

CHAPTER 6

PROPER & EFFECTIVE PERFORMANCE

Objective: To create and/or maintain an environment where appropriate governance instruments, principles and standards are established, practised and achieved. Specific strategies have been developed to ensure the ILC meets this objective.

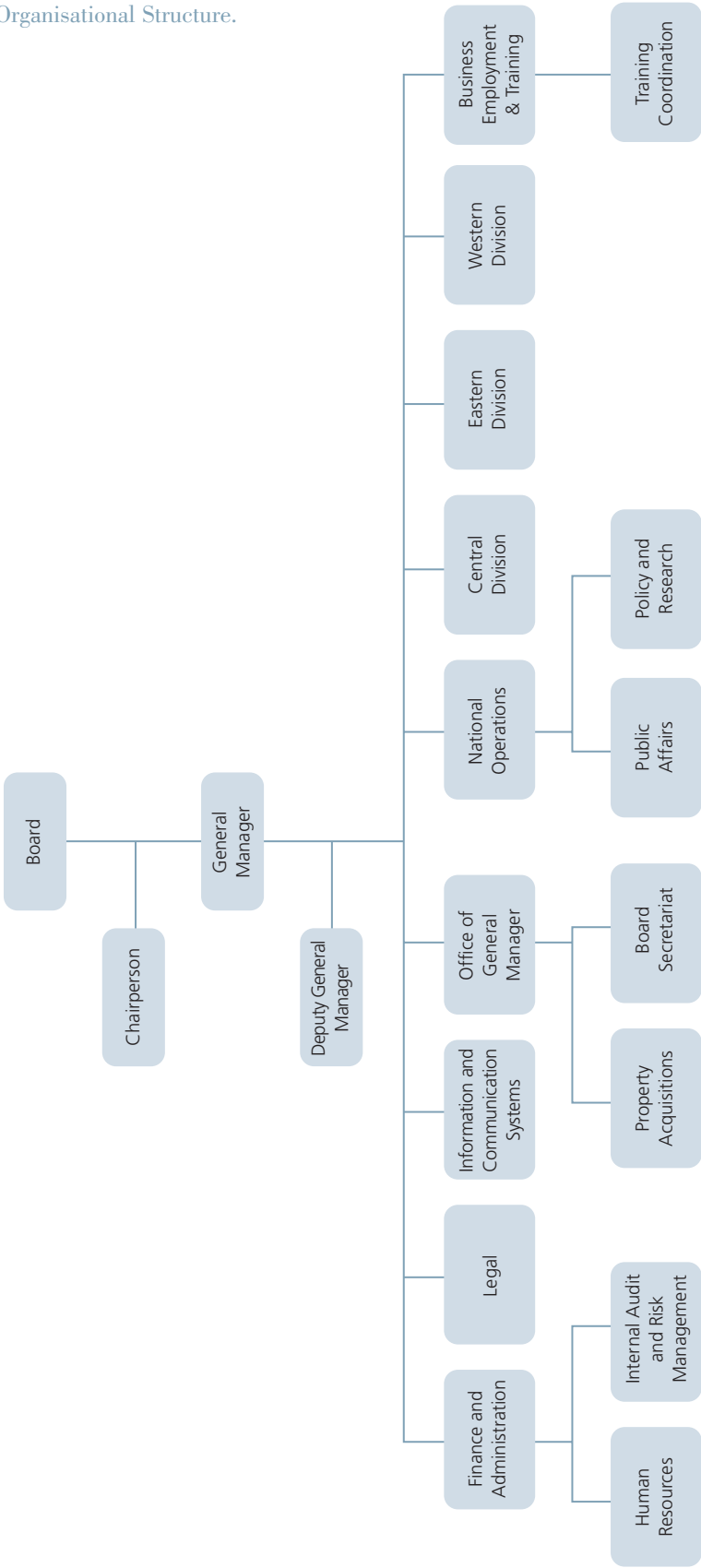
Corporate Strategies

- Ensure that the ILC performs its functions in an effective, efficient and nationally consistent manner by implementing and periodically revising policies and procedures covering all aspects of the ILC's operations and by maintaining an internal audit function;
- Manage external relationships by applying and periodically revising the ILC's Service Charter and Complaints Handling System;
- Effectively manage physical and financial resources;
- Implementation and periodic revision of an investment strategy covering all aspects of the ILC's prudent and efficient management of its funds;
- Provision of a safe, rewarding and satisfying workplace where individual, team and organisational performance is recognised and professional aspirations are supported through a comprehensive human resource strategy; and
- Maintenance of effective communication with and support to the Board.

