



Australian Government
Indigenous Land and Sea Corporation



The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

CORPORATE PLAN 2023-24

Strategy to 2027

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Front cover photo: Sister Kates Home Kids
Aboriginal Corporation Welcome Smoking
Ceremony at the Divestment in August 2022.

Credit: Cole Baxter

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.

The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2023-24 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 2023-24 and anticipates developments to 2026-27.

Welcome from the Board

Welcome to the Indigenous Land and Sea Corporation's (ILSC) Corporate Plan 2023-24, Strategy to 2027.

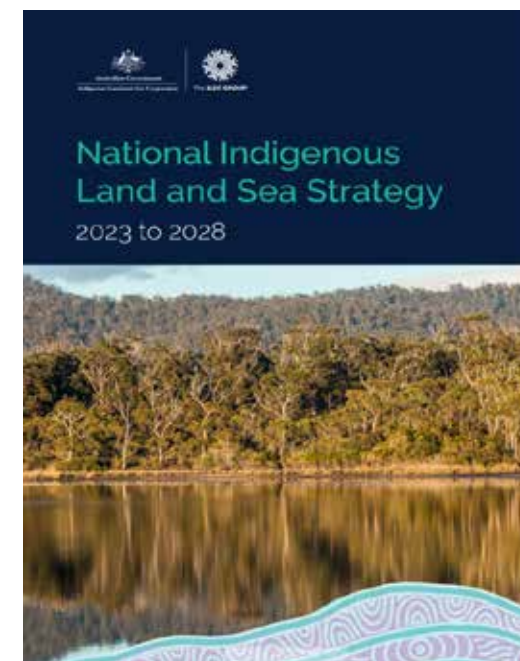
The Corporate Plan is our chief planning document under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Historically and strategically, we use it to provide more detail on implementing the high-level direction contained in the National Indigenous Land and Sea Strategy (NILSS) – our primary policy document under the *Aboriginal and Torres Strait Islander Act 2005* – and to set out our annual priorities towards achieving our purpose.

Our new NILSS 2023-28 was launched in June 2023, informed by our largest ever nation-wide effort to listen to Aboriginal and Torres Strait Islander peoples' aspirations for Country and thoughts on the current and future role of the ILSC.

Available at www.ilsc.gov.au, the new NILSS reaffirms the ILSC's key role as the lead national agency responsible for returning and managing Country and sets a clear agenda for the forward years of the Corporate Plan. Under the new 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.



It therefore brings us great pleasure to begin realigning our annual operations to the refreshed key priorities and direction we gathered from the extensive national consultation process. We heard what our stakeholders had to say, and I particularly want to thank the many Traditional Owners for the gift of their time, wisdom and insight to assist the ILSC to develop the NILSS 2023-28.

This year we have reflected the new direction in mapping key sections of the Corporate Plan to the NILSS strategic priorities, to:

- expand Indigenous rights and interests in Country (**Returning Country**)
- grow Indigenous-led initiatives on Country (**Managing Country**)
- increase Indigenous influence on priority sectors (**Sector leadership**)
- build beneficial partnerships (**Meaningful connection**)
- provide high-quality services (**Excellent service**)
- step up as a culturally capable leader (**Cultural leadership**).

Over 2023-24, we will continue our realignment of the Corporate Plan to the NILSS, adjusting our PBS performance measures and Corporate Plan targets to better reflect the NILSS priorities.

We have also committed to an annual action plan to keep us on track in delivering the NILSS and our annual Corporate Plan will increasingly reflect this document.

Through the development of Regional Indigenous Land and Sea Strategies (RILSS) 2023-28 we will be continuing engagement and research to define our strategies for our three regions – ‘Western’ (covering Western Australia), ‘Central’ (covering the Northern Territory, South Australia, Victoria and Tasmania), and ‘Eastern’ (covering New South Wales, Queensland, Australian Capital Territory and the Torres Strait Islands). Each strategy will form a discrete roadmap for our three corresponding divisions on what we intend to deliver through our annual action plan.

The continued roll-out of the Value for Money performance evaluation methodology over 2023-24 will deliver an improved, more integrated strategic framework including more streamlined performance measures and targets. This reflects our shift from measuring our *activities* to measuring the *outcomes* of those activities – that is, the change created for Indigenous people through our investments.

Meanwhile, at the national level, we are hearing an increasingly powerful call from Indigenous people, communities and organisations for true self-determination over Country and over their lives.

These calls, and what self-determination looks like to different Aboriginal and Torres Strait Islander people, are being heard in the media as we move towards a national referendum on the Indigenous Voice to Parliament – and they echo what we heard during our NILSS consultation.

Just as it is at the foundation of the National Agreement on Closing the Gap and the Uluru Statement from the Heart, self-determination is therefore a guiding principle of the NILSS and our Corporate Plan. Through their implementation, we will continue our contribution to the National Agreement’s four priority outcomes to:

- strengthen and establish formal partnerships and shared decision-making
- build the Aboriginal and Torres Strait Islander community-controlled sector
- transform government organisations so they work better for Aboriginal and Torres Strait Islander people
- improve and share access to data and information to enable Aboriginal and Torres Strait Islander communities to make informed decisions.

We look forward to working with all our Aboriginal and Torres Strait Islander partners in realising their aspirations for self-determined futures through implementing the NILSS priorities and maximising opportunities across Country.

Ian Hamm



ILSC Chair, August 2023

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

What we do and why

The Indigenous Land and Sea Corporation works towards a long term vision for Indigenous people to enjoy the rightful entitlements, opportunities and benefits that the return of Country and its management brings.

We:

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

Since our establishment in 1995, \$1.28 billion has been invested through 1,292 projects. This includes funding for the purchase of 279 land interests covering 6.3 million hectares; four water interests (pipi, southern bluefin tuna, yabbie and abalone quotas); and 983 projects managing Country.

As of June 2023, over three quarters (83 per cent) 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 people to bring products and services to market including cultural and ecotourism ventures; niche Indigenous products such as bushfoods; saltwater and freshwater enterprises such as commercial yabbie and abalone farming; and culturally-led ecosystem services such as ranger operations, carbon farming and traditional fire management.

