

# National Indigenous Land and Sea Strategy

2021-2023



**Australian Government**

**Indigenous Land and Sea Corporation**



**The ILSC GROUP**

**PEOPLE. COUNTRY. OPPORTUNITY.**



**Esperance Tjaltjraak Ranger Jennell Reynolds  
on Esperance Nyungar country, WA  
Front Cover: Cattle and galahs  
on northern cattle station**



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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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.

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**EDDIE FRY,  
ILSC CHAIR**  
August 2021

## Welcome from the Board

Welcome to the ‘refreshed’ National Indigenous Land and Sea Strategy (NILSS) 2021-23, the chief policy document for the Indigenous Land and Sea Corporation (ILSC) under the *Aboriginal and Torres Strait Islander Act* (ATSIA Act) 2005.

This version of the Strategy was informed by a 10-week period of stakeholder consultation over 2020-21 on a discussion paper and guiding questions. Our warm thanks to those who provided valuable comments.

Your views contributed significantly to the ILSC’s understanding of water-related activities, conservation and healthy country, and niche Indigenous products and have contributed to several shifts to our strategic direction that we will be taking over the coming years.

### **Moving from owner-operator to facilitator**

Firstly, we will be moving away from being the operator of businesses in the Indigenous Estate to focus more on being a partner and facilitator in Indigenous ventures. The ILSC Board made this a strategic focus of their work in 2019-20 increasing efforts to grant long-term ILSC-held properties reliant upon the ILSC being an operator. There has also been an active strategy of securing other operating partners for the Indigenous Estate, a direction recently reaffirmed by the ILSC Board and supported by the consultation feedback received on this refreshed NILSS.

### **Growing our partners’ capability and capacity**

Another strategic direction supported by your feedback is a greater focus on the ILSC’s role in brokering investment, capability and operating partners into the Indigenous Estate. This direction, while supporting our desire to cease as an owner-operator, is as much about a commitment to attract other sources of capital, operating and capability investment into the Indigenous Estate.

### **Strengthening our role in water**

Feedback on our discussion paper revealed strong support for the ILSC playing a more prominent role in advocating for system changes, particularly in relation to water. The ILSC supports the new Closing the Gap targets for sea country and access to water, as well as the intention to develop specific targets for inland, freshwater resources. However, we also know that without the changes to water ownership, management and regulation, these targets will not be met. Consequently, the ILSC will focus on the changes that need to be made to realise the Closing the Gap targets as a minimum. And we will be guided by the experts and Indigenous Australians when doing this.

## From refresh to full revision

The ILSC is due to prepare a new National Indigenous Land and Sea Strategy and Regional Indigenous Land and Sea Strategies (RILSS) in 2022 and intends to undertake a full and thorough national engagement process in 2021-22.

We are committed to making the consultation on this refreshed document the beginning of a process of continual engagement and improvement of the relationships between the ILSC and its stakeholders.

We thank you for your input into this refresh and look forward to working with you on the full revision.

### **Our role in the Native Title Sector**

The primary vehicle for delivering the current Closing the Gap target on saltwater country is Native Title. We know that having a Native Title Determination is often only the beginning of the challenges facing Traditional Owners and Prescribed Bodies Corporate. Regardless of whether the Native Title is exclusive or non-exclusive, there can be significant challenges involved in managing country sustainably, and the ILSC will work with the National Native Title Council to support Native Title Groups to make the most of the post-Determination landscape.

### **Improving our performance approach**

Meanwhile, the ILSC has adopted a new performance framework which will ensure that the projects we select are well aligned to our desired outcomes and purpose, represent good value for money, and are based on appropriate qualitative and quantitative evidence. This improved alignment of our activities, outcomes and purpose will enable us to more confidently track the extent to which we are 'unlocking the Indigenous Estate' and delivering the benefits to Indigenous people that we hope we are.

### **Resetting the ILSC's relationships with Indigenous Australians**

Finally, this refreshed National Indigenous Land and Sea Strategy is the first major strategic document to be prepared under the leadership of the ILSC's new Group Chief Executive Officer Joe Morrison who commenced in January 2021.

The ILSC and its leadership believe that engagement should be an ongoing conversation, one that doesn't just inform the development of our strategic documents, but that also helps to mould the thinking of the ILSC and to drive how it develops and delivers its programs. Feedback through this refresh exercise has also been valuable in informing our day-to-day planning and operations.

As our partners in the Indigenous Estate, we hope you will continue to be a part of that conversation.

