalung Country.

The Jali Local Aboriginal Land Council (LALC) wishes to acknowledge and give thanks to the Board of Directors, Staff and Jali LALC members for their involvement and input.

This document and its contents are the property of the Jali Local Aboriginal Land Council.

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Purpose of the Plan

In accordance with *Division 6 of the NSW Aboriginal Land Rights Act 1983*, Jali Local Aboriginal Land Council (Jali LALC) is required to develop and deliver a Community Land and Business Plan (CLBP). The purpose of the Plan is to provide strategic direction, growth and sustainability for the Jali LALC over the next four years.

The Plan has a focus on:

- Results to be achieved
- Key Strategic Areas to be covered
- Prioritised strategies to be implemented

The Plan is also intended to ensure that the Board, employees, members and stakeholders are informed of the strategic direction of the Jali LALC and it will guide the operational aspects.

The Plan will be '*a living document*' that encourages the Board, employees and members to refer to it and monitor its progress. The Plan will be subject to regular monitoring, a review, and will be amended as required.

The Board will schedule to regularly monitor the Plan with updates on progress of implementation by the CEO (and or relevant staff that may have lead carriage of particular strategies).

The Board must also undertake an annual review of the Plan prior to the end of each financial year, with the reviewed Plan to be tabled at a Members meeting for further input and then approval.



Above image: Birds nest in IPA Ngunya Jargoon.

Background to Jali LALC

Jali LALC was established in 1983, being one of the first Land Councils to be established after the proclamation of the *NSW Aboriginal Land Rights Act*.

The Jali LALC boundary covers the Ballina LGA, the southern part of Byron LGA and north east of the Richmond Valley LGA (see Table 1). Jali LALC has 1894.55 hectares of total land holdings, which makes it one of the largest land holders in the local area (see Table 2).

The area is the traditional country of the Bundjalung people. Cabbage Tree Island (approx. 22.5 km south west of Ballina) is the ¹*home place* for most local Aboriginal community members, and is where Jali LALC was established.

The Jali LALC office is based in central Ballina (Nyangbul word for Ballina is known as *Bullinah*), and there are offices based on Cabbage Tree Island.

²Jali LALC has a total membership of 403 and is governed by 9 Directors which are elected every four years by and from the membership. Jali LALC has seen a 28% rise in memberships since the 2016-20 CLBP.



Above image: The Cabbage Tree Island Public School Logo, The school is a central part of life on Cabbage Tree Island and was first built in 1881.

¹ For this document '*home place*' is defined as the place of belonging, not necessarily the place of residence, for community members.

² Current as of May 2021.

Community Land & Business Plan 2016-20 Members	316
Community Land & Business Plan 2021-24 Members	403



Table 1: Map of Jali LALC

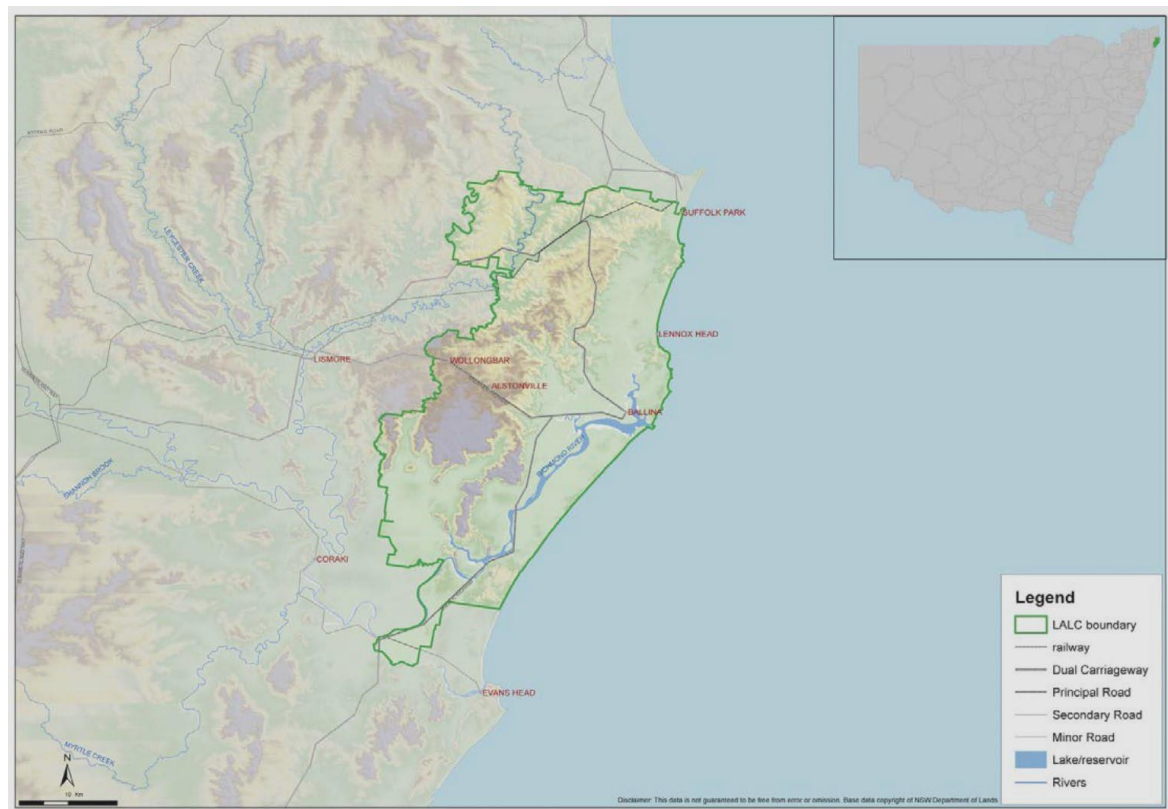
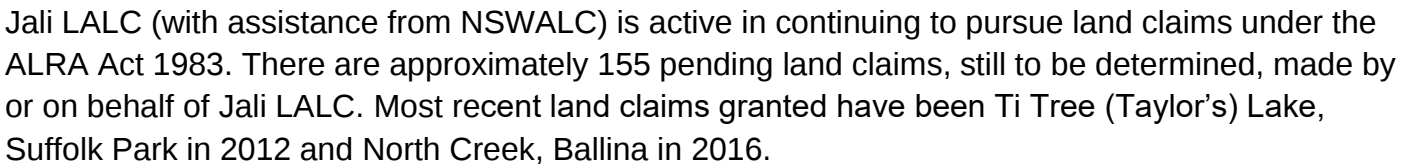


Table 2: Jali LALC Land holdings



Jali Land Holdings

Lot	Plan Type	Plan No	Size (Ha)	Dealing number	Property ID	Address	Suburb	P/code
A	DP	185789	16.44	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
B	DP	185789	16.44	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
1	DP	413447	0.2	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
251	DP	755691	18.41	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
37	DP	755691	17.86	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
39	DP	755691	17.65	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
40	DP	755691	43.25	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
41	DP	755691	15.66	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
42	DP	755691	25.09	X143201	1652929	37 OLD BAGOTVILLE ROAD	WARDELL	2477
267	DP	727428	10.92	Y927336	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
268	DP	727428	446.4	Y932480	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
269	DP	727428	19.81	Y927337	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
205	DP	755691	16.19	Z75211	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477

Lot	Plan Type	Plan No	Size (Ha)	Dealing number	Property ID	Address	Suburb	P/code
206	DP	755691	16.19	Z75211	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
244	DP	755691	14.24	Y927335	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
248	DP	755691	55.85	Y927335	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
250	DP	755691	3.55	Y927335	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
78	DP	755691	14.09	Y927335	1652938	37 OLD BAGOTVILLE ROAD	WARDELL	2477
260	DP	755691	12.12	V60283	1652981	CABBAGE TREE ROAD	CABBAGE TREE ISLAND	2477
261	DP	755691	1.09	V60283	1652981	CABBAGE TREE ROAD	CABBAGE TREE ISLAND	2477
258	DP	755691	34.4	299498	1652983	CABBAGE TREEE ISLAND	WARDELL	2477
146	DP	820031	453.31	E669145	1653538	BYRON BAY RD	LENNOX HEAD	2478
203	DP	47629	4.45	2964240	1653598	THURGATES LANE	WARDELL	2477
205	DP	47668	7.74	2977359	1653599	WARDELL ROAD	WARDELL	2477
206	DP	47668	34.05	2977360	1653599	WARDELL ROAD	WARDELL	2477
192	DP	728252	15.38	Z229782	1653718	LUMLEYS LANE	WARDELL	2477
193	DP	728253	10.65	Y608924	1653719	LUMLEYS LANE	WARDELL	2477
223	DP	755741	0.33	2442684	1666594	BOOYONG ROAD	BOOYONG	2480
548	DP	48725	0.9037	5533637	1687335	MONTIS TRL RILEYS HILL RD	RILEYS HILL	2472
530	DP	721343	4.407	W835315	1687442	HILLS ROAD	RILEYS HILL	2472
529	DP	721119	44.86	W780555	1687512	EVANS ROAD	EVANS HEAD	2473
253	DP	755691	7.68	574713	1756806	114 PLENKOVICH RD	BROADWATER	2480

Lot	Plan Type	Plan No	Size (Ha)	Dealing number	Property ID	Address	Suburb	P/code
148	DP	755691	39.559	O424889	1756853	279 TUCKEAN ISLAND RD	GREEN FOREST	2480
153	DP	755691	40.571	O424889	1756853	279 TUCKEAN ISLAND RD	GREEN FOREST	2480
167	DP	755691	40.672	O424889	1756853	279 TUCKEAN ISLAND ROAD	GREEN FOREST	2480
87	DP	822870	38.12	U209115	3305516	64 LUMLEYS LANE	WARDELL	2477
1	DP	41518	2.59	2272775	3305518	LUMLEYS LANE	WARDELL	2477
124	DP	755731	18.71	W495755	3305518	LUMLEYS LANE	WARDELL	2477
127	DP	755731	26.71	W495755	3305518	LUMLEYS LANE	WARDELL	2477
128	DP	755731	16.49	W495755	3305518	LUMLEYS LANE	WARDELL	2477
134	DP	755731	18.01	W495755	3305518	LUMLEYS LANE	WARDELL	2477
135	DP	755731	29.03	W495755	3305518	LUMLEYS LANE	WARDELL	2477
7007	DP	1027346	13.24	AG973648	3638865	BROKEN HEAD ROAD	SUFFOLK PARK	2481
110	DP	755695	29.57	AG973648	3638865	BROKEN HEAD ROAD	SUFFOLK PARK	2481
1	DP	1215295	14.7	AK476770	3939473	NORTH CREEK ROAD	BALLINA	2478
1	DP	1234818	28.84	875839	4076044	ANGELS BEACH DR	EAST BALLINA	2478
2	DP	1234818	5.85	875839	4076045	ANGELS BEACH DR	EAST BALLINA	2478
1	DP	759050	0.19	AP239173	4214288	Fitzroy Street	Wardell	2477
7	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
8	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
9	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
10	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
11	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
12	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
13	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
14	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477

