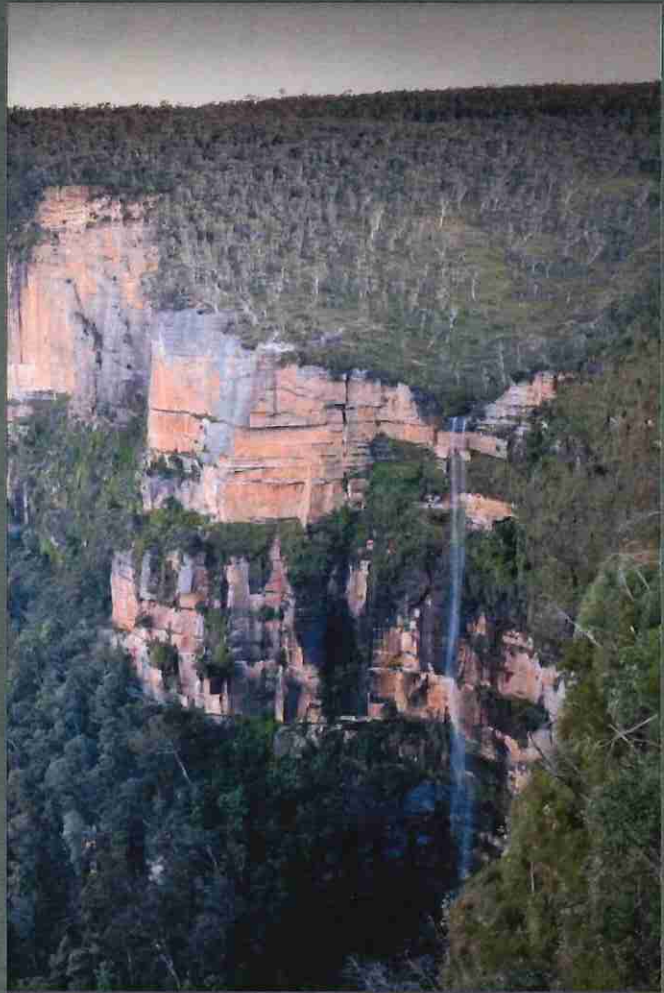


Deerubbin Local  
Aboriginal Land  
Council



2016-2019

COMMUNITY LAND AND BUSINESS PLAN

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## **OUR VISION**

TO IMPROVE, PROTECT  
AND FOSTER THE BEST  
INTERESTS OF ALL  
ABORIGINAL PERSONS  
WITHIN THE AREA.

## **WHO WE ARE**

Deerubbin is a Local Aboriginal Land Council established under the *Aboriginal Land Rights Act 1983 (NSW)* for a large part of Greater Western Sydney and the Blue Mountains.

Our name, Deerubbin, is drawn from the original name for the Hawkesbury Nepean River, which runs through the heart of this area.



## **WE BELIEVE**

- In the value of Aboriginality, both to our members and Aboriginal people within our area, and to the broader Australian community
- It is central to the strength and success of our people and our organisation into the future

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<sup>1</sup> Objections under the ALRA. Section 51.

## OUR COMMITMENT

Deerubbin seeks to strengthen the confidence and self-reliance of Aboriginal people and families, and to provide greater opportunity to Aboriginal people and families:

*“Aborigines, as all people, of all ages, will involve themselves and take total responsibility for their lives, at their choice of tasks that are significant to their history and nature, that they can undertake and shape at their pace, at their point of understanding, moving in their choices of directions towards their choices of goals in ways they find are satisfying to them and to the wider society”.*<sup>2</sup>

We are committed to building a confident, resilient and caring community, based upon respect for Aboriginality and Aboriginal values.

As an organisation, we are also committed to professional, respectful and ethical behavior.

We will seek to build and deepen our partnerships across Greater Western Sydney and the Blue Mountains with government and non-government organisations which share this commitment to the development and success of our community in a professional, respectful and ethical manner.

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<sup>2</sup> A. Grey (Project Coordinator) Department of Adult Education (University of Sydney) “Aboriginal Family Education Centres: A final report to the Bernard Van Leer Foundation” (1969-1973).

## A NOTE FROM OUR CHAIRPERSON

On behalf of the Board of the Deerubbin Local Aboriginal Land Council, I am very pleased to present this Community Land and Business Plan.

This Plan marks the beginning of a new chapter in the history of our Land Council.

Deerubbin is located in an area full of great opportunities and challenges. We have done well so far to secure a large and diverse land base for our members and for the Aboriginal community of Greater Western Sydney and the Blue Mountains. We are rightly proud of that and the strength that it gives to our people.

We are now looking to invest some of it more directly into our community, on our own terms - through celebrating and strengthening Aboriginal culture, through supporting those in education, through businesses and greater employment, and through building partnerships with organisations that share this ambition.

To begin with, you will be seeing and hearing more of us and what we have to offer.

