



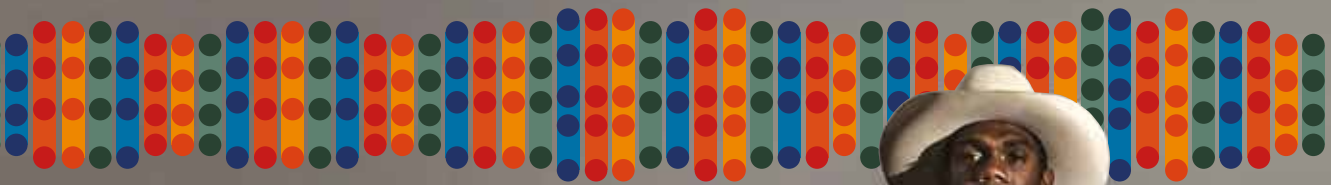
Australian Government
Indigenous Land Corporation



The **ILC GROUP**

NATIONAL INDIGENOUS
LAND STRATEGY

NILS 2018–2022



THE INDIGENOUS ESTATE

The Indigenous Estate holds the key to successful economic development for all Indigenous Australians. Its significant tangible and intangible assets—not just land and waters, but people and the knowledge and intellectual property flowing from the heritage of Indigenous Australians—must be used for the benefit of all Indigenous Australians. The Indigenous Estate is the focus of the ILC's efforts.



The **ILC GROUP**

Welcome to the Indigenous Land Corporation's (ILC) fifth National Indigenous Land Strategy (NILS).

The NILS is the ILC's key policy document, setting out our strategic direction for the next five years, from 2018 to 2022. This is the first NILS that I and the current ILC Board have had the honour of presenting to you, our stakeholders and partners in growing the Indigenous Estate. As you will see throughout this document, the ILC is focused on becoming a trusted partner in developing the Indigenous Estate to achieve economic, environmental, social and cultural benefits for Indigenous Australians. The ILC Board, staff and subsidiary companies are determined to apply the resources available to us to help transform Indigenous-held land and our unique cultural assets into a source of prosperity for this and future generations. This involves the development of a strategic direction for the ILC's resources, and putting the strategy to work in our everyday operations.

Central to our strategy has been identifying the best ways to invest and partner with you, to make our collective investment go further. On behalf of the ILC Board, I thank all of you who made the time to participate in consultation sessions on this important document. Your views have informed our way forward and strengthened our commitment to assisting Indigenous people to achieve economic, environmental, social and cultural benefits through land acquisition and land management. Please take the time to read through this NILS. Also check the ILC website and follow us on social media. Most importantly, contact your local ILC office with any ideas you have for projects that fit with this strategy or would benefit from ILC partnership.

Mr Eddie Fry, Chairperson



INTRODUCTION

The ILC

The ILC is a corporate Commonwealth entity established under the *Aboriginal and Torres Strait Islander Act 2005* (the ATSI Act) to assist Indigenous people to acquire and manage land to achieve economic, environmental, social or cultural benefits.

The ILC has two functions, as set out in the ATSI Act:

- to assist Indigenous Australians to acquire land
- to assist in the management of Indigenous land, however that land was acquired.

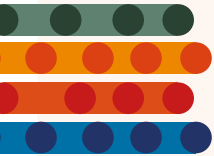
This makes the ILC an important institution in helping to define, enhance, and grow the Indigenous Estate.

ILC achievements

Since it was established in 1995, the ILC has been successful in achieving benefits for Indigenous Australians, through its land acquisition and land management functions and through the operations of its three subsidiaries: Voyages Indigenous Tourism Australia (Voyages), the Australian Indigenous Agribusiness Company Pty Ltd (AIA) [formerly National Indigenous Pastoral Enterprises] and the National Centre of Indigenous Excellence community campus in Redfern, NSW (NCIE). The ILC and its three subsidiary companies form the ILC Group.

Growing and realising the potential of the Indigenous Estate

The ILC Board's underpinning strategy is to be a trusted partner in maximising the use and value of the assets of the Indigenous Estate—from land, to people, to intellectual property. This strategy relies on more strategic and coordinated management and taking advantage of the many opportunities offered



to and by the Indigenous Estate in a rapidly changing world. This will necessarily be the work of many years, if not generations. This vision will be achieved through strategically employing the ILC's two core functions; land acquisition and land management. We will consolidate our efforts in areas of competitive advantage and emerging opportunities and use sound investment principles. Through collaboration with Indigenous people and organisations as well as industry, government and philanthropic partners, the ILC is focused on ensuring that the unique values of the Indigenous Estate deliver economic, environmental, social and cultural benefits to Indigenous Australians.

