Australian Government
Indigenous Land and Sea Corporation

The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

CORPORATE PLAN 2026-27

STRATEGY TO 2030

Front cover photo

Gelganyem Land Management
Kununurra, WA

Contents

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 peoples across Australia.

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

The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2026-27 ILSC Group Corporate Plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan was prepared in accordance with the Public Governance, Performance and Accountability Rule 2014. It covers the reporting period 2026-27 and anticipates developments to 2029-30.

Welcome from the Chair

Welcome to the Indigenous Land and Sea Corporation's (ILSC) *Corporate Plan 2026-27, Strategy to 2030*.

In 2026-27, we enter Year 4 of the *National Indigenous Land and Sea Strategy 2023-28* (NILSS).

We have done a lot of good work in delivering the strategy, building genuine momentum, and making strong advances in numerous areas.

However, our third NILSS Progress Report – available in December 2026 – will show that progress has not been as quick as we anticipated, and we believe it is important to be upfront about that.

Sharing our learnings honestly, with our partners and with ourselves, was a commitment we made in the NILSS and is how we build a stronger foundation for the work ahead.

The NILSS 2023-28 was always an ambitious strategy and, in implementing it, we have been reminded that systemic and transformative change takes time.

While our progress reports show that we have progressed 25 of our 27 commitments (the Key activities in our Corporate Plan), we have learned that prioritisation, sustained capability building and careful sequencing will be essential for lasting internal change and impact.

Rather than spreading our efforts broadly, for the final two years of this NILSS, we are prioritising the actions most likely to have the greatest impact, both in building our capability as an organisation, and in delivering tangible, on-ground outcomes for First Nations peoples.

The actions we will take are summarised throughout the document in our 2026-27 NILSS action alignments summaries and our 2026-27 Action Plan, revised each year, will be available online in October www.ilsc.gov.au

During this period, we will also begin to lay the groundwork for a new NILSS that will carry us forward into a new cycle from 2028-29.

We will be drawing on the lessons of this cycle while ensuring our next builds on our momentum and progress and continues to be shaped by experience, partnerships, and First Nations voices.

Meanwhile, we are pleased to present revised performance measures for this period.

These new measures allow us to more effectively measure the extent to which we are delivering on our Purpose. They represent a shift from measuring outputs, activities and alignment, towards more meaningful measures focusing on efficiency and outcomes that fully comply with Section 16EA of the PGPA Rule.

They strengthen our ability to communicate our performance and value to Aboriginal and Torres Strait Islander peoples – our primary stakeholders – and will more clearly highlight areas where we may need to improve. At the same time, they retain a clear line of sight to past performance, ensuring continuity and ongoing transparency in reporting on our core functions and ongoing delivery of our Purpose.

The ILSC operates within, and contributes to, an increasingly active national policy environment shaping First Nations economic participation, land and water rights, and environmental stewardship.

In 2026-27 and forward years we will continue to work constructively with governments, First Nations organisations and sector partners to support policy settings that advance self-determination and sustainable outcomes on Country.

This includes actively participating in the First Nations Economic Empowerment Alliance and the First Nations Economic Partnership, supporting the removal of barriers to Indigenous economic participation and the development of frameworks for First Nations wealth creation. This work complements the ILSC's role in facilitating access to land and water, and emerging economic and sector-based opportunities.

National water policy reform remains a key focus. In 2026-27, the ILSC will contribute to strengthening First Nations water equity through active engagement with the Australian Government and Indigenous leadership and submissions to the Murray Darling Basin Plan review, Water Act review, and the Productivity Commission's inquiry into national water reform. The ILSC is continuing to participate in discussions to contribute to the National Water Agreement and Commonwealth Action Plan.

Consistent with the NILSS commitment to elevate First Nations leadership in Caring for Country, the ILSC will continue to engage with sector partners to explore governance arrangements that strengthen national coordination and Indigenous leadership of the Caring for Country movement. Building on discussions initiated through a session led by the ILSC at the 2026 AIATSIS Conference, we will continue to work with the sector to test appetite for potential governance arrangements, including a Caring for Country Commissioner and a dedicated national body, and to better understand the role the ILSC may play in supporting this work.

In 2026-27 we will be investing in the infrastructure that enables First Nations ranger groups to continue their vital Caring for Country work through the Ranger Infrastructure Fund, developed in collaboration with the National Indigenous Australians Agency.

We are also mindful of our contribution towards the Commonwealth's Climate Disclosure Requirements and their implications for how we consider our climate risks and opportunities. This work will inform how we can strengthen environmental stewardship across ILSC-held Country.

With Voyages Indigenous Tourism Australia divested and the National Centre of Indigenous Excellence (NCIE) Ltd on the path to divestment in early 2026-27, this year marks a new period of consolidation.

These milestones reflect our ongoing shift away from owner-operators towards our core role of facilitating Indigenous ownership, governance and long-term stewardship of Country.

Following the divestment of NCIE Ltd, we will, for a defined post-transition period, continue to provide targeted support to the new owners to assist with continuity, stability and the successful embedding of locally operated First Nations management at the Redfern, NSW site.

During this period we will also progress the significant and complex divestment of Country associated with Ayers Rock Resort at Yulara, supporting the Yulara Anangu Corporation as it builds capability as the future landholder of that Country.

Finally, we will continue to plan, track and report our progress through Annual Action Plans, the annual NILSS Progress Report, our Annual Performance Statement, and our *Returning and Managing Country* report to Aboriginal and Torres Strait Islander partners.

We look forward to continuing this work together.

Ian Hamm, ILSC Chair

August 2026

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

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

About the ILSC

Our Purpose is to assist Aboriginal and Torres Strait Islander peoples to acquire and manage land and water[2] to generate economic, environmental, social and cultural benefits.

Through our programs we:

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

Since our establishment in 1995, $1.675 billion has been invested through 1,470 projects.

As of 30 June 2026, 89% of our land and water acquisitions were under the care and control of an Indigenous title holder.

We have partnered with hundreds of Indigenous corporations and communities in urban, regional and remote Australia, working across every state and territory. These partnerships have supported First Nations peoples to realise economic, Cultural, social and environmental aspirations through Country.

We have supported First Nations peoples to bring products and services to market including Cultural and ecotourism ventures; bushfood and bush products enterprises; sustainable saltwater, freshwater and land-based agricultural enterprises; and Culturally-led ecosystem services such as ranger operations, carbon farming and traditional fire management.

We have also supported First Nations peoples to strengthen knowledge and Culture through carbon, clean energy and conservation events, programs and networks; through the protection of Culturally significant Country; and the delivery of Culturally appropriate, community-controlled services that enable people to live, work, heal and learn on Country.

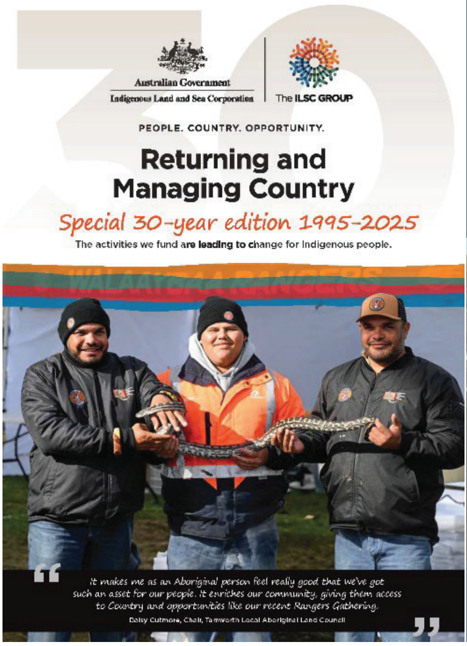
Together, ILSC projects have contributed to improved Indigenous access to Country, the protection and management of Culturally significant sites, increased participation in Cultural events and knowledge sharing, and thousands of Indigenous training, employment and enterprise opportunities.

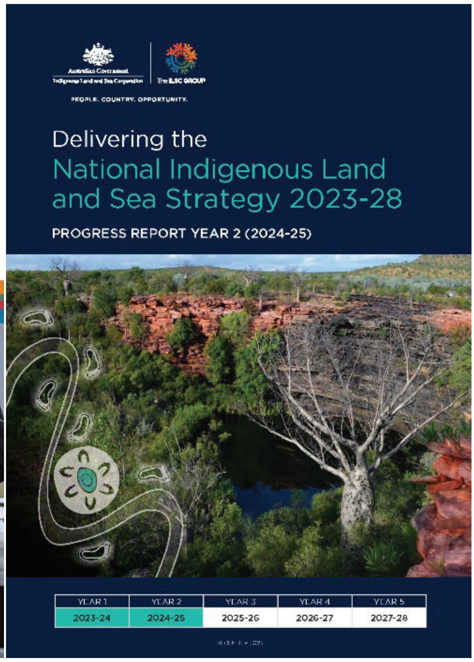
[2] Includes both freshwater and seawater Country.

Our work is underpinned by a respect for the ILSC's genesis.

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

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





Check out our annual publications – Returning and Managing Country *showcases how our work facilitating the return and management of Country is leading to positive change for First Nations peoples, while our* Delivering the National Indigenous Land and Sea Strategy 2023-28 Progress Reports *share our progress in delivering our national strategy.*

Available at www.ilsc.gov.au

Legislative and governance context

The Indigenous Land and Sea Corporation is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and a statutory authority operating under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act).