It is time for Deerubbin to embark on the next phase of its journey, with hope, pride in our community and respect. We aim to become a leading organisation, within the land rights movement and within the community at large. Join us on this journey.

*Athol Smith*

*Chairperson*

## A NOTE FROM OUR CHIEF EXECUTIVE OFFICER

This Plan reflects the values and ambitions of Deerubbin's Board and its members.

It builds upon the successes and the lessons of the last 30 years of the *Aboriginal Land Rights Act 1983*, both for Deerubbin and for the movement as a whole.

As the Chairperson has said, Deerubbin is committed to strengthening the community it forms part of - Aboriginal and non-Aboriginal. This starts with improving the wellbeing of Aboriginal people and Aboriginal families, and by celebrating our living Aboriginal culture. We will also work to make sure that Deerubbin has a larger and clearer voice on matters affecting our members and our community.

The activities set out in this Plan will do that in a number of ways:

- Strengthening the Aboriginal families of our area, across all generations, by supporting culture and heritage, employment, education and recreation.
- Providing greater support and dignity to families at times of death.
- Building stronger and broader relationships with likeminded organisations across our area.
- Continuing our focus on housing, education and employment.
- Continuing our focus on land claims and strategic land purchases.

- Accelerating business development planning, particularly in relation to the four prioritised land projects, and undertaking business activities in a professional, ethical and responsible way.
- Maintaining organisation and financial sustainability.

We will define our own path forward, with Aboriginality and community at the centre.

Deerubbin's Operational Plan will set out in detail how we intend to achieve the Objectives set out in this Plan, over the 2016-2019 period.

Two new positions have been created to drive this important work forward - a Family and Community Co-ordinator, and an Education and Employment Coordinator. A third position - Deerubbin's Land and Development Officer - is set to be reinvigorated and expanded. Other important changes will be taking place.

However, it is the energy and enthusiasm of our members and our community, and their involvement and ideas, which will truly drive the success of this Plan and of Deerubbin itself. For me, that is what makes the next phase of our organisation's development so exciting to be part of.

*Kevin Cavanagh*

*Chief Executive Officer*

## ABOUT THIS COMMUNITY LAND AND BUSINESS PLAN

The Aboriginal community within our area is large and diverse, in circumstance and aspiration, and is growing. This Plan sets out 36 Objectives for Deerubbin from 2016-2019, across:

- Aboriginal culture and heritage (Objectives 1-9).
- the provision and management of community benefit schemes (Objectives 10-21).
- the acquisition, management and development of land and other assets (Objectives 22-29).
- business enterprises and investment (Objectives 30-36).

The Objectives, and Strategies to achieve them, were identified and developed by our Board in a series of workshops in early and mid 2016.

For the first three decades, Deerubbin has prioritised building its land base. While the task is ongoing, we believe we have been successful so far. Our attention, through this Plan, is now squarely focused on how that land base can be used to strengthen the position of Aboriginal families in our area and build hope for our community as a whole.

### ENHANCED COMMUNITY ENGAGEMENT

Enhanced community engagement and participation in community life by our members and Aboriginal people of Greater Western Sydney and the Blue Mountains is a particular focus of the Plan. Deerubbin will seek to do this by:

- strengthening and supporting Aboriginal people to grow in their Aboriginality by providing greater opportunities and places for families to come together (Objective 1). This includes securing an interim community facility for use by members and other Aboriginal organisations; cultural camps and excursions; providing transport assistance; and planning for Deerubbin's own multi-purpose community facility.
- better communication of Deerubbin's activities, and about matters affecting the Aboriginal community of Greater Western Sydney and the Blue Mountains (Objective 3).
- greater engagement with major sporting, educational, arts and cultural organisations of Greater Western Sydney and the Blue Mountains (Objective 4), and with relevant State government agencies and local government (Objective 5).
- creating a new position (Family and Community Co-ordinator) to organise community events of all kinds, for both Aboriginal people and non-Aboriginal people (Objective 1, Objective 2, Objective 8) and remembrance (Objective 9, Objective 14).

- recognising the importance of respect and dignity in death, and to provide greater comfort and security to families in relation to funerals and at times of commemoration and remembrance (Objective 9, Objective 14).
- developing and promoting a holistic understanding of the landscape, and its spiritual and cultural values, across Deerubbin's area (Objective 22).

Deerubbin retains its strong and continued focus on the provision of social and affordable housing, and encouraging home ownership (Objective 12), and the alleviation of poverty (Objective 13).

Deerubbin will also provide educational and training support, and mentoring, in partnership with schools, universities and TAFEs and other stakeholder organisations (Objective 15). Developing and improving employment opportunities and outcomes for Aboriginal people in Greater Western Sydney and the Blue Mountains also remains a heavy focus (Objectives 17-19). The position of Education and Employment Co-ordinator will be created to support these objectives.