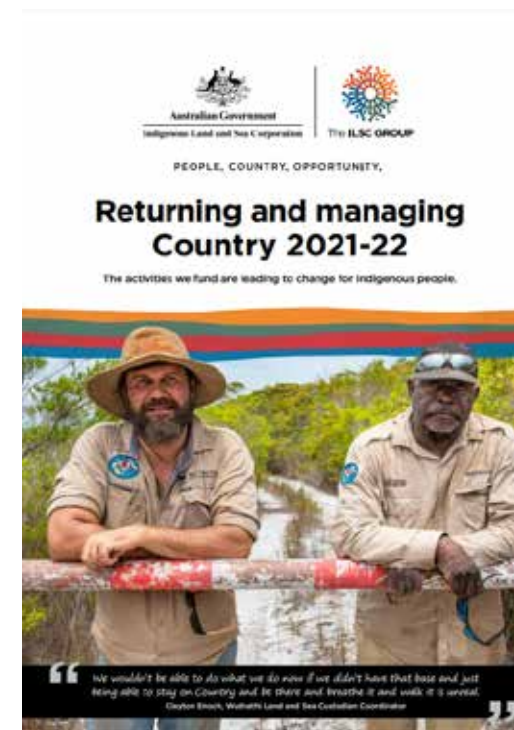
And we have assisted Indigenous people to strengthen knowledge and culture through interpretive signage and the sponsorship of bushfoods, carbon and private land conservation events and networks; through the protection of culturally significant Country such as Diana’s Basin and Bunya Mountains; and through support for culturally appropriate services such as the Martu Student Hostel and Moorundi Aboriginal Community Controlled Health Service Ltd.

ILSC projects have enabled thousands of Indigenous training and employment opportunities; improved Indigenous access to Country; and contributed to the protection of culturally significant sites, and participation in cultural events.

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 people, particularly those unlikely to benefit from Native Title or Land Rights (see *Legislative and governance context*).

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



*Check out our new publication *Returning and Managing Country* where we showcase how the huge diversity of activities supported by the ILSC’s major funding program are leading to positive change for Indigenous people. Available at www.ilsc.gov.au*

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

Legislative and governance context

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

ILSC Governance

MINISTER FOR INDIGENOUS AUSTRALIANS

Appoints a 7-member Board including the Chair and Deputy Chair.

Five members including the Chair must be Indigenous Australians.

BOARD

Accountable Authority

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

CEO

Statutory Officer

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

ILSC ADMINISTRATION

ILSC SUBSIDIARIES

Discrete governance and management structures

Our operating environment: Country*

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

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

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

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

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

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

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

We strengthen and deepen Indigenous connection to Country.

Across Australia, Country occurs across vastly diverse landscapes and demographics, and the opportunities to unlock its benefits are positioned within the context of the broader Australian economy, community, and regulatory frameworks.

Country also exists within an increasingly interconnected landscape with global economic, social and environmental factors – for example, market forces, climate change and global pandemics (see *Key 2023-24 influences*) – influencing how we operate, as well as the opportunities available to partner with Indigenous people.

From cities, to regional and remote areas, to the coast, our challenge is to keep pace with the demands and aspirations of Indigenous people and to work in partnership across this diversity, maximising opportunities to unlock and grow Country.

* sometimes referred to as the Indigenous Estate

Key 2023-24 influences

Nationwide, our economic, social and environmental landscapes continue to be affected by global instability driven by the energy crisis (sparked by the continuing war in Ukraine), climate change, and the fall-out of the COVID-19 pandemic.

The cost of living has continued to escalate after successive interest rate rises to help mitigate growing levels of inflation.

In turn, this is putting pressure on housing markets, health, and social services.

And, while the national unemployment rate is at a historic low and tourism levels are rebounding, ongoing labour shortages and supply chain disruptions are compounding delays to post-pandemic economic recovery.

Climate wise, the last few years have been characterised by milder summers but increased flooding – driven by La Nina and climate change.

Forecasts in 2023-24 and forward years are signalling a return of El Nino conditions which may be expected to bring hotter and longer heatwaves and bushfire risk.

These are all sources of concern across Country and for all Indigenous people, impacting consumer and business confidence, investment decisions, and access to capital, as well as putting increased pressure on social service providers.

Furthermore, Aboriginal and Torres Strait Islander people consistently earn lower average incomes than non-Indigenous Australians. With income increases falling well short of inflation, and record rental prices, increases to cost of living have a disproportionate impact on lower income cohorts, generating increasing financial stress.

In 2023-24, the ILSC will continue to work closely with Indigenous enterprises to both recover from and build their preparedness to navigate global pressures and instability.

We will:

- use the *Our Country Our Future* program to invest in Indigenous enterprises, building resilience and adaptation to economic and environmental shocks
- partner with Indigenous service providers to enable them to continue to effectively support their clients and communities
- increase our efforts to mitigate climate change, growing Indigenous participation in renewable and clean energy, carbon and environmental markets – all identified under our 'Sector leadership' priority as areas where the ILSC can see emerging opportunities to position Indigenous people as leaders and creators of economic activity
- if necessary, enact our Emergency Response Grants Program offering financial relief to flood- or bushfire-affected Indigenous corporations.

Meanwhile, the Australian Government's commitment to constitutional reform through the Uluru Statement from the Heart – and particularly the forthcoming referendum to establish an Indigenous Voice to Parliament – is increasingly in the news cycle and spotlighting Indigenous affairs.

These powerful calls for self-determination from Aboriginal and Torres Strait Islanders echo what we heard during our NILSS 2023-28 consultation. Realising Indigenous aspirations for self-determined futures is our guiding principle as we move to implement the NILSS and our Corporate Plan.

Finally, since the global pandemic commenced, we have had less visits on Country. In 2023-24 and forward years, consistent with our 'Meaningful connections' priority, we intend to renew and improve our regional presence and take the opportunity to connect more often on Country.

Our purpose

To assist Aboriginal and Torres Strait Islander peoples to acquire and manage land and water to generate economic, environmental, social and cultural benefits.

Aboriginal and Torres Strait Islander Act 2005

Our vision

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

Our guiding principles

From 2023-24, our work will be guided by three principles set out in the new National Indigenous Land and Sea Strategy 2023-28.

We will:

- care for and consider Country in all that we do and support Indigenous people to look after Country their way (**Caring for Country**)
- remove barriers to self-determination within the ILSC to provide Indigenous people with power and control over their Country and development (**Self-determination**)
- shift the distribution of power and how we work to be an equal partner to Indigenous peoples and provide choice ways to work with us (**Partnership**)

Our strategic priorities

The NILSS 2023-28 also sets out six strategic priorities that we will be re-aligning our work towards during 2023-24.

