



NILSS Outline – For Comment

Through our national consultation, we have been honoured with valuable insights from Indigenous people across Australia on their needs and aspirations for Country. This helps us build a picture about how we could be the most useful partner across the next five years and beyond. It gives us a lot to reflect on and, most importantly, provides a wealth of information for us to build the new NILSS.

This document outlines our early thinking on how we will respond to the feedback we received, including draft priorities and commitments within the NILSS.

We welcome your feedback on our proposed approach. Please send your written feedback to NILSS@ilsc.gov.au by 24th of February 2023.

NILSS Summary



Our Heart

Country represents the lands, waterways, and seas to which Indigenous people are connected. It is so much more than a physical place, containing complex ideas and meaning about law, place, custom, language, economy, spiritual belief, cultural practice, wellbeing, family, and identity. It is inseparable from people, community, and self, and cannot be separated into land, water and sea – it is all one.

Country and its people are at the heart of everything we do and our reason for existence. We recognise that Country is just as meaningful to Indigenous people in the city as it is in the most remote parts of Australia. We place it at the centre of our strategy to reflect this and its all-encompassing nature in Indigenous culture.

Supporting Principles

Caring for Country

- Care for and consider Country in all that we do
- Support Indigenous people to look after Country their way
- Recognise the custodianship of past generations and act with future generations in mind

Self-determination

- Remove barriers to self-determination across the ILSC
- Support Indigenous people to move toward self-determination on their terms
- Influence others to uphold and maximise self-determination

Partnership

- Work with Indigenous peoples as equal partners
- Be open, transparent, accountable, and respectful
- Provide autonomy and choice in how we work together

Priority	What we will do....	What this means for you...	So that...	And by 2028...
Returning Country	<ul style="list-style-type: none"> Ramp up divestment of ILSC-held properties and subsidiaries, including exiting operations Prioritise acquisition of water and water-related rights Prioritise acquisition of Country for nations with no or limited access to Country Identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country Improve our acquisition service to be more responsive to the market, meet the needs of Indigenous people and secure quality and fit-for-purpose Country Provide assistance to navigate government and commercial processes Embed a focus on self-determination and equity across our acquisition function and promote this more broadly 	<ul style="list-style-type: none"> Support to lead the way for Country Real ownership and self-determination over Country Increased ownership of and rights to freshwater and sea Country Greater access to Country, particularly for groups who have limited access Country that matches your aspirations ILSC acquisition processes that match the commercial market and your needs 	<p>Indigenous rights and interests in Country are expanded and maximise self-determination.</p>	
Managing Country	<ul style="list-style-type: none"> Support Indigenous people to drive systemic change and remove of barriers that limit success in managing Country and restrict self-determination over Country Facilitate access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country Identify and address key threats to ILSC-held and granted Country Provide assistance to navigate government and commercial processes Embed a focus on self-determination and equity across our management function and promote this more broadly 	<ul style="list-style-type: none"> Locally driven and self-determined initiatives on your own Country Support to remove barriers to the self-determined use of Country and that limit success such as a restricted control, decision-making power and policy influence, or a lack of housing, transport, infrastructure, and employment opportunities Support to restore damaged Country and tackle current and future threats Long-term, flexible funding that enables self-determination Access to data, information, and expert advice to know what you can do with Country and ways to improve management Additional capability and capacity matched to your aspirations Greater connection with other Indigenous managers of Country 	<p>Indigenous-led initiatives on Country have grown and Indigenous managers of Country are more capable, and better equipped to be sustainable, now and into the future.</p>	<p>Together, we have an expanding and diverse Indigenous economy, determined by Indigenous people and organisations who have improved access to the Country, capability, and resources needed to achieve their aspirations.</p>
Sector Leadership	<ul style="list-style-type: none"> Work with partners to create change within priority sectors Identify and regularly review priority sectors to focus our effort and maximise impact Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves Where requested, champion Indigenous perspectives and interests into government and industry Facilitate access to the skills, knowledge, resources, partners, and funding and connections required to become sector leaders and increase sector participation 	<ul style="list-style-type: none"> More influence over sectors that intersect with the care, use and management of Country A meaningful voice in the development of sector legislation and policy Support to achieve collective goals, have a collective voice, and amplify aspirations and needs Greater ability to establish culturally appropriate enterprises and increase sector representation 	<p>Indigenous people and organisations have greater influence on priority sectors and are driving sector progress at scale.</p>	

