

Unlocking the Indigenous Estate

CORPORATE PLAN 2021-22
STRATEGY TO 2025



Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.



Paul Vandenberg out
at sea from Port Lincoln, SA
Front Cover: Black swans taking
flight at Gayini (Nimmie Cairn)
on Nari Nari country in NSW
Annette Ruzicka



“

Indigenous people are under-represented in the commercial fishing and aquaculture industries across Australia. We can bring an Indigenous flavour to the Australian market, telling our story about our sea country and what we've been doing for thousands of years.

Paul Vandenberg
Wanna Mar Group Director, Wirangu man and member
of the Far West Coast Aboriginal Community

”



Cape Le Grand on Esperance
Nyungar country, WA

Welcome to the Indigenous Land and Sea Corporation, where we are 'unlocking the Indigenous Estate' so Indigenous people enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings.

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Our Strategic Framework and Documents

The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2021-22 ILSC 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 2021-22 and anticipates developments to 2024-25.

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A close-up photograph of two hands shaking. The hand on the left is older, with visible wrinkles and is wearing a colorful, patterned sleeve with red, blue, and yellow designs. The hand on the right is younger and smoother. The background is a soft, out-of-focus light brown color.

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.



**EDDIE FRY,
ILSC CHAIR**

August 2021

Welcome from the Board

Welcome to the latest iteration of *Unlocking the Indigenous Estate*, the Indigenous Land and Sea Corporation's Corporate Plan 2021-22, Strategy to 2025.

The release of this year's Corporate Plan coincides with a refresh of the National Indigenous Land and Sea Strategy (NILSS) and the implementation of our revised Performance Framework.

The timing has enabled a realignment of our two chief strategic documents under the *Aboriginal and Torres Strait Islander Act 2005* and the *Public Governance, Performance and Accountability Act (PGPA Act) 2013* such that the refreshed NILSS – our primary policy document – provides the key strategic direction for our organisation, defining the long-term outcomes we hope to achieve; how we are aligning our activities to those outcomes (or pathways); and our broad national (and regional) focus areas for prioritising ILSC investment.

The Corporate Plan, our chief planning document, provides more detail on implementing the high-level directions contained in the NILSS and sets out our annual priorities towards achieving our purposes.

Our revised Performance Framework, meanwhile – a PGPA Act requirement – establishes a clearer line of sight between the ILSC's strategic intent and delivery. Improved data quality, indicators, systems and processes will support us to more confidently report and track the extent to which our programs are delivering 'value for money' and enabling Indigenous Australians to grow economic, social, cultural and environmental capital, thereby strengthening our accountability to our stakeholders for how we spend our funding.

We encourage your review of these companion documents as they are released on the ILSC website.

As identified in the NILSS, the ILSC Board has reaffirmed its position that it will exit as an owner-operator of its agribusiness, tourism and social enterprise activities. In the period to 2025, we will increasingly facilitate this agenda in alignment with accelerating the granting of land and water assets held by the ILSC.

This transition will require us to update performance projections for out years to accommodate the delivery of benefits to Indigenous Australians through the actions of grantee organisations.

The ILSC will continue to work closely with our Commonwealth colleagues on the National Agreement on Closing the Gap. Released in July 2020 the new agreement introduced a target to increase Indigenous people's ownership of Australia's land and sea by 15 per cent, an ambition clearly aligned with the ILSC's purpose and a metric we anticipate contributing to as we continue our operations. We also expect an announcement of targets relating to inland waters under Indigenous control, and acknowledge our role in their realisation.

We will also grow our capability to act as a default Prescribed Body Corporate under the *Native Title Act 1993*, ensuring we meet both our statutory obligations and the expectation of common law holders where we are called to act in this capacity. We will do so while acknowledging that the interests of common law holders are best met where Indigenous Australians have full agency over the management and control of their rights over country.

Finally, we are continually reminded of the importance of being flexible and adjusting to our 'new normal'. The COVID-19 pandemic is particularly impacting small to medium enterprises and the tourism, arts and hospitality industries. And, where last year we were responding to bushfires, this year large parts of Australia's east coast faced flooding leading us to again establish an emergency response grant for directly affected Indigenous corporations.

We encourage our Indigenous partners and community to contact us where they are experiencing challenges in relation to their immediate operating environment, be these COVID-19 or natural disaster impacts and we look forward to continuing our work with all our partners in unlocking the Indigenous Estate over the year ahead.

