



Australian Government

Indigenous Land and Sea Corporation



The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

# Delivering the National Indigenous Land and Sea Strategy 2023-28

## PROGRESS REPORT YEAR 2 (2024-25)



YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
2023-24	2024-25	2025-26	2026-27	2027-28

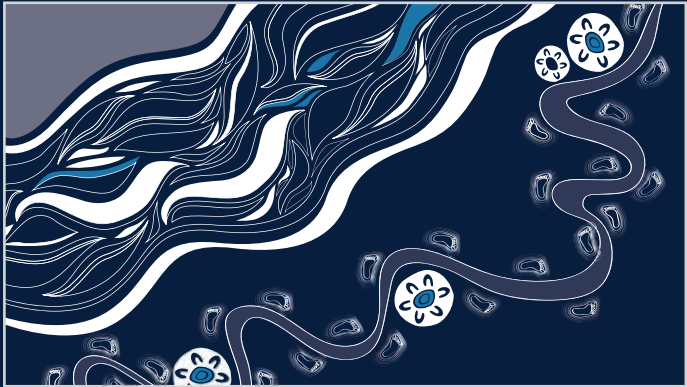
Acknowledgement of Country

In all our activities we pay our respect to the Traditional Owners and Custodians of the lands, waters and skies on which we live and work. We honour the resilience and continuing connection to Country, culture, and community of all Aboriginal and Torres Strait Islander peoples across Australia. We recognise the decisions we make today will impact the lives of generations to come.

A note on language

The terms ‘Aboriginal and/or Torres Strait Islander’, ‘Aboriginal’, ‘Indigenous’ and ‘First Nations’ may be used interchangeably throughout this document. Using these terminologies, we seek to acknowledge and honour diversity, shared knowledge and experiences as well as the right of individuals and communities to define their own identities. The C in Country is capitalised throughout this document as Country for Aboriginal and Torres Strait Islander peoples is a strong place of connection which provides the upmost significance to their people and means more than physical land. In this document, Country may refer to land, freshwater and/or seawater.

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



The artwork elements used throughout this publication were kindly provided by Maisie Crawford-Owers, a proud Barkindji woman from Far West NSW. Maisie shares the story of the ILSC, incorporating elements of the land, the sea, and our collective journey. Unlike her artwork style, Maisie explains that the journey is not linear. Her digital design captures the highs and lows of every journey, highlighting the partnerships made along the way, with each footprint representing a step towards the future.

Established in 1995, and now operating under the *Aboriginal and Torres Strait Islander Act 2005*, we provide for the contemporary and future land needs of Indigenous peoples, particularly those unlikely to benefit from Native Title or Land Rights. We work with our Indigenous partners to grow their economic, environmental, cultural and social capital by supporting their acquisition and management of land and water. In redressing dispossession, we provide for a more prosperous and culturally centred future for Indigenous peoples.

The Indigenous Land and Sea Corporation is a Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

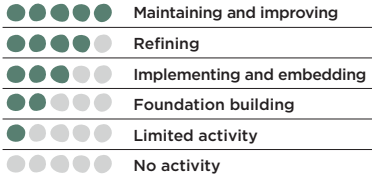


www.ilsc.gov.au  
FREECALL 1800 818 490

Front cover: Waterhole, Kimberley, Western Australia

Year 2 - progress on a page#

The 27 commitments\* we made to First Nations peoples



Returning Country		
A1	Ramp up divestment of ILSC-held properties and exit of operations	●●●●●
A2	Prioritise acquisition of water rights	●●●●●
A3	Prioritise acquisition/access of Country for nations with limited access	●●●●●
A4	Pursue alternative ways to increase Indigenous self-determination over Country	●●●●●
A5	Improve our acquisition service	●●●●●
Managing Country		
B1	Remove barriers that limit success in managing Country	●●●●●
B2	Improve our management service	●●●●●
B3	Address key threats to ILSC-held and granted Country	●●●●●
Sector Leadership		
C1	Regularly review target sectors	●●●●●
C2	Elevate leadership from Indigenous leaders, organisations and initiatives	●●●●●
C3	Facilitate Indigenous capability and capacity to increase sector leadership/participation	●●●●●
Meaningful Connection		
D1	Ensure Indigenous people drive what we do	●●●●●
D2	Create a more culturally appropriate partnerships approach	●●●●●
D3	Champion Indigenous perspectives	●●●●●
D4	Work effectively with government agencies	●●●●●
D5	Strengthen partnerships	●●●●●
D6	Increase awareness of ILSC roles and services	●●●●●
Excellent Service		
E1	Broaden our mandate to respond to broader needs	●●●●●
E2	Continuously review our services ensuring they meet Indigenous needs	●●●●●
E3	Embed self-determination and equity across ILSC operations	●●●●●
E4	Be accountable to Indigenous people	●●●●●
E5	Maintain workforce capable of achieving NILSS	●●●●●
Cultural Leadership		
F1	Implement guiding principles across ILSC	●●●●●
F2	Enhance staff cultural capability	●●●●●
F3	Transform into Indigenous employer of choice	●●●●●
F4	Measure and report in culturally appropriate way	●●●●●
F5	Share our learnings	●●●●●

\* What we will do statements in the NILSS  
# Cumulative progress





# Welcome

On behalf of the Indigenous Land and Sea Corporation (ILSC) Board, we are pleased to present our second progress report to our partners and stakeholders on delivering the National Indigenous Land and Sea Strategy (NILSS) 2023-28.