A handwritten signature in black ink that reads "Edward Fry". The signature is written in a cursive style and is positioned above a light grey rectangular box.



## About the National Indigenous Land and Sea Strategy

With a focus on 2021-2023, this high-level document broadly sets out:

- > the long-term outcomes we hope to achieve – our four pathways of change
- > how we are aligning our activities to those pathways
- > our six focus areas for ILSC investment

while also providing important direction for our annual Corporate Plan, and scaffolding for our Regional Indigenous Land and Sea Strategies.

*For additional detail on who we are; what we do and why; our programs, targets and broad annual priorities refer to our Corporate Plan.*

Mossman Gorge on Kuku Yalanji country in Far North Queensland

## 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



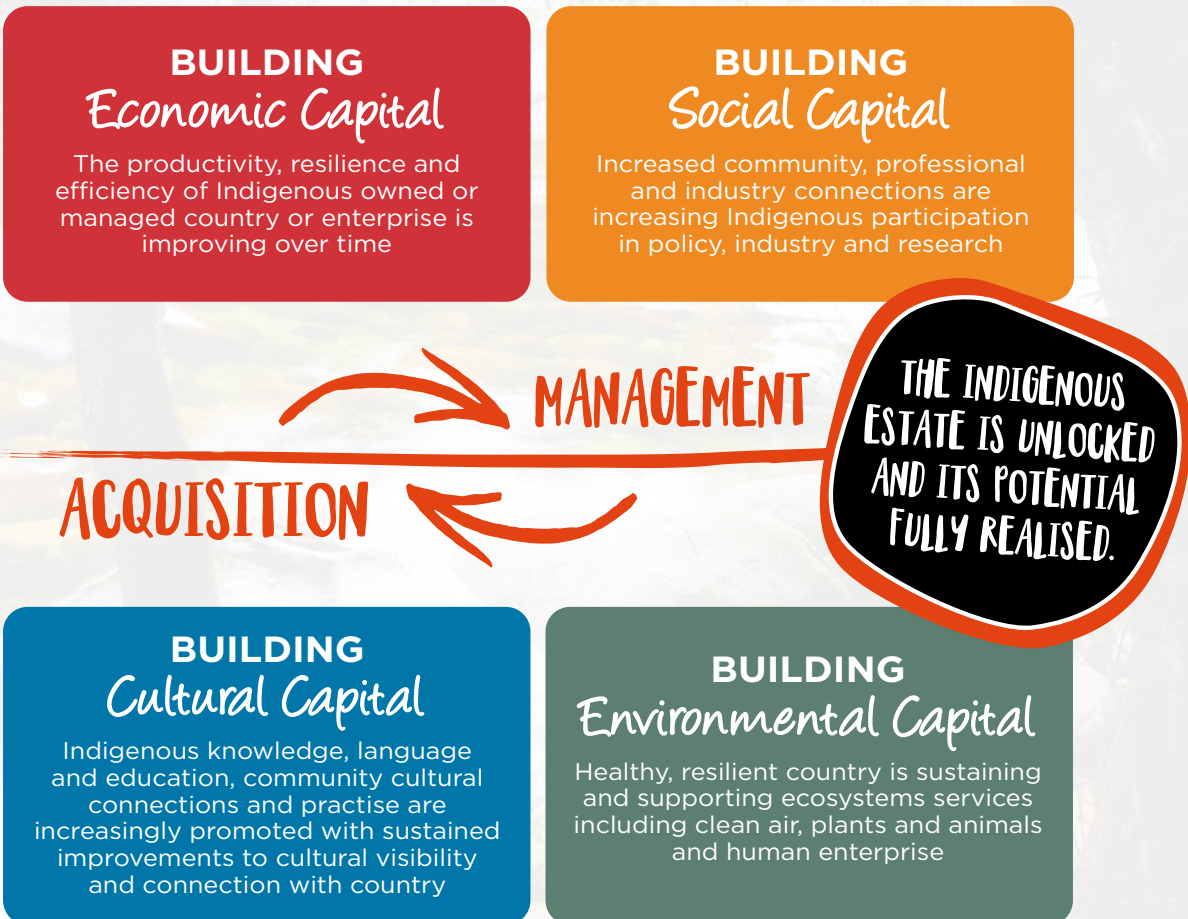
# Achieving our purpose - ‘unlocking the Indigenous Estate’

Along with our Corporate Plan and revised Performance Framework, the NILSS guides the ILSC in meeting our purposes under the *Aboriginal and Torres Strait Islander Act (ATSIA) 2005*:

**to assist Indigenous Australians to acquire land and water-related rights, and to manage land and water, so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islanders.**

These four streams of benefit – **economic, environmental, social and cultural** – can also be considered as *capital assets*, something that persist and further develops in value across multiple accounting periods to provide a tangible or intangible return.