What we do and why

Welcome to the Indigenous Land and Sea Corporation where we work towards our long term vision for Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings.

Our key activities:

- > Acquiring and returning land and water-related rights and assets to Indigenous people.
- > Supporting Indigenous people to preserve and protect cultural and environmental sites and traditional knowledge 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.

Since it was established in 1995, the ILSC has invested \$1.26 billion through its activities.

This includes the purchase of 274 land and water interests covering 6.3 million hectares, and \$666 million invested in more than 900 projects managing country.

As of June 2021, over three quarters 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 Australians to bring products to market including cultural and ecotourism, niche Indigenous products such as bush foods and culturally led eco-system services.

And we have helped Indigenous Australians strengthen and leverage Indigenous knowledge and culture through ventures like the Northern Australian Kakadu Plum Alliance, Kuti Co Pipi Quota Acquisition and through the protection of culturally significant country.

Since 2015, ILSC partnerships have enabled more than 650 employment opportunities for Indigenous Australians on average per year; many Indigenous Australians have completed training related to the development of land and water-based opportunities; and more than 1000 culturally significant sites have been afforded greater protection.

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 Australians, particularly those unlikely to benefit from Native Title or Land Rights (see box).

In redressing dispossession, the ILSC's acquisition and management functions provide greater opportunities for a more prosperous and culturally centred future for Indigenous Australians.

We call the delivery of these opportunities '*Unlocking the Indigenous Estate*' - see *Our Operating Environment* (page 11).

Legislative and governance context

The Indigenous Land and Sea Corporation (ILSC) 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* (ATSIA 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 Indigenous Australians.

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 Chief Executive Officer (CEO)



CEO

Statutory Officer

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



ILSC ADMINISTRATION ILSC SUBSIDIARIES

Discrete governance and management structures

Mossman Gorge on Kuku Yalanji country in Far North Queensland

We believe 'unlocking' the Indigenous Estate is an important avenue for addressing Indigenous disadvantage, providing new opportunities, a source of economic and cultural renewal, a base for Indigenous influence in national development, and intergenerational wealth and wellbeing for Indigenous Australians.

Cockburn Range on Balanggarra and Wilinggin country in the East Kimberley, WA

Our operating environment: 'The Indigenous Estate'

The chief focus of the ILSC's efforts is to 'unlock the Indigenous Estate'.

The 'Indigenous Estate' refers to the tangible and intangible aspects of Indigenous Australia collectively held by Indigenous Australians.

Physically, this refers to land under the care and control of Indigenous Australians, alongside the fresh and salt-water country over which there are recognised Indigenous interests.

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

Across the Indigenous Estate are vastly diverse landscapes, demographics, regulatory frameworks and opportunities, all positioned within the context of the broader Australian economy and community.

From cities, to regional and remote areas, to the coast, we work in partnership with Indigenous Australians across this diversity.

The Indigenous Estate exists within an increasingly interconnected landscape with global economic, social and environmental factors – for example, market forces, climate change and global pandemics (see below) – influencing how we operate, as well as the opportunities available to partner with Indigenous Australians.

Our challenge is to keep pace with the demands and aspirations of Indigenous Australians and to work in partnership to position the Indigenous Estate to maximise opportunities presented by this landscape.

Key 2021-22 influences and emerging opportunities

The disruption to the global and national economic and social landscape as a result of the COVID-19 pandemic remains a source of concern across the Indigenous Estate. Key sectors including tourism and the provision of social and cultural services are still enduring the disruption caused by international and domestic travel bans and interruptions to service delivery models caused by social distancing practices.

Despite these challenges we have seen significant resilience and adaptability, both within ILSC operations and across the Indigenous Estate. Along with our partners we have largely adapted to the remote working arrangements and increasing reliance on our digital platforms. While visits on country have not always been possible, business has largely continued as usual with the ILSC presented with project and partnership opportunities. Despite the significant business disruptions throughout 2020-21 the ILSC has performed strongly against its targets.

Over 2021-22, we will continue to monitor the recovery of the Australian and global economy; work with our partners to leverage the unique assets of the Indigenous Estate – its people, traditions, cultural and ecological knowledge; and help deliver benefits for Indigenous Australians from emerging opportunities in a post-pandemic economy.

