

ABORIGINAL LANDS TRUST

JOB AND PERSON SPECIFICATION

CHIEF EXECUTIVE

Title of Role:	Chief Executive
Location	Level 14, 19 Grenfell Street, Adelaide SA
Type of Appointment	Fixed 3-year Contract, subject to continued funding
Remuneration Level	Negotiable subject to experience and qualifications

Organisational Environment

The Trust was established as a statutory authority by the *Aboriginal Lands Trust Act 1966* (“**the 1966 Act**”). The *1966 Act* was the first legislation of its kind in Australia. It established the Trust and provided for the transfer of land by the Crown to the Trust, to be held and managed for the ongoing benefit of Aboriginal South Australians.

After 48 years of operation the Act was in need of fundamental change. Changes that better reflect the contemporary circumstances and aspirations of Aboriginal South Australians, and that enable the Trust to deal with the significant challenges of owning and managing over half a million hectares of land, valued at approximately \$60 million, located across various urban, regional, and remote areas of the State.

The 1966 Act was subjected to an extensive review, which included State-wide community consultation. The result was the enactment of the *Aboriginal Lands Trust Act 2013* (“**the Act**”) which came into operation on 1 July 2014 and repealed the 1966 legislation. The Act continues the Trust as an instrumentality of the Crown responsible for acquiring, holding, and dealing with land for the continuing benefit of Aboriginal South Australians.

The updated Act provides for a different Trust membership structure, with new functions and powers. The Board of the Trust consists of eight (8) Aboriginal members appointed by the Governor, (based on the recommendations of the Minister), who collectively have knowledge, skills, and experience in the following areas:

- South Australian Aboriginal community life and culture generally;
- Residential community life and culture on Trust Land;
- The management and conservation of natural resources;
- The management of agricultural and pastoral land;
- Commercial enterprise development;
- Property management and development;
- Ecologically sustainable development; and
- Corporate governance and administration.

The intention of the Act is to enable the Trust to better manage and optimise the overall value of the Trust estate.

Primary Purpose

The primary functions of this position are:

- to provide sound advice and support to the Aboriginal Land Trust (“**the Trust**”) in order to efficiently and effectively deal with, manage and develop land for the purposes of the Trust, in accordance with the *Aboriginal Lands Trust Act 2013* (“the Act”);
- to implement the resolutions of the Trust Board and to support and advise Trust Board Members (“**the Board**”) with major decision making, goal setting, and strategic planning functions in order to further the objectives of the Act, including protecting the interests and aspirations of residents, lessees and others with particular interests in Trust Land, and for the benefit of Aboriginal South Australians;
- to lead, plan and direct the operations, staff, and resources of the Trust and to ensure appropriate standards of good governance, transparency, and financial accountability; and
- to exercise, perform or discharge the functions, powers and duties conferred on the Chief Executive by the Board, or by or under the Act or any other Act.

Reporting Relationship

- Reports directly to the Presiding Member and is subject to three monthly performance management reviews.
- The Chief Executive will report to the Trust Board in relation to the management of Aboriginal Lands Trust affairs.
- The Chief Executive will provide regular updates to the Minister Aboriginal Affairs & Reconciliation.

Relationships / Interactions / Communications

- Aboriginal Lands Trust Staff
- Aboriginal Lands Trust Board
- Aboriginal Affairs & Reconciliation Department
- Other Ministers and State Government Agencies
- Aboriginal Communities and Councils
- Lessees
- Local Government Associations (Councils)

Challenges

- Commitment to supporting the objectives of the Trust.
- Ensuring work on Trust Land is carried out in a way that strengthens the relationships between Aboriginal Communities, Lessees and the Trust.
- Prioritising workloads with multiple competing deadlines.
- Anticipating and managing expectations.
- Applying sound judgment.
- Interacting with professionalism in all verbal and written communications

Work Health Safety

- Identify hazards, assesses risks and implements procedures for controlling risks.
- Maintain appropriate workplace safety records.

