Australian Government
Indigenous Land and Sea Corporation

The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

CORPORATE PLAN 2024-25

Strategy to 2028

Front cover photo Tae Rak channel and holding pond, Gunditjmara Country, Vic

Credit Gunditj Mirring Traditional Owners Aboriginal Corporation / Tyson Lovett-Murray

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In all our activities the ILSC pays respect to the Traditional Owners and Custodians of the lands and waters on which we work. We honour the resilience and continuing connection to Country, culture and community of all Aboriginal and Torres Strait Islander people across Australia.

We recognise the decisions we make today will impact the lives of generations to come.

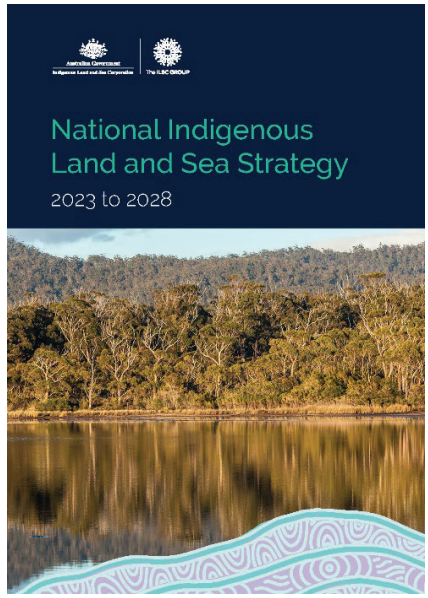
The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2024-25 ILSC Group Corporate Plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan was prepared in accordance with the Public Governance, Performance and Accountability Rule 2014. It covers the reporting period 2024-25 and anticipates developments to 2027-28.

Welcome from the Board

Welcome to the Indigenous Land and Sea Corporation's (ILSC) Corporate Plan 2024-25, Strategy to 2028.

The Corporate Plan is our chief planning document under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Historically and strategically, we use it to provide more detail on implementing the high-level direction contained in the National Indigenous Land and Sea Strategy (NILSS) – our primary policy document under the *Aboriginal and Torres Strait Islander Act* (ATSI) *2005* – and to set out our annual priorities towards achieving our purpose.



Launched in June 2023, the NILSS 2023-28 was informed by our largest ever nation-wide effort to listen to Aboriginal and Torres Strait Islander peoples' aspirations for Country and to their thoughts on the current and future role of the ILSC.

This year, as we further evolve and realign our operations to delivering the NILSS 2023-28, it brings us great pleasure to improve the alignments between our Corporate Plan and our national strategy.

Our **purpose** – set out in the ATSI Act – remains clear: to assist Aboriginal and Torres Strait Islander peoples to acquire and manage land and water to generate economic, environmental, social and cultural benefits.

However, the NILSS – and now our Corporate Plan – reflects what we were told: that in a post-determination landscape, we must explore other ways, within our legislative remit, to achieve our purpose.

Our work must continue to support the economic self-determination of First Nations people.

But we must consider how we use our many levers to amplify the voices of Indigenous leaders and enable First Nations people to generate additional economic capital from which to derive social, cultural and environmental outcomes, and to ensure they are increasingly the owners and drivers of opportunities from their Country.

You will see that:

- the core of our Corporate Plan is now aligned to the six strategic priorities that we set out in the NILSS
- aligned to those priorities, our Corporate Plan activities for 2024-25 and forward years reflect the commitments we made to Aboriginal and Torres Strait Islander peoples through the NILSS
- aligned to our purpose and activities/NILSS commitments, our Corporate Plan targets and associated performance measures are evolving to reflect our changing operations; and
- our annual NILSS action plan has been aligned to each of our priorities and associated activities/NILSS commitments.

This structure will keep us moving towards the direction set out by the NILSS.

We also have three new regional strategies – for our Eastern, Central and Western regions – that outline local approaches to the strategic priorities and commitments set out in the NILSS.

Many of our Corporate Plan activities – our commitments in the NILSS and RILSS – reflect the need for additional consultation and engagement.

As we learn more about what our stakeholders need and want, we anticipate that some of our actions will evolve and change.

You can expect to see these changes reflected in this and future Corporate Plans.

Of course, we believe it is not just *what we do* but *how well we do it* that we need to track.

Where the NILSS drives our decision making for the next five years, and the Corporate Plan more explicitly sets out what we will do, the Value for Money evaluation approach underpinning our Performance Framework provides us with the means to consider what good performance looks like across our organisation – from our external programs to our internal teams.

Its maturation in 2024-25 and forward years, will increasingly improve our reporting on how well we are tracking in delivering the NILSS and, ultimately, in delivering the ILSC's purpose.

We also recognise the best judges of our performance are Aboriginal and Torres Strait Islander peoples.

We must ensure our performance evaluation methods are inclusive, useful and culturally appropriate; and that they improve (and don't harm) outcomes for Indigenous people.

In 2024-25 and forward years, aligned to cultural leadership commitments we made in the NILSS, we will continue the development of an Indigenous Evaluation Framework that considers how we can incorporate and increasingly centre Indigenous perspectives, priorities, knowledge and preferences in all external evaluation and reporting processes involving Indigenous Australians.

We expect the outcomes to inform and improve our existing programs and practices and enhance our organisation's cultural capability.

The Board also take this opportunity to highlight the alignment of the NILSS to the National Agreement on Closing the Gap.

Closing the Gap and the NILSS are both products of listening to the voices and aspirations of Aboriginal and Torres Strait Islander peoples.

At their heart is working with Aboriginal and Torres Strait Islander people as equal partners supporting self-determination on their own terms.

Our work aligns with all four Priority Reforms and, of the 17 Outcome Areas, we explicitly contribute to Outcome Area 15 and its targets to increase Aboriginal and Torres Strait Islander rights over Country.

The NILSS commits us to playing a role in the delivery of the National Agreement, not just through delivering projects that facilitate Indigenous ownership and management of Country, but by transforming the way we work in partnership with First Nations peoples and communities.

Through 2024-25 and forward years, we will continue to work closely with our colleagues at the National Indigenous Australians Agency to strengthen our connection to Closing the Gap and explore how we can contribute to national reporting.

Meanwhile, we look forward to continuing our work with all our Aboriginal and Torres Strait Islander partners in realising their aspirations for self-determined futures through implementing the NILSS priorities and maximising opportunities across Country.

Ian Hamm, ILSC Chair

August 2024

The establishment of the ILSC recognised that 'the vast majority of Indigenous Australians have been dispossessed, either in whole or part, of that which is most precious to their sense of history and spirituality...their land[1].

What we do and why

The Indigenous Land and Sea Corporation works towards a long-term vision for Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings.

We:

- invest in projects, providing funding for Indigenous people to acquire, manage and/or develop land and water interests
- provide advice and capability support, including training, knowledge and systems that support sustainable land and water management
- connect Indigenous property holders with networks, markets, opportunities and partnerships.

Since our establishment in 1995, $1.34 billion has been invested through 1,395 projects. As of June 2024, four water interests (pipi, southern bluefin tuna, yabbie and abalone quotas) and 236 land locations (almost 6.5 million hectares) have been granted to Indigenous title holders. Forty-three land locations continue to progress towards divestment with our support.

As of June 2024, over three quarters (82 per cent) of our land and water acquisitions were under the care and control of an Indigenous title holder.

We have facilitated and partnered with numerous Indigenous corporations and people across Australia, from urban, regional and remote locations and in every Australian state and territory.

We have supported Indigenous people to bring products and services to market including cultural and ecotourism ventures; health and wellbeing centres; family, community and legal services; bushfood and bush products enterprises; sustainable saltwater, freshwater and land-based agricultural enterprises; and culturally-led ecosystem services such as ranger operations, carbon farming and traditional fire management.

