



Australian Government

Indigenous Land and Sea Corporation

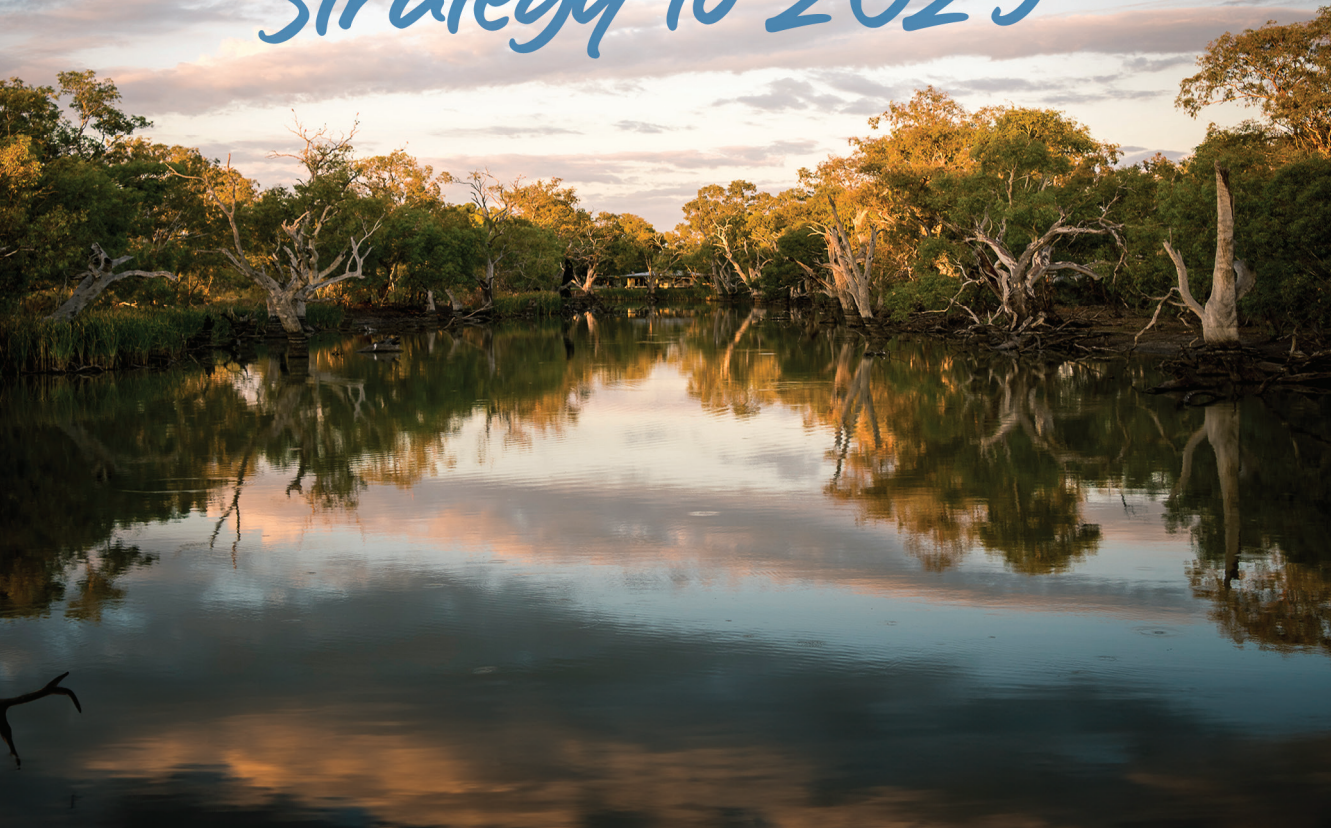


The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

CORPORATE PLAN 2025-2026

Strategy to 2029



Front cover photo Pollen Creek, Gayini
(Nimmie Caira), Nari Nari Country, NSW
Credit Annette Ruzicka & The Nature
Conservancy

Contents

Our purpose	3
About our Corporate Plan	3
Welcome from the Board	4
What we do and why	7
Our operating environment: Country*	10
Our vision	14
Our guiding principles	14
Our strategic priorities	14
Our long-term outcomes*	15
Our key activities/NILSS commitments	15
Our targets	15
Our actions	15
Strategic priority 1 Returning Country	16
Strategic priority 2 Managing Country	18
Strategic priority 3 Sector leadership	20
Strategic priority 4 Meaningful connection	22
Strategic priority 5 Excellent service	24
Strategic priority 6 Cultural leadership	26
Our funding and program structure	28
Our subsidiary operations	29
Our partners	31
Our people and capability	33
Our approach to risk	34
Our performance and reporting	37
Portfolio Budget Statements	39
Our strategic framework	41
Our strategic documents	42
Our theory of change/value creation	43

In all our activities the ILSC pays respect to the Traditional Owners and Custodians of the lands and waters on which we work. We honour the resilience and continuing connection to Country, culture and community of all Aboriginal and Torres Strait Islander peoples across Australia.

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

The ILSC Board, as the Accountable Authority of the Indigenous Land and Sea Corporation, present the 2025-26 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 2025-26 and anticipates developments to 2028-29.

