

Unlocking the Indigenous Estate

CORPORATE PLAN 2020-21
STRATEGY TO 2024



Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.



Pictured: Ian Woods, Chairman of the
Nari Nari Tribal Council at Gayini
Photo Credit: Annette Ruzicka &
The Nature Conservancy
Cover image: Fish River Station,
Northern Territory

“

Having the property back in Nari Nari hands will allow us to pursue sustainable sources of income such as carbon farming, grazing in non-sensitive areas and cultural eco-tourism and enable the intergenerational transfer of knowledge of caring for country.

”

Nari Nari Tribal Council (NNTC) Chairman, Ian Woods on the December 2019 purchase of an 88,000-hectare property in southern New South Wales, the result of a successful partnership between the ILSC, The Nature Conservancy and the NNTC



A full-page background image of a sunset over a beach. The sun is low on the horizon, creating a bright orange glow across the sky and reflecting on the water. The waves are dark and rhythmic, with white foam visible. The beach is visible in the foreground, with wet sand reflecting the sunset colors.

“

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

”

**Pictured: Sunset on Goolwa Beach
on Ngarrindjeri country in SA
Photo Credit: Andy Steven Photography
& Goolwa PipiCo**

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Framework

The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2020-21 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 2020-21 and anticipates developments to 2023-24.

Under the provisions of Section 40 of the PGPA Rule, the ILSC has deferred the publication of its 2020-21 Corporate Plan in response to the impact of COVID-19 on its operations. The Plan was published on 30 October 2020.

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In all our activities the ILSC pays respect to the Traditional Owners and Custodians of the lands and waters on which we work. We honour the resilience and continuing connection to country, culture and community of all Aboriginal and Torres Strait Islander people across Australia. We recognise the decisions we make today will impact the lives of generations to come.

**Pictured: Okan Woods and
Kerrie Parker, Nari Nari Elder at Gayini.
Photo Credit: Annette Ruzicka
& The Nature Conservancy**

Welcome from the Board

Welcome to *Unlocking the Indigenous Estate*, the Indigenous Land and Sea Corporation's Corporate Plan 2020-21, Strategy to 2024.

This past year Australia was faced with a catastrophic bushfire season closely followed by the continuing global COVID-19 pandemic.

While the full effects on Indigenous Australians and the Indigenous Estate are still to become clear, it has been a timely reminder of the role the ILSC can play in recovery and rebuilding efforts, and we have recognised the need for flexibility in responding to the immediate challenges facing the Indigenous Estate.

During the bushfire crisis we implemented a special response that relaxed some requirements of our major funding program – *Our Country Our Future* – to allow for much needed assistance to flow to Indigenous landholders effected by the crisis.

And during the ongoing COVID-19 pandemic, we are committed to supporting our partners as they pivot and adapt their business models, including working with them to prevent the stranding of assets and, where necessary, to support their recovery.

We also remain focused on our long-term vision for the Indigenous Estate; on our purposes – articulated as *Our Pathways* in this document; and on our commitment to being the trusted partner in developing and protecting the Indigenous Estate.

We have successfully transitioned our land-based program structure to include and implement our expanded remit of water, working with Indigenous and non-Indigenous partners to deliver six water-based projects to a value of \$10.4 million. Seven further projects worth \$1.16 million are currently under consideration.

We welcome the new targets in the Australian Government's *National Agreement on Closing the Gap*, particularly the recognition of the importance of the effective ownership and control of country by and for Indigenous Australians – the impact of an 'unlocked Indigenous Estate'. We look forward to our continued role in Closing the Gap.

Meanwhile, our operations and *Our Country Our Future* program will continue to be reviewed and reformed where required to enhance efficiencies and maximise our return on mandate: our ability to return value and benefit to the Indigenous Estate from our available resources.

Throughout these times and into the future we will continue to underwrite the sustainability of cultural assets and create opportunity for landholders to reimagine the way that their country generates value.

We look forward to working with you as we work towards a bigger, stronger, more valuable and more resilient Indigenous Estate.

Kind Regards



Eddie Fry, ILSC Chair
September 2020



What we do and why

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

Our Key Activities:

- > Acquiring and returning land and water-related rights and assets to Indigenous people.
- > Supporting Indigenous people to preserve and protect cultural and environmental sites and traditional knowledge through reconnection with country.
- > Building the capacity and capability of Indigenous people to sustainably manage and protect country.
- > Partnering with Indigenous people to drive and influence opportunities for their country.