Special Conditions

- Some out of hours work may be required
- Current SA Drivers Licence
- Intrastate travel with overnight absences will be required
- Some interstate travel with overnight absences may be required

Aboriginal Lands Trust Conditions

- Participate in performance and development reviews by the Board
- Abide by the Trust's Code of Ethics
- Employment is dependent upon a National Police Certificate clearance that the Trust finds satisfactory

Responsibilities

Key Responsibilities	Specified Duties
<p>Key Communications</p> <p>Internal:</p>	<p>Internal:</p> <ul style="list-style-type: none"> • High level communication skills are required by this position to provide strategic and business advice on behalf of the Board to staff, the Minister for Aboriginal Affairs and Reconciliation and major stakeholders on all matters that affect the operations of the Trust. The Chief Executive also has regular contact with the Trust's Presiding Member and the Board for reporting purposes and to provide advice and to discuss issues, priorities, and recommendations. • In managing the Trust, the Chief Executive will interact regularly with Trust staff to provide leadership, guidance, and direction to ensure the efficient and effective operations of the Trust.
<p>Key Communications</p> <p>External</p>	<ul style="list-style-type: none"> • The Chief Executive consults and negotiates with counterparts in other organisations, stakeholder groups, and third-party providers, both within the public and private sectors, regarding policies and other business-related matters of common concern. The Chief Executive also liaises with various other bodies including Aboriginal leaders, regional and local authorities and Councils and Native Title Holders and groups. • The Chief Executive will seek business advice from the Commercial Development Advisory Committee appointed by the Minister to advise the Trust in relation to its commercial activities.
<p>Key Challenges</p>	<ul style="list-style-type: none"> • The Chief Executive manages an organisation within a complex, sometimes politically divisive and policy diverse area encompassing the spectrum of Aboriginal affairs, issues and needs. The major challenges faced by the Chief Executive include, but are not limited to the items set out below. <p>Strategic Planning</p> <ul style="list-style-type: none"> • Leading the development and delivery of the Aboriginal Lands Trust Strategic Plan 2024-2027 to ensure all strategic priorities, goals and actions are delivered.

	<ul style="list-style-type: none"> • Working with the Board to own the strategic plan and to build consensus. • Delivering a balanced and considered position on emerging Aboriginal related issues with careful negotiation, mediation, and conciliation. • Allocating time, effort, and negotiation in order to respond to, and often anticipate issues emanating from a range of community and peak groups, which represent the interests of Aboriginal communities in a pro-active and assertive manner. <p>Commercial Development</p> <ul style="list-style-type: none"> • Overall leadership and direction of the Trust’s investment activities to optimise financial returns and meet strategic goals. • Working with the Commercial Development Advisory Committee to explore and implement commercial opportunities and improve the Trust’s financial position. <p>Operational Management</p> <ul style="list-style-type: none"> • Leading and developing an effective executive and management team, with oversight of operational and business units. • Responding to urgent demands and managing a range of complex and sensitive matters with competing and critical deadlines. • Ensuring compliance with the SA Government Financial Management Compliance Framework for Statutory Authorities where relevant. <p>Dealing with Land Matters</p> <ul style="list-style-type: none"> • Managing a complex and diverse land portfolio that includes negotiation of leases and licences that aim to generate income for the Trust. • Ensuring the Trust has well developed and effective policies and procedures.
<p>Decision Making</p>	<ul style="list-style-type: none"> • The Chief Executive is generally responsible for the efficient and effective operation of the Trust and for ensuring the implementation of decisions of the Board. The position is also responsible for the day-to-day management of Trust’s affairs and is required to exercise any functions of the Board that may be delegated to the Chief Executive. • The Chief Executive has a high level of autonomy in decisions involving the management of the Trust. The position is responsible for the employment of staff in accordance with the staff organisational structure and budget approved by the Board. • This position is accountable for the efficient management of Trust revenue, expenditure, and investments in order to maximise returns and ensure the long-term growth and development of the Trust. • The Chief Executive will be faced with new problems and emerging issues requiring resolution, often without precedent. This position will be required to keep the Board and the Minister for Aboriginal Affairs and Reconciliation informed of political or sensitive issues and risks attracting media or community attention.

