

# Indigenous Land Corporation Reconciliation Action Plan 2015 - 2018



Australian Government  
Indigenous Land Corporation





# Contents

Message From The Chairperson	3
CEO message for ILC	4
Our Vision For Reconciliation	5
About The ILC	6
Our Reconciliation Action Plan (Rap)	8
Relationships	10
Respect	11
Opportunities	12
Tracking Progress And Reporting	13

I am delighted that the ILC is launching its Reconciliation Action Plan during the 20th Anniversary year of our creation. We have so much to celebrate and it is appropriate that reconciliation is a central part of this landmark year.

Following the Mabo Judgement in 1992 that Native Title had endured, it also became clear that many Indigenous people would not be able to claim Native Title rights on their traditional lands as they had been overlaid by the land titles of other Australians.

In return for affirming the freehold titles of other Australians, a 'Grand Bargain' was agreed between Indigenous leaders and the Australian Government.

Central to the Grand Bargain was the creation of the Land Fund as partial compensation for widespread Indigenous dispossession.

Along with this came the creation of the ILC in 1995 with a direct brief to acquire and manage land for the benefit of Indigenous peoples.

Thus from the outset, the statutory functions of the ILC have been part of our direct commitment to reconciliation.

So, in our 20th Anniversary Year, it is appropriate that we reconfirm our existing commitment to reconciliation by releasing our formal Reconciliation Action Plan (RAP).

The RAP is based around the core concepts of Relationships, Respect and Opportunity.

These core concepts are central to the way in which we engage with Indigenous peoples and their organisations.

We have recently recast our funding processes to focus more on building partnerships, listening to the ideas and hopes people have for land and working collaboratively to deliver the best possible results now and for future generations.

We value the relationships we build with Indigenous organisations and people and seek to demonstrate that through sponsoring key land-based community events such as the National Native Title Conference.



## Message From The Chairperson

And just as importantly our Reconciliation Action Plan also has an internal focus of promoting Reconciliation through a small organisation that operates in some of the most far flung and isolated places in Australia.

We appreciate and value our staff and recognise the importance of attracting, training, employing and developing Indigenous staff across all levels of the organisation as well as our subsidiaries.

For us, it is the recognition that Reconciliation, in all its forms, has and continues to be at the heart of everything we do at the ILC.

**Dr Dawn Casey**  
Chairperson



## CEO message for ILC Innovate RAP 2015 - 2017



On behalf of Reconciliation Australia I congratulate the Indigenous Land Corporation (ILC) on the launch of its inaugural Reconciliation Action Plan (RAP).

It is fitting that the ILC has chosen its 20th anniversary year to take this new and meaningful step to promote reconciliation.

The ILC's Innovate RAP builds on an extensive track record of achievement and provides a solid foundation for long term, respectful and mutually beneficial relationships into the future. The ILC should be extremely proud of its commitment to sustainable employment and business opportunities for Aboriginal and Torres Strait Islander peoples

— it is a vital commitment that will engender loyalty and productivity.

In implementing a RAP, the ILC joins a community of more than 600 RAP organisations that are providing abundant opportunities in education, employment and business for Aboriginal and Torres Strait Islander peoples. In this way, the RAP program is integral in effecting significant social change in workplaces around the country.

I wish the ILC well for the important reconciliation actions set for the coming years and look forward to working with you on your evolving reconciliation journey.

### **Justin Mohamed**

Chief Executive Officer  
Reconciliation Australia



The ILC was born out of a significant reconciliation landmark. The ILC understands the integral role that land plays in the lives and hearts of Aboriginal and Torres Strait Islander people. We are proud to launch our inaugural Reconciliation Action Plan based on 20 years of helping to build and sustainably develop an Indigenous land estate. Our vision for reconciliation is for a nation where Aboriginal and Torres Strait Islander peoples and the broader Australian community, participate equally in society and equitably enjoy the benefits of living in Australia.

The ILC and the Land Account were established following passage of the Native Title Act 1993 in recognition of, and as partial compensation for the “vast majority of Indigenous Australians (that) have been dispossessed of that which is most precious to their sense of history and spirituality, that most essential component of their heritage—their land”<sup>1</sup>.

In return, the Native Title Act provided certainty for non-Indigenous Australians regarding the security of land tenure.