Organisational Structure

Figure 15 shows the organisational structure of the ILC as at 30 June 2007. The General Manager, Mr David Galvin, heads the administration and is appointed by the Board.

Figure 15: Organisational Structure.



The ILC has responsibilities across Australia and at 30 June 2007 maintained offices in Adelaide, Brisbane, Canberra and Perth.

Table 7: Locations of the ILC's Offices.

Location	Function	Responsible Senior Executive
Adelaide	Central Division (servicing SA, NT, VIC and TAS)	Mr Richard Preece, Divisional Manager
	National Operations Policy & Research Public Affairs	Mr Len Owen, Director
	Finance and Administration Human Resources	Mrs Jodie Lindsay, Chief Finance Officer
	Legal	Mr Paul Hayes, Principal Legal Officer
	Information & Communication Systems	Mr David Galvin, General Manager
	Training Coordination	Mr Garry Cook, Director
Brisbane	Eastern Division (servicing QLD and NSW)	Mr Ashley Martens, Divisional Manager
	Internal Audit & Risk Management	Mrs Jodie Lindsay, Chief Finance Officer
Canberra	Business Employment and Training Directorate	Mr Garry Cook, Director
	Office of the General Manager	Mr David Galvin, General Manager
	Board Secretariat	Mr David Galvin, General Manager
Perth	Western Division (servicing WA)	Mr Allan Padgett, Divisional Manager
	Office of the Chairperson	Mr David Galvin, General Manager

Staffing Arrangements

INDIGENOUS LAND CORPORATION

The remuneration and terms and conditions of employment of the General Manager are governed by the Principal Executive Office Classification Structure, which is determined by the Remuneration Tribunal.

The ILC has seven ongoing executive level employees employed under Australian Workplace Agreements (AWA), including Divisional Managers, Director National Operations, Director Business Employment and Training, Chief Finance Officer and the Principal Legal Officer. The provision of the AWA includes private-plated motor vehicles, business class official travel, airline lounge membership, home-based computers and salary sacrificing arrangements.

During the year, the ILC employed fourteen new employees (six females and eight males) on AWAs. The ILC entered into a further nine AWAs with existing employees, bringing the number of employees on AWAs to 33.7%.

Staffing and diversity levels within the ILC have changed from the last reporting period. Indigenous employees have increased from 21.1% to 25.3% of total employees. The number of females employed decreased from 45.3% to 43.3%, similar to 2004–2005.

No ILC employee, including the General Manager and Senior Executives, received performance pay bonuses.

NATIONAL INDIGENOUS PASTORAL ENTERPRISES PTY LTD

National Indigenous Pastoral Enterprises Pty Ltd (NIPE) is a wholly-owned subsidiary of the ILC, established to assist the ILC in maximizing Indigenous employment and training on ILC-held commercial properties. NIPE employs staff on twenty properties throughout rural Australia. The operations range from cattle and sheep stations, tourism operations, through to fruit orchard enterprises.

The ILC entered into AWAs with ten NIPE employees; representing 9% of NIPE employees.

The staffing and diversity levels within NIPE are:

- Indigenous employees represent 42.6% of total employees; and,
- Female employees represent 42.6% of total employees.

No NIPE employee received a performance pay bonus.

Table 8: ILC Employees by EEO Group at 30 June (Full-time Equivalent)¹³.

	Non-Indigenous		Indigenous		GRAND TOTAL	
	06/07	05/06	06/07	05/06	06/07	05/06
Business Employment and Training						
FEMALE	4	3	0	0	4	3
MALE	7	6	0	0	7	6
Business Employment and Training Total	11	9	0	0	11	9
Central Divisional Office						
FEMALE	4	5	2.8	0	6.8	5
MALE	5	4.6	1	2	6	6.6
Central Divisional Office Total	9	9.6	3.8	2	12.8	11.6
Eastern Divisional Office						
FEMALE	2.8	3.8	5	4	7.8	7.8
MALE	13	9	3	4	16	13
Eastern Divisional Office Total	15.8	12.8	8	8	23.8	20.8
Western Divisional Office						
FEMALE	5	5	4	2	9	7
MALE	6	5	2	1	8	6
Western Divisional Office Total	11	10	6	3	17	13
Head Office						
FEMALE	9.4	15	2	4.85	11.4	19.85
MALE	11	17	3	3	14	20
Head Office Total	20.4	32	5	7.85	25.4	39.85
GRAND TOTAL	67.2	73.4	22.8	20.85	90	94.25

¹³ The table includes five part-time employees (1 in EDO, 3 in CDO and 1 in HO). The table does not include cadets, trainees or Board members.