The July 2020 release of the National Agreement on Closing the Gap and the new target to increase Indigenous peoples' ownership of Australia's land and sea-waters by 15 per cent offers renewed whole of Government focus to the ILSC's purpose and efforts to unlock the Indigenous Estate. Likewise, with the Indigenous Estate increasingly operating in a post-determination landscape – one where Native Title is determined – we are aware that this presents new challenges and opportunities for Traditional Owners and Prescribed Bodies Corporate.

We will continue to build our strategic relationships and influence within the Native Title Sector; to support Indigenous asset holders through innovation, research and policy to drive their own ambitions; and to secure investment, operational, commercial and capability partners.

Our purpose

The ILSC's purpose, as defined in section 191B of the amended *Aboriginal and Torres Strait Islander Act 2005*, is:

- > **TO ASSIST ABORIGINAL PERSONS AND TORRES STRAIT ISLANDERS TO ACQUIRE LAND AND WATER-RELATED RIGHTS;**
- > **TO ASSIST ABORIGINAL PERSONS AND TORRES STRAIT ISLANDERS TO MANAGE INDIGENOUS-HELD LAND AND INDIGENOUS WATERS;**

so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islanders. We call the economic, environmental, social and cultural returns derived from Indigenous ownership and management of land and water the **four streams of Indigenous benefit**.

Our vision

The ILSC's long term vision is for **Indigenous Australians to enjoy the rightful entitlements, opportunities and benefits that the return of country and its management brings.**

To achieve Our Vision, the ILSC will position itself as a primary facilitator and enabler of the Indigenous Estate by proactively partnering with Indigenous Australians and offering a platform from which engagement and connectivity between people, land and water interests, businesses, finance and knowledge can be maximised.

We act as a catalyst by leveraging our capital to build stronger financial portfolios; achieving transformational investment through market facing products; and strengthening and leveraging Indigenous knowledge and culture.

In achieving this vision, the Indigenous Estate is unlocked and the **four streams of Indigenous benefit** are fully realised; Indigenous people are generating economic, environmental, social and cultural capital, assets that persist and develop in value across multiple accounting periods to provide tangible and intangible returns (see below).

BUILDING *Economic Capital*

The productivity, resilience and efficiency of Indigenous owned or managed country or enterprise is improving over time

BUILDING *Social Capital*

Increased community, professional and industry connections are increasing Indigenous participation in policy, industry and research

ACQUISITION

BUILDING *Cultural Capital*

Indigenous knowledge, language and education, community cultural connections and practise are increasingly promoted with sustained improvements to cultural visibility and connection with country

BUILDING *Environmental Capital*

Healthy, resilient country is sustaining and supporting ecosystems services including clean air, plants and animals and human enterprise

MANAGEMENT

THE INDIGENOUS
ESTATE IS UNLOCKED
AND ITS POTENTIAL
FULLY REALISED.

Our pathways of change

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

We call these outcomes our four pathways of change:

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

Assessing the extent to which we are achieving our desired long-term outcomes (via *Our Pathways*) and through our activities is central to our new Performance Framework and its underpinning 'theory of change' (also known as the ILSC Program Logic) and Value for Money evaluation approach. These concepts and methodologies are further articulated in our chief policy document, the National Indigenous Land and Sea Strategy, and in the ILSC Performance Framework.

Both quantitative and qualitative measures have been adopted to enable the ILSC to consider the efficiency and effectiveness of our activities and investments in generating the anticipated positive changes in the lives of Indigenous Australians, along *Our Pathways*. Additional data collection will be undertaken through project and program scale evaluations to enable rigorous assessment of the full extent or impact of ILSC activities on the attainment of long-term outcomes.

The performance measures in our Corporate Plan complement the performance criteria outlined in our contribution to the Portfolio Budget Statements of the Department of Prime Minister and Cabinet for 2021-22 (see page 28). These measures include qualitative aspects, enabling the ILSC to consider the extent to which our activities and investments have generated the anticipated positive change in the lives of Indigenous Australians, and therefore the extent to which we have delivered against *Our Pathways*.

Not all of these measures lend themselves to numerical targets and our achievements against them will be assessed through project and program scale evaluations.

¹ The results of our performance for 2021-22 will be published in our Annual Performance Statement 2021-22 (within our 2021-22 Annual Report).