The ILSC refers to the generation of this capital and the delivery of these tangible and intangible benefits as ‘unlocking the Indigenous Estate’.

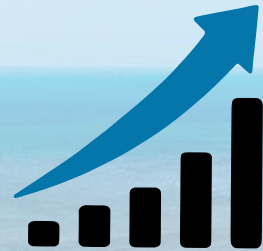


# Our desired outcomes and how we get there

Through the ILSC Program Logic - see p 12 - and aligned with our purpose, we have identified four desired long term outcomes (or pathways of change) that Indigenous Australians are expected to accrue as a result of involvement in our activities. The broad range of activities we take towards generating these outcomes are summarised below.

## Outcome One

### Indigenous people are growing the value and productivity of country



Through our legislative purpose the ILSC is supporting Indigenous Australians to realise a larger and more valuable Indigenous Estate - an estate that can yield enduring economic, environmental, social and cultural capital and continually generate greater opportunities and benefits.

We provide opportunities for Indigenous people to re-engage with country through land and water ownership and enable Indigenous Australians to become more active economic participants in industries of their choice across Australia.

A larger Indigenous Estate of greater value and productivity not only affords Indigenous people an economic base, it enhances the cultural and environmental values of country, positioning Indigenous people to contribute positively to national action on climate change as well as a resurgence and recognition of Indigenous culture and its relationship to country.



*For further detail on our principle means  
of funding and delivering our activities  
refer to our Corporate Plan*

## **Outcome Two**

### **Indigenous people are owning and managing country sustainably**



The ILSC collaborates with Indigenous Australians to build capability to own and sustainably manage country and/or enterprises.

We recognise that for many Indigenous groups the ownership of land and water country has not provided the opportunities and benefits that other asset holders experience.

By providing funding, advice and capability support, we deliver tailored solutions to overcome barriers to success.

Our investment and partnership programs increasingly focus on accelerated pathways to land and water ownership and on supporting Indigenous people to realise the intergenerational security, opportunities and benefits that land and water assets can bring.

We facilitate mentoring, support and advice, formal and informal training, skills development and capability partnerships to overcome skills and experience gaps and to capitalise on good ideas and ambition – and we plan for success with our investments underpinned by sound due diligence and tested for feasibility.

By investing capital, facilitating partnerships, demonstrating feasibility or building capabilities, we are maximising the prospects for success for Indigenous property owners and land and water-based enterprises.

## Outcome Three

### Indigenous people are preserving and protecting culture through reconnection with country



While an economically valuable and productive Indigenous Estate can be a contributor to industry and the Australian economy, the full value of the Indigenous Estate offers much more to national cultural identity and the cultural strength and resilience of Indigenous people. Opportunities that leverage the unique knowledge, abilities and characteristics of Indigenous Australians and strengthen, preserve and raise the profile of Indigenous culture and language are a strong investment focus for the ILSC.

Industries such as agribusiness, environmental services and tourism draw on Indigenous knowledge, intellect and practices as well as offering significant economic potential. An international appetite for cultural tourism provides opportunities for Indigenous people to pursue jobs and enterprise underpinned by the protection, practice and sharing of culture.

Similarly, opportunities in Indigenous-led carbon, environmental protection and bushfood enterprises are growing areas for our investment. Moreover, many of these opportunities are well aligned with the increased emphasis on Environmental, Social and Governance attributes in mainstream investment trends, and capable of attracting complementary commercial capital.

Our investment in these sectors offer profound opportunities for the Indigenous Estate; they bring together economic opportunities with the preservation and intergenerational transfer of culture; build uniquely Indigenous assets for future generations to hold and strengthen; and offer much to our national cultural identity and the cultural strength and resilience of Indigenous people.



## Outcome Four

### Indigenous people are driving and influencing policy and opportunity for country



As representatives of the Indigenous Estate, it is vital Indigenous people have a say on Australia's land and water, and environmental and economic policies; that they are able to drive and develop industry and markets; influence investment practices; and be at the forefront of research and development.

The ILSC actively works to connect Indigenous owners of country with governments, researchers, industry, and financiers so that the Indigenous Estate is positioned as ready for, open and attractive to investment; and is influencing policy and investment practices.