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

About our Corporate Plan

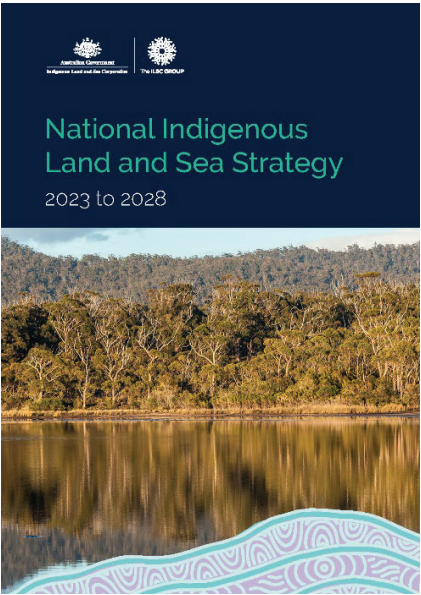
The Corporate Plan is our chief planning document under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

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

The NILSS is our primary policy document under the ATSI Act 2005.

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

Our Strategic Framework (page 41) and Strategic Documents (page 42) set out the interaction between the PGPA Act (governance and performance) and ATSI Act (our enabling legislation).



Welcome from the Board

Welcome to the Indigenous Land and Sea Corporation's (ILSC) Corporate Plan 2025-26, Strategy to 2029.

2025 marks 30 years since the ILSC was established under the ATSI Act.

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

Over the past three decades, in carrying out this function, we have witnessed the environmental stewardship and economic empowerment that flows when land and water Country is returned to, and managed by, First Nations' communities.

We have seen a generational shift where Aboriginal and Torres Strait Islander peoples are building stronger futures grounded in connection to Country.

Today, while our role remains the same, our efforts have been reinvigorated by the *National Indigenous Land and Sea Strategy 2023-28* (NILSS).

Throughout this Corporate Plan and in our Annual Action Plan (now online at www.ilsc.gov.au), you will see how we are continuing to align our work to the commitments we made to First Nations' peoples through the NILSS.

The NILSS is an ambitious strategy and, in 2025-26 – the third year of NILSS delivery – there are some key areas we are focussing on.

This year, we will continue our efforts to set up the organisation as a modern agency responsive to First Nations peoples' diverse aspirations for maximising opportunities from land and water Country.

We are excited to roll-out a refreshed model for *Our Country Our Future* (OCOF), our central funding program.

The new model will build on the existing strengths of the OCOF program in facilitating the return and management of Country while responding to feedback received during the NILSS consultation.

Our First Nations partners can expect the new corporate model to be more responsive to community aspirations and self-determination goals; more accessible to lower maturity organisations; and the program administration and application process to be more proportional to the complexity of the funding proposals.

To support our refreshed funding program and other services, and to improve our efficiency in partnering with Indigenous organisations, it is essential we have modern systems and processes.

Investment in our corporate systems and processes to support our work will therefore be a significant priority for 2025-26.

In 2025-26 we will also accelerate our efforts working with First Nations groups to define and progress divestment pathways for ILSC-held properties.

In some cases, this may mean using innovative and strategic means to divest properties that are not achieving Indigenous benefits.

Aligned to this work and our ongoing shift away from being a business owner/operator, we will continue our exit of our remaining agribusiness and subsidiaries.

In October 2024, we were delighted to finalise our 'Innovate' *Reconciliation Action Plan 2024-26* (RAP) in collaboration with Reconciliation Australia.

Alongside our *Indigenous Employment Strategy 2023-28* (IES) and NILSS commitments, the RAP sets our forward agenda for transforming the ILSC into an employer of choice for First Nations peoples and improving our cultural capability as an organisation.

The delivery of the IES and RAP are both cornerstones of the NILSS strategic priority of 'Cultural leadership' and remain a key priority for 2025-26.

From July, we will also be looking to implement our Sector Action Plans which set out key initiatives to amplify Indigenous voices and increase First Nations peoples' participation and leadership in the NILSS-defined priority sectors of carbon, environmental markets, renewables and clean energy, fisheries and aquaculture, and inland water.

Launched in May 2025 in the publication 'Future Industries Initiatives', the delivery of these plans will progress the NILSS strategic priority of 'Sector leadership'. An associated small grants program will also connect Indigenous corporations to independent, expert advice about sector opportunities on Country.

The publication, along with supplementary companion readers, is available on our website www.ilsc.gov.au

In 2025-26 and forward years, we will also continue to shift our strategic foundations so that Indigenous perspectives and priorities are increasingly centred throughout our business.

This shift is being advanced through the development of frameworks for engagement, evaluation and self-determination; Free, Prior and Informed Consent is a foundational principle, ensuring the voices of Aboriginal people are heard and central to decision-making.

Meanwhile, from a policy perspective, self-determined economic empowerment that unlocks the economic opportunities inherent in Country and supports Indigenous wealth creation remains high on the agenda.

It is also firmly linked to the NILSS guiding principle of 'Self-determination'.

In 2025-26, the ILSC will continue its involvement with the First Nations Economic Empowerment Alliance and its work to remove barriers to the economic empowerment of Indigenous Australians through a more coordinated, co-designed approach as set out in the *Murru Waaruu* report, released in May 2024 by the Australian National University's First Nations Portfolio.

Building on this collaboration we will also be working to define the ILSC's role in this area and particularly in addressing barriers for First Nations peoples to access finance and capital, and supporting the development of the First Nations Economic Framework and Partnership, a vital mechanism for ensuring First Nations peoples contribute to the broader economic empowerment agenda.