Lot	Plan Type	Plan No	Size (Ha)	Dealing number	Property ID	Address	Suburb	P/code
15	DP	759050	0.20	AP239173	4214289	Creek Street	Wardell	2477
1	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
2	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
3	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
4	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
6	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
7	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
8	DP	759050	0.17	AP239173	4214291	Pine Street	Wardell	2477
5	DP	759050	0.17		4214300	Sinclair Street	Wardell	2477
6	DP	759050	0.17		4214300	Sinclair Street	Wardell	2477
7	DP	759050	0.17		4214300	Sinclair Street	Wardell	2477
8	DP	759050	0.17		4214300	Sinclair Street	Wardell	2477
6	DP	759050	0.20		4214295	Cedar Street	Wardell	2477
7	DP	759050	0.20		4214295	Cedar Street	Wardell	2477
11	DP	759050	0.20		4214298	Cedar Street	Wardell	2477
12	DP	759050	0.20		4214298	Cedar Street	Wardell	2477
13	DP	759050	0.20		4214298	Cedar Street	Wardell	2477
14	DP	759050	0.20		4214298	Cedar Street	Wardell	2477
15	DP	759050	0.20		4214298	Cedar Street	Wardell	2477
1	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
2	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
3	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
4	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
5	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
6	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
7	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
8	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
9	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
10	DP	755688	0.30		4214293	Carlisle Street	Wardell	2477
543	DP	48550	40.56		148135	Woodburn Strret	Evans Head	2473

Lot	Plan Type	Plan No	Size (Ha)	Dealing number	Property ID	Address	Suburb	P/code
544	DP	48550	51.33		148135	Woodburn Strret	Evans Head	2473
545	DP	48550	24.32		148135	Woodburn Strret	Evans Head	2473
1101	DP	1253895	7.785		4224810	Taylors Lake Road	Broken Head	2481



Above image: Cabbage Tree Island Farm Lands May 2021.

Demographic Overview of Jali Local Aboriginal Lands Council Area

- **In the 2016 Census, 1,374 of the 41,790 residents (3.3%) counted in Ballina said that they had Aboriginal or Torres Strait Islander origins, or both. Of these, 94% were Aboriginal**

Between 2011 and 2016, the counted Aboriginal population rose by 12%, from 1,225; the overall population of the LGA rose by 6%. About 10% of the Aboriginal population were under 5 in 2016. This infant population accounted for nine-tenths of the Aboriginal population growth between 2011 and 2016.

- **The Aboriginal community is significantly younger than the non -Aboriginal population, with a median age of 25 vs 48 years.**

There was a higher proportion under 18 years old: 38% compared with 20%. There was a lower proportion aged 65 or more: 7% compared with 26%.

- **Aboriginal households had an average of 3.0 residents, which was larger than non-Aboriginal households (2.3) in the LGA.**

Almost three in ten Aboriginal households were one parent families.

Almost three in ten were couples with children.

16% of the Aboriginal households were single persons (vs 29% of non-Aboriginal households).

- **Aboriginal households most commonly lived in rented dwellings (59%), with 23% in mortgaged and 12% in fully owned dwellings**

In all, 35% of Aboriginal households in Ballina were home-owners (with or without a mortgage), which was up by 6% since 2011.

- **The median income of Aboriginal adults in Ballina was about \$475 a week, which was 79% that of all adults here (\$605).**

The median income gap had closed by 6% since 2011.

- **52% of Aboriginal adults were in the labour force, compared with 57% of non-Aboriginal adults.**

15% of the Aboriginal workforce were unemployed, compared with 6% of the non-Aboriginal workforce.

- **Almost four in ten Aboriginal residents (495 people) were attending an educational institution**

275 Aboriginal people had completed Year 12, which was 71% more than in 2011 and 108% more than in 2006. Compared with non-Aboriginal residents of the same age, there were: – 17% fewer Aboriginal people aged 15–19 year old's in education; – 14% fewer Aboriginal people aged 20–24 year old's in education. 48% of Aboriginal adults had some type of post-school qualification, compared with 59% of nonAboriginal adults in the LGA (7% had a degree or higher, compared with 25%).

- **104 Aboriginal people (7.6% of the Aboriginal population) reported that they had a severe or profound disability.**

Aboriginal people had higher disability rates than average in most age groups. The disability rate for Aboriginal people aged 0–4 year old's was 3 times the average for this age group in Ballina. For 55–64 year old's, the Aboriginal rate was 2.7 times the average in the area. 15% of Aboriginal adults (aged 15+) gave assistance to a person with a severe disability.

Demographic Profile

³Aboriginal and Torres Strait Islander people make up 2.9% of the NSW population. There are 7,480,231 people and of this there are 216,176 Aboriginal and Torres Strait people.

Included in this data, 1,374 of the 41,790 residents counted in the Ballina LGA said that they had Aboriginal or Torres Strait Islander origins, or both. Of these, 94% identified as being of Aboriginal descent. Within this population, around 3.3% of the Ballina LGA identified as being of being Aboriginal descent, with 664 Aboriginal males and 708 Aboriginal females (2 Unknown).

Between 2011 and 2016, the counted Aboriginal population rose by 12%, from 1,225; the overall population of the LGA rose by 6%.

The Aboriginal population of the Jali LALC area has an age profile that is significantly younger than the non-Aboriginal population, with a lower median age of 25 years compared to 48 years. The Age Profile of the Jali LALC's Aboriginal population in 2016 included:

- The average age was 30 years in 2016, with half the population aged under 25 years (the median age)
- The largest 5-year age groups were 5–9 years (11%), 10–14 years (11%) and 15–19 years (10%)
- The average age was three (3) years higher than in 2011 and four (4) years higher than in 2006.
- The average age was 16 years younger than for the non-Aboriginal residents; the median age was 23 years younger.
- Proportionally, the biggest increases since 2011 were of 65+ year old's (72% more), 30–34 year old's (47% more) and 55–59 year old's (43% more).
- 98 Aboriginal people (7.1%) were aged 65+ years, compared with 26% of non-Aboriginal residents.
- There were noticeably more males than females aged 35–39 years, 60–64 years and 55–59 years.
- There were many more females than males among those aged 30–34 years, then those aged 45–49 years and 20–24 years.

Aboriginal households are those with at least one Aboriginal resident. In 2016, the 1,374 Aboriginal residents of Jali LALC area were living in 639 households, this being 19% more than in 2011. Almost three in ten were one parent families (169 households, or 26%) which is 16% higher than non- Aboriginal households. Similar to the non- Aboriginal population, almost three in ten households were couples (167 households, or 26%) and almost two in ten were couples without children (118 households, or 18%) which equates to 13% less than non-Aboriginal families. One in six were one-person households (102 households, or 16%) with children (167 households, or 26%) which is similar to non-Aboriginal households. Almost two in ten were couples without children (118 households, or 18% - 13% less than non-Aboriginal households). There were 29 multi-family households, and 10 other types of households within the Jali LALC region.

The average size of non-Aboriginal households in the LGA was 2.3 residents; Aboriginal households were 28% larger, on average. Aboriginal couple families had an average of 2.1 children, compared with 2.0 for non-Aboriginal families here. Aboriginal families in NSW averaged 2.3 children. Aboriginal one-parent families averaged 2.6 children, compared with 2.3 in NSW and

³ Sourced from <https://www.aboriginalaffairs.nsw.gov.au/new-knowledge/facts-and-figures/community-portraits/Indigenous-Portrait2016D-Ballina.pdf>

1.7 for non-Aboriginal one-parent families here. At an average size of 3.0 persons, the 639 Aboriginal households had some 1,900 members, but only 1,281 Aboriginal people were counted in these households. This suggests that some 620 people in Ballina's Aboriginal households (one in three) did not identify as Aboriginal in the Census.

For varied reasons, in 2016, 50% of Ballina's Aboriginal family households with children had one parent, compared with 29% of non-Aboriginal families. The difference was +21%. The single parent difference had decreased by 11% since 2011, after having increased by 7% over the previous five years. Living alone is less common for Aboriginal people than for others, so most communities have a large lone person difference. The difference is influenced locally by the availability of small dwellings. In 2016, 16% of Ballina's Aboriginal households were lone persons, compared with 29% of non-Aboriginal households. The lone person difference was -13%. The lone person difference had reduced by 1% since 2011, after having increased by 1% over the previous five years.

The family size difference is the gap between the average sizes of Aboriginal and non-Aboriginal 'nuclear families' (couples with children). Larger families have to spread their income among more members, so living standards tend to be lower. In 2016, the average size of Ballina's Aboriginal nuclear families was 4.2 persons (i.e. 2.2 children), compared with 4.0 persons (2.0 children) for non-Aboriginal families, a difference of 0.2 children per family. The family size difference had decreased by 0.3 since 2011, after having changed little over the previous five years.

In 2016, most Aboriginal households in Ballina (69%) were living in detached houses, with 21% living in semis/townhouses and 8% living in flats or units. Compared with other households in Ballina, 3% more Aboriginal households lived in flats or units. The proportion of Aboriginal households living in detached houses in Ballina was down by 2% since 2011, and was 1% higher than in 2006.

