



Australian Government

Indigenous Land and Sea Corporation



The ILSC GROUP

National Indigenous Land and Sea Strategy

2023 to 2028



Front cover image:
Diana's Basin. palawa
Country, lutruwita.

Image to the right:
Mossman Gorge. Eastern
Kuku Yalanji Country.

Acknowledgement of Country

In all our activities we pay our respect to the Traditional Owners and Custodians of the lands, waters and skies on which we live and 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.

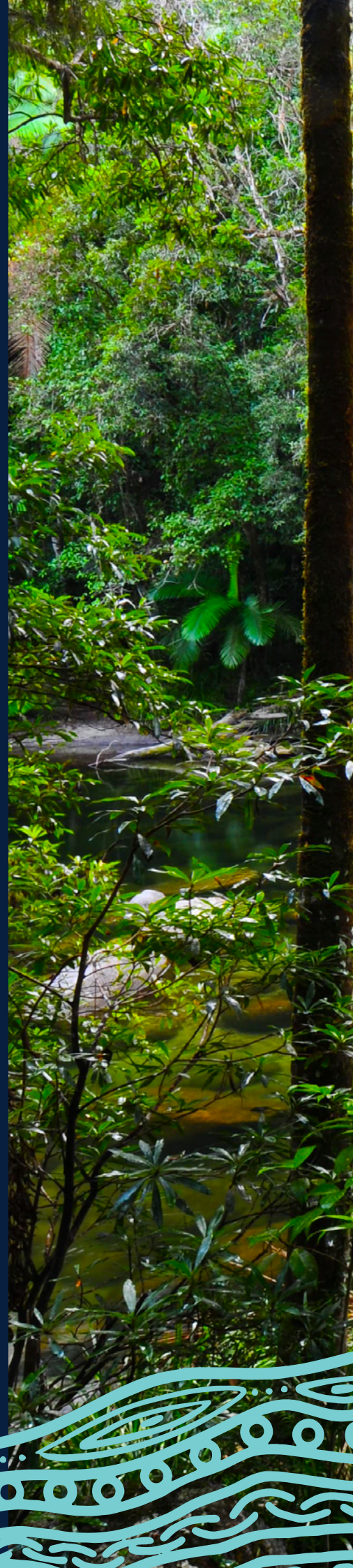
A note on language:

The terms 'Aboriginal and/or Torres Strait Islander', 'Aboriginal', 'Indigenous' and 'First Nations' may be used interchangeably throughout this document. Using these terminologies, we seek to acknowledge and honour diversity, shared knowledge and experiences as well as the right of individuals and communities to define their own identities.

The C in Country is capitalised throughout this document as Country for Aboriginal and/or Torres Strait Islander people is a strong place of connection which provides the upmost significance to their people and means more than physical land. In this document, Country may refer to land, freshwater and/or seawater.

Warning

Aboriginal and Torres Strait Islander readers are advised that this publication **may** contain the names or images of people who have died.





Welcome from the ILSC Chair and GCEO

The Indigenous Land and Sea Corporation (ILSC) is adopting a bold new strategy to grow the resources and power of Indigenous people. Our goal is to advance a First Nations economy that is grounded in self-determination, Country, and culture.

We are doing this because we have heard Indigenous people loud and clear, and we have also observed Indigenous-led movements towards self-determination.

Under our National Indigenous Land and Sea Strategy 2023–2028 (NILSS), we will:

- act as a strategic funder and facilitator, supporting Indigenous people to access, use, and Care for Country on their own terms to achieve their aspirations
- support Indigenous people to leverage, and continue to grow, their assets and rights to land and water gained over the past 60 years of the land rights movement and recognition through native title and other schemes
- extend beyond grant making and enable Indigenous groups to take advantage of opportunities that optimise the use and Care of Country now and into the future
- improve our service to Indigenous people and continue our efforts to return power and control to Indigenous communities by divesting our operating businesses and landholdings

In 2022, we embarked on our largest ever effort to listen to Aboriginal and Torres Strait Islander people's aspirations for Country and thoughts on the current and future role of the ILSC. Across 44 locations in Australia and eight online sessions, an online survey, submissions, and a dedicated phone line, over 400 people generously shared their thoughts.

Our shifting role is guided by what we were told.

It is strengthened by our own observations and reflections on the changing world we operate in.

And it extends our commitment to reset our relationship with Indigenous people.

What is clear to us is that we must evolve and change how we do business to keep pace and better meet the needs of Indigenous people – now and for tomorrow.

Read our 2022 Consultation Report at [ILSC.gov.au](https://www.ilsc.gov.au).

When we talk about Country, we are talking about all of Australia – urban, regional, and rural, land, freshwater and saltwater. We provide our support to Indigenous organisations who are doing work on Country, no matter the industry or project type.

The world is changing, we must too.

When the ILSC was established in 1995, legally recognised Indigenous rights over land (and water) were limited and a large portion of Indigenous Australia had been preoccupied by land rights, native title, and related challenges.

Three decades later, Aboriginal and Torres Strait Islander peoples have legally recognised rights across 57% of Australia. This is predicted to reach 72% by 2030. Regardless of legal ownership though, it is important to remember that traditional ownership was, and remains, at 100%.

During our national consultation, we heard that many Aboriginal and Torres Strait Islander people now have some or all of their Country returned. We also heard that the return of Country is only the first step towards self-determination.