We were established on 1 June 1995 following the Mabo decision (1992) and complement the *Native Title Act 1993* in providing for the contemporary and future land and water needs of Indigenous peoples, particularly those unlikely to benefit from native title or land rights.

Sitting within the portfolio of the Department of Prime Minister and Cabinet, we contribute to the achievement of the Australian Government's priorities in Indigenous affairs, specifically the outcome:

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

We are accountable to the Parliament through the Minister for Indigenous Australians and our primary decision-making body is a seven-member Board appointed by the Minister.

Five members including the Chair must be an Aboriginal and/or Torres Strait Islander person.

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

BOARD

Accountable Authority

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

GCEO

Statutory Officer

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

ILSC ADMINISTRATION

ILSC SUBSIDIARIES

Discrete governance and management structures

About our Corporate Plan

This Corporate Plan sets out our priorities for 2026-27 and our strategy to 2030. It is our chief planning document under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and it works as a companion to our *National Indigenous Land and Sea Strategy* (NILSS).

The NILSS is our primary policy document under the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act) which requires us to produce and periodically revise a strategy setting out how we will deliver our Purpose.

The NILSS is prepared through engagement with First Nations peoples.

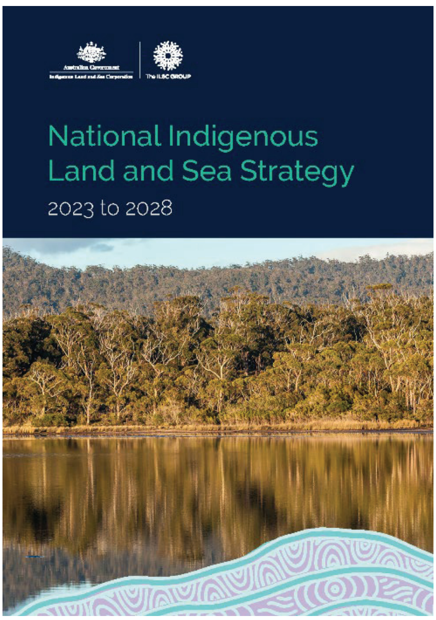
The current NILSS 2023-28 is the result of our largest ever nationwide listening effort. At its foundation are a set of commitments – each mapped to a Strategic priority – that reflect what we heard, and what we will do, to deliver the NILSS.

These commitments are the Corporate Plan's Key activities; they flow through to our forward years (and to our Annual Action Plan) and, together with our performance measures, provide the performance framework required under the PGPA Act.

Our Strategic documents (page 10) sets out the interaction between our chief PGPA Act (governance and performance) and ATSI Act (our enabling legislation) planning and reporting documents.

Our Strategic hierarchy (page 11) is essentially our 'Corporate Plan on a page'; it brings together our Purpose, Vision, Guiding principles, Strategic priorities, Key activities, and performance measures in a single view, setting out the strategic hierarchy that integrates our PGPA Act and ATSI Act responsibilities.

Additional explanation to the Strategic priorities and Key activities/commitments is provided in the NILSS 2023-28.



Our strategic documents

National Indigenous Land and Sea Strategy

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

Regional Indigenous Land and Sea Strategy

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

Performance Framework

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

Portfolio Budget Statements (Prime Minister and Cabinet)

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

Corporate Plan

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

Annual Report

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

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

Our strategic hierarchy

PURPOSE

TO ASSIST ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES TO ACQUIRE AND MANAGE LAND AND WATER[1] TO GENERATE ECONOMIC, ENVIRONMENTAL, SOCIAL AND CULTURAL BENEFITS

VISION

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

LONG-TERM OUTCOMES

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

GUIDING PRINCIPLES

Caring for Country

We care for and consider Country in all that we do and support Indigenous peoples to look after Country their way

Self-determination

We remove barriers to self-determination within the ILSC to provide Indigenous peoples with power and control over their Country and development

Partnership

We shift the distribution of power and how we work to be an equal partner to Indigenous peoples and provide choice in ways to work with us

STRATEGIC PRIORITIES

A Returning Country
Expand Indigenous rights and interests in Country

B Managing Country
Grow Indigenous-led initiatives on Country

C Sector leadership
Increase Indigenous influence on priority sectors

D Meaningful connection
Build beneficial partnerships

E Excellent service
Provide high-quality services

F Cultural leadership
Step up as a Culturally capable leader

STRATEGIC OUTCOMES

A The ILSC uses diverse, innovative approaches that amplify expansion of legal rights over Country for Indigenous Australians
B Indigenous groups can readily access fit-for-purpose ILSC services that enable management of Country on their own terms
C Indigenous groups have greater influence and leadership within priority sectors
D Partnerships with the ILSC are open, transparent, accountable, respectful and mutually beneficial
E The ILSC demonstrably meets the needs and standards of Indigenous stakeholders, and continuously seeks opportunities for improvement
F1 The ILSC exemplifies Cultural leadership, setting the standard for other government agencies and partners
F2 Indigenous interests, aspirations, preferences and priorities are considered in all aspects of the ILSC's operations.

27 KEY ACTIVITIES

Aligned to our purpose and strategic priorities, our *Key activities* are the commitments[2] we made to Aboriginal and Torres Strait Islander peoples in our National Indigenous Land and Sea Strategy

ANNUAL ACTION PLAN

The actions we will take to deliver our *Key activities*. The full version is published as a companion to our Corporate Plan in August at www.ilsc.gov.au

REPORTING

ILSC Annual Report – Annual Performance Statements (non-financial performance)

[1] Includes both freshwater and seawater Country
[2] 'What we will do' statements in the NILSS

Our performance measures

In 2026-27 changes have been made to our performance measures to reflect the maturation of our Performance Framework and to improve alignment with the current NILSS 2023-28.

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

- **Portfolio Budget Statement (PBS) measures**: overarching performance measures outlined in our contribution to the Portfolio Budget Statements[3] of the Department of Prime Minister and Cabinet
- **Corporate Plan measures**: additional measures that track alignment and/or progress towards short to medium term outcomes and Strategic priorities

Collectively, these measures provide insight into the extent to which our activities and investments deliver on our Strategic priorities and generate the anticipated positive change in the lives of Indigenous peoples. In doing so, they indicate the extent to which we are contributing towards our Long-term outcomes.

For 2026-27, we have:

- replaced several PBS and Corporate Plan measures in favour of new PBS measures with an increased focus on outcomes
- replaced several PBS measures with measures previously tested as Corporate Plan measures that are more descriptive, and meaningfully worded
- introduced new efficiency Value for Money rubric-based performance measures.

Appendix 1 sets out the PBS measures that we will be retiring from 2026-27 and the rationale for their retirement, along with the full suite of new or retained 2026-27 PBS measures and the grounds for their introduction/retention. A list of the full suite of 2025-26 Corporate Plan measures, mostly now superseded by the new PBS measures, is also included.

These changes will transition the ILSC from its current measurement of outputs, activities and alignment, towards more meaningful measurement of performance that more fully meet the requirements of Section 16EA of the Public Governance, Performance and Accountability Rule 2014.

The 2026-27 PBS measures and Corporate Plan targets are set out in the following pages. Footnotes indicate where previous duplicative Corporate Plan targets have been converted to new PBS measures.

This year, we have also aligned our measures to the Closing the Gap socio-economic outcomes and Priority Reforms, reflecting our contribution to the national effort to improve outcomes for Aboriginal and Torres Strait Islander peoples.

Our broad approach to performance and reporting, including our Value for Money evaluation methodology, is set out on page 41.

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[3] For the ILSC's full 2026-27 Portfolio Budget Statements visit: www.pmc.gov.au

Strategic priority A Returning Country

Long-term outcome alignments

1 Indigenous peoples are growing the value and productivity of Country

2 Indigenous peoples are owning and managing Country sustainably

Strategic outcome

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

Key activities / NILSS commitments[4]

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

A1 Ramp up divestment of ILSC-held properties including exiting operations

A2 Prioritise acquisition of and access to water and water-related rights

A3 Prioritise acquisition of and access to Country for nations with no or limited access to Country

A4 Identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country

A5 Improve our acquisition service to be more responsive to the market, meet the needs of Indigenous peoples, and secure quality and fit-for-purpose Country

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with our Corporate Plan. In 2026-27, we will continue divestment of ILSC-held properties, strengthen policy settings, and embed reformed acquisition approaches to expand Indigenous rights and access to Country over the longer term.

[4] We have provided the alphanumeric shorthand adopted during delivery of the NILSS 2023-28

Measure	Long-term outcomes	Key activity/NILSS commitment	Closing the Gap	Targets 2026-27	Targets 2027-30	Methodology	Type of measure
PBS 1 80% of ILSC-acquired Country is under Indigenous care and control[1]	2	A1	SEO 15	80% or above	80% or above	Calculate percentage of acquired locations (water and/or land) that are currently granted to an Indigenous titleholder since ILSC inception	Quantitative outcome/ effectiveness measure
PBS VFM A **Technical efficiency A** Actual achievement against planned actions (NILSS)[2]	1, 2	A1 – A5	No specific alignment	80% or above[3]	80% or above[3]	Calculate percentage of actual achievement of planned commitments/actions Describe progress towards NILSS commitments/actions	Quantitative technical efficiency performance measure, combined with narrative

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **SEO** – Socio-economic outcome; **NILSS** – National Indigenous Land and Sea Strategy

[1] Extracted from ILSC systems (Altus – portfolio, program and project management system; and GIS database). Based on contract records
[2] Extracted from ILSC system (NILSS tracker) and other corporate records
[3] Target is not specific to each Strategic priority; it relates to overall performance

2026-27 changes from 2025-26:
PBS 1 replaces CP 1, CP 2 and two PBS measures (Deliverable 1 and 2)
PBS VFM A introduced

Strategic priority B Managing Country

Long-term outcome alignments

1. Indigenous peoples are growing the value and productivity of Country
2. Indigenous peoples are owning and managing Country sustainably

Strategic outcome

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

Key activities / NILSS commitments

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

B1 Support Indigenous peoples to drive systems change and remove barriers that limit success in managing Country and restrict self-determination over Country

B2 Improve our management service to provide access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country

B3 Identify and address key threats to ILSC-held and granted Country

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with our Corporate Plan. In 2026-27, we will continue to focus on delivering and strengthening core management services while integrating evidence, partnerships and risk considerations to support more sustainable management of Country over the longer term.