Our commitment to reconciliation is demonstrated through collaboration with Aboriginal and Torres Strait Islander people, with industry, philanthropic organisations and government agencies to achieve benefits for Indigenous people We seek to:

- achieve Indigenous economic, environmental, social and cultural benefits through the acquisition and management of land
- achieve Indigenous benefits through contributing to the resolution of native title
- develop opportunities in carbon, bio-diversity and payment for environment services markets
- achieve socio-economic development outcomes through supporting enterprise development and creating jobs in the agricultural and tourism industries

- acquire land for access to and protection of cultural and environmental values
- establish projects across regions with Indigenous landholders where they have shared interests and opportunities.

We support Reconciliation Australia’s vision for an Australia that recognises and respects the special place, culture, rights and contribution of Aboriginal and Torres Strait Islander peoples; and where good relationships between First Australians and other Australians become the foundation for local strength and success; and the enhancement of our national wellbeing.

We work directly with Aboriginal and Torres Strait Islander people and value their experiences, perspectives and cultures. We want to be an employer of choice for Aboriginal and Torres Strait Islander people.

## Our Vision For Reconciliation

<sup>1</sup> ATSIC Amendment (Indigenous Land Corporation and Land Fund) Bill 1994 – Second Reading 1994

## About The ILC

The ILC is an independent Australian Government statutory authority, established on 1 June 1995 under the Aboriginal and Torres Strait Islander Commission Act 1989 (ATSIC Act). Following the abolition of ATSIC in 2004, the ILC was re-established under Part 4A of the Aboriginal and Torres Strait Islander Act 2005 (ATSI Act).

Our purpose is to assist Indigenous people to acquire land and manage Indigenous-owned land to achieve economic, environmental, social or cultural benefits. To support this purpose, the ILC administers two programs: the Land Acquisition Program and the Land Management Program through which Indigenous organisations apply for assistance.

In performing our Land Acquisition and Land Management functions, we work directly with Aboriginal and Torres Strait Islander peoples and have the following key priorities:



*Our Land Our Jobs, Merriman, Shearing School graduation.*

1. Create training and sustainable employment for Indigenous people.
2. Increase the capacity of Indigenous people to sustainably manage their land.
3. Engage Indigenous people in viable, land-based enterprises including tourism and agriculture.
4. Collaboration with other agencies to produce effective outcomes.

The National Indigenous Land Strategy (2013- 2017) is our key policy document. This strategy reflects the input of Indigenous organisations, individuals, and other stakeholders from around Australia. The strategy is designed to be used as a reference and framework to guide our performance and functions. It sets out our priorities, our programs and ensures our activities meet our obligations under the ATSI Act.

The ILC's Board is Indigenous controlled and consists of seven Directors of which five, including the Chairperson, must be Indigenous in accordance with the ATSI Act. The Board oversees governance of administration, considers land acquisition and land management proposals, and monitors performance.

**30%**  
of the ILC's  
employees were  
Indigenous at  
30 June 2014



The ILC employs approximately 100 staff located in Adelaide, Brisbane, Canberra and Perth. Our workforce is diverse in terms of cultural backgrounds, demographics, skills and experience. At 30 June 2014, 30% of the ILC's employees were Indigenous.

The ILC has four wholly-owned subsidiaries.

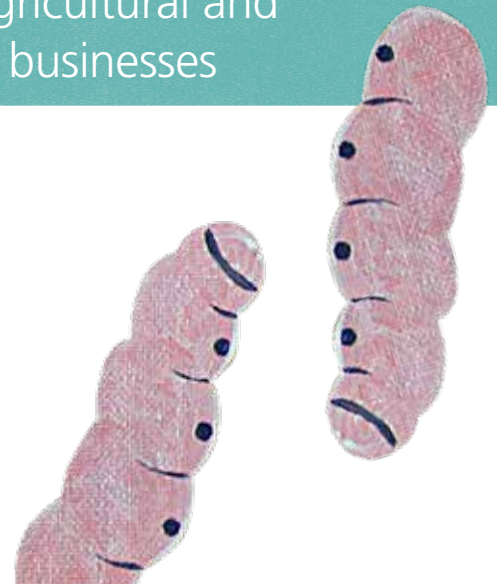
1. National Indigenous Pastoral Enterprises Pty Ltd (NIPE) was established in 2004. NIPE operates 14 agricultural businesses on land either owned by the ILC or leased from Indigenous landowners where Aboriginal people have sought the ILC's assistance with enterprise development.
2. National Centre of Indigenous Excellence Ltd (NCIE Ltd) was established in 2009. It is a charitable entity and its purpose is to manage and promote the ILC-owned National Centre of Indigenous Excellence in Redfern, NSW.
3. Voyages Indigenous Tourism Australia Pty Ltd (Voyages) was established in September 2010 as a wholly-owned subsidiary of the ILC. Its purpose is to own and operate Ayers Rock Resort and manage Mossman Gorge Centre and Home Valley Station.
4. The Mutitjulu Foundation was established in 2003. It is a charitable entity and administers donations from resort guests for the relief of Indigenous poverty and the advancement of Indigenous people's education and health.