Human Resources Management

During the year, the ILC maintained and refined its strategies to effectively manage and develop employees to achieve the ILC's objectives. To achieve this outcome, the ILC established Human Resource Corporate Priorities. These priorities were:

- Determining an overall employee relations/engagement strategy for NIPE employees;
- Implementing a new HR Management Information/Payroll System (CHRIS 21) for both the ILC and NIPE.
- Monitoring the ILC Indigenous Employment and Career Development Strategy;
- Implementing the 2006–2007 learning and development strategy priorities;
- Complying with the OH&S legislation and respond to legislative changes, and incorporate NIPE into its overall OH&S framework.

EMPLOYEE RELATIONS/ENGAGEMENT MODEL FOR NIPE EMPLOYEES

During the year, the Board approved an employee relation/engagement strategy for NIPE employees. The strategy include:

- A collective agreement that consolidated employee conditions from approximately twenty Awards across Australia into a single Agreement for all NIPE employees.
- Offering property managers and similar level positions AWAs that individualise their employment arrangements.

The collective agreement was negotiated, ratified and implemented.

HUMAN RESOURCES MANAGEMENT INFORMATION/PAYROLL SYSTEM

A decision was taken to insource the payroll function for the ILC and NIPE. A tender was called and a contract established for a new HR management information/payroll system (Chris21) that has the ability to service both the ILC and NIPE. The system was implemented during the reporting period.

INDIGENOUS EMPLOYMENT AND CAREER DEVELOPMENT STRATEGY

The Indigenous Employment and Career Development Strategy continued to assist in creating opportunities to increase the employment and retention of Indigenous employees in the organisation.

Training provider and mentor arrangements were organised to engage trainees. The ILC engaged four trainees in CDO, WDO, BETD and Head Office.

Through the Department of Workplace Relations' National Indigenous Cadetship Project, the ILC established three cadetships in CDO, EDO and WDO.

LEARNING AND DEVELOPMENT STRATEGY

The ILC Learning and Development Strategy continued to target training at the individual, group and corporate levels:

- New employees attended cultural awareness training;
- Employees attending university courses had access to the Studies Assistance Scheme which offers reimbursement of specified costs and access to study leave;
- There was a continued corporate focus on training in the areas of financial management and corporate information systems;
- A corporate Leadership and Management program was concluded for middle managers;
- Ongoing, individualised learning and development needs were identified through the Performance Management Program.

Table 9 shows salaries by EEO group and Table 7 shows employees by Equal Employment Opportunity (EEO) group.

Table 9: ILC Salaries by EEO group at 30 June 2007 (Full-time equivalent)¹⁴

Annual Salary	Female Non Indigenous	Female Indigenous	Female Total	Male Non Indigenous	Male Indigenous	Male Total	GRAND TOTAL
\$20,000–\$39,999	0	1	1	0	2	2	3
\$40,000–\$59,999	9.2	8.8	18	2	2	4	22
\$60,000–\$79,999	13	4	17	21	4	27	42
\$80,000+	3		3	19	1	20	23
Grand Total	25.2	13.8	39	42	9	51	90

Table 10 shows NIPE Salaries by EEO group and Table 11 illustrates NIPE Employees by EEO groups. (Due to the seasonal nature and number of casuals employed on the stations, statistics are provided on an employee basis rather than full-time equivalents.)

Table 10: NIPE Salaries by EEO Group at 30 June 2007 (Employees).

Annual Salary	Female Non Indigenous	Female Indigenous	Female Total	Male Non Indigenous	Male Indigenous	Male Total	GRAND TOTAL
\$15,000–\$35,000	2	7	9	4	12	16	25
\$35,001–\$55,000	19	4	23	28	25	53	76
\$55,001–\$75,000	2		2	11	1	12	14
Grand Total	23	11	34	43	38	81	115

Table 11: NIPE Employees by EEO Group at 30 June 2007 (Employees).

NIPE Employees	Non-Indigenous	Indigenous	GRAND TOTAL
FEMALE	23	11	34
MALE	43	43	81
GRAND TOTAL	66	49	115

¹⁴ The table includes five Part-time employees (1 in EDO, 3 in CDO and 1 in HO). The table does not include cadets, trainees, or Board members.