We will:

- expand Indigenous rights and interests in Country (**Returning Country**)
- grow Indigenous-led initiatives on Country (**Managing Country**)
- increase Indigenous influence on priority sectors (**Sector leadership**)
- build beneficial partnerships (**Meaningful connection**)
- provide high-quality services (**Excellent service**)
- step up as a culturally capable leader (**Cultural leadership**).

For an easy reference guide to our full Strategic Framework and Strategic Documents see pages 41-42.

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 people are expected to accrue as a result of involvement in our activities.

We call these outcomes our '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 relationship between our activities and pathways is shown in the ILSC Program Logic (see page 43).

Our targets

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

- Deliverables and Key Performance Indicators (KPIs) – the performance criteria outlined in our contribution to the Portfolio Budget Statements (PBS) (see page 38) of the Department of Prime Minister and Cabinet.
- Corporate Plan targets (pages 14 – 21): additional measures enabling the ILSC to consider the extent to which our activities and investments have generated the anticipated positive change in the lives of Indigenous people, and therefore the extent to which we have delivered against *Our pathways of change*.

In the following pages, our Corporate Plan targets – revised for 2023-24 – have been mapped against *Our pathways of change* and PBS Deliverables and KPIs.

2023-24 priority

A key priority for this period is to realign the existing Deliverables and Key Performance Indicators – last reviewed and set in 2017-18 – to reflect the strategic direction set out by the NILSS 2023-28.

This will streamline our reporting and, along with the ongoing roll-out of our Value for Money evaluation methodology, reflect our continued move away from measuring **outputs** (our activities) to measuring the **outcomes** of those activities – that is, the change created for Indigenous people through our investments and aligned to *Our pathways of change*.

See *Our performance and reporting* (page 35) for further information.

Outcome One: Indigenous people are growing the value and productivity of Country

Objectives

- The intrinsic and economic value of Country and associated enterprises is increasing.
- The return and management of Country generates economic activity to contribute to inter-generational wealth for Indigenous people while sustaining and growing cultural and environmental benefits.

Activities

In 2023-24 and forward years, aligned to the commitments we set out under the NILSS 2023-28 strategic priority 'Returning Country', we will:

- ramp up divestment of 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 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.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
By 2027, the ILSC will have acquired 313† land or water-based interests since inception, for the benefit of Indigenous corporations	Deliverable 1 Interests acquired	Type of country; location type; RILSS region; purchase price and data; valuation price and date
By 2027, the ILSC will have returned a total of 272† land or water-based interests to Indigenous care and control since inception	Deliverable 2 Interests granted	Valuation price and date
By 2027, the ILSC will have assisted in the establishment and/or improved the productivity, efficiency and/or resilience of 60 businesses per year	KPI 3 Indigenous business development	Type and purpose of improvement (efficiency, productivity, resilience)
	KPI 1a & 1b Indigenous employment	Individual instances of employment: a) by the ILSC Group or b) through ILSC supported activities
# Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)		
† This target reflects the targets set out in the ILSC's contribution to the 2023-24 Portfolio Budget Statement		

Outcome Two: Indigenous people are owning and managing Country sustainably

Objectives

Indigenous property holders:

- are supported to sustainably manage and own Country
- have increased knowledge, skills, networks and investment partnerships to sustainably own and manage Country
- are implementing environmental management to mitigate and/or adapt to climate change impacts.

Activities

In 2023-24 and forward years, aligned to the commitments we set out under the NILSS 2023-28 strategic priority 'Managing Country', the ILSC will:

- 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.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
The proportion of ILSC granted assets returned to the ILSC and/or lost to Indigenous care and control is decreasing year on year	Number of granted assets vs returned or lost grants	Valuation price and date; reason for return or loss
80% of all projects meet projected deliverables (relates to all outcomes pathways)	Number of projects with incomplete vs complete projected deliverables	Output and outcome performance ratings
The extent of Indigenous participation in capability building activities related to ownership and/or management of Country and/or enterprise	Training participation	Training type; course duration; accreditation status
	KPI 2a Trainees hosted/employed	Host name (subsidiary)
	KPI 2b Training completions	Training type; course duration; accreditation status
	Planning participation where Indigenous people engage in structured planning activities to enable enterprise development and/or the management of Country	Type of planning activity

Outcome Three: Indigenous people are driving and influencing policy and opportunity for Country

Objectives

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

Activities

In 2023-24 and forward years, aligned to commitments we set out under the NILSS 2023-28 strategic priority ‘Sector Leadership’, the ILSC will:

- identify and regularly review priority sectors to focus our effort and maximise impact (completed for 2023-24)
- elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves
- facilitate access to the skills, knowledge, resources, partners, and funding and connections required to become sector leaders and increase sector participation.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
60% of new projects will involve formal partnerships and informal collaboration	KPI 5 Collaboration	Partner type; contribution type; contribution value
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	KPI 6 ILSC contribution to the Indigenous Estate	Description of sponsorship, policy formation and sector development activities supported by the ILSC
20% of projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	Identify and describe	No additional information

Outcome Four: Indigenous people are preserving and protecting culture through reconnection with Country

Objectives

Indigenous people:

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

Activities

In 2023-24 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.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment	KPI4 On-ground management activities	Type of activity; purpose of activity; extent of activity
	Improved access to Country and/or cultural sites	No additional information
	Culturally safe/appropriate services - people accessing	Type of service
	Cultural event participation	Type of activity; accessibility of activity
20% of projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	Identify and describe	No additional information

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 (2010-11 values), indexed annually to CPI.

We achieve *Our purpose* through:

- our principal funding program – Our Country Our Future – delivered from our three Divisional offices: Western (Perth), Central (Adelaide) and Eastern (Brisbane) where we develop and deliver new land and water acquisition and management projects with Indigenous groups
- 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
 - Primary Partners
- 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 our Indigenous partners.



As we take action to deliver the new NILSS 2023-28 – and continue to reduce our number of subsidiaries (see page 24) – further changes may occur in forward years to our programs and structures.