Since it was established in 1995, the ILSC has invested \$1.24 billion through its activities.

This includes the purchase of 268 land and water interests covering 6.2 million hectares, and \$666 million invested in 830 projects managing country.

As of June 2020, over three quarters of our land and water acquisitions were under the care and control of an Indigenous title holder.

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

We have supported Indigenous Australians to bring products to market including cultural and ecotourism, niche Indigenous products such as bush foods and culturally led eco-system services.

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

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

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

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

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

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

Legislative and governance context

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

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

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

The ILSC's primary decision-making body is its seven-member Board appointed by the Minister. Five members including the Chair must be Indigenous Australians.

ILSC Governance

MINISTER FOR INDIGENOUS AUSTRALIANS

Appoints 7-member Board including
Chairperson; five including the
Chairperson must
be Indigenous Australians



BOARD

Accountable Authority

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



CEO

Statutory Officer

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



ILSC ADMINISTRATION

ILSC SUBSIDIARIES

Discrete governance and
management structures

Pictured: Eulimbah, Gayini
Photo Credit: Annette Ruzicka
& The Nature Conservancy



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

**Pictured: Torry Plains Homestead
on Pollen Creek, Gayini
Photo Credit: Annette Ruzicka
& The Nature Conservancy**

Our operating environment: 'The Indigenous Estate'

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

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

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

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

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

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

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

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

COVID-19 pandemic

The 2020 COVID-19 global pandemic has posed significant risks for Indigenous people and communities. Remote communities are more vulnerable to the effects of an infection, and state and regional travel bans have further exacerbated existing issues with social and economic connectedness.

The ILSC and our partners in tourism, agribusiness and social services have been challenged by the COVID-19 pandemic. Tourism operations in particular have been severely hit by bans on international and domestic travel, leading to the implementation of targeted support measures by both the ILSC and the Government.

With economic recovery expected to be slow, we will maintain a watching brief on risks and opportunities – both within our operations and across the Indigenous Estate – as we adapt to a 'new normal'. These challenges are reflected in the revision of our Portfolio Budget Statement targets over the forward estimates (see page 34).

As the global economy begins to recover, opportunities are likely to emerge in the five focus areas identified in our key policy document, the *National Indigenous Land and Sea Strategy*: Conservation and Healthy Country; Urban Investment; Agribusiness; Tourism and Niche Indigenous Products. Australia's experience of the COVID-19 pandemic and the severe 2019-20 bushfires have brought some critical thinking about national self-sufficiency in manufacturing, energy security and landscape management, in particular.

The unique assets of the Indigenous Estate – its people, tradition, cultural and ecological knowledge – provide for a foundation of resilience to position the Indigenous Estate and Indigenous Australians as both drivers and beneficiaries of new priorities and technologies in a post-pandemic economy.

We will monitor the recovery of the Australian and global economy and work with our partners to help deliver benefits for Indigenous Australians from emerging opportunities.

Our purpose

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

- > to assist Aboriginal persons and Torres Strait Islanders to acquire land and water-related rights;
- > to assist Aboriginal persons and Torres Strait Islanders to manage indigenous-held land and indigenous waters;

so as to provide economic, environmental, social or cultural benefits for Aboriginal persons and Torres Strait Islanders.

We call the economic, environmental, social and cultural returns derived from Indigenous ownership and management of land and water the **four streams of Indigenous benefit**.



Our vision

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

In achieving this vision, the Indigenous Estate is unlocked and the **four streams of Indigenous benefit** are fully realised (see Figure 1): Indigenous people will be enjoying the best quality of life, benefiting from the creation of intergenerational wealth and making a valuable impact on Australia's prosperity, through increased contribution to GDP, society and environment.

FIGURE 1: The four streams of Indigenous benefit



Pictured: Major Sumner (Uncle Moogie) and the Ngarrindjeri dancers at the opening of the Kuti Co launch event on Goolwa Beach in SA
Photo Credit: Jacqui Way Photography & Goolwa PipiCo

Our mission

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

We act as a catalyst by:

Leveraging our capital to build stronger financial portfolios; achieving transformational investment through market facing products; and strengthening and leveraging Indigenous knowledge and culture.



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

Our pathways of change

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

We call these outcomes our four pathways of change:

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


The performance measures in this plan complement the performance criteria outlined in our contribution to the Portfolio Budget Statements of the Department of Prime Minister and Cabinet for 2020-21 (see page 34).