Occupational Health and Safety

The ILC is committed to providing and maintaining a safe and healthy working environment in a consultative, positive, practical and effective manner. The ILC's policy, in consultation with employees, is to take all reasonable practical steps to:

- Provide and maintain a safe and healthy working environment for employees, contractors and visitors;
- Prevent workplace injury and disease;
- Encourage and promote occupational health and safety awareness and responsibilities at all levels;
- Monitor, evaluate and adopt continual improvement in its occupational health and safety performance; and
- Integrate occupational health and safety into everything it does.

The ILC is in the process of reviewing the OH&S Policy and Agreement and developing new health and safety management arrangements consistent with the revised *Occupational Health and Safety (Commonwealth Employment Act) 1991* (OH&S Act) and formally incorporating NIPE into these arrangements.

The following initiatives and activities were undertaken to support a safe and healthy workplace for ILC employees:

- OH&S training for elected Health and Safety Representatives (HSRs), Deputy HSRs and managers/supervisors regarding their role and responsibilities;
- Developed an operational OH&S framework for ILC-held commercial properties;
- OH&S workshops were held to implement the operational OH&S framework for property managers, supervisors and associated support employees.
- Hazard Identification, risk assessment and control audits were conducted and recommendations and control measures made for some of the ILC-held commercial properties. The remainder of the properties will be audited during 2007–2008.
- OH&S training was provided to employees on an as-needed basis including four-wheel drive training, ergonomic assessments and first aid;
- Meetings of the OH&S Committee were conducted and documented;

Employees had access to:

- Vaccinations against Influenza and, where required, tetanus, hepatitis A and B, Japanese encephalitis and Q fever;
- Eyesight testing for screen-based equipment;
- An Employee Assistance Program for employees and their families;
- Healthy Employee Scheme, including quit-smoking courses, gym and sports club memberships and weight loss programs.

The initiatives have resulted in better trained staff and a greater awareness of OH&S requirements. However, due to the increase in the number and nature of commercial activities and better reporting systems, minor OH&S incidents increased over the reporting period.

There was one accident or dangerous occurrence that arose on an ILC-held commercial property that required the ILC to give notice under Section 68 of the OH&S Act. The ILC did not conduct any investigations during the year and no notices were given as defined under section 29, 46 or 48 of the OH&S Act.

To take full advantage of initiatives undertaken in 2006–2007, follow-up visits to ILC-held commercial properties are planned to ensure policies and procedures have been integrated into the everyday management and work practices.



Safe picking techniques are part of the OH&S training conducted on ILC orchard enterprises.

Commonwealth Disability Strategy

The Commonwealth Disability Strategy recognises that the Australian Government has an impact on the lives of people with disabilities through its many programs, services and facilities. The Strategy helps full participation of people with disabilities.

Under the Strategy, Australian Government organisations, including the ILC, are required to remove barriers that prevent people with disabilities from having access to programs and services.

The ILC's performance regarding the Strategy concerns the ILC's role as an employer. Performance against the employer indicators is as follows:

1. Employment policies and procedures comply with the requirements of the *Disability Discrimination Act 2002*.
 - The ILC offers equal employment opportunities to everyone.
2. Recruitment information for potential job applicants is available on request in accessible formats.
 - The ILC advertises vacancies via a number of media: newspapers, Internet, and more recently, radio. Further information for potential job applicants is made available on the ILC's website and on request in hard copy.
3. Reasonable adjustment principles are applied by managers and recruiters.
 - The ILC applies reasonable adjustment principles as required. The Human Resources Manager is responsible for ensuring the principles are applied.
4. Training and development programs consider and respond to the needs of people with disabilities.
 - The specific needs of people with disabilities are provided for in the ILC's training and development programs. The ILC is undertaking a project to assist with the orientation and integration of new employees. The material being developed allows for alternative methods of training.
5. Complaints/grievance mechanism in place, including access to external mechanisms, to address issues raised by staff and the public.
 - The ILC's employment conditions include processes for handling complaints and grievances. The ILC has a customer service charter and a formal complaints handling system. All staff also have access to an Employee Assistance Program.

ADDITIONAL INITIATIVES

In addition to the above, the ILC has implemented the following initiatives:

- The ILC's website complies with World Wide Web Consortium Accessibility Standards.
- When the ILC alters its office space, it complies with disability access requirements.
- The ILC considers how it disseminates information about its programs with accessibility in mind. Program information is available in both hard copy and from the website, and an information package provides ILC staff with visual aids to present program details at meetings with clients.

Accountability for Financial and Physical Resources

OVERVIEW OF FINANCIAL RESULTS

The ILC received \$96.4m during the year, of which \$71.8m equated to the realised real return from investments of the Land Account for the 2005–2006 financial year and \$24.6m equated to an underpayment from the previous two financial years.