In 2022 we committed to listen to and align the ILSC to the aspirations of First Nations peoples through the most comprehensive consultation the ILSC has ever embarked upon.

The NILSS 2023-28 is our roadmap for making those alignments and delivering those aspirations. It outlines what we plan to do up until 2028 to enhance our services and our partnerships with Aboriginal and Torres Strait Islander peoples in the return and management of Country.

The NILSS and previous progress reports are available at:  
[www.ilsc.gov.au](http://www.ilsc.gov.au)

## Our Board and CEO



Ian Hamm  
Chair



Claire Filson  
Deputy Chair



Gail Reynolds-Adamson  
Director



Kristy Masella  
Director



Roy Ah See  
Director



Joe Morrison  
CEO

Two vacant positions as at 30 June 2025

### In Year 2 (2024-25), we continued advancing the actions that will realise the 27 commitments we made to Aboriginal and Torres Strait Islander peoples through the NILSS.

In our overall progress snapshot (page 6) you will see that 82 per cent of the 51 actions we set ourselves for Year 2 are complete or on track.

These actions have progressed 25 of our commitments, with several shifting from 'limited activity' to 'foundation building', or from 'foundation building' to 'implementing and embedding'.

Some of these commitments require deep structural change that will take us some time – things like broadening our mandate to respond to wider First Nations aspirations (E1) and creating a more culturally appropriate partnership approach (D2).

Others – like addressing key threats to ILSC-held and granted Country (B3) and the *Our Country Our Future* review (A5) – are proving to have a more direct path to implementation.

### Highlights from Year 2 include:

- funding 114 new acquisition and management projects – each representing a separate partnership with a First Nations group – through *Our Country Our Future*, our chief funding program
- returning five ILSC-held properties to Indigenous ownership, reflecting our commitment to ramp up the divestment of ILSC-held properties
- commencing work on a water access and acquisition plan to unlock opportunities for First Nations peoples in water
- releasing the Future Industries Initiatives publication, shaped by consultation with industry leaders, to guide First Nations participation and leadership in key and emerging sectors

- continuing our active involvement in the First Nations Economic Empowerment Alliance to support Indigenous wealth creation through land, enterprise, and innovation
- initiating changes to the *Our Country Our Future* program to make it a more fit-for-purpose, accessible, and equitable funding system
- releasing our 'Innovate' Reconciliation Action Plan which, alongside our Indigenous Employment Strategy 2023-28, will strengthen our organisation's cultural capability and position the ILSC as an Indigenous employer of choice.

Together, these activities are progressing the commitments we made under our six Strategic Priorities to:

- expand indigenous rights and interests in Country
- grow Indigenous-led initiatives on Country
- increase Indigenous influence on priority sectors
- build beneficial partnerships
- provide high-quality services
- step up as a culturally capable leader.

### Year 2 also marked 30 years since the ILSC was established to support First Nations peoples in the return and management of Country.

Through our 'ILSC 30 Years of Change' podcast, we have spent some time this year reflecting on our history of partnering with Indigenous peoples.

We have been reminded how much has changed, particularly in the post Native Title-determination era where many First Nations groups now hold formally recognised rights to Country, and are

focused on exercising those rights through governance, enterprise, and cultural stewardship.

At the same time, we recognise that other groups continue to have no or limited access to Country – for these communities, the ILSC's role in facilitating access to land and water remains especially critical and central to our mandate.

Alongside this, the national policy landscape continues to evolve, with a growing emphasis on Indigenous-led economic participation and wealth creation.

This shifting landscape has sharpened our focus on ensuring the ILSC remains responsive, contemporary, and aligned with First Nations aspirations.

It has also deepened our resolve to deliver on the commitments we made through the NILSS.

Meeting those commitments is requiring us to navigate significant organisational transformation – realigning our systems, processes and ways of working while continuing to deliver tangible outcomes for Aboriginal and Torres Strait Islander peoples through the *Our Country Our Future* program.

Indeed, one of our early learnings has been the scale of internal change required to meet the NILSS commitments.

To support this transformation, we're continuing to strengthen our internal governance and performance frameworks.

First meeting in July 2024, the NILSS Steering Committee is now well embedded in providing strategic oversight, monitoring monthly progress reporting, and ensuring NILSS objectives are incorporated into divisional and individual planning.

We've also introduced a biennial Value for Money process (see page 20) to drive continuous improvement and ensure our services remain effective, efficient, and aligned with our commitment to Excellent Service.

Like many organisations responding to rapid shifts in technology, global instability and changing customer demands, we've recognised the need to strengthen our foundations – our systems, technology, people and advice – to support meaningful and sustained change.

And we remain confident that getting this right will unlock further progress and translate to better outcomes for First Nations peoples.