### **LAND AND ECONOMIC DEVELOPMENT**

The Plan also sets out Deerubbin's goals for responsible land and economic development in 2016-2019, which will underpin stronger and more direct focus on community development. The relevant Objectives include:

- reviewing Deerubbin's existing land holdings, and their potential uses; and how those uses may be enhanced or accessed (Objective 23). Where appropriate, Deerubbin will seek to develop income streams from these land holdings.
- increased land management and property maintenance for land and housing (Objective 25).
- strategic acquisition of property (Objective 26) and land claims.
- identifying lands from Deerubbin's existing land holdings which may be suitable for future residential development, including housing for Aboriginal people (Objective 28).





### **PRIORITISED LAND PROJECTS**

Four prioritised land projects are identified in the Plan. Comprehensive business planning will be undertaken for each of them. The prioritised land projects are:

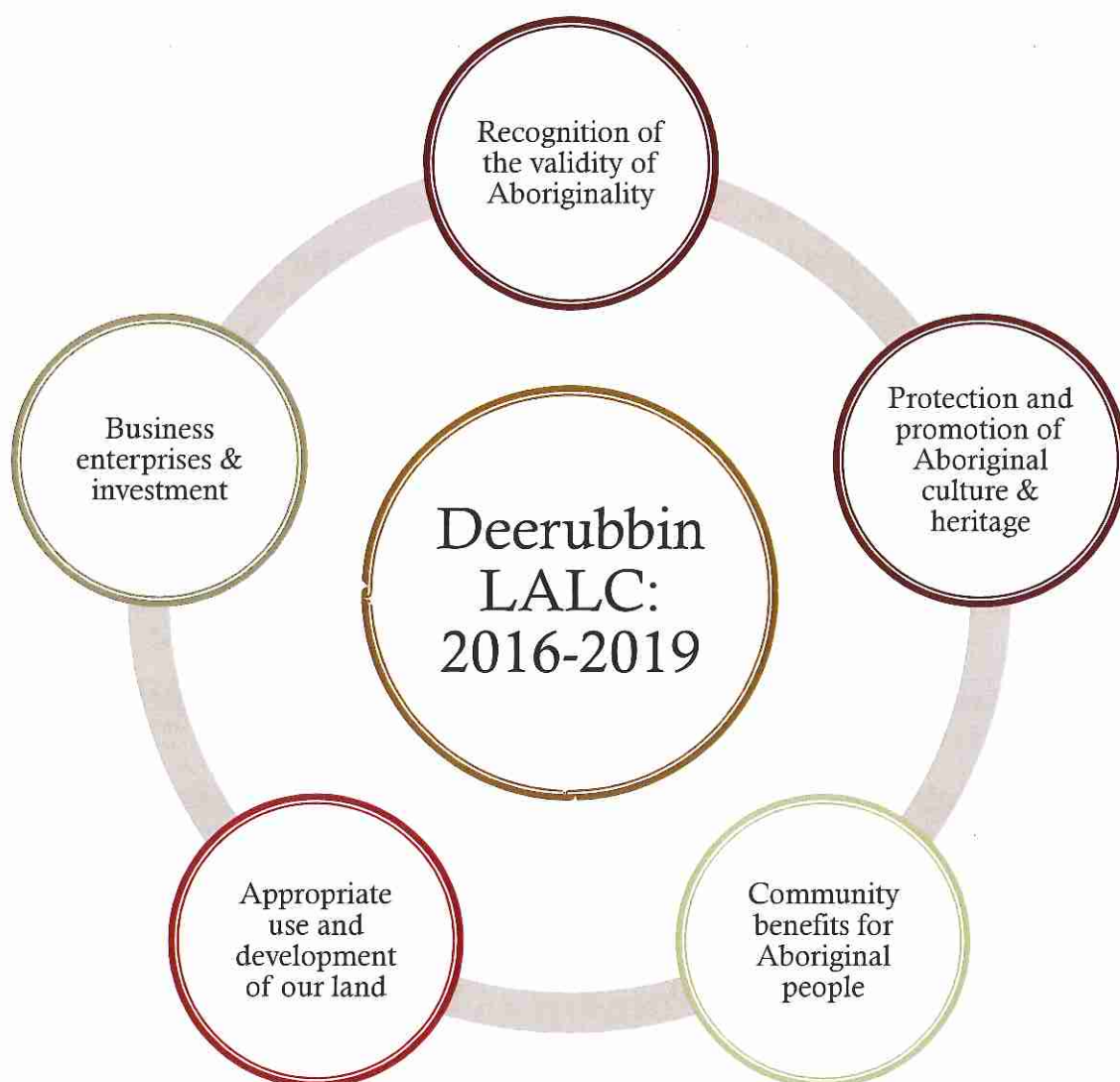
- the cemetery and funeral project;
- the North Kellyville land (which is proposed to be disposed of in order to fund the other aspects of the Plan);
- sand extraction and other complementary uses of the South Maroota lands (Objective 31); and
- adaptive use and complementary developments of Parramatta Gaol and adjoining lands.