These measures include qualitative aspects, enabling the ILSC to consider the extent to which our activities and investments have generated the anticipated positive change in the lives of Indigenous Australians, and so the extent to which we have delivered against *Our Pathways*.¹

Not all of these measures lend themselves to numerical targets and our achievements against them will be assessed through project and program scale evaluations.²

¹ The results of our performance for 2020-21 will be published in our Annual Performance Statement 2020-21 (within our 2020-21 Annual Report).

² The methodology for defining results against targets will reflect our ongoing focus on transitioning our performance measurement approach from reporting against activities to reporting against outcomes for Indigenous Australians and will be included in the Annual Performance Statement 2020-21.



**For an easy reference
guide to our full
Strategic Framework,
see the inside back cover**

OUR PATHWAYS OF CHANGE

Outcome 1: Indigenous people are growing the value and productivity of country

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

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

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

KEY ACTIVITIES

In 2020-21 and forward years, the ILSC will:

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

PERFORMANCE FORECAST

OBJECTIVES

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

TARGETS

- > By 2024, the ILSC will have acquired 297 land or water-based interests since inception, for the benefit of Indigenous corporations
- > By 2024, the ILSC will have returned a total of 236 land or water-based interests to the Indigenous Estate since inception
- > More than 60% of projects initiated in the 2020-24 period will be collaborative, with assets attracting third-party investment and involving one or more partnerships
- > By 2024, the ILSC will have assisted in the establishment and/or improved the productivity, efficiency and/or resilience of 60 businesses per year.



**Pictured: Tiwi Island Ranger
conducting early season fire
management to protect country**

OUR PATHWAYS OF CHANGE

Outcome 2: Indigenous people are owning and managing country sustainably

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

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

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

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

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

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

KEY ACTIVITIES

In 2020-21 and forward years, the ILSC will:

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

PERFORMANCE FORECAST

OBJECTIVES

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

TARGETS

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



**Pictured: Karajarri rangers
on country at Port Smith in
the Kimberley WA**

OUR PATHWAYS OF CHANGE

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

While an economically valuable and productive Indigenous Estate can be a contributor to industry and the Australian economy, the full value of the Indigenous Estate offers much more to national cultural identity and the cultural strength and resilience of Indigenous people.

Opportunities that leverage the unique knowledge, abilities and characteristics of Indigenous Australians and strengthen, preserve and raise the profile of Indigenous culture and language are a strong investment focus for the ILSC.

Industries such as agribusiness, environmental services and tourism draw on Indigenous knowledge, intellect and practices as well as offering significant economic potential.

An international appetite for cultural tourism provides opportunities for Indigenous people to pursue jobs and enterprise underpinned by the protection, practice and sharing of culture.

Similarly, opportunities in Indigenous-led carbon, environmental protection and bushfood enterprises are growing areas for our investment.

Moreover, many of these opportunities are well aligned with the increased emphasis on ESG⁴ in mainstream investment trends, and capable of attracting complementary commercial capital.

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

KEY ACTIVITIES

In 2020-21 and forward years, the ILSC will:

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

PERFORMANCE FORECAST

OBJECTIVES

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

TARGETS

Over the period of the Plan:

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

³ 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.

⁴ Environmental, Social and Governance attributes that attract ethical investment trade.

“

*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.'*³

”



Pictured: Mabel Fitzpatrick, Nari Nari Elder (left) and Kerrie Parker (right), Nari Nari Elders
Photo Credit: Annette Ruzicka & The Nature Conservancy

OUR PATHWAYS OF CHANGE

Outcome 4: Indigenous people are driving and influencing policy and opportunity for country

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

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

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

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

KEY ACTIVITIES

In 2020-21 and forward years, the ILSC will:

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

PERFORMANCE FORECAST

OBJECTIVES

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

TARGET

Over the period of the Plan:

- > 60% of new projects will involve formal partnerships and informal collaboration
- > The number of Indigenous people and/or corporations established in decision-making structures across geography, industry or sector leadership bodies assisted by ILSC investment is increasing year on year
- > Over the period of the Plan, 20% of projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community.