² Prime Minister, the Hon Paul Keating MP, Second Reading, ATSI Amendment (Indigenous Land Corporation and Land Fund) Bill 1994, House of Representatives Hansard, 3 August 1994.

Harvesting kuti (pipis)
on Ngarrindjeri country in SA
Andy Steven Photography
& Goolwa PipiCo

“

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'.

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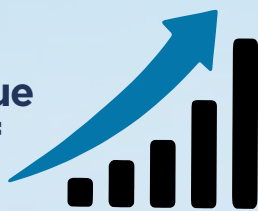


**For an easy reference
guide to our full
Strategic Framework
and Strategic Documents
see pages 30-31**

Pathways of change

Outcome One:

Indigenous people are growing the value and productivity of country



OBJECTIVES

- > The intrinsic and economic value of the Indigenous Estate, inclusive of country, environmental and cultural assets is increasing. The Indigenous Estate generates economic activity to contribute to intergenerational wealth for Indigenous Australians while sustaining and growing cultural and environmental benefits.

TARGETS

- > By 2025, the ILSC will have acquired 291 land or water-based interests since inception, for the benefit of Indigenous corporations
- > By 2025, the ILSC will have returned a total of 256 land or water-based interests to the Indigenous Estate since inception
- > More than 60% of projects initiated in the 2021-25 period will be collaborative, with assets attracting third-party investment and involving one or more partnerships
- > By 2025, the ILSC will have assisted in the establishment and/or improved the productivity, efficiency and/or resilience of 60 businesses per year.

In 2021-22 and forward years, the ILSC will:

- > Prioritise the acquisition of land and water-related interests for immediate divestment to Indigenous corporations, enabling benefits to efficiently and rapidly flow to Indigenous people
- > Seek to acquire land and water-related interests that will achieve sustained and growing benefits for property holders, and which can attract co-investment
- > Proactively seek strategic commercial opportunities across geographies, markets and industry sectors and lead the development of collaborative projects to benefit Indigenous Australians
- > Continue to assist Indigenous proponents through facilitation, negotiation and advocacy to maximise opportunities and connections with markets and networks
- > Continue to identify third-parties to strategically partner with Indigenous corporations in a commercial setting, maximising employment and enterprise opportunities for Indigenous Australians
- > Continue to pursue and grow co-investment from the corporate and private sector, leveraging the value and impact of the ILSC's investment to meet the aspirations of Indigenous Australians.

Outcome Two:

Indigenous people are owning and managing country sustainably



OBJECTIVES

- > Indigenous property holders are supported to sustainably manage and own country
- > Indigenous property holders have increased knowledge, skills, networks and investment partnerships to sustainably own and manage country
- > Indigenous property holders are implementing environmental management and enterprise efficiency measures to mitigate and/or adapt to climate change impacts.

TARGETS

- > The proportion of ILSC granted assets returned to the ILSC and/or lost to the Indigenous Estate is decreasing year on year
- > 80% of all projects achieve projected deliverables
- > The extent of Indigenous participation in and completion of capability building activities related to ownership and/or management of country and/or enterprise.

In 2021-22 and forward years, the ILSC will:

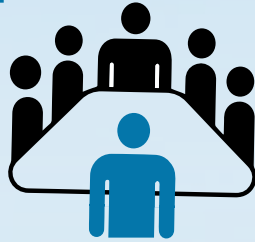
- > Provide advice on building capability and capacity to successfully meet land and water interest ownership objectives and management objectives
- > Conduct commercial standard due diligence on project proposals to ensure success for partners
- > Promote informal and formal training and knowledge sharing elements to projects
- > Raise awareness of and encourage participation in industry and other networks
- > Encourage awareness and adoption of risk measures to mitigate and/or adapt to climate change and other environmental impacts to country, heritage sites or cultural sites.



For a full description of our outcomes – or pathways of change – and the key activities the ILSC undertakes to deliver these, refer to our National Indigenous Land and Sea Strategy.

Outcome Three:

Indigenous people are driving and influencing policy and opportunity for country



OBJECTIVES

- > Indigenous people are active and informed participants in relevant policy, research, and decision-making and driving opportunities for country.

TARGETS

- > 60% of new projects will involve formal partnerships and informal collaboration
- > 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
- > In the period to 2025, 20% of projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community.