Deerubbin will also:

- investigate options for the long-term application of Maroota and Londonderry lands (Objective 27).
- develop a commercial business strategy based around the conservation, bio-diversity offset and environmental application of Deerubbin's existing holdings (Objective 30); and
- seek to expand its existing cultural heritage, and land and property management businesses (Objectives 33 and 34).

More specific details for each Objective, and the Strategies to achieve them, are set out in the next section of this Plan.

## OUR STRATEGIC DIRECTION FOR 2016-2019



# OUR OBJECTIVES AND STRATEGIES

## FOR 2016-2019



# 1. ABORIGINAL CULTURE AND HERITAGE

*Objective 1: Strengthen and support Aboriginal people to grow in their Aboriginality, including by deepening our understanding of our culture and traditions, our history and our ways of living.*

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## Strategy:

1. Provide opportunities and places for families to come together, including:
  - a. Securing a hall or facility to be available for use by members or Aboriginal organisations for community purposes.
  - b. Conducting excursions and camps for the community where the focus is on cultural immersion and sharing; e.g. father/ sons; mother/ daughters.
  - c. Providing cultural learning opportunities through visits to sites and special places.
  - d. Appointing a Family and Community Co-ordinator to organise community events including community dinners and barbeques; karaoke and movie nights, excursions, sports days etc. [see objective 8]
  - e. Hiring or acquiring a bus for Deerubbin community event purposes.
  - f. Commencing the design, planning and development of a multi-purpose community facility.
2. Provide family education and skills classes, including speakers on history, community development, family relationships, etc.
3. Build volunteer family support networks.
4. Offer talks to members and Aboriginal people in Deerubbin's area on Aboriginal history and culture from different parts of the State and country.

***Objective 2: Improve the understanding and recognition of Aboriginality amongst non-Aboriginal people.***

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**Strategy:**

1. Invite non-Aboriginal groups to participate in community events and activities.
2. Have members speak to non-Aboriginal organisations and groups in appropriate contexts; clubs, churches, scouts, schools, police, councils, government agencies etc.
3. Co-ordinate opportunities for private Aboriginal tour guides to assist commercial tour operators and organisations wishing to run tours on the cultural heritage and Aboriginal history of Western Sydney and the Blue Mountains.
4. Use the website and other mediums to promote an understanding of the background to and issues facing Aboriginal people in western Sydney and the Blue Mountains.
5. Plan an exhibition of Aboriginal culture and history in Western Sydney and the Blue Mountains to be toured through local centres before being permanently housed in the multi-purpose community centre upon completion.
6. Develop close partnerships with key non-Indigenous organisations in Western Sydney and the Blue Mountains including local governments, major sporting bodies, major arts bodies, civic organisations etc.
7. Look for other opportunities to celebrate and promote Aboriginal culture and heritage to the wider community of Western Sydney and the Blue Mountains.

***Objective 3: Develop a communications strategy and capability that addresses both the internal and external communications needs of Deerubbin.***

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**Strategy:**

1. Develop a communications strategy and capability for reaching members and the Aboriginal community of Western Sydney and the Blue Mountains around social media platforms that enable Deerubbin to:
  - a. Keep members and the community updated on land council events, policies and news.
  - b. Build community cohesion and pride by the form and content of the information presented.
  - c. Give members a means of raising issues and ideas that contribute to the positive development of the community.
  - d. Provide information and news about other, non-land council matters relevant to the members and the Aboriginal community of Western Sydney.
  
2. Develop a communications strategy and capability for reaching the non-Aboriginal community around a website and social media platforms that enable Deerubbin to:
  - a. Provide information about Deerubbin and its operations.
  - b. Provide information about the lives, history and views of Aboriginal people in Deerubbin's area.
  - c. Invite non-Aboriginal people to participate in land council events and share our culture and heritage.
  - d. Offer a means for non-Aboriginal people and organisations to communicate with Aboriginal people in Western Sydney and the Blue Mountains.

- e. Operate a cyber noticeboard for services, partnerships and assistance that Deerubbin is seeking for itself or its members.
  - f. Undertake other communication activities that support Aboriginal people and families in Deerubbin's area.
3. Develop partnerships and relationships with local and State media organisations that enable Deerubbin to communicate with the wider community through mainstream media.
  4. Develop a 'market' and brand profile for Deerubbin that helps it project its recognition, the objectives it pursues and the values that drive it.