Caring for Country takes time, knowledge and skill, and many people told us they were unsure about opportunities to manage, develop, and Care for Country into the future. Or they knew what they wanted to do but would like support to get there.

We have proudly supported the return of 6.2 million hectares of Country to Indigenous people - 280 properties and 4 water-based interests.

At the same time, there are still many Indigenous Australians who do not have access to their Country. Sea and freshwater Country in particular have incredibly low levels of Indigenous ownership and rights and doing something about this emerged as a high priority for the ILSC.

Alongside improved access to Country, the presence, power, and influence of Indigenous people within society has shifted significantly since 1995 and continues to grow. At the heart of this, and a theme we heard at all our national consultation sessions, is an increasingly powerful call from Indigenous people, communities, and organisations for true self-determination over Country and over their lives.



Eulimbah, Gayini. Nari Nari Country.
Image credit: Annette Ruzicka.

We hear the call for self-determination over Country and we know we have a role to play to make it louder, more powerful and a reality for as many people as possible.

What this looks like differs from person to person, group to group and place to place. United by shared history, we recognise that regions and groups differ in their capability, capacity, progress towards self-determination, and access to Country. People shared a variety of ideas and opportunities for Country, from tourism to cultural healing and practice, fisheries, renewables, and carbon. Needs varied too and included funding, connections to skills and knowledge, access to Country, long-term capability building and industry influence.

We also heard that many people want to be more connected to us, to see and hear from us more often and we have been invited to do this on Country wherever possible. Along with connecting with us more deeply, people want us to be more hands-on and involved, building relationships, proactively connecting with communities, and helping those who want to manage Country.

There is no one-size-fits-all service we can provide – and nor should we.

So, we need to change how we work.

We will look at new ways to assist and, in some cases, stop doing things to make way for the new. Over the next five years, we aim to create real change and continually improve ourselves so that we are ready to serve Indigenous people into the future. This strategy shares how we will prepare for this change and what we aim to achieve along the way.





Our response – the National Indigenous Land and Sea Strategy

The NILSS is our primary policy document - it shapes our direction, what we do, and how we do it.

This NILSS is the first of its kind: built from over 1000 hours spent listening to the aspirations and priorities Aboriginal and Torres Strait Islander people, Indigenous industry leaders, communities, and businesses have for Country.

We:

- considered everything we heard and set clear priorities and goals to focus our efforts and investment over the next five years
- stepped out what we will do and how we will do it, in partnership with Aboriginal and Torres Strait Islander people
- built in specific reporting to be accountable and transparent about our actions and achievements, including review points to allow us to remain flexible and adapt when new opportunities arise

In preparing this NILSS we have been ambitious, but also honest with ourselves about our limitations, where we can be most useful, who we need to work with, and what we should stop doing. Over the next five years, we look forward to pushing for progress and being a better partner to First Nations peoples.

We are building a NILSS with a view to our future generations – we hope you will join us.



Ian Hamm
Chairperson, ILSC Board
Yorta Yorta



Joe Morrison
Group CEO
Dagoman/Mualgal



What's happening around us

- Australia is on the cusp of actualising the Uluru Statement from the Heart
- More Indigenous people are entering politics, the public service and/or speaking out publicly to drive change
- The Caring for Country movement has spread nationally, from its beginnings in northern Australia
- There is a growing recognition of the important role of Indigenous-led management of Country and traditional knowledge in addressing the biodiversity and climate crises
- Significant national environmental reform is underway that will influence the management of Country
- Indigenous-led organisations, Prescribed Body Corporates and businesses are increasing in numbers and driving an emerging Indigenous economy that is becoming important for Australia's future prosperity
- A strengthening and awakening of cultural identity and connection is occurring
- Awareness of the structural disadvantages and injustices Indigenous people face is increasing and no longer being tolerated by a growing proportion of the Australian population
- Demand for Indigenous-led products and services is growing, and Indigenous eyes are now looking at international opportunities
- Indigenous communities are increasingly seeking Indigenous-led and culturally appropriate solutions to issues and opportunities
- The Juukan Gorge disaster has shaken up how big businesses must work with Indigenous people
- Many communities and organisations are recovering from the impacts of COVID-19 as they experience more extensive and frequent natural disasters
- Technology is creating new ways to manage Country and improving connection, particularly social media for younger generations

Banatjarl Strongbala Wimun Grup members Shikira Henry, Laneise Hall and Pip Gordon with Healing Facilitator Antonia Nangalama Burke (left) at the Ngalmuka Healing Camp. Jawoyn Country, NT. Image credit: NT Government.





The Strategy

Everything in this strategy comes from what Indigenous people told us they needed during our widespread 2022 community consultation sessions. It sets out what we will do and how we will assist Indigenous communities and organisations so that they can experience the changes they want.

When we talk about Country we are talking about all parts of Australia – urban, regional and remote. We provide support for work on land, freshwater, and seawater, for buildings, infrastructure, and equipment too. We also support all industries, so if you work in community health, social services, conservation, agriculture, or tourism sectors – to name a few – we are open to working with you.

Our heart

Country represents the lands, waterways, seas, skies to which Indigenous people are connected. It is so much more than a physical place, containing complex ideas and meaning about lore, 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.

“Aboriginal people are healthier and better off on Country.”

2022 Consultation Participant

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



Guiding Principles

The NILSS is underpinned by three guiding principles – Caring for Country, self-determination, and partnership. These principles reflect Indigenous culture and the aspirations we heard through our national consultation and reinforce one other.

