



• (L-R) ILC General Manager David Galvin, Director Ian Trust, Chairperson Shirley McPherson, Minister for Tourism Martin Ferguson, Deputy-Chairperson Sam Jeffries and Director Business Employment and Training Garry Cook at the opening of Home Valley Station training facilities and resort in May 2009.

management accountability

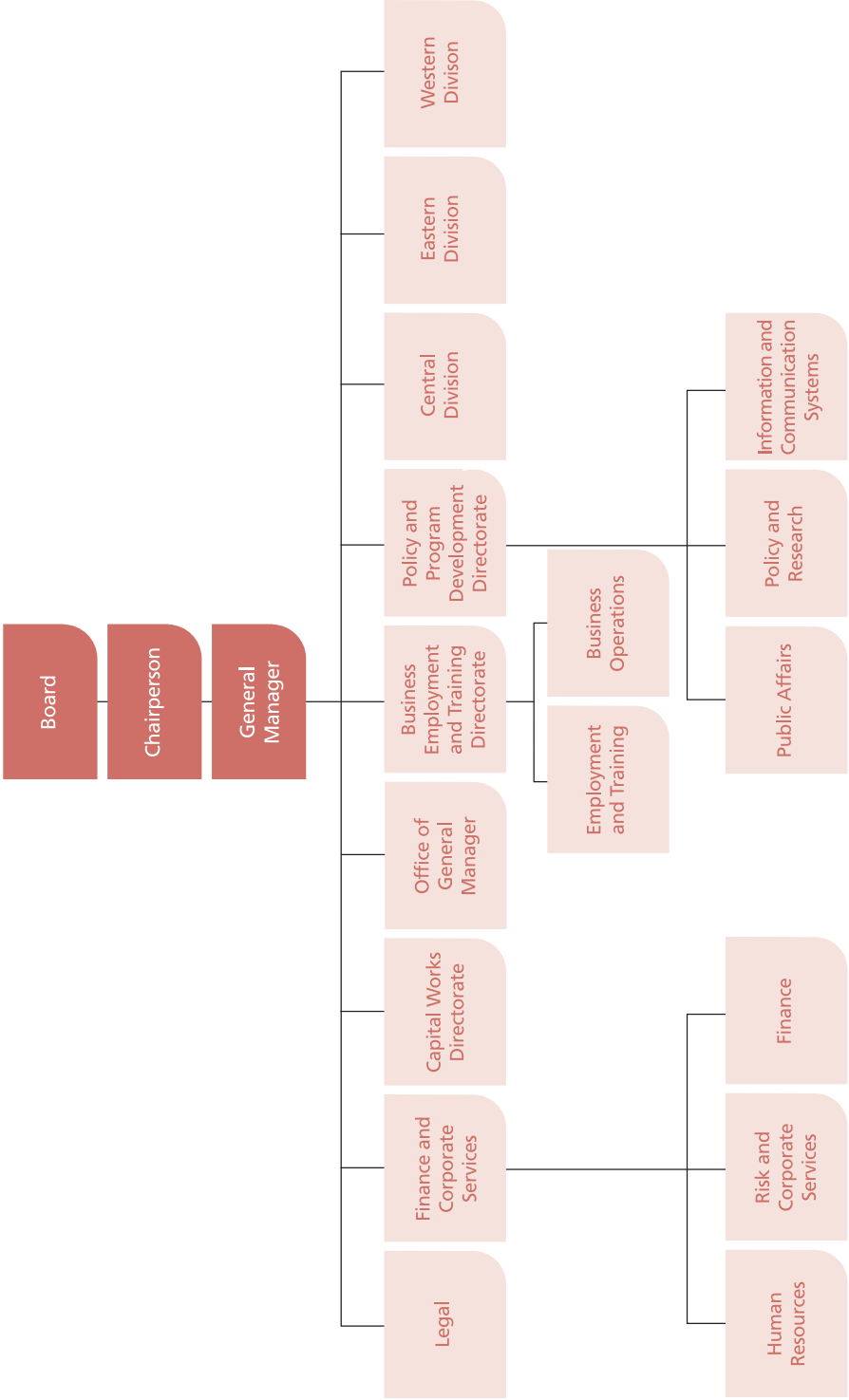
Objective A responsive, efficient and effective organisation.

Corporate Strategies

The ILC has the following strategies for delivering its services:

Client Services	Providing user-friendly information and advice about the ILC's programs and service standards to Indigenous people across Australia
Corporate Governance & Performance	Providing effective corporate governance and strong leadership by ILC Board and management. Managing the ILC's staffing, physical and financial resources efficiently and effectively.
	Ensuring that risks are appropriately managed in the administration and delivery of ILC programs.
	Strengthening the culture of continuous improvements across the organisation.
	Monitoring and evaluating the benefits achieved through ILC support.
Policy Development & Program Support	Developing clear and effective policies, guidelines and processes that reflect the priorities and strategies set by the Board, and communicating them to stakeholders.
	Producing timely and accurate reports that describe the ILC's performance.
Human Resources & the Workplace	Providing a healthy, safe and environmentally efficient workplace that values staff and encourages continuous learning and development.
	Assisting staff to acquire thorough knowledge of ILC's values, policies and processes, and the skills required to perform their jobs.
	Maximising the employment of Indigenous staff within the organisation and supporting Indigenous career development.

Figure 15: ILC Organisational Structure.