***Objective 4: Develop partnerships with non-Aboriginal organisations that provide forums and opportunities to promote an understanding of Aboriginal culture and / or are a source of participation and pride for Aboriginal people.***

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**Strategy:**

1. Develop close links with the major sporting clubs in Western Sydney.
2. Develop links with major high schools in Western Sydney, both government and private.
3. Develop links with tertiary institutions in Sydney, especially relationships that facilitate the wider telling of Aboriginal stories.
4. Develop links with major arts and cultural organisations in Western Sydney and the Blue Mountains to promote a focus on arts and culture that celebrates Aboriginal life and stories and provides opportunities for Aboriginal people to participate in performances and exhibitions, (including through conducting workshops at the community level).
5. In the case of each, plan and document the development of the relationships.

***Objective 5: Strengthen relationships with NPWS and Councils in relation to the protection of Aboriginal cultural heritage.***

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**Strategy:**

1. Seek to establish formal committees with the Regional NPWS office and each local government in Deerubbin's area to meet periodically to discuss and pursue options for better protecting the Aboriginal cultural heritage within Deerubbin's area.
2. Work with NSWALC and the wider land council network to seek legislative reform to improve the protection of Aboriginal cultural heritage and the role which land councils play in protecting that heritage.



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***Objective 6: Continue existing Aboriginal cultural heritage operations.***

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**Strategy:**

1. Continue to employ sites officers to identify, monitor and advise on Aboriginal cultural heritage within Deerubbin's area.
2. Review the business plan for the existing cultural heritage operations with a view to seeing them expanded.
3. Use the website to promote Deerubbin's existing Aboriginal cultural heritage services and capability.

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***Objective 7: Promote local Aboriginal cultural organisations.***

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**Strategy:**

1. Use the website to promote the existence and services of Aboriginal arts and cultural groups to the public.
2. Maintain information about the existence and services of Aboriginal arts and cultural groups at Deerubbin offices and provide it to the public.

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***Objective 8: Employ a Family and Community Co-ordinator to promote community cohesion and interaction.***

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**Strategy:**

1. Employ a Family and Community Co-ordinator whose principal function is to support the land council in building community spirit, cohesion and confidence within the Aboriginal community of Western Sydney and the Blue Mountains.
2. The functions of the Family and Community Co-ordinator include:

- a. Planning and co-ordinating community events such as barbeques, community dinners, camps, excursions, parties;
  - b. Building relationships identified in Objectives [4], [5] and [7] above.
  - c. Producing information and articles for the website and social media on Deerubbin and community activities.
  - d. Liaising with the media on Deerubbin and community events.
  - e. Maintaining bookings for the hall and bus and supervising their use.
  - f. Co-ordinating the development of the volunteer family support network.
  - g. Developing a documented understanding of the particular needs of Aboriginal people and families in Deerubbin's area.
  - h. Organising education seminars and workshops for members.
  - i. Such other duties the CEO requires in order to build community cohesion, confidence and capability.
3. Seek to engage volunteer support to assist the Family and Community Co-ordinator, especially in relation to particular projects, events and activities.

***Objective 9: Support the centrality of the funeral as a fundamental Aboriginal rite of passage.***

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**Strategy:**

1. See Objective [14] of the Community Benefits objectives.

## 2. THE PROVISION AND MANAGEMENT OF COMMUNITY BENEFIT SCHEMES

*Objective 10: Provide opportunities and services that strengthen and support individuals and families, including in relation to their Aboriginality.*

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**Strategy:**

1. See objectives and strategies for Aboriginal Culture and Heritage.

*Objective 11: Develop the understanding of the needs of the community.*

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**Strategy:**

1. Use meetings and events to sound out Deerubbin members and others in the community about their needs and priorities.
2. Use facilitated focus groups to understand in more detail the needs of Aboriginal people living in Deerubbin's area.
3. Consult other Aboriginal and non-Aboriginal organisations in the area about their understanding of community needs and the existing services available to address those needs, including by inviting organisations to address board meetings as well as specially convened member meetings.

***Objective 12: Ensure Aboriginal people have access to decent and affordable housing.***

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**Strategy:**

1. Continue the existing social housing program.
2. Review the existing social housing program with a view to expanding it.
3. Investigate options for home ownership schemes and implement viable options.
4. Investigate options for construction of new homes, either as part of a home ownership scheme or as social housing, noting that Deerubbin does not support concentrated Aboriginal housing estates. (If Deerubbin decided to develop housing subdivisions it would be done in a manner that resulted in the dispersal of Aboriginal occupied houses throughout a wider area by employing a sale and acquisition program following an estate's construction.)
5. Investigate options for improving housing infrastructure, including through better landscaping and home maintenance.
6. Ensure Deerubbin's social housing policies do not discourage tenants in seeking employment and seek changes to State government policies to similar effect.
7. Take other action that may make it easier for Aboriginal people to secure decent and affordable housing in Western Sydney.

***Objective 13: Improve awareness amongst Aboriginal people in Deerubbin's area of strategies for overcoming poverty.***

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**Strategy:**

1. Offer members and other Aboriginal people in Deerubbin's area courses on poverty alleviation strategies, such as Bridges out of Poverty.
2. Provide seminars and training on family financial management.
3. Provide seminars and training aimed at assisting members and other Aboriginal people in Deerubbin's area members build resilience and improving their social circumstances.
4. Invite other organisations to present on the issue of poverty alleviation to members and other Aboriginal people in Deerubbin's area.