About the National Indigenous Land Strategy

The National Indigenous Land Strategy (NILS) is a requirement under the ATSI Act and is the ILC's key policy document. The directions laid out in the NILS inform other key documents,

including our annual Corporate Plan. It sets out how the ILC will perform its land acquisition and land management functions over the next three-to-five years, in order to meet the ILC's statutory obligation to provide benefits for Indigenous Australians.

The NILS is tabled in Parliament and published. The ILC must revise it from time to time, and be guided by it in performing its functions. Under the ATSI Act, the plan must deal with 'the acquisition of interests in Indigenous land', as well as 'land management issues' and 'environmental issues' relating to Indigenous-held land.

This NILS presents the ILC's priority focus areas, program delivery mechanisms and renewed commitment to building enduring stakeholder relationships as a framework for realising the opportunities presented by different regions of the Indigenous Estate.





WHAT WE DO

- **ILC Functions**
Land Acquisition and Land Management

HOW WE DO IT

- **Subsidiary Operations**
 - National Centre of Indigenous Excellence
 - Voyages Indigenous Tourism Australia
 - Australian Indigenous Agribusiness
- **ILC Program Mechanism**
Our Land Our Future
 - Dedicated Industry Strategies
 - Investment Principles
 - Priority Areas

WHAT WE ACHIEVE

- **Benefits**
Assist Indigenous People to Achieve Economic, Environmental, Social and Cultural Benefits

2018–2022 RILS

About The Regional Indigenous Land Strategies

Also required by the ATSI Act are Regional Indigenous Land Strategies (RILS), which provide regions within Australia with an additional, layered framework for the interpretation and implementation of the NILS. The 2018 – 2022 RILS will contain more detailed information on what the ILC's strategic direction means for Indigenous corporations in specific regions of Australia.

Regions

For the purposes of this NILS, the ILC has restructured its regions. Previous ILC regions were the six states and the Northern Territory. The new regions reflect important environmental, demographic and economic differences across the continent and the ways these are reflected in the different situations of Indigenous people. In making this change, the ILC Board recognises the opportunities presented through bringing together discrete, but aligned, land parcels within the Indigenous Estate to allow the development of regional projects and economies of scale.

The following regions will underpin the RILS from 2018:

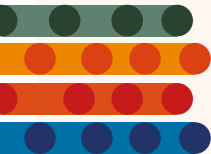
- **Northern Australia** – northern Western Australia, northern areas of the Northern Territory and North Queensland. The climate, environment and general economic-development opportunities in northern Australia differ significantly from the rest of Australia. For example, savanna burning for emissions reduction is viable in this broad region and not in others.
- **Desert** – desert regions of Western Australia, the Northern Territory, northern South Australia, south-west Queensland and north-west New South Wales. Australia's vast desert regions are unique. There is value in considering the economies of scale and opportunities arising in these areas in their own right.
- **South-West Australia** – southern Australia, west from Port Augusta in South Australia through to Perth and Geraldton in Western Australia. This region has diverse opportunities in agriculture, rehabilitation as a result of resource extraction and urban-based industries.
- **South-East Australia** – southern Australia, east of Port Augusta in South Australia and including all of Victoria and Tasmania, most of New South Wales and south-east Queensland including Brisbane. The mostly temperate regions of south-eastern Australia are more heavily populated and urbanised, with more intensive and diverse agricultural operations and greater employment and training opportunities in professional and service industries.

The RILS underpin the NILS, providing a specific and context based application of the strategic principles set out in the national strategy. As with the NILS, the RILS are prepared for the 2018–2022 period and may be revised from time to time.



