



**The Hon Jenny Macklin MP  
Minister for Families, Housing, Community Services  
and Indigenous Affairs**

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MN11-002470

**Dr Dawn Casey PSM FAHA**  
s47F - personal privacy

Dear Dr Casey *Dawn*

I am pleased to inform you that I have appointed you as the Chairperson of the Board of the Indigenous Land Corporation (ILC) on a part-time basis for a period of four years. I appreciate your willingness to accept this important role in my portfolio.

The ILC aims to stimulate sustainable socio-economic development and improve the wellbeing of Indigenous Australians through acquiring and helping to manage Indigenous held land. In addition, the ILC is uniquely able to focus on achieving longer-term benefits for Indigenous people through its training to employment strategy. These priorities make a significant contribution to the Australian Government's broader policy of closing the gap in Indigenous disadvantage. Importantly, the ILC will contribute to the Indigenous Economic Development Strategy which aims to support greater participation in the economy by Indigenous people.

I would like the ILC to play a stronger role in progressing the resolution of native title settlements through making its programs and resources more accessible to native title claimants.

I anticipate that you will oversee this period of governance change and provide strategic direction to the Board, to ensure the ILC meets its statutory obligations and contributes to the Government's broader policy agenda.

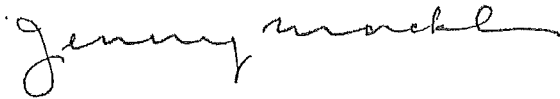
The ILC and Indigenous Business Australia share common goals to support Indigenous people and communities to pursue economic development. Your role as Chairperson of both organisations will strengthen collaboration between the two and generate opportunities to develop linkages that will further improve services for Indigenous Australians.

You will be aware that I consider the provision of a Statement of Expectations, and the development of a Statement of Intent in response, to be a sound governance mechanism for maintaining transparency and accountability arrangements with portfolio bodies. I have enclosed a copy of the Statement of Expectations that I issued to the ILC Board in July 2010.

On 17 February 2011, I wrote to your predecessor requesting the ILC Board provide me with an amended Statement of Intent that gives me the level of assurance that, as the responsible Minister, I would like to see with regard to the ILC. To date an amended Statement of Intent has not yet been provided and I look forward to receiving this from the new ILC Board shortly.

A copy of my instrument appointing you is enclosed. I welcome you to the ILC Board and look forward to your contribution.

Yours sincerely

A handwritten signature in cursive script, appearing to read 'Jenny Macklin', written in dark ink.

**JENNY MACKLIN MP**

Encl.

## **Indigenous Land Corporation**

### **Statement of Expectations**

The Indigenous Land Corporation (ILC) is an independent statutory authority established under Part 4A of the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act). It was established in June 1995 to assist Aboriginal persons and Torres Strait Islanders to acquire and manage land to achieve economic, environmental, social or cultural benefits. The National Indigenous Land Strategy outlines the strategies, policies and priorities which guide the ILC's land acquisition and land management functions and I note that the ILC Board is planning to revise it in 2010. I encourage any revision to clearly set out the ILC's strategy for achieving measurable benefits through its land acquisition and land management programs.

While recognising the independence of the ILC, the Australian Government will be looking to the ILC Board to respond to the Council of Australian Governments (COAG) reform agenda by making a contribution to achieving the Closing the Gap targets, and in particular through the indigenous Economic Development Strategy and the National Partnership on Remote Service Delivery.

The Australian Government is working to achieve constructive and flexible resolution of native title. To progress this priority, the ILC should contribute directly to native title settlements. It is important that the ILC support this role as part of its land acquisition and land management functions.

In order to successfully achieve the required outcomes for the period of this Statement of Expectations, and through to a revised Statement of Expectations in 2011, I expect that ILC will:

- continue to assist Aboriginal persons and Torres Strait Islanders to acquire and manage Indigenous-held land so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islanders including assisting native title claimant groups to build their capacity to manage land and establish viable, land-based enterprises through training, education and other services;
- continue initiating strategic land acquisitions and land management projects having regard to the investment principles and locations detailed in the COAG National Partnership on Remote Service Delivery and the Indigenous Economic Development Strategy;
- continue to maximise employment and education and training benefits having regard to the COAG targets for Closing the Gap in employment outcomes and educational attainment;
- actively contribute to making the ILC's programs and resources more accessible to native title claimants to facilitate and support resolution of native title claims

and implementation of settlement agreements, and report progress to this end to me with a copy to the Attorney-General's Department and my Department;

- continue to develop an active land grant plan and to progress land grants consistent with the ILC's legislative brief, including maintaining and developing as appropriate land grant plans which include detailed property-specific divestment strategies for all properties owned by the ILC. I encourage the ILC to monitor and progress such strategies in a timely and reasonable manner to ensure sustainable benefits; and
- brief me regularly on progress by the ILC in the performance of its statutory functions and of key business issues faced by the Board.

In performing its role and pursuing the priorities outlined above, I expect that the ILC will:

- continue to operate in accordance with all relevant legislation (including the *Aboriginal and Torres Strait Islander Act 2005*; *Auditor-General Act 1997*; *Corporations Act 2001*; *Commonwealth Authorities and Companies Act 1997*) covering your responsibilities to your Annual Report, subsidiary's financial statements, significant events, accounting records, conduct of directors and officers, director's duty to disclose, compliance with General Policy Orders, subsidiaries' activities and Audit Committee;
- maintain best practice standards of corporate governance by:
  - having regard to the ANAO's Public Sector Governance Better Practice Guides; and
  - ensuring ILC Board members remain aware of their roles and responsibilities and discharge their duties impartially with a high degree of diligence, care and skill and at all times act in a manner that promotes the highest level of corporate governance in Board operations.
- continue to build organisational and workforce capabilities to meet current future demands and expectations; and
- develop a protocol with my Department that sets out mechanisms for achieving effective communication and joint outcomes over the longer term. I have asked my Department to work with you and the Board's Executive on the development of an appropriate protocol.