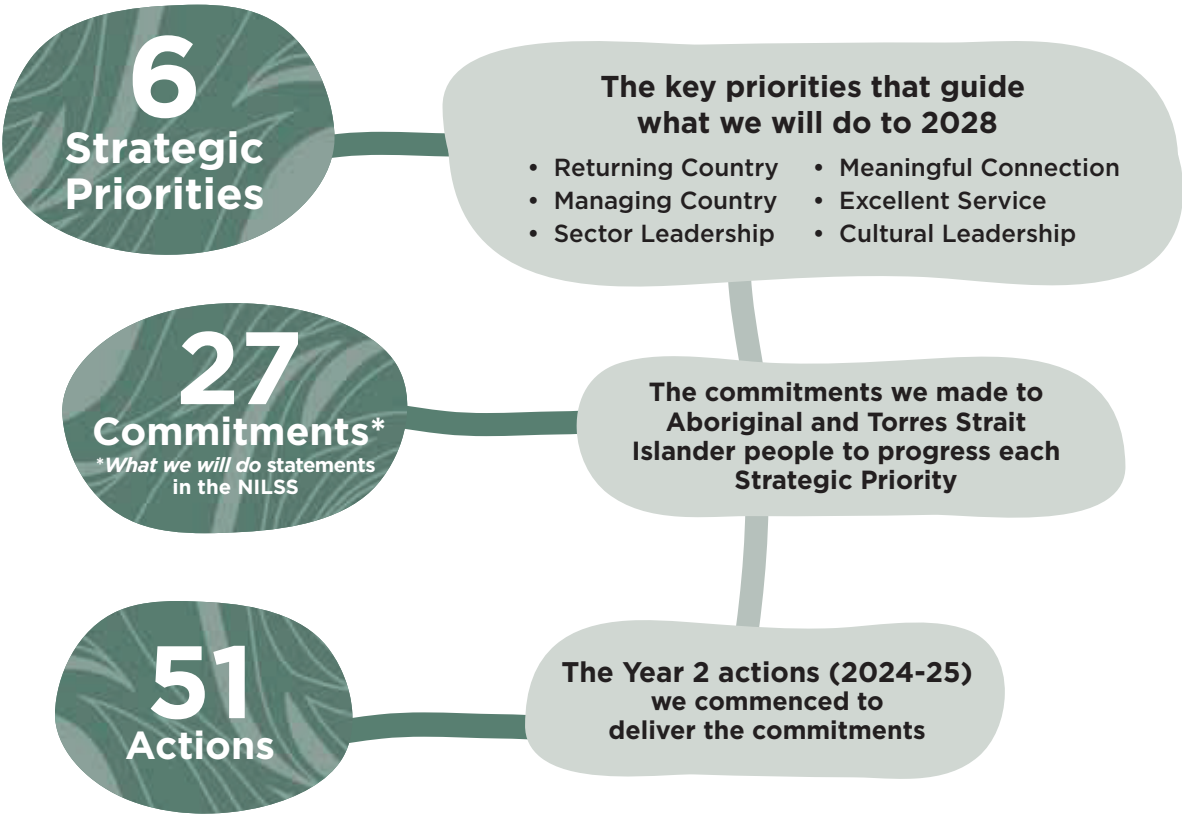
The remainder of this report provides an appraisal of our progress delivering the commitments we made to First Nations peoples, both overall and under each of our six Strategic Priorities.

Ian Hamm Chair, ILSC Board  
(Yorta Yorta)

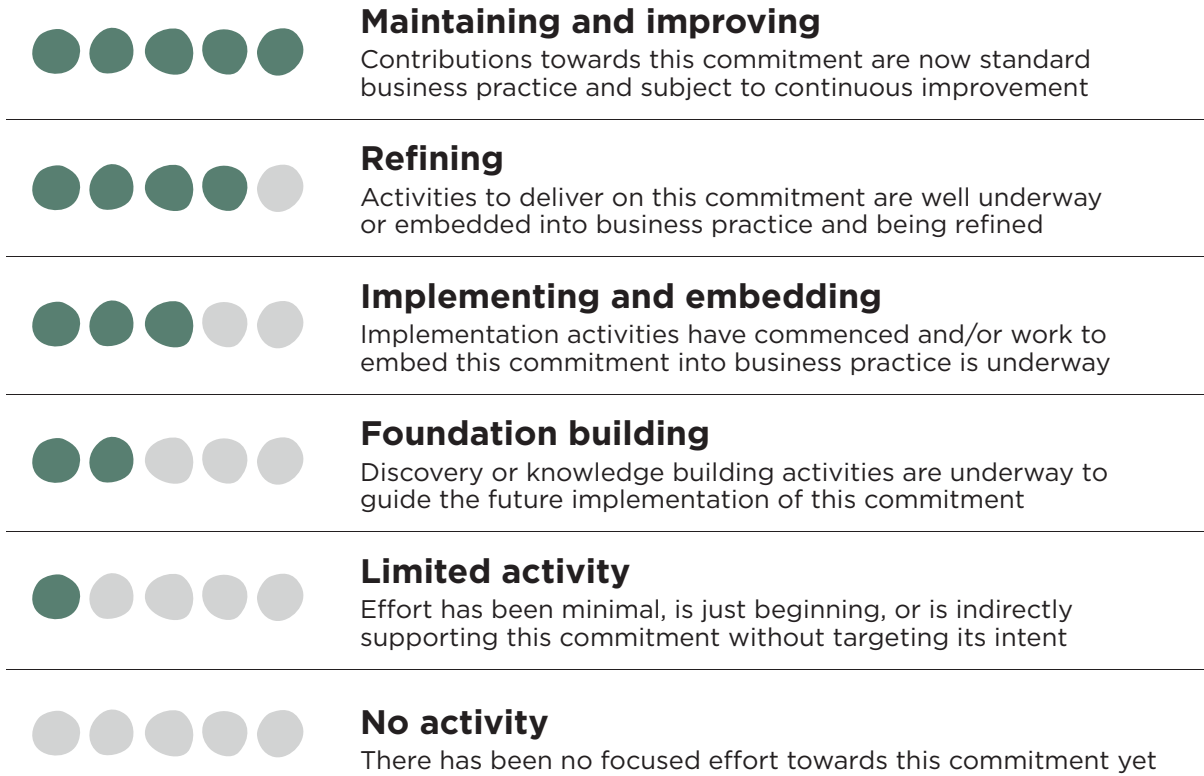
Joe Morrison Group CEO  
(Dagoman/Mualgal)