In 2021-22 and forward years, the ILSC will:

- > Actively facilitate, negotiate and advocate on behalf of Indigenous Australians to improve Indigenous contribution to, and leadership of, policies affecting the Indigenous Estate
- > Develop strategic projects that maximise opportunities for Indigenous participation and representation in all relevant sectors
- > Develop strategic projects and fora that highlight the contribution of the Indigenous Estate to national life (economic, social, environmental and cultural) and position the Estate as a force in decision-making.

Outcome Four:

Indigenous people are preserving and protecting culture through reconnection with country



OBJECTIVES

- > Indigenous people have opportunity for increased on-country practice of culture, use of language, sharing and transfer of traditional and conventional knowledge
- > Indigenous people are increasingly able to access culturally-safe social services and activities
- > Indigenous Australians are increasingly visible and recognised by the broader community.

TARGETS

- > 50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment. In relation to this pathway, the ILSC will support Indigenous Australians to:
 - experience improved access to country and significant cultural sites
 - gain access to culturally-safe services and activities
 - participate in events and activities which strengthen and maintain culture
- > 20% of projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community.

In 2021-22 and forward years, the ILSC will:

- > Continue to support projects which foster and strengthen Indigenous cultural practices, language and traditional knowledge sharing, particularly on country
- > Support the development of culturally-safe services and activities that can holistically meet the needs of a growing Indigenous population
- > Identify strategic projects that promote Indigenous knowledge, build cultural and social capital, and increase the profile, visibility and participation of the Indigenous community in the broader community.

Our funding and program structure

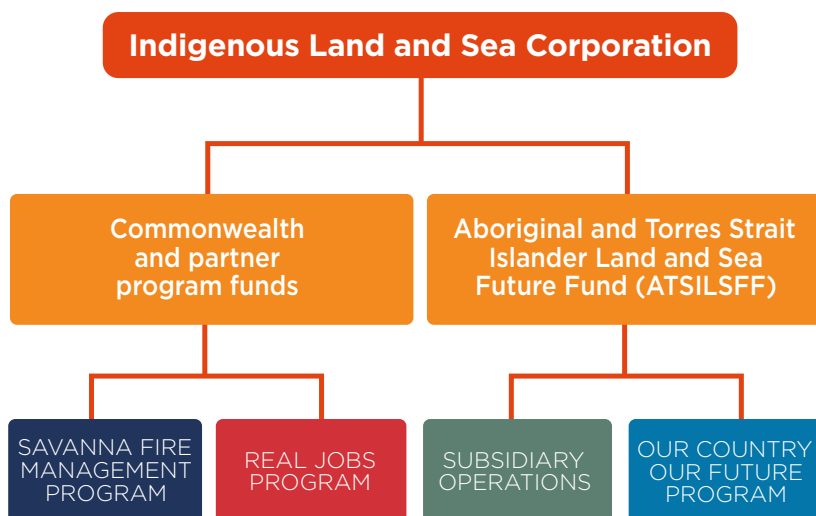
The ILSC is funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF), established (initially as the Aboriginal and Torres Strait Islander Land Account) to support the purpose of the ILSC. Revenue from the Fund supports our operations, with the ILSC receiving \$45 million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

The ILSC achieves *Our Purpose* through:

- > our principle 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:
 - Voyages Indigenous Tourism Australia
 - National Centre of Indigenous Excellence
 - Primary Partners
- > the delivery of funded programs - Real Jobs Program and Savanna Fire Management - aligned to our mandate where our specific skills, scope and scale make us a partner of choice for both Government and the Indigenous Estate.

Our transition from owner-operator to facilitator of opportunities for the Indigenous Estate will see key ILSC properties divested in the period to 2025. This is likely to impact our structure through a reduction in the number of our subsidiaries.

The ILSC program structure





Early season cultural burning
on Gracevale 'Turraburra'
Station near Aramac, Qld

Our subsidiary operations

The ILSC operates three wholly owned subsidiary businesses in the tourism, agribusiness and social enterprise sectors. These entities are established to operate in response to commercial and social drivers, delivering outcomes aligned to *Our Pathways* through the advantage held by Indigenous Australians in these sectors.

The profile of ILSC subsidiary operations will change as we prioritise the divestment of held assets and transition from acting as an owner-operator of enterprises across the Indigenous Estate. In the period to 2025, the ILSC anticipates the divestment of the National Centre of Excellence in Redfern to the ownership and management of an appropriate Indigenous Corporation and the return of the management of Merepah Station in Queensland to its Traditional Owners.