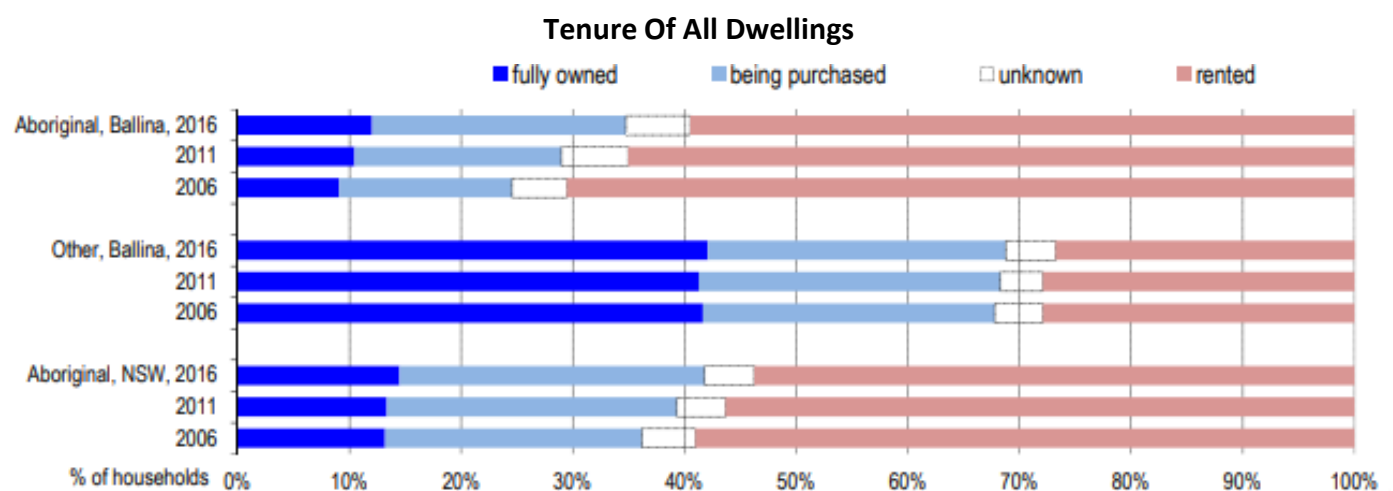
In 2016, Aboriginal households in the Jali LALC boundaries most commonly lived in dwellings that were rented this equated to 59% of the households. Another 23% lived in dwellings that were being purchased, and 12% in homes that were fully owned. Ownership of a home is the main way that most Australians accumulate wealth and ensure secure accommodation. In 2016, 35% of Aboriginal households in Ballina were either buying or owned their home, compared with 69% of other households, a home ownership gap of -34%. The gap had closed by 5% since 2011, after having closed by 4% over the previous five years. The home ownership gap in NSW was -24% and had closed by 4% since 2011. It had closed by 3% between 2006 and 2011.



Left image:

Jali Art
Collection
piece

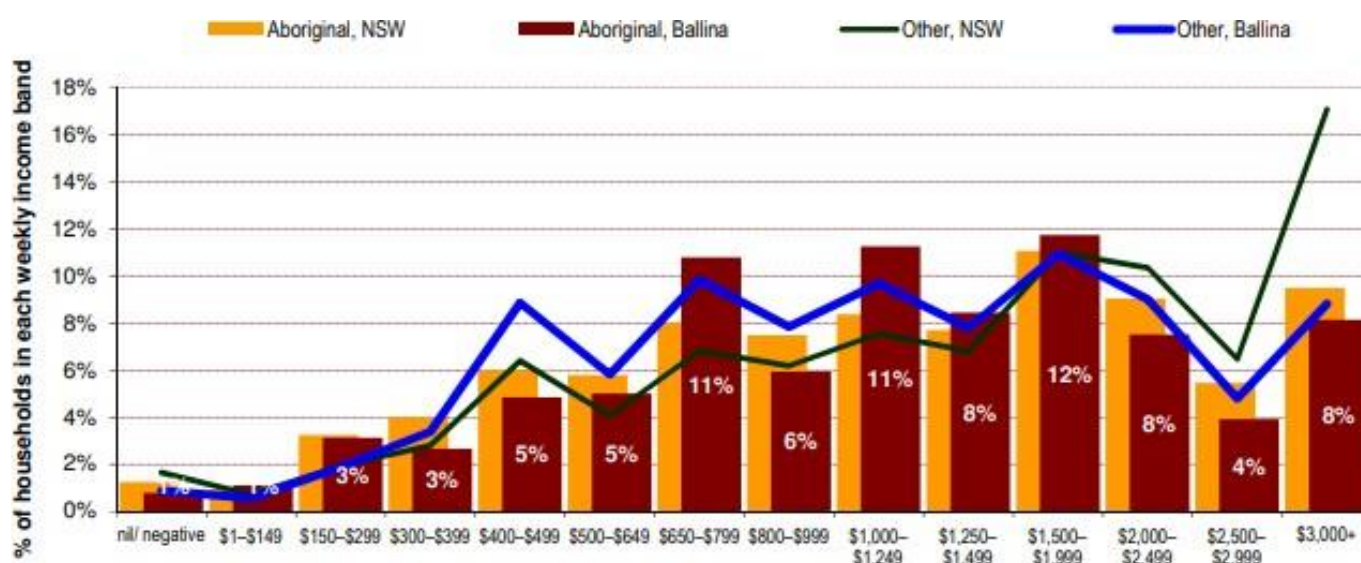
Jali LALC Boundary	All Other
The proportion of Aboriginal households that rented, 59%, was 33% higher than for other households here.	Among Aboriginal households, the proportion renting in Ballina was 6% higher than the rate in NSW.
The proportion living in rented dwellings was down by 6% since 2011, and was 11% lower than in 2006.	27% of Other households in Ballina were renting, 1% lower than in 2011, and 1% lower than in 2006.
The median weekly rent paid by Aboriginal households was \$300. It was \$220 in 2011 and \$160 in 2006.	The median weekly rent paid by Other households in Ballina was \$340. It was \$295 in 2011 and \$210 in 2006
The proportion living in dwellings that were being bought (23%) was 4% lower than for Other households.	In NSW, 27% of Aboriginal households were homebuyers with a mortgage.
The proportion living in mortgaged dwellings was up by 4% since 2011; and 7% higher than in 2006.	27% of the Other households in Ballina had a mortgage, little changed since 2011, and steady since 2006.
The median monthly mortgage paid by Aboriginal households in the LGA in 2016 was \$1,733. It was \$1,700 in 2011 and \$1,300 for 2006.	The median mortgage paid by Other households in Ballina was \$1,733. It was \$1,733 in 2011 and \$1,280 in 2006
The proportion of Aboriginal households in fully owned dwellings (12%) was 30% lower than for non-Aboriginal households.	The proportion of Aboriginal households in fully owned dwellings in Ballina was 2% less than the average in NSW.
The proportion in fully owned dwellings was up by 2% since 2011; and 3% higher than in 2006.	The proportion of Other households in fully owned dwellings in Ballina was up by 1% since 2011, and steady since 2006



In 2016, the average income of Aboriginal households in Ballina was about \$1,620 a week. Household income is not a strong indicator of well-being because the benefit the income gives household members is affected by the household's size. The average Aboriginal household income in Ballina was similar to the average of Aboriginal households in NSW (\$1,703 a week). It was 7% less than the average of other households in Ballina – \$1,741 a week. Half the Aboriginal households received less than \$1,184 a week (the median household income). Aboriginal households in the LGA had an average size of 3.0 residents, compared with 2.3 for non-Aboriginal households. Household incomes thus had to be spread among more people, compared to other households.

The income distribution pattern among Aboriginal households in Ballina was slightly different from the NSW Aboriginal households, and partly different from other households in the LGA.

Household Income Pattern 2016



Compared with Aboriginal households across NSW:	• More Aboriginal households here were in the \$1,000–\$1,249 and \$650–\$799 income ranges. • Fewer Aboriginal households were in the \$2,000–\$2,999 and \$800–\$999 income ranges.
Compared with non-Aboriginal households in the Jali LALC area:	• more Aboriginal households were in the \$1,000–\$1,249 and \$150–\$299 income ranges. • fewer Aboriginal households were in the \$400–\$499 and \$800–\$999 income ranges

Income is a major contributor to well-being. One indicator of disadvantage is a low median income – the amount which fewer than half the people earn. In 2016, the median income of Aboriginal adults in Ballina (\$475) was 79% that of non-Aboriginal adults in this LGA (\$605). The personal income gap was - 21%. The personal income gap had closed by 6% since 2011, after having closed by 11% over the previous five years.

Another indicator of disadvantage is a low median household income; half of all households receive less than this amount. However, Aboriginal households tend to be larger, with more dependents, so household income does not reflect disadvantage as well as individual income does. In 2016, the median income of Aboriginal households in Ballina was \$1,184, compared with \$1,155 for other households in the LGA. This was 3% higher – this is the household income gap. The household income gap had reversed since 2011, after having widened by about 6% over the previous five years.

Employment is a prime determinant of a community's income, so it is an important indicator of well-being. In Ballina, 405 out of 926 Aboriginal adults (15+) were employed in 2016 – 44% of adults. 73 Aboriginal adults were unemployed (8%), so the overall workforce participation rate (employed + unemployed) was 52%. Aboriginal workforce participation was lower for women (46%) than men (58%). 5% lower than the average for non-Aboriginal adults in the LGA and 3% lower than the average for Aboriginal adults in NSW. The Aboriginal workforce participation rate here was 3% higher than in 2011 and 2% lower than in 2006

In 2016, the Aboriginal unemployment rate in Ballina was 15%, with 73 people out of work, this rate was higher than the 6% rate among non-Aboriginal adults in the LGA. The Aboriginal unemployment rate was 20% for men and 11% for women. The Aboriginal unemployment rate was 6% lower than in 2011, and 2% lower than in 2006. Aboriginal unemployment was highest among those aged 15–24 years (26%) and 25–44 years (14%). It was lowest among those aged 45–64 years (9%).

Employment in the workforce is the main way that people gain income and independence. When the proportion of adults in the workforce is low, communities become more dependent on income support, and poverty increases. In 2016, the proportion of Aboriginal adults (15+) of Ballina in the workforce was 52%; the proportion of non-Aboriginal adults in the workforce was 57%; the participation gap was - 5%. The participation gap had closed by 3% since 2011, after having widened by 4% over the previous five years. The participation gap in NSW was -8% and had closed by 3% since 2011. It had changed little between 2006 and 2011.