Pictured: Landscape
Photo Credit: Pam Daniells

Our funding and program structure

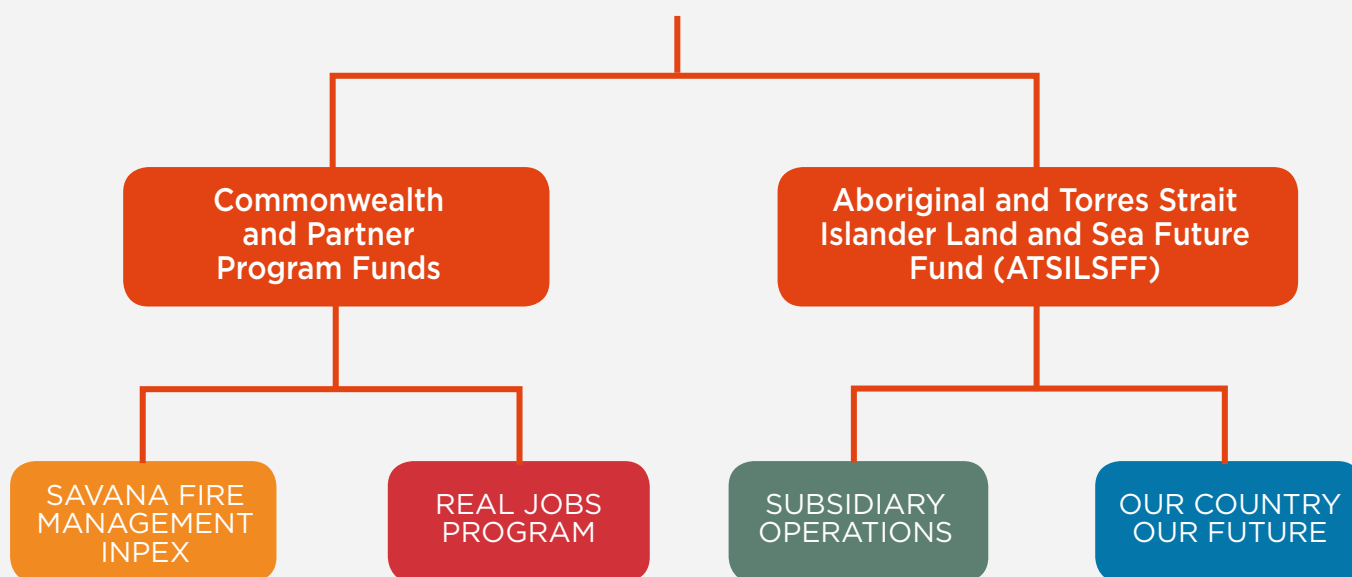
The ILSC is funded through the Aboriginal and Torres Strait Islander Land and Sea Future Fund (ATSILSFF), established (initially as the Aboriginal and Torres Strait Islander Land Account) to support the purpose of the ILSC. Revenue from the Fund supports our operations, with the ILSC receiving \$45 million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

The ILSC achieves *Our Purpose* through:

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

Throughout 2020-21 and the forward period, we will continue to focus on ensuring we maximise efficiencies and opportunities to increase investment in, and delivery against, our purpose. We are committed to continuous improvement, focusing our efforts and capabilities on key industry areas and on an organisation that achieves transformational change through our mandated role.

Indigenous Land and Sea Corporation





Pictured: Ladies harvesting
Kakadu Plum (Gubinge)
in the NT

Our subsidiary operations

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

VOYAGES INDIGENOUS TOURISM AUSTRALIA PTY LTD	
Description	Voyages offers experience-based holidays on Indigenous-held land across Australia including Ayers Rock Resort in Yulara, Northern Territory, and tourism facilities at Mossman Gorge, Queensland. Voyages leverages the assets of the Indigenous Estate to provide guests with enriching, memorable experiences, showcasing Indigenous cultures. All profits from Voyages business activities go towards building the guest experience and supporting Indigenous training and employment across Australia.
Activities	In addition to their commercial activities, Voyages operates the National Indigenous Training Academy (NITA). NITA provides work-based traineeships for Indigenous Australians in hospitality and related vocational fields, delivering employment outcomes.
Contribution to Our Pathways	Voyages contributes to building and sustaining an Indigenous workforce through training, employment and economic development. Through NITA, Voyages train and develop Indigenous Australians, enabling them to secure employment in the hospitality industry across Australia. Voyages directly contribute to <i>Our Pathways</i> , through delivering employment and training outcomes as set out in its PBS targets. The impact of COVID-19 on the tourism sector has seen the ILSC adjust its performance targets for Indigenous employment (KPI 1a) and training (KPI 2a) reflecting the contribution of Voyages to <i>Our Pathways</i> . While it is difficult to predict the trajectory of the COVID-19 impact, the ILSC has adjusted these targets in both the 2020-21 and 2021-22 period to reflect a staged return to full operations.