# Delivering our Strategy



# How we score our progress



# Our overall progress snapshot

## Our efforts in delivering our Year 2 actions have continued to progress 25 of the 27 commitments.

Five (18%) commitments are in the early implementation and embedding phase.

Eighteen (67%) commitments involved foundational work – making internal changes, conducting reviews, discovering more about what people want from us, and thinking about the best way to deliver on what we said in the NILSS.

Two (7%) had limited activity, because these are complex activities involving many organisations and First Nations peoples and we are taking the time to complete activities properly and thoroughly. Limited activity, in this case, does not mean no work was done on the activity; rather, due to the complexity of the activities, very little progress can be reported for now.

The final two (7%) commitments have no activity. One involves sharing learnings from delivering other commitments; we anticipate this will gain momentum from 2027 onwards as we continue to implement changes and have demonstrated successes to share. The other commitment has lacked a suitable resource.

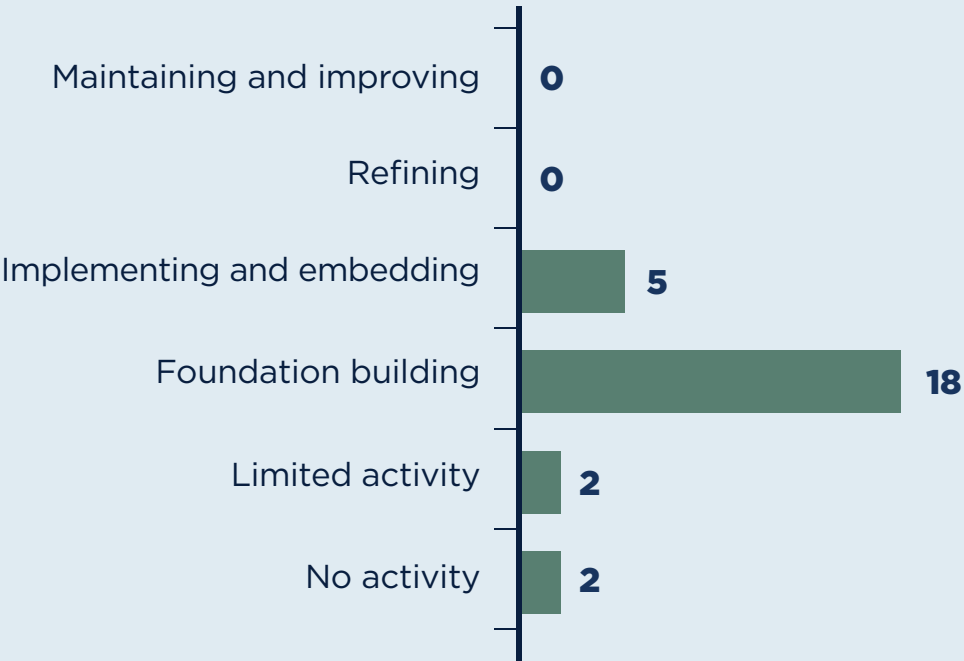
Our 2024-25 progress can be attributed to the dedicated planning and discovery activities undertaken in Years 1 and 2, and the establishment of a dedicated National Programs Team adopting a disciplined approach to delivering project outcomes.

Of the 51 actions we set out to deliver in Year 2, 42 (82%) were complete or on track; five (10%) were behind; and four (8%) were superseded.

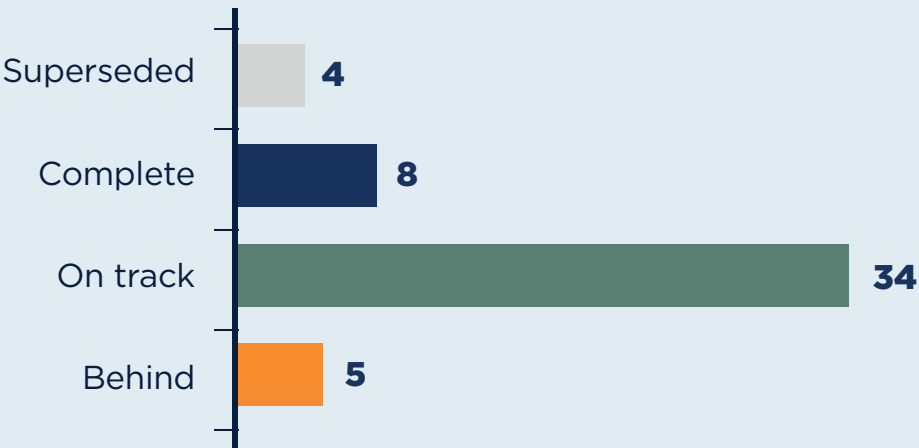
Actions that were behind have been extended into our Year 3 (2025-26) Annual Action Plan.