High unemployment indicates an absence of jobs in occupations for which local people have had training. High unemployment rates have many damaging effects on those unemployed and their community. In 2016, 15% of the Aboriginal workforce in Ballina were unemployed; 6% of the non-Aboriginal workforce were unemployed; the unemployment gap was +10%. The unemployment gap had closed by 6% since 2011, after having widened by 6% over the previous five years.

A useful indicator of the financial strength of a community is the proportion of the total population who are employed. A lower proportion means that, on average, each employed person has more people to support. In 2016, 29% of the Aboriginal population of Ballina were employed; 45% of the non-Aboriginal workforce were employed; the employment gap was -15%. The employment gap had closed by 4% since 2011, after having widened by 3% over the previous five years.

Having high proportions of people in education is a good indicator of positive individual and community development. In Ballina, almost four in ten Aboriginal residents (495 people) were attending an educational institution in 2016. Aboriginal participation in education varied with age. Here in education were:

- 28% of the 0–4 year old's
- 93% of the 5–14 year old's
- 61% of the 15–19 year old's
- 15% of the 20–24 year old's
- 10% of those aged 25+

Partly because the Aboriginal population has a much higher proportion of children, their overall rate of participation in education, 36% is higher than the non -Aboriginal rate in this LGA, 21%. Overall, Ballina's Aboriginal population had 112 females per 100 males in education, this varied with age.

In 2016, some 402 Aboriginal children and teenagers in Ballina were attending school, with 41 in pre-school, 212 in primary school, and 149 in high school. The number of Aboriginal pre-schoolers was up by 8 or 24% since 2011 and, from 2006, up by 32%. The 41 Aboriginal pre-schoolers

equalled 79% of the Aboriginal children aged 4–5. The number of Aboriginal primary students (212) was up by 45 or 27% since 2011; it was 39% higher than in 2006. This rate was 13% higher than the Aboriginal rate in NSW and 8% higher than for non-Aboriginal children here. The number of Aboriginal secondary students (149) was up by 8 or 6% since 2011 and 51% higher than 2006. Aboriginal secondary students were 82% of the Aboriginal children aged 12–17. This rate was 11% lower than the rate for non-Aboriginal secondary students; it was 1% higher than for Aboriginal students in NSW.

Eighty-six (86) Aboriginal residents of Ballina were in post-school education in 2016. This was 13% more than in 2011, with 32 more than in 2006. In 2016, there were 16 Aboriginal 15–24 year old's from the LGA enrolled in TAFE (7% of the number this age); 44% attended fulltime, 8% of Aboriginal 15–24 year old's in this region attended TAFE, with 35% full-time. 7% of non-Aboriginal 15–24 year old's in this LGA attended TAFE, with 31% full-time. There were 41 Aboriginal students aged 25+ attending TAFE in 2016 (7% of those aged 25–64), with 34% full-time.

Nine (9) Aboriginal 15–24-year-olds from the LGA attended university or other tertiary education (4% of the number this age); all were fulltime. 7% of Aboriginal 15–24 year old's in NSW were at university, with 83% full-time. 29 Aboriginal residents aged 25+ were in tertiary education in 2016 (5% of 25–64 year old's), with 41% full-time. 3% of non-Aboriginal 25–64 year old's in this LGA were at university, with 32% full-time.

Early childhood education is an important contributor to success in school and later education, and makes paid work more feasible for parents. In 2016, 28% of Aboriginal infants in Ballina were in education, compared with 28% of non-Aboriginal infants. The pre-school gap was +1%. The pre-school gap had reversed since 2011, after having widened by 3% over the previous five years.

Education of older teenagers is vital for their future employment, so low levels of participation in education indicates disadvantage. In 2016, 62% of Ballina Aboriginal teenagers aged 15–19 were in education, compared with 79% of non-Aboriginal teenagers. The teenage education gap was -17%. The teenage education gap had widened by 4% since 2011, after having closed by 13% over the previous five years.

School is compulsory for children up to the age of 17. Low schooling rates suggest truancy and/or underage school leavers. In 2016, 93% of Ballina Aboriginal children aged 5–14 were in education, and 96% of non-Aboriginal of that age were. The schooling gap was -3%. The schooling gap had closed by 7% since 2011, after having changed little over the previous five years.

The proportion of adults who have completed Year 12 is an important indicator of a community's educational resources. Nationally, over half of all adults (58%) have completed Year 12. In 2016, 32% of Ballina Aboriginal adults had completed Year 12, compared with 47% of non-Aboriginal adults. The Year 12 gap was -14%. The Year 12 gap had closed by 5% since 2011, after having widened by 3% over the previous five years.

In 2016, Aboriginal adults (15+) in Ballina had completed an average of Year 10.3 of school, compared with Year 10.8 for non-Aboriginal adults. In NSW, Aboriginal adults averaged Year 10.3. 275 Aboriginal adults in the LGA had completed Year 12, which was 71% more than in 2011 and 108% more than in 2006. The proportion of Aboriginal adults in the LGA who had completed Year 12 was 32%, which was 14% lower than that of non-Aboriginal adults. 75% of Aboriginal adults in the LGA had completed at least Year 10, which was 4% more than for Aboriginal adults in NSW.

Of the others, 11% had completed Year 9 and 8% had completed Year 8 or lower; 7 adults did not go to school (1%); 6% did not say.

The average Year when Aboriginal people in Ballina left school had risen by 4 months since 2011, and was up by 7 months since 2006. Over the decade to 2016, there was an increase of 108% in the number who had finished Year 12 and an increase of 48% in the number who had finished school at Year 11.

In 2016 in Ballina, 104 Aboriginal residents had a long-term severe disability; 7.6% of the population. Among all Ballina's residents, 6.0% reported a disability. People with a long-term severe disability are those needing help or assistance with self-care, mobility or communication, because of a disability, long-term health condition or old age. This data compares Aboriginal people with the total population. Disability rates tend to rise with age. In 2016, they peaked among Aboriginal 65+ year old's (22%) and 55–64 year old's (12%) Among younger Aboriginal residents, the disability rate was highest among 5–14 year old's at 7% and 35–44 year old's at 6%. The overall Aboriginal disability rate was 1.3 times that in the overall population: 7.6% compared with 6.0%. Among 0–4 year old's, the Aboriginal disability rate (4%) was 3 times the overall rate (1.5%).

From 2011 to 2016, the overall disability rate among Aboriginal residents of the Jali LALC area changed little from 6.9% to 7.6%. In the 2016 Census, 138 Aboriginal adults in Ballina, 15% of the adult population, reported that they gave assistance to a person with a severe or profound disability. There were at that time 104 Aboriginal residents who reported a severe or profound disability. From 2011 to 2016, overall caring rates among Aboriginal adults in the LGA changed only slightly from 15%.



Above image: Heath Flowers in the IPA Ngunya Jargoon.

⁴Our Area at a Glance

Geography and Climate

Jali LALC lands are predominantly situated in the Ballina Local Government Area.

Ballina is located in the Northern Rivers on the New South Wales Far North Coast, 769 km north of Sydney and 193 km south of Brisbane. Ballina Shire is bounded by Byron Shire in the north, the Coral Sea in the east, the Richmond Valley Council area in the south, and the City of Lismore in the west. The Shire covers an area of 480 square kilometres and is set amongst a picturesque coastal-rural landscape.

Ballina shire enjoys a temperate to mild sub-tropical climate, normal temperatures range between 19 and 27 degrees Celsius. Temperatures seldom rise above 32 degrees in summer and fall below 10 degrees in winter. Ballina Shire is served by the Pacific Highway, the Bruxner Highway, and Ballina Byron Gateway Airport.

Industry and Economy

Major growth industries include tourism, construction and property development, wholesale and retail trade, recreational and cultural industries, and health and community services.

Major industry sectors include retail, health and community services, a diverse range of agricultural industries from producing beef, sugar and dairy products to tropical fruit, nuts and coffee, medicinal plant crops and commercial fishing.

The major employers include retail, health care and social assistance, education and training, and accommodation and food services.

The Australian Business Register estimated 3,727 businesses (i.e., registered for GST and actively trading) in Ballina Shire as at May 2021. Of these businesses there were over 1,026 Australian Private Companies and 1,228 Individual/Sole Traders.

Infrastructure

Ballina Byron Gateway Airport is serviced by five airlines, Regional Express, Virgin Australia, Qantas, Jetstar and Fly Pelican that operate comprehensive daily flight schedules to and from Sydney, Newcastle, Dubbo and Melbourne.

Schools located within the Ballina Shire area include two (2) public and one (1) private secondary school; three (3) private and 1 public primary/secondary combined schools, eleven (11) public and three (3) private primary schools and twelve (12) pre-schools. This includes the Cabbage Tree Island (primary) Public school, which also has a transition to school program. The North Coast TAFE, has a campus located in Ballina and Wollongbar.

Ballina District Hospital is located in the heart of the town of Ballina. The Ballina LGA has a range of retirement and aged care facilities, catering for the needs of an aging population, including high

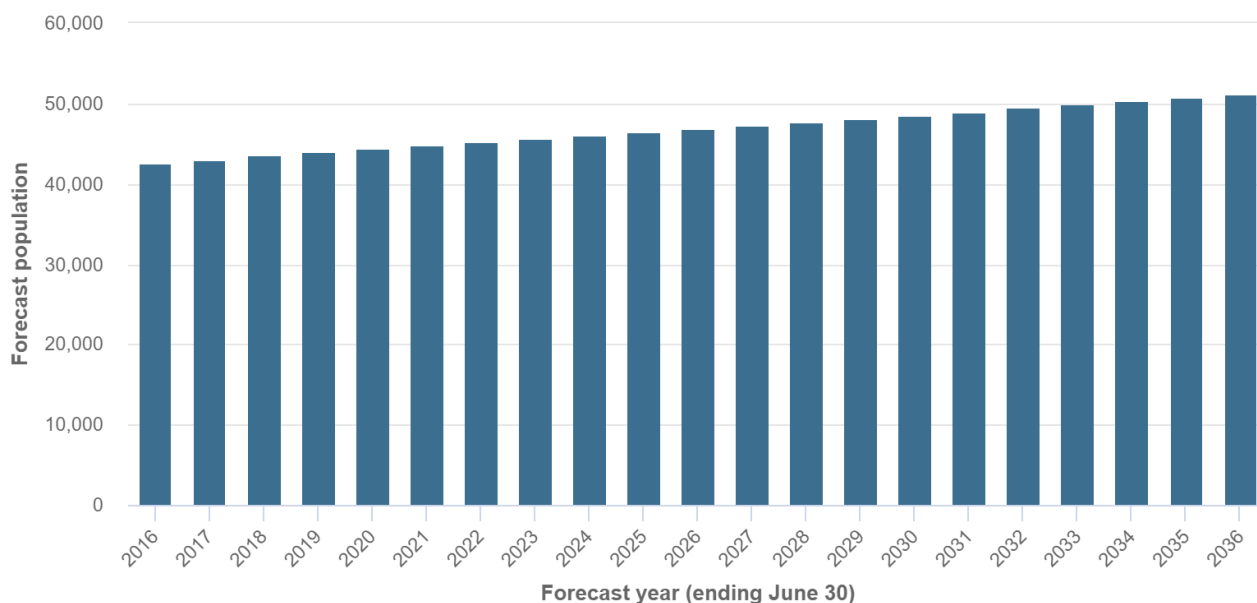
⁴ Sourced from Regional Development Australia Northern Rivers website www.rdanrivers.org.au

or low care, independent living or resort style facilities. Jali Aged Care is the only Aboriginal specific home care provider servicing the areas from Byron LGA south to the Clarence LGA.