Through our work facilitating the return and management of Country, we will also continue our contribution to Outcome Area 15 of the National Agreement on Closing the Gap and its targets to increase Aboriginal and Torres Strait Islander rights over land and sea Country.

We also look forward to contributing to the Australian Government's new National Water Agreement, and particularly where it seeks to advance First Nations peoples' access to, management of, and/or ownership of inland waters (Outcome 3E), in line with the national agreement.

Finally, over the period of this Corporate Plan, we will continue to plan, track and report on our progress against the NILSS with our Annual Action Plan and the delivery of an annual NILSS Progress Report.

The ILSC remains committed to building on the successes and learnings of the past 30 years, fostering innovative partnerships and sustainable strategies that will continue to facilitate self-determination for Indigenous communities and create lasting legacies for future generations.

This anniversary year inspires us to embrace the future with renewed vigour and a commitment to our core mission.

We look forward to continuing our work with all our Aboriginal and Torres Strait Islander partners in realising their aspirations for self-determined futures.

Ian Hamm, ILSC Chair

A handwritten signature in black ink, appearing to be 'Ian Hamm', with a long horizontal stroke extending to the right.

August 2025

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, \$1.375 billion has been invested through 1,398 projects. As of June 2025, four water interests (pipi, southern bluefin tuna, yabbie and abalone quotas) and 287 land locations (almost 6.2 million hectares) have been granted to Indigenous title holders. Thirty-nine land locations continue to progress towards divestment with our support.

As of June 2025, over three quarters (87 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; bushfood and bush products enterprises; sustainable saltwater, freshwater and land-based agricultural enterprises; and culturally-led ecosystem services such as ranger operations, carbon farming and traditional fire management.

And we have supported Indigenous people to strengthen knowledge and culture through carbon, clean energy and conservation events, programs and networks; through the protection of culturally significant Country such as Crocodile Island (NT), Diana’s Basin (Tas) and Bunya Mountains (Qld); and through support for culturally appropriate services such as the Gudjaga Gunyahlamia Birthing on Country Centre (NSW) and Moorundi Aboriginal Community Controlled Health Service (SA).

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.

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

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 annual publications – Returning and Managing Country showcases how our work facilitating the return and management of Country is leading to positive change for Indigenous people, while Delivering the National Indigenous Land and Sea Strategy 2023-28 Progress Report shares our progress in delivering our national strategy.

Available at www.ilsc.gov.au

Legislative and governance context

The Indigenous Land and Sea Corporation is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) which first commenced as the Indigenous Land Corporation 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 an Aboriginal and/or Torres Strait Islander person.

ILSC governance

MINISTER FOR INDIGENOUS AUSTRALIANS

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

Five members including the Chair must be Indigenous Australians.

BOARD

Accountable Authority

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

GCEO

Statutory Officer

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

ILSC ADMINISTRATION

ILSC SUBSIDIARIES

Discrete governance and management structures

Our operating environment: Country*

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

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

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

Country exists within an increasingly interconnected landscape with domestic and global economic, social and environmental factors – for example, market forces, climate change and geopolitical tension (see *Key 2025-26 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 work in partnership across the diversity of Indigenous Australia; to keep pace with the demands of Indigenous people; to maximise opportunities to unlock and grow Country; and to help realise Indigenous aspirations for self-determined futures.

* sometimes referred to as the *Indigenous Estate*

Key 2025-26 influences

In 2025-26 and forward years, the ILSC will continue to navigate the factors that influence ‘Country’ and our efforts to carry out *Our purpose*.

FACTOR	RESPONSE 2025-26 and forward years
STRATEGIC	
Delivering the commitments we made to Aboriginal and Torres Strait Islander people through the <i>National Indigenous Land and Sea Strategy 2023-28</i> requires significant re-alignment of our operations.	Continue to invest in change management and communication strategies and refining our governance, budgeting and reporting systems and channels to support the ILSC’s implementation of the NILSS.
GEOGRAPHY, DIVERSITY & EQUITY	
Country spans diverse Indigenous nations, communities and landscapes, each presenting unique opportunities and challenges. With more First Nations peoples having access to Country, the demand for assistance to buy (and manage) land and water is shifting. Moreover, while access to Country has expanded for some First Nations groups, it has not been equitable across all communities.	<p>Continue to:</p> <ul style="list-style-type: none">• progress and implement the outcomes of the <i>Our Country Our Future</i> program review which provides for a greater focus on self-determination; capability development; and enables equitable distribution of funding across low-capacity, developing, and established organisations• work in partnership with representative groups and Aboriginal and Torres Strait Islander peoples to explore new ways to strengthen and expand Indigenous rights over Country, ensuring greater access and self-determination.

SELF DETERMINATION

Nationwide, Indigenous people, communities and organisations continue their call for genuine control and decision-making over their own Country and resources, and thereby their political, economic, cultural and social futures.

Supporting Australia’s many Indigenous nations to realise their own version of self-determination is a guiding principle of the *National Indigenous Land and Sea Strategy 2023-28*.

Continue to:

- champion First Nations’ voices, leveraging our access to government and industry to dismantle barriers to economic self-determination
- advocate for systemic change, including lobbying the banking and finance sector to improve First Nations’ access to affordable capital
- reduce First Nations’ enterprise risk, with closing of capability and capacity gaps through tailored access to financial, business and technical advice
- incorporate Indigenous priorities, preferences, values, perspectives and aspirations into our operations through Indigenous evaluation, engagement and self-determination frameworks
- maintain our commitment to the *National Agreement on Closing the Gap*.