OUR STRATEGIC PRIORITY	OUR COMMITMENT In 2023-24 and forward years we will:	OUR 2023-24 PRIORITIES
EXCELLENT SERVICE	Seek to broaden our mandate to be more responsive to a wider range of needs	<ul style="list-style-type: none">• Review ILSC legislative mandate with a view to matching contemporary aspirations - e.g. to enable a greater advocacy and brokering, support for whole of sector initiatives not tied to specific Country.
	Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access	<ul style="list-style-type: none">• Review our services, including Our Country Our Future Program, to identify areas for improvement and develop more fit-for-purpose services.• Implement high priority/high value service changes.

Our subsidiary operations

The ILSC operates four wholly-owned subsidiary businesses in the tourism and agribusiness sectors which both contribute to *Our purpose* through the management of Country. These entities were established to operate in response to commercial and social drivers, delivering outcomes aligned to *Our pathways* through the advantage held by Indigenous people in these sectors.

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

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

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

National Centre of Indigenous Excellence²

Description

- National Centre of Indigenous Excellence (NCIE) is a not-for-profit social enterprise operating on 180 George Street Redfern that works to build capability and create opportunities with and for Indigenous Australians
- NCIE’s programs, services and enterprises are designed with the sole purpose of creating long-term improvements in wellbeing
- NCIE operates from the historic site of the Redfern Public School, a property recently divested by the ILSC

Activities

- NCIE provides a diverse offering of services including fitness, conference, training facilities and high-quality family and community services for local Indigenous people, families and communities

Contribution to *Our pathways*

- Through its operations and targeted programs, NCIE supports Our Pathways by delivering a significant contribution to the employment and training outcomes set out in our Portfolio Budget Statement targets (1a and 2a) and to KPIs 1b and 2b

² In the ILSC’s previous Corporate Plan 2023–24, the National Centre for Indigenous Excellence Ltd was not included amongst our subsidiaries due to the anticipated divestment of the site, 180 George Street Redfern, and its operations by the end of the 2021–22 financial year. The site was divested but the ILSC continues to provide for continued services and operations on the site through its subsidiary NCIE Ltd and provide corporate services to support these operations. Additional background is available in the ILSC Annual Report 2021–22.

Voyages

Description

- 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.
- Leverages the assets of Country to provide guests with enriching, memorable experiences, showcasing Indigenous cultures.
- Directs all profits from its business activities to building the guest experience and supporting Indigenous training and employment across Australia.

Activities

- Operates commercial tourism facilities (described above).
- Operates the National Indigenous Training Academy, providing work-based traineeships for Indigenous people in hospitality and related vocational fields, enabling them to secure employment in the hospitality industry across Australia.

Contribution to *Our pathways*

- Delivers employment and training outcomes as set out in our Portfolio Budget Statement targets.

Primary Partners

Description

- Consistent with the ILSC’s move to exit from operations, the ILSC continues to wind down Primary Partners as a vehicle to employ staff and the principal entity involved in agricultural operations undertaken within the ILSC Group.

Activities

- Currently employs staff on Roebuck Export Depot ahead of an anticipated divestment of the property in 2023–24.

Contribution to *Our pathways*

- Delivers training and employment outcomes to Indigenous people and maximises the productivity of Indigenous-held land and water.

ILSC Employment

Description

- Established in 2022-23 to take over the labour hire operations from Primary Partners Pty Ltd.

Activities

- Currently employs staff working on ILSC operations at Gunbalanya Station, Gunbalanya Meats, Banka Banka and Jumbun Farm.

Contribution to *Our pathways*

- Delivers training and employment outcomes to Indigenous people and maximises the productivity of Indigenous-held land and water.

OUR STRATEGIC PRIORITY	OUR COMMITMENT In 2023-24 and forward years we will:	OUR 2023-24 PRIORITIES
RETURNING COUNTRY	Ramp up divestment of ILSC-held properties including exiting operations	<ul style="list-style-type: none">Assess the status of all ILSC-held property, develop a plan to divest all by 2028 and commence process to access resources required.Maintain Landholding to Grant business-as-usual services.Exit all but two agribusinesses.

Our partners

Growing and maintaining trusted partnerships is critical to meeting *Our purpose*. We recognise our unique opportunity to equally partner with Aboriginal and Torres Strait Islander people and champion their perspectives and priorities, while also having direct input into government, and connections with trusted industry partners. Our collaborations are a key measure of our performance and our partnerships essential to our operations and to achieving *Our pathways*. ‘Meaningful connections’ is therefore one of our new strategic priorities, central to delivering our National Indigenous Land and Sea Strategy.

Aboriginal and Torres Strait Islander people

The primary stakeholders for the ILSC, Aboriginal and Torres Strait Islander people are ‘holders’ of the cultural, environmental, economic and social assets that make up Country; they are both partners in, and beneficiaries of, our core business in delivering projects across Country. Our work sees us partner with Indigenous people in all their diversity including Traditional Owners, land councils, Indigenous corporations, and Indigenous businesses, enterprises and service providers.

The Indigenous land and water management sector

We share our land and water management agenda with a range of other organisations with whom we partner on project delivery, funding, and in ensuring Indigenous perspectives are central to the development of policy and activities. Examples include Land Councils, Ranger Groups, Indigenous Protected Areas, natural resources management bodies as well as regional or jurisdictional groups like the North Australian Indigenous Land and Sea Management Alliance, 10 Deserts Project, Indigenous Desert Alliance, the Indigenous Carbon Industry Network, the First Nations Clean Energy Network, and large conservation NGOs including The Nature Conservancy and Bush Heritage.

Indigenous land rights sector

Our partners in policy and agenda setting, since the ILSC’s inception we have worked closely with Native Title bodies supporting the generation of economic, environmental, cultural and social outcomes from Country. As we move into a post-determination era, we will continue this work with peak bodies – National Native Title Council and National Native Title Tribunal – and the various Native Title representative bodies and Prescribed Bodies Corporate operating across Country, setting Indigenous voices and views at the centre of a self-determined land and water-based economy.

Government

The ILSC works across government agencies at a federal, state and local level consulting on policy, regulatory and operational matters. Nationally, we are accountable to the Minister for Indigenous Affairs (ATSI Act) and the Department of Prime Minister and Cabinet (PGPA Act). We maintain a close working relationship with the National Indigenous Australians Agency (the chief Commonwealth organisation overseeing Aboriginal and Torres Strait Islander affairs across the Australian Government), and with Indigenous Business Australia, CSIRO, and other government agencies and bodies. Increasingly, we are involved in inter-agency collaborations supporting Indigenous infrastructure development in northern Australia, including through the Northern Australia Infrastructure Facility.

