



## Candidate Information Pack

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### Primary Partners

### Chief Executive Officer

Contact: Andrew McEncroe, Managing Partner, Derwent Search

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## Advertisement

# Chief Executive Officer

- **Grow a large-scale agribusiness**
- **Attract capital and partners with an ESG mandate**
- **Develop a thriving, sustainable Indigenous agribusiness sector**

Primary Partners is the new commercially focussed subsidiary of the Indigenous Land and Sea Corporation (ILSC). Its mandate is to manage and build on an existing agricultural portfolio to create a large scale agricultural and water enterprise that will bring together Indigenous Australians and commercial partners to benefit from shared agribusiness expertise and capital.

The ILSC is a corporate Commonwealth entity that assists Indigenous Australians with ownership and management of Country (both land and sea) to achieve economic, environmental, social and cultural benefits. Its role has expanded to reflect a shift in the expectations of Indigenous Australians to directly manage and operate agribusiness enterprises for commercial success as well as the increased appetite from private enterprise to partner with Indigenous Australians.

The ILSC's longstanding history in the agribusiness sector has seen investments in an array of ventures from northern cattle properties to southern sheep meat and wool enterprises. The current portfolio across 9 operations includes approximately 40,000 head of cattle and 10,000 head of sheep.

As the inaugural CEO your focus will be on setting and communicating clear strategic objectives for Primary Partners, its investment partners, managers and operating partners. You will be responsible for the existing agricultural portfolio as well as development and acquisition of new agricultural investment opportunities in line with an investment committee mandate and curating the assets for optimal return and delivery of mandate. Target industries include horticulture, cropping, aquaculture, livestock and bush foods.

We are seeking a visionary and inspirational leader with deep expertise in agribusiness and the ability to effectively engage with asset managers and the capital markets. Your record of commercial success in agribusiness will be characterised by strategic partnerships, exceptional stakeholder engagement, and a commitment to sustainability and incorporating environmental, social and governance (ESG) factors into investment analysis and decision-making.

This is a once in a lifetime opportunity to lead the development of significant enterprise and leave a legacy through a thriving and sustainable Indigenous agribusiness sector.

The location of the position is flexible. An appropriate remuneration package will be negotiated with the successful candidate.

The ILSC and Primary Partners acknowledges Aboriginal and Torres Strait Islander peoples as the original owners of the land we call Australia and welcomes and encourages applications from Aboriginal and Torres Strait Islander peoples for this position.

**To apply**, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search Primary Partners. Your application should include a cover letter highlighting your suitability for the role and a resume. For further information, please contact Andrew McEncroe of Derwent Search by email [amcencroe@derwentsearch.com.au](mailto:amcencroe@derwentsearch.com.au) or call 02 – 9091 3282.

**Application closing date:** Sunday 10th May 2020

## About Primary Partners and the ILSC Group

Primary Partners Pty Ltd is a wholly owned subsidiary of the Indigenous Land and Sea Corporation. Primary Partners is a new commercially focussed entity created by the Indigenous Land and Sea Corporation (ILSC) to develop a large scale agricultural and water platform that will bring together Indigenous Australians and commercial partners to generate the achievement of financial and social benefits for Indigenous Australians.

The Indigenous Land and Sea Corporation is a corporate Commonwealth entity set up in 1995 under the *Aboriginal and Torres Strait Islander Act 2005*. Its purpose is to assist Indigenous people to acquire and manage Country (sea and land) to achieve economic, environmental, social and cultural benefits.

The ILSC Group achieves its legislative purpose by:

- acquiring and divesting land and water-related rights to Indigenous people.
- supporting Indigenous people to preserve and protect culture through reconnection with country.
- building the capacity and capability of Indigenous people to sustainably manage and protect country
- partnering with Indigenous people to drive and influence opportunities for their Country.

Primary Partners ultimately exists to help the ILSC achieve its objectives and legislative mandate and increase the value of the Indigenous Estate through the agribusiness sector (including water and carbon). Primary Partners will achieve this by developing and investing in commercial Indigenous agribusinesses (including water and carbon) to achieve positive social outcomes along with a level of financial return; acquiring and managing Indigenous water-related rights, operating agricultural businesses on Indigenous-held land; and enhancing Indigenous capability through employment and/or learning development.

## Agribusiness by the numbers

- **9** agribusinesses in operation
- **1,385,316** hectares of Indigenous held-land under production
- **40,288** head of cattle as at February 2020.
- **10,906** sheep as at February 2020.
- **\$40 million** invested in infrastructure on Indigenous held-land over the past 10 years
- Achieved **173** Indigenous employment outcomes, including **34** trainee outcomes through the agribusiness operations during the FY2018-19 (flow data)
- Currently **65%** of the workforce is Indigenous.