The ILC is committed to supporting Reconciliation which is demonstrated in every aspect of our performance. Although this is the ILC's inaugural RAP, we are an organisation that for 20 years has been performing statutory functions which demonstrates our commitment to reconciliation.



*Staff at Mossman Gorge Centre.*

In 2013–14, the ILC directly employed 300 Indigenous staff and hosted 350 Indigenous trainees across its 17 agricultural and tourism businesses



## Our Reconciliation Action Plan (RAP)

A RAP working group was established to draft the inaugural RAP which included representatives from the ILC's Indigenous Consultative Group (ICG), the ILC Consultative Committee and the Policy and Program Development directorate. The ICG is a committee of elected Indigenous ILC staff members which provides a support network to Indigenous staff members and assists with development and implementation of the ILC Indigenous Employment Strategy (IES).

During the development of our RAP, the working group reported to the Indigenous RAP champion, who is a member of the ILC's Senior Executive and promotes the interests of the ICG and RAP working group at the corporate level and with the Corporate Management Team (CMT).

The approach used to develop our RAP included the review of other organisations' RAP's, ensuring alignment with our IES and staff consultation. Our RAP is based on three principles – relationships, respect and opportunities:

- Continue to build relationships with Aboriginal and Torres Strait Islanders
- Maintain respect for the diversity of ideas, backgrounds and cultures of Indigenous peoples, our staff and other stakeholders
- Provide opportunities for ILC's Aboriginal and Torres Strait Islander staff

We will monitor, evaluate and track progress of our RAP and report our achievements to Reconciliation Australia as indicated in the Tracking Progress and Reporting Section.



Our RAP 2015 - 2018 sets a three-year vision for reconciliation progress within the ILC, and will be reviewed regularly as targets are met and new actions are identified. Progress against the RAP will be reported annually to Reconciliation Australia, quarterly to the ILC Corporate Management Team (CMT) and Board. Our achievements will be included in the ILC's Annual Report.

Our RAP recognises that we already contribute to closing the gap through our programs.

Our RAP will be published on our website ([www.ilc.gov.au](http://www.ilc.gov.au)), and on the Reconciliation Australia website ([www.reconciliation.org.au](http://www.reconciliation.org.au))

*Crocodile Welcome Station trainees Leonard Kennedy, John Motlop, Rene Tabuai, Thomas Gebadi.*



## Supporting Indigenous Employment - Rebekah's story



My first experience in working at the ILC was through a 12 month traineeship with AFL SportsReady in 2009.

Completing the traineeship enabled me to develop skills in business administration which provided a career pathway for me to gain employment at the ILC in 2010 as an Administration Support Officer.

Through the ILC's Studies Assistance Scheme I have been able to undertake studies for a Certificate IV in project management at TAFE.

This course, along with the traineeship, has given me a stable foundation and built my knowledge and skills, making it possible for me to move into a Developing Project Officer role at the ILC.