Under section 191H of the ATSI Act, the ILC has the specific power to invest money of the ILC. In addition, section 193K of the ATSI Act specifically exempts the ILC from Section 18(3) of the *Commonwealth Authorities and Companies Act 1997*. This section deals with allowable investments.

The ILC had \$307m invested as at 30 June 2007. These funds are notionally allocated to support future ILC strategic projects.

In accordance with Australian Accounting Standards, the ILC values its investments on a mark-to-market basis. Accordingly, the change in the market value of the ILC's investments in any given period is recognised as gains in the Income Statement. (See Management of Investment Funds for information on performance of the investment portfolio).

Under its legislation, the ILC acquires land for the specific purpose of granting an interest in that land to an Aboriginal or Torres Strait Islander corporation. As at 30 June 2007, the ILC held eighty-six properties at a value of \$111m. While the ILC holds these properties, it is responsible for maintenance and statutory costs.

The ILC also holds properties for granting that have a significant amount of livestock on them. As at 30 June 2007, the ILC held 76,079 head of livestock at a value of \$24m. In accordance with Australian Accounting Standards, the ILC values the livestock on a mark-to-market basis. Accordingly, the positive change in the market value of the livestock in any given period is recognised as a gain in the Income Statement. (See Chapter 5 for commentary on ILC Business Operations).

In addition to direct spending on Land Acquisition and Land Management functions, the ILC incurs travel and staff costs related to:

- Conducting community consultation;
- Managing land held, pending grant;
- Monitoring activities occurring under Land Acquisition and Land Management functions; and
- Providing management and administrative support to commercial businesses run on ILC-held property.

In accordance with the Australian Government's budget estimates framework, the ILC prepares budget estimates in May of each year for the coming financial year and three future years. The ILC will experience variances between budget estimates and actual performance, due to all of the ILC's funding being Revenue from Other Sources¹⁵ which includes:

- Realised real return from the investments of the Land Account – the return on the Land Account is dependent on interest rate movements and an unusual indexation factor;
- The change in market value of investments – the ILC's investments are valued on a mark-to-market basis and are therefore subject to interest rate and equity market movements from one reporting period to another; and
- The change in market value of livestock – the ILC's livestock is valued on a mark-to-market basis and therefore subject to livestock market movements from one reporting period to another.

The total price of outputs represents the funds available to the ILC to carry out its legislated functions.

¹⁵ Revenue that is not a direct Australian Government appropriation

Table 12: Highlights of the Financial Statements for the Year Ending 30 June 2007.

	2006–2007	2005–2006
Land Account Revenue	\$96.4m	\$23.8m
Funds spent on Land Acquisition ¹⁶	\$34.9m	\$11.2m
Funds spent on Land Management	\$22.2m	\$14.8m
Land Acquisition assets held pending transfer	\$110.8m	\$75.8m
Value of Land Acquisition assets granted	\$2.3m	\$2.0m
Market value of investments	\$307m	\$268m

Table 13: Summary Resource Table by Outcome.

	(1) Budget* 2006–2007 \$'000	(2) Actual** 2006–2007 \$'000	Variation (col 2 minus col 1) \$'000	Budget*** 2007–2008 \$'000
Administered appropriations	–	–	–	–
Departmental appropriations	–	–	–	–
Total revenue from Government	–	–	–	–
Revenue from other sources				
Revenue from the Land Account	25,346	96,420	71,074	–
Interest	681	988	307	695
Movement – Market Value of Investments	11,708	24,805	13,097	16,375
Movement – Market Value of Livestock	2,100	5,439	3,339	3,500
Other	682	3,339	2,657	606
Total revenue from other sources	40,517	130,991	90,474	21,176
Total price from departmental outputs				
(Total revenue from government and other sources)	40,517	130,991	90,474	21,176
Total resourcing for Outcome 1				
(Total price of outputs and administered appropriations)	40,517	130,665	90,148	21,176

* Full year budget from Portfolio Budget Statements 2006–2007

** Refer note 25A of Financial Statements

*** Portfolio Budget Statements 2007–2008, prior to additional estimates

	2006–2007	2007–2008
Average Staffing Levels	208.2	180

¹⁶ Includes improvement to infrastructure on ILC-held land

MANAGEMENT OF INVESTMENT FUNDS

The ILC maintained its investment portfolio in accordance with a Board-approved Statement of Investment Objectives and Policy during 2006–2007. The statement was revised during the reporting period to reflect a revised strategic asset allocation.

