



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 1 (2023-24)



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

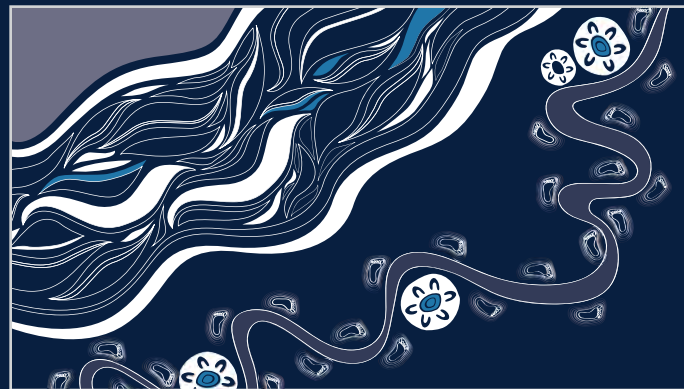
Acknowledgement of Country

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

A note on language

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

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 introduce the work of ILSC Communications Officer 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 under the *Aboriginal and Torres Strait Islander Act*, we provide for the contemporary and future land needs of Indigenous people, 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 people.

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

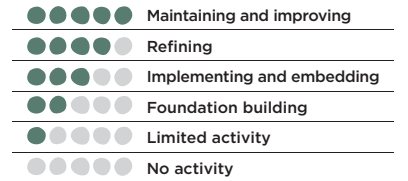


www.ilsc.gov.au
FREECALL 1800 818 490

Year 1 - progress on a page

The 27 commitments* we made to First Nations people

*What we will do statements in the NILSS



Returning Country

Ramp up divestment of ILSC-held properties and exit of operations	●●●●●
Prioritise acquisition of water rights	●●●●●
Prioritise acquisition/access of Country for nations with limited access	●●●●●
Pursue alternative ways to increase Indigenous self-determination over Country	●●●●●
Improve our acquisition service	●●●●●

Managing Country

Remove barriers that limit success in managing Country	●●●●●
Improve our management service	●●●●●
Address key threats to ILSC-held and granted Country	●●●●●

Sector Leadership

Regularly review target sectors	●●●●●
Elevate leadership from Indigenous leaders, organisations and initiatives	●●●●●
Facilitate Indigenous capability and capacity to increase sector leadership/participation	●●●●●

Meaningful Connection

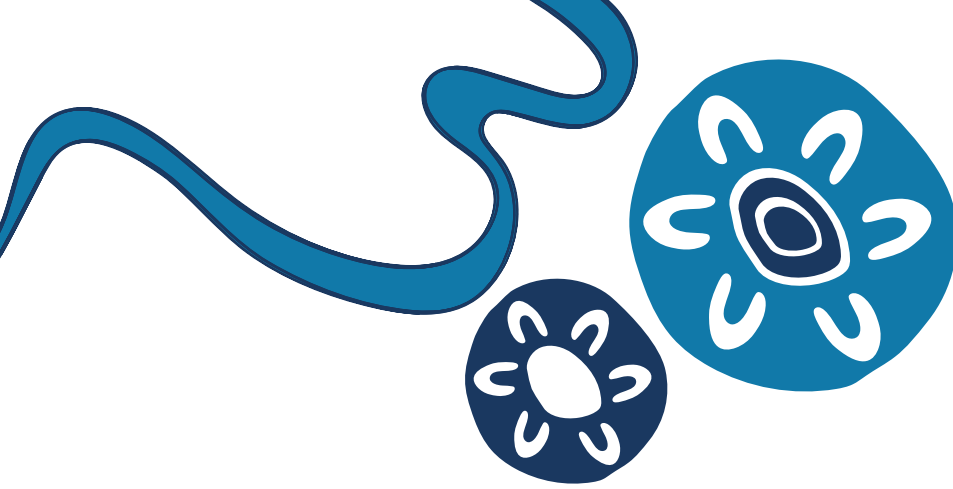
Ensure Indigenous people drive what we do	●●●●●
Create a more culturally appropriate partnerships approach	●●●●●
Champion Indigenous perspectives	●●●●●
Work effectively with government agencies	●●●●●
Strengthen partnerships	●●●●●
Increase awareness of ILSC roles and services	●●●●●