ECONOMY

Global uncertainty and geopolitical tensions remain volatile, contributing to economic instability. Interest rates, still at historic highs, continue to challenge affordability, while cost-of-living pressures weigh heavily on households.

Indigenous communities may bear a disproportionate burden of these economic pressures if consumer confidence declines, businesses reassess investment decisions, social services are strained, and Indigenous-led initiatives are compromised.

Continue to:

- use the *Our Country Our Future* program to invest in Indigenous ownership of Country and enterprises, supporting self-determined futures, building economic resilience, and ensuring sustainability in the face of shifting economic (and environmental) challenges
 - partner with Indigenous service providers, enabling community-led solutions for support their clients and communities.
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CLIMATE CHANGE

<p>Climate change continues to drive unprecedented and extreme weather events, with natural disasters becoming more frequent and severe. These disruptions threaten livelihoods and food security and drive-up living costs.</p> <p>Addressing the impacts of climate change on Country requires holistic, community-led approaches that integrate Indigenous knowledge, rights, and perspectives into climate adaptation and mitigation strategies.</p>	<p>Continue to:</p> <ul style="list-style-type: none">• support First Nations’ access and participation in renewables, clean energy, and carbon and environmental markets, ensuring First Nations peoples can derive benefit from economic opportunities linked to their land• promote the accelerated rollout of community-scale, renewable microgrid projects, improving energy security for remote First Nations communities heavily reliant on diesel• promote the ILSC’s Disaster Recovery Quick Response Grant Program to assist Indigenous corporations whose property has been directly affected by a declared natural disaster.
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TECHNOLOGY

<p>Advancements in technology continue to reshape both the challenges and opportunities for Country, influencing the way the ILSC operates and undertakes its business.</p>	<p>Continue to invest in our technological capabilities to ensure we have an efficient, modern workplace better positioned to deliver services to First Nations’ peoples.</p>
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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

Since the June 2023 launch of the *National Indigenous Land and Sea Strategy 2023-28* our work has been guided by three principles.

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 in ways to work with us (**Partnership**).

Our strategic priorities

The NILSS 2023-28 also sets out six strategic priorities that we will continue to re-align our work towards during 2025-26.

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**).

Each strategic priority is mapped to a measurable **strategic outcome(s)** – see pages 16-27.

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

Our long-term outcomes*

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

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 long-term outcomes is shown in the ILSC Program Logic (see page 43) and further discussed in *Our performance and reporting* (page 37).

Our key activities/NILSS commitments

Our key activities are aligned to the commitments* we made to Aboriginal and Torres Strait Islander peoples in our *National Indigenous Land and Sea Strategy 2023-28*. They are set out in full on pages 16-27.

**what we will do' statements in the NILSS*

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 39) of the Department of Prime Minister and Cabinet
- Corporate Plan targets (pages 16-27): 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 are delivering *Our long-term outcomes*.

In the following pages, our Corporate Plan targets – revised for 2025-26 – have been mapped against *Our long-term outcomes* and PBS Deliverables and KPIs.

See *Our performance and reporting* (page 37) for further information.

Our actions

Linked to our activities/commitments, we maintain an Annual Action Plan which defines the actions we are taking to deliver the NILSS. This is available on the ILSC website www.ilsc.gov.au.

Strategic priority 1 Returning Country

Long-term outcome alignments

1: *Indigenous people are growing the value and productivity of Country*

2: *Indigenous people are owning and managing Country sustainably*

Strategic outcome

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

Key activities / NILSS commitments

In 2025-26 and forward years, the ILSC 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.

2025-26 NILSS action alignments

In 2025-26 we will continue our efforts to divest properties as per our national divestment plan and our target of 10 divestments for the year. This will see us working closely with prospective future title holders in the development and delivery of property-specific divestment plans.

Key anticipated divestments include Gunbalanya Meatworks and Station (NT), the National Centre for Indigenous Excellence Ltd (NSW), Mossman Gorge (Qld), and the Yulara (NT) land and operations, where we will continue to work closely with local communities and future operators to ensure sustainable outcomes.

Through the implementation of our new *Our Country Our Future* program model, we will better enable the acquisition of Country for groups with no or limited access to Country, while also reviewing ownership gaps and developing strategies to address these in partnership with stakeholders.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
By 2029, the ILSC will have acquired 322† land or water-based interests since inception, for the benefit of Indigenous corporations	Deliverable 1 Interests acquired	Type of country; location type; size; RILSS region; purchase price and date; valuation price and date
By 2029, the ILSC will have returned a total of 303† land or water-based interests to Indigenous care and control since inception	Deliverable 2 Interests granted	Valuation price and date
# 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 2025-26 Portfolio Budget Statements		

Strategic priority 2 Managing Country

Long-term outcome alignments

1: Indigenous people are growing the value and productivity of Country

2: Indigenous people are owning and managing Country sustainably

Strategic outcome

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

Key activities / NILSS commitments

In 2025-26 and forward years, aligned to *Our purpose*, 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.

2025-26 NILSS action alignments

In 2025-26 we will continue our ILSC-granted Landholder Support Program pilot to strengthen our understanding of, and responsiveness to, the threats to ILSC granted properties from the perspective of current landholders.

We will continue delivery of the long-standing Savanna Fire Management (NT) and Real Jobs Program (NT) and meeting our continued obligations as a default Prescribed Body Corporate.