Priority	What we will do....	What this means for you...	So that...	And by 2028...
Meaningful Connection	<ul style="list-style-type: none"> • Ensure community consultation and the voices of Indigenous people drive everything we do • Change our partnership approach to be more culturally appropriate and encourage others to adopt similar practices • Where requested, champion the interests, priorities, and perspectives of Indigenous people into government and relevant sectors • Work with government agencies to reduce duplication, align effort and make it easier to access services or information • Establish, maintain and/or strengthen partnerships with relevant partners and, where appropriate, improve access to these partners. Increase community awareness of the role and services of the ILSC and improve access to us 	<ul style="list-style-type: none"> • Development of meaningful and culturally appropriate partnerships driven by community aspirations and needs • The ILSC being a champion for Indigenous interests related to Country within government • Improvements in areas of government working more efficiently and cohesively with each other • Development of partnerships that are genuine, long-term, and have equal power-sharing • Access to the information you need and connections to partners, government organisations, and services • Greater regional presence by the ILSC and the opportunity to connect more often on Country 	Trusting and mutually beneficial partnerships are established and maintained with our partners that enable us to meet our goals.	<p>The ILSC is a highly capable, and appropriately resourced organisation that is deeply connected to our stakeholders, using influence and partnership to support systemic change to benefit Indigenous Australians and the Indigenous economy.</p>
Excellent Service	<ul style="list-style-type: none"> • Seek to broaden our mandate to be more responsive to a wider range of demands • Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the goals of the NILSS • Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access • Deliver equitable, efficient, and effective service • Be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress 	<ul style="list-style-type: none"> • Access to services that are accessible and tailored to the varying needs of Indigenous organisations, no matter their capability, aspirations, and preferred pathway to self-determination • A wider range of support from the ILSC, some of which is outside our current mandate, to meet changing needs and ways of working • Greater transparency from the ILSC about how it makes decisions 	Our services are tailored to meet the needs of the Indigenous organisations we work with and are delivered by a highly capable organisation.	
Cultural Leadership	<ul style="list-style-type: none"> • Make our way of working more culturally appropriate with a focus on Caring for Country and facilitating self-determination and genuine partnership • Enhance the cultural capability of all staff • Transform the ILSC into an employer of choice for Indigenous Australians • Change the way we measure and report success to incorporate more culturally appropriate approaches • Promote and encourage others to adopt culturally appropriate ways working 	<ul style="list-style-type: none"> • ILSC stepping up as culturally capable leader and encouraging others to follow • Greater support for Country, self-determination, and partnership across everything the ILSC does and how it works • Greater understanding of and support for Indigenous culture from the ILSC and its staff • More Indigenous people working for the ILSC 	Indigenous people recognise us as a culturally capable leader, and we have influenced our partners to improve their practices.	

Implementation and Reporting

The NILSS provides the framework to guide how we will work together with Indigenous people over the next five years. It sets the high-level national goals and priorities and is supported by more specific regional plans, yearly implementation plans and annual reporting. These include:

Regional Indigenous Land and Sea Strategies

Following the release of the NILSS, we undertake another consultation to share new NILSS and seek your views on the Regional Indigenous Land and Sea Strategies (RILSS). There will be a RILSS for each of our divisions: Western, Central and Eastern. The RILSS will focus in greater detail on regional opportunities and issues and are an extension of the NILSS. We will release the new RILSS before the end of 2023.

Annual Action Plan

To make it clear what we intend to do each year, the NILSS and RILSS will be supported by a more detailed action or implementation plan that will set out key activities for each year. The first annual action plan will be released in August 2023 and cover only the NILSS. It will then be released yearly for both the NILSS and RILSS.

Annual Report

Each year we will report on our progress, failures, and learnings through an annual NILSS report.

Regular reviews

We will review the NILSS in year 1, 3 and 5 to determine if we need to make any changes. We might add in new priorities or remove those that are no longer relevant. For any changes we make, we will take our lead from the views and perspectives of Indigenous people and organisations.

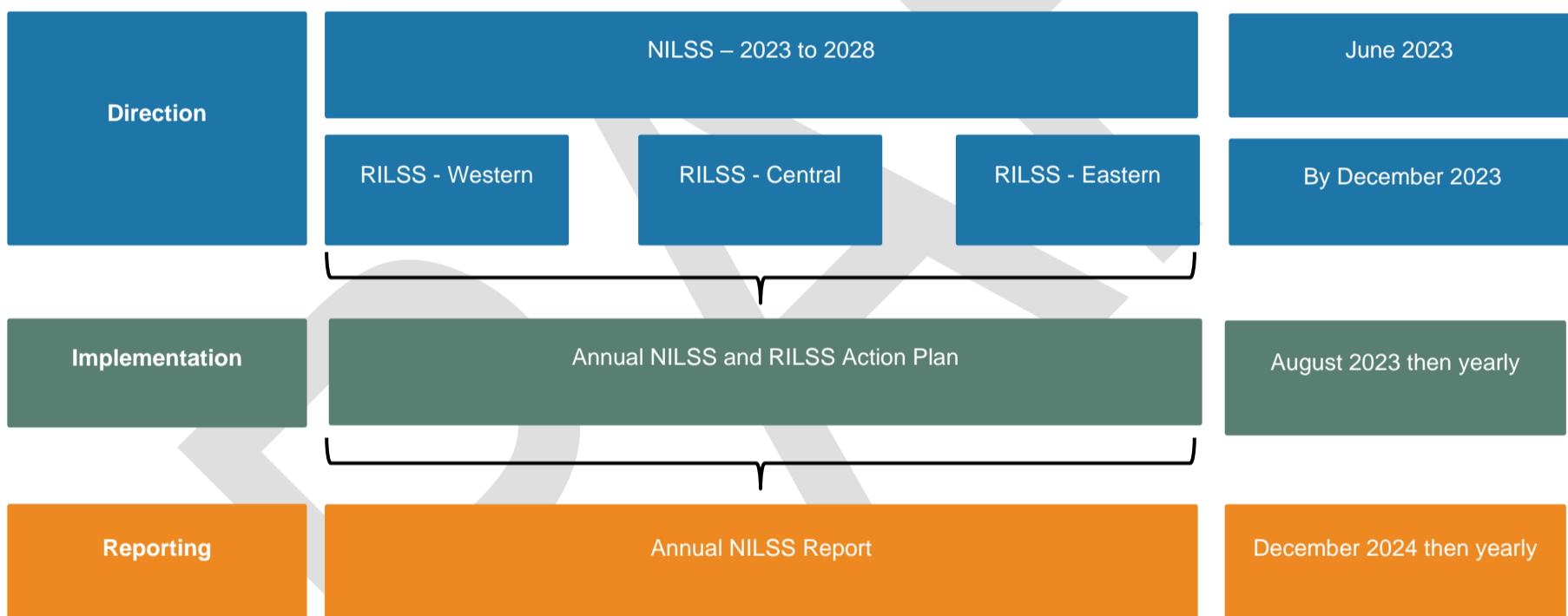


Image – Diagram of how the NILSS and its related documents fit together.