Measure	Long-term outcomes	Key activity/NILSS commitment	Closing the Gap	Targets		Methodology	Type of measure
				2026-27	2027-30		
PBS 2 The proportion of ILSC granted Country returned to the ILSC is 10% or less[1]	1, 2	B1, B2, B3	SEO 15	10% or less	10% or less	Calculate percentage of granted locations reacquired by the ILSC since inception	Quantitative outcome/ effectiveness measure
PBS 3 Total number of Indigenous employment outcomes supported through the ILSC Group[2]	1, 2	B1, B2, B3	SEO 8	900	600	Count of Indigenous people employed across the ILSC Group	Quantitative output measure
PBS 4 Extent of Indigenous participation in capability building activities across the ILSC Group[2]	1, 2	B1, B2, B3	PR 2	1,750	1,750	Count of Indigenous participation in capability building activities, including training, planning and other knowledge building	Quantitative output measure
PBS 5 Total Indigenous-owned and managed businesses established and/or with improved productivity, efficiency and/or resilience through ILSC assistance[3]	1, 2	B1, B2, B3	SEO 8	50	50	Count of unique businesses/ enterprises established and/or with improved productivity, efficiency and/or resilience funded through OCOF projects	Quantitative output (new businesses) and outcome (improved businesses) measure
PBS 6 50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment[3,6]	1, 2	B1, B2, B3	SEO 15	50%	50%	Calculate percentage of new projects that contribute to one or more relevant indicators[5]	Quantitative outcome (alignment) measure

Measure	Long-term outcomes	Key activity/NILSS commitment	Closing the Gap	Targets 2026-27	Targets 2027-30	Methodology	Type of measure
PBS VFM A **Technical efficiency A** Actual achievement against planned indicators (active OCOF projects)[3] and planned actions (NILSS)[4]	All	B1, B2, B3	No specific alignment	80% or above[7]	80% or above[7]	Calculate percentage of actual achievement of planned indicators (OCOF), and planned actions (NILSS) Describe progress towards NILSS commitments/actions	Quantitative performance measure, combined with narrative
PBS VFM B **Technical efficiency B** Rubric-based assessment of performance against planned outputs (active OCOF projects only)[3]	All	B1, B2, B3	No specific alignment	75% or above	75% or above	Calculate proportion of indicator groups in active projects achieving ‘adequate’ or higher standard on technical efficiency rubric completed by staff	Quantified qualitative (rubric-based) technical efficiency performance measure

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **PR** – Priority Reform; **SEO** – Socio-economic outcome; **OCOF** – Our Country Our Future; **NILSS** – National Indigenous Land and Sea Strategy

[1] Extracted from ILSC systems (Altus; GIS database). Based on contract records
[2] Extracted from ILSC systems (Altus; HR); subsidiary data supplied separately. Based on ILSC/subsidiary records and proponent progress reports
[3] Extracted from ILSC system (Altus). Based on proponent project progress reporting, alignment and/or performance
[4] Extracted from ILSC system (NILSS tracker) and other corporate records
[5] Qualifying indicators are access to Country and/or Cultural sites; Cultural participation; on-ground management activity
[6] New active projects excludes the following project types – Future Industry, Indigenous Landholder Support, Disaster Recovery, Urgent Health and Safety, Sponsorship
[7] Target is not specific to each Strategic priority; it relates to overall performance

2026-27 changes from 2025-26:
PBS 2 replaces CP 4
PBS 3 replaces KPI 1a and 1b
PBS 4 replaces KPI 2a and 2b, and CP 6
PBS 5 replaces KPI 3 and CP 3
PBS 6 replaces KPI 4 and CP 7
PBS VFM A and B introduced

Strategic priority C Sector leadership

Long-term outcome alignments

1. Indigenous peoples are growing the value and productivity of Country
2. Indigenous peoples are owning and managing Country sustainably
3. Indigenous peoples are preserving and protecting Culture through reconnection with Country
4. Indigenous peoples are driving and influencing policy and opportunity for Country

Strategic outcome

- Indigenous groups have greater influence and leadership within priority sectors

Key activities / NILSS commitments

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

C1 Identify and regularly review priority sectors to focus our effort and maximise impact

C2 Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves

C3 Facilitate access to the skills, knowledge, resources, partners, and funding and connections required to become sector leaders and increase sector participation

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with the Corporate Plan. In 2026-27, our focus shifts from establishing foundations to sustaining and embedding First Nations leadership across priority sectors.

Measure	Long-term outcomes	Key activity/ NILSS commitment	Closing the Gap	Targets		Methodology	Type of measure
				2026-27	2027-30		
PBS VFM A **Technical efficiency A** Actual achievement against planned indicators (active OCOF projects)[1] and planned actions (NILSS)[2]	1, 2	C1, C2, C3	No specific alignment	80% or above[3]	80% or above[3]	Calculate percentage of actual achievement of planned indicators (OCOF), and planned commitments/actions (NILSS); describe progress towards NILSS commitments/actions	Quantitative performance measure, combined with narrative
PBS VFM B **Technical efficiency B** Rubric-based assessment of performance against planned outputs (active OCOF projects only)[1]	All	C1, C2, C3	No specific alignment	75% or above	75% or above	Calculate proportion of indicator groups in active projects achieving 'adequate' or higher standard on technical efficiency rubric completed by staff	Quantified qualitative (rubric-based) technical efficiency performance measure
CP 1 The proportion of new projects involving Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment[1, 4]	All	C2, C3	SEO 8	>32%	>32%	Calculate percentage of new active projects contributing to this indicator, and compare with total from previous year	Quantitative outcome (strategic alignment) measure

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **SEO** – Socio-economic outcome; **OCOF** – Our Country Our Future; **NILSS** – National Indigenous Land and Sea Strategy

[1] Extracted from ILSC system (Altus). Based on proponent project progress reporting, alignment and/or performance
[2] Extracted from ILSC system (NILSS tracker) and other corporate records
[3] Target is not specific to each Strategic priority; it relates to overall performance
[4] New active projects excludes the following project types – Future Industry, Indigenous Landholder Support, Disaster Recovery, Urgent Health and Safety, Sponsorship

2026-27 changes from 2025-26: Removed CP 8, 9, 10, 11; adjusted CP 1 measure wording – removed 'is increasing year on year'; PBS VFM A and VFM B introduced

Strategic priority D Meaningful connection

Long-term outcome alignments

1. Indigenous peoples are growing the value and productivity of Country
2. Indigenous peoples are owning and managing Country sustainably
3. Indigenous peoples are preserving and protecting Culture through reconnection with Country
4. Indigenous peoples are driving and influencing policy and opportunity for Country

Strategic outcome

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

Key activities / NILSS commitments

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

D1 Ensure community consultation and the voices of Indigenous peoples drive everything we do

D2 Change our partnership and engagement approach to be more Culturally appropriate and encourage others to adopt similar practices

D3 Where requested, champion the interests, priorities, and perspectives of Indigenous peoples into government and relevant sectors

D4 Work with government agencies to reduce duplication, align effort and make it easier to access services or information

D5 Establish, maintain and/or strengthen partnerships with relevant partners and, where desired, improve access to these partners

D6 Increase community awareness of the role and services of the ILSC and improve access to us

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with the Corporate Plan. In 2026-27, we will focus on strengthening our internal systems and tools for consistent, culturally appropriate and scalable engagement with First Nations peoples and partners.

Measure	Long-term outcomes	Key activity/NILSS commitment	Closing the Gap	Targets		Methodology	Type of measure
				2026-27	2027-30		
PBS VFM A **Technical efficiency A** Actual achievement against planned actions (NILSS)[1]	1, 2	D1 – D6	No specific alignment	80% or above[2]	80% or above[2]	Calculate percentage of actual achievement of planned actions Describe progress towards NILSS commitments/actions	Quantitative technical efficiency performance measure, combined with narrative
PBS 7 60% of projects commenced in the reporting period involve contributions from third parties (beyond immediate beneficiary group)[3, 4]	All	D5	No specific alignment	60%	60%	Calculate percentage of new active projects with eligible, committed partner/s, type and level of contribution[1]	Quantitative output measure

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **NILSS** – National Indigenous Land and Sea Strategy

[1] Extracted from ILSC system (NILSS tracker) and other corporate records
[2] Target is not specific to each Strategic priority; it relates to overall performance
[3] Extracted from ILSC system (Altus). Based on proponent project progress reporting, alignment and/or performance
[4] New active projects excludes the following project types – Future Industry, Indigenous Landholder Support, Disaster Recovery, Urgent Health and Safety, Sponsorship

2026-27 changes from 2025-26:
PBS 7 replaces KPI 5 and CP 13
CP 14 and CP 15 discontinued
PBS VFM A introduced

Strategic priority E Excellent service

Long-term outcome alignments

1 Indigenous peoples are growing the value and productivity of Country

2 Indigenous peoples are owning and managing Country sustainably

3 Indigenous peoples are preserving and protecting Culture through reconnection with Country

4 Indigenous peoples are driving and influencing policy and opportunity for Country

Strategic outcome

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

Key activities / NILSS commitments

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

E1 Seek to broaden our mandate to be more responsive to a wider range of needs

E2 Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access

E3 Embed a focus on self-determination and equity across the ILSC functions and operations and promote this more broadly

E4 Be accountable to Indigenous peoples and improve how we share information about our activities, decisions, and progress

E5 Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with our Corporate Plan. In 2026-27, our focus shifts to strengthening the organisational capability, systems and policy settings required to deliver responsive, high-quality services to First Nations peoples over the longer term.