YAMANAH INVESTMENTS	
Description	Established in January 2020, Yamanah Investments is a place-based investment and impact accelerator pilot operating in the Murray Darling region of NSW.
Activities	An ILSC pilot program, Yamanah Investments takes a localised approach to identifying opportunities for Indigenous corporations to partner with the ILSC in the development of projects
Contribution to Our Pathways	Yamanah Investments supports the delivery of the ILSC's purposes by brokering greater private capital into and with Indigenous communities, businesses and entrepreneurs. Through assisting enterprise and partnership development, Yamanah will contribute to <i>Our Pathways</i> by delivering against KPIs 3 and 5 set out in our PBS targets.

PRIMARY PARTNERS (FORMERLY AUSTRALIAN INDIGENOUS AGRIBUSINESS)

Description	Primary Partners serves as an employment vehicle in the operation and management of ILSC owned and operated pastoral assets.
Activities	Primary Partners currently oversees the operation of ILSC owned and operated pastoral properties and businesses. Primary Partners performs a training and employment function for Indigenous Australians engaged in agribusiness.
Contribution to Our Pathways	<p>Primary Partners works to build and sustain an Indigenous workforce in agribusiness by providing training and employment opportunities. Primary Partners contributes to <i>Our Pathways</i> by delivering training and employment outcomes to Indigenous Australians and maximising the productivity of Indigenous-held land.</p> <p>The impact of COVID-19 on the ILSC's agribusiness operations has been minimal, resulting in no reduction in predicted employment or training outcomes.</p>

NATIONAL CENTRE OF INDIGENOUS EXCELLENCE LTD

Description	<p>The National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise that works to build capability and create opportunities with and for Indigenous Australians.</p> <p>NCIE's programs, services and enterprises are designed with the sole purpose of creating long-term improvements in wellbeing.</p> <p>NCIE is located on the historic site of the Redfern Public School. From this local and community-based footprint, NCIE delivers national impact.</p>
Activities	NCIE provides a diverse offering of services including fitness, accommodation, conference, catering, program design and evaluation services and training facilities as well as high quality family and community services for local Indigenous people, families and communities.
Contribution to Our Pathways	<p>NCIE takes a strengths-based approach – with culture at the core – to deliver outcomes. Through its operations and targeted programs, NCIE supports <i>Our Pathways</i> by delivering a significant contribution to the employment and training outcomes set out in our PBS targets (1a and 2a) and to KPIs 1b and 2b.</p> <p>The impact of COVID-19 on the communities surrounding NCIE have required NCIE to pivot in the delivery of its services and program, including ceasing to trade at critical points in the trajectory of the pandemic. The impact of this disruption has seen the ILSC adjust its performance targets for Indigenous employment and training for the 2020-21 period.</p>



Our partners

The ILSC values collaboration with its many partners and stakeholders. Our collaborations are a key measure of our performance, and our partnerships essential to our operations, *Our Operating Environment* and to achieving *Our Pathways*.

We will continue to seek partnerships and joint investments and to shift from being an operator to an enabler; this means taking on a brokerage and facilitation role, ensuring opportunities for Indigenous benefits are realised through the creation and alignment of finance and capability partnerships.