- ILC staff members Brett Lambadgee and Adam Jenkins packing files as part of the move of the Adelaide office in to new accommodation.



Table 11: Location of the ILC's Offices.

The ILC has responsibilities across Australia and maintains offices in Adelaide, Brisbane, Canberra, Perth, Sydney. The ILC also has an outposted officer in Darwin.

Location	Function	Responsible Senior Executive
Adelaide	Central Division (Servicing SA, NT, VIC and TAS)	Ms Susan Corbisiero Divisional Manager
	Policy and Program Development Public Affairs Information & Communication Systems	Mr Michael O'Ryan Director
	Finance Risk and Corporate Services Human Resources	Mrs Jodie Lindsay Chief Operating Officer
	Legal	Mr Paul Hayes General Counsel
Brisbane	Eastern Division (Servicing QLD, NSW and ACT).	Mr Craig North Divisional Manager
Canberra	Business Operations	Mr Garry Cook Director
	Employment and Training	Mr Russell Patterson Director
	Office of the General Manager	Mr David Galvin General Manager
Perth	Western Division (Servicing WA)	Mr Allan Padgett Divisional Manager
	Office of the Chairperson	Mr David Galvin General Manager
Sydney	Capital Works Directorate	Mr Ashley Martens Director

Performance Management and Improvement

The ILC conducts planning, risk management, evaluation, audit and reporting activities to manage its performance. It has frameworks to describe how these activities address key issues and questions, including:

- What are our priorities and how are we going to achieve them?
- How are we progressing against our targets?
- What are our key risks and how are we managing them?
- What have we achieved and how can we improve our performance?

As shown below, activities are implemented to manage and improve performance at three levels: corporately, within programs and within projects.

	Planning	Risk Management	Evaluation & Audit	Reporting
Corporate	NILS 2007-2012	Corporate Risk Management Plan	5 Yearly Stocktake	Annual Report
Programs	Annual Corporate Priorities	Program Risk Treatment Plans	Program Evaluations	Board & Management Reports
Projects	Operational Plans, Business & Project Plans	Project Risk Treatment Plans	Project Evaluations & Client Surveys	Monthly Reports

Strategic and Operational Planning

The ILC's planning framework aligns operational activities, resource decisions and organisational performance with the strategic direction and policies set by the NILS.

The NILS 2007–2012, Corporate Plan and Annual Corporate Priorities, operation plans, business and project plans guide the implementation of activities. The plans describe how the ILC will achieve its vision of Indigenous people achieving benefits through land ownership and management.

Risk Management

The ILC's Risk Management Framework was developed in accordance with the Australian standard AS/NZS 4360:2004 Risk Management.

The ILC's risk management framework aims to reduce and manage the risks inherent in its activities by:

- Integrating risk management strategies into all functions: strategic; corporate; policy development; program delivery and administrative activities;
- Developing appropriate procedures for the identification, analysis, treatment and monitoring of risk exposures;
- Identifying, assessing and pursuing opportunities that are advantageous to ILC clients;

- Training and involving staff across the organisation in the identification and management of risks;
- Developing appropriate mechanisms to identify when risk should be transferred or shared with external partners, service providers or contractors; and
- Transmitting risk management knowledge and skills to ILC clients.

The identification, assessment, treatment and monitoring of risks affecting the ILC and our clients occurs at three levels:

1. Corporate Risks are identified, rated and ranked annually and are documented and reported against through the Corporate Risk Management/Treatment Plan;
2. Program or System Risks are identified, assessed and treated via program-level risk management plans (e.g. Commercial Business or Fraud and Risk Management Plans) or treated via embedding risk treatments into procedures, processes and templates; and
3. Project Risks are identified, assessed and a treatment plan is devised at the outset of each project.

Responsibility for risk management is allocated to every level of the organisation from the ILC Board through to Operational staff.

The Risk Management Program is overseen by the ARMC and implemented through the RMSC. An independent member of the ARMC is also the chair of the RMSC and its membership includes CMT members representing all functions and activities of the ILC.

Corporate Risk Management Plan

The Corporate Risk Management Plan is the ILC's primary policy instrument for the management of key risks and is endorsed by the Board.

The plan is reviewed and revised annually in conjunction with the ILC's Corporate Plan, Priorities and Divisional/Sectional Operational Plans. The key risks identified in the plan are addressed through treatment strategies that evaluate the strength of existing controls, identify measures to reduce the

likelihood and/or consequences of risks occurring and specify responsibility and timelines for implementation.

Agreed treatments requiring action are then integrated into the ILC Corporate Plan, Priorities and operational plans with progress on implementation reported through the CMT and monitored by the RMSC.

Evaluation Framework

The Evaluation Framework 2008–2011 guides the ILC evaluation activities and describes how the ILC measures and monitors its performance to inform continuous improvement of ILC policies and processes. In 2008–09, project level evaluations were conducted on projects finalised in the year and 2 evaluations were conducted at the program level on the Call for Applications and Remediation.

As discussed on Page 27, the review of the 2008 call for land acquisition and land management applications identified improvements to the application and assessment process for the 2009 Call.

An internal evaluation was undertaken of Remediation projects. The evaluation was undertaken under the guidance of the CMT and the ARMC. The evaluation made recommendations on how elements of program design and project management could be improved. A summary of the evaluation are set out on Page 95.

Operational Audit Program

The Operational Audit Program is managed, monitored and evaluated by the ARMC. The program is determined from the identification of significant areas of operational and financial risk and provides for the systematic coverage of the ILC's functions and activities under a rolling program.