⁵The Ballina Shire Council population forecast for 2021 is 44,840 and is forecast to grow to 51,238 by 2036. The Ballina Shire Council population and household forecasts present what is driving population change in the community and how the population, age structure and household types will change each year between 2016 and 2036.

Forecast population

Ballina Shire Council



Above image: Jali Art Collection piece

⁵ Sourced from <https://forecast.id.com.au/ballina>

Snapshot Of Our Local History

Jali LALC is based within the heart of the Bundjalung Country and was first established on Cabbage Tree Island, the local Aboriginal community in the Ballina LGA. Cabbage Tree Island was settled by the ancestors of local families as a chosen place to raise their families and to self-determine their lives. This continued until the oversight and management policies of Aboriginal peoples under the NSW Government. Cabbage Tree Island received its name due to the abundant Cabbage Tree palms that were originally on the Island. Due to clearing and using the palms for shelter and housing, the palms are not as abundant with a few remaining on the school grounds.

¹⁰From the early 1800s, European squatters and settlers rapidly colonised far north-eastern New South Wales (NSW) near the Queensland border. Conflicts between Aboriginal people living on the land and new settlers often occurred and the police were often called in to settle disputes. The Native Police had a reputation for violence against Aboriginal people. The Native Police were frequently called in to 'disperse' large Aboriginal camps, which often meant directly firing at people. James Ainsworth, an early settler in the Ballina region, gave detailed accounts of life on the frontier in his reminiscences of the period from 1847 to 1922. Ainsworth records that in 1853 or 1854 when Queensland was under the jurisdiction of NSW, it was the custom for white policemen to patrol distant territories with Aboriginal trackers who had expert knowledge of the bush and could track down fugitives.

The Numbahging Co-operative, established on Cabbage Tree Island was one of the first Aboriginal co-operatives in Australia and at its time was revolutionary in respect to Aboriginal people working towards being an acknowledged part of the economy.



Above image: Banksia Flowering in the IPA Ngunya Jargoon

¹⁰ Source: NSW Environment & Heritage website <http://www.environment.nsw.gov.au/nswcultureheritage/frontier.htm>

Local Community Timeline

Following are some key dates or periods of events and achievements.

- 1840s Massacre (poisoning) at South Ballina.
- 1850s Massacre at East Ballina.
- 1860s Cabbage Tree Island settled by local families, and then later declared a reserve by NSW Govt.
- 1881 Cabbage Tree Island School built.
- 1929 Cabbage Tree Island RLFC established
- 1949 Cabbage Tree Island Community hall built, demolished in 1996.
- 1953 First Aboriginal Teacher Evelyn Robinson.
- 1963 Nancy Walke first Aboriginal Nurse.
- 1950s and early 1960s Construction of improved housing on the Island.
- 1960 Bunjum Co-op established; original name was Numbahging Co-op Society. The Co-op managed and worked cane farms, grew broom millet and pea crops and it operated and managed a general store, post office and a bank on Cabbage Tree Island.
- 1960 Cabbage Tree Island Church built by Leo Bolt.
- 1963 First Aboriginal Nurse – Nancy Walke
- 1964 Bridge built to link Cabbage Tree Island to mainland.
- 1967 Management of Cabbage Tree Island 'given' back to Aboriginal people.
- 1983 Jali LALC established.
- 1985 Taylors Lake Land Claim.
- 1991 Ballina High School recorded the highest number of Aboriginal children to complete Year 12 in NSW
- 1994 Jali Health Post built.
- 1996 Cabbage Tree Island Community hall demolished.
- 1996 Cabbage Tree Island School Centenary
- 1998 Glen Cook first Aboriginal principal at Cabbage Tree Island.
- 1999 Kylie Coldwell, Ballina LGA young citizen of the year.
- 2007 Patches Beach named as an Aboriginal Area, named *Dubay Jarjum Nurham*.
- 2007 Launch of Cabbage Tree Island Aboriginal Women's Heritage book.
- 2008 Kevin Rudd, Prime Minister apology, 'Sorry day'.
- 2008 Bertha Kapeen awarded Ballina LGA woman of the year.
- 2012 Jason Sines Jnr, School Captain and Dux Ballina High School.
- 2012 Binjarla Cook School Captain Alstonville High School.
- 2013 Daniel Kapeen, School Captain Ballina High School.
- 2013 Ti Tree (Taylor's) Lake land claim granted to Jali LALC.
- 2013 East Ballina Aboriginal Place declared by NSW Office of Environment and Heritage.
- 2013 Jali LALC Bagotville land declared an Indigenous Protected Area by Australian Government.
- 2013 Ballina Aboriginal Child and Family Centre built.
- 2016 North Creek Road land claim granted to Jali LALC.
- 2017 Cooks Hill recorded largest artifact find and salvage in Australia, over 307,000 artefacts
- 2019 Bush fires impact the IPA lands

Our Vision

***We come from an ancient and rich past.
We are here now for the future of our people and children.
We are proud of our role and are here to care for and protect our country and
strengthen our culture and heritage,
now and for the future.
We will improve our economic and our
social, physical, cultural and spiritual wellbeing
We will improve our economic and our
social, physical, cultural and spiritual wellbeing.***

Preamble to Vision Statement

Jali Local Aboriginal Land Council is the largest land holder. We are not mainly driven by the dollar but by the overall wellbeing and happiness of our people.

Most of us come from or have a strong tie to 'Cabbage Tree Island'. This is our homeland; this is our place and to here we return from time to time.

We recognise the great work of our Ancestors and Elders, whose work we work on.

Our Culture and Country is our lifeblood we will pass it on to our youth for a strong and sustainable future as our youth are our future. Our primary function is to hold title to lands and waters for members who primarily Bundjalung Peoples who are the ancient owners of these lands and waters where the boundaries have been concluded.

In addition to these functions, we are the custodians of all Cultural knowledge and have obligations for the protection of our people's cultural heritage and caring for all known sacred and significant sites within our Local Land Councils boundaries.

It is our ambition to ensure that all peoples within our Local Land Councils boundary have a great understanding of who we are and what we stand for. Our emphasis is on our status as First nations and that much is to be done to teach all living inside our boundary of our Histories pre-occupation and the horrors of the history of occupation of our ancient lands. Only through knowledge and acknowledgment of wrong doings can we move forward together.

Guiding Principles

- We are here for our Community not ourselves.
- Respect for our Country, our culture and its obligations and we understand we must pass this on to our young people.
- We will respect each other, including Directors, staff and members.
- We respect each other, our Elders and all people.
- We will be honest and transparent.
- We will make decisions based on fairness and equity.
- We will focus on sustainability in our development for businesses.
- We will promote community participation in making big decisions.
- We have pride in ourselves and our Land Council.

Our decision-making processes will match the way in which we must respect local culture. Key points about our decision making are:

Respect

All members and staff respect each other's views and opinions, even when they are different.

Community Consultation

We may need to talk to the broader local Aboriginal community about some decisions, we like to make sure we make the best decision so we try and get as many community member's input and advice. The final decision will be based on listening to everyone's input, but it will be made by Jali LALC.

Clear Information

We insist on having clear information before we make our decisions. We will support stakeholders to come to us with a clear story and information.

Consensus

We usually make decisions based through consensus. Working through things until everyone is in general agreement. It does not necessarily mean that everyone fully agrees. However, those that don't fully agree, may acknowledge and agree to support the decision for the greater good. This means that decisions take longer to make but when they are made, they are strong decisions. We respect each other's opinions and views even when there are differences. If someone tries to push a decision through without general agreement the decision will not last or be supported in the longer term.

Deferment

We may defer some decisions to seek advice from another appropriate group. Sometimes when people push us for a decision, we may not be able to make it on the spot or quickly because it may be important, culturally, to seek further advice. This also means decisions may take longer because sometimes it is hard to get all the appropriate people together quickly.