<p>Major Accountabilities</p>	<p>The Chief Executive is accountable for the following:</p> <ul style="list-style-type: none"> • Leadership, management and direction of all operating functions and finances of the Trust to ensure the efficient and effective operation of the Trust in accordance with the authority delegated by the Board. • Provision of strategic advice and support to the Board and on behalf of the Board to the Minister for Aboriginal Affairs and Reconciliation on all matters that affect the operations of the Trust. • Provision of support and advice to the Board in relation to decision making, goal setting and strategic planning to ensure that the interests and further aspirations of its members and the broader Trust estate is being developed. • Implementation of the decisions of the Board. • Ensuring the core business objectives of the Trust are compliant with the highest standards of probity and efficiency, and are implemented with due reference to the interests of stakeholders. • Development, implementation and review of the policies and programs of the Trust in accordance with the Board’s resolutions, to actively support, strengthen, encourage, and promote best practice in land management and commercial development. • Leadership in organisational change, culture, and business operations to improve Trust operations and to achieve growth and the long-term sustainability of the Trust. • Leadership of the staff of the Trust as a team and provision of guidance, focus and direction in the development, implementation and review of strategies, systems, and processes to enable the effective and efficient management of Trust functions, programs, and operations. • Development, implementation, and review of financial management strategies; fund investment, commercial development, and management strategies; risk management plans; resource allocation programs and service delivery policies to optimise financial returns for the continued success of the Trust. • Direction and coordination of annual budgets to establish funding priorities consistent with the Trust’s corporate and operational objectives and monitoring of the Trust’s financial performance to provide recommendations for improving financial compliance and operations. • Management of key relationships and sensitive communication with internal and external stakeholders, government agencies, community groups, local Aboriginal land, and consultative bodies to ensure effective and strategic liaison on sensitive issues and issues fundamental to social justice such as land rights; and • Ensuring that all practices and activities comply with and are driven by the policies and guidelines of the Trust, including employment equity and diversity, work health and safety, ethical practice, and code of conduct.
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Governance	<ul style="list-style-type: none"> • Implementing Board directives, without undue delay, taking account of the volume of Board resolutions, limited resources, and time constraints; and • Managing diverse and complex relationships with stakeholders and peak groups to facilitate the achievement of agreed objectives, understanding that the operating environment is highly sensitive and often politically charged.
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Technical Expertise

Qualifications, Skills, Knowledge, and Experience relevant to the role

Essential	<ul style="list-style-type: none"> • Aboriginality: the Aboriginal Lands Trust Board endorses that priority may be given to Aboriginal applicants; however, the position is also open to non-Aboriginal applicants. • Tertiary qualifications in a relevant field or demonstrated equivalent professional experience at a senior management level. • Thorough knowledge and understanding of the <i>Aboriginal Lands Trust Act 2013</i> and the <i>Aboriginal Lands Trust Regulations 2014</i>. • Excellent understanding of the issues affecting Aboriginal communities, societies, and cultures in South Australia, sound judgment, and ability to solve problems in a politically sensitive environment. • Superior communication and interpersonal skills together with highly developed policy formation and implementation within both public and private sector frameworks. • Established credibility and demonstrated track record of dispute resolution, liaising, negotiating, mediating, conciliating skills and working with Aboriginal communities. • Highly developed organisational and business management experience to effectively lead, direct and manage the Trust through a critical period of organisational change. • Demonstrated organisational and management skills at a senior level, including the ability to initiate and manage adjustment, allocate resources effectively and maximise staff potential. • • Sound commercial and business acumen with proven ability to optimise and manage fiscal resources, budgets, commercial operations/ventures, and funds management. • Commitment and demonstrated capacity to implement organisation wide ethical practice, equity, diversity and Workplace Health, Welfare and Safety practices.
Desirable	<ul style="list-style-type: none"> • Experience of working with Aboriginal communities • An understanding and experience in applying good environment practices to the management of land and properties.