And we have supported Indigenous people to strengthen knowledge and culture through carbon, clean energy and conservation events, programs and networks; through the protection of culturally significant Country such as the Budj Bim Cultural Landscape (Vic), Diana's Basin (Tas) and Bunya Mountains (Qld); and through support for culturally appropriate services such as the Mparntwe Health Hub (Alice Springs) and Lake Tyers kindergarten (Vic).

ILSC projects have enabled thousands of Indigenous training and employment opportunities; improved Indigenous access to Country; and contributed to the protection of culturally significant sites, and participation in cultural events.

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[1] Prime Minister, the Hon Paul Keating MP, Second Reading, ATSIC Amendment (Indigenous Land Corporation and Land Fund) Bill 1994, House of Representatives Hansard, 3 August 1994.

Our activities are underpinned by a respect for the ILSC's genesis.

We were established to provide for the contemporary and future land needs of Indigenous people, particularly those unlikely to benefit from Native Title or Land Rights (see *Legislative and governance context*).

In redressing dispossession, the ILSC's acquisition and management functions provide greater opportunities for a more prosperous and self-determined future for Indigenous people.

Check out our annual publication Returning and Managing Country where we showcase how the huge diversity of activities supported by the ILSC's major funding program – Our Country Our Future – are leading to positive change for Indigenous people. Available at www.ilsc.gov.au

Legislative and governance context

The Indigenous Land and Sea Corporation is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) which first commenced as the Indigenous Land Corporation (ILC) on 1 June 1995.

It was established by the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) in response to the Mabo judgement (1992) and as such, complements the *Native Title Act 1993* in the recognition of common law native title rights to land.

Sitting within the portfolio of the Department of Prime Minister and Cabinet, the ILSC contributes to the achievement of the Australian Government's priorities in Indigenous Affairs and is accountable to the Parliament through the Minister for Indigenous Australians. The operations of the ILSC directly intersect with the Government priority of economic development on Indigenous-held lands and waters.

The ILSC's primary decision-making body is its seven-member Board appointed by the Minister.

Five members including the Chair must be Aboriginal or Torres Strait Islander.

ILSC governance

MINISTER FOR INDIGENOUS AUSTRALIANS

Appoints a 7-member Board including the Chair and Deputy Chair.

Five members including the Chair must be Indigenous Australians.

BOARD

Accountable Authority

- Sets strategic direction and determines policy
- Monitors performance and compliance
- Appoints Group Chief Executive Officer (GCEO)

GCEO

Statutory Officer

Oversees day-to-day operations in accordance with Board directions

ILSC ADMINISTRATION

ILSC SUBSIDIARIES

Discrete governance and management structures

Our operating environment: Country*

‘Country’ is at the heart of the new National Indigenous Land and Sea Strategy 2023-28 and our Corporate Plan as we carry out *Our purpose* to facilitate Indigenous ownership of, and management of, land and water.

To most western cultures, land and water means physical ‘country’.

But we recognise ‘Country’ – deliberately capitalised – means so much more to Aboriginal and Torres Strait Islander people.

Physically, Country represents the lands, waterways, seas, skies and Milky Way to which Indigenous people are connected.

Less tangibly, it refers to the cultural assets, cultural knowledge and intellectual property collectively held by Indigenous people and associated with their Country.

Indigenous people are indelibly connected to Country and all that is inherent within the term – it informs complex ideas and meaning about lore, place, custom, language, economy, spiritual belief, cultural practice, wellbeing, family, and identity.

So, when we return land and water, or fund a new Indigenous enterprise or management project that capitalises on Indigenous knowledge, we facilitate so much more than economic, cultural, social and environmental benefits.

We strengthen and deepen Indigenous connection to Country.

Country exists within an increasingly interconnected landscape with global economic, social and environmental factors – for example, market forces, climate change and global pandemics (see *Key 2024-25 influences*) – influencing how we operate, as well as the opportunities available to partner with Indigenous people.

From cities, to regional and remote areas, to the coast, our challenge is to work in partnership across the diversity of Indigenous Australia; to keep pace with the demands of Indigenous people; to maximise opportunities to unlock and grow Country; and to help realise Indigenous aspirations for self-determined futures.

** sometimes referred to as the Indigenous Estate*

Key 2024-25 influences

In 2024-25 and forward years, the ILSC will continue to navigate the factors that influence our work facilitating the Indigenous ownership of, and management of, land and water.

FACTOR	RESPONSE 2024-25 and forward years
STRATEGIC	
Delivering the commitments we made to Aboriginal and Torres Strait Islander people through the National Indigenous Land and Sea Strategy 2023-28 requires significant re-alignment of our operations.	Continue to invest in change management and communication strategies and establishing a governance model to support the ILSC's transition to implementing the NILSS.
GEOGRAPHY, DIVERSITY & EQUITY	
Country occurs across vastly diverse Indigenous nations, demographies, and landscapes bringing a diverse array of opportunities and challenges. With more First Nations people having access to Country, the demand for assistance to buy (and manage) land and water is shifting.	Continue to work in partnership with representative groups and Aboriginal and Torres Strait Islander peoples to understand and support their aspirations, and look at new ways we can assist with expanding Indigenous rights over Country. Review the *Our Country Our Future* program to explore how we can create a funding system with a greater focus on self-determination; capability development; and an increase in the breadth of First Nations people benefiting from ILSC investment.
SELF DETERMINATION	
Nationwide, Indigenous people, communities and organisations continue their call for true self-determination over Country; that is, having power and control over their own political, economic, cultural and social development and futures. We recognise self-determination can mean different things for different groups; supporting Indigenous nations to determine their own futures is a guiding principle of the National Indigenous Land and Sea Strategy 2023-28.	Continue our efforts to increase our cultural capability and cultural leadership including our collaboration with the Australian National University's First Nations Portfolio. Increasingly incorporate Indigenous priorities, preferences, values, perspectives and aspirations into our performance and evaluation approach, enabling ongoing program and practice improvements. Maintain our commitment to the National Agreement on Closing The Gap.

ECONOMY

Global instability continues to unsettle the national economy. Interest rates remain at a 12 year high, cost of living pressures continue to strain households, and inflation is putting pressure on housing markets, health, and social services.

These are all sources of concern across Country and for all Indigenous people, impacting consumer and business confidence, investment decisions, and access to capital, as well as putting increased pressure on households and social service providers.

Continue to use the *Our Country Our Future* program to invest in Indigenous enterprises, building resilience and adaptation to economic (and environmental) shocks.

Continue to partner with Indigenous service providers to enable them to effectively support their clients and communities.

CLIMATE CHANGE

Australia is increasingly experiencing the effects of climate change as it drives unprecedented and extreme weather events and natural disasters.

Addressing the impacts of climate change on Country requires holistic approaches that integrate Indigenous knowledge, rights, and perspectives into climate adaptation and mitigation strategies.

Promote the ILSC's (now ongoing) Disaster Recovery Quick Response Grant Program to assist Indigenous corporations whose property has been directly affected by a declared natural disaster, such as a flood, bushfire, or cyclone.

Continue to support First Nations' access and participation in renewables, clean energy, and carbon and environmental markets.

TECHNOLOGY

Rapid changes in technology are driving both challenges and opportunities for Country and for how the ILSC undertakes its business.

Through the ILSC's Digital Continuous Improvement initiatives, continue to advance technology-driven solutions and leverage digital tools to transform how we undertake our business.

Our purpose

To assist Aboriginal and Torres Strait Islander peoples to acquire and manage land and water to generate economic, environmental, social and cultural benefits.

Aboriginal and Torres Strait Islander Act 2005

Our vision

For Indigenous Australians to enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings.

Our guiding principles

Since the June 2023 launch of the National Indigenous Land and Sea Strategy 2023-28 our work has been guided by three principles.

We will:

- care for and consider Country in all that we do and support Indigenous people to look after Country their way **(Caring for Country)**
- remove barriers to self-determination within the ILSC to provide Indigenous people with power and control over their Country and development **(Self-determination)**
- shift the distribution of power and how we work to be an equal partner to Indigenous peoples and provide choice in ways to work with us **(Partnership)**.