## ILSC Group achievements by the numbers

- **\$1.2 billion** invested in the Indigenous Estate since 1996
- **6.1 million** hectares returned to the Indigenous Estate
- **\$575 million** in land value returned to the Indigenous Estate
- **\$651 million** invested in land management activities
- **257** acquired properties for the Indigenous Estate (of which 78% have been divested to Indigenous groups)

## Key milestones of the ILSC Group

- **1995** – The Land Account & ILSC was established
- **1996** – The First land purchase, West Swan Primary, is purchased on behalf of Manguri Land Enterprises & granted
- **2003** – The ILSC signs a 3-year agreement with WA Agriculture & Food Department to establish the Kimberley Indigenous Management Support Services to support commercial pastoral activity across Indigenous-owned stations. This program delivers extension services and land management funding to around 70 Indigenous-owned properties.
- **2003** – The ILSC initiates the Indigenous Pastoral Program with the Northern Land Council, Northern Territory Government, Northern Territory Cattlemen's Association. The IPP increase production on Indigenous-owned NT cattle properties to provide employment & training in the pastoral industry.
- **2005** – The ILSC purchases the former Redfern Public School in Sydney and constructs the National Centre of Indigenous Excellence.
- **2008** – The ILSC allocates \$9 million over three years to roll out a Training to Employment Program across ILSC run agribusinesses.
- **2008** – Gunbalanya Station & Meats is established and trains and employs pastoral and meat workers from the Gunbalanya community.
- **2009** – Mossman Gorge Centre projects begins with land being purchased to build a cultural and environmental tourism hub to be staffed by local Indigenous people.
- **2010** - National Centre of Indigenous Excellence opens its doors.
- **2010** – The ILSC acquires the Fish River wilderness property and becomes a model of managing the environment for Indigenous economic benefit from carbon credits.
- **2010** – The ILSC buys Ayers Rock Resort to provide employment and training benefits for Indigenous people nationally. A new subsidiary Voyages Indigenous Tourism Australia is created to operate the ILSC's tourism portfolio.
- **2012** – Mossman Gorge Centre opens its doors.
- **2013** – The ILSC sells 25,884 Australian Carbon Credits from the Fish River Project to Caltex Australia.
- **2015** – The ILSC National Indigenous Pastoral Enterprises (ag subsidiary) becomes a fully-functioning subsidiary with its own Board of Directors.
- **2018** – Legislation amendments to improve the sustainability of the Land Account and to extend the ILSC's operations to include water were passed by Parliament.
- **2019** – The ILC changes its name to the Indigenous Land and Sea Corporation.

## Position Description

### Performance Profile

**Position:** CEO – Primary Partners

**Reports to:** Primary Partners Board

**Location:** Sydney (preferred)

**Position purpose:** To create a large scale agricultural and water enterprise that will further the Indigenous Estate through the accumulation of land and building Indigenous capability. It will have critical mass, provide Indigenous opportunities and allow third party investment to achieve its outcomes. The key tasks will be to set and communicate clear strategic objectives for entity, its investment partners, managers and operations partners and staff; curate Primary Partners' assets into investment classes with a view to transferring same to the right vehicles for investment and management; and seek new agricultural investment opportunities in line with investment committee mandate.

	SIM KPIs
Indigenous Understanding	<ul style="list-style-type: none"> <li>Understanding of Indigenous communities and their interaction with agriculture.</li> <li>Ability to forward think in identifying opportunities to further the Indigenous Estate.</li> <li>Ability to generate career paths for Indigenous people.</li> <li>General understanding of Indigenous agriculture.</li> <li>Understanding of the connection Indigenous communities have with land and land management arrangements.</li> <li>Ability to effectively communicate with Aboriginal and Torres Strait Islander people in a culturally appropriate and sensitive manner, and foster that culture throughout the organisation.</li> <li>Clear understanding of the ILSC mandate regarding land acquisition and divestment.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Achieve strategic ROC project target</li> <li>Achieve revenue growth &gt; budget</li> <li>Achieve group ROI &gt; budget</li> </ul>
People	<ul style="list-style-type: none"> <li>Bed down new structure for the group and placement of new exec / partnership team</li> </ul>