We work to improve Indigenous representation as thought leaders, influencers and decision makers by helping facilitate, advocate and negotiate for Indigenous representation and Indigenous perspectives on policy and industry agendas.

By providing a platform from which to increase engagement and connectivity between people, land, industry, finance, service and knowledge sectors across Australia, Indigenous people will be better able to effectively represent their interests in policy, industry, cultural and social settings and realise their aspirations

# Are our activities leading to our desired outcomes? Our theory of change

The relationship between our activities and our desired outcomes, or pathways, is articulated through the ILSC Program Logic.

Underpinned by an if/then relationship - *If we do X activity, then it will lead to X outcome* - our Program Logic represents a 'theory of change': how we currently *think* the ILSC's inputs, activities and outputs lead to our outcomes and ultimately purposes and vision.

The ILSC Program Logic underpins our new Performance Framework. As the framework is implemented, the theory behind the Program Logic - particularly the area between the top and bottom dotted line - will be tested: how well are our resources being used, and are our activities *really* leading to those changes/outcomes?



**Mark Schneider, Nari Nari Tribal Council at Gayini, NSW**  
**Annette Ruzicka & The Nature Conservancy**



**Global Outcomes**  
Arising from collective outcomes of ILSC and others

- > The physical condition and resilience of the Indigenous Estate is improved
- > Enduring Indigenous prosperity and wellbeing from the Indigenous Estate
- > A strong and influential Indigenous Estate recognised for its value to Indigenous wellbeing and the nation's prosperity

**ILSC Vision**

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

**Long term Outcomes**  
Arising from prior outcomes

- Indigenous people are growing the value and productivity of country
- Indigenous people are owning and managing country sustainably
- Indigenous people are driving and influencing policy and opportunity for country
- Indigenous people are preserving and protecting culture through reconnection with country

**Medium term Outcomes**  
Arising from prior outcomes

- Indigenous people have improved management practises, stronger property holding organisations, efficient and resilient enterprises
- Indigenous people are increasingly driving/enhancing knowledge and skill building activities and networks
- Indigenous people are increasingly participating in activities to facilitate opportunity for country (eg policy, industry, research)
- Indigenous people are actively re-establishing historical, social and cultural connections and cultural visibility has increased

**Short term Outcomes**  
Arising from prior outcomes

- Value of country/enterprise is increasing
- Indigenous people are increasingly participating in informal and formal learning and knowledge sharing networks and activities relating to culture, country and/or enterprise
- Indigenous people have increased ability to actively participate in cultural practises

**Immediate Outcomes**  
Arising from ILSC activities

- Minor improvements in the capacity and capability of Indigenous people to generate benefit from country
- Immediate financial and knowledge barriers to acquiring/managing country and/or developing enterprise are removed

**Activities/Inputs**  
The ILSC's unique actions

- Invest in projects**  
Funding for acquiring, managing and/or developing land/water interests
- Provide advice and capability support**  
Advice, training, knowledge and systems to support sustainable land/water management and benefits
- Connect Indigenous property holders**  
Connecting with networks, markets, opportunities, partnerships (facilitate, advocate, negotiate)

**Internal Outputs**  
ILSC internal improvement strategies

Continuous improvement strategies that improve client and sector relationships and business alignment with the Board's strategic intent

**Foundational Outcomes**  
The resources the ILSC already has

- > **Funding** - sustainable, statutory funding stream
- > **Mandate** (ATSI Act), **governance and performance** (PGPA Act)
- > **Organisational resources** - premises, equipment, staff, support, systems, expertise
- > **Social and human capital** - staff, stakeholders, partnerships, relationships

# Are we delivering value for money from our investments?

Through our new Performance Framework, the ILSC has introduced a Value for Money evaluation approach to ask whether our activities represent the best use of resources to contribute to positive significant change – economic, environmental, social and cultural – for Indigenous Australians.

## This is considered through four overarching criteria:

### **ECONOMY**

Are we carefully selecting projects and using our existing resources and funding soundly?

### **EFFECTIVENESS**

Are our activities leading to our intended outcomes? Are we growing our cultural, social, environmental and economic capital?

### **EFFICIENCY**

Are we doing the right things in the right ways? Are our activities based on trusted relationships; adaptable; delivered on time and budget? And do they represent a balanced portfolio of investment?

### **EQUITY**

Across our programs and our projects, are we inclusive of all Indigenous Australians including across geographic regions and of groups at higher disadvantage that cannot otherwise implement change.