Measure	Long-term outcomes	Key activity/NILSS commitment	Closing the Gap	Targets		Methodology	Type of measure
				2026-27	2027-30		
PBS VFM A **Technical efficiency A** Actual achievement against planned actions (NILSS)[1]	1, 2	E1 – E5	No specific alignment	80% or above[2]	80% or above[2]	Calculate percentage of actual achievement of planned actions Describe progress towards NILSS commitments/actions	Quantitative technical efficiency performance measure, combined with narrative
PBS VFM B **Technical efficiency B** Rubric-based assessment of internal performance[3]	All	E4, E5	No specific alignment	'Establishing' standard or higher	'Establishing' standard or higher	Rubric-based calculation of overall standard from responses to technical efficiency survey questions	Quantified qualitative (rubric-based) technical efficiency performance measure

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **NILSS** – National Indigenous Land and Sea Strategy

[1] Extracted from ILSC system (NILSS tracker) and other corporate records
[2] Target is not specific to each Strategic priority; it relates to overall performance
[3] Calculated from internal performance and continuous improvement survey results

2026-27 changes from 2025-26:
CP 16 discontinued
PBS VFM A replaces CP 5
PBS VFM B introduced

Strategic priority F Cultural leadership

Long-term outcome alignments

1. Indigenous peoples are growing the value and productivity of Country
2. Indigenous peoples are owning and managing Country sustainably
3. Indigenous peoples are preserving and protecting Culture through reconnection with Country
4. Indigenous peoples are driving and influencing policy and opportunity for Country

Strategic outcomes

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

Key activities / NILSS commitments

Aligned to our Purpose, Key activities reflect the commitments made to First Nations peoples under the *National Indigenous Land and Sea Strategy 2023-28*.

In 2026-27 and forward years, the ILSC will:

F1 Make our way of working more Culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC

F2 Enhance the Cultural capability of all staff

F3 Transform the ILSC into an employer of choice for Indigenous Australians

F4 Change the way we measure and report success to incorporate more Culturally appropriate approaches

F5 Share our learnings and encourage others to adopt Culturally appropriate ways of working.

2026-27 NILSS action alignments

The specific actions we will take to realise Key activities are reviewed annually and published on our website with our Corporate Plan. In 2026-27, we will focus on embedding culturally appropriate practices, capability and evaluation approaches across the organisation to strengthen Cultural leadership over the longer term.

Measure	Long-term outcomes	Key activity/ NILSS commitment	Closing the Gap	Targets		Methodology	Type of measure
				2026-27	2027-30		
PBS VFM A **Technical efficiency A** Actual achievement against planned actions (NILSS)[1]	1, 2	F1 – F5	No specific alignment	80% or above[2]	80% or above[2]	Calculate percentage of NILSS planned actions achieved Describe progress towards commitments/actions	Quantitative technical efficiency performance measure, combined with narrative

PBS – Portfolio Budget Statement; **CP** – Corporate Plan; **VFM** – Value for Money; **NILSS** – National Indigenous Land and Sea Strategy

1 Collated from ILSC systems (NILSS tracker) and other corporate records
2 Target is not specific to each Strategic priority; it relates to overall performance

2026-27 change from 2025-26:
PBS VFM A replaces CP 17

Our operating environment: Country*

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

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

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

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

Less tangibly, it refers to ‘Culture’ – also deliberately capitalised – associated with Country: the Cultural assets, Cultural knowledge and intellectual property collectively held by Indigenous peoples.

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

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

We strengthen and deepen Indigenous connection to Country.

Country exists within an increasingly interconnected landscape with domestic and global economic, social and environmental factors – for example, market forces, climate change and geopolitical tension (see *Key 2026-27 influences*) – influencing how we operate, as well as the opportunities available to partner with Indigenous peoples.

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

** sometimes referred to as the Indigenous Estate*

Key 2026-27 influences

In 2026-27 and forward years, the ILSC will continue to navigate the factors that influence 'Country' and our efforts to carry out our Purpose.

FACTOR	RESPONSE 2026-27 and forward years
STRATEGIC	
Delivering the commitments we made to Aboriginal and Torres Strait Islander peoples through the *NILSS 2023-28* requires sustained organisational change. We have made progress but the systemic change we are seeking is not yet being realised.	We will prioritise the NILSS actions most likely to deliver tangible outcomes for First Nations peoples and build organisational capability. This includes focusing effort, sequencing reform, and ensuring that internal systems, governance and workforce capability are aligned to support delivery over the remainder of the NILSS period and into the next strategy cycle.
GEOGRAPHY, DIVERSITY & EQUITY	
Country spans diverse geographic, Cultural and economic contexts. With more First Nations groups having access to Country, the demand for assistance to buy (and manage) land and water is shifting. Moreover, while access to Country has expanded for some First Nations groups, it has not been equitable across all communities.	Our revised OCOF investment priorities place a deliberate emphasis on: • prioritising groups with no access, or only limited and constrained access, to their Country • prioritising investment in communities located in areas of higher disadvantage, informed by the Index of Relative Socio-economic Advantage and Disadvantage (IRSAD). This approach supports a more equitable distribution of funding and recognises that different groups require different forms and intensity of support to achieve sustainable outcomes on Country.
SELF DETERMINATION	
Country is central to Aboriginal and Torres Strait Islander peoples identity, governance and economic futures. Calls for genuine self-determination – including control over decision-making, resources and development pathways – continue to shape expectations of the ILSC's role.	Supporting self-determination remains a guiding principle of the NILSS. We will continue to shift power and influence toward Aboriginal and Torres Strait Islander peoples through advocacy aimed at enhancing economic self-determination, Indigenous-led program design and evaluation, strengthened engagement and consent practices, and maintaining our commitment to the National Agreement on Closing the Gap.
WATER	
There is increasing pressure on freshwater and sea Country in terms of competition for access and navigating regulatory environments and climate impacts. These factors have a critical influence on the ability to achieve positive outcomes for Aboriginal and Torres Strait Islander peoples.	We will continue to prioritise projects that strengthen First Nations access to, and decision-making power over, freshwater and Sea Country. This includes targeted policy advocacy through the Water Act Review, the Murray-Darling Basin Plan Review and the Productivity Commission's inquiry into national water reform, as well as prioritising *Our Country Our Future* projects related to water acquisition and management.

ECONOMY

Uncertain economic conditions continue to affect the cost of land and water, the sustainability of enterprises operating on Country, and the capacity of First Nations communities to secure finance and invest for the long term. Some communities may experience disproportionate impacts from cost-of-living pressures, reduced access to capital, and constrained business conditions.

We will continue to focus investment through the *Our Country Our Future* program on building economic resilience, supporting Indigenous-owned enterprises, and partnering with service providers to deliver community-led responses in challenging economic conditions.

We are also prioritising investment in projects located in areas of higher socio-economic disadvantage.

CLIMATE CHANGE

Climate change continues to drive more frequent and severe extreme weather events, with material impacts on Country, infrastructure, livelihoods and Cultural assets. These risks intersect with opportunities in climate-related markets, including carbon, renewables and environmental services.

We will continue to:

- support First Nations access and participation in climate-related opportunities linked to Country
- support projects that deliver community-scale renewable energy solutions
- promote the ILSC's Disaster Recovery Quick Response Grant Program to assist Indigenous corporations whose property has been directly affected by a declared natural disaster.

We will also participate in our first Commonwealth Climate Disclosures, identifying climate-related risks and opportunities to ILSC operations.

TECHNOLOGY

Advancements in technology continue to reshape both the challenges and opportunities for Country, influencing the way the ILSC operates and undertakes its business.

We will continue to invest in modern systems and digital capability to improve efficiency, decision-making and service quality, while ensuring that technology supports Culturally appropriate, relationship-based engagement.

