

Opening statement
ILC Group CEO
Senate Estimates, 26 May 2017

Firstly let me introduce Mrs Tricia Button, Executive Director of Programme Delivery and Mrs Jodie Lindsay, ILC's Chief Operating Officer.

I would like to speak briefly about the ILC's strategic direction and a couple of other key issues.

In recent years the ILC's land management function has taken precedence over its land acquisition function, as measured by the number and value of projects.

This is in many respects a natural development over the 20+ history of the ILC. It reflects the growing extent of land held by Indigenous people, including over 190 properties granted by the ILC, as well as to a larger degree land ownership resulting from land rights and native title processes.

The ILC has a legislative obligation to help, where it can, in ensuring this land is well managed and productive. It is recognised that land management was an expressed priority of the former ILC Board.

However, the current Board is seeking a rebalancing of the ILC's two functions. It is looking to undertake more acquisitions in partnership with Indigenous groups that are aligned with the Board's wider goals.

These goals are to see greater Indigenous benefits derived from Indigenous-held land through more active and strategic management and use.

The ILC has acquired two properties so far this financial year, against one last year.

Kings Run in Tasmania was purchased on behalf of the Aboriginal Land Council of Tasmania for its cultural and environmental values.

More recently the ILC acquired and immediately divested land to the Aboriginal Alcohol and Drug Service in order to expand Wooree Miya Women's Refuge crisis accommodation and child-support services in WA. It should be

noted that the ILC's \$1 million contribution enabled the organisation to leverage more than \$7 million in additional funding.

We currently have two more land acquisitions in the pipeline, with one likely to be put to the Board for consideration at its next meeting.

The ILC has also reacquired a property in Darwin after the title-holding body encountered difficulties. By reacquiring the property the ILC was able to ensure the property remained in the Indigenous Estate while supporting an Indigenous organisation to realise the equity it had invested in the property. The group has since settled outstanding debts and is on a secure financial footing.

The Board's strategy has necessitated a reassessment of the way the ILC performs its functions.

We are now looking to:

- invest in larger and higher impact projects for more substantive outcomes
- focus on carefully chosen key industries where benefits can be derived for Indigenous people and their land, and
- institute a more rigorous internal funding allocation process to ensure greater effectiveness for every dollar spent for Indigenous Australians

In addition to the ILC Group's long-standing operations in agribusiness and tourism, we are looking for opportunities in renewable energy, niche products including bush foods and urban property development.

We are looking to enter into deeper relationships with key Indigenous groups to capture these opportunities and create greater benefits.

We are working with our three subsidiaries to put them on the path to financial self-sufficiency.

The aim is to achieve greater social, cultural, environmental and economic returns on ILC investments—returns that will benefit our Indigenous

stakeholders and provide more resources for our land acquisition and land management functions.

We are also working with the Department of the Prime Minister and Cabinet to consult on amendments to the ILC's legislation to ensure the long-term sustainability of our primary source of funding, the Aboriginal and Torres Strait Islander Land Account and to expand functions in the care, use and management of sea country.

Our new direction also involves closer relations and collaboration with Indigenous Business Australia, including co-location around Australia, more collaborative projects seeking procured benefits and looking at ways we can share capabilities and relationships.

Thank you for the opportunity to provide an overview of ILC's operations and direction at this time. The team and myself look forward to answering your questions.