The ILC outsources its operational audit function and the service was provided during the year by KPMG.

Four audits were completed during the year:

- Mimosa Station;
- Environmental management;
- Internal and external network controls and end user software compliance followup; and
- NCIE follow-up.

Three audits carried over from 30 June 2008 were finalised:

- NCIE;
- Cash management process; and
- Internal and external network controls and end user software compliance.

Operational audit recommendations, and recommendations by other external review agencies, are recorded and monitored. Reports on the status and implementation of audit recommendations are provided regularly to the ARMC, RMSC, General Manager and CMT to ensure that the ILC fully addresses any risk, compliance or other issues arising from audits.

The ARMC has overriding responsibility for ensuring that the risks of operating businesses are monitored, evaluated and responded to in a timely manner. An in-depth audit of at least one ILC business is conducted annually.

Reporting and Information Management

Redevelopment of the Land Acquisition and Land Management Information Reporting System (LAMIRS) database continued. LAMIRS supports the ILC's reporting framework including reports to the Board,

monthly reporting to the General Manager, annual reporting and ad hoc reporting. The LAMIRS database has been redeveloped to integrate it with the ILC's finance, contracts, records management and risk management databases to assist with project management and increase efficiency in reporting.

Benefit collection and reporting functionality has also been included to enhance project management and progress reporting, and enable projections of benefits aggregated from all projects to improve consistency in reporting the benefits achieved.

The ILC produces a range of reports to describe our performance, compliance and achievements.

Processes and Procedures

The ILC maintains the following user guides and associated tools and templates for the delivery of its programs:

- Land Acquisition – Assessment to acquisition;
- Land Acquisition – Landholding to grant;
- Land Acquisition – Post grant;
- Land Management;
- Capital Works; and
- Strategic projects

Each of these user guides includes tools and templates to guide staff and includes risk identification and treatment processes. Additionally, there are guidelines, user guides and manuals that cover various corporate processes including travel, purchasing, fraud management and the use of IT resources.

General Policies of the Australian Government

The ILC must ensure that it complies with any General Policy Order to the extent that it applies to the ILC. A general policy of the Australian Government can be implemented under section 48A of the CAC Act, which requires the responsible Minister to consult with directors of Commonwealth Authorities.

The following general policies of the Australian Government applied to the ILC during the year.

Table 12: General Policies of the Australian Government Applicable to the ILC 2008–09.

Policy	Effective From	Exemption Sought	Compliance during the reporting period
Australian Government Branding	31 December 2003	Yes, but declined	Yes
National Code of Practice for the Construction Industry	3 October 2003	No	Yes
Foreign Exchange Risk Management	22 July 2005	No	Yes
Cost Recovery by Australian Government Agencies	22 July 2005	No	Yes

On 1 July 2005, the Australian Government Property Principles were replaced by the Australian Government Property Ownership Framework. The Framework applies to all departments and agencies under the FMA Act and all authorities subject to the CAC Act.

The policy's objectives are:

- Government ownership and divestment of property must agree with government policy and provide value for money; and
- If disposing of property because it is surplus to requirements, the Commonwealth Disposals Policy applies.

The ILC has not been formally advised that the framework applies.

Coalition of Australian Government (COAG) Closing the Gap Targets

The ILC is committed to contributing to Closing the Gap between Indigenous and non-Indigenous Australians, and to build a secure and sustainable land base now and for future generations. The indicators used by the ILC to monitor its progress have clear line of sight with the COAG Building Blocks, specifically economic participation and schooling, and the COAG targets including:

- Halving the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade; and
- Halving the gap for Indigenous students in Year 12 attainment or equivalent attainment rates by 2020.

Fraud Control and Awareness Program

The ILC maintains a rigorous Fraud Control and Awareness Program to minimise the risks of fraud and to deal with allegations of fraud should they arise. The General Manager certifies that the organisation complies with the Commonwealth fraud control guidelines.

The ILC reviews its program biennially, to ensure its prevention, detection and response mechanisms are appropriate. During the reporting period, the ILC conducted its biennial fraud review.

At the conclusion of this reporting period, allegations of fraud relating to 2 former employees were investigated. This investigation was completed during the reporting period and the matters referred to the Australian Federal Police. At the end of the reporting period, the matters were still under investigation by the Australian Federal Police.

Maintenance of Ethical Standards

The ILC is committed to:

- Respecting the diversity of ideas, backgrounds and cultures of stakeholders and staff;
- Providing a professional service;
- Behaving ethically and justly; and
- Operating in an open, accessible and responsive manner.

The ILC's values are described in the Corporate Plan, the Service Charter and the ILC's employment agreements.

Service Charter

The ILC's Service Charter sets out the standards of service the ILC strives to provide its clients through program delivery, policy development, communication and consultation. The Charter outlines a Complaints Handling Procedure and encourages clients to advise the ILC if they are not satisfied with its delivery of services.

Employee Code of Conduct

The ILC's Collective Agreement 2008-2011, National Indigenous Pastoral Enterprises and Cardabia Pty Ltd Collective Agreements 2007-2012, and all employment agreements describe the values and responsibilities that employees are required to uphold and promote in their day-to-day work.

Client services and Complaints Handling

The Complaints Handling System encompasses internal processes, structure and timeframes within which staff must respond to complaints.