## Our Year 2 efforts have created a strong platform for embedding changes to our operations, internal governance, systems and processes to be better partners to First Nations peoples.

### Year 1 (2023-24) progress against commitments



### Year 2 (2024-25) progress against actions





# Returning Country

## Expand Indigenous rights and interests in Country

Our Year 2 efforts against the Returning Country priority principally focused on maintaining our business-as-usual services and accelerating the divestment of ILSC-held properties, while conducting the necessary engagement and research to inform action in the future years.

We returned seven properties<sup>1</sup> (five of them ILSC-held) via *Our Country Our Future* (OCOF) – our chief funding program for returning Country to First Nations peoples.

Our efforts to divest the Yulara land to Indigenous ownership and exit from the operations at Ayers Rock Resort have continued in close collaboration with Anangu. This is likely to be completed in 2026, subject to the formation of an Anangu-led Indigenous corporation and commercial negotiations with the prospective buyer.

Discussions are ongoing to divest our remaining commercial agribusinesses to Indigenous ownership.

Importantly, the external review of the OCOF program identified opportunities to create a more fit-for-purpose funding system with a greater focus on self-determination and equity for First Nations peoples.

**Key updates to the program will include:**

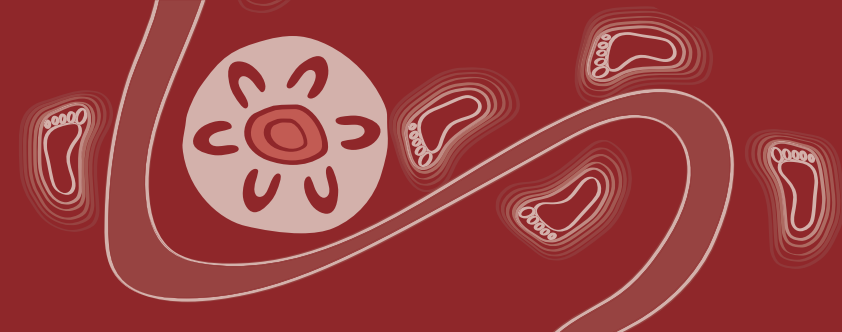
- a revised eligibility and assessment process
- a three-stream funding model providing clearer pathways for different project/proponent needs.

These and the other recommendations will be implemented in Year 3.

**We also:**

- commenced executing the divestment plans for the 46 properties we hold, which will be completed over the next three years
- operationalised an ‘Access to Country’ framework to guide OCOF investments, prioritising support for nations with no or limited access to their Country.

We published our strategy for enhancing Indigenous participation in the inland water sector in our Future Industries Initiatives (see page 12) and we’ve commenced working on a four-year water access and acquisition plan.



NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
A1	Ramp up divestment of existing ILSC-held properties including exiting operations	A1.2, A1.3, A1.4	<div><div></div><div></div><div></div><div></div><div></div></div>
A2	Prioritise acquisition of and access to water and water-related rights	A2.1	<div><div></div><div></div><div></div><div></div><div></div></div>
A3	Prioritise acquisition of and access to Country for nations with no or limited access to their Country	A3.1	<div><div></div><div></div><div></div><div></div><div></div></div>
A4	Identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country	A4.1, A4.2	<div><div></div><div></div><div></div><div></div><div></div></div>
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	A5.1	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
A1.2	Return at least eight interests (land, water or related rights) to First Nations peoples	Jun 2025	COMPLETE
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	Jun 2025	BEHIND
A1.4	Progress the divestment of ILSC agriculture assets <ul style="list-style-type: none"><li>- Extend the lease for Gunbalanya Station and Gunbalanya Meatworks (NT)</li><li>- Progress divestment of Roebuck Export Depot (WA) through a share sale</li></ul>	Dec 2024	BEHIND
A2.1	Design an inland water professional development program and water access and acquisition plan	Jun 2026	ON TRACK
A3.1	Acquire at least five interests (land, water or related rights) through <i>Our Country Our Future</i> and provide associated support as required	Jun 2025	COMPLETE
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	Dec 2024	ON TRACK
A4.2	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	Jul 2025	ON TRACK
A5.1	Review the <i>Our Country Our Future</i> program to identify barriers to access and areas for improvement, embed equity principles, and develop more fit-for-purpose services	Jun 2025	COMPLETE

1. Details can be found within the ILSC Annual Report 2024-25 and many of the OCOF projects that commenced in Year 2 are also profiled in our Returning and Managing Country 2024-25 publication.

<sup>1</sup> as at 30 June 2025

# Managing Country

## Grow Indigenous-led initiatives on Country

Our Year 2 efforts to progress our Managing Country priority continued to focus on delivering our business-as-usual management services – the *Our Country Our Future* (OCOF) program, Savanna Fire Management Program and Real Jobs Program – while we continued to collect knowledge to inform our future year actions.

We also contributed to this commitment through our role as an agent Prescribed Body Corporate for the Birriman-gan native title holders of the Kimberley region.

Through the OCOF program, Year 2 saw 114 active acquisition and management projects<sup>2</sup> underway, along with three through our subsidiaries.