ILSC Stakeholders

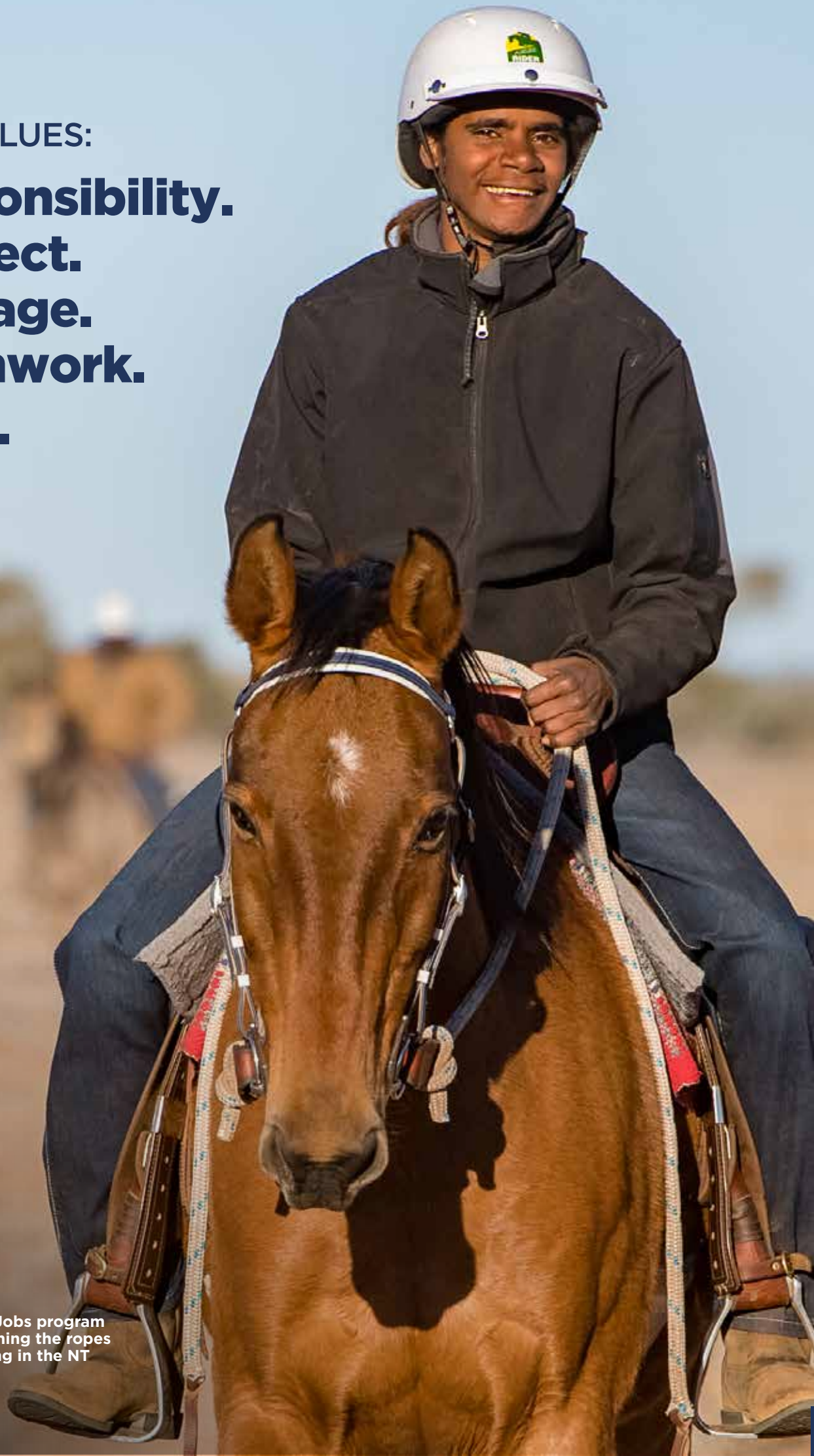




Pictured: Mustering time at
Roebuck Plains Station on
Yawuru country near Broome WA

OUR VALUES:

Responsibility.
Respect.
Courage.
Teamwork.
Trust.



Pictured: Real Jobs program
participant learning the ropes
of horse handling in the NT

Our people and capability

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

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

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

In the period to 2024, we will continue to build the capability of our people, processes, technology, relationships and culture to support client outcomes.

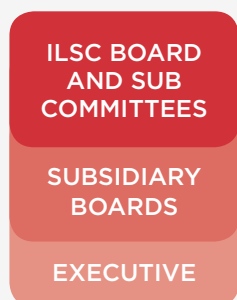
We will focus on:

- > Indigenous understanding, knowledge and mentoring – ensuring our people are culturally capable
- > Research, risk management and business development – investing in research and thought leadership to strengthen our evidence base for innovation and decision-making
- > Financial management and capital deployment – ensuring our money grows and goes further
- > Portfolio management and contract management – investing across sectors and geography to maximise impact and equity across the Indigenous Estate
- > Measurement and accountability frameworks – measuring our contributions so we can quantify our impact and highlight the value of the Indigenous Estate
- > Relationship management with stakeholders – working transparently with our clients as their trusted partner, meeting and exceeding their expectations
- > Sector specific expertise – engaging the right people with the right technical and industry expertise to drive our vision.



To support our people to deliver greater value to our clients, the ILSC is investing in a digital transformation program to implement contemporary information management technologies, platforms and processes. By providing simple and safe access to information, we are better able to leverage our knowledge assets to create even greater value for Indigenous people.

The ILSC prioritises the employment of Indigenous Australians, both through our own operations and those of our subsidiaries. As at June 30 2020, we employed 471 Indigenous people, making up 42.5% of our total workforce. We reports on our Indigenous employment achievements in our Annual Performance Statement.