Co-funders and investment partners

The ILSC can play a critical role in connecting Indigenous land and water projects with additional sources of non-government finance – particularly for projects with a commercial or trading dimension – with opportunities existing in philanthropy, the private sector, conservation finance, and impact investment, as well as mainstream finance and banking products. We will continue to build relationships with new partners and strengthen our relationships with our existing partners including First Australians Capital, Westpac, Commonwealth Bank of Australia, National Australia Bank, Social Ventures Australia, Impact Investing, Impact Investment Group, Tiverton Agricultural Fund, Odonota, Cassinia, Social Enterprise Finance Australia, The Nature Conservancy, Pollination Foundation, Trust for Nature, Bush Heritage, Northern Australia Infrastructure Fund, Clean Energy Finance Corporation, and the Australian Renewable Energy Agency. The ILSC is also investing in supporting the capacity of Indigenous groups to directly access investment and non-government funding.

Commercial partnerships

Commercial, or business, partners can be critical in assisting Indigenous people to realise benefits from their rights/interests in land or waters. Since 2019 the ILSC has supported several major opportunities where a commercial partnership (or joint venture) between Indigenous and commercial entities has been central.

OUR STRATEGIC PRIORITY	OUR COMMITMENT In 2023-24 and forward years we will:	OUR 2023-24 PRIORITIES
MEANINGFUL CONNECTIONS	Ensure community consultation and the voices of Indigenous people drive everything we do	<ul style="list-style-type: none"> Undertake consultation on the matters identified within the NILSS. Establish internal mechanisms to enable flow of information from consultation and engagement activities conducted across the organisation. Consult on and release new RILSS by December 2023.
	Change our partnership and engagement approach to be more culturally appropriate and encourage others to adopt similar practices	<ul style="list-style-type: none"> Develop and implement a whole of ILSC engagement strategy to drive long-term and culturally appropriate engagement. Develop and deliver a communication strategy that reflects Indigenous culture and language and supports accessible sharing of information. Align actions with Priority Reforms under Closing the Gap.
	Where requested, champion the interests, priorities, and perspectives of Indigenous people into government and relevant sectors	<ul style="list-style-type: none"> Through consultation, determine highest priority matters for the ILSC to advocate on. Establish agreed positions with Indigenous representatives and community. Determine key partners to engage with.

Work with government agencies to reduce duplication, align effort and make it easier to access services or information	<ul style="list-style-type: none"> Identify relevant government agency partners and commence/strengthen engagement. Together, review activities and identify current or potential areas of duplication and opportunities to align efforts.
Establish, maintain and/or strengthen partnerships with relevant partners and, where desired, improve access to these partners	<ul style="list-style-type: none"> Identify partners needed to implement NILSS commitments. Through various consultation activities, determine the types of partners our stakeholders want to be connected to - e.g. capability partners, funding partners, expert advice. Explore options for enabling access to those partners.
Increase community awareness of the role and services of the ILSC and improve access to us	<ul style="list-style-type: none"> Understand current level of community awareness and access to ILSC. Under the Engagement and Communication Strategies, develop an action plan to enhance the visibility and accessibility of the ILSC. Review and revise ILSC processes and policies to identify barriers to and opportunities to visit Country more often and meet with people in person. Investigate mechanisms and resourcing needs to increase engagement on Country.

Our people and capability

The ILSC is a relatively small entity with a broad remit – and we are unashamedly ambitious for Indigenous people. 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 Country.

To realise Indigenous peoples' aspirations, we must continue to employ the right people, fully engaged with *Our vision* and *Our values*, and with the skills, confidence, relationships, technology and culture 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*.

The ILSC prioritises the employment of Indigenous people, both through our own operations and those of our subsidiaries. As at 30 June 2023, we employed 332 Indigenous people, making up 28.6% of our total workforce. We report our Indigenous employment achievements in our Annual Performance Statement.

Our values

- Responsibility
- Respect
- Courage
- Teamwork
- Trust

OUR STRATEGIC PRIORITY	OUR COMMITMENT In 2023-24 and forward years we will:	OUR 2023-24 PRIORITIES
EXCELLENT SERVICE	Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals	<ul style="list-style-type: none"> • Extend VfM performance framework across corporate teams, operationalise and complete initial assessment (baseline). • Update staff performance plans to reflect contribution to the NILSS. • Develop year 2-5 resourcing plan, including budget, structure and skills, to deliver the NILSS and services to our stakeholders. • Review relevant ILSC policies and processes to identify barriers to, and areas to improve, organisational health. • Explore increasing our drawdown to meet the contemporary needs of Indigenous people. • Release analytics and automation strategy. • Maintain and continuously improve core external and internal services.

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

- Review ILSC policies and processes to:
 - identify barriers to self-determination and culturally appropriate partnership across ILSC
 - identify opportunity to prioritise Indigenous leaders, organisations and initiatives
 - enhance ability to conduct meaningful consultation.
- Develop and publish ILSC public policy positions that reflect the priorities and views of community in regard to owning and managing Country.
- Implement high priority/feasible changes to practice based on policy review.

CULTURAL LEADERSHIP	Make our way of working more culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC	<ul style="list-style-type: none"> • Consult with community and gather information on what culturally appropriate leadership looks like, review all ILSC operations to improve practice in line with community desires and develop a plan to implement change. • Review ILSC operations and identify opportunities to align practice with Caring for Country, self-determination and partnership.
	Enhance the cultural capability of all staff	<ul style="list-style-type: none"> • Develop and release a Cultural Leadership Strategy. • Develop and release a Reconciliation Action Plan. • Review onboarding and ongoing training of staff in cultural awareness matters (as part of Cultural Leadership Strategy). • Review current practice, in consultation with cultural capability experts and representatives from groups and communities. • Embed cultural capability within all staff performance plans, as reflected in Value for Money.
	Transform the ILSC into an employer of choice for Indigenous Australians	<ul style="list-style-type: none"> • Release and implement the Indigenous Employment Strategy.