The principles guide us on how to achieve our strategic priorities (see page 14) – the things we will do – so that we are doing the right things, in the right way. They represent the standards we will hold ourselves to and we encourage Indigenous people to also hold us to them.

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

Caring for Country is an expression of culture, a spiritual devotion, and a step towards healing. It embodies a diverse practice representing more than 60,000 years of Indigenous culture, knowledge, and custodianship – the longest on the planet. People have obligations to Care for Country and keep it healthy as, in turn, it looks after its people.

“ Cultural integrity and resilience require ongoing habitation on Country. Language, custom, lore, and cultural activity is intrinsically linked to managing and caring for their land and sea.”

2022 Consultation Participant

We support all Country and all its people and the diverse ways in which Indigenous people want to work with and Care for Country. Regardless of the business or project, we will find a way to embrace those perspectives.

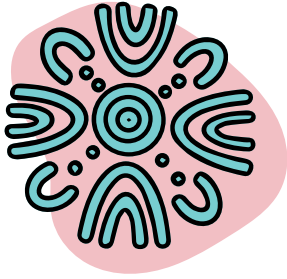
Myroodah Station. Nyikina Mangala Country.





Queensland Murray Darling Catchment Ltd rangers William and Peter celebrate their new home base in St. George, QLD.





Self-determination

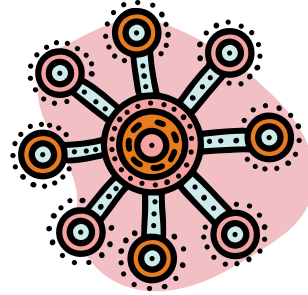
- Remove barriers to self-determination across the ILSC
- Support Indigenous people to move toward self-determination on their terms
- Influence others to uphold and maximise self-determination

Self-determination means Aboriginal and Torres Strait Islander peoples have power and control over their own political, economic, social and cultural development. It means they make the decisions about the policies, programs and projects that impact their lives, and that those decisions are respected and supported.

Self-determination can mean different things to different groups. There is no one way for self-determination over Country to look or one way to get there – this must be decided and led by the group – however, it starts with information, power, and control.

“ Every one of the landowners, landholders and corporations that currently have ILSC properties have their own strategy, their own vision, their own aspirations and their own conversations about all the things they want to do, let them achieve that.”

2022 Consultation Participant



Partnership

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

True partnership is a two-way process and requires equitable distribution of power, control, and resources. It requires mutual respect, shared responsibility, and an acknowledgement that it is based on an invitation to work together. If one group cannot invite or disinvite the other, they do not have real power and it is not a real partnership.

“ Partnerships to achieve more, employ more people, develop more skills, create sustainable economic opportunities, be at the forefront of restorative farming activities in an area with historical cane farming.”

2022 Consultation Participant

Great things can be achieved when working in partnership. Healthy partnerships require time and effort to build the trust, respect, and understanding of each other's needs, and are strengthened through transparency and accountability.

Impact by 2028

Working together for progress

By 2028, in partnership with Indigenous people, we have an expanding and diverse Indigenous economy, determined by Indigenous people and organisations who have improved access to Country, capability and resources needed to achieve their aspirations.

Serving you better

By 2028 we are 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 people and the Indigenous economy.

