

Strategic Priority	Commitment	Action	Expected Status by 30 June 2026	Where we Expect to be 30 June 2028
A - Returning Country	A1 Ramp up divestment of existing ILSC held properties including exiting operations	A1.2 Continue to implement the National divestment plan through the ongoing development and delivery of property specific plans in consultation with prospective future title holders	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Completed all identified reacquisitions</li><li>• Accessed funding for the necessary improvement activity underway</li><li>• We have no properties that we have held for more than 5 years</li><li>• Landholding to grant resources are freed up to support other activities</li><li>• We only hold Country on a transitional basis and only at the request of the group</li></ul>
		A1.3 Return the Yulara land to the local Anangu community and exit the ILSC-owned Yulara operations in a way that will provide a sustainable future to Anangu and the future operator		
		A1.4 Continue to progress the divestment of ILSC agriculture assets		
		A1.5 Divest NCIE Ltd		
		A2.1 Design an inland water professional development program and water access and acquisition plan, including through embedding this priority into the revised OCOF program		
	A2 Prioritise acquisition of and access to water and water-related rights	A3.1 Acquire at least five interests (land, water or related rights) through Our Country Our Future and provide associated support as required	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Completed at least 80% the acquisition plan in collaboration with partners</li></ul>
	A3 Prioritise acquisition of and access to Country for nations with no or limited access to their Country	A3.2 Embed the prioritisation of acquisition for groups with no or limited access into the revised Our Country Our Future program.		
	A4 Identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country	A4.1 Identify ways of returning Country to Indigenous Nations with no or limited access to their Country, and ways to expand rights and interests in Country through improved access	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Actioned the identified 50% of the project pipeline</li><li>• Revise and continue to implement at-scale opportunities plan as needed.</li></ul>
		A4.2 Continue to review state, territory and Commonwealth programs and processes (government and non-government) that support the return of Country and progress opportunities that provide greater access to Country		
	A5 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	A5.2 Implement the outcomes of the Our Country Our Future program through the launch of more fit-for-purpose acquisition services	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• ILSC is regularly supports groups to acquire properties under commercial timeframes.</li></ul>
B - Managing Country	B1 Support Indigenous people to drive systems change and remove barriers that limit success in managing Country and restrict self-determination over Country	B1.4 Continue to deliver the Savanna Fire Management Program	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Action plan is 80% delivered</li><li>• ILSC is a trusted facilitator and Indigenous people endorse our processes</li></ul>
		B1.6 Continue to ensure that the ILSC fulfills its statutory requirements as an agent PBC		
		B1.7 Continue to deliver the Real Jobs Program (RJP)		
		B1.8 Support at least 120 projects through Our Country Our Future and provide associated support as required		
	B2 Improve our management service to provide access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country	B2.2 Implement OCOF review recommendations, launching the revised program in 2025.	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Our management services meet the needs and expectations for Indigenous people</li><li>• Plans are in place to transition PBC functions to Common Law Holders, consistent with the aspirations of Common Law Holders</li></ul>
	B3 Identify and address key threats to ILSC-held and granted Country	B3.2 Implement, monitor and report on ILSC-Granted Landholder Support Program (ILSP)	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Delivered at least 50% of the actions within the Action Plan, to address key threats</li><li>• ILSC-held and granted Country has a lower threat status</li></ul>
C - Sector Leadership	C1 Identify and regularly review target sectors to focus our effort and maximise impact	C1.3 Implement the Sector Leadership Future Industries Initiatives to increase Indigenous leadership in priority sectors.	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Completed 80% of each strategy in collaboration with partners</li><li>• Reviewed and revised (as required) priority sectors</li><li>• Reviewed and revised (as required) sector strategy</li><li>• Developed plan to maintain progress</li></ul>
	C2 Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves	C2.1 Establish ongoing mechanisms for the ILSC to engage meaningfully and receive guidance from Indigenous leaders regarding sector leadership and development.	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Reviewed network approach and engagement plan</li><li>• Implemented changes to ILSC processes and policies</li></ul>
	C3 Facilitate access to the skills, knowledge, resources, partners, funding and connections required to become sector leaders and increase sector participation	C3.2 Develop an online Knowledge Hub that provides access to relevant tools and information to increase participation in key sectors.	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Tools, knowledge, and programs established and published through ILSC's website to support and encourage projects in priority sectors.</li></ul>
		C3.3 Develop guidance materials to support First Nations participation in the Nature Repair Market.		
D - Meaningful Connection	D1 Ensure community consultation and the voices of Indigenous people drive everything we do	D1.4 Develop culturally appropriate engagement practice that enables the ILSC to be driven by stakeholder voices	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• All aspects of the ILSC's operations are informed by Indigenous people</li><li>• ILSC is recognised as being for Indigenous people, and doing things with Indigenous people rather than to</li></ul>
	D6 Increase community awareness of the ILSC's role and services and improve the community's access to us	D6.4 Increase our presence on Country, including attending regional events and forums that focus on the return and management of Country	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• We know where the location of communities that need our services most and we are regularly engaging with these at targeted events to promote our services and identify opportunities for projects.</li><li>• We regularly review the promotion channels for our services to ensure they reach our target audience</li></ul>
E - Excellent Service	E1 Seek to broaden our mandate to be more responsive to a wider range of needs	E1.1 Seek to broaden our mandate to be more responsive to a wider range of needs	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• ILSC has access to the funding required to meet the need of Indigenous people and its long-term commitments</li><li>• ILSC legislation is fit-for-purpose and enables us to meet the needs identified by Indigenous people</li></ul>
	E3 Embed a focus on self-determination and equity across our operations and promote this more broadly	E3.1 Publish a "Statement of Commitment to Self-Determination".	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Review and identify continuous improvement opportunities</li></ul>
	E5 Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals	E5.3 Review the ILSC workforce and structure to prioritise excellent service and the employment of First Nations people	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• ILSC has access to the funding required to meet the need of Indigenous people and its long-term commitments</li><li>• All ILSC staff feel connected to our purpose and are empowered, engaged and accountable for their contribution to the organisation</li><li>• ILSC has access to the skills necessary</li></ul>
F - Cultural Leadership	F2 Enhance the cultural capability of all staff	F2.7 Implement Reconciliation Action Plan	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Cultural awareness training is embedded as core competency training for ILSC staff, and ongoing refresher training is implemented to maintain knowledge</li></ul>
	F3 Transform the ILSC into an employer of choice for Indigenous people	F3.1 Build and maintain a working environment that prioritises Indigenous employment and development opportunities, cultural safety, inclusion, and appreciation	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• Relevant targets from IES</li><li>• Increased employment and retention of Indigenous employees, with a focus on supporting leadership opportunities</li></ul>
	F4 Change the way we measure and report success to incorporate more culturally appropriate approaches	F4.1 Develop culturally-appropriate evaluation practise	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• ILSC measures of performance reflect Indigenous culture and measure what matters to Indigenous people</li></ul>
	F5 Share our learnings and encourage others to adopt culturally appropriate ways of working	F5.1 Publicly shared progress, learnings, and difficulties in annual NILSS report	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"><li>• We have influenced other organisations to adopt more culturally appropriate ways of working</li></ul>
		F5.2 Actively promote our efforts and learnings when engaging with partners		