OUR REGIONS

Regional Indigenous Land Strategies 2018–2022



Australian Government
Indigenous Land Corporation

13-Dec-2017

ILC Map No. 2770

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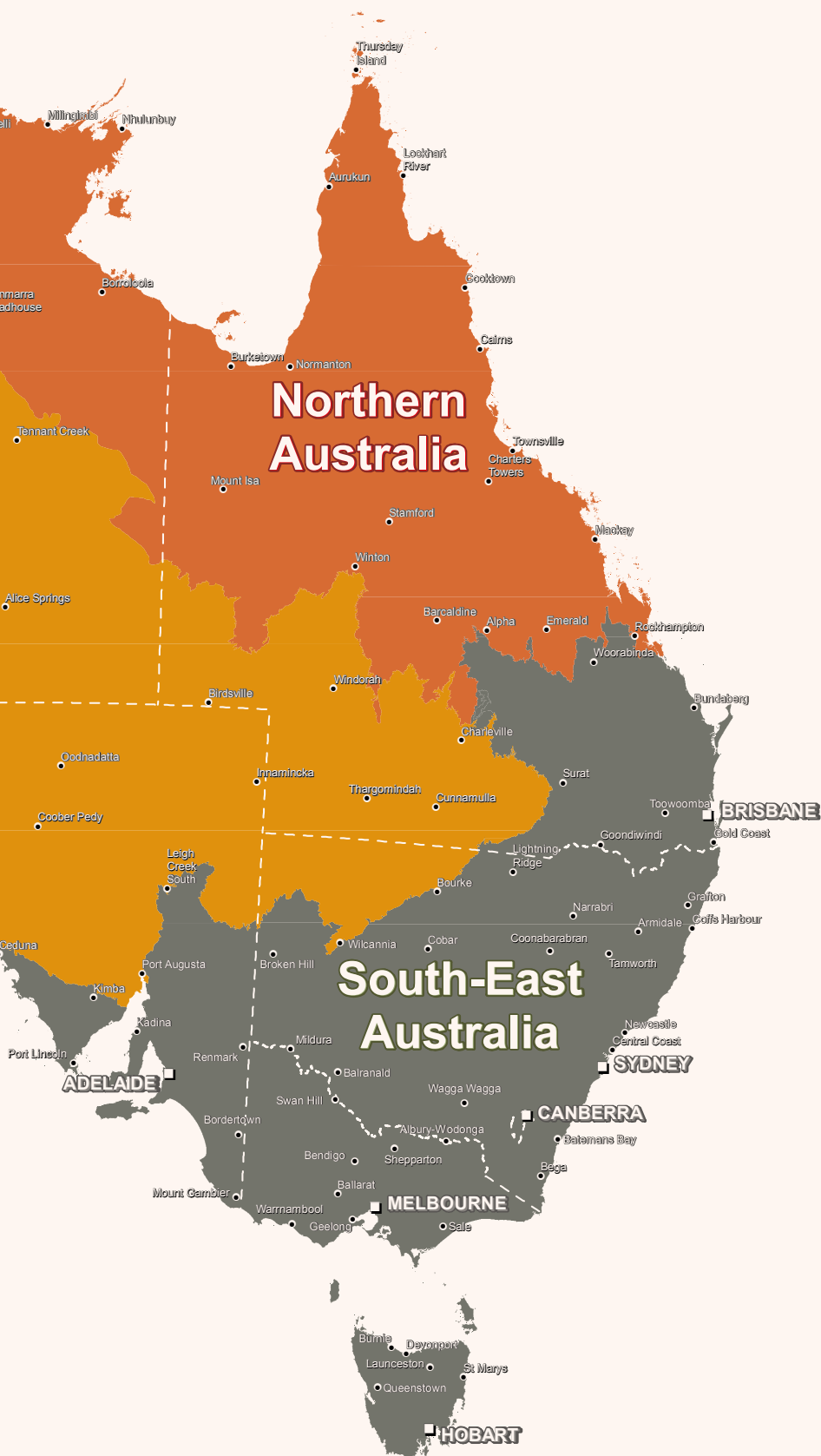
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GDA 1994 Geoscience Australia Lambert Coordinate System.

GDA 1994 Datum



FUTURE DIRECTIONS

The ILC's vision is:

To be the trusted partner in **growing** and **realising** the potential of the Indigenous Estate.

The current ILC Board has agreed five foundational strategies (March 2016) to reposition the ILC and to advance the Board's longer-term vision for the Indigenous Estate as a source of prosperity and wellbeing for Indigenous Australians.