### Key responsibilities:

Function	Responsibilities
Strategy	<ul style="list-style-type: none"> <li>Regularly articulate and reinforce (or reset with board) the business purpose, strategy and core objectives / KPIs</li> <li>Develop and proactively drive investment mandate for Ag Investment with/for the Ag Board &amp; Investment Committee and include water and carbon</li> <li>Report back to the board with group progress against KPIs and development/succession plans for the executive and partnership team (including actionable recommendations)</li> </ul>
Acquire and Manage Assets	<ul style="list-style-type: none"> <li>Make capex and investment decisions in line with company strategy and investment mandate (with board approval as required), including infrastructure spending and upgrades</li> <li>Classify and make recommendations to re-allocate (or dispose of) assets in line with investment strategy, including recommending assets for different uses to other funds in the ILSC group</li> <li>Work with exec team / investment partners to identify and review new investible assets for presentation to the board &amp; investment committee</li> </ul>
External Relationships	<ul style="list-style-type: none"> <li>Develop a strong understanding of trends and investor appetites to guide strategic decisions for the future</li> <li>Develop strong relationships with key Indigenous peak bodies</li> <li>Manage negotiations and relationships with management partners, suppliers, funders and other stakeholders</li> </ul>

Leadership / People Development	<ul style="list-style-type: none"> <li>• Oversee the restructure of a workforce transition plan / restructure</li> <li>• Select, mentor and provide performance feedback and management to exec team / management partners (direct reports)</li> <li>• Provide and live consistent, confident, clear communications to the group, reinforcing values and culture</li> <li>• Work with the business to identify rising stars and drive internal succession plans and development</li> <li>• Run effective executive and partner meetings and follow-up actions regularly</li> </ul>
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**Core Competencies:**

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| <ul style="list-style-type: none"> <li>• Understanding of Indigenous agriculture and communities</li> <li>• Strategic thinking / Entrepreneurship</li> <li>• Communication</li> <li>• Relationship Building</li> </ul> | <ul style="list-style-type: none"> <li>• Financial Acumen</li> <li>• Capital markets experience</li> <li>• Negotiation &amp; Persuasion</li> <li>• Leadership &amp; Vision</li> </ul> |
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**Essential requirements:**

- Relevant Tertiary Qualifications – Business / Finance related
- Proven knowledge of asset management, capital markets and the broader agriculture sector.

## The Application and Selection Process

### Candidate Care

Primary Partners and Derwent Search are committed to ensuring that potential applicants and candidates are treated respectfully and fairly. Derwent's consultants are available to field inquiries and ensure that applicants are informed about developments as they become available. Candidates who are shortlisted and complete assessments (including interviews) will be offered a feedback session to discuss their experience and the assessment results. We are also happy to make adjustments to the process that are necessary to ensure inclusion and accessibility.

### COVID-19

We understand there are unique and significant challenges due to the COVID-19 pandemic currently facing Australia and the world. In this dynamic environment Derwent and Primary Partners are responding to changes to ensure the safety and equity for all applicants and stakeholders. Currently, all interviews will be held via video conference (across a range of platforms to accommodate personal requirements) and any in person meetings will be subject to guidance of the National Chief Medical Officer and ILSC policy. We are happy to discuss these in greater detail with potential candidates and ensure that we are protecting the health and safety of everyone we work with.

### Application Process

**Closing date: Sunday, 10<sup>th</sup> May 2020**

#### Applications:

All applications are to be received by Derwent. To apply, please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the role title. Your application should include a resume and a cover letter (up to 2 pages) highlighting your suitability for the role.

#### Information and Inquiries:

For a copy of the Candidate Information Pack please go to [www.derwentsearch.com.au](http://www.derwentsearch.com.au) and search the role title. For other inquiries contact Andrew McEncroe at Derwent by email [amcencroe@derwentsearch.com.au](mailto:amcencroe@derwentsearch.com.au) or call (02) 9091 3230. Derwent will maintain confidentiality with respect to contact by potential applicants.

### Selection Process

Derwent will conduct assessments of all applications against the selection criteria for Primary Partners to consider and to select a short list of candidates to be invited to attend an interview with the section panel (currently by video conference). Candidates may also be required to complete additional assessments such as personality profiles and cognitive assessments. At least two references, including one from a recent manager, will be taken before an offer of employment.

### Pre-employment verification and background checks

An offer of employment will be conditional on the following checks being completed to satisfaction:

- Academic Qualification Check
- Professional Membership Check
- Criminal History Check
- Employment History Check
- Financial Regulatory and Bankruptcy Check.

**Thank you for your interest in Primary Partners.**