Strategic priorities

Working together for progress

Returning Country

Expand Indigenous rights and interests in Country

Managing Country

Grow Indigenous-led initiatives on Country

Sector Leadership

Increase Indigenous influence on priority sectors

Serving you better

Meaningful Connection

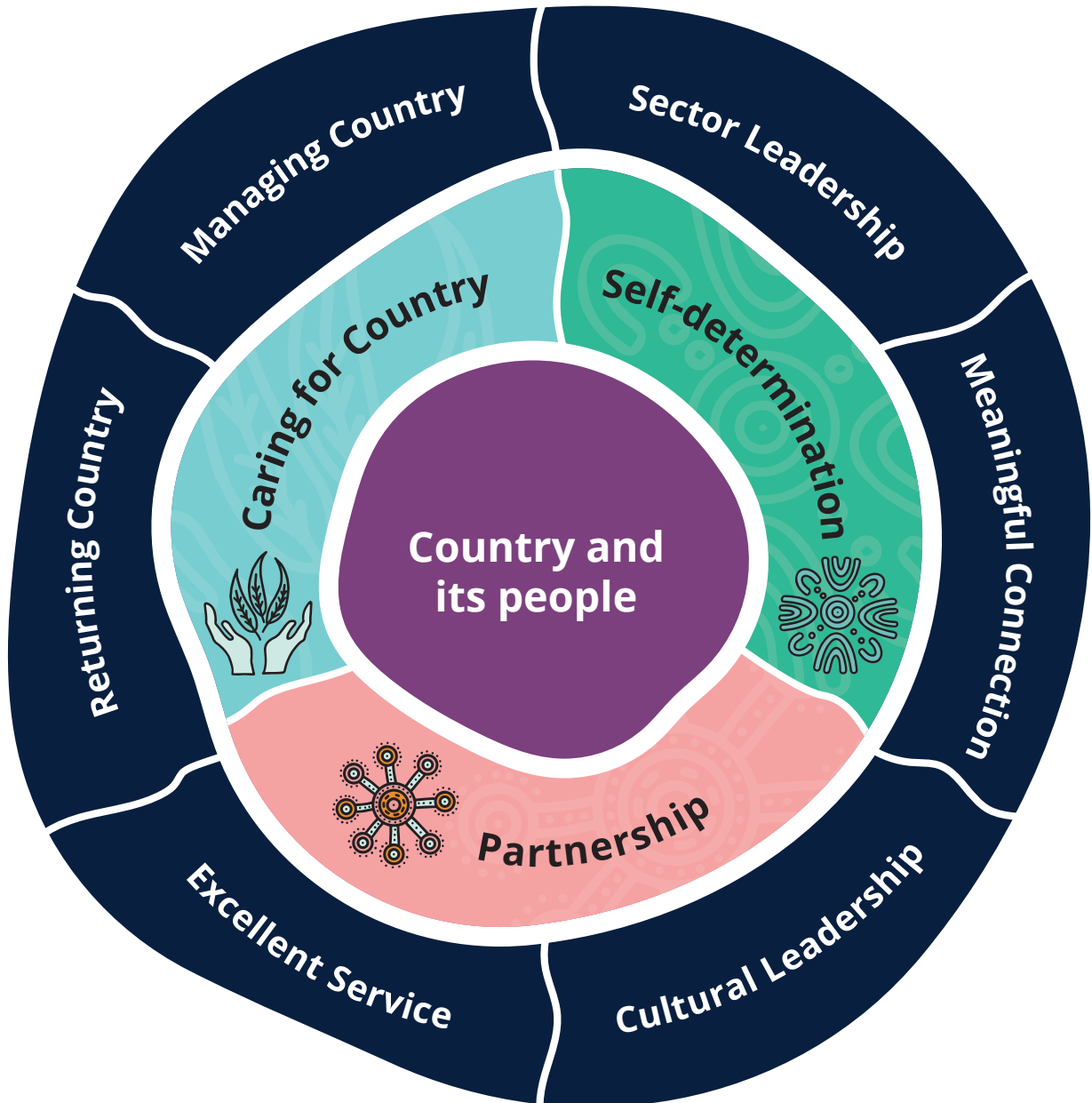
Build beneficial partnerships

Excellent Service

Provide high-quality services

Cultural Leadership

Step up as a culturally capable leader



Working together for progress

“ We need land back, not just land, but the control of the land. Particularly for those with little or no land and the principles of self-determination and nation-building to be never forgotten.”

2022 Consultation Participant

Returning Country

Indigenous rights and interests in Country are expanded and maximise self-determination.

With more people having access to Country, the demand for assistance to buy land and water assets is shifting. Providing funding support to Indigenous corporations to access Country will remain a core part of our service, but we need more tools to create impact.

Under this priority we will sharpen our acquisition service while looking at new (to us) ways we can assist with expanding Indigenous rights over Country. This might involve helping to negotiate the hand-back of Country, supporting policy reform, or partnering with major investors to access large parts of Country. And it may mean we are involved in projects where we are not a financial partner, but instead bring in our brokering or facilitation skills.

We will also focus on increasing Indigenous ownership of water or water-related rights and supporting groups who have limited access to Country to gain access and legal ownership. This will require research and collaboration with partners who are already working in this space to understand how we can best contribute.

While we will undertake specific work to progress our service in this direction, we remain open to all acquisitions.



What we will do:

- Ramp up divestment of existing ILSC-held properties including exiting operations
- Prioritise acquisition of and access to water and water-related rights
- Prioritise acquisition of and access to Country for nations with no or limited access to their 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

What this means for you:

- 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



“ [We] want to maintain culture and want to build sustainable lives with meaningful employment on their land, enterprise development is critical to this ambition being realised.”

2022 Consultation Participant

Managing Country

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.

Over the years, the demand for our project management service has increased and the type of support we are asked for has expanded. Providing funding for projects will remain a core part of our role, but we need enhanced tools and a better variety of services to create the progress and change people are seeking.

For example, we might establish a dedicated capability support and training service. We might help a local community gain access to government to speak about their barriers managing Country. Or we might set up a register of trusted partners and help broker relationships.

Regardless of the service or product, we will work with Indigenous managers of Country to develop it.

The ‘Managing Country’ priority will typically support projects that are about making a change and benefitting individual organisations, communities, or nations. For projects seeking to change a collective sector see the ‘Sector Leadership’ priority.



What we will do:

- Support Indigenous people to drive systems change and remove barriers that limit success in managing Country and restrict self-determination over Country
- Improve our management service to provide 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

What this means for you:

- Locally driven and self-determined initiatives on your own Country
- Support to remove barriers to the use of Country that limit success (e.g. restricted control, decision-making power and policy influence, or 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

“ I would like to think we are in a partnership relationship with ILSC in the future working together with industry and government”

2022 Consultation Participant

Sector leadership

Indigenous people and organisations have greater influence on priority sectors and are driving sector progress at scale.

Through this priority, we want to create significant change and improvement that benefits all Indigenous people involved in specific sectors. It is about amplifying Indigenous voices to drive the type of change and sector development they want to see.

This means we will need to develop strong partnerships and build or adopt shared goals about what people want to see in each sector.