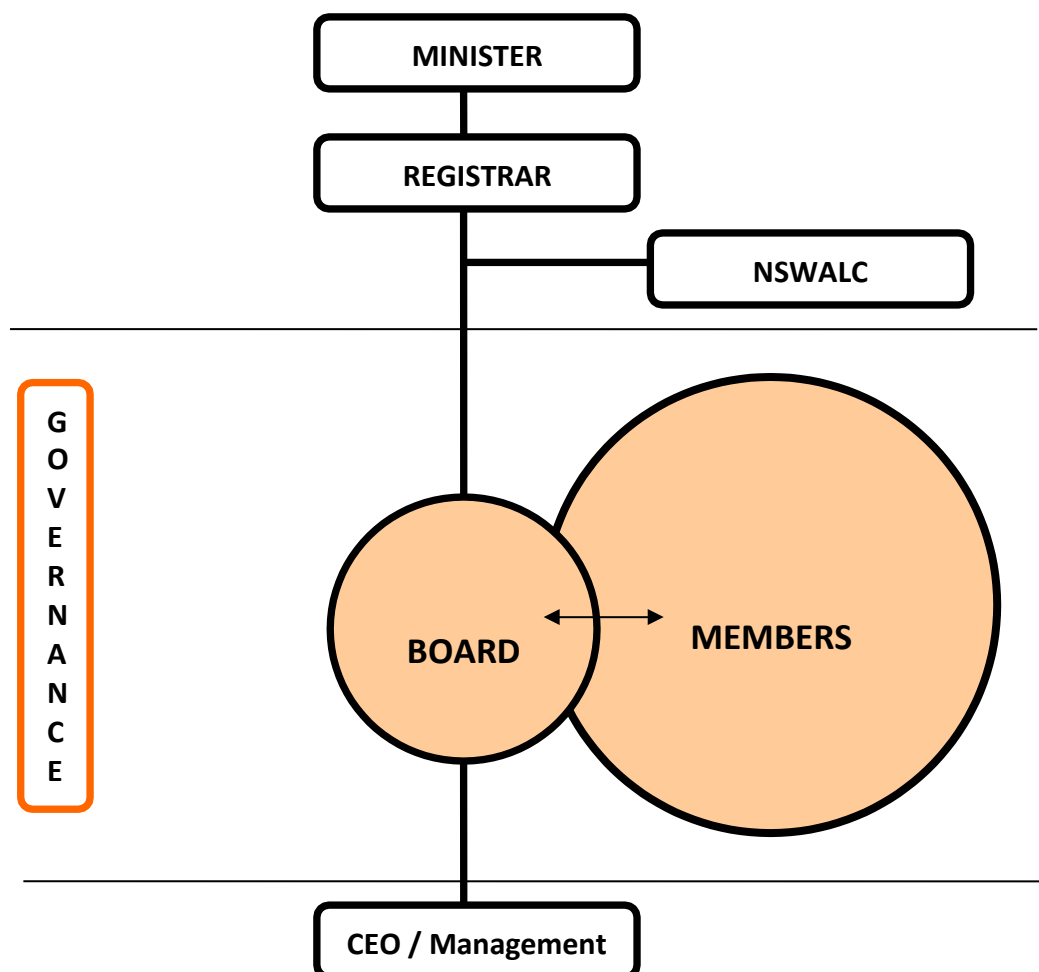
Above image: Flowering Bloodwood Tree in the IPA Ngunya Jargoon

Jali LALC Governance

This Plan will be overseen by the Board of Jali LALC. This includes monitoring and endorsing progress reports, amendments and reviews, in a regular and consistent manner.

The Board is responsible to monitor the progress of the Plan and ensure its successful delivery to achieve results, including adequate resourcing of the Plan. The Board will ensure that the CEO is directed to progress, amend and review the Plan, including allocation of any resources or financial implications. The Board will ensure its Members are updated regularly and have input into the Plan.

The CEO has day to day responsibility to deliver on the Plan including providing progress, amendments and review reports to the Board. The CEO will ensure that clients, staff and stakeholder consultations are carried out and their needs are considered, in relation to the planning process. The CEO will brief the Board on any legislative, compliance or financial issues and any other matters that may affect the progress of the Plan. The CEO will also report to NSWALC on the review and any amendments to the Plan.

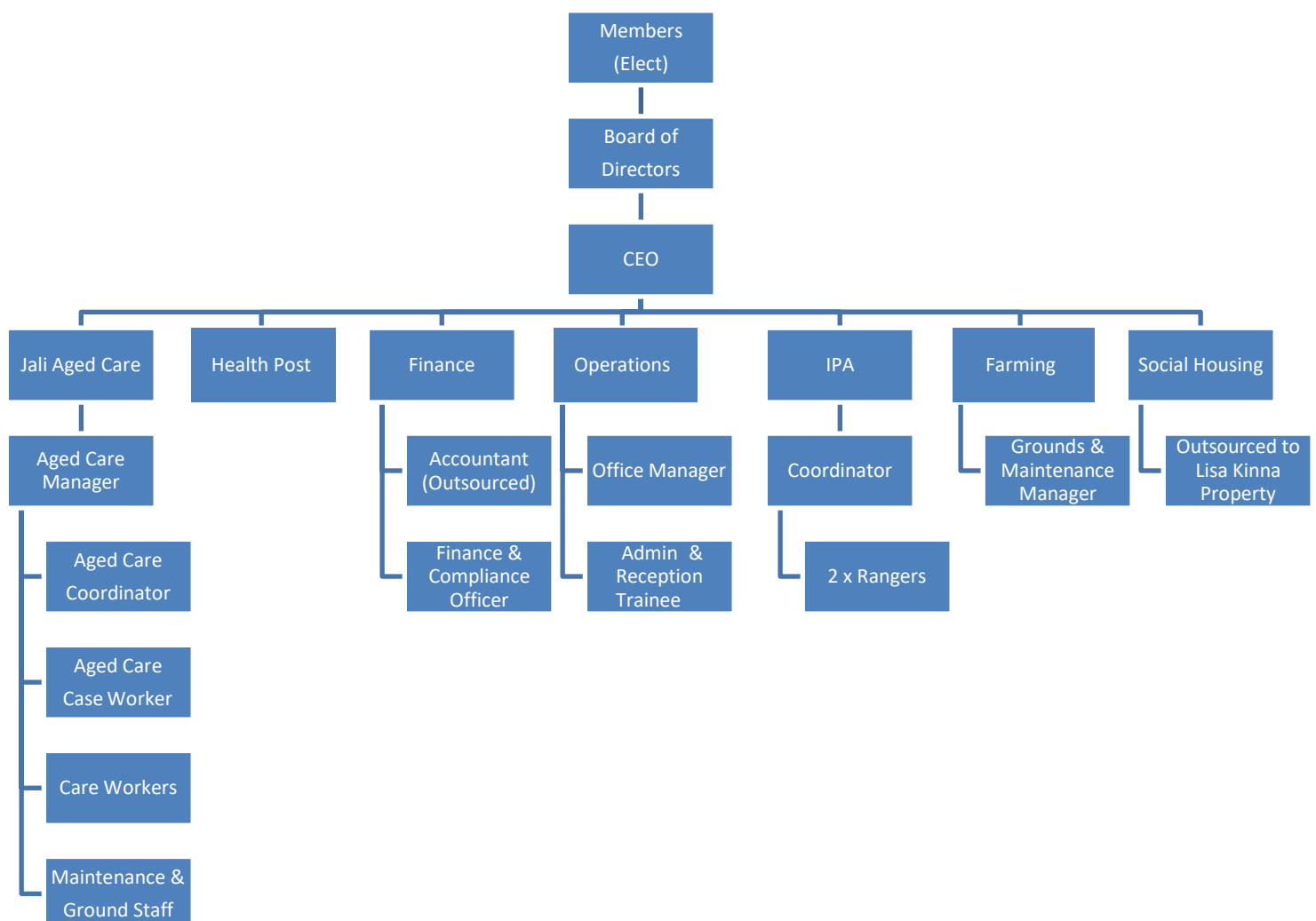


Organisation Structure

Jali LALC is a relatively small organisation. To manage the Land Council business, Jali is staffed by a CEO and is assisted by a small support team. Jali LALC receives funding to deliver other programs, there are more details of these programs below.

Other positions in the organisation include an Aged Care Manager, Aged Care Case Manager, Aged Care Coordinator, Care Workers and Maintenance & Ground Staff for Jali Aged Care CACPs, Finance & Compliance Officer, Office Manager, Administration & Reception Trainee, IPA Coordinator & Rangers and Farming.

Jali LALC contributes to the local economy; almost all employees are Aboriginal people from the local community.



Programs and Services

Jali Aged Care



Jali Aged Care is a Home Care Package service provider. Home Care Packages are available to Aboriginal or Torres Strait Islander (ATSI) people aged 50 years and over as well as non-Aboriginal and Torres Strait Islander people aged 65 years and over who have “**care needs**” that are met by an individual package of care. Jali Aged Care aims to provide a range of care services to Aboriginal and Torres Strait Islander aged people (current and prospective) as well as non-Aboriginal and Torres Strait Islander people, to support them to remain living independently at home. Jali Aged Care provides care services under the Aged Care Quality Standards which ensures that care recipients receive services, support, and care of the highest quality. Jali Aged Care is funded by the Department of Health and covers the Far North Coast area and has care workers based across communities within its boundaries.

Health Post

The Jali Primary Health Post operates from Cabbage Tree Island a doctor’s outreach service. The Health Post is funded by the Northern NSW Local Health District.

Ngunya Jargon Indigenous Protected Area (IPA)



¹¹Located at Bagotville, via Wardell, the Ngunya Jargon IPA It covers over 1,114 hectares of the Lower Richmond Valley on the northern coast of New South Wales. The Ngunya Jargon IPA is a refuge for a number of plants and animals. Ngunya Jargon, meaning ‘my land’, was dedicated as an Indigenous Protected Area (IPA) in 2013.

The Jali lands are the largest and most significant wildlife corridors in the Lower Richmond Valley and together with the adjoining Blackwall Range and Tuckean Swamp provide a major refuge for biodiversity in an otherwise critically fragmented landscape. The IPA is the traditional country of people belonging to the Bundjalung language group and in particular the people of the *Nyangbal* clan group.

The National Indigenous Australians Agency (NIAA) funds the three year IPA project and recently declared the lands at Bagotville as an IPA. Ngunya Jargon IPA will also enable the Jali LALC to further enhance the environmental and cultural significance of the lands.

Farming

Jali LALC has been farming on various land holdings at Cabbage Tree Island (approx. 20ha) and Wardell (approx. 80ha) for many decades. A review of the farmlands has been undertaken and commercial opportunities to plant Macadamia trees is being actively pursued.

Social Housing

Jali LALC has a rental property portfolio (currently 32 properties) that it makes available for rent by members. Day to management of the properties and collection of the rent has been outsourced to a local real estate agent. With demand for housing increasing, sourcing additional funding for social housing is a key priority.

¹¹ Sourced from Dept of Sustainability, Environment, Water, Population and Communities website www.environment.gov.au/indigenous/ipa/declared/ngunya.html

Results

The following are program level results that Jali LALC will work towards achieving over the next four years and will form the direction of the Plan.