We will also be making improvements to our management service through the implementation of our new *Our Country Our Future* program model while meeting our annual target of funding 120 management projects on Indigenous-owned Country.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
By 2029, the ILSC will have assisted in the establishment of and/or improved the productivity, efficiency and/or resilience of 50 businesses per year	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
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	Date; reason for return or loss
80% of all projected indicators are met (relates to all long-term outcomes)	Proportion of planned indicators that were met or exceeded*	Indicator data, output 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
50% of new projects annually will contribute to the maintenance and/or protection of Indigenous culture, heritage, and/or the environment	KPI4 Protection of Indigenous culture, heritage and the environment	On-ground management activities
# Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)		

*Performance criteria wording adjusted to more accurately reflect measure definition

Strategic priority 3 Sector leadership

Long-term outcome alignments

- 1: Indigenous people are growing the value and productivity of Country
- 2: Indigenous people are owning and managing Country sustainably
- 3: Indigenous people are preserving and protecting culture through reconnection with Country
- 4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcome

- Indigenous groups have greater influence and leadership within priority sectors.

Key activities / NILSS commitments

In 2025-26 and forward years, aligned to *Our purpose*, the ILSC will:

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

2025-26 NILSS action alignments



In 2025-26, we will progress delivery of our new 'Future Industries Initiatives' to amplify Indigenous voices and increase First Nations participation and leadership in priority sectors of carbon, environmental markets, renewables and clean energy, fisheries and aquaculture, and inland water.

This will be supported by our Future Industries Grant Program to support Indigenous corporations with independent, specialist advice on economic opportunities on Country.

We will also continue to back First Nations policy leadership, enable Real Jobs Program partners to engage in national forums, and, guided by NILSS principles and with our partners, explore interest in a peak body and national policy on Caring for Country.

Corporate Plan target	PBS Performance Criteria# and other indicators	Information collected
20% of new active projects will contribute to raising the profile of Indigenous communities and their achievements in the broader community	Identify and describe	% qualifying projects and description of activities
40% of new active projects drive policy and opportunity for Indigenous Australians	KPI 6 ILSC contribution to the Indigenous Estate	% qualifying projects and description of activities
40% of new active projects have transformative elements intended to drive planned and ongoing change to enterprise(s), Country and/or the lives of Indigenous beneficiaries		
Invest in strategic projects to benefit Indigenous Australians		Project name, location and description
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		% qualifying projects and description of activities
# Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)		

Strategic priority 4 Meaningful connection

Long-term outcome alignments

- 1: *Indigenous people are growing the value and productivity of Country*
- 2: *Indigenous people are owning and managing Country sustainably*
- 3: *Indigenous people are preserving and protecting culture through reconnection with Country*
- 4: *Indigenous people are driving and influencing policy and opportunity for Country*

Strategic outcome

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

Key activities / NILSS commitments

In 2025-26 and forward years, aligned to *Our purpose*, the ILSC will:

- ensure community consultation and the voices of Indigenous people drive everything we do
- change our partnership and engagement 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 role and services of the ILSC and improve access to us.

2025-26 NILSS action alignments

In 2025-26, we will advance our new First Nations engagement and self-determination frameworks, alongside supporting policies, processes, and practice changes. This will ensure that First Nations peoples' perspectives, priorities, and aspirations remain central to decision-making.

We will also strengthen our partnerships with First Nations communities to identify opportunities, leverage ILSC investment, and generate meaningful benefits for Indigenous people. Additionally, we will enhance our presence on Country by actively participating in regional events and forums that focus on the return and management of Country.

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; partnership type, contribution type; contribution value
Extent of engagement, facilitation and advocacy activities	KPI 6 ILSC contribution to the Indigenous Estate	Event date, name and location
Invest in sponsorships to enhance the ability of Indigenous Australians to undertake Country management activities and engage in policy development		Proponent name, date and description
# Deliverable 3 – Number of active projects (relates to all Corporate Plan targets)		

Strategic priority 5 Excellent service

Long-term outcome alignments

- 1: Indigenous people are growing the value and productivity of Country
- 2: Indigenous people are owning and managing Country sustainably
- 3: Indigenous people are preserving and protecting culture through reconnection with Country
- 4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcome

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

Key activities / NILSS commitments

In 2025-26 and forward years, aligned to *Our purpose*, the ILSC will:

- 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 the ILSC functions and 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.

2025-26 NILSS action alignments

In 2025-26, we will invest in our systems and processes to build the foundational tools needed to support our programs, particularly the new *Our Country Our Future* model. This investment – including in our digital technologies and data integration – will strengthen decision-making and enhance service delivery for our First Nations' partners.

As we implement our commitments under the NILSS, we will be undertaking workforce planning to ensure we have the skills and capability needed for our evolving organisation, while creating meaningful employment opportunities for First Nations peoples.

We will also explore potential reforms to the ATSI Act to broaden our mandate, ensuring a more responsive approach to the evolving needs of First Nations peoples and strengthening our capacity to support communities effectively.