The process of growing social, cultural, environmental and economic capital and achieving the ILSC's purposes is like planting and growing a grove of trees and harvesting the ripe fruit. We call this our 'theory of value creation' (see Figure 2).

The adoption of the Value for Money approach will help facilitate a richer insight into the value and performance of our activities at multiple scales and enable us to more confidently report and track the extent to which Indigenous people – through our programs – are generating and building economic, social, cultural and environmental capital and reaping outcomes.

In this way, the ILSC can more clearly understand how effectively we are unlocking the Indigenous Estate, generating significant positive change, and maximising return on our purposes and investment.

**Figure 2: Theory of Value Creation**



<b>LONG-TERM OUTCOMES &amp; VISION (IMPACT)</b>	'Harvest fruit'	<b>RETURN ON PURPOSE (impact)</b> Indigenous Australians are generating ongoing cultural, social, environmental, and economic returns	<b>EQUITY</b> Inclusive of all Indigenous people	Sustainable, profitable enterprise
<b>IMMEDIATE &amp; MEDIUM-TERM OUTCOMES</b>	'Nurture & grow'	<b>EFFECTIVENESS</b> Growing cultural, social, environmental and economic capital		Use the tractor to improve productivity
<b>ACTIVITIES &amp; OUTPUTS</b>	'Prepare ground, plant seeds'	<b>EFFICIENCY</b> Doing the right things in the right ways		Buy a tractor
<b>ILSC RESOURCES &amp; INPUTS</b>	We help buy the ground, the seeds, the fertiliser and know how	<b>ECONOMY</b> Choose the right investments, good stewardship of funding		Provide funding, staff, knowledge, connections
<b>PROGRAM LOGIC / THEORY OF CHANGE</b>	<b>THEORY OF VALUE CREATION</b>			<b>EXAMPLE</b>

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

## Our six focus areas

*Over the years we have built on and refined our focus areas and our approach to supporting projects.*

The ILSC has identified several areas where continued investment will assist Indigenous people to unlock and grow the Indigenous Estate and realise the long-term outcomes (or pathways of change).

Based on 25 years of operating experience and engagement with stakeholders, these six focus areas offer current and continuing opportunities for Indigenous Australians and/or are areas where Indigenous property holders may already hold a competitive advantage:

- > **Conservation and healthy country**
- > **Agribusiness**
- > **Urban investment**
- > **Niche indigenous products**
- > **Tourism**
- > **Water-based activities**

A greater awareness and understanding of the natural environment and of Indigenous cultural knowledge has also expanded the opportunities for Indigenous Australians to maximise the benefits of holding this knowledge, skills and experience. This has been particularly evident in the growing interest in Indigenous fire management methods.

The 2019 extension to the ILSC's remit under the ATSI Act to include the ownership and management of water rights has expanded the pool of available opportunities for investment.

Consultation with stakeholders on the 2019-22 National Indigenous Land and Sea Strategy – our first strategy to include water – identified a broad spectrum of aspiration, interest and readiness to seize these diverse opportunities across Indigenous groups, informed by the contexts of their traditional country.

These previously unexplored opportunities are emerging from across all the focus areas, alongside and separate to land-based opportunities.





**Traditional Owner, William Marranya, conducting early season burning on Fish River Station in the NT**

## Conservation and healthy country

**For the ILSC, conservation and healthy country is a broad focus area that encompasses:**

- > cultural and environmental protection
- > climate change adaptation and mitigation, including renewable energy and participation in the carbon economy
- > the development of enterprises based on the delivery of ecosystem services, including the use of Indigenous landscape management techniques.

The ILSC has had significant experience in carbon farming ventures identifying current and emerging opportunities for Indigenous property holder participation in carbon markets.

Emerging opportunities may include carbon credit-generating fire management initiatives outside of northern Australia and 'blue carbon' crediting approaches that could be undertaken by Indigenous sea country managers.

Potential uses of Indigenous-held land and water include generation of renewable energies, given the utility of renewable energy in remote, off-grid Indigenous communities and the national commitment to transition to cleaner energy sources. There is also the potential to assist Indigenous groups to manage climate change impacts on their country, including by future-proofing water supplies and managing sea level rises.

Recent bushfire emergencies have raised public awareness of the benefits of Indigenous fire management techniques which, if built upon, can provide opportunities for Indigenous groups to both care for country and provide greater security during the dry months across Australia.