Our strategic priorities

The NILSS 2023-28 also sets out six strategic priorities that we will continue to re-align our work towards during 2024-25.

We will:

- expand Indigenous rights and interests in Country **(Returning Country)**
- grow Indigenous-led initiatives on Country **(Managing Country)**
- increase Indigenous influence on priority sectors **(Sector leadership)**
- build beneficial partnerships **(Meaningful connection)**
- provide high-quality services **(Excellent service)**
- step up as a culturally capable leader **(Cultural leadership)**.

Each strategic priority is mapped to a measurable **strategic outcome(s)** – see pages 14-28.

For an easy reference guide to our full Strategic Framework and Strategic Documents see pages 43-44.

Our long-term outcomes*

Aligned with *Our purpose* under the ATSI Act, we have identified a series of long-term outcomes (or changes) that Indigenous people are expected to accrue as a result of involvement in our activities:

1. Indigenous people are maintaining and growing the value and productivity of Country.
2. Indigenous people are owning and managing Country sustainably.
3. Indigenous people are influencing policy and opportunity for Country.
4. Indigenous people are strengthening culture through reconnection to Country.

The relationship between our activities and long-term outcomes is shown in the ILSC Program Logic (see page 46) and further discussed in *Our performance and reporting* (page 39).

*previously referred to as *Our pathways of change*

Our targets

The ILSC currently maintains a combination of qualitative and quantitative performance measures linked to our Performance Framework:

- Deliverables and Key Performance Indicators (KPIs) – the performance criteria outlined in our contribution to the Portfolio Budget Statements (PBS) (see page 41) of the Department of Prime Minister and Cabinet.
- Corporate Plan targets (pages 14-28): additional measures enabling the ILSC to consider the extent to which our activities and investments have generated the anticipated positive change in the lives of Indigenous people, and therefore the extent to which we are delivering *Our long-term outcomes*.

In the following pages, our Corporate Plan targets – revised for 2024-25 – have been mapped against *Our long-term outcomes* and PBS Deliverables and KPIs.

See *Our performance and reporting* (page 39) for further information.

Strategic priority 1 Returning Country

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

Strategic outcome

- The ILSC uses diverse, innovative approaches that amplify expansion of legal rights over Country for Indigenous Australians.

Activities / NILSS commitments[2]

In 2024-25 and forward years, the ILSC will:

- ramp up divestment of ILSC-held properties including exiting operations
- prioritise acquisition of and access to water and water-related rights
- prioritise acquisition of and access to Country for nations with no or limited access to Country
- identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country
- improve our acquisition service to be more responsive to the market, meet the needs of Indigenous people, and secure quality and fit-for-purpose Country.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
By 2028, the ILSC will have acquired 310† land or water-based interests since inception, for the benefit of Indigenous corporations	**Deliverable 1** Interests acquired	Type of country; location type; RILSS region; purchase price and data; valuation price and date
By 2028, the ILSC will have returned a total of 275† land or water-based interests to Indigenous care and control since inception	**Deliverable 2** Interests granted	Valuation price and date

Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)

† This target reflects the targets set out in the ILSC's contribution to the 2024-25 Portfolio Budget Statement

[2] Activities are aligned to the commitments – 'what we will do' statements – set out under the NILSS 2023-28 strategic priority 'Returning Country'.

2024-25 NILSS actions[3]

No.	Action	Due
1.1	Complete a strategic review of all ILSC held Country (46 locations) and develop a national plan for divestment by 2028	June 2024
1.2	Return at least eight interests (land, water or related rights) to First Nations peoples	June 2024
1.2a	Return at least eight interests (land, water or related rights) to First Nations peoples	June 2025
1.3	Return the Yulara land to the local Anangu community and exit the ILSC-owned Yulara operations in a way that will provide a sustainable future to Anangu and the future operator	June 2025
1.4	Progress the divestment of ILSC agriculture assets • Extend the lease for Gunbalanya Station and Gunbalanya Meatworks (NT) • Progress divestment of Roebuck Export Depot (WA) through a share sale	June 2024
1.4a	• Complete installation of water and fencing infrastructure at Gunbalanya Station (NT) • Complete installation of composting system, solar/battery microgrid, transportable accommodation and kitchen, and construction of unloading ramp at Roebuck Export Depot (WA)	June 2025
1.5	Identify ways of returning Country to Indigenous Nations with no or limited access to their Country, and ways to expand rights and interests in Country through improved access	Dec 2024
1.5a	Review state, territory, and commonwealth programs and processes (government and non-government) that support the return of Country and progress opportunities that provide greater access to Country	June 2025
1.6	Acquire at least five interests (land, water or related rights) through *Our Country Our Future* and provide associated support as required	June 2024
1.6a	Acquire at least five interests (land, water or related rights) through *Our Country Our Future* and provide associated support as required	June 2025

2023-24 action

[3] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

Strategic priority 2 Managing Country

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

Strategic outcome

- Indigenous groups can readily access fit-for-purpose ILSC services that enable management of Country on their own terms.

Activities / NILSS commitments[4]

In 2024-25 and forward years, the ILSC will:

- support Indigenous people to drive systems change and remove barriers that limit success in managing Country and restrict self-determination over Country
- improve our management service to provide access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country
- identify and address key threats to ILSC-held and granted Country.

[4] Activities are aligned to the commitments – 'what we will do' statements – set out under the NILSS 2023-28 strategic priority 'Managing Country'.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
By 2028, the ILSC will have assisted in the establishment of and/or improved the productivity, efficiency and/or resilience of 60 businesses per year	**KPI 3** Indigenous business development	Type and purpose of improvement (efficiency, productivity, resilience)
	KPI 1a & **1b** Indigenous employment	Individual instances of employment: a) by the ILSC Group, or b) through ILSC supported activities
The proportion of ILSC granted assets returned to the ILSC and/or lost to Indigenous care and control is decreasing year on year	Number of granted assets vs returned or lost grants	Valuation price and date; reason for return or loss
80% of all projects meet projected indicators (relates to all long-term outcomes)	Number of projects with incomplete vs complete projected indicators	Output performance ratings
The extent of Indigenous participation in capability building activities related to ownership and/or management of Country and/or enterprise	Training participation	Training type; course duration; accreditation status; activity type
	KPI 2a Trainees hosted/employed	Host name (subsidiary)
	KPI 2b Training completions	Training type; course duration; accreditation status
	Planning participation where Indigenous people engage in structured planning activities to enable enterprise development and/or the management of Country	Type of planning activity
50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment	**KPI4** Protection of Indigenous culture, heritage and the environment	On-ground management activities

Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)

2024-25 NILSS actions[5]

No.	Action	Due
2.1	Complete a review of all ILSC-held and granted properties and develop a plan to address key threats and support new opportunities	June 2024
2.1a	Develop and implement a communications plan to engage with and support landholders of ILSC-granted Country	Sept 2024
2.1b	Develop and launch a toolkit to support capacity development and sustainable management of ILSC-granted Country	June 2025
2.2	Deliver the Savanna Fire Management Program • 5 groups supported • 1 group transitioned to an ongoing sustainable enterprise • Investigate new groups to support	June 2024
2.2a	• 4 groups supported • 1 group transitioned to an ongoing sustainable enterprise • 1 new group supported	June 2025
2.3	Consult with Birriman-gan native title holders about decision making and establish a working group to progress to next phase	June 2024
2.3a	Establish appropriate native title decision making process for Birriman-gan native title holders	June 2025
2.4	Ensure the ILSC fulfills its statutory requirements as an agent PBC	Ongoing
2.5	Deliver the Real Jobs Program (RJP) • 100 Indigenous people employed through the program in the Indigenous agribusiness, tourism, and land management sectors in the Northern Territory • Assist RJP host organisations to identify and strategically address key threats to Country through development of Annual Project Plans (12)	June 2024
2.5a	• 100 Indigenous people employed through the program in the Indigenous agribusiness, tourism, and land management sectors in the Northern Territory • Support Indigenous-led sector development through delivery of annual RJP forum (1) • Undertake a review of the FY22-25 program round and develop continuous improvement plan to inform FY26-28 program round	June 2025
2.6	Support at least 120 projects through *Our Country Our Future* and provide associated support as required	June 2024
2.6a	Support at least 120 projects through *Our Country Our Future* and provide associated support as required	June 2025

2023-24 action

[5] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

Strategic priority 3 Sector leadership

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

3: Indigenous people are preserving and protecting culture through reconnection with Country

4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcome

- Indigenous groups have greater influence and leadership within priority sectors.