Excellent Service

Broaden our mandate to respond to broader needs	●●●●●
Continuously review our services ensuring they meet Indigenous needs	●●●●●
Embed self-determination and equity across ILSC operations	●●●●●
Be accountable to Indigenous people	●●●●●
Maintain workforce capable of achieving NILSS	●●●●●

Cultural Leadership

Implement guiding principles across ILSC	●●●●●
Enhance staff cultural capability	●●●●●
Transform into Indigenous employer of choice	●●●●●
Measure and report in culturally appropriate way	●●●●●
Share our learnings	●●●●●



Welcome

On behalf of the Indigenous Land and Sea Corporation (ILSC) Board, it brings us great pleasure to present our first 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 people 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 people in the return and management of Country.

Year 1 (2023-24) has been an ambitious start to an ambitious Strategy and we have learned much along the way.

Our approach to Year 1 was to:

- maintain business-as-usual services and act where we have certainty
- build knowledge, research, and conduct internal reviews
- determine details and agree what we are going to prioritise during the next four years
- start making any necessary internal changes.

Much of our efforts were spent realigning our operations to the NILSS and establishing the internal governance, systems and processes required to support its delivery.

Work also commenced on planning and delivering the key actions that will realise the 27 commitments we made to Aboriginal and Torres Strait Islander people – the ‘what we will do’ statements in the NILSS.

Through the Year 1 (2023-24) Annual Action Plan, all ILSC teams – from Legal and Policy, to People and Capability, Finance, ICT and Program Delivery – have aligned, or incorporated, new NILSS-related activities into their operations.

Plus we have now have an articulated process for reviewing and reporting on our Annual Action Plan and setting our new actions for the following year.

Other highlights from Year 1 included the:

- consultation on and publication of new Regional Indigenous Land and Sea Strategies 2024-28 for our Central, Eastern and Western regions, highlighting regional opportunities aligned with the NILSS Strategic Priorities and commitments
- initial planning to support a review of the *Our Country Our Future* program to identify barriers to access and areas for improvement, embed equity principles, and develop a more fit-for-purpose service
- initial planning to support a review of ILSC polices, processes and operations to support their alignment to the NILSS Guiding Principles (Self-determination, Caring for Country and Partnership) and ensure their cultural appropriateness
- pilot of an internal performance assessment and continuous improvement process to drive and measure improved ILSC service delivery (see page 20).

Our Board and CEO



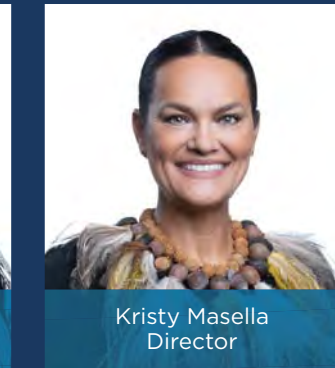
Ian Hamm
Chair



Claire Filson
Deputy Chair



Gail Reynolds-Adamson
Director



Kristy Masella
Director



Roy Ah See
Director



Nigel Browne
Director



Joe Morrison
CEO

In February 2024, we established our new National Programs Team to deliver specific NILSS commitments; in Year 1 they commenced:

- developing a strategic approach for each of the five priority sectors (Carbon, Environmental Markets, Renewable Energy, Inland Water, Fisheries and Aquaculture) to guide ILSC action over the next four years
- reviews of all ILSC-held and granted properties and development of a national plan to address key threats and support new opportunities
- development of an Access to Country framework to prioritise the acquisition of land and water interests for First Nations people with limited or no access to Country.

Maintaining robust governance to support the delivery of the NILSS will be an ongoing focus for the ILSC in the coming years, with the goal of continuously improving our approach.

To ensure effective governance over the internal delivery of the NILSS, we have designed and established a NILSS Steering Committee with overall responsibility for NILSS business success and oversight over our Annual Action Plan delivery, tracking and reporting.