The ILSC's extended water remit allows us to support the valuable environment and conservation efforts of Indigenous people in salt and freshwater country including protection of endangered species, restocking efforts, protection of cultural waterways and sites, rehabilitation of rivers, wetlands and estuaries. With the health and security of our waterways such a national topic there are significant opportunities for the application of cultural and environmental knowledge and practices of Indigenous people.



**Paul Vandenberg out at sea from Port Lincoln, SA**

## **Agribusiness**

The ILSC has been pursuing agribusiness opportunities for several years, recently shifting our focus from pastoral businesses to opening opportunities in more diverse agribusiness sectors and in southern Australia. This has included moving from being a business operator to being an equity partner or otherwise facilitating commercial arrangements between Indigenous property holders and other operators and/or investors. For example, the ILSC has been actively seeking and facilitating joint ventures between Indigenous groups, proven operators and or other investors.

Fishing and aquaculture are also industries in which we have been growing our investment. Where previously a land-based element was required for the ILSC to assist Indigenous organisations, we now invest in water-based ventures such as the purchase of fishing licenses and quotas.

Our stakeholders have identified some barriers to entry into fishing ventures, including the

prohibitive size and cost of fishing licences and quotas, and we will continue to assist groups to enter these markets, while also seeking innovative solutions to issues of scale.

Issues around access to freshwater for agricultural and horticultural uses can also present barriers for Indigenous agribusiness. While 'cultural flows' has become a commonly used term in water regulation in Australia, Indigenous ownership of water entitlements in our key river systems remain low and poorly recorded and understood.

Understanding of the need for cultural flows in our river systems continues to grow; however what cultural flows can and should include has not kept pace. Cultural uses go beyond access to waterways and wetlands for ceremonial purposes or traditional food collection to encompass other uses that provide benefits to Traditional Owner groups; increased recognition of this would help grow Indigenous agribusiness, while leading to better land and water management outcomes.





**National Centre of Indigenous Excellence  
Redfern, NSW**

## Urban investment

The ILSC is often seen as investing more heavily in regional, rural and remote Australia even though the majority of the Indigenous population live in towns and cities. To bring some geographical balance to our investments we will continue to pursue more strategic acquisitions in urban areas, including major cities and regional centres. To complement our acquisition activities, we will also look to provide management support to develop enhanced

commercial or social uses for existing Indigenous urban assets while retaining our focus on the timely divestment of ILSC-purchased assets.

Together, acquisition and management activities in urban areas will help to expand the Indigenous physical and cultural footprint, to provide meeting places and to support the provision of social services in cities and regional centres.



**Harvesting Kakadu Plum  
(Gubinge), NT**

## Niche Indigenous products

Linked to both conservation/healthy country and agribusiness are the emerging niche Indigenous products and 'bush foods' industries. Products based on Australian flora and fauna – including introduced feral animals such as camels and goats – build on traditional cultural knowledge and connections to country and exploit a growing consumer interest in these products.

Despite this, Indigenous people make up just one to two per cent of Australia's \$20 million bush food market. As interest amongst the general public increases in Australia and internationally, and as more native foods make it to market there are reasons to be optimistic about the opportunities in traditional food knowledge.

For example, the ILSC has been instrumental in forming the Northern Australian Aboriginal Kakadu Plum Alliance representing eight landholder groups.

The Alliance is seeking to develop an Indigenous-controlled supply chain to support Kakadu Plum harvesting and processing businesses in communities across northern Australia. Given its high quantities of Vitamin C, the fruit, which grows predominantly on Indigenous-held land from the Kimberley to Arnhem Land, has existing and potential uses across industry sectors, from food to pharmaceuticals.

The ILSC's expansion into water presents tremendous opportunities in fishing and seafood including pipi, mud crab, cray fish etc. We will continue to work with Indigenous groups to secure their rights to commercially harvest fish and seafood in their traditional waters and to look for opportunities to recognise and protect Indigenous intellectual property through national and international protocols.





**Mossman Gorge Centre tours  
on Kuku Yalanji country in  
Far North Qld**

## Tourism

The increasing understanding of and interest in Indigenous cultural knowledge that is driving the development of healthy country and niche products industries presents opportunities for the growth of Indigenous tourism ventures. These opportunities exist in ecotourism and cultural tourism, and in combining one or both with niche products and Indigenous landscape knowledge creating immersive experiences for domestic and international visitors. The ILSC has substantial experience in Indigenous tourism both through our existing operations at Ayers

Rock Resort, Mossman Gorge and Home Valley Station and our role in developing land-based tourism enterprises across the Indigenous Estate. The addition of water to our remit brings further opportunities to develop Indigenous tourism ventures in both salt and freshwater country.