Our processes and decision-making structures will ensure that divestment of these assets of the Indigenous Estate sustain at least the existing level of benefits to Indigenous Australians 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 the Indigenous Estate.



VOYAGES
INDIGENOUS TOURISM AUSTRALIA



NATIONAL CENTRE OF
INDIGENOUS EXCELLENCE



**Primary
Partners**

Gayini (Nimmie Caira) wetlands on
Nari Nari country in NSW
Annette Ruzicka

VOYAGES INDIGENOUS TOURISM AUSTRALIA PTY LTD

| | |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | <ul style="list-style-type: none"> > Voyages 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. > Voyages leverages the assets of the Indigenous Estate to provide guests with enriching, memorable experiences, showcasing Indigenous cultures. > All profits from Voyages business activities go towards building the guest experience and supporting Indigenous training and employment across Australia. |
| Activities | <ul style="list-style-type: none"> > In addition to their commercial activities, Voyages operates the National Indigenous Training Academy (NITA). NITA provides work-based traineeships for Indigenous Australians in hospitality and related vocational fields, enabling them to secure employment in the hospitality industry across Australia. |
| Contribution to Our Pathways | <ul style="list-style-type: none"> > Voyages directly contribute to <i>Our Pathways</i>, through delivering employment and training outcomes as set out in our Portfolio Budget Statement targets. > The impact of COVID-19 on the tourism sector has seen the ILSC adjust its performance targets for Indigenous employment (KPI 1a) and training (KPI 2a) reflecting the contribution of Voyages to <i>Our Pathways</i>. While it is difficult to predict COVID-19 impact, the ILSC has adjusted these targets in both the 2021-22 and 2022-23 period to reflect a staged return to full operations. |

NATIONAL CENTRE OF INDIGENOUS EXCELLENCE LTD

| | |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | <ul style="list-style-type: none"> > The National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise that works to build capability and create opportunities with and for Indigenous Australians. > NCIE's programs, services and enterprises are designed with the sole purpose of creating long-term improvements in wellbeing. > NCIE is located on the historic site of the Redfern Public School. |
| Activities | <ul style="list-style-type: none"> > NCIE provides a diverse offering of services including fitness, accommodation, conference, catering, program design and evaluation services and training facilities as well as high quality family and community services for local Indigenous people, families and communities. |
| Contribution to Our Pathways | <ul style="list-style-type: none"> > Through its operations and targeted programs, NCIE supports <i>Our Pathways</i> 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. > The impact of COVID-19 on the communities surrounding NCIE have required adjustments to service and program delivery including ceasing to trade at critical points during the pandemic. The impact of this disruption has seen the ILSC adjust its performance targets for Indigenous employment and training for the 2021-22 period. |

PRIMARY PARTNERS

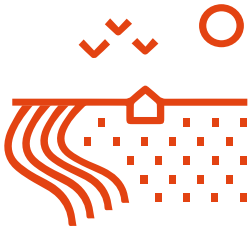
| | |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description | <ul style="list-style-type: none"> > Primary Partners serves an employment vehicle in the operations of agricultural businesses on ILSC owned and Indigenous held pastoral assets. |
| Activities | <ul style="list-style-type: none"> > Primary Partners currently oversee pastoral operations on a number of ILSC owned properties, performing a training and employment function for Indigenous Australians, and assisting the ILSC to get assets divestment ready. Primary Partners also operates agribusinesses on Indigenous held properties providing opportunities for training, jobs and support. |
| Contribution to Our Pathways | <ul style="list-style-type: none"> > Primary Partners contribute to <i>Our Pathways</i> by delivering training and employment outcomes to Indigenous Australians and maximising the productivity of Indigenous-held land and water. > The impact of COVID-19 on the ILSC's agribusiness operations has been minimal, resulting in no reduction in predicted employment (KPI 1a) or training outcomes (KPI 2a). |

Our partners



Indigenous Australians

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



The Indigenous land and water management sector

The ILSC shares its 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** 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 the Indigenous Estate. 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 the Estate.



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 Affairs** (ATSI Act) and the **Department of Prime Minister and Cabinet** (PGPA Act). 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**.