We have selected five sectors to target initially:

- Renewables and clean energy
- Inland water
- Fisheries and aquaculture
- Carbon
- Environmental markets – e.g. natural capital markets and biodiversity

These were chosen for a various reasons including:

- there is a window of opportunity that requires time-bound action
- the ILSC has the skills or resources to provide a useful contribution
- there are known partners ready to act
- they were raised during the consultation as priorities
- Indigenous people have a competitive advantage in the sector

Under this priority, we will focus on work that benefits and grows the power of the whole target sector, either nationally or across a region. This might include establishing a peak body, undertaking research, or collaborating on large-scale acquisition initiatives.

What we will do:

- Identify and regularly review target sectors to focus our effort and maximise impact
- Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves
- Facilitate access to the skills, knowledge, resources, partners, funding and connections required to become sector leaders and increase sector participation

What this means for you:

- 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

Our target sectors will be reviewed regularly to make sure our assistance is still effective or if we need to act on new opportunities. This priority's focus on targeting sectors does not limit the type of projects or sectors we will work with under the 'Returning Country' or 'Managing Country' priorities.

Serving you better

“ We need ILSC to come back out and listen to us for not an afternoon, but to travel with us on Country and listen to community. We are representatives but cannot possibly speak for all our communities.”

2022 Consultation Participant

Meaningful connection

Trusting and mutually beneficial partnerships are established and maintained with our partners that enable us to meet the goals of the NILSS.

During the consultation, we were asked to increase our role as a broker, partner, and facilitator. This priority is therefore about building relationships with partners who have shared interests and influence but also strengthening our relationship with Indigenous communities and organisations.

We recognise our unique position to be an equal partner and champion for Indigenous perspectives and priorities, to have direct input into government, and to connect with trusted industry partners. To make the most of this, we want to use our position to amplify Indigenous voices to drive change, and provide access to the skills, knowledge or information people need.

How we act as a partner is important: we serve diverse groups with varying needs, and we need to offer choice and different ways of working together. All groups should be able to connect with and benefit from the ILSC and, no matter where they are in their journey to hold and manage Country, we value them choosing to work with us.



What we will do:

- 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 desired, improve access to these partners
- Increase community awareness of the ILSC's role and services and improve the community's access to us

What this means for you:

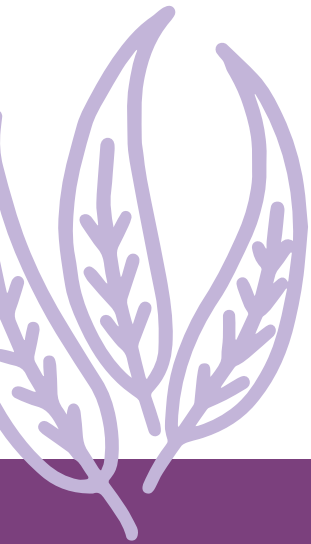
- Development of meaningful and culturally appropriate partnerships driven by community aspirations and needs
- The ILSC being a champion into government on Indigenous interests related to Country
- Areas of government working more efficiently and cohesively with each other
- Development of partnerships 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

Wanna Mar Group. Far West
Coast Traditional Owners.
Image credit: Mark Piovesan.



“ ILSC remit is to buy and divest land, as well as assist with the management of Indigenous owned land. ILSC should do this but do it more effectively. ILSC need to help us, listen to us, we don’t need a big brother approach.”

2022 Consultation Participant



Excellent service

Our services are tailored to meet the needs of the Indigenous organisations we work with and are delivered by a highly capable organisation.

The needs and priorities of Indigenous peoples in relation to the ownership, care, use, and management of Country are changing. We must keep up. We heard that some of our services and processes can be improved, and that people want us to offer more than we currently do. We will strive to deliver these improvements and secure the resources and supporting environments we need to make it possible.

As part of improving our service, we will display accountability in how we work by being honest about our progress and failings, and open about how we make decisions. Connected to our ‘Meaningful Connection’ priority, we also recognise we need to offer a variety of services and flexible ways of working to meet the diverse needs of the Indigenous groups who choose to access our support.

What we will do:

- Seek to broaden our mandate to be more responsive to a wider range of needs
- Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access
- Embed a focus on self-determination and equity across our operations and promote this more broadly
- Be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress
- Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS’ goals

What this means for you:

- Accessible services tailored to the varying needs of Indigenous organisations, no matter their capability, aspirations, and preferred pathway to self-determination
- Over the period of this NILSS, the ILSC will work towards offering a broader range of support to ensure we keep pace with changing needs and meet new ways of working
- Greater transparency from the ILSC about how it makes decisions

“ [A key threat to Country is] Government policy and lack of understanding of our business and cultural aspirations.”

2022 Consultation Participant

Cultural leadership

Indigenous people recognise us as a culturally capable leader, and we have influenced our partners to improve their practices.

Our ‘Excellent Service’ priority is about being open and honest about our efforts and what we have learned along the way. As an organisation that operates across community, government, and industry we recognise we have a valuable opportunity to step up and demonstrate what it means to be a culturally capable organisation – and to showcase the immense benefits of working this way.

We know we need to work closely with Indigenous people to better understand how we could shift our services, processes, internal culture, and external behaviour to achieve cultural capability. And we must look for ways to share this with our government and industry peers to create a shift in how others collaborate with Indigenous people.

What we will do:

- Make our way of working more culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC
- Enhance the cultural capability of all staff
- Transform the ILSC into an employer of choice for Indigenous people
- Change the way we measure and report success to incorporate more culturally appropriate approaches
- Share our learnings and encourage others to adopt culturally appropriate ways of working

What this means for you:

- 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

Fire workshop on Bunya Mountains, QLD.
Wakka Wakka Country.



