

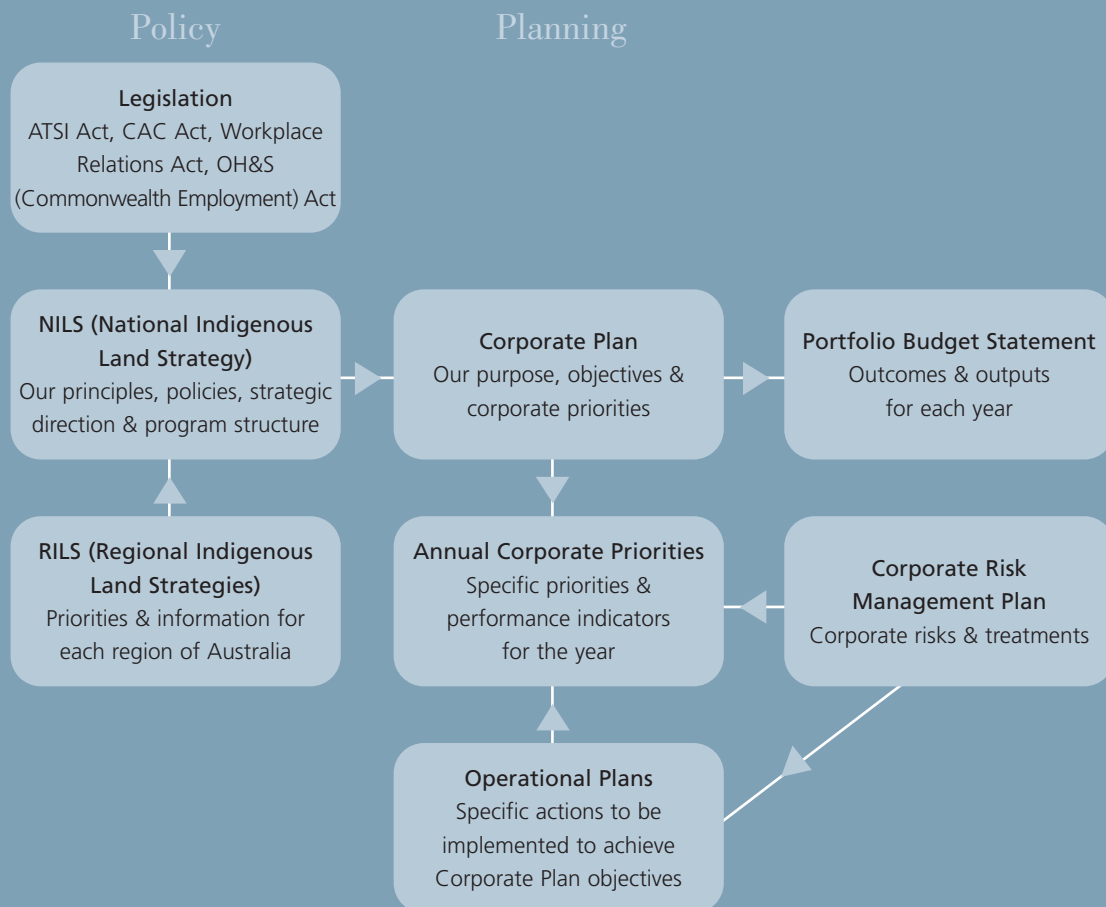
# CHAPTER 3

## POLICY & STRATEGY DEVELOPMENT

Objective: To establish and maintain relevant policies and strategies based on sound research and consultation.

Figure 4: Corporate Policy and Planning Framework

The NILS is the ILC's key policy and strategy document and the Corporate Plan is its key planning document.



## National Indigenous Land Strategy 2007–2012 (NILS)

The NILS was reviewed and revised by the Board in 2006–2007. The ATSI Act states the Board may consult such other persons and bodies as it considers appropriate when developing the NILS. In the development of the NILS 2007–2012, the ILC consulted with, and obtained feedback from, Indigenous peoples and other stakeholders, including by:

- Surveying Native Title Representative Bodies;
- Conducting a survey via the ILC website;
- Obtaining information in regional information sessions run with Indigenous groups; and
- Information obtained from the ILC's Evaluation and Client Satisfaction surveys conducted in 2006.

### Key changes and additions to the NILS included:

- Giving priority to land acquisition and land management applications that seek to deliver training and employment outcomes;
- Confirming the priority of developing viable enterprises in the pastoral and tourism industries to achieve training and employment outcomes and the establishment of Indigenous training and employment centres;
- Contributing funds to responsible agencies to develop Indigenous student hostels;
- Giving priority to projects that involve collaboration with government and non-government agencies, communities and/or the private sector;
- Stating a preference for land to be divested to title-holding bodies incorporated under the Aboriginal Councils and Associations Act 1976; and
- A new section called "Environmental Issues on Indigenous-Held Land" to reflect legislative requirements.

The revised NILS was provided to the Minister to table in Parliament.

## Regional Indigenous Land Strategies

Regional Indigenous Land Strategies (RILS) illustrate ILC priorities in each state. They are aligned with, and reflect the policies in, the NILS and provide Indigenous people and other stakeholders with an understanding of the way the ILC operates and provides assistance.

The RILS are under revision, following the release of the NILS.

## Regional Profiles

Regional Profiles provide information about the issues and operating environment of each Indigenous Coordination Centre (ICC) region of Australia. This information is used by staff to give the Board a regional context for land acquisition applications, which assists them in strategic decision making. The profiles contain a range of information on each region, including:

- Geographic characteristics and economic activity;
- Population and other demographic information;
- Overview of broad issues and opportunities in the region; and
- Key Indigenous organisations, shires, councils, businesses and agencies.