These can be summarised as:

- **Engagement and Alliance Building** – Creating a strong value proposition, legitimacy and support from key constituencies
- **Resources** – Positioning the ILC to invest in the future
- **Innovation** – Taking advantage of current and emerging markets

- **Enhancing Cost Effectiveness** –

Growing our capability to invest in the future and developing the ILC as a high-performing, more commercial entity

- **Capacity** – Building an ILC structure, capability and culture to drive the Board's strategies.

Pursuing dedicated industry strategies

To help achieve better outcomes for Indigenous people and to grow the Indigenous Estate, the ILC has identified key sectors of the economy that present opportunities for Indigenous Australians or where Indigenous land-holders may have a competitive advantage. They include both existing and emerging markets.



Over the period of this NILS, the ILC wants to make the most of opportunities in these sectors to drive Indigenous wealth creation and employment, asset development and the protection and management of environmental and cultural values:

- **Agribusiness** – through partnerships with Indigenous corporations and the ILC Group’s existing agribusiness operations, as well as emerging opportunities across the agribusiness sector
- **Urban investment** – recognising that most Indigenous people now live in urban areas and that holding assets and having a strong Indigenous presence in capital and regional cities is very important
- **Niche Indigenous products** – (for example) making traditional knowledge in bush foods a foundation for business and employment opportunities
- **Tourism** – through partnerships with Indigenous corporations and the ILC Group’s existing operations at Ayers Rock Resort, Mossman Gorge and Home Valley Station, as well as through development of land-based tourism enterprises across the Indigenous Estate
- **Renewables** – utilising the competitive advantage of Indigenous land holdings to create business, employment and income opportunities, as well as supporting the cultural and environmental sustainability of Indigenous-held land and its activities
- **Water-based activities** – making the most of the ILC’s ability to invest in water-based activities connected to land, as well as advocating legislative change to allow the ILC to support all water-based activities (salt and fresh) undertaken by Indigenous corporations.





RELATIONSHIPS

The ILC is committed to building productive relationships with Indigenous leaders, organisations, communities and individuals, as well as with other parties across the government, business, philanthropic and community sectors. The ILC will work with Indigenous land holders to build capacity, networks and strategic alliances to pursue opportunities in new and emerging markets at different points along the supply chain.

Alliances are being pursued at three levels:

- **Networks** – connecting the ILC to interests in the wider Indigenous Estate and assisting these interests to connect to each other to benefit from shared learning, expertise and strategic opportunities. The ILC supports the development of a formal Indigenous Landholders Network.
- **Partnerships** – cooperation and collaboration between the ILC and Indigenous land holders on key projects and activities, including ILC investment in capacity building through mentoring, secondment and other innovative enterprise development solutions.
- **Strategic alliances** – formal arrangements involving the ILC, key Indigenous land holding bodies, industry partners, philanthropic and/or government partners. To ensure the best use of its finite resources, the ILC seeks arrangements that benefit our Indigenous partners by bringing in-kind and financial resources from other collaborators.



The ILC will expand its social media presence and implement a communications and marketing strategy. This communications work will enable the ILC to champion the achievements of its Indigenous partners and the contributions of the Indigenous Estate to the national economy, environment and cultural landscape.

The ILC will formalise its commitment to its Indigenous partners through the development of a Customer Charter. Based on stakeholder feedback, the Customer Charter will articulate the ILC's service targets and what stakeholders can expect when engaging with the ILC. The charter will provide mechanisms for feedback and resolving customer concerns.

Mechanisms

The ILC delivers on its purpose – through its functions of land acquisition and land management. The ILC implements these functions through its principal program, *Our Land Our Future*. The program has been adjusted to reflect the Board's strategy and the ILC Group's strengthened business processes. A range of flexible investment products have been developed to underpin the strategic relationships supported by the program; they include grants, loan products, joint ventures and equity partnerships. The ILC's focus is to provide investment packages tailored to the needs and opportunities of individual Indigenous corporations.

The revised program is guided by the following Investment Principles:

- Increase the productivity, value and profitability of the Indigenous Estate.
- Support new and emerging markets where evidence supports opportunity and sustainability.
- Invest in value-for-money projects focusing on cultural, social, environmental and/or economic returns.
- Invest in socially responsible, sound, ethical and sustainable projects.
- Support Indigenous-held land to remain within the Indigenous Estate.
- Maximise Indigenous procurement and employment opportunities through creating Indigenous benefits through the supply chain.