Our approach to risk

The landscape in which the ILSC (and our subsidiaries) operates is complex, multi-layered and susceptible to impacts from external drivers (e.g. economic, political, environmental) which may bring strategic, reputational, financial, legal and/or operational risks. However, to deliver on *Our purpose* we engage with risk, setting tolerances and determining acceptable thresholds and mitigation strategies. We enable a culture of safety and security that promotes sound judgement, innovation, improvement and, ultimately, the achievement of outcomes for Indigenous people. Our overall risk appetite is therefore moderate, ensuring we can engage with risk in order to pursue opportunities when working with key stakeholders. However, we have a low risk tolerance in relation to the health, safety and wellbeing of our employees, the unauthorised disclosure of official information, and fraudulent conduct.

At the ILSC we:

- believe that everyone is responsible for risk management
- integrate risk management strategies and procedures into all ILSC policies and projects
- train and involve staff in risk management, including awareness, identification and monitoring
- develop and share risk management knowledge and skills and utilise 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 Enterprise Risk Management (ERM) Framework articulates the principles for designing, implementing, monitoring, reviewing and continually improving our risk management processes and activities. It identifies nine areas of strategic and operational risks for the ILSC (including its subsidiaries) along with mitigating actions (see table, page 33). The ERM Framework is reviewed annually while the ILSC’s Audit and Risk Committee and internal audit functions provide independent assurance and advice to the Board.

Our 2023-24 priorities

- Assurance mapping of the ILSC’s strategic and operation risks.
- Insurable Risk Management including asset values and supporting stakeholder outcomes.
- Enhancing project risk management tools and functionality.
- Conducting Risk Culture Survey to support risk maturity analysis.
- Increasing reporting capability of emerging risk.

STRATEGIC RISK		
Risk events that reflect the ILSC Board’s strategic intent and <i>Our purpose</i>		
Statutory Risk	Performance Risk	Stability Risk
Internal process, decision and/or systems failure resulting in a breach and/or non-compliance of statutory and/or legal obligations	Delivery of a process and/or service and/or project that is not fit-for purpose and/or doesn’t achieve ILSC Group ¹ mandate and/or performance objectives	The risk of market fluctuations and/or trade relationships affecting financial and/or organisational stability
Mitigation and management		
<ul style="list-style-type: none">• All Board Members, Executives and staff are responsible for oversight and management of risk.• Engaging in proactive and consistent risk identification, management and monitoring.• Integrating risk management framework methodology and Board-approved risk appetite thresholds to support the Board and Executive in pursuit of its strategic activities.• Integrating risk appetite into key risk management practices and processes.• Reporting application of risk appetite to key stakeholders for informed decision-making.• Independent assurance over both operations and management’s day-to-day risk activities; review and challenge functions including the setting and adherence to policies and procedures.		

OPERATIONAL RISK		
Risk events that arise while delivering the ILSC's strategic objectives		
Stakeholder engagement risk	Health & safety risk	Fraud risk
Incorrect, incomplete or untimely information or service provided to a critical internal and/or external stakeholder	Incident occurs that threatens health and/or safety of workers, visitors, the public and/or livestock	Fraudulent/corrupt behaviour by a worker and/or third party
Heritage & environmental risk	Confidentiality risk	Business disruption
A project and/or incident occurs that 1) threatens the environment and/or heritage and/or 2) impacts or is impacted by climate change	Unauthorised release of/amendment to/use of and/or loss of corporate, confidential or sacred information	Disruption to critical business function for a period in excess of specific Maximum Acceptable Outage
Mitigation and management		
<ul style="list-style-type: none"> Provision of risk management awareness across the ILSC Group i.e. training and involving all staff in risk identification, evaluation and management and providing risk reporting and monitoring avenues. Integrating risk management objectives into all ILSC Group operational activities to support better decision making and engaging methodology to inform the opportunities to pursue. Considering causes, sources and events to engage in proactive and consistent risk identification, management and monitoring. Improving risk governance through adherence to risk management procedures which are embedded within everyday practice. Ensuring that all stakeholders, including those involved in the implementation and those impacted by the treatment strategy are well informed and consulted. Requiring reporting and escalation avenues for risk appetite settings outside of tolerance. 		

¹ ILSC Group refers to the ILSC and its subsidiaries.

Our performance and reporting

Performance

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

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

Evaluation

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

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

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

We assume that if we –

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

– then maximum cultural, social, environmental, and cultural capital will be generated, and short-medium term outcomes will be achieved for Indigenous people (**effectiveness**).

This contributes to the realisation of the ILSC's long-term outcomes (**pathways of change**) and delivery on *Our purpose* (**impact**).

By prioritising our investment decisions through these four lenses, and in alignment with *Our pathways of change*, we can deliver a richer insight into the value generated by and performance of our activities.

Through this system we are better equipped to confidently test our assumptions across a range of scales, and to report and track the effectiveness of our programs and investments.

Currently focused only on the Our Country Our Future funding program, work is also underway to extend the Value for Money methodology to the ILSC's internal programs. This will enable us to consistently plan, monitor, evaluate and report on the effectiveness, efficiency, economy and equity of our activities across teams, programs, and the whole-of-organisation.

In alignment with the Australian Government's Indigenous Evaluation Strategy, the ILSC is aiming to increasingly centre Indigenous perspectives, priorities, knowledge and preferences in our planning, evaluation, and reporting processes over the forward years. The ILSC's current performance framework will be extended to incorporate an impact evaluation framework and associated priority evaluation program. This will enable a greater level of understanding which is an essential component of the continuous learning cycle and, ultimately, will maximise the impact of the ILSC's activities on the lives of Indigenous people.

Reporting

In assessing our performance against the PBS performance criteria (page 38), Corporate Plan targets and *Our pathways of change* (page 13) we draw on the following major sources:

- corporate databases (HR and training data)
- data supplied by ILSC subsidiaries
- progress reports and evaluation reports provided by ILSC funding recipients
- rubric-based assessments conducted by project staff against Value for Money criteria.

The results, along with an assessment of our performance using the Value for Money evaluation methodology, are independently audited and published in our Annual Performance Statement (within our 2023-24 Annual Report).

Our compliance reporting under the PGPA Act is now complemented by the publication of a friendly, Indigenous community-facing report – *Returning and managing Country* – which showcases our key acquisition and management projects through case studies anchored to *Our pathways of change*.