Both the Service Charter and Complaints Handling Procedure encourage resolution of complaints at the local office level, but provide for the referral of complaints to the Director of Policy and Program Development where necessary.

In 2008–09, the ILC received no external complaints through the Complaints Handling System.

Consultation and Working with Stakeholders

The ILC has embedded consultation into its daily work practice. The ILC meets and consults with a broad range of stakeholders including potential applicant groups, land holders, Indigenous groups, service providers and agencies. A comprehensive list of the meetings the ILC has conducted and participated in during the reporting period is found at Appendix 6.

In 2008–09, the ILC continued to implement its communication strategy regarding the annual call for applications. This year, the ILC increased its media coverage to include Indigenous broadcasters.

Information for Stakeholders

The ILC's website, www.ilc.gov.au, provides a range of strategic and corporate information about the ILC, its activities, programs and projects. Program documentation, handbooks, application forms and various ILC publications are available for download and contact details for ILC offices are provided on the website. Resources available in 2008-09 on the ILC website included:

- *National Indigenous Land Strategy – 2007-2012.*
- *Regional Indigenous Land Strategies (for each State and territory).*
- *Portfolio Budget Statement – ILC 2008–2009.*
- *ILC Corporate Plan 2008–2010.*
- *2009 Call for Applications – Land Acquisition. (Socio-Economic Development) Handbook.*
- *2009 Call for Applications – Land Acquisition (Socio Economic Development) Application Form.*
- *Socio Economic Development, Terms of Reference - Business Plan.*
- *2009 Land Acquisition (Cultural and Environmental Heritage Protection) Handbook.*
- *2009 Land Acquisition (Cultural and Environmental Heritage Protection) Application Form.*
- *2009 Call for Applications – Land Management Handbook.*
- *2009 Call for Applications – Land Management Application Form.*
- *2009 Call for Applications (Property-based Projects) Application Form.*

- *2009 Call for Applications (Training and Planning) Application Form.*
- *Land Management, Terms of Reference – Property Plan.*
- *Land Management, Terms of Reference – Business Plan.*
- *Land Acquisition Activity (Map).*
- *ILC Agricultural Businesses Strategic Plan 2007-2012.*
- *Standard Deed of Grant template.*
- *ILC Service Charter.*
- *Annual Report 2007–2008.*
- *Annual Report 2006–2007.*
- *Annual Report 2005–2006.*
- *Annual Report 2004–2005.*
- *Annual Report 2003–2004.*
- *Annual Report 2002–2003.*
- *Annual Report 2001–2002.*
- *Annual Report 2000–2001.*

Participation in Forums and Submissions

Each year, the ILC responds to requests for submissions to Parliamentary and other inquiries regarding topics pertinent to Indigenous people and the ILC's work. In 2008–09, the ILC made submissions to the following:

- South Australian Government Review of the Review of the Aboriginal Lands Trust Act (1966)
- Standing Committee on Aboriginal and Torres Strait Islander Affairs into Community Stores in remote Aboriginal and Torres Strait Islander Communities
- Senate Select Committee on Regional and Remote Indigenous Communities
- Commonwealth Government Submission to the Parliamentary Joint Committee on Native Title
- Department of Climate Change on the Carbon Pollution Reduction Scheme: Green Paper
- Standing Committee on Aboriginal and Torres Strait Islander Affairs inquiry into Indigenous Economic Development
- Standing Committee on Rural and Regional Affairs and Transport enquiry into National Resource Management
- Productivity Commission *2009 Overcoming Indigenous Disadvantage Report*

The ILC distributes information regarding its policies and programs including:

- Messages from the ILC Chairperson on the website;
- Advertisements in the *Koori Mail*, *National Indigenous Times*, *The Australian* and National Indigenous Radio Service network broadcasters;
- Print campaign with posters, brochures and letters sent to regional bodies, applicant groups, Indigenous Coordination Centres and Land Councils;
- Information packs sent to partner agencies, organisations and Native Title Representative Bodies.

External Scrutiny

External Scrutiny

There were no enquires made of the ILC's operations by the Privacy Commissioner or the Auditor General other than the usual financial audit which is included in the Financial Statements in this Annual Report.

There was a single inquiry by the Commonwealth Ombudsman into a complaint against the ILC by a contractor for fencing works on an ILC-owned pastoral property. At 30 June 2009, no final determination had been made by the Ombudsman.

The Office of Evaluation and Audit (Indigenous Programs) undertook a follow-up performance audit of aspects of the ILC's NCIE project during 2007–08. The final report was received on 24 July 2008 and, while the ILC did not agree with portions of the underlying discussion in the report, the ILC accepted OEA's recommendation.

There was a single enquiry by the Workplace Ombudsman arising from complaints by 2 former employees of an ILC subsidiary company. The complaints alleged that the employees had not received their full entitlements upon their terminations. The Workplace Ombudsman found the complaints to be without foundation and that the ILC's subsidiary company had acted in accordance with all its obligations under the *Workplace Relations Act 1996* (Cth) relating to the relevant entitlements.

Appearances at Parliamentary Committees

The ILC appeared before the Senate Select Committee on Regional and Remote Indigenous Communities on 9 June 2009, following its submission to the Committee's Inquiry into regional and remote Indigenous communities.

The ILC provided submissions to 2 inquiries undertaken by the House of Representatives Standing Committee on Aboriginal and Torres Strait Islander Affairs – developing Indigenous enterprises and community stores in remote Indigenous communities – but was not required to appear before the committee.