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.

Flexibility

The NILSS represents a new way of working for the ILSC – we will not always get things right. We want the things we do and the ways we do them to be flexible, to adapt and respond as the world around us changes.

We will review the NILSS in year 1, 3 and 5 to determine if we need to make any changes. We may add new priorities or remove those that are no longer relevant. Any changes we make will be led by the views and perspectives of Indigenous people and organisations.

A **NILSS Yearly Action Plan** released each August will set out what we plan to do that year and provide the opportunity to fine tune our direction between larger reviews.

Three **Regional Indigenous Land and Sea Strategies** (RILSS), to be developed over 2023, will correspond to our divisional boundaries and ensure our operations are well connected to regional priorities:

- 'Western' covers Western Australia
- 'Central' covers the Northern Territory, South Australia, Victoria and Tasmania
- 'Eastern' covers New South Wales, Queensland, Australian Capital Territory and the Torres Strait Islands

Like the NILSS, the RILSS will set targets and actions – but these will be regional-specific – and include similar review points.

Reporting

Being accountable and transparent is important to us. It is something Indigenous people have asked us to improve on.

Saying we plan to achieve all these things is great, but we must back this up with action and be honest about what we have achieved and how we achieved it.

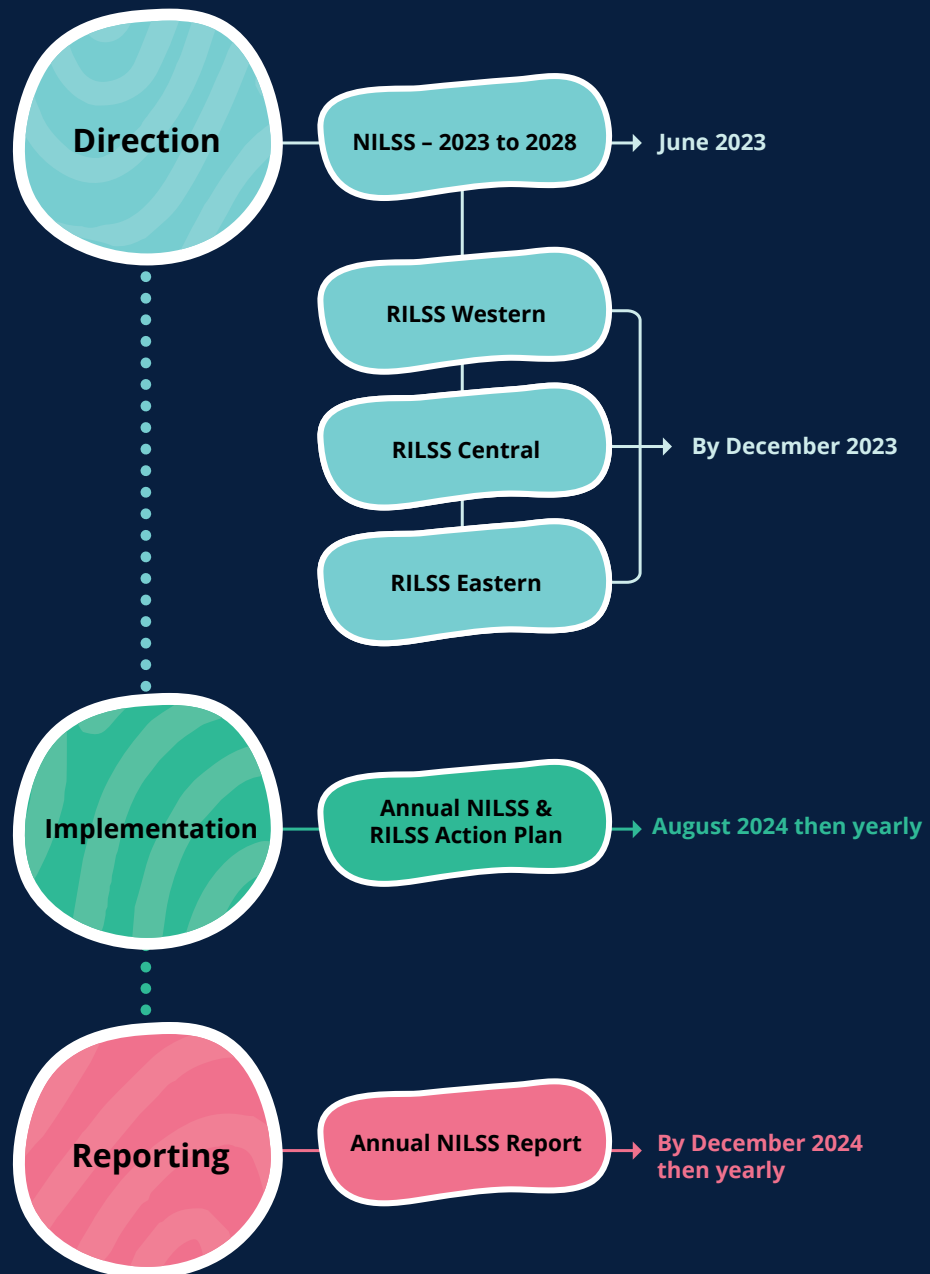
In the first year of the NILSS we will:

- develop a measurement approach to track our progress against the NILSS
- establish an Indigenous Impact Framework and associated program of priority evaluations, that places Indigenous knowledge, perspectives and priorities at the centre to track how we are delivering on the aspirations we have heard

Each year, we will formally report our progress through our compliance report – the **Annual Report** – and through our friendly, story-based **Returning and managing Country** publication, as well as providing regular updates on our activities through our social media and newsletter channels.