The OCOF program review recommended establishing three funding streams: Catalyst (planning and capability building), Caring (management of land, water or related commercial assets), and Country (acquisition of rights in land, water or related business rights). These changes will be implemented in Year 3 and will support efficiency and fairness, reduce complexity for smaller projects while maintaining rigour for high-value investments.

We established a communications plan to engage with and better support landholders of ILSC-granted Country, rolling this out with a small grants program targeting landholders granted a property before 2020.

Outcomes of the strategy will be evaluated and used to improve policies, processes and operational practices, focusing on effective ways to engage and reduce risk associated with ILSC-granted properties.

**We commenced work on a toolkit to support capacity development and sustainable management of Country. This toolkit is now being progressed as part of a broader, online ‘Knowledge Hub’ under our Sector Leadership commitment.**

NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
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, B1.5, B1.6, B1.7, B1.8	<div><div></div><div></div><div></div><div></div><div></div></div>
B2	Improve our management service to provide access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country	A5.1	<div><div></div><div></div><div></div><div></div><div></div></div>
B3	Identify and address key threats to ILSC-held and granted Country	B3.1	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
B1.4	Deliver the Savanna Fire Management Program	Jun 2025	COMPLETE
B1.5	Consult with Birriman-gan native title holders about decision making and establish a working group to progress to next phase	Jun 2024	BEHIND
B1.6	Ensure the ILSC fulfills its statutory requirements as an agent PBC	Ongoing	ON TRACK
B1.7	Deliver the Real Jobs Program (RJP)	Jun 2025	COMPLETE
B1.8	Support at least 120 projects through <i>Our Country Our Future</i> and provide associated support as required	Jun 2025	COMPLETE
B3.1	Implement a plan to address key threats to ILSC-held and granted property, and implement tools to support new opportunities	Jun 2025	ON TRACK
A5.1	Review the <i>Our Country Our Future</i> program to identify barriers to access and areas for improvement, embed equity principles, and develop more fit-for-purpose services	Jun 2025	COMPLETE

<sup>1</sup> as at 30 June 2025

2. Details can be found within the ILSC Annual Report 2024-25 and many of the OCOF projects that commenced in Year 2 are also profiled in our Returning and Managing Country 2024-25 publication.

# Sector Leadership

## Increase Indigenous influence on priority sectors

In Year 2, we published the Future Industries Initiatives, continuing our efforts to advance Indigenous leadership and influence across five priority sectors:

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



The Future Industries Initiatives includes strategies, action plans, and separate companion readers tailored to each sector. These are available at: [www.ilsc.gov.au](http://www.ilsc.gov.au)

**An associated Future Industries Grants Program of up to \$50,000 was also made available to assist groups to access professional services and/or technical advice to develop opportunities for Country in priority sectors.**

To further strengthen sector participation and leadership, work commenced on an online ‘Knowledge Hub’, a platform designed to connect First Nations groups with the skills, knowledge, resources, partners, and funding needed to unlock sector-based opportunities.

We also invested in Indigenous-led networks and initiatives to strengthen participation in carbon, clean energy, and environmental markets, including support for emerging projects, professional development, and strategic partnerships.

This included support for the Indigenous Carbon Industry Network and First Nations Clean Energy Network, and collaboration with the Department of Climate Change Energy, Environment and Water.

NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
C1	Identify and regularly review target sectors to focus our effort and maximise impact	C1.1	<div><div></div><div></div><div></div><div></div><div></div></div>
C2	Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves	C2.1	<div><div></div><div></div><div></div><div></div><div></div></div>
C3	Facilitate access to the skills, knowledge, resources, partners, funding and connections required to become sector leaders and increase sector participation	C3.1	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
C1.1	Develop a draft strategic approach for each sector that guides ILSC action over the next 4 years to drive progress at scale	Sep 2024	COMPLETE
C2.1	Establish ongoing mechanisms for the ILSC to engage meaningfully and receive guidance from Indigenous leaders regarding sector leadership and development	Dec 2025	ON TRACK
C3.1	Establish the Future Industries Grant Program for Indigenous Country managers to seek guidance about the opportunities in priority sectors of carbon, environmental markets, renewable energy, inland water & fisheries, and aquaculture	Jun 2025	COMPLETE

<sup>1</sup> as at 30 June 2025



# Meaningful Connection

## Build beneficial partnerships

In Year 2 we commenced reshaping our engagement efforts as an agency. Work has commenced on the establishment of an Indigenous Engagement Framework. Once published, the framework will guide the organisation’s policies and procedures to ensure community consultation and the voices of Indigenous peoples drive everything we do.

### Year 2 highlights included:

- our support for greater national policy outcomes for First Nations communities through involvement in the First Nations Economic Empowerment Alliance and the First Nations Water Working Group
- our presence at key industry and community events including the Australian Institute of Aboriginal and Torres Strait Islander Studies Summit in Darwin, the Land & Water Forum, NAIDOC Week and National Reconciliation Week activities
- our collaboration with the National Indigenous Australians Agency and Department of Climate Change, Energy, the Environment and Water to develop the inaugural First Nations Land and Water Management Forum (held in August 2024), and the first Australian Sea Country Conference (held in September 2024)
- our divisional staff increasingly holding their meetings with Traditional Owners on Country.