Co-funders and investment partners

The ILSC can play a critical role in connecting Indigenous land and water projects with additional sources of non-government finance – particularly for projects with a commercial or trading dimension – with opportunities existing in philanthropy, the private sector, conservation finance, 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** and **Bush Heritage**. 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 Australians 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. We will use our recently developed commercial partnerships framework and guide to build our capacity – and that of our partners – to develop and implement strong and effective commercial partnerships that deliver lasting benefits.

Our 2021-22 priorities

Over this period our priority is to `re-set' our relationship with Indigenous Australians. We will:

- > continue to pursue and build capacity to develop and implement commercial partnerships (or joint ventures) between Indigenous and commercial entities guided by the development of the ILSC's new Commercial Partnerships Framework
- > focus on building a `bank' of capability partners and to develop information systems that enable greater accessibility for stakeholders
- > undertake comprehensive consultation on the development of a new National Indigenous Land and Sea Strategy and its associated Regional Indigenous Land and Sea Strategies
- > continue our contribution to the broader Indigenous affairs agenda, including to the new National Agreement on Closing the Gap.
- > commence building an evaluation framework consistent with the principles of the Productivity Commission's Indigenous Evaluation Strategy (released October 2020), centering Indigenous perspectives, voices, priorities, methodologies and definitions of success
- > seek to deepen our understanding, operational capability and relationships with the Indigenous land rights sector as it seeks to discharge its obligations as a default Prescribed Bodies Corporate
- > continue to work with our partners to ensure our Performance Framework methodologies and tools are embedded into our operations and project delivery.



OUR VALUES:

**Responsibility.
Respect.
Courage.
Teamwork.
Trust.**



**Pictured: Harvesting
Kakadu Plum (Gubinge)
in the NT**



Our people and capability

The ILSC is a relatively small entity with a broad remit – and we are unashamedly ambitious for Indigenous Australians. 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 Indigenous Estate.

To realise Indigenous Australians' aspirations, we must continue to employ the right people, fully engaged with *Our Vision* and *Our Values*, and with the skills, confidence and tools 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.

In the period to 2025, we will continue to build the capability of our people, processes, technology, relationships and culture to support client outcomes.

Our 2021-22 priorities

- > Transition to new Sensei IQ software for more efficient project, program and portfolio management
- > Embed the ILSC's new Performance Framework's scoring tools, indicators and templates across *Our Country Our Future* projects for improved monitoring, evaluation and reporting purposes
- > Continue the roll out of the ILSC's digital transformation program using contemporary information management technologies, platforms and processes
- > Full consultation and revision of the National Indigenous Land and Sea Strategy
- > Revise and implement the ILSC Reconciliation Action Plan
- > Revise and launch the ILSC's Indigenous Engagement Strategy
- > Implement flexible ways of working, building on the ILSC's experiences of remote working through COVID-19 and maximising productivity through workplace flexibility.

The ILSC prioritises the employment of Indigenous Australians, both through our own operations and those of our subsidiaries. As at June 30 2021, we employed 425 Indigenous people, making up 40.2% of our total workforce. We report on our Indigenous employment achievements in our Annual Performance Statement.

Our approach to risk

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

However, to deliver on *Our Purpose* we must *engage* with risk, set tolerances and determine acceptable thresholds and mitigation strategies. We must enable a culture of safety and security but one that also 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, projects and administration
- > train and involve staff in risk awareness, identification and management
- > develop and share risk management knowledge, skills and 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 group along with mitigating actions (see table). 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.

STRATEGIC RISK:
Risk events that reflect the ILSC Board's strategic intent and Our Purpose

| Statutory Risk Internal process, decision and/or systems failure resulting in a breach and/or non-compliance of statutory and/or legal obligations | Performance Risk Delivery of a process and/or service and/or project that is not fit-for-purpose and/or doesn't achieve ILSC Group ³ mandate and/or performance objectives | Stability Risk The risk of market fluctuations and/or trade relationships affecting financial and/or organisational stability |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|

Mitigation and management

- > Ensuring all Board Members, Executives and staff are responsible for identifying and managing Group risk
- > Integrating risk management framework methodology and Board approved risk appetite thresholds to support the Board and Group Executive in pursuit of its strategic activities
- > Integrating risk appetite into key risk management practices and processes
- > Engaging in proactive and consistent risk identification, management and monitoring
- > Reporting risk appetite adherence/performance to key stakeholders for decision making
- > Independent Assurance over both operations and management that perform day-to-day risk management activities and review and challenge functions including the setting and adherence to policies and procedures.