Our capability

Funding

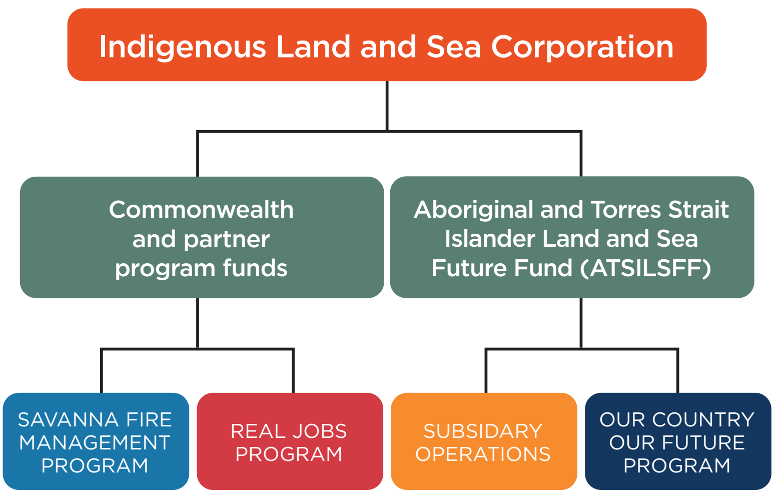
The ILSC is funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF), established – initially as the Aboriginal and Torres Strait Islander Land Account – to support our Purpose. Revenue from the fund supports our operations, with the ILSC receiving $45 million (2010-11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

Programs

We achieve our Purpose through:

- our principal funding program – *Our Country Our Future* – delivered from our three Divisional offices: Western (Perth), Central (Adelaide) and Eastern (Brisbane) where we develop and deliver new land and water acquisition and management projects with Indigenous groups
- the delivery of externally-funded programs – Real Jobs Program and the Savanna Fire Management Program – where our specific skills, scope and scale make us a partner of choice for both government and our Indigenous partners
- our subsidiaries, ILSC Employment and National Centre of Indigenous Excellence Ltd, which contribute to training and employment outcomes for Indigenous peoples.

The ILSC program structure



People

The ILSC is a relatively small entity with a broad remit – and we are unashamedly ambitious for Indigenous peoples. To achieve our Purpose we must continue to employ the right people, fully engaged with our Vision and our Values.

Workforce planning ensures our roles, structures and resources are aligned to delivering our Purpose and the NILSS 2023-28. We focus on building a workforce that is capable, sustainable and fit for the future, with First Nations opportunity a core consideration in all workforce decisions, not an afterthought.

Our programs are delivered by a dedicated workforce of 103 people (as at 30 June 2026) located across Australia.

As at 30 June 2026, we employed 31 Indigenous people, making up 30% of our total workforce – and we report our Indigenous employment achievements in our Annual Performance Statements.

We provide meaningful learning and development opportunities; maximise the diverse experiences and skills our people bring through opportunities for collaboration; and hold annual service awards to recognise and reward staff.

We have a particular focus on improving our Cultural capability as an organisation. Central to this are our Cultural Frameworks, Indigenous Employment Strategy 2023-28 and ‘Innovate’ Reconciliation Action Plan (RAP) 2024-26.

These documents, with tangible actions and deliverables, guide our efforts in providing a pathway for Indigenous leadership in the land and water sector, and seek to transform the ILSC into an employer of choice for Indigenous peoples while enhancing the Cultural capability of all ILSC staff.

Our values

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

Infrastructure

The ILSC operates from three main offices (divisions) – in Adelaide, Brisbane and Perth – with staff also located in Alice Springs and Darwin (NT), Geelong (Vic), and Gundaroo (NSW). This dispersed arrangement enables us to service Aboriginal and Torres Strait Islander peoples from across Australia. ICT arrangements are in place to support hybrid working arrangements and communication between sites.

We also retain and manage a portfolio of landholdings across Australia on behalf of First Nations peoples while we seek a suitable future owner for their divestment. Through the NILSS 2023-28, these are currently the subject of an accelerated divestment pathway as we look to shift from being an owner-operator of Country to our core remit of being a facilitator/connector of First Nations peoples and opportunities in the acquisition and management of Country.

Technology

To support the achievement of our Purpose, the ILSC makes strategic investment in our systems to deliver improved efficiency and facilitate our services to the Aboriginal and Torres Strait Islander organisations we partner with. Continued investment in technology and information governance will provide the tools and frameworks that will enable us to deliver high-quality services to our First Nations partners.

<u>Technology services</u>

We invest in technology to provide improved services to our First Nations partners through increased operational efficiencies and strengthened security. Our in-house ICT team provides national support across cybersecurity, systems infrastructure, information management, and geospatial services.

We operate a hybrid architecture spanning on-premises, self-hosted systems and cloud-based services, built primarily on the Microsoft ecosystem. It delivers secure, scalable environment that supports core business functions and can adapt to business needs.

<u>Information and cybersecurity</u>

We treat information as a critical resource. We are committed to robust information governance and strict cybersecurity controls. We currently maintain Level 2 compliance with the Australian Cyber Security Centre’s (ACSC) Essential Eight Cybersecurity standard and are committed to continuous improvement.

<u>Artificial Intelligence (AI)</u>

We are adopting AI to improve business processes. Drawing on guidance from the Department of Finance and the Digital Transformation Agency, we are building effective data governance processes and guardrails. This ensures the safe and ethical use of AI to benefit our First Nations partners.

2026-27 NILSS action alignments

In 2026-27, the ILSC’s focus is on strengthening organisational capability, systems and policy settings to support high-quality, culturally appropriate and future-focused service delivery, consistent with Strategic priorities E and F. The specific actions we will take are reviewed annually and published on our website with our Corporate Plan.

Key documents driving our capability

The NILSS and other drivers have delivered a selection of documents that are driving our capability as an organisation, improving uplift in all NILSS Strategic priority areas.

	Objective	What's in it	Who it's for	Drivers
CULTURAL FRAMEWORKS	To uphold the wellbeing and safety of people who identify with Aboriginal and/or Torres Strait Islander Culture	Three inter-connected frameworks for Cultural Capability, Cultural Safety and Cultural Wellbeing	For ILSC staff, contractors and Board members	NILSS 2023-28 Indigenous Employment Strategy 2023-28 Reconciliation Action Plan 2024-26
INDIGENOUS EMPLOYMENT STRATEGY 2023-28	To position the ILSC as an employer of choice for Indigenous talent, and build and maintain a workforce which has the skills, knowledge, life experiences and Cultural perspectives which reflect both our Purpose as well as the First Nations peoples we serve	Alignment with NILSS 2023-28, objectives and action plan	For ILSC staff	NILSS 2023-28 Reconciliation Action Plan 2024-26
RECONCILIATION ACTION PLAN 2024-26	Our public commitment to continuing our reconciliation journey with our First Nations stakeholders	Scope, reach, reconciliation journey, actions and deliverables	For ILSC staff and Board members	NILSS 2023-28
PSYCHOLOGICAL HEALTH & SAFETY FRAMEWORK	To prevent harm and foster a safe, inclusive, and empowering environment	Key psychosocial safety concepts and definitions, roles and responsibilities and related policies and procedures	For ILSC staff, contractors, visitors and stakeholders	WHS Act NILSS 2023-28
ENGAGEMENT FRAMEWORK	To guide the ILSC in conducting meaningful, ethical and Culturally safe engagement with First Nations peoples and communities	Engagement principles, guiding values for ethical engagement, and application and measurement	For ILSC staff and contractors, potentially external partners partnering on projects	NILSS 2023-28

INDIGENOUS EVALUATION FRAMEWORK*	To drive Culturally appropriate evaluation practice	Guiding principles, roles and responsibilities to support Culturally safe, Indigenous-centred, ethical and transparent evaluation practice	For ILSC staff and consultants involved in evaluation, monitoring, reporting, program design and policy development	PGPA Act NILSS 2023-28 Productivity Commission's Indigenous Evaluation Strategy (2020)
PROCUREMENT POLICY	To ensure ILSC resources are used appropriately and to optimise First Nations procurement	Guiding principles and annual targets	ILSC staff	ATSI Act Reconciliation Action Plan 2024-26 NILSS 2023-28
POLICY FRAMEWORK	To drive improvements and quality uplift of policy documents across the agency	Five-stage cycle for creating, updating and deleting frameworks, policies, guidelines and procedures	ILSC staff	NILSS 2023-28
ARTIFICIAL INTELLIGENCE (AI) ROADMAP	To guide the ILSC in the safe and ethical use of AI	Five-phase initiative with foundational activities	ILSC staff	NILSS 2023-28 AI Governance and Readiness Internal Audit Report (KPMG) Policy for the responsible use of AI in government, Digital Transformation Agency (Dec 2025)
ENTERPRISE RISK MANAGEMENT FRAMEWORK	To continually improve risk management processes and activities across the ILSC Group	Foundations for design, implementation, monitoring, and review of the ILSC's risk management processes	The ERM Framework applies to the ILSC and its subsidiaries	PGPA Act Commonwealth Risk Management Guideline issued by the Department of Finance (RMG 211) International Standard on Risk Management (ISO 31000:2018)

* To be embedded into a revised ILSC Performance Framework for 2026-27 to drive more Culturally-appropriate evaluation practice across our operations

Our approach to risk

The ILSC manages risk in accordance with our Enterprise Risk Management Framework and Risk Appetite Statement, consistent with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Commonwealth Risk Management Policy. Risk management is embedded across our governance, planning, and operational activities to support the achievement of our Purpose and Strategic priorities.

For 2026-27, we have reviewed and refreshed our strategic risk profile to ensure it remains fit for purpose and responsive to our evolving operating environment, statutory obligations, and Strategic priorities, including the delivery of the *National Indigenous Land and Sea Strategy 2023-28* (NILSS).

We have identified **six strategic risks** (see table below) that may impact the delivery of our outcomes and the achievement of our Purpose.

These reflect the breadth and complexity of our responsibilities under the ATSI Act, PGPA Act, and broader legislative framework, as well as emerging risks relating to financial stewardship, people and capability, organisational resilience, and digital infrastructure.