In Year 2 we continued to partner with Department of Agriculture, Fisheries and Forestry and the National Farmers Federation to deliver an Indigenous Agricultural Product Framework and evidence base to inform the development of a future credential system for Indigenous agricultural products.

NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
D1	Ensure community consultation and the voices of Indigenous people drive everything we do	D1.4	<div><div></div><div></div><div></div><div></div><div></div></div>
D2	Change our partnership approach to be more culturally appropriate and encourage others to adopt similar practices	D1.4	<div><div></div><div></div><div></div><div></div><div></div></div>
D3	Where requested, champion the interests, priorities, and perspectives of Indigenous people into government and relevant sectors	D3.1	<div><div></div><div></div><div></div><div></div><div></div></div>
D4	Work with government agencies to reduce duplication, align effort and make it easier to access services or information	D4.1	<div><div></div><div></div><div></div><div></div><div></div></div>
D5	Establish, maintain and/or strengthen partnerships with relevant partners and, where desired, improve access to these partners	D5.1	<div><div></div><div></div><div></div><div></div><div></div></div>
D6	Increase community awareness of the ILSC’s role and services and improve the community’s access to us	D6.4	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
D1.4	Develop culturally appropriate engagement practices that enable the ILSC to be driven by stakeholder voices <ul style="list-style-type: none"><li>– Establish a communication strategy</li><li>– Establish engagement principles</li><li>– Establish an improved Customer Relationship Management System</li></ul>	Dec 2024	ON TRACK <i>(extended to Dec 2025)</i>
D3.1	Champion the interests, priorities and perspectives of Indigenous people into government and relevant sectors	Jun 2025	ON TRACK
D4.1	Work with government partners through interagency relationships and policy partnerships to align effort	Jun 2028	ON TRACK
D5.1	Continue to work with partners to identify opportunities, leverage ILSC investment and generate benefits for Indigenous people	Jun 2028	ON TRACK
D6.4	Increase our presence on Country, including attending regional events and forums that focus on the return and management of Country	Jun 2028	ON TRACK

<sup>1</sup> as at 30 June 2025

# Excellent Service

## Provide high-quality services

Year 2 focused on discovery activities aimed at enhancing the efficiency and effectiveness of our services. This phase involved comprehensive reviews of existing systems and processes to identify opportunities for improvement. A key focus was on exploring the potential of digital solutions, including the adoption of smarter software to automate routine tasks and strengthen governance.

Progress on recommended improvements to our contract management, project management and finance systems is proving difficult due to leadership changes in our finance, legal and ICT teams.

Progress on reviewing the ILSC mandate and funding alignment with contemporary aspirations and needs was delayed in Year 2 due to limited capacity within the legal team. This important work has been marked as a priority for Year 3 as it provides the foundational structures necessary to support the evolving needs of First Nations peoples.

### In Year 2 we:

- completed the *Our Country Our Future* program review which recommended enhancements to our guidelines, processes and funding model to deliver better outcomes for First Nations projects
- established regular NILSS reporting with the NILSS Steering Committee monitoring program performance, activity prioritisation, and resource allocation to ensure we remain on track to 2028
- strengthened our commitment to reporting through publication of our annual NILSS Progress Reports and a restructure of our Annual Performance Statement 2024-25 to better align with the NILSS strategic priorities
- commenced negotiating a new Enterprise Agreement to ensure we can attract a highly qualified and skilled workforce.

We are also contributing to national policy discussions on First Nations economic self-determination through our involvement with the First Nations Economic Empowerment Alliance.

And we have commenced work examining the institutional barriers that prevent First Nations peoples from accessing capital and participating equally in Australia's economy. This work has superseded commitment E3.2, which aimed to establish public policy positions on native title, investment and climate change. These issues are now being addressed through commitments E1 and C1.

Finally, work to extend the ILSC Performance Framework across ILSC teams was completed in Year 2 (see page 20).

NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
E1	Seek to broaden our mandate to be more responsive to a wider range of needs	E1.1	<div><div></div><div></div><div></div><div></div><div></div></div>
E2	Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access	A5.1, E2.1, E2.2, E2.4	<div><div></div><div></div><div></div><div></div><div></div></div>
E3	Embed a focus on self-determination and equity across our operations and promote this more broadly	E3.2	<div><div></div><div></div><div></div><div></div><div></div></div>
E4	Be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress	E4.3	<div><div></div><div></div><div></div><div></div><div></div></div>
E5	Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals	E2.3.1, E2.3.4, E5.1, E5.14	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
A5.1	Review the <i>Our Country Our Future</i> program to identify barriers to access and areas for improvement, embed equity principles, and develop more fit-for-purpose services	Jun 2025	COMPLETE
E1.1	Review the ILSC mandate and funding to better match contemporary aspirations and needs	Jun 2024	BEHIND
E2.1	Implement the new program model for delivery of the <i>Our Country Our Future</i> program	Dec 2025	ON TRACK
E2.2	Build and maintain an engaged workforce across the ILSC, capable, enabled and motivated to deliver upon NILSS	Jun 2028	ON TRACK
E2.4	Benefit our stakeholders by generating financial efficiencies and savings and implement a new finance system	Jun 2026	ON TRACK
E2.3.1	Simplify and standardise internal processes and systems to improve financial management functions	Jun 2026	ON TRACK
E2.3.4	Simplify and standardise internal processes and systems to improve contract management functions	Jun 2027	BEHIND
E3.2	Develop and adopt ILSC public policy positions <ul style="list-style-type: none"><li>Native Title</li><li>Investment</li><li>Climate change</li></ul>	Jun 2025	SUPERSEDED
E4.3	Establish and realign internal governance, accountability, performance and reporting to support delivery of the NILSS	Jun 2026	BEHIND
E5.1	Implement the extended ILSC Performance Framework across the whole of the ILSC to enable consistent internal performance monitoring, evaluation and reporting and drive continuous improvement processes	Jun 2025	COMPLETE
E5.14	Embed the ILSC Enterprise Risk Management Framework into relevant internal processes and systems to enable consistency in risk decision making	Jun 2026	ON TRACK