## Coordination Database

The ILC maintains a Coordination Database that is used by staff to advise clients about the programs of other agencies that may be of benefit and that complement the support provided by the ILC. The database contains information about agency services (government and non-government), funding programs and contacts that may be beneficial for Indigenous landholders.

## Corporate Plan

Following the revision of the NILS, a new Corporate Plan is being developed by the Board, to be completed in 2007. The Corporate Plan will describe how the strategies of the NILS will be implemented.

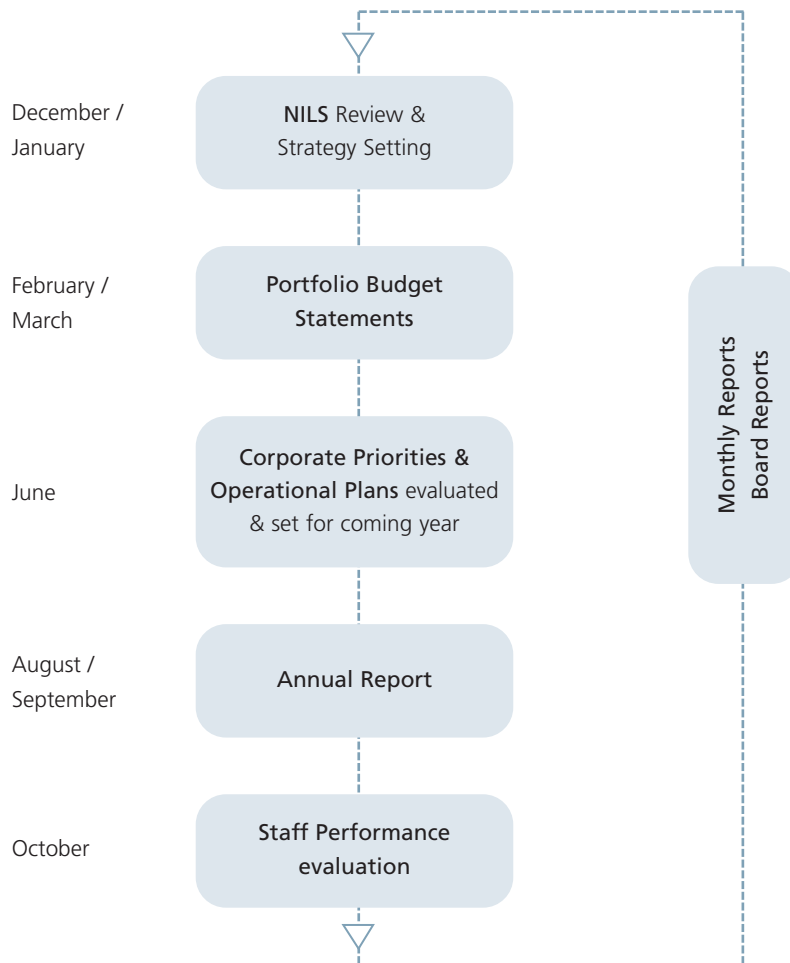
As part of the ILC's Strategic Planning Framework, each year, business units plan their key achievements and performance indicators against the priorities of the Corporate Plan. This information is consolidated in an annual corporate priorities document. Formal evaluation of progress made against the corporate priorities is conducted by the CMT each June.

## Planning and Reporting Cycle

The ILC produces a range of reports to demonstrate its outcomes and performance (see production cycle in Figure 5). This includes a monthly report and reports for the Board and its subcommittees.

Information about all ILC Land Acquisition and Land Management projects is stored in a database that is used by staff to manage projects and produce program-level reports.

Figure 5: Planning and Reporting Cycle.



## Processes and Procedures

In 2006–2007, the General Manager initiated a Process Review project to examine and streamline the ILC’s processes. Processes reviewed were:

- Land Acquisition (Acquisition, Landholding to Grant, and Post grant);
- Land Management;
- Strategic Projects;
- Capacity Development;
- Purchasing;
- Travel; and
- Reporting.

The review involved a consultation process where each Division and section worked on how processes could be improved. Best practice ideas were then researched, and streamlined processes were designed. The new processes are described in User Guides, which replace the former Policy and Practice Notes. They give staff guidance about how to conduct the ILC’s business and provide links to tools and templates.

## Evaluation Framework

The ILC continued to commit to continuous improvement through the roll out of its evaluation framework. Focus group sessions that commenced late in the 2005–2006 financial year were completed this year. A cross section of stakeholder organisations in all states was invited to comment on ILC policies and processes, the outcomes of their interaction with the ILC, together with suggestions for improvements. Results reveal that the ILC is regarded as having sound leadership and the ability to both broker partnerships and provide effective services to Indigenous people. One stakeholder noted: “The organisation currently has an operational posture of consultation, negotiation and obtaining regular feedback on its performance”.

Evaluation is now embedded within the processes for the land acquisition and land management programs. The new Land Management User Guide includes reporting and monitoring requirements in the implementation phase and a client satisfaction survey at the project review stage. The Land Acquisition User Guide includes monitoring of benefits through:

- Annual reporting in the landholding phase and five years after grant;
- Two specific benefits surveys, one at the final annual property inspection while holding land and the other at the final property inspection after grant; and
- A client satisfaction survey post grant.

Procedural issues identified in the evaluation regarding ILC processes were included in the ILC Process Review, as described above.