***Objective 14: Develop a funeral program, including a cemetery and associated facilities to ensure dignified, culturally sensitive and affordable funerals for Aboriginal people in Deerubbin's area in a place where families can continue to gather in commemoration.***

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**Strategy:**

1. Develop a cemetery together with cremation and undertaking services on a site to be identified and owned by Deerubbin.
2. Develop a scheme for offering affordable funerals to members of Deerubbin and other Aboriginal people in Deerubbin's area, through volunteer support, sweat equity contributions, offset commercial funerals, a possible funeral fund and other options to be researched and planned and feasibility confirmed before approval for the cemetery is sought.
3. Provide a low cost mortuary transport service for families wishing to return their deceased to their home country in New South Wales for burial.
4. Plan a community commemoration, cultural and function centre on the site of the cemetery.
5. Take such other steps as may be required to alleviate the anxiety many Aboriginal families feel about covering the costs of a funeral.

***Objective 15: Support the improvement of education and training opportunities and outcomes for Aboriginal people in Deerubbin's area.***

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**Strategy:**

1. Develop a scholarship fund to support primary, secondary and tertiary students.
2. Work with other scholarship schemes such as Learning for Life to identify and support students in need of assistance.

3. Run seminars for parents on how they can support their children's learning.
4. Use Deerubbin's facilities, especially the proposed hall, to run a mentoring program in conjunction with organisations such as AIME and the Exodus Foundation.
5. Develop partnerships with local schools and colleges to identify ways in which Deerubbin and the schools can work together to improve the educational outcomes for Aboriginal students in the area.
6. Develop partnerships with local chambers of commerce and other employer groups to create work experience and internship opportunities for Aboriginal students, especially those in the mentoring program.
7. Develop a consultative forum where students can discuss and advise the board on how Deerubbin can best assist Aboriginal students in the area in addressing challenges facing them.
8. Develop a computer lab to be run out of Deerubbin controlled premises where students can access technology to assist in their studies.
9. Develop an incentives program for academic participation and achievement by Aboriginal students in Deerubbin's area.
10. Develop partnerships with universities and TAFE's to create tailored pathways for secondary students into further education and to facilitate clinics and projects for university faculties and TAFE schools in supporting Deerubbin's community work.
11. Take other opportunities as they arise, especially as a consequence of the development of partnerships, to support and stimulate students in their studies and achieve the education objectives of this plan.

***Objective 16: Improve employment opportunities and outcomes for Aboriginal people in Deerubbin's area.***

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**Strategy:**

1. Continue and extend the existing partnership with TAFE to provide specially tailored courses to Aboriginal apprentices and trainees, including in the areas of land management, horticulture, arboreal care and regeneration.
2. Offer seminars and workshops to members in conjunction with employer groups on job skills, expectations and strategies.
3. Work in partnership with existing placement agencies, including to help identify suitable employment candidates.
4. Develop a fund to assist apprentices and job seekers with job related costs such as tools, clothing and equipment.
5. Develop a volunteer employment mentoring program to assist in the search for employment and the first two years of a job.
6. Develop a consultative forum of long term unemployed people in Deerubbin's area to discuss and advise the board on action Deerubbin can take to assist them and others in their situation find employment.
7. Ensure Deerubbin's enterprise initiatives set out in this plan prioritise Aboriginal employment.
8. Take other opportunities as they arise, especially as a consequence of the development of partnerships, to support Aboriginal people in Deerubbin's area find and maintain employment.



***Objective 17: Employ an Education and Employment Co-ordinator to support Deerubbin's education and employment objectives.***

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**Strategy:**

1. Employ an Education and Employment Co-ordinator to assist Deerubbin in the implementation of its education and employment objectives.
2. The functions of the Education and Employment Co-ordinator include:
  - a. Building the education and employment partnerships and relationships identified in this plan.
  - b. Administering the scholarship and support funds under the direction of the Board or its delegate.
  - c. Producing information and articles for the website and social media on Deerubbin's education and employment initiatives.
  - d. Liaising with the media on Deerubbin's education and employment initiatives.
  - e. Co-ordinating the development of the volunteer student mentoring support.
  - f. Co-ordinating the development of the volunteer employment mentoring support.
  - g. Developing a documented understanding of the particular needs of Aboriginal students and job seekers in Deerubbin's area.
  - h. Organising skills education seminars and workshops for students and their parents.
  - i. Developing and administering the student incentives program.
  - j. Providing administrative support for the education and employment consultative forums.