Activities / NILSS commitments[6]

In 2024-25 and forward years, the ILSC will:

- identify and regularly review priority sectors to focus our effort and maximise impact
- elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves
- facilitate access to the skills, knowledge, resources, partners, and funding and connections required to become sector leaders and increase sector participation.

[6] Activities are aligned to the commitments – 'what we will do' statements – set out under the NILSS 2023-28 strategic priority 'Sector leadership'.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
20% of new active projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	Identify and describe	No additional information
30% of new active projects drive policy and opportunity for Indigenous Australians	**KPI 6** ILSC contribution to the Indigenous Estate	% qualifying projects and description of activities
40% of new active projects have transformative elements intended to drive planned and ongoing change to enterprise(s), Country and/or the lives of Indigenous beneficiaries		
Invest in strategic projects to benefit Indigenous Australians		Project name, location and description
The number of Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment is increasing year on year		% qualifying projects and description of activities

Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)

2024-25 NILSS actions[7]

No.	Action	Due
3.1	Establish a new, dedicated ILSC team to lead this priority	Jan 2024
3.2	Develop a draft strategic approach for each sector that guides ILSC action over the next 4 years to drive progress at scale	June 2024
3.2a	Finalise a strategic approach for each sector	June 2025
3.3	To support strategy development, consult with key stakeholders in each sector to better understand the needs, opportunities, and the desired role of the ILSC	June 2024
3.3a	Establish ongoing mechanisms for the ILSC to engage meaningfully and receive guidance from Indigenous leaders regarding sector leadership and development.	June 2025
3.4	Establish an ILSC-funded mechanism (e.g. via a provider panel maintained by the ILSC) for Indigenous Country managers to seek guidance about the opportunities for, impacts, viability, feasibility, and equity options for sector projects on their Country	June 2025

2023-24 action

[7] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

Strategic priority 4 Meaningful connection

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

3: Indigenous people are preserving and protecting culture through reconnection with Country

4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcome

- Partnerships with the ILSC are open, transparent, accountable, respectful and mutually beneficial.

Activities / NILSS commitments[8]

In 2024-25 and forward years, the ILSC will:

- ensure community consultation and the voices of Indigenous people drive everything we do
- change our partnership and engagement approach to be more culturally appropriate and encourage others to adopt similar practices
- where requested, champion the interests, priorities, and perspectives of Indigenous people into government and relevant sectors
- work with government agencies to reduce duplication, align effort and make it easier to access services or information
- establish, maintain and/or strengthen partnerships with relevant partners and, where desired, improve access to these partners
- increase community awareness of the role and services of the ILSC and improve access to us.

[8] Activities are aligned to the commitments – ‘what we will do‘ statements – set out under the NILSS 2023-28 strategic priority ‘Meaningful connection’.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
60% of new projects will involve formal partnerships and informal collaboration	**KPI 5** Collaboration	Partner type; contribution type; contribution value
Extent of engagement, facilitation and advocacy activities	**KPI 6** ILSC contribution to the Indigenous Estate	Event date, name and location
Invest in sponsorships to enhance the ability of Indigenous Australians to undertake Country management, activities and engage in policy development		Proponent name, date and description
# **Deliverable 3** – Number of active projects (relates to all Corporate Plan targets)		

2024-25 NILSS actions[9]

No.	Action	Due
4.1	Develop the Regional Indigenous Land and Sea Strategies (RILSS) in consultation with community and release the RILSS by December	Dec 2023
4.2	Develop culturally appropriate engagement practice that enables the ILSC to be driven by stakeholder voices • Establish a communication strategy • Establish engagement principles • Establish an improved Customer Relationship Management System	Dec 2024
4.2a	• Implement the communication strategy • Establish necessary policies, processes and practice change to support engagement principles • Extend the Customer Relationship Management System	June 2025
4.3	Increase our presence on Country, including attending regional events and forums that focus on the return and management of Country	June 2028
4.4	Continue to work with partners to identify opportunities, leverage ILSC investment and generate benefits for Indigenous people	June 2028
4.5	Work with government partners through interagency relationships and policy partnerships to align effort	June 2028
2023-24 action		

[9] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

Strategic priority 5 Excellent service

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

3: Indigenous people are preserving and protecting culture through reconnection with Country

4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcome

- The ILSC demonstrably meets the needs and standards of Indigenous stakeholders, and continuously seeks opportunities for improvement.

Activities / NILSS commitments[10]

In 2024-25 and forward years, the ILSC will:

- seek to broaden our mandate to be more responsive to a wider range of needs
- continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access
- embed a focus on self-determination and equity across the ILSC functions and operations and promote this more broadly
- be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress
- maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals.

Corporate Plan target	Performance indicators	Information collected
Continuously improve performance of whole of ILSC against internal Value for Money standards	Whole of organisation Value for Money performance criteria and standards	Standard against criteria; rationale; improvement suggestions

[10] Activities are aligned to the commitments – 'what we will do' statements – set out under the NILSS 2023-28 strategic priority 'Excellent service'.

2024-25 NILSS actions[11]

No.	Action	Due
5.1	Review the ILSC mandate and funding to better match contemporary aspirations and needs	June 2024
5.1a	Pursue implementation of the review findings to revise our mandate and funding	June 2028
5.2	Review the *Our Country Our Future* program to develop more fit-for-purpose services	Dec 2024
5.3	Establish and realign internal governance, accountability, performance and reporting to support delivery of the NILSS	June 2026
5.4	Build and maintain an engaged workforce across the ILSC, capable, enabled and motivated to deliver upon NILSS • Develop a relevant Performance Development Program • Develop a Health and Wellbeing Strategy	June 2024
5.4a	• Develop a People Engagement Plan • Review and update relevant HR and safety policies and systems	June 2025
5.5	Benefit our stakeholders by generating financial efficiencies and savings • Commence foundational design of an updated financial system • Review and update procure to pay processes	June 2024
5.5a	• Update procurement and travel-related policies • Plan the implementation of related applications	June 2025
5.6	Improve the service experience of our stakeholders by continuously improving the ILSC's digital capability • Upgrade contract processes and system • Implement analytics and automation strategies	June 2024
5.6a	• Commence upgrade of finance system and processes • Deliver enterprise risk management processes and a system to support them • Progressive implementation of AI-enabled business solutions	June 2025
5.7	Embed the ILSC Enterprise Risk Management Framework (ERM) into relevant internal processes and systems to enable consistency in risk decision making	June 2025
5.7a	Support ILSC staff to engage with risk appropriately by reviewing, updating and providing training on the ERM and ILSC's risk appetite statement	June 2025

[11] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

5.8	Develop and pilot an extended ILSC Performance Framework to enable consistent internal performance monitoring, evaluation and reporting and drive continuous improvement processes	June 2024
5.8a	Implement the extended ILSC Performance Framework across the whole of the ILSC to enable consistent internal performance monitoring, evaluation and reporting and drive continuous improvement processes	June 2025
5.9	Develop and adopt ILSC public policy positions • Native Title • Investment • Climate change	June 2025

2023-24 action

Strategic priority 6 Cultural leadership

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

3: Indigenous people are preserving and protecting culture through reconnection with Country

4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcomes

- The ILSC exemplifies cultural leadership, setting the standard for other government agencies and partners
- Indigenous interests, aspirations, preferences and priorities are considered in all aspects of the ILSC's operations

Activities / NILSS commitments[12]

In 2024-25 and forward years, the ILSC will:

- make our way of working more culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC
- enhance the cultural capability of all staff
- transform the ILSC into an employer of choice for Indigenous Australians
- change the way we measure and report success to incorporate more culturally appropriate approaches
- share our learnings and encourage others to adopt culturally appropriate ways of working.