Our approach to risk

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

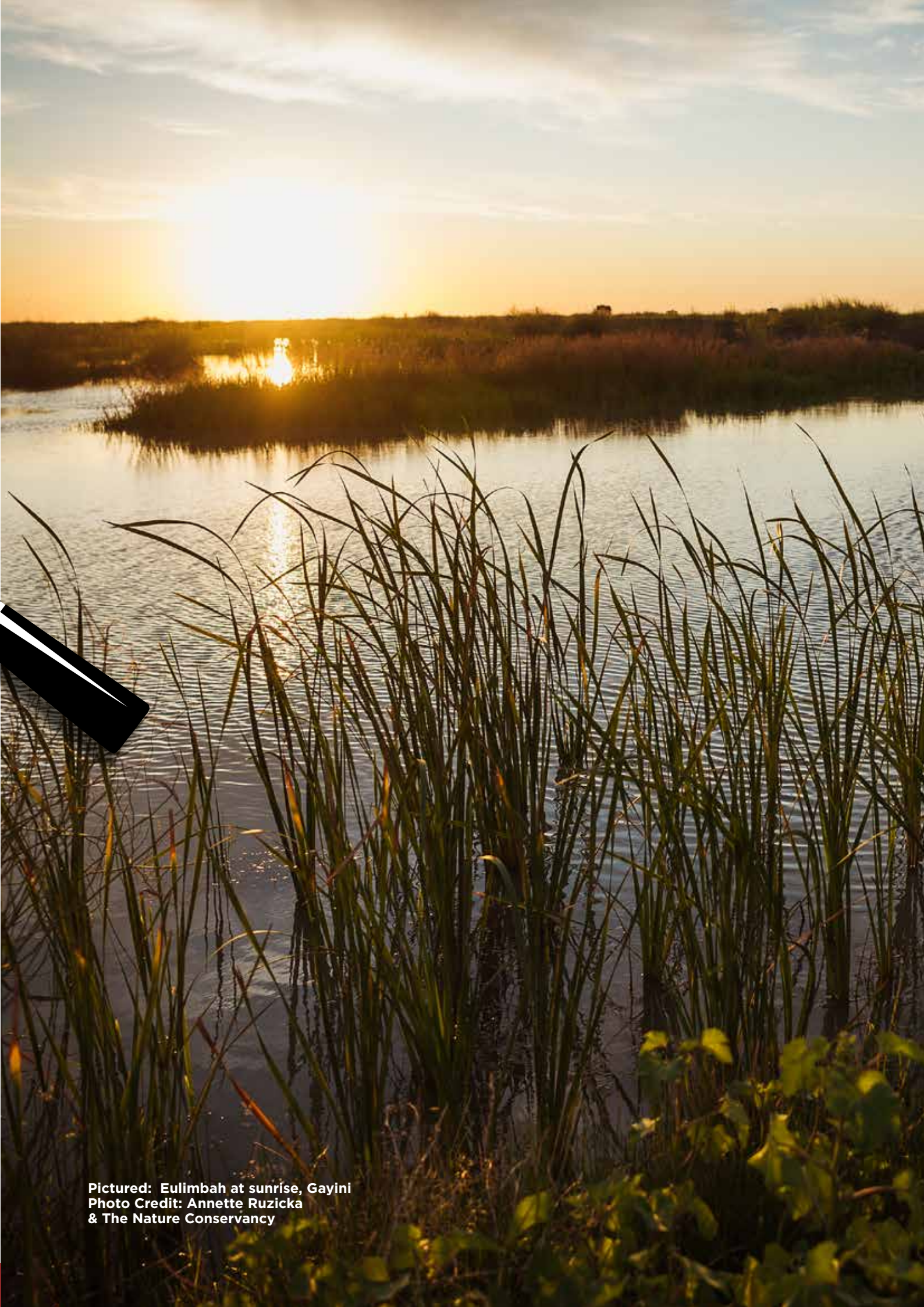
However, to deliver on our mission we must *engage* with risk, set tolerances and determine acceptable thresholds and mitigation strategies.

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

At the ILSC we:

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

Aligned with the requirements of the PGPA Act and the Commonwealth Risk Management Policy, our Risk Management Framework is reviewed annually while the ILSC's Board Audit & Assurance Committee and internal audit functions provides independent assurance and advice to the Board.