- Result 1: A Land Council that is governed and managed successfully.**
- Result 2: Significant land, and our Culture and Heritage is cared for and promoted.**
- Result 3: Sustainable financial growth and independence.**
- Result 4: Services meet the social needs of our community.**

Key Strategic Areas

The Plan will be framed by four key strategic areas, with each identifying the program level results and strategies that will be undertaken within each key strategic area. Some strategies will work across many key strategic areas but have been placed in the area where it is viewed it will have greater impact. The six key strategic areas are:

- KSA1: Governance and Management**
- KSA2: Land Management**
- KSA3: Preservation and Promotion of Local Culture**
- KSA4: Community Benefits Scheme**
- KSA5: Social Services and Programs**
- KSA6: Farming**
- KSA7: Fishing**

KEY STRATEGIC AREA 1**GOVERNANCE AND MANAGEMENT****PROGRAM LEVEL RESULTS**

- A Land Council that is governed and managed successfully.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Assess all LALC land holdings and develop a land use strategy for each parcel of land in consultation with the Members.	CEO, Board and Members	July 2021	June 2022	Land use strategy developed in consultation with Members.
2. Develop a Board Induction and Orientation Manual and implement for new members elected to Board Positions. Provide additional governance training/support to the Board, as identified by the Board and/or Members.	CEO and Board	Ongoing		Governance Manual developed. All new Directors undertake orientation. Additional training provided.
3. Undertake an annual review of organisational policies and procedures and develop a policy manual.	CEO and Board	September Annually	March Annually	Review undertaken annually to update and approve policies and procedures. Manual developed.
4. Identify inefficiencies within current organisational structure, resources and equipment in order to continually improve Jali operations.	CEO and Board	Ongoing		Efficiencies identified and made to operate Jali LALC more effectively.

KEY STRATEGIC AREA 1**GOVERNANCE AND MANAGEMENT****PROGRAM LEVEL RESULTS**

- A Land Council that is governed and managed successfully.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
5. Review current membership of Jali LALC and develop a strategy to increase membership overall. Including a focus on increasing youth membership.	CEO and Board	Ongoing		Strategy developed. Report on membership numbers provided annually to the Board and Members.
6. Investigate the development of a LALC owned office/commercial multi-purpose building in consultation with Ballina Shire Council and other stakeholders.	CEO, Board & Members	July 2021	June 2022	Office/multipurpose building investigated and report provided to Board.
7. Develop and implement a communication strategy for Staff, Board, Members and Community Members/Agencies (i.e. Newsletter, Facebook, website etc.)	Staff, CEO, Board & Members	July 2021	June 2022	Communication strategy developed and implemented.

KEY STRATEGIC AREA 2**LAND MANAGEMENT****PROGRAM LEVEL RESULTS**

- Significant land, and our Culture and Heritage is cared for and promoted.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Deliver the Ngunya Jargoon Indigenous Protected Area Plan of Management by: a. Continued employment of IPA Rangers and resources required for the program. b. Implementing the Plan of Management.	CEO & IPA team.	Ongoing (Subject to funding)		Full complement of team staffing and management. Activities being delivered under IPA. Reporting to monitor the IPA Plan of Management.
2. Develop a Plan of Management for Ti Tree (Taylors) Lake at Suffolk Park and collaborate with other stakeholders.	CEO and Green Team.	July 2021	June 2023	Plan of Management developed.
3. Develop a Community Plan of Management for Cabbage Tree Island which will include a key focus on land erosion and the ongoing maintenance of the open spaces and a fire management plan for the community. Funding options will also be investigated under this program.	CEO, Board, and Community/Tenants.	July 2021	June 2023	Community Plan developed, resourced and implemented.

KEY STRATEGIC AREA 2 LAND MANAGEMENT

PROGRAM LEVEL RESULTS

- Significant land, and our Culture and Heritage is cared for and promoted.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
4. In liaison with NSWALC resolve all other outstanding land claims for Jali LALC and investigate the potential for the LALC to participate in the Aboriginal Land Agreement Process.	CEO, Board and Members.	Ongoing		All pending land claims are resolved.
5. Review all Jali LALC land holdings to ensure lands are appropriately zoned and assessed to ensure maximum benefits (including cultural and environmental protection) are received from the lands. And develop a monitoring system to ensure lands are consistently sighted and reviewed.	CEO and Board.	Ongoing		All lands are zoned. Land Management Strategy.
6. All current contracts (re: shared farming and other lease of Jali LALC lands) are reviewed by the CEO.	CEO	July 2021	Dec 2021	All Contracts are in accordance with relevant procedures and/or legislation.
Board provided with an updated contracts register.	Board	Jan 2022	March 2022	Updated contracts register completed.

KEY STRATEGIC AREA 3**PRESERVATION AND PROMOTION OF LOCAL CULTURE****PROGRAM LEVEL RESULTS**

- Significant land, and our Culture and Heritage is cared for and promoted.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Annually review Plan of Management for IPA which will include educational resources on local fauna, flora, fire management, culture & heritage and communicate with Members (linked to KS2/Strategy 1).	CEO, IPA team and NIAA	Ongoing		Management plan reviewed. Educational resources are developed and available for access by public.
2. Develop a Jali LALC website and Facebook page which will include information and resources on local culture and heritage, and environment.	CEO, Board and Members	August 2021	March 2022	Website developed and operational.
3. Lobby Government Bodies and other relevant stakeholders in relation to funding a “keeping place” or cultural centre to house all culturally significant resources including artefacts disturbed by the Bypass and other public and private works.	CEO and Board	Ongoing		Stakeholders approached to assist with funding a keeping place or cultural centre.
4. Approach Office of Environment and Heritage and other stakeholders to negotiate the transfer of Culturally Significant lands to Jali LALC or develop and implement joint management plans in partnership with Jali LALC.	CEO and Board	Ongoing		Jali LALC management of culturally sites implemented.
5. Continue to retain a pool of trained Sites Workers (representative of men and women).	CEO	Ongoing		Pool of Sites Workers developed and utilised.

KEY STRATEGIC AREA 3**PRESERVATION AND PROMOTION OF LOCAL CULTURE****PROGRAM LEVEL RESULTS**

- Significant land, and our Culture and Heritage is cared for and promoted.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
6. Investigate possible funding opportunities for a purpose-built community hall located on Cabbage Tree Island to host community events and funerals.	CEO, Board & Members	Sept 2021	March 2022	Gathering place investigated and possible development.
7. Investigate implementation of a Pathways Partnership Agreement (PPA) with Ballina, Lismore, Richmond Valley and Byron Shire Councils and improve the advisory/advocacy role of Jali LALC as a participant in Local Shire plans and initiatives.	CEO, Board & Members	July 2021	June 2022	PPA's developed and implemented.
8. Keep up to date with evidence base and emerging best practices in self-management of our land, culture, heritage and the environment, our way.	CEO, Board, IPA Team and Heritage consultants	Ongoing		Attendance at relevant forums and work with key stakeholders with a key focus on land and environmental outcomes.
9. Jali LALC to participate as a respondent party in Native Title claims within the LALC's statutory boundaries.	CEO, Board and Members	Ongoing		LALC joined as a respondent party and each relevant Native Title claim.
10. Participate in potential joint management of Evans Head and surrounding area including the possible amendment of Jali LALC's boundary in consultation with the relevant Native Title representatives.	CEO, Board & Members	Ongoing		Continue to consult with the Native Title representatives.

KEY STRATEGIC AREA 4**COMMUNITY BENEFITS SCHEME****PROGRAM LEVEL RESULTS**

- Services meet the social needs of our community.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Approve Social Housing Policies and Procedures Manual	Board	July 2021	March 2022	Completion of Social Housing Policy and Procedures Manual
Implement the annual rent transition plan	CEO	June 2022	July 2024	Property Manager monthly rent reports on rent increase and tenants compliance of payments.
2. Investigate additional funding for Social Housing	CEO.	Ongoing		Investigate possible funding sources.
Complete Backlog of Works assessment on each rental property and collate results.		July 2021	Dec 2021	Complete Backlog of Works on each Jali owned rental property
Undertake identified maintenance needs to ensure all properties are in good condition.		Jan 2022	Ongoing	Commence repairs and maintenance on properties
3. Investigate and if feasible implement other possible sustainable community benefit schemes to assist LALC Members.	CEO & Board	Ongoing		Implement sustainable CBS's in accordance with relevant policies and legislation.

KEY STRATEGIC AREA 4**COMMUNITY BENEFITS SCHEME****PROGRAM LEVEL RESULTS**

- Services meet the social needs of our community.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
4. Education Scholarship Fund Investigate the requirements to establish and operate an Education Scholarship Fund and ensure that donations to the fund are able to be tax deductible to the donor.	Board CEO Business Consultants	January 2022 July 2022	June 2022 December 2022	Establishment of Jali Education Scholarship Fund. Endorsement of policy documents by Jali Membership following consultation period.
5. Funeral Assistance Fund Investigate the requirements to establish and operate a Funeral Assistance Fund and ensure that donations to the fund are able to be tax deductible to the donor.	Board CEO Business Consultants	January 2022 July 2022	June 2022 December 2022	Establishment of Jali Funeral Assistance Fund. Endorsement of policy documents by Jali Membership following consultation period.

KEY STRATEGIC AREA 5**SOCIAL SERVICES AND PROGRAMS****PROGRAM LEVEL RESULTS**

- Services meet the social needs of our community.
- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Deliver the Jali Community Aged Care Packages within relevant regulations and compliance. Monitor the Jali Aged Care Compliance Plan.	Board, CEO, and Jali Aged Care Manager.	Ongoing Ongoing		All regulative and compliance needs are met. Program report is provided at each Board meeting. Compliance Plan monitored at each planned Board meeting and reviewed annually.
2. To develop programs to actively engage youth in Cabbage Tree Island with a key focus on education, sports, health, arts and culture. Seek additional funding through Government and other stakeholders to further enhance Cabbage Tree Island programs and develop programs in Ballina.	CEO and board CEO	July 2021 November 2021	October 2021 April 2022	Convert Playgroup space into Cabbage Tree Island Youth Space Develop grant funding proposal.
3. In partnership with Northern NSW Local Health District and Bullinah Aboriginal Health Service, provide a Health Post for GP clinics and allied health services to Cabbage Tree Island.	CEO	Ongoing		Funding Agreement with Northern NSW LHD is renewed. Partnership Agreement with Bullinah Aboriginal Health Service is renewed and monitored as required.