Corporate Plan target	Performance indicators	Information collected
Investment in culturally appropriate practices	Indigenous Evaluation Framework developed; proponent-led evaluations underway	Progress update (qualitative)
	Deliver the Indigenous Employment Strategy and Reconciliation Action Plan	

[12] Activities are aligned to the commitments – 'what we will do' statements – set out under the NILSS 2023-28 strategic priority 'Cultural leadership'.

2024-25 NILSS actions[13]

No.	Action	Due
6.1	Review ILSC policies, processes and operations to align to the NILSS guiding principles of self-determination, caring for Country and partnership	Dec 2024
6.2	Build and maintain a working environment that prioritises Indigenous employment and development opportunities, cultural safety, inclusion, and appreciation • Develop a Reconciliation Action Plan • Implement the Indigenous Employment Strategy	June 2024
6.2a	• Continue to implement the Indigenous Employment Strategy • Develop and release a Cultural Capability framework including cultural safety practices	Dec 2025
6.3	Develop culturally-appropriate evaluation practise • Support Indigenous proponent-led evaluations • Form an Indigenous Advisory Panel to direct the development of an Indigenous Evaluation Framework	June 2024
6.3a	• Continue support for Indigenous proponent-led evaluations • Complete development of Indigenous Evaluation Framework and review of PBS targets, in consultation with Indigenous Advisory Panel	June 2025
6.4	Begin implementing the Reconciliation Action Plan	June 2025

2023-24 action

[13] With the NILSS launched in June 2023, sequencing with the Corporate Plan preparation meant that we were unable to finalise and publish our 2023-24 NILSS actions in the Corporate Plan 2023-24. This year, for line of sight and to reflect the evolving nature of our actions, we have chosen to show our 2023-24 actions. All actions reflect 14 June 2025 status. In future years, we will refer out to a master action plan that tracks our progress and any adjustments (e.g. to due date, wording or scope).

Our funding and program structure

The ILSC is funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF), established (initially as the Aboriginal and Torres Strait Islander Land Account) to support the purpose of the ILSC. Revenue from the fund supports our operations, with the ILSC receiving $45 million (2010-11 values), indexed annually to CPI.

We achieve *Our purpose* through:

- our principal funding program – *Our Country Our Future* – delivered from our three Divisional offices: Western (Perth), Central (Adelaide) and Eastern (Brisbane) where we develop and deliver new land and water acquisition and management projects with Indigenous groups
- our subsidiaries, which are specifically structured and geared to generate outcomes through operating commercially in industry sectors in which Indigenous peoples hold a competitive advantage:
    - National Centre of Indigenous Excellence
    - Voyages Indigenous Tourism Australia
    - ILSC Employment
- the delivery of funded programs – Real Jobs Program and Savanna Fire Management – where our specific skills, scope and scale make us a partner of choice for both Government and our Indigenous partners.

2024-25 NILSS action alignments

As we take action to deliver the new NILSS 2023-28 – and continue to reduce our number of subsidiaries (see page 30) – further changes may occur in forward years to our programs and structures.

Relevant NILSS actions include 5.1, 5.1a and 5.2. See 2024-25 NILSS action table (page 25) for full details.

Our subsidiary operations

The ILSC operates three wholly-owned subsidiary businesses which contribute to *Our purpose* through the management of Country. These entities were established to operate in response to commercial and social drivers, delivering outcomes aligned to *Our long-term outcomes* through the advantage held by Indigenous people in these sectors.

Consistent with the NILSS strategic priority 'Returning Country' and our aligned commitment to 'Ramp up divestment of ILSC-held properties including exiting operations', the profile of ILSC subsidiary operations will continue to change as we divest held assets and transition from acting as an owner-operator of enterprises.

Our processes and decision-making structures will ensure that divestment of these assets sustains at least the existing level of benefits to Indigenous people in the immediate term.

Over time, we expect these assets to generate increased economic, environmental, social and/or cultural capital for Indigenous people, including building their active control over Country.

National Centre of Indigenous Excellence

Description

- National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise generating long-term improvements in Indigenous wellbeing.
- NCIE operates from 180 George Street Redfern (the historic site of the Redfern Public School), a property divested by the ILSC in June 2022 to the New South Wales Aboriginal Land Council (NSWALC).
- The ILSC continues to support the enterprise's operations through corporate services assistance while the ILSC, NCIE, NSWALC and other local stakeholders work to transition the enterprise to new ownership.

Activities

- NCIE provides fitness and conference facilities for local Indigenous people, families and communities.

Contribution to *Our long-term outcomes*

- Through its operations and targeted programs, NCIE supports *Our long-term outcomes* by delivering a significant contribution to the employment and training outcomes set out in our Portfolio Budget Statement targets (1a and 2a) and to KPIs 1b and 2b.

Voyages

Description

- Offers experience-based holidays on Indigenous-held land across Australia including Ayers Rock Resort in Yulara, Northern Territory, and tourism facilities at Mossman Gorge, Queensland.
- Leverages the assets of Country to provide guests with enriching, memorable experiences, showcasing Indigenous cultures.
- Directs all profits from its business activities to building the guest experience and supporting Indigenous training and employment across Australia.
- In 2024-25 the ILSC will formally launch a sale process for the operational assets of its subsidiary, Voyages Indigenous Tourism Australia Pty Ltd, which operates the Ayers Rock Resort at Yulara in Central Australia.
- While initially proposed to be limited to Ayers Rock Resort, following feedback received throughout the community engagement process and strategic review, the Board has made the decision to consider including Mossman Gorge Cultural Centre operations in the sale.

Activities

- Operates commercial tourism facilities (described above).
- Operates the National Indigenous Training Academy, providing work-based traineeships for Indigenous people in hospitality and related vocational fields, enabling them to secure employment in the hospitality industry across Australia.

Contribution to *Our long-term outcomes*

- Delivers employment and training outcomes as set out in our Portfolio Budget Statement targets (1a and 2a).

ILSC Employment

Description

- Established in June 2023 to take over the labour hire operations from ILSC-held agribusinesses including the ILSC's former subsidiary Primary Partners Pty Ltd (divested in March 2024)

Activities

- Currently employs staff working on ILSC operations at Gunbalanya Station (NT), Gunbalanya Meats (NT), Banka Banka Station (NT) and Jumbun Farm (Qld).
- The ILSC continues to work with stakeholders to transition these properties to new ownership.

Contribution to *Our long-term outcomes*

- Delivers training and employment outcomes to Indigenous people – as set out in our Portfolio Budget Statement targets (1a and 2a) – and maximises the productivity of Indigenous-held land and water.

2024-25 NILSS action alignments

As we take action to deliver the new NILSS 2023-28 and realise our commitment to divest all ILSC-held properties, we will continue to reduce our number of subsidiaries. Relevant NILSS actions include 1.3, 1.4 and 1.4a. See 2024-25 NILSS action table (page 15) for full details.

Our partners

Growing and maintaining trusted partnerships is critical to meeting *Our purpose*. We recognise our unique opportunity to equally partner with Aboriginal and Torres Strait Islander people and champion their perspectives and priorities, while also having direct input into government, and connections with trusted industry partners. Our collaborations are a key measure of our performance and our partnerships essential to our operations and to achieving *Our long-term outcomes*. 'Meaningful connections' is therefore one of our new strategic priorities, central to delivering our National Indigenous Land and Sea Strategy.