OUR STRATEGIC PRIORITY	OUR COMMITMENT In 2023-24 and forward years we will:	OUR 2023-24 PRIORITIES
EXCELLENT SERVICE	Be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress	<ul style="list-style-type: none"> • Revise and extend performance framework (for accountability and cultural appropriateness) guiding monitoring, learnings and reporting for accountability. • Consult with community on information needs and preferred ways for ILSC to share information. • Establish suitable internal governance to track and report on progress. • Implement Value for Money Framework across organisation. • Publish Yearly Action Plan. • Publicly report on progress against the NILSS (Returning and Managing Country).
CULTURAL LEADERSHIP	Change the way we measure and report success to incorporate more culturally appropriate approaches	<ul style="list-style-type: none"> • Review existing performance framework measures, methods and reporting for improvement opportunities and refine as needed. • Develop and publish a monitoring and reporting plan for the NILSS with performances measures, data tracking etc. • Develop an Indigenous Impact Framework and priority evaluation project, led by an Indigenous person. • Implement pilot Indigenous-led impact evaluation program and refine as needed. • Change PBS targets to reflect focus of NILSS.
	Share our learnings and encourage others to adopt culturally appropriate ways of working	<ul style="list-style-type: none"> • Publicly shared progress, learnings, and difficulties in annual NILSS report.

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

Portfolio Budget Statement

As a member of the Australian Government's Prime Minister and Cabinet Portfolio and under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the ILSC prepares an annual Portfolio Budget Statement to inform Members of Parliament and the public of our proposed allocation of resources to the government outcome:

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

The performance criteria in the following table provide the indicators for measuring this outcome as set out in the ILSC's 2023-24 Portfolio Budget Statement. For the purposes of the Corporate Plan, we have aligned the criteria to *Our pathways of change*.

Where relevant, the performance measures relate to the ILSC including our subsidiaries.

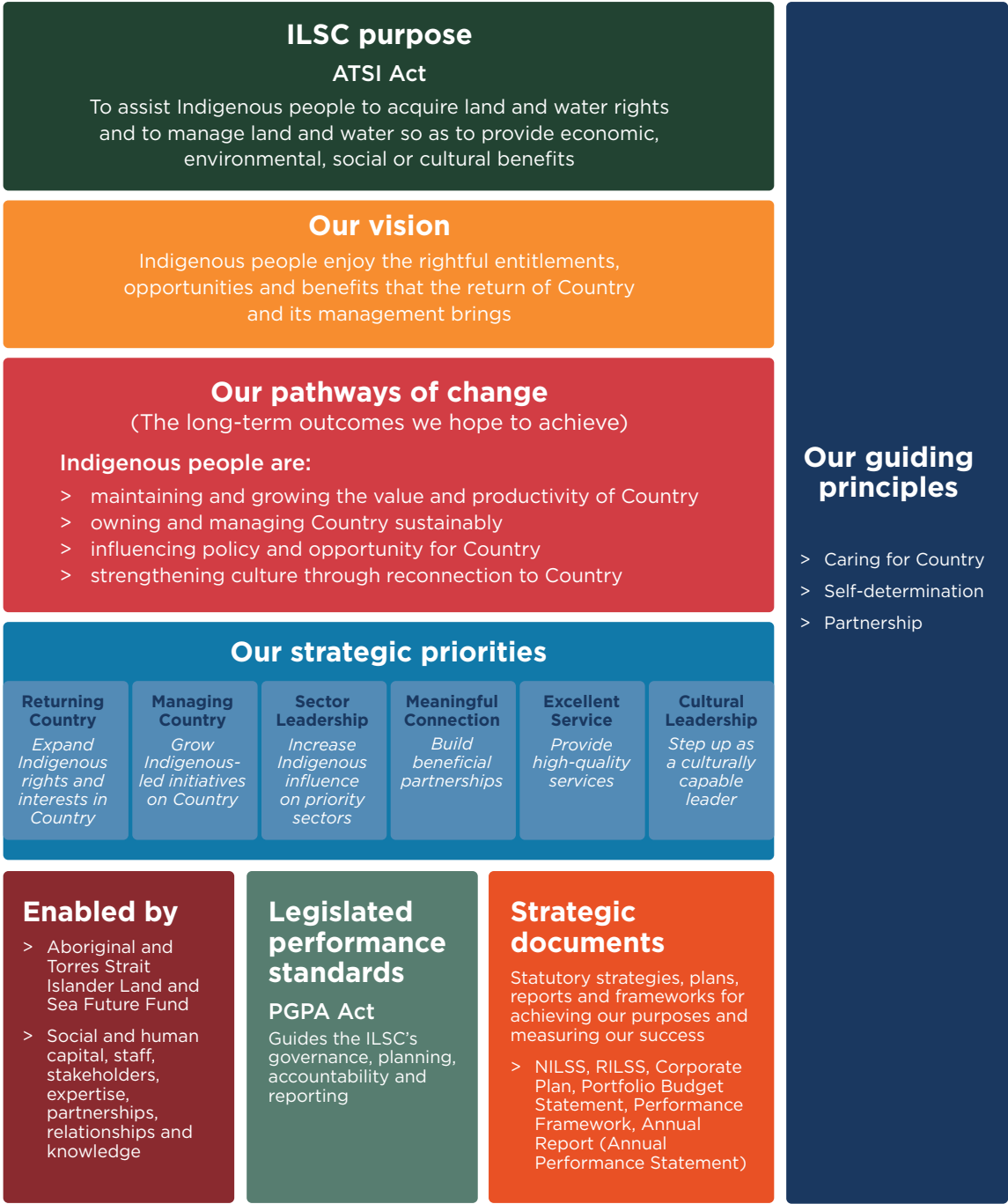
For the ILSC's full statement visit: www.pmc.gov.au

ILSC PBS PERFORMANCE CRITERIA	ILSC Outcomes/ Pathway alignment	Corporate Plan target 2023-24	Corporate Plan target Forward estimates 2024-27
Deliverable 1	1	5	5
Interests in land and water/waters acquired			
Deliverable 2	1	8	8
Interests granted (Divested)			
Deliverable 3	All	120	120
Number of active acquisition and management projects			
KPI 1a – Indigenous employment	1	440	440
Number of Indigenous staff directly employed across the ILSC Group ³			
KPI 1b – Indigenous employment	1	300	300
Number of Indigenous employment outcomes enabled by ILSC funded projects active in the financial year			
KPI 2a – Indigenous training	2	180	180
Number of Indigenous trainees hosted / employed across the ILSC Group			
KPI 2b – Indigenous training	2	1000	1000
Number of Indigenous training completions enabled by active projects			
KPI 3 Indigenous business development	1	50	50
Number of Indigenous enterprises assisted by ILSC Group projects			

³ ILSC Group refers to the ILSC and its subsidiaries.