The statement covers all aspects of the ILC's management of its investment funds. It sets out a number of key principles, including:

- Outsourcing the management of funds;
- A 40% growth weighting strategy for the ILC's longer-term portfolio; and
- Using specialised active managers for management of all investment asset classes.

Objectives for the investment portfolio are:

- To achieve returns (net of investment fees) that at least exceed the average rate of inflation (as measured by CPI) by 4% over five years;
- To limit the probability of the portfolio achieving negative returns;
- To invest in assets as permitted by law;
- To prudently manage all aspects of risk in relation to the investment portfolio;
- To ensure that any party, to whom investment decision making is delegated, exercises integrity, prudence, and professional skill, and is fully accountable to the ILC.

The investment portfolio is monitored by the ARMC and the Board. The ILC also retains the services of an independent investment advisor.

The performance of the ILC's investment portfolio is as follows:

- Actual return 2006–2007: 9.8%
- Average return over last three years 11.7%.

ASSET MANAGEMENT

Registers are maintained for all ILC assets and other portable and attractive items. Adequate insurance is maintained on all assets and a stocktake of all assets is undertaken at least annually.

The Legal Unit ensures the ILC's contractual arrangements build in an appropriate provision to protect physical and financial resources.

INSURANCE

Comcover is the Australian Government's self-managed fund for insurable risks. The fund covers agencies within the general government sector, including those covered by the CAC Act and the FMA Act.

Accordingly, all ILC general liabilities, property, plant and equipment, including that of its subsidiaries, are insured through Comcover. A review is completed biennially to ensure that the ILC maintains sufficient cover for its assets and liabilities.

The ILC participates annually in the Comcover Risk Management Benchmarking program and consistently receives discounts in its insurance premiums as a result. The discount for 2006–2007 premiums was 12%.

INDEMNITIES AND INSURANCE

The ILC maintains Directors and Officers insurance coverage through Comcover. The 2006–2007 premium was \$67,956 (2005–2006: \$51,253).

During the reporting period the ILC did not give any indemnity to a current or former Director or Officer against a liability.

PURCHASING

The ILC's Purchasing Policy is consistent with the principles in *Australian Government Commonwealth Procurement Guidelines: January 2005*. The principles include:

- Value for money;
- Encouraging competition;
- Efficient, effective and ethical use of resources; and
- Accountability and transparency.

The ILC's purchasing system sets out requirements for competitive tendering and contracting, and ensures that these principles are followed. Contractors, suppliers and consultants are procured either through contracts or through standard purchase orders, depending on the nature and value of the good or service.

The ILC expanded its use of a corporate credit card program during the reporting period to enable a more efficient process for the procurement of high volume/low value goods and services.



Picturesque Bindoola Creek which flows through the ILC-owned Home Valley Station.

Ecologically Sustainable Development and Environmental Performance

The ILC is committed to following the principles of Ecologically Sustainable Development (ESD) in the delivery of its programs and in running its day-to-day operations.

The ILC's ESD responsibilities, outlined in the ATSI Act, are to:

- Provide environmental, social and economic benefits to Indigenous people through land acquisition and land management;
- Pursue sound land and environmental management practices; and
- Address environmental issues in the development of the NILS and RILS.

ESD IN POLICIES AND PROCEDURES

The ILC's ESD commitment is reflected in its policies, programs and procedures, including the Corporate Plan, NILS, RILS, Program Guidelines and staff procedures.

The NILS states that all projects must deliver sustainable environmental, social and economic benefits to Indigenous people. It also outlines the ILC's commitment to redressing environmental issues on Indigenous-held land and maintaining a balance between deriving economic gain from land use and the protection and maintenance of land.

While there is a dedicated environmental stream under the Land Acquisition Program, all applications for Land Acquisition or Land Management assistance need to demonstrate sound environmental management practices to ensure the land is cared for and not degraded by the land use.

These requirements are stated clearly in the **Program Guidelines** and in **staff assessment procedures**. **Staff are required to:**

- Consider risks of activities to the environment and heritage;
- Consider sustainable benefits, ensuring resources for future generations; and
- Manage ILC-held properties holistically with property and business plans to ensure environment and heritage issues are appropriately recognised and protected.

The ILC has adopted a corporate governance framework to ensure compliance with the Environmental Protection and Biodiversity Conservation Act and to review the effectiveness of the measures adopted by the organisation. Measures include the establishment of an ESD Committee and Office Working Group, development of an Environmental Policy and incorporation of environment and heritage considerations into assessment procedures and reports to the Board regarding specific projects.