Aboriginal and Torres Strait Islander peoples

The primary stakeholders for the ILSC, Aboriginal and Torres Strait Islander people are `holders' of the cultural, environmental, economic and social assets that make up Country; they are both partners in, and beneficiaries of, our core business in delivering projects across Country. Our work sees us partner with Indigenous people in all their diversity including Traditional Owners, land councils, Indigenous corporations, and Indigenous businesses, enterprises and service providers.

The Indigenous land and water management sector

We share our land and water management agenda with a range of other organisations with whom we partner on project delivery, funding, and in ensuring Indigenous perspectives are central to the development of policy and activities. Examples include land councils, ranger groups, Indigenous Protected Areas, natural resources management bodies as well as regional or jurisdictional groups like the North Australian Indigenous Land and Sea Management Alliance, 10 Deserts Project, Indigenous Desert Alliance, the Indigenous Carbon Industry Network, the First Nations Clean Energy Network, and large conservation NGOs including The Nature Conservancy and Bush Heritage.

Indigenous land rights sector

Our partners in policy and agenda setting, since the ILSC's inception we have worked closely with Native Title bodies supporting the generation of economic, environmental, cultural and social outcomes from Country. As we move into a post-determination era, we will continue this work with peak bodies – National Native Title Council and National Native Title Tribunal – and the various Native Title representative bodies and Prescribed Bodies Corporate operating across Country, setting Indigenous voices and views at the centre of a self-determined land and water-based economy. We are also working closely with the Australian National University's First Nations Portfolio to collaborate on education, research and public policy development that contributes to the ILSC's long-term outcomes.

Government

The ILSC works across government agencies at a federal, state and local level consulting on policy, regulatory and operational matters. Nationally, we are accountable to the Minister for Indigenous Australians (ATSI Act and PGPA Act) and the Department of Prime Minister and Cabinet. We maintain a close working relationship with the National Indigenous Australians Agency (the chief Commonwealth organisation overseeing Aboriginal and Torres Strait Islander affairs across the Australian Government), and with Indigenous Business Australia, CSIRO, and other government agencies and bodies. Increasingly, we are involved in inter-agency collaborations supporting Indigenous infrastructure development in northern Australia, including through the Northern Australia Infrastructure Facility. We are also growing our relationship with the Northern Territory Aboriginal Investment Corporation.

Co-funders and investment partners

The ILSC can play a critical role in connecting Indigenous land and water projects – particularly those with a commercial or trading dimension – with additional sources of non-government finance. Opportunities exist in philanthropy, the private sector, conservation finance, and impact investment, as well as mainstream finance and banking products. We will continue to build relationships with new partners and strengthen our relationships with our existing partners including First Australians Capital, Westpac, Commonwealth Bank of Australia, National Australia Bank, Social Ventures Australia, Impact Investing, Impact Investment Group, Tiverton Agricultural Fund, Odonota, Cassinia, Social Enterprise Finance Australia, The Nature Conservancy, Pollination Foundation, Trust for Nature, Bush Heritage, Northern Australia Infrastructure Fund, Clean Energy Finance Corporation, and the Australian Renewable Energy Agency. The ILSC is also investing in supporting the capacity of Indigenous groups to directly access investment and non-government funding.

Commercial partnerships

Commercial, or business, partners can be critical in assisting Indigenous people to realise benefits from their rights/interests in land or waters. Since 2019 the ILSC has supported several major opportunities where a commercial partnership (or joint venture) between Indigenous and commercial entities has been central.

2024-25 NILSS action alignments

As we take action to deliver the new NILSS 2023-28, we will ensure our partnerships and engagement approaches are strengthened, culturally appropriate and position Aboriginal and Torres Strait Islanders peoples as equal partners. Relevant NILSS actions include all those listed under the Meaningful Connections strategic priority (see page 23).

Our people and capability

The ILSC is a relatively small entity with a broad remit – and we are unashamedly ambitious for Indigenous people. We strive for a future where generations of Indigenous people enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings. We are proud of our achievements and partnerships with Indigenous groups where we work together to build a prosperous Country.

To realise Indigenous peoples' aspirations, we must continue to employ the right people, fully engaged with *Our vision* and *Our values*, and with the skills, confidence, relationships, technology and culture to drive our agenda.

In return, we provide meaningful learning and development opportunities; maximise the diverse experiences and skills our people bring through opportunities for collaboration; and offer a reward and recognition program, which recognises staff who live *Our values* and demonstrate a commitment to *Our purpose*.

The ILSC prioritises the employment of Indigenous people, both through our own operations and those of our subsidiaries. As at 30 June 2024, we employed 343 Indigenous people, making up 30% of our total workforce.

We know that being an employer of choice for Aboriginal and Torres Strait Islander peoples speaks to our reputation and cultural credibility and will contribute to more meaningful outcomes for both the Indigenous people that we employ, and those that we serve.

As an Indigenous statutory body, we seek to lead by example. And we believe we can do better.

Aligned to commitments we made in the NILSS 2023-28 to improve our cultural capability as an organisation (see Cultural leadership strategic priority), in June 2023, we launched our Indigenous Employment Strategy 2023-28 to guide our efforts in providing a pathway for Indigenous leadership in the land and water sector.

We report our Indigenous employment achievements in our Annual Performance Statement.

Our values

- Trust
- Respect
- Excellence
- Commitment
- Integrity, Fairness and Equity
- Cost Effectiveness
- Professionalism & Openness
- Collaboration
- Best Practice

2024-25 NILSS action alignments

As we take action to deliver the new NILSS 2023-28, we must ensure we maintain a culturally capable, skilled workforce capable of achieving the NILSS goals, and adopt culturally appropriate practises that transform the ILSC into an employer of choice for Indigenous Australians. Relevant NILSS actions include 5.3, 5.4, 5.4a, 5.6, 5.6a, 5.8, 5.8a, 6.1, 6.2, 6.2a, and 6.3.

See 2024-25 NILSS action tables (pages 25-26 & 28) for full details.

Our approach to risk

The landscape in which the ILSC (and our subsidiaries) operates is complex, multi-layered and susceptible to impacts from external drivers (e.g. economic, political, environmental) which may bring strategic, reputational, financial, legal and/or operational risks.

However, to deliver on *Our purpose* we engage with risk, setting tolerances and determining acceptable thresholds and mitigation strategies.

We enable a culture of safety and security that promotes sound judgement, innovation, improvement and, ultimately, the achievement of outcomes for Indigenous people.

Our overall risk appetite is therefore moderate, ensuring we can engage with risk in order to pursue opportunities when working with key stakeholders.

However, we have a low risk tolerance in relation to the health, safety and wellbeing of our employees, the unauthorised disclosure of official information, and fraudulent conduct.

At the ILSC we:

- believe that everyone is responsible for risk management
- integrate risk management strategies and procedures into all ILSC policies and projects
- train and involve staff in risk management, including awareness, identification and monitoring
- develop and share risk management knowledge and skills and utilise tools
- conduct risk analysis on all operations, programs and projects
- are practical and balanced in reporting risks, using what we find to inform decision-making and continuous improvement.

Aligned with the requirements of the PGPA Act and the Commonwealth Risk Management Policy, our Enterprise Risk Management (ERM) Framework articulates the principles for designing, implementing, monitoring, reviewing and continually improving our risk management processes and activities.

It identifies nine areas of strategic and operational risks for the ILSC (including its subsidiaries) along with mitigating actions (see tables, page 37-38).

The ERM Framework is reviewed annually while the ILSC's Audit and Risk Committee and internal audit functions provide independent assurance and advice to the Board.

2024-25 NILSS action alignments

As we take action to deliver the organisational change inherent in the new NILSS 2023-28, it's crucial we continue to engage with risk to remain adaptable, innovative and resilient; to navigate uncertainties; and to capitalise on new opportunities.

Relevant NILSS actions include 5.7 and 5.7a.

See 2024-25 NILSS action table (pages 25-26) for full details.