Corporate Plan target	Performance indicators	Information collected
Continuously improve performance of whole of ILSC against internal Value for Money standards	Whole of organisation Value for Money performance criteria and standards	Standard against criteria; rationale; improvement suggestions

Strategic priority 6 Cultural leadership

Long-term outcome alignments

- 1: Indigenous people are growing the value and productivity of Country
- 2: Indigenous people are owning and managing Country sustainably
- 3: Indigenous people are preserving and protecting culture through reconnection with Country
- 4: Indigenous people are driving and influencing policy and opportunity for Country

Strategic outcomes

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

Key activities / NILSS commitments

In 2025-26 and forward years, aligned to *Our purpose*, the ILSC will:

- 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 Australians
- 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.

2025-26 NILSS action alignments

In 2025-26, we will progress our engagement, self-determination and evaluation frameworks, alongside supporting tools and processes, to embed culturally-appropriate engagement and evaluation practices into our way of working. This will ensure that First Nations peoples' aspirations and perspectives remain central to decision-making.

We will continue to deliver our *Reconciliation Action Plan 2024-26 (RAP)* and our *Indigenous Employment Strategy 2023-28 (IES)* to foster workforce development, enhance cultural capability, and create pathways for Indigenous leadership in the land and water sector

Aligned with the IES, RAP and NILSS initiatives, we will develop frameworks (and related training and processes) for ensuring the ILSC is an employer of choice for First Nations' peoples in terms of cultural safety, cultural capability, and ensuring our wellbeing programs are culturally appropriate.

Corporate Plan target	Performance indicators	Information collected
Investment in culturally appropriate practices	Indigenous Evaluation Framework developed; proponent-led evaluations underway	Progress update (qualitative)
	Deliver the Indigenous Employment Strategy and Reconciliation Action Plan	

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:
 - National Centre of Indigenous Excellence
 - Voyages Indigenous Tourism Australia
 - ILSC Employment
- the delivery of funded programs – Real Jobs Program and the Savanna Fire Management Program – where our specific skills, scope and scale make us a partner of choice for both government and our Indigenous partners.



2025-26 NILSS action alignments

As we take action to deliver the NILSS 2023-28 – and continue to reduce our number of subsidiaries (see page 29) – further changes may occur in forward years to our programs and structures.

Our subsidiary operations

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

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

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

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

National Centre of Indigenous Excellence

Description

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

Activities

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

Contribution to *Our long-term outcomes*

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

2025-26 status

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

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 long-term outcomes*

- Delivers employment and training outcomes as set out in our Portfolio Budget Statement targets (1a and 2a).

2025-26 status

- In 2024-25 the ILSC formally launched a sale process for the operational assets of its subsidiary, Voyages Indigenous Tourism Australia Pty Ltd, which operates both the Ayers Rock Resort at Yulara in Central Australia and the Mossman Gorge Cultural Centre in Far North Queensland.
- That process will continue in 2025-26.
- The process does not include the land currently held by Voyages Indigenous Tourism Australia Pty Ltd at Yulara. That is being dealt with in accordance with the ILSC's statutory divestment function.

ILSC Employment

Description

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

Contribution to *Our long-term outcomes*

- Delivers training and employment outcomes to Indigenous people – as set out in our Portfolio Budget Statements targets (1a and 2a) – and maximises the productivity of Indigenous-held land and water.

2025-26 status

- Currently employs staff working on ILSC operations at Gunbalanya Station (NT), Gunbalanya Meats (NT), Banka Banka Station (NT) and Jumbun Farm (Qld).
- The ILSC continues to work with stakeholders to transition these properties to new ownership.

2025-26 NILSS action alignments

As we take action to deliver the NILSS 2023-28 and realise our commitment to divest all ILSC-held properties, we will continue to reduce our number of subsidiaries.

Relevant NILSS actions include those listed under the Returning Country strategic priority (see page 16).

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 long-term outcomes*. 'Meaningful connections' is therefore one of our strategic priorities, central to delivering our *National Indigenous Land and Sea Strategy 2023-28*.

Maintaining meaningful partnerships with the following stakeholder groups will make a significant contribution towards achieving *Our purpose*.

Aboriginal and Torres Strait Islander peoples

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, 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. We also have a formal partnership with the National Landcare Network to improve outcomes for First Nations peoples in land and have been working with the Aboriginal Sea Company to increase representation of First Nations peoples in the fishing industry.

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. We are also working closely with the Australian National University's First Nations Portfolio and the First Nations Economic Empowerment Alliance to collaborate on education, research and public policy development, and to remove barriers to the economic empowerment of Indigenous Australians.

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 Australians (ATSI Act and PGPA Act) and the Department of Prime Minister and Cabinet. 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, the Australian Department of Climate Change, Energy, the Environment and Water, 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. We are also growing our relationship with the Northern Territory Aboriginal Investment Corporation.

Co-funders and investment partners

The ILSC can play a critical role in connecting Indigenous land and water projects – particularly those with a commercial or trading dimension – with additional sources of non-government finance. Opportunities exist 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, 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 partners

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.

2025-26 NILSS action alignments

As we take action to deliver the NILSS 2023-28, we will ensure our partnerships and engagement approaches are strengthened, culturally appropriate and position Aboriginal and Torres Strait Islanders peoples as equal partners.

Relevant NILSS actions include all those listed under the Meaningful Connections strategic priority (see page 22).

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 2025, we employed 340 Indigenous people, making up 28% of our total workforce.

We know that being an employer of choice for Aboriginal and Torres Strait Islander peoples speaks to our reputation and cultural credibility and will contribute to more meaningful outcomes for both the Indigenous people that we employ, and those that we serve.

As an Indigenous statutory body, we seek to lead by example. And we believe we can do better.