- Build the capability of Indigenous investment partners.
- Have measurable outcomes and a defined methodology for measurement.
- Have a clear path to divestment of land or ILC exit from a partnership agreement.

The following Priority Areas shape the ILC's investment activities:

- Providing protection and long-term management of land with cultural and environmental values and assets.



- Developing and investing in land-based enterprises that create training, employment and other significant benefits for Indigenous people.
- Maximising the productivity and use of Indigenous-held land that will deliver the greatest benefit for Indigenous people.
- Investing in land assets and enterprises that are economically sustainable, can leverage investment and take advantage of emerging markets and supply-chain opportunities.

Based on stakeholder engagement and feedback, we understand that Indigenous corporations want the ILC to become a more effective and influential partner in the economic development of Indigenous Australia. The restructure of ILC business processes has commenced and will continue over the period of this NILS. The reformed processes will see the ILC become more proactive, strategic and commercially astute, ensuring the highest possible return to Indigenous Australians—in economic, environmental, social and cultural benefits.



BUSINESS PROCESSES

Funding Allocation Framework

To ensure the best application of its limited resources, the ILC has developed a renewed model for the allocation of capital funding for programs and projects.

The new funding framework:

- gives greater definition to ILC Group investment principles, including the development of a uniform ILC Group business-development process and template
- promotes a healthy internal environment (across the ILC Group) of competitive 'bidding' for the ILC's investment resources
- improves accountability and visibility of outcomes by tracking the performance of approved investments against anticipated deliverables.

An independent investment committee will advise the ILC on funding for major projects.

Strengthening ILC Group alignment

Over the period of this NILS, greater cohesion and alignment across the ILC Group will be achieved, streamlining processes, simplifying structures and improving performance in achieving Indigenous benefits.

Prioritising Indigenous procurement

The ILC is committed to purchasing goods and services from Indigenous suppliers through a dedicated Indigenous Procurement Policy. ILC systems have been adjusted to capture Indigenous procurement. Targets for both procurement and the number of contracts are set on an annual basis. The ILC reports its achievement against these targets in its corporate documents. By supporting Indigenous suppliers, the ILC is extending its contribution to Indigenous economic development.





Improving performance monitoring and reporting

The ILC is focused on achieving outcomes for Indigenous Australians. It will establish new measures of success to ensure it is able to track its progress. This will involve adjustments to internal systems to improve data capture and reporting.

As a corporate Commonwealth entity, the ILC contributes to the Portfolio Budget Statements (May each year), sets out its performance targets in a Corporate Plan (July/August each year) and reports on its achievements through the Annual Performance Statement, part of the Annual Report (October each year). Over this NILS period, the ILC will revise its targets and better measure what matters in demonstrating benefits for Indigenous Australians.

Establishing better processes for granting property to Indigenous corporations

The ILC has strengthened its divestment principles to assist Indigenous land-holders to create and sustain the economic, environmental, social and cultural benefits of land ownership. The ILC will provide greater support to prospective Indigenous land-holders, helping them to build their governance and financial capacity. Strengthened monitoring of properties after grant, striking a balance between oversight and land-holder support, will help to preserve and protect Indigenous land ownership.





CONSULTING WITH OUR STAKEHOLDERS

This NILS has been informed by extensive consultation with Indigenous people and organisations throughout 2017.

Over the period July to September 2017, the ILC undertook national consultation on proposed reform of the *Aboriginal and Torres Strait Islander Act (2005)* relating to the investment and management of the Land Account and extending the ILC's sphere of operations to salt and fresh water (not just land). This consultation process provided insights into the aspirations and priorities of the ILC's Indigenous stakeholders and helped to inform the development of this NILS.

Over September to November 2017 the ILC undertook a further process to develop the NILS. This included a call for submissions and consultation sessions on a draft of the NILS, seeking stakeholder feedback on the ILC's strategic direction, focus areas and proposed operational mechanisms. Consultation sessions were hosted in Brisbane, Darwin, Alice Springs, Launceston, Melbourne, Perth and Adelaide. Many Indigenous people in other regional or remote locations were able to participate through video - or tele-conferencing facilities. Feedback was consolidated in a consultation report and captured in this NILS document.



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The **ILC GROUP**

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Investing in Tomorrow's Indigenous Estate

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