These risks are regularly reviewed and monitored to ensure they remain relevant to *Our operating environment* (page 26) and Strategic priorities.

Strategic risk	Mitigation
1. Statutory risk Non-compliance with laws, regulations, and statutory obligations that govern ILSC activities. This includes our obligations under the ATSI Act and PGPA Act and other broader legislation.	We maintain a robust governance and compliance framework aligned with the PGPA Act, ATSI Act, and other relevant legislation. This includes clear accountabilities, regular monitoring of legislative obligations, legal and policy oversight, and assurance through internal audit and Audit and Risk Committee oversight.
2. Financial risk Potential for loss, mismanagement, or misuse of the ILSC's financial resources that may impact our ability to meet our Strategic priorities, deliver on commitments to Aboriginal and Torres Strait Islander peoples, or maintain compliance with financial obligations under the PGPA Act, ATSI Act, and other relevant legislation.	Strong financial management practices, including budgetary controls, financial delegations, transparent reporting, and compliance with PGPA financial requirements. Regular monitoring, independent assurance, and oversight by the Board and Audit and Risk Committee support the appropriate use and protection of public resources.
3. People and capability risk The behaviours, actions, or capacity of employees, executives, contractors, or stakeholders may negatively impact our ability to operate ethically, efficiently, and in accordance with our statutory and strategic obligations.	People and capability risk is mitigated through workforce planning, and capability development. This is supported by policies, training, and performance management frameworks that promote accountability, integrity, and a safe and respectful workplace culture.

4. Performance/delivery risk	
We may not achieve our intended outcomes, deliver on Strategic priorities, or meet service delivery commitments to Aboriginal and Torres Strait Islander peoples. This risk can arise from internal inefficiencies, inadequate governance, external disruptions or misrepresentation of performance data or outcomes.	We align strategic planning, performance measures, and reporting to our Purpose and outcomes. Governance arrangements, monitoring of progress against performance indicators, and assurance processes support accurate reporting and timely identification of delivery risks, including emerging external disruptions.
5. Resilience risk	
Reduced capacity to adapt, respond to, or recover from environmental, economic, social or organisational disruptions. For the ILSC, which supports Indigenous ownership and management of land and water assets, resilience risk threatens our long-term ability to deliver our Purpose.	We strengthen organisational resilience through risk-informed planning, scenario consideration and continuous review of capability to support long-term sustainability. This strengthens our capacity to anticipate, respond to and recover from disruptions affecting our operations and the Indigenous land and water assets we support.
6. Digital infrastructure risk	
Outdated, unreliable, or inadequate technology systems and infrastructure may fail to support our operations or Strategic priorities.	We plan investment in technology and maintain information security controls and governance arrangements that support reliable, secure, and fit-for-purpose systems. Oversight mechanisms and assurance activities support information protection and continuity of operations.

Risk governance

The Board provides overall oversight of risk management, supported by the Audit and Risk Committee, which monitors the effectiveness of our Enterprise Risk Management Framework, risk culture, and internal controls, and provides assurance to the Board. The Executive is responsible for implementing and maintaining effective risk management practices and ensuring risks are managed within the approved risk appetite.

Risk considerations are integrated into key business processes, including strategic planning, procurement, and operational decision-making. We apply a structured and consistent approach to identifying, assessing, treating, monitoring, and reporting risks, with a focus on emerging risks and continuous improvement.

Risk culture

We promote a positive risk culture in which employees understand the value of effective risk management and are empowered to identify, manage, and escalate risks. This is supported through clear accountabilities, ongoing training and awareness activities, and established reporting and assurance mechanisms. Risk management practices are regularly reviewed and refined to ensure they remain fit for purpose and responsive to changing business needs, providing assurance that risks are appropriately governed and managed across the organisation.

Our partners

The return and management of Country is achieved through a partnership model of:

- primary stakeholders – set the vision for Country and are our primary beneficiaries
- delivery partners – turn vision into practice
- enabling partners – provide capital, knowledge and pathways to scale
- government – creates the authorising environment and policy alignment.

This model is critical to meeting our Purpose. It is central to our unique ability to equally partner with First Nations peoples and champion their Indigenous perspectives and priorities, while also having direct input into government and connections with trusted delivery and enabling partners.

Primary stakeholders – Aboriginal and Torres Strait Islander peoples

The primary stakeholders for the ILSC, Aboriginal and Torres Strait Islander peoples are `holders' of the Cultural, environmental, economic and social assets that make up Country; they are both partners in, and beneficiaries of, our core business in delivering projects across Country.

This group includes:

- Indigenous corporations and community-controlled organisations
- Indigenous businesses, ranger groups, enterprises and service providers
- Traditional Owners
- Native Title holders and Prescribed Bodies Corporate
- land councils.

With these partnerships, Country can be returned in a way that supports self-determination and land and water management can be transformational in terms of creating sustainable economic participation, Cultural continuity and environmental stewardship.

Delivery partners

Delivery partners are organisations that work directly with us and Indigenous stakeholders to design, implement and manage acquisition and management projects on Country. They bring the operational capability, technical expertise and on-ground presence needed to translate Indigenous priorities into practical outcomes. Delivery partners may also be ‘knowledge partners’, contributing specialist expertise, evidence and sector insight that enables us to operate more effectively in new or evolving policy environments and emerging markets.

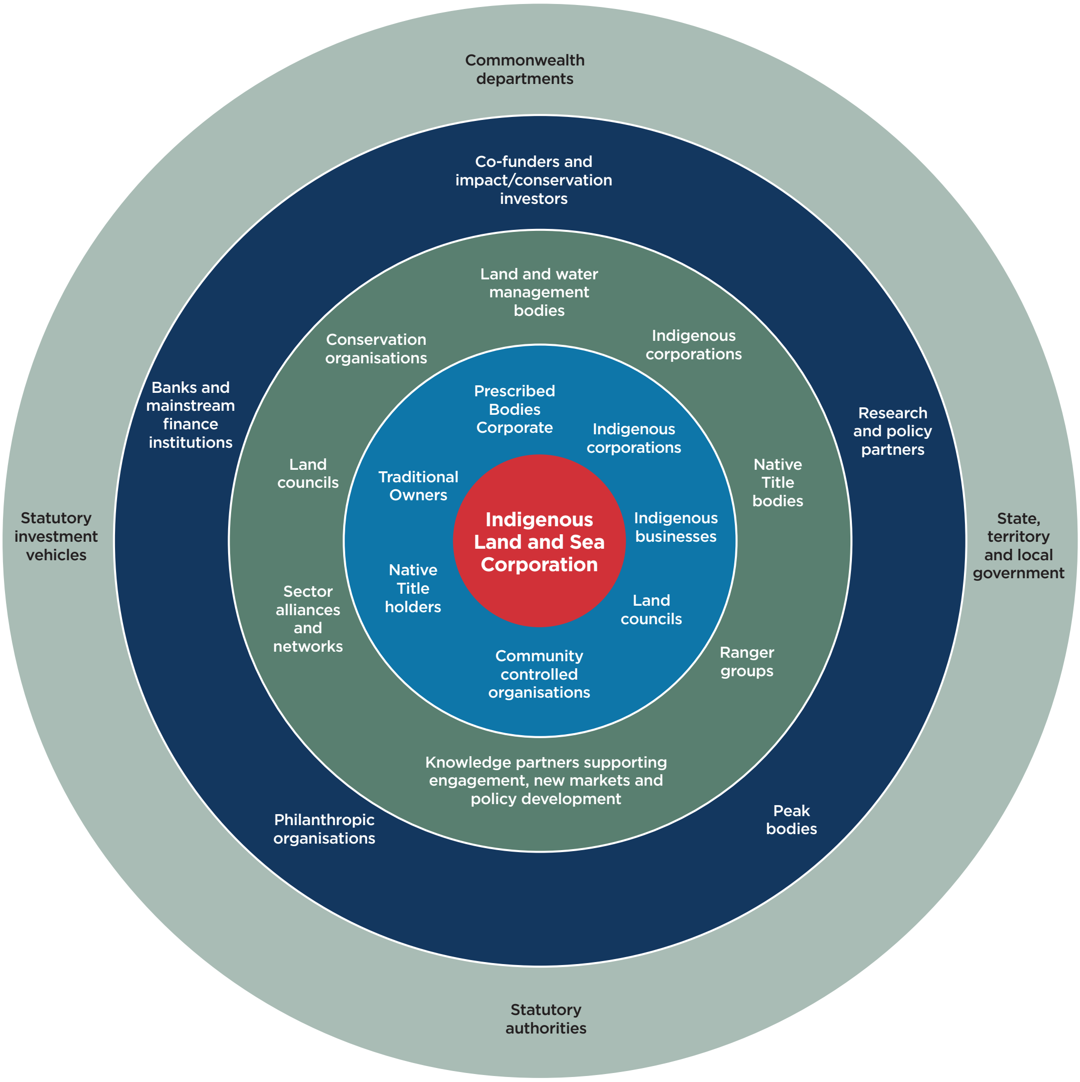
Examples include:

- ranger groups and Indigenous corporations, including those responsible for managing Indigenous Protected Areas
- land and water management bodies (e.g. Aboriginal Sea Company, National Landcare Network)
- Native Title bodies and land councils (when acting in delivery roles)
- conservation organisations (e.g. Bush Heritage, The Nature Conservancy)
- sector alliances and networks (e.g. North Australian Indigenous Land and Sea Management Alliance, Indigenous Desert Alliance, Indigenous Carbon Industry Network, First Nations Clean Energy Network)
- knowledge partners supporting engagement, market, and policy development (e.g. our Indigenous and non-Indigenous partners in the Nature Repair Market).