- k. Supervising the computer lab.
  - l. Supporting the Family and Community Co-ordinator in building the volunteering culture among Deerubbin's members.
  - m. Such other duties as the CEO requires in order to achieve the education and employment objectives in this plan.
3. Seek to engage volunteer support to assist the Education and Employment Co-ordinator, especially in relation to the mentoring initiatives in this plan.

***Objective 18: Provide opportunities to Aboriginal people in Deerubbin's area to develop and showcase sporting and artistic excellence.***

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**Strategy:**

1. See Objectives [1], [2] and [4]
2. Take other initiatives that may arise from the development of partnerships that support the objective.

***Objective 19: Assist other organisations improve the health of Aboriginal people.***

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**Strategy:**

1. Consult with the major organisations providing health services to Aboriginal people in Deerubbin's area to discuss how Deerubbin may be able to assist them in their health objectives, including through the use of Deerubbin's facilities and communications platforms.
2. Develop proposals for a deeper engagement in promoting health in concert with existing organisations beyond the life of the current plan.

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***Objective 20: Support inmates and released prisoners in their rehabilitation.***

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**Strategy:**

1. Work with the ALS, Corrective Services, Probation and Parole and organisations such as Marrin Weejali to develop a plan as to how Deerubbin can best assist in the rehabilitation of current and former inmates, including through work experience, State debt recovery internships and other training opportunities.
2. Investigate developing a volunteer prison visiting service whereby community members, especially elders, are assisted to visit prisoners on a regular basis.
3. Take such other initiatives as may be within Deerubbin's reasonable capacity to build hope and confidence amongst current and former inmates.

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***Objective 21: Develop other plans for other community benefit schemes.***

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**Strategy:**

1. In light of the outcomes from Objective [ ] and the implementation of the other community benefit schemes proposed in this plan, develop additional schemes that address critical needs in the community where those schemes can be implemented without significantly detracting from the schemes already covered by the plan.
2. Continue to develop the administrative capability to support the implementation of the community development schemes and other objectives identified in this plan.
3. Apply for additional resources from government and private bodies to support the execution of the plan and engage such support as is required to make those applications.

### 3. THE ACQUISITION, MANAGEMENT AND DEVELOPMENT OF LAND AND OTHER ASSETS:

*Objective 22: Promoting a holistic understanding of the landscape, especially its spiritual and cultural dimension.*

---

Strategy:

1. See Objectives for promotion of culture and heritage.
2. Develop and maintain a cultural overlay that encompasses spiritual and social values for Deerubbin's sites and land databases.
3. Publish information about the Aboriginal values of the landscape through Deerubbin's website, the forums it engages in and the partnerships it is developing with schools and other institutions and organisations.
4. Develop a list of capable and willing volunteer speakers to give authoritative talks on these issues.

***Objective 23: Undertake land assessment and categorisation process for all of Deerubbin's current and claimed land holdings.***

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**Strategy:**

1. Review Deerubbin's existing database on its holdings to understand and how it can be best enhanced and accessed.
2. Develop a plan for the ongoing prioritisation of assessments and categorisation (categorisation to be on the basis of operational and community land modelled on the Local Government Act).
3. Compile a database of studies and research on Deerubbin's existing and claimed holdings.
4. Compile a profile on management options and requirements for each holding.

***Objective 24: Develop and implement a strategy for ongoing claims, including their determination.***

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**Strategy:**

1. Review existing claims for prospects.
2. Develop and implement a strategy for lodging new claims.
3. Develop settlement and agreement (ALA) proposals to put to government.

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***Objective 25: Properly manage existing holdings.***

---

**Strategy:**

1. Establish systems for alerts on any proposed changes to planning controls.
2. Identify Deerubbin's preferred changes to planning controls and strategies for achieving them.
3. Prioritise land management (including anti-dumping, hazard reduction, weed and pest control etc.) across Deerubbin's non-housing portfolio.
4. Develop and implement a long-term maintenance plan for housing.

---

***Objective 26: Acquire strategic properties.***

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**Strategy:**

1. Assess the scope to enhance existing holdings through strategic purchases, especially in relation to holdings connected with proposed developments and enterprises.
2. Where considered advisable on the basis of assessment, implement an acquisition strategy.
3. Lease or purchase an existing hall or building as a community facility for the purposes of Objectives 1.

---

***Objective 27: Develop income streams from existing lands.***

---

**Strategy:**

1. Continue the analysis of the land portfolio for income generating opportunities, especially opportunities that do not involve permanent disposal.

2. Undertake comprehensive business planning for all prioritised land projects.
3. Prioritised land projects are:
  - a. Cemetery and funeral project;
  - b. North Kellyville as a disposal for capital to support other aspects of this plan;
  - c. Sand extraction and complementary uses of South Maroota lands; and
  - d. Adaptive use and complementary developments of Parramatta Gaol and adjoining lands.
4. Investigate options for long-term application of Maroota and Londonderry lands.
5. Develop and dispose of interests in such other lands as may be desirable to fund prioritised land projects and critical operations.
6. Obtain expert advice and undertake appropriate due diligence in relation to all business and land ventures, including early engagement of NSWALC and other approval authorities.