KEY STRATEGIC AREA 6**SUSTAINABLE FARMING PRACTICES****PROGRAM LEVEL RESULTS**

- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
1. Reinstate farm lands back into a produce ready condition.	CEO, Board, Farm Contractors, Business Consultants	July 2021	October 2021	Farm lands ready for cropping or other agricultural uses.
2. Undertake cropping on sections of farm land.	CEO, Farm Contractors	August 2021	September 2021	Crops planted.
3. Investigate funding options to Reinstate Tea Tree farm to full working condition. Tea Tree mulched, farm boundaries reinstated and drainage works completed.	CEO, Board, Business Consultants	July 2021 Ongoing	September 2021	Investigate possible funding sources. Undertake Tea Tree Farm works program once funding sourced.

KEY STRATEGIC AREA 6**SUSTAINABLE FARMING PRACTICES****PROGRAM LEVEL RESULTS**

- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	END DATE	MEASURE
4. Investigate funding options to implement Jali Macadamia Farming plans.	CEO, Board, Farm Contractors, Business Consultants	July 2021	August 2021	Investigate and secure funding sources.
Implement Jali Macadamia Farm plans, including planting and farm management.	CEO, Board, Farm Contractors, Business Consultants	September 2021	Ongoing	Prepare farm land for planting including final surveying, mounding and drainage works.
		September 2021	October 2021	Implement Stage 1 of Plans including planting on Cabbage Tree Island Plant 6,000 Macadamia trees
		September 2022	October 2022	Implement Stage 2 of Plans
		September 2023	October 2023	Implement Stage 2 of Plans

KEY STRATEGIC AREA 7**SUSTAINABLE FISHING PRACTICES****PROGRAM LEVEL RESULTS**

- Sustainable financial growth and independence.

STRATEGIES	RESOURCES	START DATE	End DATE	MEASURE
1. Investigate funding options to enable Jali LALC to pursue economic opportunities associated with the fisheries resource.	CEO, Board, Business Consultants	January 2022	April 2022	Investigate funding sources.
Submit funding application.		May 2022	June 2022	Complete business proposal and submit funding application.
Implement Jali Commercial Fishing Plans if funding is successful.		Nov 2022	Ongoing	Commence operations.

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

1. A Land Council that is governed and managed successfully.
2. Significant land, and our Culture and Heritage is cared for and promoted.
3. Sustainable financial growth and independence.
4. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

GOVERNANCE & MANAGMENT

Assess all LALC land holdings and develop a land use strategy for each parcel of land in consultation with the Members.

Develop a Board Induction and Orientation Manual and implement for new members elected to Board Positions. Provide additional governance training/support to the Board, as identified by the Board and/or Members.

Undertake an annual review of organisational policies and procedures and develop a policy manual.

Identify inefficiencies within current organisational structure, resources and equipment in order to continually improve Jali operations.

Review current membership of Jali LALC and develop a strategy to increase membership overall. Including a focus on increasing youth membership.

Investigate the development of a LALC owned office/commercial multi-purpose building in consultation with Ballina Shire Council and other stakeholders.

Develop and implement a communication strategy for Staff, Board, Members and Community members/Agencies

Start July 2021

Ongoing

Start Sep and Finish March Annually

Ongoing

Ongoing

Start July 2021

Start July 2021

Finish June 2022

Ongoing

Start Sep and Finish March Annually

Ongoing

Ongoing

Finish June 2022

Finish June 2022

Start Sep and Finish March Annually

Ongoing

Ongoing

Start Sep and Finish March Annually

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

5. A Land Council that is governed and managed successfully.
6. Significant land, and our Culture and Heritage is cared for and promoted.
7. Sustainable financial growth and independence.
8. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

LAND MANAGEMENT

Deliver the Ngunya Jargoan Indigenous Protected Area Plan of Management

Develop a Plan of Management for Ti Tree (Taylors) Lake at Suffolk Park and collaborate with other stakeholders

Develop a Community Plan of Management for Cabbage Tree Island which will include a key focus on land erosion, the ongoing maintenance of the open spaces and a fire management plan for the community

In liaison with NSWALC resolve all other outstanding land claims for Jali LALC and investigate the potential for the LALC to participate in the Aboriginal Land Agreement Process

Review all Jali LALC land holdings to ensure lands are appropriately zoned and assessed to ensure maximum benefits are received from the lands. And develop a monitoring system to ensure lands are consistently sighted and reviewed

All current contracts (re: shared farming and other lease of Jali LALC lands) are reviewed by the CEO.

Board provided with an updated contract register

Ongoing

Start July 2021

Start July 2021

Ongoing

Ongoing

Start July 2021
Finish Dec 2021

Start Dec 2021

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Finish March 2022

Ongoing

Finish June 2023

Finish June 2023

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

9. A Land Council that is governed and managed successfully.
10. Significant land, and our Culture and Heritage is cared for and promoted.
11. Sustainable financial growth and independence.
12. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

PRESERVATION AND PROMOTION OF LOCAL CULTURE

Annually review Plan of Management for IPA

Develop a Jali LALC website and Facebook page which will include information and resources on local culture and heritage, and environment

Lobby Government Bodies and other relevant stakeholders in relation to funding a “keeping place” or cultural centre to house all culturally significant resources including artefacts disturbed by the Bypass and other public and private works

Approach Office of Environment and Heritage and other stakeholders to negotiate the transfer of Culturally Significant lands to Jali LALC or develop and implement joint management plans in partnership with Jali LALC.

Continue to retain a pool of trained Sites Workers

Investigate possible funding opportunities for a purpose built community hall located on Cabbage Tree Island to host community events and funerals

Ongoing

Start Aug 2021

Ongoing

Ongoing

Ongoing

Start Sep 2021

Ongoing

Finish March 2022

Ongoing

Ongoing

Ongoing

Finish March 2022

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

- 13. A Land Council that is governed and managed successfully.
- 14. Significant land, and our Culture and Heritage is cared for and promoted.
- 15. Sustainable financial growth and independence.
- 16. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

PRESERVATION AND PROMOTION OF LOCAL CULTURE

Investigate implementation of a Pathways Partnership Agreement (PPA) with Ballina, Lismore, Richmond Valley and Byron Shire Councils and improve the advisory/advocacy role of Jali LALC as a participant in Local Shire plans and initiatives.

Keep up to date with evidence base and emerging best practices in self-management of our land, culture, heritage and the environment, our way.

Jali LALC to participate as a respondent party in Native Title claims within the LALC's statutory boundaries.

Participate in potential joint management of Evans Head and surrounding area including the possible amendment of Jali LALC's boundary in consultation with the relevant Native Title representatives.

Start July 2021

Finish June 2022

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

17. A Land Council that is governed and managed successfully.
18. Significant land, and our Culture and Heritage is cared for and promoted.
19. Sustainable financial growth and independence.
20. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

COMMUNITY BENEFITS SCHEME

Approve Social Housing Policies and Procedures Manual

Start July 2021

Finish March 2022

Implement the rent transition plan

Start June 2022
Finish July 2022

Start June 2023
Finish July 2023

Start June 2024
Finish July 2024

Investigate additional funding for Social Housing

Ongoing

Ongoing

Ongoing

Ongoing

Complete Backlog of Works assessment on each rental property and collate results.

Start Jul 2021
Finish Dec 2021

Undertake identified maintenance needs to ensure all properties are in good condition.

Start Jan 2022

Ongoing

Ongoing

Investigate and if feasible implement other possible sustainable community benefit schemes to assist LALC Members.

Ongoing

Ongoing

Ongoing

Ongoing

Establishment of Education Scholarship Fund

Start June 2022

Ongoing

Ongoing

Establishment of Funeral Assistance Fund

Start June 2022

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

- 21. A Land Council that is governed and managed successfully.
- 22. Significant land, and our Culture and Heritage is cared for and promoted.
- 23. Sustainable financial growth and independence.
- 24. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

SOCIAL SERVICES AND PROGRAMS

Deliver the Jali Community Aged Care Packages within relevant regulations and compliance.

Monitor the Jali Aged Care Compliance Plan.

To develop programs to actively engage youth in Cabbage Tree Island with a key focus on education, sports, health, arts and culture.

Seek additional funding through Government and other stakeholders to further enhance Cabbage Tree Island programs and develop programs in Ballina.

In partnership with Northern NSW Local Health District and Bullinah Aboriginal Health Service, provide a Health Post for GP clinics and allied health services to Cabbage Tree Island.

Ongoing

Ongoing

Start July 2021
Finish Oct 2021

Start Nov 2021

Ongoing

Ongoing

Ongoing

Finish April 2022

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

- 25. A Land Council that is governed and managed successfully.
- 26. Significant land, and our Culture and Heritage is cared for and promoted.
- 27. Sustainable financial growth and independence.
- 28. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

SUSTAINABLE FARMING PRACTICES

Reinstate farm lands back into a produce ready condition.

Start July 2021
Finish Oct 2021

Undertake cropping on sections of farm land

Start Aug 2021
Finish Oct 2021

Investigate funding options to Reinstate Tea Tree farm to full working condition.

Start July 2021
Finish Sep 2021

Tea Tree mulched, farm boundaries reinstated and drainage works completed.

Ongoing

Ongoing

Ongoing

Ongoing

Investigate funding options to implement Jali Macadamia Farming plans.

Start July 2021
Finish Aug 2021

Implement Jali Macadamia Farm plans, including planting and farm management.

Start Sep 2021

Ongoing

Ongoing

Ongoing

SUMMARY JALI LALC CLBP 2021 - 2024

VISION

“...protect our Country and promote and strengthen our culture & heritage, now and for the future....”

RESULTS

- 29. A Land Council that is governed and managed successfully.
- 30. Significant land, and our Culture and Heritage is cared for and promoted.
- 31. Sustainable financial growth and independence.
- 32. Services meet the social needs of our community.

TIMEFRAME

Strategy

2021

2022

2023

2024

KEY STRATEGIC AREAS

SUSTAINABLE FISHING PRACTICES

Investigate funding options to enable Jali LALC to pursue economic opportunities associated with the fisheries resource.

Submit funding application.

Implement Jali Commercial Fishing Plans if funding is successful.

Start Jan 2022
Finish Apr 2022

Start May 2022
Finish Jun 2022

Start Nov 2022

Ongoing

Ongoing