**Pictured: Eulimbah at sunrise, Gayini
Photo Credit: Annette Ruzicka
& The Nature Conservancy**

Portfolio budget statement

Performance Criteria and Targets 2020-21 to 2024

The performance criteria in the following table are indicators from the ILSC's 2020-21 Portfolio Budget Statements and are aligned to the key elements of *Our Pathways*. Where relevant, the performance measures relate to the ILSC inclusive of our subsidiaries.

In forward planning targets, we consider how we can make the best use of our available capital and resources to achieve our strategic goals. While we – the ILSC and our Board – pursue a growth agenda, our targets for 2020-21 and out years reflect reduced opportunity in the tourism sector as a result of COVID-19.

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

Portfolio Budget Statement Performance Criteria and Targets 2020-21 to 2024

ILSC PBS PERFORMANCE CRITERIA	TARGET 2020-21	TARGET 2021-22	TARGET 2022-23	TARGET 2023-24
Deliverable 1 Interests in land and water/waters acquired	7	8	9	5
Deliverable 2 Interests granted (Divested)	8	8	8	8
Deliverable 3 Number of active acquisition and management projects	100	90	80	70
KPI 1a – Indigenous employment Number of Indigenous staff directly employed across the ILSC Group ⁵	450	450	500	500
KPI 1b – Indigenous employment Number of Indigenous employment outcomes enabled by ILSC funded projects active in the financial year	250	250	300	350
KPI 2a – Indigenous training Number of Indigenous trainees hosted / employed across the ILSC Group	150	150	200	200
KPI 2b – Indigenous training Number of Indigenous training completions enabled by active projects	800	800	1000	1000
KPI 3 Indigenous business development – number of Indigenous enterprises assisted by ILSC Group projects	70	60	50	50
KPI 4 Protection of Indigenous culture, heritage and the environment – proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment.	50%	50%	50%	50%
KPI 5 Collaboration – Proportion ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group)	60%	60%	60%	60%
KPI 6 ILSC Group contribution to the Indigenous Estate (qualitative)	Qualitative Measure	Qualitative Measure	Qualitative Measure	Qualitative Measure

⁵ ILSC Group refers to the ILSC and its subsidiaries.

Indigenous Land and Sea Corporation

Our Strategic Framework

ILSC Legislated Purpose

To assist Indigenous people to acquire land and water rights and to manage land and water so as to provide economic, environmental, social or cultural benefits (Aboriginal and Torres Strait Islander Act 2005)

ILSC Vision

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

What the ILSC does

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

ILSC Pathways of Change (The long-term outcomes we hope to achieve)

INDIGENOUS PEOPLE ARE:

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

Enabled by

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

Statutory Strategic Plans

Strategies for achieving our purposes and measuring our success:

- > National Indigenous Land and Sea Strategy and Regional Indigenous Land and Sea Strategy (ATSI Act) (3-5 year)
- > Corporate Plan (PGPA Act) (annual).

PBS Strategic Direction Statement

To assist Aboriginal and Torres Strait Islander people to realise economic, social, cultural and environmental benefits that the ownership and management of land and fresh water and salt water rights can bring.

FOR 2020-21:

- > Continued operationalisation of the ILSC's expanded remit, now including fresh and salt-water country.
- > Supporting the Indigenous Estate and its enterprises to survive, adapt to and recover from the impacts of the Covid-19 pandemic.
- > The review, reform and improvement of ILSC's operations and programs to enhance efficiencies and maximise its return on mandate.

Legislated Performance Standards

PGPA ACT

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



Australian Government
Indigenous Land and Sea Corporation



The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.



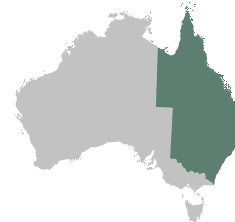
**Western Division
(WA)**

Level 12, 207 Murray Street,
Perth WA 6000
PO Box 7502 Cloisters Square
Perth WA 6850
T (08) 9420 6300
F (08) 9467 2800
E westernoffice@ilsc.gov.au



**Central Division
(SA, VIC, TAS, NT)**

Level 7, 70 Franklin Street,
Adelaide SA 5000
GPO Box 652
Adelaide SA 5001
T (08) 8100 7102
F (08) 8100 7150
E centraloffice@ilsc.gov.au



**Eastern Division
(QLD, NSW, ACT)**

Level 18, 100 Creek Street
Brisbane QLD 4000
GPO Box 5212
Brisbane QLD 4001
T (07) 3854 4600
F (07) 3056 3394
E easternoffice@ilsc.gov.au



www.ilsc.gov.au
FREECALL 1800 818 490