With these partnerships, we can extend our reach across vast geographies, reduce risk by sharing capability and responsibility, and support Indigenous leadership while providing technical and operational support.

Our partnership structure

- PRIMARY STAKEHOLDERS
- DELIVERY PARTNERS
- GOVERNMENT
- ENABLING PARTNERS (finance, policy, research)



Enabling partners

Enabling partners are organisations that strengthen the conditions, systems and resources that allow Indigenous outcomes to be achieved and sustained over time. They typically contribute capital and finance; policy influence and systems change; research, innovation and knowledge; and/or market access and commercial pathways.

Our partners include:

- co-funders and impact/conservation investors (e.g. First Australians Capital, Social Ventures Australia, Impact Investing, Cassinia, Impact Investment Group, Tiverton Agricultural Fund, Social Enterprise Finance Australia)
- philanthropic organisations (e.g. Trust for Nature, Pollination Foundation, The Nature Conservancy)
- banks and mainstream finance institutions (e.g. Westpac, Commonwealth Bank of Australia, National Australia Bank)
- research and policy partners (e.g. ANU First Nations Portfolio, First Nations Economic Empowerment Alliance, CSIRO)
- peak bodies (e.g. National Native Title Council, National Native Title Tribunal) and various Native Title representative bodies and Prescribed Bodies Corporate operating across Country
- sector-wide networks (e.g. Clean Energy Finance Corporation, Australian Renewable Energy Agency).

Through these partnerships, our primary stakeholders connect with additional sources of non-government finance, accessing the capital and markets to manage Country sustainably and for long-term livelihoods. These partners are also key in removing structural barriers to Indigenous economic participation and supporting innovation in land, water, carbon, energy and conservation markets.

Government

Government partners include Commonwealth, state and local agencies that provide the policy authority, funding, regulation and accountability frameworks within which ILSC operates. Nationally, we are accountable to the Minister for Indigenous Australians (ATSI Act) and the Department of Prime Minister and Cabinet (PGPA Act).

Other partnerships include:

- National Indigenous Australians Agency – the chief Commonwealth organisation overseeing Aboriginal and Torres Strait Islander affairs across the Australian Government
- Commonwealth departments (e.g. Department of Climate Change, Energy, the Environment and Water; Department of Agriculture, Fisheries and Forestry, Department of Finance)
- State, territory and local government
- Statutory authorities and investment vehicles (e.g. Indigenous Business Australia; Northern Australia Infrastructure Facility; Northern Territory Aboriginal Investment Corporation).

2026-27 NILSS action alignments

In 2026-27, the ILSC's focus is on strengthening and leveraging its partnership model to support more coordinated, scalable and Indigenous-led outcomes on Country, consistent with Strategic priorities A, B, C and D. The specific actions we will take are reviewed annually and published on our website with our Corporate Plan.

Our subsidiaries

The ILSC operates two wholly-owned subsidiaries which contribute to our Purpose through the management of Country. These entities were established to operate in response to commercial and social drivers, delivering outcomes aligned to our Long-term outcomes through the advantage held by Indigenous people in these sectors.

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

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

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

National Centre of Indigenous Excellence Ltd

Description

- National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise generating long-term improvements in Indigenous wellbeing.
- NCIE operates from 180 George Street Redfern (the historic site of the Redfern Public School), a property divested by the ILSC in June 2022 to the New South Wales Aboriginal Land Council (NSWALC).

Activities

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

Contribution to our Long-term outcomes

- Through its operations and targeted programs, NCIE supports our Long-term outcomes by contributing to the employment and training outcomes set out in our Portfolio Budget Statements targets (PBS 3 and PBS 4).

2025-26 status

- The ILSC will continue to work with NCIE, NSWALC and other local stakeholders to transition the enterprise to new ownership.
- During this time, the ILSC will continue to support NCIE’s operations through corporate services assistance.

ILSC Employment Pty Ltd

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

It contributes to our Purpose through the delivery of training and employment outcomes to Indigenous peoples – as set out in our Portfolio Budget Statements targets (PBS 3 and PBS 4).

ILSC Employment employs staff working on Gunbalanya Station (NT), Gunbalanya Meats (NT), Banka Banka Station (NT) and Jumbun Farm (Qld).

2026-27 NILSS action alignments

In 2026-27, consistent with Strategic Priority A 'Returning Country', the ILSC's focus is on progressing the transition and divestment of subsidiaries and ILSC-held properties, supporting a shift away from direct ownership and operation of enterprises over time. The specific actions we will take are reviewed annually and published on our website with our Corporate Plan.

Our performance and reporting

Performance

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

Our framework is underpinned by the ILSC Program Logic or 'theory of change' (see page 43, left section of diagram) that outlines how we currently expect the ILSC's inputs, activities and outputs to lead to our outcomes and ultimately our Purpose and Vision. As the framework is implemented, our theory will be tested: how well are our resources being used? And are our activities leading to the planned changes and outcomes?

Evaluation

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

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

Based on our 'theory of value creation' (see page 43, right section of diagram), ILSC performance is assessed from four perspectives – economy, efficiency, effectiveness and equity.

We assume that if we –

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

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

This contributes to the realisation of our Long-term outcomes and delivery on our Purpose (**impact**).

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

Reporting

In assessing our performance against the PBS performance criteria, Corporate Plan targets and our Long-term outcomes we draw on the following major sources:

- corporate databases (Altus, GIS and HR systems)
- data supplied by ILSC subsidiaries
- progress reports and evaluation reports provided by ILSC funding recipients
- rubric-based assessments conducted by project staff against Value for Money criteria
- internal staff survey focusing on performance and continuous improvement.

The results, along with an assessment of our performance using the Value for Money evaluation methodology, are independently audited every second year and published in our Annual Performance Statements (within our Annual Report).

Our compliance reporting under the PGPA Act is complemented by the publication of a friendly, community-facing report – *Returning and Managing Country* – which showcases our key acquisition and management projects through case studies anchored to our Long-term outcomes. This publication is produced concurrently alongside an annual NILSS Progress Report.

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

2026-27 NILSS action alignments

In 2026-27, the ILSC's focus is on strengthening its Performance Framework by embedding Indigenous-led evaluation approaches, so that they are a core part of how performance is assessed, reported and improved over time. The specific actions we will take are reviewed annually and published on our website with our Corporate Plan.

Our theory of change/value creation

ILSC PROGRAM LOGIC (THEORY OF CHANGE)					THEORY OF VALUE CREATION
GLOBAL OUTCOMES Arising from collective outcomes of ILSC and others	> The physical condition and resilience of Country is improved > Enduring Indigenous prosperity and wellbeing from Country > Country recognised for its value to Indigenous wellbeing, strength and influence and the nation's prosperity				
ILSC VISION	Indigenous peoples enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings				**IMPACT/RETURN ON PURPOSE** Indigenous peoples are generating ongoing Cultural, social and economic capital
LONG TERM OUTCOMES Arising from prior outcomes	Indigenous peoples are growing the value and productivity of Country	Indigenous peoples are owning and managing Country sustainably	Indigenous peoples are driving and influencing policy and opportunity for Country	Indigenous peoples are preserving and protecting Culture through reconnection with Country	
MEDIUM TERM OUTCOMES Arising from prior outcomes	Indigenous peoples have improved management practices, stronger property holding organisations, efficient and resilient enterprises	Indigenous peoples are increasingly driving/enhancing knowledge and skill building activities and networks	Indigenous peoples are increasingly participating in activities to facilitate opportunity for Country (eg policy, industry, research)	Indigenous peoples are actively re-establishing historical, social and Cultural connections and Cultural visibility has increased	**EFFECTIVENESS** Indigenous peoples are growing Cultural, social and economic capital
SHORT TERM OUTCOMES Arising from prior outcomes	Value of Country/ enterprise is increasing	Indigenous peoples are increasingly participating in informal and formal learning and knowledge sharing networks and activities relating to Culture, Country and/or enterprise		Indigenous peoples have increased ability to actively participate in Cultural practices	
IMMEDIATE OUTCOMES Arising from ILSC activities	Minor improvements in the capacity and capability of Indigenous peoples 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)		**EFFICIENCY** The ILSC is doing the right things, in the right ways
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 > **Legislation** – ATSI Act (mandate) and PGPA Act (governance and performance) > **Organisational resources** – premises, equipment, staff, support, systems, expertise > **Social and human capital** – staff, stakeholders, partnerships, relationships				**ECONOMY** The ILSC is choosing the right investments, good stewardship of resources

EQUITY Inclusive of all Indigenous peoples including those at extra disadvantage (eg. women, youth, disabled)

Appendix 1: Changes to performance measures

Retired PBS performance measures from 2026-27

The following PBS measures have been retired from 2026-27. Their definition and rationale for removal are provided below.