The ILC has developed a Heritage Strategy in accordance with the *Environment Protection and Biodiversity Conservation Act 1999*. The strategy, which guides the ILC's management of heritage matters, has been sent to the Department of Environment and Water Resources for consideration by the Australian Heritage Council.

ENVIRONMENTAL IMPACT OF ACTIVITIES

The following projects are examples of how the ILC is working to balance social, economic and environmental values in the long term.

ILC Offices

In each of its divisional offices, the ILC limits its environmental impacts. This year measures included:

- Piloting virtualisation technologies, which combine the functions of several computer servers into one, and significantly reducing the energy used to operate and cool them;
- Streamlining procedures, including introducing electronic travel and purchasing processes to reduce paper usage;
- Continuing good practice in double-sided printing and reducing energy usage where possible; and
- Using video conferencing facilities where possible to reduce air travel.

ROEBUCK PLAINS, WA

The ESD committee identified the need for an environmental plan for Roebuck Plains Station. A report on maintaining the natural heritage values for the property was developed. Property staff will be trained in how to recognise these values and what action to take if they become aware of the presence of a threatened species. They will be provided with supporting resources including an in-field guide to use when working on the property and a laminated poster for permanent display in the staff room. It is intended that annual refresher courses will be provided and that environmental heritage will be an aspect of future inductions for new station staff.

The ILC will use the work done on Roebuck Plains as a template for informing future environmental heritage value identification and management on other Indigenous-owned properties and the structure and content of its management plans.

MURRAYFIELD, TAS

A project to assist the management of Indigenous cultural and environmental heritage values on Murrayfield completed its second year in May 2007. The property has a long history of Indigenous occupation and contains cultural heritage sites, including a large number of artefact locations. Environmental values of the property include two threatened flora and five threatened fauna species, five threatened plant communities and the southern-most population of grass trees in Australia. The project is managed by Greening Australia in a partnership arrangement with the ILC.

Work completed in 2006–2007 included:

- Fencing to protect native bush;
- Rehabilitation of non-productive salinity affected land;
- Revegetation of sites to enhance environmental values and protect cultural values; and
- Planning for concealment of cultural heritage sites to prevent adverse impacts.

The project is currently funded for a further year. A review of outcomes and consideration for future projects will then take place.

Murrayfield – balancing production and protection.

MT TABOR, QLD

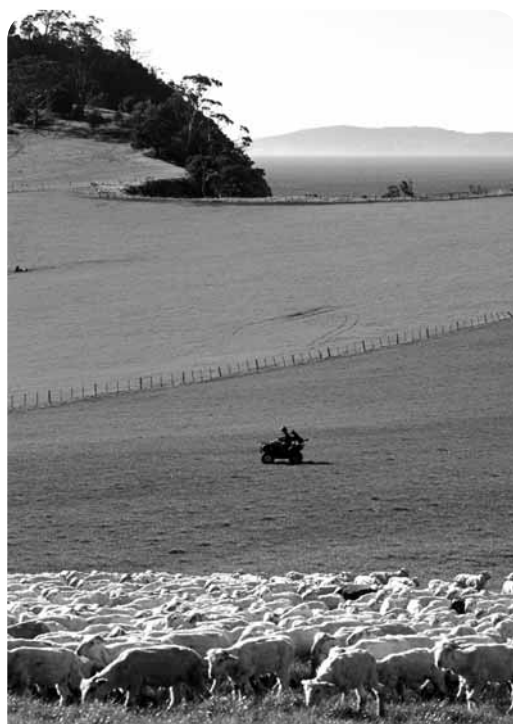
Mt Tabor is a 70,000 ha property 180 km north-east of Augathella in central western QLD. This property is significant to the Bidjara people, with cultural places such as rock art, engravings and burial sites throughout the holding.

The property is south of Carnarvon Station, owned by Australian Bush Heritage Fund (ABHF), and the Carnarvon National Park. A Bidjara trainee has been employed by ABHF to preserve the cultural sites on Carnarvon Station, and for the duration of the traineeship, will assist with the maintenance of the sites on Mt Tabor.

Queensland's Environmental Protection Agency allocated funds to fence some of the cultural sites in 2006–2007. The ILC completed protective fencing for three of these sites. An additional six sites have been identified for protection during 2007–2008. This fencing program will include the Binnalong Springs site. In addition, a boundary fencing program commenced in 2007 to assist with the control of feral pests, including brumbies.

REVIEW MECHANISMS

The Audit and Risk Management Committee provides oversight of environmental and heritage issues in the ILC's strategies, programs and projects and to ensure compliance with legislation, all of which are reviewed regularly.