KPI 4 Protection of Indigenous culture, heritage and the environment	3	50%	50%
Proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment			
KPI 5 Collaboration	4	60%	60%
Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group)			
KPI 6 ILSC Group contribution to the Indigenous Estate (qualitative)	4	Qualitative measures	

Our strategic framework



Our strategic documents

National Indigenous Land and Sea Strategy

ATSI Act

Our broad strategic focus areas (5 years)

- > Chief policy document setting the ILSC's strategic direction and guiding our performance and functions
- > Defines focus areas for ILSC investment which present Indigenous Australians with opportunities and/or competitive advantage

Regional Indigenous Land and Sea Strategy

ATSI Act

Our regional strategic focus areas (5 years)

- > Highlight regional opportunities aligned with the focus areas outlined in the NILSS

Corporate Plan

PGPA Act

What we will do, where, why and how

- > Primary planning document providing more detail on implementing the NILSS direction
- > Includes operating context, key activities, performance measures, subsidiary operations, partnerships, funding and program structure, people and capability, and risk management

Performance Framework

PGPA Act

Our monitoring and evaluation approach

- > A combination of plans, measures, methods and reporting
- > Enables assessment of the extent to which we are achieving *Our purpose*

Portfolio Budget Statements (Prime Minister and Cabinet)

PGPA Act

What targets we expect to achieve with our funding

- > Annual statement setting out how the ILSC's funding will be expended over four years and how the impact of that expenditure will be measured

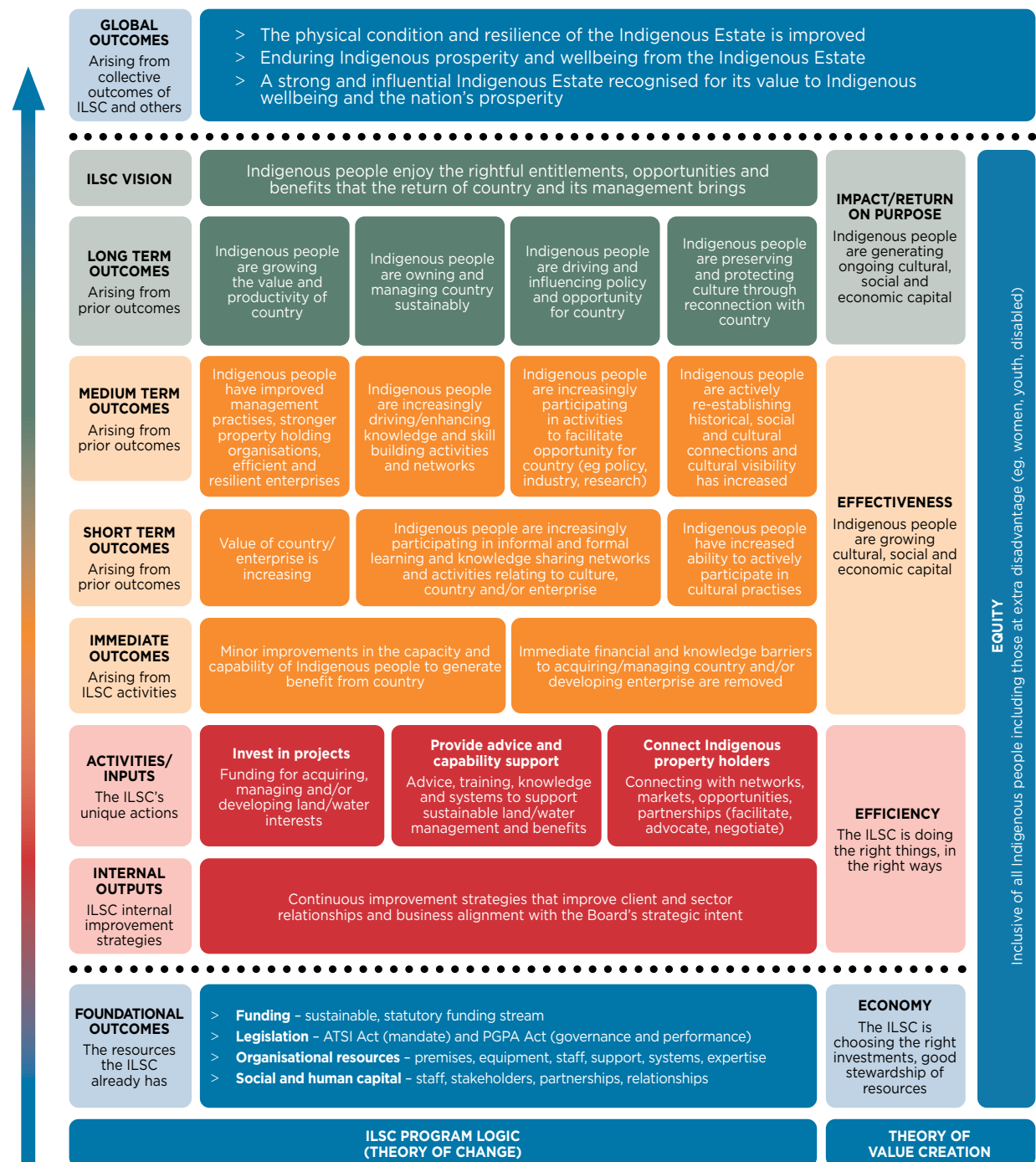
Annual Report

PGPA Act

What we did and how we went

- > Summary of actual performance against planned performance forecast in the Corporate Plan and Portfolio Budget Statement
- > Summary of performance against ILSC pathways of change (long-term outcomes)
- > Financial and non-financial performance statements and reports

Our theory of change/value creation



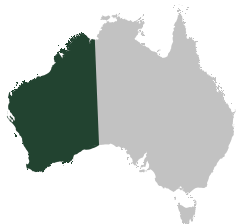


Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.



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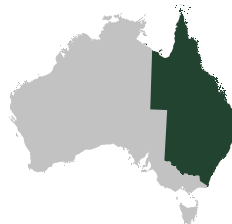
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