Delivering the NILSS is an ambitious agenda.

In our Strategy, we said we would strive to be open, transparent, and accountable; we said from the start we won't always get things right, we expect to learn along the way, and we want to share those learnings.

We have stayed true to that in this report.

In our overall progress snapshot (page 06) you will see that 68 per cent of the 31 actions we set ourselves in Year 1 to progress the NILSS are complete or on track. Through these actions, we made progress on 25 of our 27 commitments.

However, some actions were delayed or have proven trickier to achieve than we anticipated.

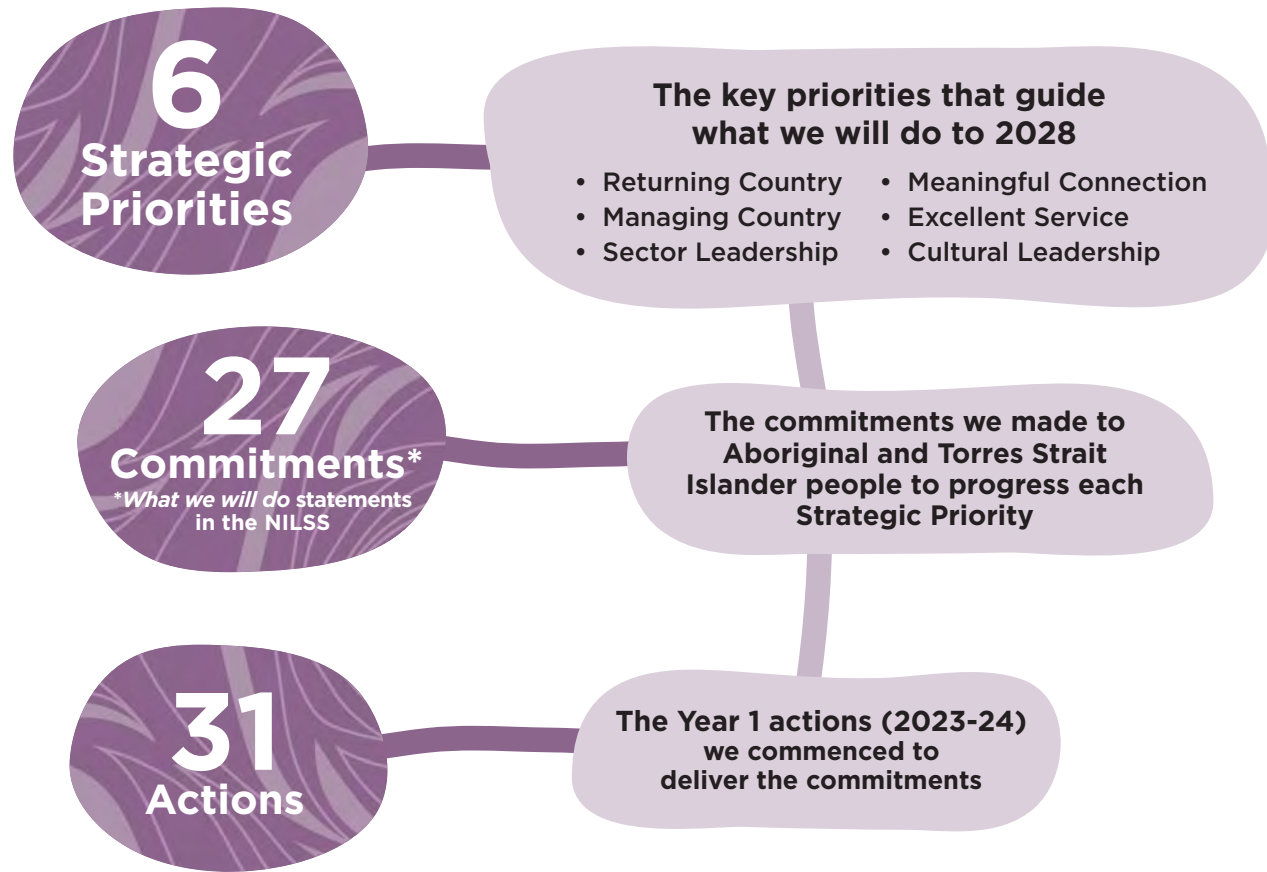
We are also increasingly coming to understand the level of change we need to undergo as an organisation to fully progress our commitments and fulfil our promises to our First Nations partners.