Aligned to commitments we made in the NILSS 2023-28 to improve our cultural capability as an organisation (see Cultural leadership strategic priority), we are continuing to roll out our *Indigenous Employment Strategy 2023-28* and we now have a new *Reconciliation Action Plan 2024-26*.

These documents, with tangible actions and deliverables, guide our efforts in providing a pathway for Indigenous leadership in the land and water sector, and will serve to transform the ILSC into an employer of choice for Indigenous people and enhance the cultural capability of all ILSC staff.

We report our Indigenous employment achievements in our Annual Performance Statements.

Our values

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

2025-26 NILSS action alignments

As we take action to deliver the NILSS 2023-28, we must ensure we maintain a culturally capable, skilled workforce capable of achieving the NILSS goals, and adopt culturally appropriate practises that transform the ILSC into an employer of choice for Indigenous Australians.

Relevant NILSS actions include those listed under the Excellent Service (page 24) and Cultural Leadership (page 26) strategic priorities.

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 tables, pages 34-35).

The ERM Framework is reviewed every two years while the ILSC's Audit and Risk Committee and internal audit functions provide independent assurance and advice to the Board.

2025-26 NILSS action alignments

As we take action to deliver the organisational change inherent in the NILSS 2023-28, it's crucial we continue to engage with risk to remain adaptable, innovative and resilient; to navigate uncertainties; and to capitalise on new opportunities.

In 2025-26, work will continue to embed the ILSC Enterprise Risk Management Framework into relevant internal processes and systems – including the new *Our Country Our Future* program model – to enable consistency in risk decision making.

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 Incorrect, incomplete or untimely information or service provided to a critical internal and/or external stakeholder	Health & safety risk Incident occurs that threatens health and/or safety of workers, visitors, the public and/or livestock	Fraud risk Fraudulent/corrupt behaviour by a worker and/or third party
Heritage & environmental risk A project and/or incident occurs that 1) threatens the environment and/or heritage and/or 2) impacts or is impacted by climate change	Confidentiality risk Unauthorised release of/amendment to/use of and/or loss of corporate, confidential or sacred information	Business disruption 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 to lead to our outcomes and ultimately our purpose and vision. As the framework is implemented, our theory will be tested: how well are our resources being used? And are our activities leading to the planned changes and outcomes?

Evaluation

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

Are we choosing the best possible investments to generate the most significant economic, environmental, social and cultural capital for Indigenous 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 our short to medium term outcomes will be achieved for Indigenous people (**effectiveness**).

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

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

Reporting

In assessing our performance against the PBS performance criteria (page 40), Corporate Plan targets and *Our long-term outcomes* (page 15) 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 Statements (within our 2025-26 Annual Report).

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

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

2025-26 NILSS action alignments

As we take action to deliver the NILSS 2023-28, we must ensure that we remain accountable to Indigenous people and shift our performance measurement and reporting approach to become more culturally appropriate.

The roll-out of the Value for Money methodology across the ILSC's external programs and internal teams is well-progressed. When complete, it 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 2025-26 we will continue work on developing an Indigenous Evaluation Framework to guide improved evaluation practise that incorporates Indigenous priorities, preferences, values, perspectives and aspirations. This work includes review of the existing Performance Framework measures, including Portfolio Budget Statements, for cultural appropriateness and alignment with the *Our Country Our Future* program to more meaningfully reflect Indigenous aspirations for owning and managing Country.

The final performance framework will be capable of surfacing project, program and organisational scale improvements required to maximise the impact of the ILSC's activities on the lives of Indigenous people.

Portfolio Budget Statements

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 annual Portfolio Budget Statements 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 2025-26 Portfolio Budget Statements. For the purposes of the Corporate Plan, we have aligned the criteria to *Our long-term outcomes* which are, in turn, aligned to *Our purpose*.

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 long-term outcomes	Corporate Plan target 2025-26	Corporate Plan target Forward estimates 2026-29
Deliverable 1 Interests in land and water/waters acquired	1	5	5
Deliverable 2 Interests granted (Divested)	1	10	10
Deliverable 3 Number of active acquisition and management projects	All	120	120
KPI 1a – Indigenous employment Number of Indigenous staff directly employed across the ILSC Group ²	1	400	400
KPI 1b – Indigenous employment Number of Indigenous employment outcomes enabled by ILSC funded projects active in the financial year	1	500	500
KPI 2a – Indigenous training Number of Indigenous trainees hosted / employed across the ILSC Group	2	150	150
KPI 2b – Indigenous training Number of Indigenous training completions enabled by active projects	2	1000	1000
KPI 3 Indigenous business development Number of Indigenous enterprises assisted by ILSC Group projects	1	50	50
KPI 4 Protection of Indigenous culture, heritage and the environment Proportion of ILSC Group projects commenced in the reporting period that maintained or protected Indigenous culture, heritage and/or the environment	3	50%	50%
KPI 5 Collaboration Proportion of ILSC Group projects commenced in the reporting period that involved contributions from third parties (beyond immediate beneficiary group)	4	60%	60%
KPI 6 ILSC Group contribution to the Indigenous Estate (qualitative)	4	Qualitative measures	

² ILSC Group refers to the ILSC and its subsidiaries.