Freedom of Information

In 2008–09, the ILC made 2 applications pursuant to the *Freedom of Information Act 1982* (Cth) (Fol Act). All applications were dealt with in a timely fashion by the ILC's Fol Officer and no further issues arose from the applications.

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 Part 1 of this report. Its governance and organisational arrangements are set out in Part 3.

Management of Human Resources

Staffing Arrangements

ILC Collective Agreement

During the reporting period, the ILC negotiated and implemented a new 3-year Collective Agreement (CA) through a process of employee consultation. An ILC Representative Team and an Employee Representative Team formed the mechanism for employees to provide input into the process. Employees' views were sought by surveys and a series of employee meetings.

The ILC followed the principles of the Australian Government Employment Bargaining Framework, which establishes the Australian Government policy as it applies to workplace relations arrangements with Australian Government employment.

Indigenous Land Corporation

The ILC employs 95 staff. Remuneration and terms and conditions of employment of the General Manager are governed by the Principal Executive Office Classification Structure determined by the Remuneration Tribunal.

The ILC has 9 Senior Executive-level employees under individual Employment Agreements including Divisional Managers, Chief Operating Officer, General Counsel, Director Policy and Program Development, Director Capital Works⁷, Director Business Operations and Director Employment and Training. Employment Agreement provisions for executive level employees include private-plated cars, business-class official travel, airline lounge membership, home-based computers and salary-sacrificing arrangements.

In 2008–09, the ILC engaged 30 new employees (17 female and 13 male); 2 were engaged on individual Employment Agreements, and 28 employees were engaged under the ILC's CA. The non-salary benefits provided to employees covered by the ILC CA are:

- Studies assistance;
- Professional membership
- Employee Assistance Program;
- Healthy Employee Scheme;
- Screen-based eyesight testing; and
- Vaccinations.

Twenty-six employees separated during the financial year, a 26.8% turnover.

At 30 June 2009, diversity compared to 2007–08 financial year as follows:

- Indigenous employees: increased slightly from 25.8% to 26.1%; and
- Female employees: decreased slightly from 49.7% to 48.5%.

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

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 maximising Indigenous employment and training. NIPE employs staff on 20 ILC-held properties.

Property Managers and similar level positions were offered individual Employment Agreements⁸. The ILC entered into 11 employment agreements; 17.6% of NIPE employees were on Employment Agreements at 30 June 2009.

All other staff are engaged under the National Indigenous Pastoral Enterprises and Cardabia Pty Ltd Collective Agreement 2007-2012.

Staffing and diversity in NIPE at 30 June 2009 are:

- Indigenous employees: 38.4% (2008: 38%); and,
- Female employees: 26.4% (2008: 31%).

No NIPE employee received a performance pay bonus during the year.

⁷ The Director Capital Works' terms and conditions of employment are governed by an AWA until March 2010.

⁸ 5% of the Property Managers are on AWAs. At the completion of their AWAs, subject to operational requirements, they will be offered employment agreements.

Human Resource Management

In 2008–09, the ILC continued to maintain and refine its strategies to effectively manage and develop employees to achieve the ILC objectives. The key outcomes during the year included:

- Negotiation of the ILC's new CA;
- Monitoring the ILC Indigenous Employment and Career Development Strategy including engaging 4 Indigenous trainees and 4 Indigenous cadets.
- Delivery of a new Induction and Orientation Program; and
- Delivery of Learning and Development priorities.

ILC Indigenous Employment and Career Development Strategy (IECDS)

The ILC IECDS continued to assist in creating opportunities to increase the employment and retention of Indigenous employees in the organisation. This included:

- Promoting the broader opportunities for 2 office-based Indigenous employees gaining work experience on ILC-held commercial businesses;
- Supporting 10 Indigenous employees (8 ILC employees and 2 NIPE employees) to complete a 5-day credited intensive Indigenous mentoring program;
- One Indigenous employee commencing an Associate Diploma in Management and another undertaking undergraduate studies;
- Engaging an Indigenous employee with a disability through the South Australian Aboriginal Employment program;
- Hosting an Indigenous legal intern for 6 weeks; and
- Pursuing alternative methods for attracting Indigenous candidates, including accessing Indigenous email networks and websites, use of Indigenous employment agencies, accessing the Aboriginal Employment Program and contacts within the universities through their Indigenous support programs.

Training providers and mentoring arrangements were organised to assist the ILC with engaging Indigenous trainees. The ILC engaged 5 Indigenous Trainees; one each in CDO, EDO, WDO, Canberra and Head Office during the year.

The ILC continued with 4 Indigenous cadetships (one in each of CDO, EDO, WDO and Head Office) through the DEEWR National Indigenous Cadetship Project. During the reporting period, an Indigenous cadet from CDO graduated.

Induction and Orientation Program

An online Induction and Orientation Program (IOP) was designed and implemented to integrate new employees into the ILC while assisting to develop the necessary skills and knowledge to fulfil their job role.

New employees undertake a staged IOP over a 6 month period, consisting of a general program for all new employees, and a specialist program designed around the employee's specific job role. Staging of the IOP is designed to reduce information overload and allow managers to set expectations for employees.

Learning and Development Priorities

The ILC Learning and Development Strategy continued to target learning and development at the corporate, business and divisional and individual levels.