We will continue to work with Indigenous groups to realise potential in the tourism sector, through direct assistance as well as by assisting with the development of joint ventures and through knowledge sharing.



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

## Water-based activities

The ILSC has taken a dual approach to water to date: working to develop an understanding of salt and freshwater access and use, while also investing in water-based projects where they show strong potential for delivering economic, environmental, social or cultural benefits to Indigenous Australians.

Our experience and stakeholder input show that a range of barriers exist to greater Indigenous access to water resources, and at multiple levels. These barriers can include complex Commonwealth, state and territory legislative frameworks; exclusionary industry practices; prohibitive costs of market entry; and blockages to accessing capability resources and supply chain management. These barriers can affect project viability across the ILSC's focus areas.

Governments have made some steps to acknowledge and address these barriers and there is potential for the ILSC to provide further assistance to groups that stand to benefit from these changes.

### Over the coming years, the ILSC will continue to:

- > accept, assess and, where appropriate, support water-based project proposals through the *Our Country Our Future* program
- > engage with experts and researchers to gain a better understanding of the fresh and saltwater 'landscape' in Australia and the current and potential roles of Indigenous people
- > work with interested parties to find ways to address barriers to Indigenous participation in water-based industries
- > build the knowledge base and expertise of our staff in relation to water
- > form and facilitate partnerships and promote Indigenous interests through our management activities, rather than acting as a possible competitor.



## Our partners

The ILSC values collaboration with its many partners and stakeholders. Our collaborations are a key measure of our performance, and our partnerships essential to our operations and to achieving our long-term outcomes (or pathways of change).

We build productive relationships with Indigenous leaders, organisations, communities and individuals, as well as with other parties across the government, business and community sectors.

We work with Indigenous property owners to build capacity, networks and strategic alliances to pursue opportunities in new and emerging markets at different points along the supply chain, and across industries and both land and water-based activities. And, in seeking our partnerships and joint investments, we are shifting from being an operator to an enabler, taking on a brokerage and facilitation role, ensuring opportunities for Indigenous benefits are realised through the creation and alignment of finance and capability partnerships.

*For more detail on our partners and how we work together refer to our Corporate Plan*



Wanna Mar Director  
Paul Vandenberg and  
Traditional Owner Jack  
Johncock in Port Lincoln, SA

# The Regional Indigenous Land and Sea Strategies

Four Regional Indigenous Land and Sea Strategies underpin the NILSS, aligning opportunities arising in these regions with the ILSC's focus areas. Statutory documents under the ATSI Act, the RILSS provide an additional, regional framework for the interpretation and implementation of the NILSS.

## The strategies are based on the following regions

**Northern Australia:** includes northern Western Australia, the northern areas of the Northern Territory and North Queensland. The climate, environment and general economic-development opportunities in northern Australia differ significantly from the rest of Australia. For example, savanna burning for emissions reduction is viable in this broad region and not in others.

**Australian Desert:** includes the desert regions of Western Australia, northern South Australia, south-west Queensland and north-west New South Wales. As with the Northern Australia region, Australia's desert regions are unique. There is value in considering the opportunities arising in these areas in their own right.

**South West Australia:** includes southern Australia, west from the South Australian border through to Perth and Geraldton in Western Australia. This proposed region has diverse opportunities in agriculture, resource extraction and urban-based industries.

**South East Australia:** includes southern Australia, east of Port Augusta in South Australia and including all of Victoria and Tasmania, most of New South Wales and south-east Queensland including Brisbane. The mostly temperate regions of south-eastern Australia are more heavily populated and urbanised than the other proposed regions, with more intensive and diverse agricultural operations and greater employment and training opportunities in professional and service industries.