And, aligned to our Excellent Service priority, we will celebrate our efforts, be open about where we have not reached our goals and share what we learn along the way.





About us

The ILSC is a corporate Commonwealth entity that was established in 1995 to address the historic dispossession of Aboriginal and Torres Strait Islander peoples. We were previously known as the Indigenous Land Corporation and became the ILSC in 2019 when our scope was expanded to include salt and freshwater interests.

Our establishment formed part of the government's response to the historic Mabo judgement, which recognised that Indigenous ownership of land existed before colonisation and instigated the Native Title Act 1993. Acknowledging that many Indigenous people would be unable to regain control of their land under this Act, our role was, and still is, to complement native title laws and assist dispossessed Indigenous people to acquire and manage Country.

Through enabling access and management of Country, we aim to generate economic, environmental, social, or cultural benefits

for Aboriginal and Torres Strait Islander people. This remains at the heart of what we do now and what we will continue to do.

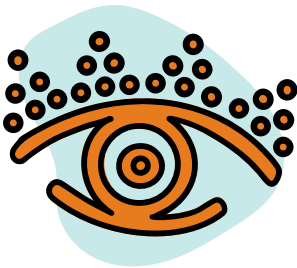
Each year the ILSC receives funding from the Aboriginal and Torres Strait Islander Land and Sea Future Fund (the Fund) to run its operations and provide funding to Indigenous people. The Fund was initially established through a government endowment of more than \$1 billion and, through investment and management, is now worth over \$2 billion. The Fund enables the ILSC to be financially self-sufficient and, in 2021-22, we received \$55.7 million to carry out our activities. This money is thought of as Indigenous people's money, so it is very important that the way the ILSC spends it is aligned with the aspirations and priorities of Indigenous people for Country.

Having been formed under the *Aboriginal and Torres Strait Islander Act 2005*, the NILSS is the ILSC's leading policy document and priority for the next five years.

This remains at the heart of what we do now and what we will continue to do.

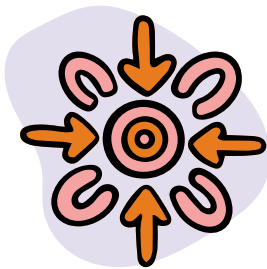


Queensland Murray Darling Catchment Ltd, St. George, QLD.



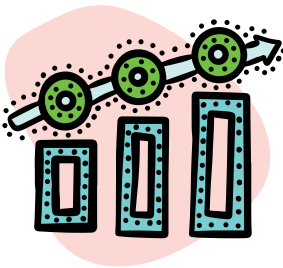
Our vision

Aboriginal and Torres Strait Islander people enjoy the rightful entitlements, opportunities and benefits that the return and management of Country brings.



Our purpose

We assist Indigenous people to acquire and manage land and water to provide economic, environmental, social or cultural benefits.



Pathways of change

Our four 'pathways of change' are a series of outcomes (or changes) that Aboriginal and Torres Strait Islander people are expected to accrue as a result of involvement in our activities.

- 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

Our people

ILSC Board



Ian Hamm

Chairperson

Mr Ian Hamm is a Yorta Yorta man from Shepparton in central Victoria.

Ian has overseen major policy and strategic reforms for government and community organisations, including his work with the Australian Government and the Victorian Government. Ian is now devoting himself to improving the representation of Aboriginal people on boards and other high-level governance, through strategic action, advocacy and mentoring.



Claire Filson

Deputy Chairperson

Claire Filson is an experienced non-executive director with more than 20 years' experience on State and Federal Government boards and in superannuation and infrastructure businesses. Her knowledge and skills include corporate legal advice, strategic risk management, compliance and governance.



Roy Ah-See

Director

Roy Ah-See is a Wiradjuri man who was born and raised on Nanima Reserve, near Wellington in New South Wales.

Roy was elected to the NSW Aboriginal Land Council in 2007 and was Chairperson of the Council from 2015 until mid-2019. He is also a member of the Darkinjung Local Aboriginal Land Council and Gandangara Local Aboriginal Land Council.



Nigel Browne

Director

Nigel is a descendant of the Larrakia and Wulna peoples of the Northern Territory.

He is the current CEO of the Larrakia Development Corporation, serving as a Director from 2005 and Chair from 2010 to 2013. Other professional roles include Crown Prosecutor, Aboriginal Lands, and Policy Adviser.



Kate Healy

Director

Kate is a purpose-driven leader with a decade of experience working in the field of First Nations economic development in Australia and New Zealand. Kate joined PwC's Indigenous Consulting (PIC) in 2019 and brings her skills, strategic approach and broad-based knowledge to a wide range of projects that focus on achieving greater economic participation and prosperity for Aboriginal people and Torres Strait Islanders.



Gail Reynolds-Adamson

Director

Gail is a descendant from the Noongar people of Western Australia on the eastern border of the Noongar nation, the Nudju people from the Norseman/Balladonia area, and the Mirning people, who stretch along the coast between Western Australia and South Australia.