The corporate focus for this period was project management training. The ILC also delivered training in the following areas to business and divisional and individuals:

- Cultural awareness training for new employees;
- Leadership and management programs targeted at potential and middle managers;
- Fringe Benefits Tax, Goods and Services Tax and payroll training;
- Personal Efficiency Program; and
- Microsoft Office training.

The ILC also provides access to a Studies Assistance Scheme which offers reimbursement of specified course costs and access to paid study leave for employees to attend university courses.

The training conducted for NIPE employees on ILC-held properties is shown on Page 51.

Table 13: ILC salaries by EEO Group at 30 June 2009 (FTE)⁹

Classification	Female			Male			Grand Total
	Non Indigenous	Indigenous	Total	Non Indigenous	Indigenous	Total	
ILC1 \$39,000-\$45,500	0	3	3	0	6	6	9
ILC2 \$48,000-\$57,000	8.6	5.8	14.4	2	0	2	16.4
ILC3 \$59,500-\$72,500	14.7	4	18.7	10.9	3	13.9	32.6
EL \$79,500-\$106,500	6.3	1	7.3	17	0	17	24.3
L1 \$47,000-\$99,000	0	0	0	2	0	2	2
SES >\$106,500	2	0	2	6	2	8	10
Grand Total	31.6	13.8	45.4	37.9	11	48.9	94.3

Table 14: ILC Employees by EEO groups at 30 June (FTE)¹⁰

	Non-Indigenous		Indigenous		GRAND TOTAL	
	7/8	8/9	7/8	8/9	7/8	8/9
Business Employment and Training						
FEMALE	2	1	0	0	2	1
MALE	10	10	0	0	10	10
Business Employment and Training Total	12	11	0	0	12	11
Central Divisional Office						
FEMALE	5	4	2.8	1.8	7.8	5.8
MALE	5.4	4	2	2	7.4	6
Central Divisional Office Total	10.4	8	4.8	3.8	15.2	11.8
Eastern Divisional Office						
FEMALE	2.6	2.7	5	5	7.6	7.7
MALE	8.9	4.9	2	3	10.9	7.9
Eastern Divisional Office Total	11.5	7.6	7	8	18.5	15.6
Western Divisional Office						
FEMALE	6	8.3	5	2	11	10.3
MALE	3	3	1	1	4	4
Western Divisional Office Total	9	11.3	6	3	15	14.3
Head Office						
FEMALE	18.4	15.6	3	5	21.4	20.6
MALE	13	16	5	5	18	21
Head office Total	31.4	31.6	8	10	39.4	41.6
GRAND TOTAL	74.3	69.5	25.8	24.8	100.1	94.3

The decrease in full-time equivalent employees at 30 June 2009 compared with 30 June 2008 was a result of recruitment activities at 30 June 2009.

⁹ and ¹⁰ The tables include 6 part-time employees (3xEDO, 1xCDO, 1xHO and 1xWDO). The tables do not include trainees or Board Members.

Table 15: NIPE salaries by EEO group at 30 June¹¹

Classification	Female			Male			Grand Total
	Non Indigenous	Indigenous	Total	Non Indigenous	Indigenous	Total	
Juniors & Trainees <\$25,000	1	2	3	2	5	7	10
1 \$25,001-	10	2	12	5	15	20	32
2 \$30,000	2		2		17	17	19
3 \$30,001-	8	2	10	9	2	11	21
4 \$35,000	4	2	6	14	3	17	23
5 \$35,001-\$40,000	2	1	3	14	5	19	22
6 \$40,001-\$45,000				4		4	4
EA >\$45,001	5	1	6	18	4	22	28
GRAND TOTAL	32	10	42	66	51	117	159

Table 16: NIPE Employees by EEO group at 30 June¹²

	Non-Indigenous	Indigenous	GRAND TOTAL
FEMALE	32	10	42
MALE	66	51	117
GRAND TOTAL	98	61	159

NIPE Property Managers' Conference

The NIPE Property Managers from around Australia were brought together in Darwin in February 2009 for the ILC's annual 3-day Managers' Conference.

The conference addressed property management and animal husbandry, financial and administration management, Indigenous employment and training, employment terms and conditions, occupational health and safety and information technology.

It provided an opportunity for the Property Managers to update their skills and knowledge in a shared learning environment with the aim of improving the properties' operational efficiency.

¹¹ and ¹² Number are provided on an employee basis rather than full-time equivalents because of the seasonal nature and number of casuals employed on properties.

Accountability for Financial and Physical Resources

Management of Investment Funds

The ILC has accumulated surpluses from previous years.

The ILC invests its funds in accordance with policy which is set by the ILC's Board. This takes into account section 193K of the Act which exempts the ILC from complying with section 18(3) of the CAC Act dealing with authorised investments.

The investment portfolio is monitored by the ARMC and the Board.

Objectives for the investment portfolio are:

- To achieve returns (net of investment fees) that exceed the average rate of inflation (as measured by CPI) by 4% over 5 years;
- To limit the probability of the portfolio achieving negative returns;
- To invest in assets as permitted by law;
- To manage all aspects of risk in relation to the investment portfolio prudently;
- To ensure that any party to whom investment decision making is delegated exercises integrity, prudence, professional skill, and is fully accountable to the ILC.

The ILC investment subcommittee initiated a significant review of its investment policy during 2008–09. Because of funding issues with Land Account, the ILC needs to access funds for its investments while that uncertainty remains. The ILC decided, because of funding restrictions from issues with realised real return, the need to access funds from its investments to support the carrying out of its functions (see Page 21.) Additionally, due to the impact of the Global Financial Crisis, it determined that it should protect the investments' capital value. Accordingly, the ILC is now invested in a portfolio that locked in higher interest rates and provides liquid funds as required.