STRATEGIC RISK Risk events that reflect the ILSC Board's strategic intent and *Our purpose*		
Statutory Risk	**Performance Risk**	**Stability Risk**
Internal process, decision and/or systems failure resulting in a breach and/or non-compliance of statutory and/or legal obligations	Delivery of a process and/or service and/or project that is not fit-for purpose and/or doesn't achieve ILSC Group[1] mandate and/or performance objectives	The risk of market fluctuations and/or trade relationships affecting financial and/or organisational stability

Mitigation and management

- All Board Members, Executives and staff are responsible for oversight and management of risk.
- Engaging in proactive and consistent risk identification, management and monitoring.
- Integrating risk management framework methodology and Board-approved risk appetite thresholds to support the Board and Executive in pursuit of its strategic activities.
- Integrating risk appetite into key risk management practices and processes.
- Reporting application of risk appetite to key stakeholders for informed decision-making.
- Independent assurance over both operations and management's day-to-day risk activities; review and challenge functions including the setting and adherence to policies and procedures.

OPERATIONAL RISK Risk events that arise while delivering the ILSC's strategic objectives		
Stakeholder engagement risk Incorrect, incomplete or untimely information or service provided to a critical internal and/or external stakeholder	**Health & safety risk** Incident occurs that threatens health and/or safety of workers, visitors, the public and/or livestock	**Fraud risk** Fraudulent/corrupt behaviour by a worker and/or third party
Heritage & environmental risk A project and/or incident occurs that 1) threatens the environment and/or heritage and/or 2) impacts or is impacted by climate change	**Confidentiality risk** Unauthorised release of/amendment to/use of and/or loss of corporate, confidential or sacred information	**Business disruption** Disruption to critical business function for a period in excess of specific Maximum Acceptable Outage

Mitigation and management

- Provision of risk management awareness across the ILSC Group i.e. training and involving all staff in risk identification, evaluation and management and providing risk reporting and monitoring avenues.
- Integrating risk management objectives into all ILSC Group operational activities to support better decision making and engaging methodology to inform the opportunities to pursue.
- Considering causes, sources and events to engage in proactive and consistent risk identification, management and monitoring.
- Improving risk governance through adherence to risk management procedures which are embedded within everyday practice.
- Ensuring that all stakeholders, including those involved in the implementation and those impacted by the treatment strategy are well informed and consulted.
- Requiring reporting and escalation avenues for risk appetite settings outside of tolerance.

[1] ILSC Group refers to the ILSC and its subsidiaries.

Our performance and reporting

Performance

The overarching ILSC Performance Framework sets out our cyclical planning, monitoring, evaluation, reporting and improvement processes. It provides important accountability against how we are spending public funds and delivering against *Our purpose*.

Our framework is underpinned by the ILSC Program Logic or 'theory of change' (see page 45) that outlines how we currently expect the ILSC's inputs, activities and outputs to lead to our outcomes and ultimately our purpose and vision. As the framework is implemented, our theory will be tested: how well are our resources being used? And are our activities leading to the planned changes and outcomes?

Evaluation

Aligned to our theory of change, the ILSC has adopted a Value for Money (VfM) evaluation approach which asks:

Are we choosing the best possible investments to generate the most significant economic, environmental, social and cultural capital for Indigenous people?

Based on our 'theory of value creation' (see page 45), ILSC performance is assessed from four perspectives – economy, efficiency, effectiveness and equity.

We assume that if we –

- choose the right investments (**economy**)
- deliver the right activities in the right way (**efficiency**), and
- consider Indigenous people at extra disadvantage (e.g. women, young people and the disabled and/or those living in locations of relative socio-economic disadvantage) (**equity**)

– then maximum cultural, social, environmental, and cultural capital will be generated, and our short to medium term outcomes will be achieved for Indigenous people (**effectiveness**).

This contributes to the realisation of *Our long-term outcomes* and delivery on *Our purpose* (**impact**).

By prioritising our investment decisions through these four lenses, and in alignment with *Our long-term outcomes*, we can deliver a richer insight into the value generated by, and performance of, our activities. Through this system we are better equipped to confidently test our assumptions across a range of scales, and to report and track the effectiveness of our programs and investments.

The roll-out of the Value for Money methodology across the ILSC's external programs and internal teams is well-progressed. When complete, it will enable us to consistently plan, monitor, evaluate and report on the effectiveness, efficiency, economy and equity of our activities across teams, programs, and the whole-of-organisation.

In alignment with the Australian Government's Indigenous Evaluation Strategy, 2024-25 will continue our work to extend our current Performance Framework to include an Indigenous Evaluation Framework that incorporates Indigenous priorities, preferences, values, perspectives and aspirations. An expert panel of Indigenous evaluators will guide development of the framework; review our existing performance monitoring and evaluation approach for the *Our Country Our Future* program; and review our Portfolio Budget Statement measures and targets to more meaningfully reflect Indigenous aspirations for owning and managing Country.

The final performance framework will be capable of surfacing project, program and organisational scale improvements required to maximise the impact of the ILSC's activities on the lives of Indigenous people.

Reporting

In assessing our performance against the PBS performance criteria (page 42), Corporate Plan targets and *Our long-term outcomes* (page 13) we draw on the following major sources:

- corporate databases (HR and training data)
- data supplied by ILSC subsidiaries
- progress reports and evaluation reports provided by ILSC funding recipients
- rubric-based assessments conducted by project staff against Value for Money criteria.

The results, along with an assessment of our performance using the Value for Money evaluation methodology, are independently audited and published in our Annual Performance Statement (within our 2024-25 Annual Report).

Our compliance reporting under the PGPA Act is now complemented by the publication of a friendly, community-facing report – *Returning and managing Country* – which showcases our key acquisition and management projects through case studies anchored to *Our long-term outcomes*. This publication will also be realigned in 2024-25 to reflect our NILSS delivery.

Visit www.ilsc.gov.au for our Performance Framework.

2024-25 NILSS action alignments

As we take action to deliver the new NILSS 2023-28, we must ensure that we remain accountable to Indigenous people and shift our performance measurement and reporting approach to become more culturally appropriate.

Relevant NILSS actions include 5.3, 5.8, 5.8a, 6.3 and 6.3a.

See 2024-25 NILSS action table (pages 25-26) for full details.

Portfolio Budget Statement

As a member of the Australian Government's Prime Minister and Cabinet Portfolio and under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the ILSC prepares an annual Portfolio Budget Statement to inform Members of Parliament and the public of our proposed allocation of resources to the government outcome:

> *Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and water-related rights.*

The performance criteria in the following table provide the indicators for measuring this outcome as set out in the ILSC's 2024-25 Portfolio Budget Statement. For the purposes of the Corporate Plan, we have aligned the criteria to *Our long-term outcomes*.

Where relevant, the performance measures relate to the ILSC including our subsidiaries.

For the ILSC's full statement visit: www.pmc.gov.au

ILSC PBS PERFORMANCE CRITERIA	ILSC long-term outcomes	Corporate Plan target 2024-25	Corporate Plan target Forward estimates 2025-28
Deliverable 1 Interests in land and water/waters acquired	1	5	5
Deliverable 2 Interests granted (Divested)	1	8	8
Deliverable 3 Number of active acquisition and management projects	All	120	120
KPI 1a – Indigenous employment Number of Indigenous staff directly employed across the ILSC Group[14]	1	400	400
KPI 1b – Indigenous employment Number of Indigenous employment outcomes enabled by ILSC funded projects active in the financial year	1	300	300
KPI 2a – Indigenous training Number of Indigenous trainees hosted / employed across the ILSC Group	2	150	150
KPI 2b – Indigenous training Number of Indigenous training completions enabled by active projects	2	1000	1000
KPI 3 Indigenous business development Number of Indigenous enterprises assisted by ILSC Group projects	1	50	50
KPI 4 Protection of Indigenous culture, heritage and the environment Proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment	3	50%	50%
KPI 5 Collaboration Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group)	4	60%	60%
KPI 6 ILSC Group contribution to the Indigenous Estate (qualitative)	4	Qualitative measures	

[14] ILSC Group refers to the ILSC and its subsidiaries.