Gail has significant experience working with industry and organisations to design and promote strategies for social, economic, and organisational development change.



Kristy Masella

Director

Kristy is a Murri/South Sea Islander from Rockhampton, Darumbal country in central Queensland who has dedicated her life to empowering Aboriginal and Torres Strait Islander communities.

Kristy brings more than 30 years of experience working in Aboriginal affairs across multiple jurisdictions to assist Indigenous people realise the economic, social, cultural, and environmental benefits of their land, sea and water Country.

Our Executive



Joe Morrison

Group CEO

Joe is a Dagoman and Mualgal man.



Trevor Edmond

Group General Counsel



Matthew Salmon

Chief Operating Officer



David Silcock

*Executive Director
Corporate*

Contributing to Closing the Gap

The National Agreement on Closing the Gap aims to enable Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by First Nations people and achieve life outcomes equal to all Australians.

Self-determination is the foundation of Closing the Gap and a guiding principle of the NILSS.

An initial review of the NILSS against the National Agreement shows our work aligns with all four priority reforms and one of the 17 outcome areas. We will continue to work closely with our colleagues at the National Indigenous Australians Agency to deepen our connection to Closing the Gap and explore how we can contribute to national reporting.

Priority Reform

Priority Reform 1 – Formal Partnerships and Shared Decision Making

Priority Reform 2 – Building the Community-Controlled Sector

Priority Reform 3 – Transforming Government Organisations

Priority Reform 4 – Shared Access to Data and Information at a Regional Level

Outcome Area

Outcome 15 – People maintain a distinctive cultural, spiritual, physical and economic relationships with their land and waters

- *Target 15a: By 2030, a 15 per cent increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests*
- *Target 15b: By 2030, a 15 per cent increase in areas covered by Aboriginal and Torres Strait Islander people's legal rights or interests in the sea*
- *The details of an additional target relating to inland waters are still being determined nationally*

Strategy Element	Alignment with Closing the Gap	
Guiding Principles	Caring for Country	<ul style="list-style-type: none"> • Priority Reform 3 • Clause 59e 'Support Aboriginal and Torres Strait Islander cultures'
	Self-determination	<ul style="list-style-type: none"> • Priority Reform 1, 2, 3 and 4 • Foundation of the National Agreement and all the Priority Reforms
	Partnership	<ul style="list-style-type: none"> • Priority Reform 1 and 3 • Clause 59c 'Delivering services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people' • Clause 59f 'Improve engagement with Aboriginal and Torres Strait Islander people'
Strategic Priorities	Returning Country	<ul style="list-style-type: none"> • Outcome Area 15
	Managing Country	<ul style="list-style-type: none"> • Outcome Area 15
	Sector Leadership	<ul style="list-style-type: none"> • Priority Reform 2 and 3 • Clause 59c 'Delivering services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people'
	Meaningful Connection	<ul style="list-style-type: none"> • Priority Reform 3 • Clause 59f 'Improve engagement with Aboriginal and Torres Strait Islander people'
	Excellent Service	<ul style="list-style-type: none"> • Priority Reform 3 • Clause 59c 'Delivering services in partnership with Aboriginal and Torres Strait Islander organisations, communities and people'
	Cultural Leadership	<ul style="list-style-type: none"> • Priority Reform 3 • Clause 59b 'Embed and practice meaningful cultural safety' • Clause 59e 'Support Aboriginal and Torres Strait Islander cultures'



Stronger when we work together

Supporting Indigenous people to own and manage Country is strengthened when we work with likeminded partners and build on existing initiatives. It is important we know what these other initiatives are and work closely with our partners to maximise our efforts and resources.

Some of our key partners and their initiatives are below. This is not a complete list, and we will keep improving our knowledge of and collaboration with others working to support Indigenous ownership and management of Country.

Community

- National Native Title Council
- Native title representative bodies and service providers
- Land Councils
- Coalition of the Peaks
- Registered Native Title Bodies Corporate (often called Prescribed Bodies Corporate)
- Indigenous corporations with land interests or holdings
- First Nations Heritage Protection Alliance

Industry

- National Indigenous Business Chambers Alliance
- Sector and Industry bodies
 - » Indigenous Carbon Industry Network
 - » First Nations Clean Energy Network
 - » First Nations Bushfood and Botanical Alliance
- Research Institutes
 - » ANU First Nations Portfolio
 - » North Australia Indigenous Land and Sea Management Alliance
- Philanthropic organisations
- Consultant organisations

Government

- National Indigenous Australians Agency
 - » Indigenous Ranger Program
 - » Indigenous Advancement Strategy
 - » Indigenous Protected Area Program – Implementation
 - » Sea Country IPA
 - » Indigenous Ranger Sector Strategy
 - » Land and Native Title
- Indigenous Business Australia
- Department of Climate Change, Energy, the Environment and Water
 - » Nature Repair Market
 - » Indigenous Protected Area and Sea Country Programs – Policy Oversight
 - » Reforming the *Environment Protection and Biodiversity Conservation Act 1999*
 - » and working alongside the Indigenous Advisory Committee
- State and Territory governments
 - » Various funding programs dedicated to supporting Indigenous land and sea management, Closing the Gap
 - » Land and sea management bodies such as natural resource management organisations, Catchment Management Authorities and Local Land Services



Diana's Basin. palawa Country, lutruwita.



Australian Government
Indigenous Land and Sea Corporation



The ILSC GROUP