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

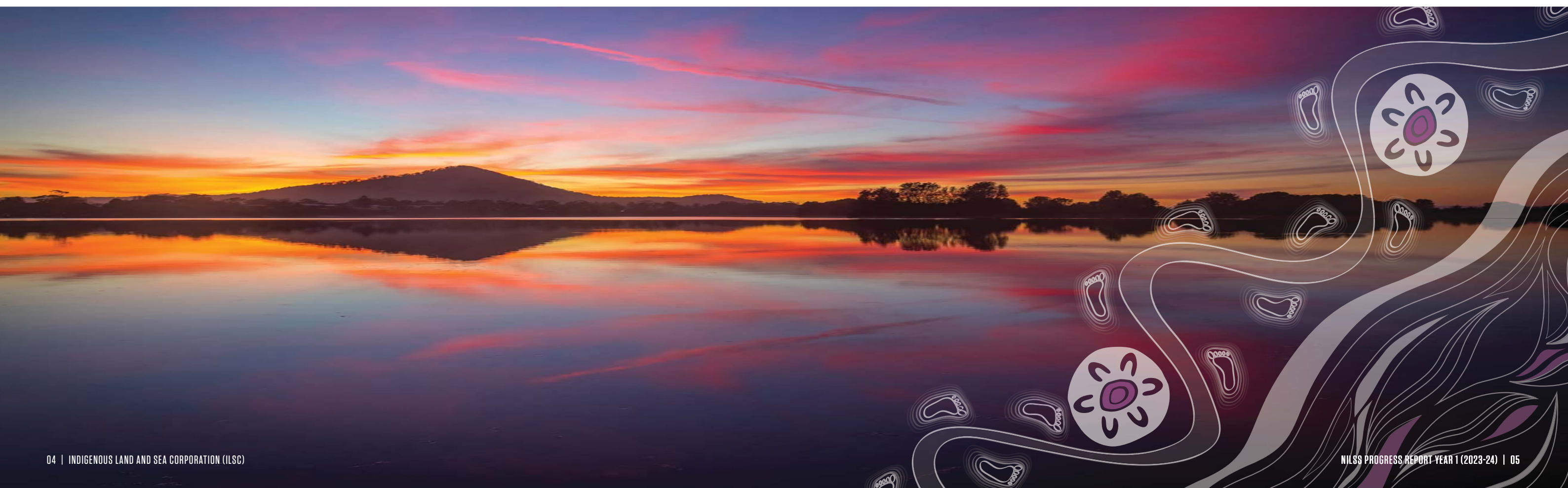
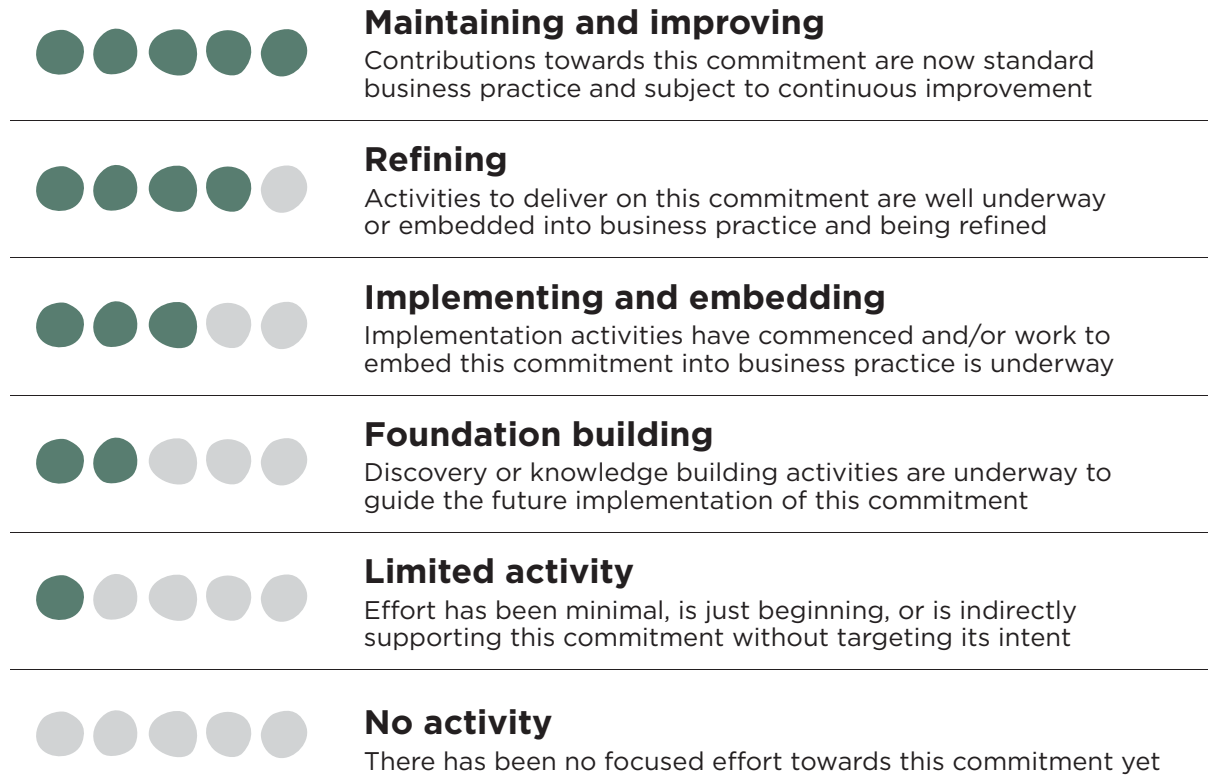
Ian Hamm Chair, ILSC Board
(Yorta Yorta)