<sup>1</sup> as at 30 June 2025



# Cultural Leadership

## Step up as a culturally capable leader

The ILSC is committed to embedding culturally-appropriate practices across the organisation and aims to set a benchmark for cultural leadership among government agencies and partners.

A major focus is ensuring Indigenous interests, aspirations, preferences, and priorities are considered in all aspects of our operations. This includes fostering a more inclusive and culturally-safe workplace, and positioning the ILSC as an employer of choice for First Nations peoples.

We are making excellent progress with our Indigenous Employment Strategy (IES) which retained its dedicated budget in Year 2. Key achievements include:

- enhancing cultural capability and wellbeing, through mandatory training, culturally-informed support services, and development of cultural safety and wellness frameworks
- supporting Indigenous career growth and connection, with the design of a new mentoring program, and sponsorship to attend six professional development and networking events.

We are well progressed on a draft Indigenous Evaluation Framework aligned to the principles and protocols set out in the Productivity Commission's Indigenous Evaluation Strategy (2020). This is a critical step towards embedding culturally responsive and community-informed approaches across our work, strengthening accountability, and relevance in partnership with Indigenous communities.

And we have supported three Indigenous proponent-led evaluations for *Our Country Our Future* projects, offering guidance, funding, and contract management assistance, while enabling proponents to lead the evaluation process and select independent evaluators.

## Our 'Innovate' Reconciliation Action Plan was endorsed by Reconciliation Australia in October 2024.

The RAP 2024-26 is aligned to NILSS and IES commitments ensuring that reconciliation efforts are a shared responsibility throughout the ILSC.

We have established a RAP Working Group and are on track with implementing our RAP actions. Highlights include:

- enhanced cultural awareness through communication of key dates, staff education on protocols, and active participation in National Reconciliation Week and NAIDOC Week events
- revised policies and procedures, including procurement practices, to strengthen engagement with First Nations stakeholders and suppliers.

Over the coming years, we'll reflect on and share what we learn as we strengthen our cultural capability.

NILSS commitment <i>What we will do statements in the NILSS</i>		Contributing actions	Overall progress
F1	Make our way of working more culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC	F1.1	<div><div></div><div></div><div></div><div></div><div></div></div>
F2	Enhance the cultural capability of all staff	F2.7	<div><div></div><div></div><div></div><div></div><div></div></div>
F3	Transform the ILSC into an employer of choice for Indigenous people	F3.1.1	<div><div></div><div></div><div></div><div></div><div></div></div>
F4	Change the way we measure and report success to incorporate more culturally appropriate approaches	F4.1	<div><div></div><div></div><div></div><div></div><div></div></div>
F5	Share our learnings and encourage others to adopt culturally appropriate ways of working	n/a	<div><div></div><div></div><div></div><div></div><div></div></div>

Actions		Due	Status <sup>1</sup>
F1.1	Review ILSC policies, processes and operations to align to the NILSS guiding principles of self-determination, caring for Country and partnership	Jun 2026	ON TRACK
F2.7	Implement our Reconciliation Action Plan	Jun 2026	ON TRACK
F3.1.1	Implement our Indigenous Employment Strategy	Jun 2027	ON TRACK
F4.1	Develop culturally-appropriate evaluation practice <ul style="list-style-type: none"><li>– Support Indigenous proponent-led evaluations</li><li>– Form an Indigenous Advisory Panel to direct the development of an Indigenous Evaluation Framework</li><li>– Develop an Indigenous Evaluation Framework and review PBS targets, with input from Indigenous experts</li></ul>	Dec 2025	ON TRACK

<sup>1</sup> as at 30 June 2025

# How well we are doing

The majority of this report tells us *what we did* – but it's important we are also *doing those things well*.

In Year 1 (2023-24) we extended the 'value for money' (VfM) evaluation approach that underpins our performance framework to consider the equity, efficiency, effectiveness and economy of the ILSC's internal operations.

The internal performance assessment pilot we ran across our ILSC teams established clear expectations of what 'excellent service' looks like for the ILSC, what we are doing well, and where we need to do better.

High level results were published in the Year 1 NILSS Progress Report.

Further analysis in Year 2 identified the following five key continuous improvement themes for the organisation:

- resourcing and workload management
- leadership and culture
- process improvement, reporting and technology
- communication and collaboration
- training, development, and retention.

Team-based actions were subsequently devised to respond to these themes and embedded into 2025-26 (Year 3) delivery plans.

The process has also been refined in response to feedback submitted during the pilot.

It will be repeated in June 2026, and the dataset used as an objective benchmark from which to measure improvements.

Results will be reported in Year 3.





Australian Government  
Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.