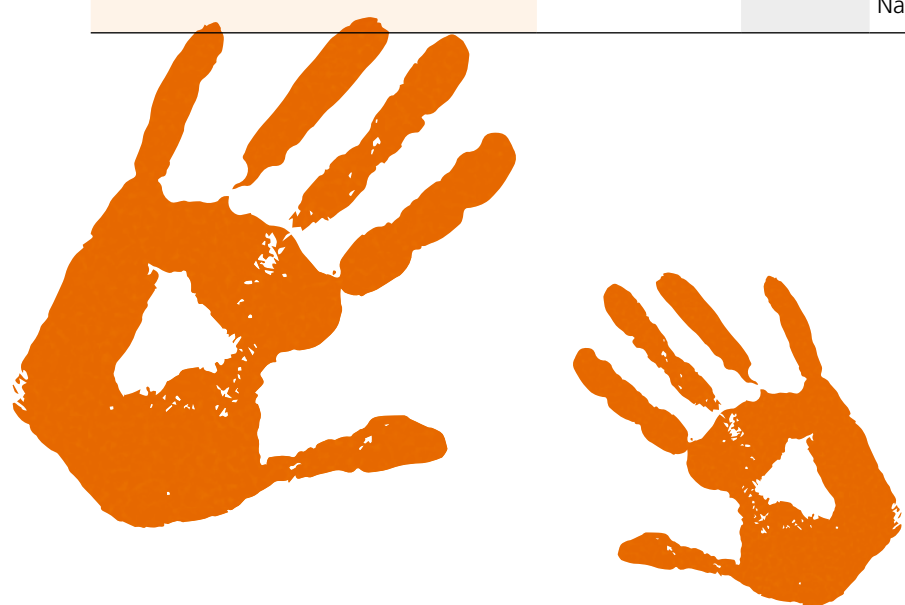
The Developing Project Officer role is an identified position initiated by the Indigenous Consultative Group and ILC to facilitate pathways to employment in higher positions.

It has enabled me to learn and gain knowledge in managing projects and driven me on to further studies at University.

**Rebekah Kickett**

Our RAP focuses on strengthening our relationships with Aboriginal and Torres Strait Islander people. We collaborate with Indigenous groups and individuals, other agencies, the not-for-profit sector and industry on projects that deliver Indigenous benefits.

Action	Responsibility	Timeline	Deliverable
1. Maintain a RAP Working Group of Indigenous and other staff with broad representation from across the organisation to support the development and implementation of the ILC RAP.	RAP Champion	January 2016	RAP Working Group oversees the development, endorsement and launch of the RAP.
			Members from the ICG and Consultative Committee meet at least twice per year to monitor and report on RAP implementation.
2. Support and encourage staff to participate in National Reconciliation Week.	Board, CEO and CMT	May Annually	Each ILC Divisional office will host at least one internal National Reconciliation Week event on an annual basis. Each office to encourage all staff to attend other external National Reconciliation Week events on an annual basis.
3. Participate in and sponsor conferences, events and awards that promote land management by Indigenous people at the local and national level.	Board, CEO and CMT	June/July Annually	Sponsor or support four events that include reconciliation focus.
			Provide presentations at three conferences that include a reconciliation theme. Examples include the National Native Title Conference and Garma Festival.



The principle of respect is a core ILC value and we respect the diversity of ideas, backgrounds and cultures of Indigenous peoples, our staff and other stakeholders. The ILC recognises, respects and values the unique knowledge and skills that Indigenous Australian employees contribute to assisting Indigenous peoples to acquire, own and manage their land.

Action	Responsibility	Timeline	Deliverable
1. Support staff to develop cultural awareness of Aboriginal and Torres Strait Islanders issues and communities.	HR Manager	April/ May Annually	Maintain cultural awareness training as identified in the IES time frame of scheduling a 1 day cultural awareness course every 12 months for all new employees and a half day refresher course scheduled every 2 years.
2. Invite a senior Indigenous person/ leader to discuss their experiences with all employees as an extension of the Cultural Awareness Training.	ICG Chairperson	April/ May Annually	Indigenous person/leader delivers information session to ILC staff in each Divisional office.
	ICG Chairperson HR Manager		
3. Continue to encourage employees to participate in NAIDOC Week	Board, CEO and CMT	July, Annually	Indigenous staff are encouraged to access NAIDOC leave which is provided for in the ILC's Enterprise Agreement.
			Encourage all ILC staff to attend NAIDOC week events.
4. A "Welcome to Country" or acknowledgement of Traditional Owners is to be encouraged at formal meetings organised by the ILC.	CEO	April, Annually	Promote current policy.
			Acknowledgement of Traditional Owners in ILC offices Reception and/or Boardroom. Identify at least one significant event for which a Welcome to Country from a Traditional Owner will be included.
5. Reflect Indigenous culture in ILC offices by the display of Aboriginal and Torres Strait Islander art, Indigenous library and access to Indigenous media.	Public Affairs Manager	August, Annually	Continue to display Indigenous art throughout all ILC offices.
			The collection of Indigenous resources in our library is expanded and promoted. Staff provided with access to the Koori Mail, Indigenous Times and other Indigenous media.
6. Maintain a cultural heritage management system and procedures which respect the significance of the cultural heritage of Indigenous people.	CEO	Ongoing, review every August	Environment and Heritage Management Plans are developed for all ILC acquired properties in consultation with relevant Indigenous corporations, and include land management provisions or restrictions that are necessary to protect cultural heritage.