³ ILSC Group refers to the ILSC and its subsidiaries.

OPERATIONAL RISK:
Risk events that arise while undertaking and performing the 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 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 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.

Gayini (Nimmie Caira) wetlands
on Nari Nari country in NSW
Annette Ruzicka

Portfolio Budget Statement

In 2021-22, the ILSC will focus on:

- > full consultation and revision of the National Indigenous Land and Sea Strategy
- > operationalisation of the ILSC's new Performance Framework providing a robust system of monitoring, evaluation, reporting and improvement
- > supporting the Indigenous Estate and its enterprises to manage COVID-19 impacts.

Performance Criteria and Targets 2021-22 to 2025

The performance criteria in the following table are indicators from the ILSC's 2021-22 Portfolio Budget Statements and are aligned to the key elements of *Our Pathways*.

Where relevant, the performance measures relate to the ILSC inclusive of our subsidiaries. In forward planning targets, we consider how we can make the best use of our available capital and resources to achieve our strategic goals. While we – the ILSC and our Board – pursue a growth agenda, our targets for 2021-22 and out years reflect reduced opportunity in the tourism sector as a result of COVID-19.

In particular, targets for KPIs 1a and 2a, relating to the employment and training of Indigenous Australians through the ILSC reflect this impact as our wholly owned subsidiary, Voyages Indigenous Tourism Australia, represents a significant proportion of our employment and training opportunities.

| Portfolio Budget Statement Performance Criteria and Targets 2021 to 2025 | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|
| ILSC PBS PERFORMANCE CRITERIA | TARGET 2021-22 | TARGET 2022-23 | TARGET 2023-24 | TARGET 2024-25 |
| Deliverable 1 Interests in land and water/waters acquired | 8 | 9 | 5 | 5 |
| Deliverable 2 Interests granted (Divested) | 8 | 8 | 8 | 8 |
| Deliverable 3 Number of active acquisition and management projects | 90 | 80 | 70 | 70 |
| KPI 1a – Indigenous employment Number of Indigenous staff directly employed across the ILSC Group ⁴ | 450 | 450 | 450 | 450 |
| KPI 1b – Indigenous employment Number of Indigenous employment outcomes enabled by ILSC funded projects active in the financial year | 250 | 300 | 350 | 350 |
| KPI 2a – Indigenous training Number of Indigenous trainees hosted / employed across the ILSC Group | 150 | 200 | 200 | 200 |
| KPI 2b – Indigenous training Number of Indigenous training completions enabled by active projects | 800 | 1000 | 1000 | 1000 |
| KPI 3 Indigenous business development – number of Indigenous enterprises assisted by ILSC Group projects | 60 | 50 | 50 | 40 |
| 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. | 50% | 50% | 50% | 50% |
| KPI 5 Collaboration – Proportion ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group) | 60% | 60% | 60% | 60% |
| KPI 6 ILSC Group contribution to the Indigenous Estate (qualitative) | Qualitative Measure | Qualitative Measure | Qualitative Measure | Qualitative Measure |

⁴ ILSC Group refers to the ILSC and its subsidiaries.



Harvesting kuti (pipis)
on Ngarrindjeri country in SA
*Andy Steven Photography
& Goolwa PipiCo*

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

ILSC Vision

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

What the ILSC does

- > We acquire and divest land and water-related rights to Indigenous people
- > We support Indigenous people to preserve and protect culture through reconnection with country
- > We build the capacity and capability of Indigenous people to sustainably manage and protect country
- > We partner with Indigenous people to drive and influence opportunities for their country

ILSC Pathways of Change

(The long-term outcomes we hope to achieve)

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

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 strategic documents

National Indigenous Land and Sea Strategy

ATSI Act

Our broad strategic focus areas (5 years)

- > Chief policy document setting the ILSC's strategic direction and guiding our performance and functions
- > Defines focus areas for ILSC investment which present Indigenous Australians with opportunities and/or competitive advantage

Regional Indigenous Land and Sea Strategy

ATSI Act

Our regional strategic focus areas (5 years)

- > Highlight regional opportunities aligned with the focus areas outlined in the NILSS

Corporate Plan

PGPA Act

What we will 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

Performance Framework

PGPA Act

Our monitoring and evaluation approach

- > A combination of plans, measures, methods and reporting
- > Enables 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

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 ILSC Pathways of Change (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



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