Client Services and Complaints Handling

The ILC Service Charter outlines a commitment to providing quality service to stakeholders, what clients can expect from the ILC and complaints handling procedures.

This year, the Service Charter has undergone significant review which has brought clearer articulation of the ILC's service standards and a significant change to the language in the document. These changes are being considered by the ILC Board.

The ILC Complaints Handling System has also undergone review this year, providing clearer timeframes for staff with which to respond to complaints and a new review structure following the dismantling of the Corporate Support Unit.

The Service Charter and Complaints Handling System encourage resolution of complaints at the local office level, but provide for the escalation of complaints to Head Office where requested. One complaint was escalated during the year. After review by Head Office staff, it was found to have no merit and no further action was required.

External Scrutiny

The Office of Evaluation and Audit (Indigenous Programs) undertook a performance audit of the ILC in August and September 2006. The final report was provided to the ILC in June 2007.

The primary audit objectives were to determine whether:

- The ILC is assisting in the acquisition and management of land in compliance with its legislative requirements; and
- The ILC is achieving its land acquisition and land management objectives.

The audit found that the ILC had satisfied these requirements, but noted that there is scope to improve its approach to measuring and evaluating the benefits provided by its programs.

Freedom of Information

During the reporting period, there were two applications made to the ILC pursuant to the *Freedom of Information Act 1982* (Cth) (Fol Act). Both applications lapsed. One application lapsed when an estimate of the ILC's costs to respond was provided to the applicant. The other application was initially refused as being too wide but the applicant was invited to amend the application to be more specific. This invitation was not taken up and, accordingly, the application lapsed.

Information may be available on application, should people choose to make an application pursuant to the Fol Act. Each application will be responded to on a case-by-case basis. Applications under the Fol Act are to be referred to the Freedom of Information Officer, Indigenous Land Corporation, GPO Box 652, Adelaide SA 5001, in the first instance.

As required by the Fol Act, the functions and powers of the ILC are set out in Chapter 1 of this report. Its governance and organisational arrangements are set out in Chapter 2.

The ILC maintains both Divisional files and Head Office files. The Head Office files are divided between the various units of the ILC including Finance and Administration, Policy and Research, Directorate-National Operations, Human Resources and Legal. The ILC also maintains a considerable amount of documentation that may be protected by obligations of confidentiality arising at common law or pursuant to statute (e.g., Privacy Act or the secrecy provisions applicable to the ILC under the ATSI Act).

The ILC produces a broad range of documentation, which is available to the public (see Appendix 7). Copies of these reports can be obtained either by contacting the ILC directly through the ILC's website at www.ilc.gov.au.

Fraud Control and Awareness Program

The ILC maintains an ongoing Fraud Control and Awareness program and, through the General Manager, certifies that the organisation complies with the Commonwealth fraud control guidelines.

During the reporting period, there was one allegation of fraud; preliminary internal investigations suggested the allegation was without merit but the investigation was not finalised by the end of the reporting period.

Litigation

During the reporting period, the ILC was twice involved in litigation. An Indigenous applicant group leasing ILC-held land sought and obtained court relief to prevent the ILC terminating the lease. The ILC and the group are working to address a variety of capacity and compliance issues. In a second matter, the ILC commenced proceedings to attempt to secure its purchase of a property. The commencement of the proceedings assisted in preventing the property being sold immediately to a third party. However, in light of further legal advice on the prospects of success, the proceedings were withdrawn by consent.

Information and Communications Technology

The ILC maintains several information management systems to assist the Board and staff with administration, property acquisition and management, and financial and other record keeping. The ILC also maintains a Geographic Information System and a database of Indigenous land holdings throughout Australia.

These systems undergo routine review to maintain their value to ILC. The property acquisition and management system underwent a review during 2006–2007 and its redevelopment is planned for 2007–2008 with a greater focus on reporting to support the organisation's strategic and operational activities.

A risk registry system is maintained to support the organisation in its corporate governance and risk management activities.

A human resources information system was implemented to support payroll and other human resource management functions. The ILC also upgraded its inter-office data network facilities allowing for improved communications between its offices.

The ILC maintains a website providing access to electronic copies of all ILC publications, including policy documents, land acquisition and land management application forms, newsletters, maps and other publications. Members of the public can also add themselves to a mailing list. The ILC's website can be accessed at the Internet address, <http://www.ilc.gov.au>

*Trainees taking part in mustering activities on the LLC's
Crocodile/Welcome Station property in northern Queensland.*