We have the opportunity to promote reconciliation by investing and supporting Aboriginal and Torres Strait employees.

Action	Responsibility	Timeline	Deliverable
1. Increase Aboriginal and Torres Strait Islander employment	CEO, CMT and HR Manager	Ongoing, review every June	Continue to advertise all vacancies in Indigenous media.
			Continue to include an Indigenous employee on every Selection Advisory Committee for positions advertised.
			Continue to include Indigenous statement encouraging Indigenous applicants for advertised positions.
			Aim to exceed 30% Indigenous staff.
2. Provide opportunities for Indigenous staff through Cadetships, Traineeships, Scholarship, developing project officer roles and corporate support roles.	CMT, HR Manager and Indigenous Consultative Group Chairperson	Ongoing, review every June	Maintain Cadetships, Scholarships, Traineeships and corporate support officer roles for Indigenous staff.
3. Assist Indigenous staff to develop career pathways	CMT, HR Manager and Indigenous Consultative Group Chairperson	Ongoing, review every October	Continue to recruit and provide career opportunities for Indigenous staff.
			Establish Career development plans for Indigenous staff and provide opportunities to obtain skills and knowledge of job requirements at the higher level.
	Indigenous Consultative Group Chairperson	Ongoing, review every June	Continue to provide studies assistance and mentoring for Indigenous staff
			ICG representatives engage with Indigenous staff regarding attraction and recruitment, development of existing skills and career pathways, increase retention of employees, foster an awareness and understanding of Aboriginal and Torres Strait Islander cultures in the ILC.
4. Encourage Aboriginal and Torres Strait Islander staff to utilise the ICG	Indigenous Consultative Group Chairperson	Ongoing, review every June	
5. Support Aboriginal and Torres Strait Islander business and suppliers.	CEO, CMT and managers	June, Annually	Encourage staff to use Indigenous suppliers and promote the ILC'S current procurement guidelines.
			Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander business.

# Tracking Progress And Reporting

We will track our progress by monitoring, reporting and evaluating our Reconciliation Action Plan.

Action	Responsibility	Timeline	Deliverable
1. Endorse RAP	CEO	March 2015	CEO, Board endorse RAP.
	ILC Board	April 2015	
2. Manage implementation of RAP	CEO	April 2015	The RAP is published on the ILC website, in Annual Reports and other communications.
	Manager Public affairs		
3. Refresh RAP after each reporting year	RAP Champion	July (2016-2017)	Track the progress of actions.
			Identify the need for new reconciliation initiatives, and any opportunities to improve the existing RAP
4. Employee survey conducted to obtain feedback about the RAP	HR Manager	July (2016-2017)	Implement improvements and actions identified in the annual all staff survey.
5. Annual Progress Report	RAP Champion	July (2016-2017)	Complete an annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.
6. ILC Annual Report	Public Affairs	October (2016-2017)	Report RAP progress in the ILC annual report.

## Find out more

Policy and Program Development  
Indigenous Land Corporation  
GPO Box 652  
Adelaide SA 5001  
Free call 1800 818 490



**Cover Artwork:** Taking Back Our Land by Miyuki Dickerson.

Miyuki Dickerson is a Yamatji woman from the inner Gascoyne/Pilbara Region of Western Australia. Miyuki was educated from a young age that women aren't allowed to play the yidaki (Digeridoo) but at the age of nine Miyuki's brother taught her how to cut, skin, carve, burn, stain and paint the yidaki and she knew from that point she would be an artist. Miyuki now paints on any medium that she can. Tribe: Yamatji Dialect: Yindjibarndi/Yamul.

*Taking Back Our Land* tells the story of our ancestors washing the land clean of years of oppression and lost generations, restoring and rejuvenating our land, so we can once again live free. The wild flowers represent new birth. The Witjuti grubs and honey ants represent a new season of food. – As we take from the land so must we give back to land to revitalize the earth for the next generation.



For more information phone **1800 818 490**  
or visit **[www.ilc.gov.au](http://www.ilc.gov.au)**



**Australian Government**  
**Indigenous Land Corporation**