The portfolio is now:

- Based effectively in fixed interest at 7.7%; and
- Provides an appropriate degree of liquidity.

In 2008–09, the ILC used \$30m of its surplus funds.

At 30 June 2009, the ILC investment portfolio was as follows:

- \$143m in fixed interest rate amortising notes with major banks.
- \$35m in short-term fixed interest deposits with major banks.
- \$15m in a floating interest rate at call funds with a major bank.
- \$5m in operating bank account with a major bank.

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.

Insurance

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

Accordingly, all ILC general liabilities, property, plant and equipment, including those 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 2008–09 premiums was 6.4% (2007–2008: 6%).

Indemnities and Insurance

The ILC maintains Directors and Officers insurance coverage through Comcover. The 2008–09 premium was \$19,550 (2007–08: \$21,337).

During the year, 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 December 2008. The principles include:

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

The ILC's purchasing policy 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 uses a corporate credit card program to enable an efficient process for the procurement of high volume/low value goods and services.

Information and Communications Technology

The ILC maintains several information management systems and a computer and communications infrastructure to support the ILC's functions. The ILC also provides support for Information Technology systems and services on the ILC's business properties. This includes implementing a booking and property management system and associated computer infrastructure on the ILC's Home Valley station, and small computer networks to support training on Roebuck and Myroodah stations.

Requirements for additional functionality in the Land Acquisition and Management Information Reporting System (LAMIRS) were defined. These will improve how LAMIRS integrates with the ILC's other information systems and how it captures information about its land acquisition and land management activities. Development and testing of the new functionality is scheduled for completion by November 2009.

The ILC's video conference facilities were upgraded to provide more efficient inter-office communications. Virtualisation technologies also continued to be implemented across the ILC's network to provide improved computer hardware and administration efficiencies.

Mapping and related geographical information systems and services to support the organisation in its land and administrative functions continued to be maintained. This included maintenance of the Indigenous land holdings database throughout Australia. While these geographical information systems and services are primarily maintained for the ILC's internal use, in some instances these services and Indigenous-held land information were provided to Commonwealth, state and community groups as part of the ILC's external data request process.

A new corporate website was developed during the year and launched in December 2008. It provides access to electronic copies of all ILC publications, press releases, speeches, policy documents, land acquisition and land management program information and application forms, newsletters, maps and other publications. The site can be accessed at the Internet address www.ilc.gov.au.

• ILC staff practise their signing skills as part of the in-house AUSLAN sign language course.



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.

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 in terms of the employer indicators is as follows:

- Employment policies and procedures comply with the requirements of the *Disability Discrimination Act 2002*: The ILC offers equal employment opportunities to everyone.
- Recruitment information for potential job applicants is available on request in accessible formats: The ILC advertises vacancies via a number of media – newspapers, Internet, email networks and on some occasions, radio. Further information for potential job applicants is made available on the ILC's website and on request in hard copy.
- 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.

- 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. Material developed for employee induction and integration allows for alternative methods of training.
- 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 have access to an Employee Assistance Program.

Additional Initiatives

In addition to the above:

- 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; and
- 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.

The ILC has initiated an Auslan (Australian Sign Language) course for 15 staff in Adelaide to support an Adelaide-based employee who is deaf.

Occupational Health and Safety

The safety of staff in ILC offices and businesses is monitored by the ARMC. 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 OH&S policy, in consultation with employees, takes 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 strive for continual improvement in its occupational health and safety performance; and
- Integrate occupational health and safety into everything it does.

In January 2009, the ILC amalgamated the organisational responsibility for OH&S, incident reporting, injury management and return to work into one position. This has resulted in a better focus on OH&S and has simplified the line of communication for all OH&S and related issues.

The following initiatives and activities were undertaken during the year to demonstrate the ILC's commitment to supporting a safe and healthy workplace for its employees;

- OH&S training was conducted in 4-wheel drive, ergonomic assessments, senior or emergency first aid and harassment contact officer training.
- Refresher training in OH&S was undertaken for ILC and NIPE staff.
- Hazard Identification, Risk Assessment and Control (HIRAC) audits were conducted on ILC-held commercial properties and recommendations and control measures implemented.
- Workplace inspections were conducted in the ILC offices.
- Two Health and Safety Committee meetings (one face to face) were held and employees were provided with access to the minutes and outcomes of the meetings.

- Access to an Employee Assistance Program for employees and their families; and
- ILC Employees were provided with access to:
 - vaccinations against Influenza and where required Q Fever, Tetanus, Hepatitis A & B;
 - eyesight testing for screen-based equipment;
 - Healthy Employee Scheme (Individual and Team), including quit-smoking courses, gym and sports club membership, weight-loss programs, home-based exercise equipment and team based sports.

The initiatives have resulted in greater awareness of the ILC OH&S requirements. While the number of ILC-held commercial properties has increased, the number of incidents being experienced has not increased proportionately.

Using equipment and yard work resulted in the highest number of minor incidents and/or near misses. However, it appears that these types of incident are declining through the above initiative and better training and education programs.

Ecologically Sustainable Development and Environmental Performance

The ILC is committed to pursuing ecologically sound practices through continuing to improve its environmental performance and by implementing measures to minimise environmental impact generally.