Joe Morrison Group CEO
(Dagoman/Mualgal)

Delivering our Strategy



How we score our progress



Our overall progress snapshot

Pleasingly, our efforts in delivering our Year 1 actions have translated to progress against 25 of the 27 commitments.

Three (11%) commitments progressed into early implementation. Fifteen (55%) 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. Seven (26%) had limited activity, chiefly because it was too soon for us to tackle that commitment, or we chose to delay the work to seek additional views and perspectives of First Nations people and organisations.

The final two (7%) commitments have no activity; one is based on sharing learnings from delivering other commitments, and the other lacked a suitable resource.

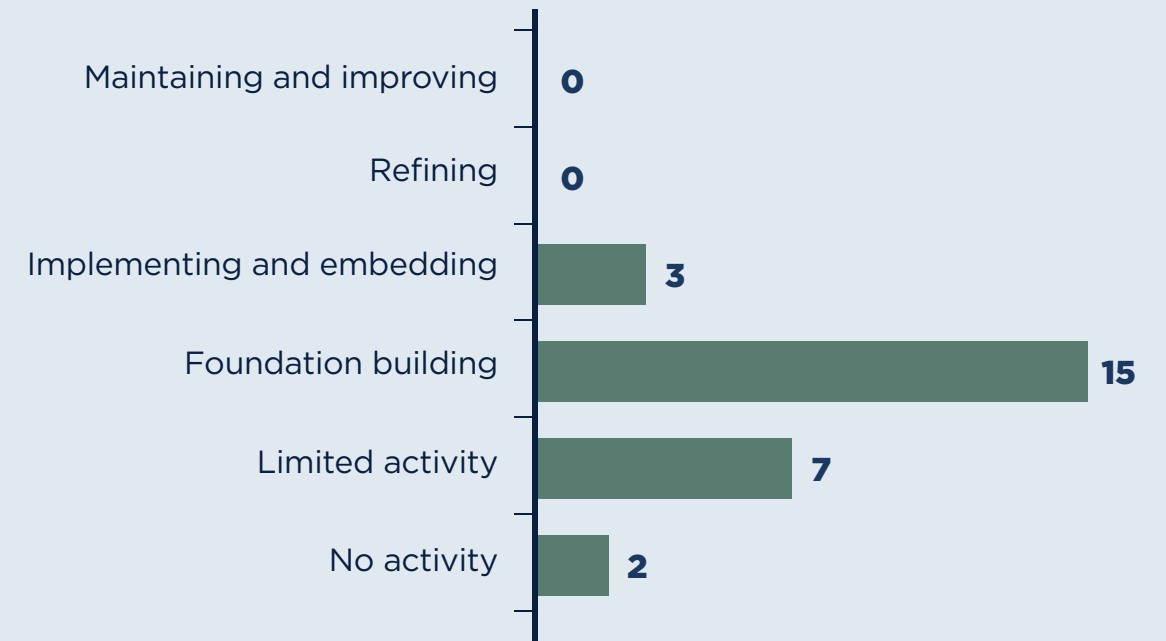
Our work to progress these commitments was propelled by our Year 1 (2023-24) Action Plan¹ consisting of 31 discrete actions aligned to the NILSS Strategic Priorities.