Our strategic framework

ILSC purpose

ATSI Act

To assist Indigenous people to acquire land and water rights and to manage land and water so as to provide economic, environmental, social or cultural benefits

Our vision

Indigenous people enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings

Our long-term outcomes

Indigenous people are:

- maintaining and growing the value and productivity of Country
- owning and managing Country sustainably
- influencing policy and opportunity for Country
- strengthening culture through reconnection to Country

Our strategic priorities

Returning Country
Expand Indigenous rights and interests in Country

Managing Country
Grow Indigenous-led initiatives on Country

Sector Leadership
Increase Indigenous influence on priority sectors

Meaningful Connection
Build beneficial partnerships

Excellent Service
Provide high-quality services

Cultural Leadership
Step up as a culturally capable leader

Enabled by

- Aboriginal and Torres Strait Islander Land and Sea Future Fund
- Social and human capital, staff, stakeholders, expertise, partnerships, relationships and knowledge

Legislated performance standards

PGPA Act

Guides the ILSC's governance, planning, accountability and reporting

Strategic documents

Statutory strategies, plans, reports and frameworks for achieving our purposes and measuring our success

- NILSS, RILSS, Corporate Plan, Portfolio Budget Statement, Performance Framework, Annual Report (Annual Performance Statement)

Our guiding principles

- Caring for Country
- Self-determination
- Partnership

Our strategic documents

National Indigenous Land and Sea Strategy

- **ATSI Act**
- **Our chief policy document (5 years)**
  - Sets the ILSC's strategic direction, guiding our functions and performance
  - Defines areas for ILSC investment through six strategic priorities and associated commitments

Regional Indigenous Land and Sea Strategy

- **ATSI Act**
- **Our regional policy documents (5 years)**
  - Highlights regional opportunities aligned to the NILSS strategic priorities and commitments

Performance Framework

- **PGPA Act**
- **Our monitoring, evaluation and reporting approach**
  - A combination of measures and methods that enable an assessment of the extent to which we are achieving *Our purpose*

Portfolio Budget Statements (Prime Minister and Cabinet)

- **PGPA Act**
- **What targets we expect to achieve with our funding**
  - Annual statement setting out how the ILSC's funding will be expended over four years and how the impact of that expenditure will be measured

Corporate Plan

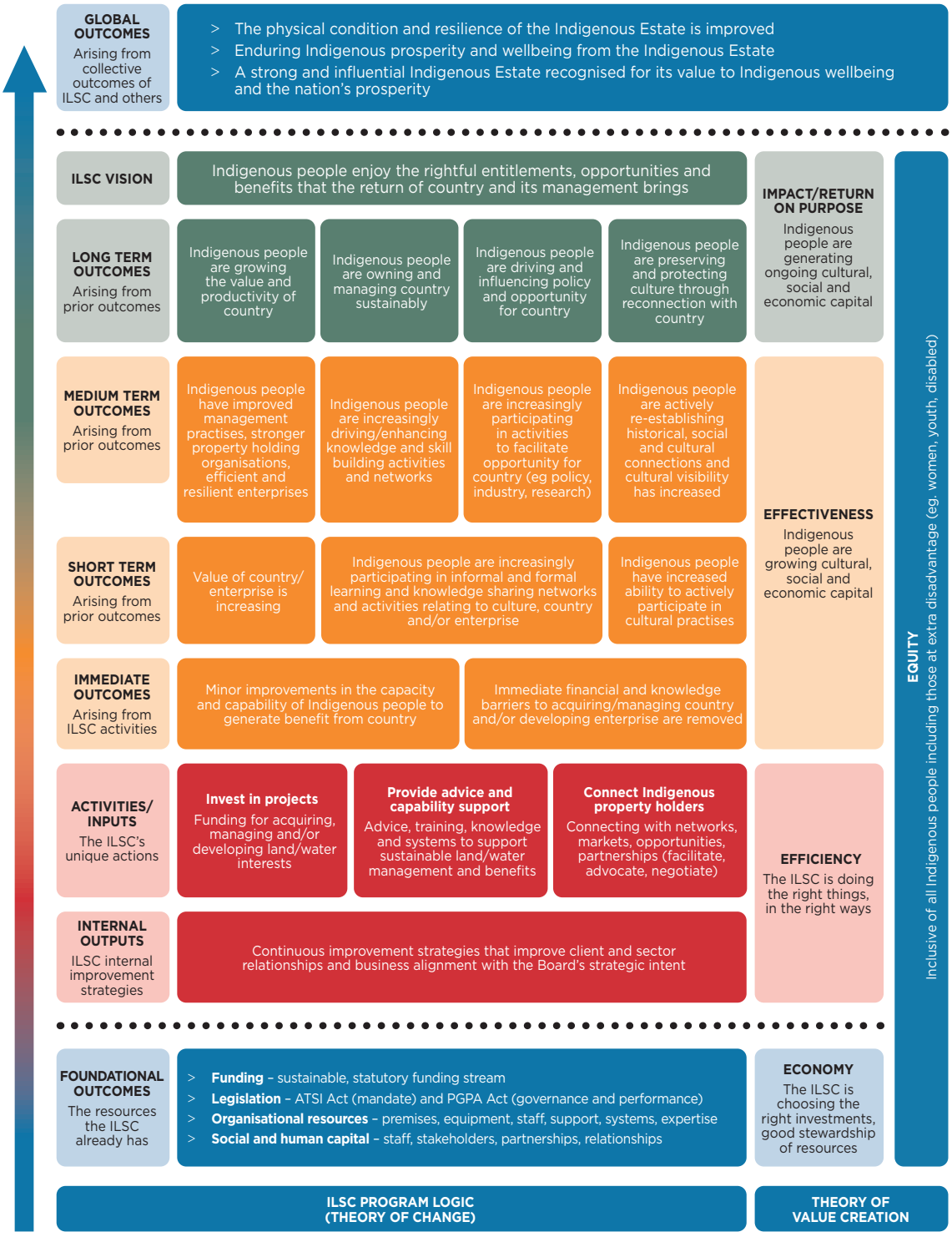
- **PGPA Act**
- **What we do, where, why and how**
  - Primary planning document providing more detail on implementing the NILSS direction
  - Includes operating context, key activities, performance measures, subsidiary operations, partnerships, funding and program structure, people and capability, and risk management

Annual Report

- **PGPA Act**
- **What we did and how we went**
  - Summary of actual performance against planned performance forecast in the Corporate Plan and Portfolio Budget Statement
  - Summary of performance against the ILSC's long-term outcomes
  - Financial and non-financial performance statements and reports

PGPA Act - *Public Governance, Performance and Accountability Act 2013*
ATSI Act - *Aboriginal and Torres Strait Islander Act 2005*

Our theory of change/value creation



Australian Government
Indigenous Land and Sea Corporation

The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

Western Division
(WA)

Level 20, 140 St Georges Terrace
Perth WA 6000

PO Box 7502 Cloisters Square
Perth WA 6850

T (08) 9420 6300
F (08) 9467 2800
E westernoffice@ilsc.gov.au

Central Division
(SA, VIC, TAS, NT)

Level 7, 70 Franklin Street,
Adelaide SA 5000

GPO Box 652
Adelaide SA 5001

T (08) 8100 7102
F (08) 8100 7150
E centraloffice@ilsc.gov.au

Eastern Division
(QLD, NSW, ACT)

Level 18, 100 Creek Street
Brisbane QLD 4000

GPO Box 5212
Brisbane Qld 4001

T (07) 3854 4600
F (07) 3056 3394
E easternoffice@ilsc.gov.au

www.ilsc.gov.au
FREECALL 1800 818 490