Measures	Definition	Rationale for retirement
Deliverable 1 Interests in land and water/waters acquired	Deed of grant fully executed for purchase of property (i.e. land, water, sea, license, quota, freehold)	Ceasing use of this output measure and replacing with stable outcome/effectiveness measure (**PBS 1**) that provides more meaningful insight over time.
Deliverable 2 Interests granted	Deed of grant fully executed for divestment/grant of property (i.e. land, water, sea, licence, quota, freehold)	Ceasing use of this output measure and replacing with stable outcome/ effectiveness measure (**PBS 1**) that provides more meaningful insight over time.
Deliverable 3 Number of active acquisition and management projects	Any project that meets one or more of four criteria (management project in implementation, acquisition date within three years, grant or expected grant date within 12 months)	Ceasing this output measure because it does not support meaningful measurement of achievement against Purpose. Criteria for 'active' projects will continue to be used only for data hygiene purposes.
KPI 1a – Indigenous employment Number of Indigenous staff directly employed across the ILSC	Indigenous peoples employed directly by the ILSC Group. May be counted more than once if re-hired during the year	Ceasing this output measure and replacing with a total employment output measure (**PBS 3**) to increase focus on the relevant achievement (employment), rather than the mechanism (employer).
KPI 1b – Indigenous employment Number of Indigenous employment outcomes enabled by ILSC funded projects active in financial year	Indigenous peoples engaged and paid through active projects (OCOF, hosted programs and subsidiaries), regardless of the type or duration of employment	Ceasing this output measure and replacing with a total employment output measure (**PBS 3**) to increase focus on the relevant achievement (employment), rather than the mechanism (employer).

Measures	Definition	Rationale for retirement
KPI 2a **Indigenous training** Number of Indigenous trainees hosted/employed across the ILSC Group	Indigenous people hosted by, and receiving training from, an ILSC entity	Ceasing this output measure and replacing with a total capability building output measure (**PBS 4**) to increase focus on the relevant activity rather than the mechanism.
KPI 2b **Indigenous training** Number of Indigenous training completions enabled by ILSC funded projects active in financial year	Number of training completions completed by Indigenous people and enabled through third party projects (OCOF, hosted programs and subsidiaries)	Ceasing this output measure and replacing with a total capability building output measure (**PBS 4**) to increase focus on the relevant achievement (capability development), rather than the mechanism (trainee host).
KPI 3 **Indigenous business development** Number of Indigenous enterprises	Unique businesses/enterprises assisted through active projects (OCOF, hosted programs and subsidiaries)	Ceasing this output measure to replace with **PBS 5** which uses the more meaningful definition previously used as a Corporate Plan measure.
KPI 6 **ILSC contribution to the Indigenous estate**	Qualitative	Ceasing this qualitative measure and replacing with **PBS VFM A** which includes narrative tracking progress towards strategic outcomes.

KPI 4 Protection of Indigenous culture, heritage and the environment and **KPI 5** Collaboration are retained in 2026-27, renamed as **PBS 6** and **PBS 7** – see **PBS 6** and **PBS 7** in next table.

New or retained PBS performance measures from 2026-27

The following PBS measures have been introduced or retained for 2026-27. Their definition and rationale for introduction/retention is provided below.

Measures	Definition	Rationale for introduction/retention
PBS 1 80% or more of ILSC-acquired Country is under Indigenous care and control	Proportion of all ILSC-acquired properties that have been divested/ granted to an Indigenous title holding body	New outcome/effectiveness measure that replaces previous output-focused PBS measures **Deliverable 1** and **Deliverable 2**. This measure is more meaningful as it is very strongly aligned to our Purpose, increases focus on grants rather than acquisitions (reflecting NILSS feedback), and is very stable over time.
PBS 2 The proportion of ILSC-granted Country returned to the ILSC is 10% or less	Proportion of all ILSC-granted properties that have been reacquired by the ILSC due to an unresolvable compliance breach	New outcome/effectiveness measure that replaces previous output-focused measures **Deliverable 1** and **Deliverable 2**. This measure is more meaningful as it is very strongly aligned to our Purpose and is stable over time. Note this has a revised definition to the version used as a Corporate Plan measure (**CP 4** in 2025-26). This version omits releases/losses (sales) from the calculation, reflecting more recent standard practice.
PBS 3 Total number of Indigenous employment outcomes supported through the ILSC Group	Indigenous people employed directly by the ILSC Group or enabled through active projects (OCOF, hosted programs), regardless of the type or duration of employment. Employees may be counted more than once if re-hired during the year	New output measure that replaces **KPI 1a** and **KPI 1b** to increase focus on the relevant activity rather than the mechanism.
PBS 4 Extent of Indigenous participation in capability-building activities across the ILSC Group	Indigenous people participating in training, planning and/or other knowledge building and sharing activities. Activities can be arranged directly by the ILSC Group or through active projects (OCOF, hosted programs). Excludes ILSC Group employees	New output measure that replaces **KPI 2a** and **KPI 2b** to increase focus on the relevant activity rather than the mechanism. It has been used as a Corporate Plan measure since 2020-21 (**CP 6** in 2025-26).
PBS 5 Total Indigenous-owned and managed businesses established and/or with improved productivity, efficiency and/or resilience through ILSC assistance	Unique businesses/enterprises established and/or with improved productivity, efficiency and/or resilience through active OCOF projects	New output measure that replaces **KPI 3.** It has more descriptive, meaningful wording that provides more insight into breadth of current enterprise improvements.

Measures	Definition	Rationale for introduction/retention
PBS 6 50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment	Proportion of new active OCOF projects that involve maintenance and/or protection of Indigenous Culture, heritage and/or the environment. Excludes the following project types: Future Industry, Indigenous Landholder Support, Disaster Recovery, Urgent Health and Safety and Sponsorship	New outcome (strategic alignment) measure that replaces **KPI 4** and was previously used as a Corporate Plan measure (**CP 7** in 2025-26). It has more descriptive, meaningful wording that provides more insight into breadth of relevant activities.
PBS 7 60% of projects commenced in the reporting period involve contributions from third parties (beyond immediate beneficiary group)	Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond applicant/immediate beneficiary). Excludes the following project types: Future Industry, Indigenous Landholder Support, Disaster Recovery, Urgent Health and Safety and Sponsorship	New output measure that replaces **KPI 5** and was previously used as a Corporate Plan measure (**CP 13** in 2025-26). It has more descriptive, meaningful wording.
Value for Money A (Technical Efficiency A) Actual achievement against planned indicators (active OCOF projects) and planned actions (NILSS)	Proportion of planned indicators (OCOF and hosted programs) and actions (NILSS) that are achieved or exceeded	New quantitative Value for Money efficiency measure that will effectively shift focus to aggregated performance across multiple aspects of ILSC business, rather than focusing solely on outputs. This measure has been included in the Annual Performance Statement since 2021-22 focusing solely on OCOF, and not as a PBS measure.
Value for Money B (Technical Efficiency B) Rubric-based assessment of performance against all planned outputs (active OCOF projects and internal performance assessment)	Rubric-based performance assessment of planned output delivery (active OCOF projects and hosted programs; internal activities)	New quantified qualitative (rubric-based) Value for Money efficiency measure that will shift focus to a more nuanced and contextualised aspect of performance across ILSC activities. This will help provide context and avoid over-emphasis on the achievement of outputs. This measure has been included in the Annual Performance Statement since 2021-22 focusing solely on OCOF, and not as a PBS measure.

Corporate Plan measures 2025-26

With one exception (highlighted), the Corporate Plan measures listed below have been retired as they are superseded by, or duplicative of, the PBS performance measures adopted for 2026-27. These are numbered in the order that they appeared in the Corporate Plan 2025-26.

Corporate Plan measure
1. By 2029, the ILSC will have acquired 322† land or water-based interests since inception, for the benefit of Indigenous corporations
2. By 2029, the ILSC will have returned a total of 303† land or water-based interests to Indigenous care and control since inception
3. By 2029, the ILSC will have assisted in the establishment of and/or improved the productivity, efficiency and/or resilience of 50† businesses per year
4. The proportion of ILSC granted assets returned to the ILSC and/or lost to Indigenous care and control is decreasing year on year
5. 80%† of all projected indicators are met (relates to all Long-term outcomes)
6. The extent of Indigenous participation in capability building activities related to ownership and/or management of Country and/or enterprise
7. 50%† of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment
8. 20%† of new active projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community
9. 40%† of new active projects drive policy and opportunity for Indigenous Australians
10. 40%† of new active projects have transformative elements intended to drive planned and ongoing change to enterprise(s), Country and/or the lives of Indigenous beneficiaries
11. Invest in strategic projects to benefit Indigenous Australians
12. 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*
13. 60%† of new projects will involve formal partnerships and informal collaboration
14. Extent of engagement, facilitation and advocacy activities
15. Invest in sponsorships to enhance the ability of Indigenous Australians to undertake Country management activities and engage in policy development
16. Continuously improve performance of whole of ILSC against internal Value for Money standards
17. Investment in culturally appropriate practices

† This target reflects the targets set out in the ILSC's contribution to the 2025-26 Portfolio Budget Statements

* Retained as a measure in 2026-27; renumbered as CP 1

Appendix 2: List of requirements

PGPA Rule s16E(2) item no.	Required element	Legislative requirement	Page number(s)
1	**Introduction**	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act (b) the reporting period for which the plan is prepared (c) the reporting periods covered by the plan.	2
2	**Purposes**	The purposes of the entity.	5
3	**Key activities**	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes	13-25
4	**Operating context**	For the entire period covered by the plan, the following:	
	a) Environment	the environment in which the entity will operate	26-28
	b) Capability	the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	29-33
	c) Risk	a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed	34-35
	d) Cooperation	details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	36-38
	e) Subsidiaries	how any subsidiary of the entity will contribute to achieving the entity's purposes.	39-40
5	**Performance**	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	41-43, Appendix 1

Australian Government

Indigenous Land and Sea Corporation

The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

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