Of the 31 actions we set out to deliver, 21 (68%) were complete or on track; nine (29%) were behind; and one was superseded and rolled into the Year 2 (2024-25) Annual Action Plan.

Actions that were behind were extended into our Year 2 (2024-25) Annual Action Plan.

We believe our Year 1 efforts have laid a solid foundation for further progress in Year 2.

Year 1 (2023-24) progress against commitments



Year 1 (2023-24) progress against actions²



1. Published in August each year in the ILSC Corporate Plan, the Annual Action Plan sets out what the ILSC intends to do to deliver on the NILSS in the forward financial year. Due to the timing of the release of the NILSS and the ILSC Corporate Plan, both the Year 1 (2023-24) and Year 2 (2024-25) Annual Action Plan were reported in the ILSC's Corporate Plan 2024-25.

2. The results reported here differ from those reported in the ILSC Annual Report 2023-24. The change is due to a reporting error on two actions and to recording six actions that required an extension at June 2024 as 'behind' in this report rather than 'on track'.

Returning Country

Expand Indigenous rights and interests in Country

Our Year 1 efforts against the Returning Country priority principally focused on maintaining our business-as-usual services while conducting the necessary research to inform action in the future years.

We acquired and returned eight properties³ via *Our Country Our Future* (OCOF) - our chief funding program for returning Country to First Nations people.

As previously planned, we also progressed the divestment of the Yulara land and exit from the operations at Ayers Rock Resort.

Our exit from agribusinesses also moved forward with the divestment of our subsidiary Primary Partners Pty Ltd and the transfer of its remaining agribusiness - Roebuck Export Depot - to the Yawuru people's Nyamba Buru Yawuru Limited.

We also:

- commenced a review of the OCOF program to identify opportunities to create a more fit-for-purpose funding system with a greater focus on self-determination and equity for First Nations people; review findings are expected in 2025 and will inform changes to the program
- internally reviewed the status of 46 properties we hold, now finalising a national plan to ramp up our efforts to divest these properties over the next four years
- completed substantial internal research to develop an 'Access to Country' framework that will allow us to better prioritise our service to support the return of Country to nations with no or limited access to their Country; the framework will become operational in Year 2 when it will guide the prioritisation and assessment of acquisition and management projects.

We made limited progress prioritising the acquisition of and access to water and water-related rights, instead focusing on preparing a strategic approach to engaging with the water sector via the Sector Leadership Strategic Priority.

It is expected we will develop a four year water acquisition plan in Year 2.