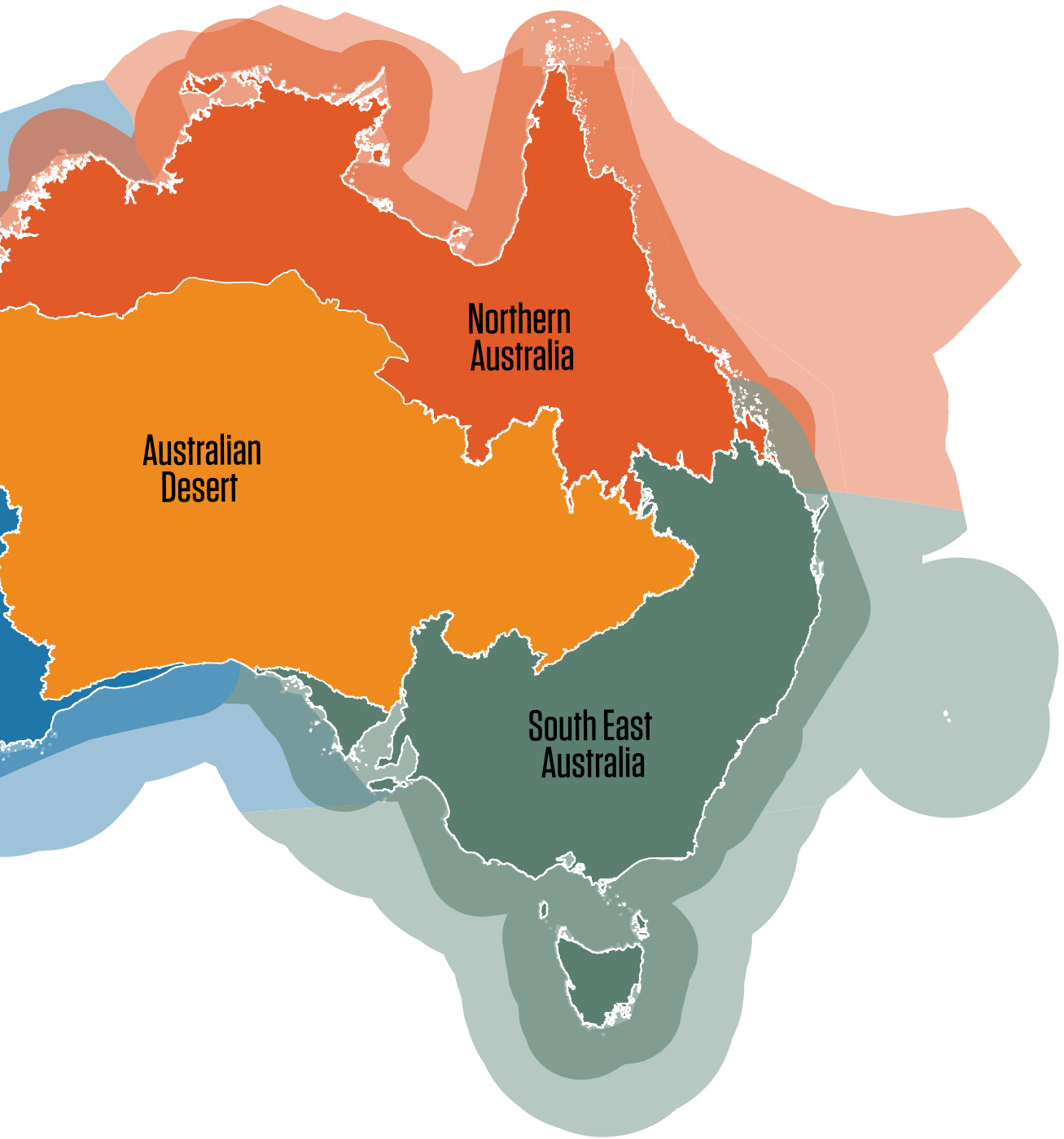
## The four regions:

- > reflect important environmental, demographic and economic differences across the continent and the ways these are reflected in the different situations of Indigenous people
- > recognise the opportunities presented through bringing together discrete, but aligned, land parcels and water interests within the Indigenous Estate to allow the development of joined-up projects and economies of scale.

While the regions do not necessarily align with cultural and/or language groups they are not designed to preclude any group or project from being considered for ILSC investment based on their position in relation to a regional 'border'. Instead, the regions are a *guide* to the kind of projects that may be more desirable and successful in any given region – inclusive of land and waters.







*The four Regional Indigenous Land and Sea Strategies  
can be viewed on the ILSC website*

# 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

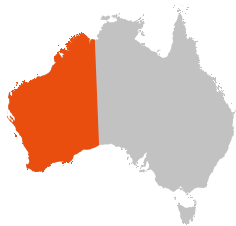


**Australian Government**  
**Indigenous Land and Sea Corporation**



The **ILSC GROUP**

**PEOPLE. COUNTRY. OPPORTUNITY.**



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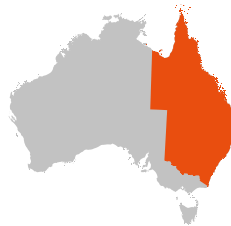
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