***Objective 28: Use land to provide housing for Aboriginal people in Deerubbin's area.***

---

**Strategy:**

1. See Objective [10]-[21].
2. Identify and commit holdings that may be suitable for residential developments that serve Deerubbin's housing and home ownership objectives, noting the strategy in Objective 12(4).

3. Pursue the transfer of AHO properties contracted to Deerubbin.
4. Take such other steps as may be advisable to achieve the objective.

***Objective 29: Develop lands in partnership to achieve social objectives.***

---

**Strategy:**

1. Consider opportunities that arise out of organisational partnerships to develop Deerubbin owned lands for either commercial or community purposes.
2. Pursue public and private partnerships that maximise the opportunities for Deerubbin to use its land assets most effectively on behalf of the Aboriginal people of its area.





## 4. BUSINESS ENTERPRISES AND DEVELOPMENT:

### *Objective 30: Develop key land holdings.*

---

#### Strategy:

1. See Objective [27].
2. Where lands/properties are held and managed commercially, ensure that they are managed professionally and provide market returns.
3. Consider and pursue joint venture opportunities, including with neighbouring landholders where such opportunities are likely to enhance the outcomes for Deerubbin.
4. Develop a commercial business strategy around conservation, bio-diversity offset and environmental application of Deerubbin's existing holdings.

### *Objective 31: Develop sand quarrying and materials business.*

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#### Strategy:

1. Pursue the development of a sand and quarrying business on land zoned for such purposes at South Maroota;
2. Investigate partnerships and market opportunities to expedite the development of the sand business.
3. Investigate options for operating complementary labour intensive businesses such as hydroponic agriculture and nurseries on lands being used for sand extraction.

***Objective 32: Develop a funeral business as an adjunct to the Cemetery Community Benefits Scheme.***

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**Strategy:**

1. Investigate options for making the Cemetery Community Benefits Scheme viable by developing and operating a complementary commercial funeral business and, if feasible, develop the business.
2. Investigate and, subject to feasibility assessment, pursue the option of joint venturing or acquiring a funeral business with or from an existing operator.

***Objective 33: Maintain and expand existing cultural heritage business.***

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**Strategy:**

1. See Objective [6] and implement strategies outlined there.
2. Negotiate directly with government and major developers to provide cultural heritage services in Deerubbin's area.

***Objective 34: Maintain and expand land and property management business.***

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**Strategy:**

1. Develop a business plan for expanding Deerubbin's land management services with a view to incorporating a separate entity to manage the business.
2. Pursue contracts with government bodies and larger private enterprises in addition to servicing Deerubbin's own holdings.
3. Investigate and, where feasible, pursue the development of complementary businesses including nursery, seed gathering and propagation; bio-diversity

protection and maintenance, and rehabilitation and bush regeneration. Where possible, seek to develop businesses in joint venture with suitable capability partners interested in taking advantage of Indigenous procurement policies.

4. Investigate and, if feasible, pursue the development of a ranger/security business to monitor and protect Deerubbin's land and those of other clients of such a business. Where possible, seek to develop businesses in joint venture with suitable capability partners interested in taking advantage of Indigenous procurement policies.

***Objective 35: Maintain a prudent investment strategy.***

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**Strategy:**

1. Consider and, if appropriate based on independent professional advice, use the range of potential investments available under the Act and Regulation to ensure that Deerubbin prudently manages the return and risk on its investments having regard to the matters set out in the Trustee Act and in compliance with that Act. Investments may include:
  - a. Australian and international equities;
  - b. Term deposits and government backed securities;
  - c. Various forms of real property and property trusts;
  - d. Such other investments that it may, on independent professional advice, determine are in the best interests of Deerubbin and the current and future Aboriginal residents of the area.
2. Nothing in this plan should be taken as requiring Deerubbin to allocate assets to a particular class of investment.
3. Deerubbin may, if it determines that it is in its best interests to do so, place all or part of its Account with a professional funds manager, but only on the basis that the manager is directed to ensure that there is appropriate diversification within the

investments and that all decisions or recommendations on investments are taken in accordance with the Trustee Act and cognisant of Deerubbin's particular circumstances and requirements.

***Objective 36: Consider and pursue other business opportunities as may arise, especially as a consequence of partnerships.***

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**Strategy:**

1. Deerubbin remain open to considering business opportunities that may arise, especially where they flow from existing, successful partnerships it may develop.
2. Before pursuing any opportunity referred to in 1 above, Deerubbin shall obtain independent professional advice on the proposal and only consider proceeding where the advice is that the opportunity is feasible and sound.
3. Deerubbin will ensure that new business enterprises are operated through separate corporate entities in order to manage risks to the land council and its other assets and to provide flexibility for the future sale or restructuring of the business.