Our strategic framework

ILSC purpose

ATSI Act

To assist Indigenous people to acquire land and water rights and to manage land and water so as to provide economic, environmental, social or cultural benefits

Our vision

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

Our long-term outcomes

Indigenous people are:

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

Our strategic priorities

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

Meaningful Connection

Build beneficial partnerships

Excellent Service

Provide high-quality services

Cultural Leadership

Step up as a culturally capable leader

Our guiding principles

- > Caring for Country
- > Self-determination
- > Partnership

Enabled by

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

Legislated performance standards

PGPA Act

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

Strategic documents

Statutory strategies, plans, reports and frameworks for achieving our purposes and measuring our success

- > NILSS, RILSS, Corporate Plan, Portfolio Budget Statement, Performance Framework, Annual Report (Annual Performance Statement)

Our strategic documents

National Indigenous Land and Sea Strategy

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

Regional Indigenous Land and Sea Strategy

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

Performance Framework

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

Portfolio Budget Statements (Prime Minister and Cabinet)

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

Corporate Plan

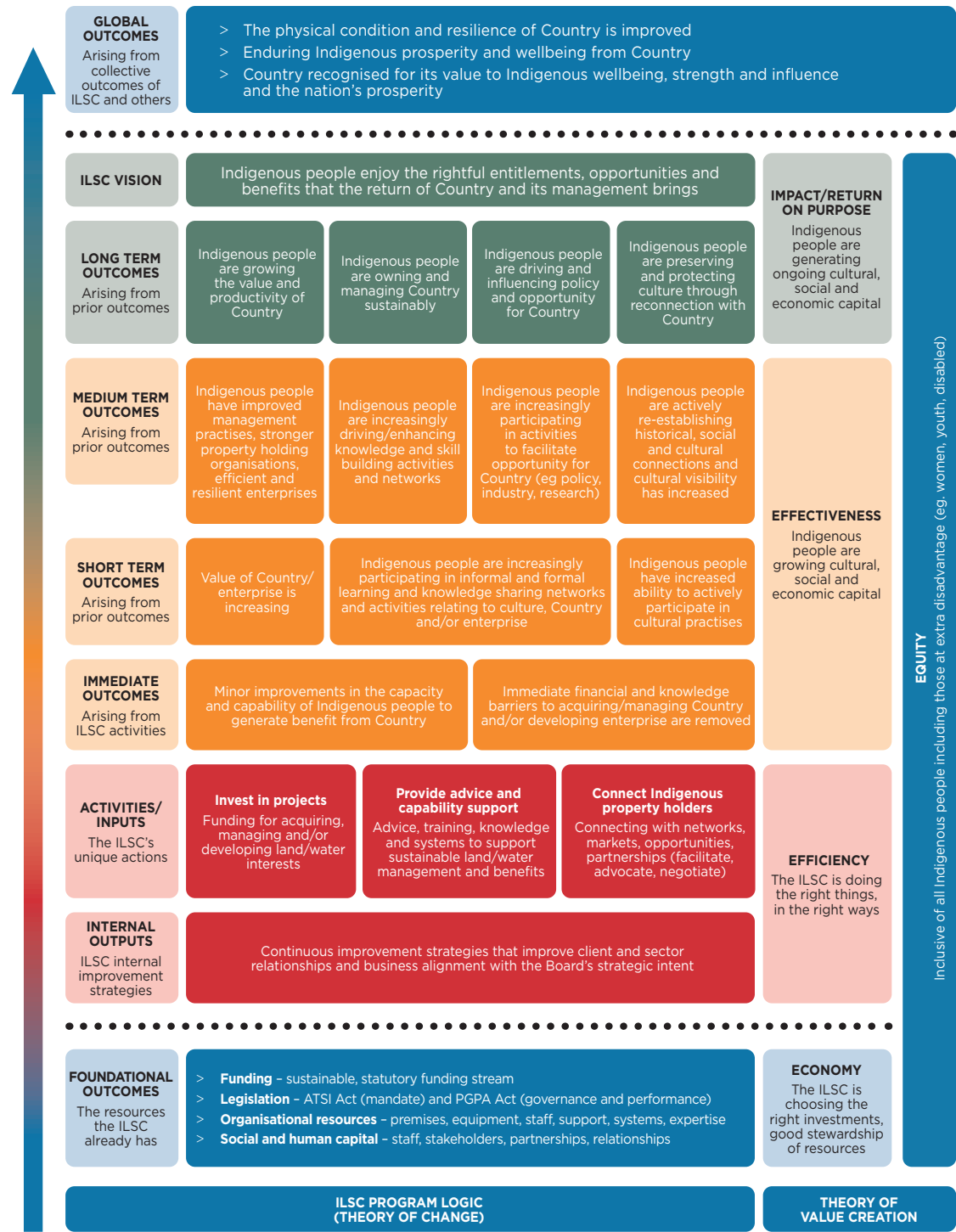
- **PGPA Act**
- **What we do, where, why and how**
 - Primary planning document providing more detail on implementing the NILSS direction
 - Includes operating context, key activities, performance measures, subsidiary operations, partnerships, funding and program structure, people and capability, and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

Annual Report

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

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

Our theory of change/value creation



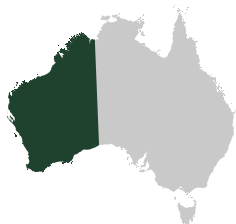


Australian Government
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.



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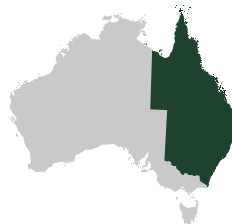
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