The ATSI Act commits the ILC to:

- Providing environmental benefits, as one of the types of benefits, to Indigenous people through land acquisition and land management;
- Giving priority to pursuing sound land and environmental management practices; and
- Covering environmental issues in the NILS and RILS.

The NILS states that all projects must deliver sustainable economic, environmental, social and/or cultural 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 environmental values.

The ILC has a number of mechanisms through which it pursues ecologically sound practices:

- The ILC has an Environment Policy which commits it to following the *Environmental Protection and Biodiversity Conservation (EPBC) Act*. The ILC's Heritage Strategy guides the management of heritage matters in accordance with the EPBC Act.
- The ILC develops environmental management plans (EMPs) for each of its properties. Each EMP addresses the ILC's responsibilities under relevant State and Commonwealth environmental legislation. It provides information regarding the environmental values of a property, including matters of national environmental significance under the EPBC Act, such as threatened species, threatened ecological communities and Ramsar wetlands. EMPs also detail management actions required to protect these values. Seven EMPs were completed for the ILC's commercial properties in 2008–09 and 28 EMPs were completed for other ILC-held properties.
- In applying to the ILC for assistance, groups are required to meet criteria that ensure the proposed land use is consistent with ILC ESD commitments. This includes:
 - Use sound land and environmental management practices;
 - Deliver achievable and sustainable environmental benefits;
 - Relate to the managed use, care or improvement of Indigenous-held land.
- A review of the 2008 application assessment process identified a need to improve the rigour of assessing environmental aspects of applications. The 2009 process includes revised questions in the application form, definitions in the guidelines and procedures in further investigation of an application. Staff are required to:
 - Consider potential risks to environment and heritage posed by the project;
 - Consider sustainable benefits, ensuring the maintenance of environment and heritage for future generations;
 - Include discussion of environment and heritage issues in reports to the Board for land acquisition and land management assistance; and

- Develop property and environmental management plans for ILC-held properties to ensure that environment and heritage issues are appropriately recognised and protected.

During the year, the ILC engaged KPMG to undertake an audit into environmental management within the ILC. The audit will be completed and results discussed in the new year.

Environmental Activities

- Murrayfield is an ILC property with unique environmental values on Bruny Island, Tasmania. On-ground works conducted during 2008–09 to protect these values included revegetation using 2,000 locally sourced native seedlings, planting 2,000 salt bush plants to manage salinity, 3kms of native vegetation fencing and 5kms of paddock subdivision fencing to better manage grazing pressure. A salinity management plan was also drafted to review salinity risks on the property and guide the management of areas already affected.
- The Traditional Owners, Fire Emergency Services Authority (FESA) of WA and ILC conducted aerial burning for fire management on Karunje and Durack stations in the Kimberley. This burning was conducted in accordance with the fire management plan developed by the Traditional Owners, Kimberley Land Council, FESA and the ILC, and seeks to conserve the habitats of threatened bird species on the properties.
- An NRM audit of Hodgson Downs involved a field survey to develop a baseline of the flora and fauna values of the property. The survey found 420 native plant species and 165 vertebrate species. These included 116 bird, 25 reptile, 21 mammal and 3 frog species. Noteworthy birds include the Gouldian Finch (endangered), Emu and Bustard (both vulnerable), Purple-crowned Fairy Wren, Pictorella Mannikin, White Browed Robin, Flock Bronzewing and Hooded Parrot (all near threatened). Significant mammals include Spectacled Hare-Wallaby, Northern Nailtail Wallaby, Western Chestnut Mouse and Long-haired Rat (all near threatened).

Figure 16: The Environmental Activities undertaken through ILC assistance.

Project name and description of environmental activities

Eradication of African big headed ants and Tropical fire ants on Tiwi Islands
Tiwi Islands implementation of the Tiwi Island Natural Resource Management Plan
APY Lands Threatened Species Project – undertaking baiting, monitoring and searches to manage threatening processes and protect threatened species
Framlingham Forest – fire track clearance, widening grading and resheeting, and controlled burning within the forest
IPA Partnership – increased land management activities on 29 declared IPAs and development of environmental management plans on 33 consultation projects
Weed Mapping Officer to map the infected and treated areas for Mimosa in the NT.
NT Camel Strategy – weed awareness and capacity building on Aboriginal Land
Mimosa pigra weed control program, NT – implement the Strategy in conjunction with the Weed Mapping Officer.
Anindilyakwa Land Council Ranger Program – conducted land and sea management activities in accordance with the management plan
Pine Creek, NT, fencing to protect riparian areas
KLC Land and Sea Unit – conducted land management programs in the Kimberley region
Tennant Creek and Ntaria Land Management Project – implementation of regional land management plans
Dhimurru Land Management Aboriginal Corporation – infrastructure developed to support implementation of land management activities
Kimberley Weed project – education and implementation support on weed identification and eradication
LMED, NT - Maintain the core activities of 10 indigenous land and sea management groups
“Healthy People, Healthy Country” projects – NLC sugar bag project, Mathakal, Laynhapuy Homelands, – investigating the viability of domesticating wild bees in the Top End.
Loves Creek – Urgent Health & Safety – wild horse & donkey control.
Kimberley Ranger Program – support the implementation land management strategies
Dhimurru Small Community Project – NT – protection of significant environmental and cultural sites and capacity building of the Ranger group to undertake land management
Balbirini Station – control of feral horses
CLC Ranger Implementation Project – support the implementation of land management strategies