NILSS commitment <i>What we will do statements in the NILSS</i>	Contributing actions	Overall progress
Ramp up divestment of existing ILSC-held properties including exiting operations	1.1, 1.2, 1.3, 1.4	●●●●●
Prioritise acquisition of and access to water and water-related rights	1.2, 1.5, 3.2	●●●●●
Prioritise acquisition of and access to Country for nations with no or limited access to their Country	1.2, 1.5	●●●●●
Identify and pursue alternative ways to increase Indigenous rights, interests, and self-determination over Country	1.2, 1.5	●●●●●
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	5.2	●●●●●

Actions		Due	Status ¹
1.1	Complete a strategic review of all ILSC held Country (46 locations) and develop a national plan for divestment by 2028	June 2024	BEHIND <i>(extended to Sept 24)</i>
1.2	Return at least eight interests (land, water or related rights) to First Nations peoples	June 2024	COMPLETE
1.3	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	June 2025	ON TRACK
1.4	Progress the divestment of ILSC agriculture assets - Extend the lease for Gunbalanya Station and Gunbalanya Meatworks (NT) - Progress divestment of Roebuck Export Depot (WA) through a share sale	June 2024	BEHIND <i>(extended to Dec 24)</i>
1.5	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
1.6	Acquire at least five interests (land, water or related rights) through <i>Our Country Our Future</i> and provide associated support as required	June 2024	COMPLETE

3. Details can be found within the ILSC Annual Report 2023-24 and many of the OCOF projects that commenced in Year 1 are also profiled in our Returning and Managing Country 2023-24 publication.

¹ as at 30 June 2024

Managing Country

Grow Indigenous-led initiatives on Country

Our Year 1 efforts to progress our Managing Country priority focused 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 collected 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 1 saw 116 active acquisition and management projects⁴ underway, along with nine through our subsidiaries.

The OCOF program review, which commenced in Year 1, will look at how we can better align our chief funding service for managing Country with the needs of First Nations people. Changes are anticipated to roll out in 2025.

Through our work under the Sector Leadership priority, we also commenced building our understanding of the barriers and systems that limit Indigenous success in managing Country and the changes that First Nations people want to see. Our engagement and outreach efforts to progress this commitment will increase in Year 2.

Finally, we conducted a high-level, desktop review of the key threats to the 236 properties granted by the ILSC since inception, along with the 45 properties⁵ we currently hold.

We considered how we can mitigate the threats to those properties in the short term and will develop and trial a toolkit to support capacity development and sustainable management of Country in 2025.

NILSS commitment <i>What we will do statements in the NILSS</i>	Contributing actions	Overall progress
Support Indigenous people to drive systems change and remove barriers that limit success in managing Country and restrict self-determination over Country	2.2, 2.3, 2.4, 2.5, 2.6, 3.3	● ● ● ● ●
Improve our management service to provide access to the skills, knowledge, resources, partners, and funding required to sustainably manage Country	5.2	● ● ● ● ●
Identify and address key threats to ILSC-held and granted Country	2.1	● ● ● ● ●

Actions	Due	Status ¹
2.1 Complete a review of all ILSC-held and granted properties and develop a plan to address key threats and support new opportunities	June 2024	COMPLETE
2.2 Deliver the Savanna Fire Management Program – 5 groups supported – 1 group transitioned to an ongoing sustainable enterprise – Investigate new groups to support	June 2024	COMPLETE
2.3 Consult with Birriman-gan native title holders about decision making and establish a working group to progress to next phase	June 2024	BEHIND (extended to Sept 24)
2.4 Ensure the ILSC fulfills its statutory requirements as an agent PBC	Ongoing	ON TRACK
2.5 Deliver the Real Jobs Program (RJP) – 100 Indigenous people employed through the program in the Indigenous agribusiness, tourism, and land management sectors in the Northern Territory – Assist RJP host organisations to identify and strategically address key threats to Country through development of Annual Project Plans (12)	June 2024	COMPLETE
2.6 Support at least 120 projects through <i>Our Country Our Future</i> and provide associated support as required	June 2024	COMPLETE

¹ as at 30 June 2024

4. Details can be found within the ILSC Annual Report 2023-24 and many of the OCOF projects that commenced in Year 1 are also profiled in our *Returning and Managing Country 2023-24* publication.

5. Reduction in the number of properties reported on page 08 reflects the divestment of a property when this review took place.

Sector Leadership

Increase Indigenous influence on priority sectors

In February 2024, we established a new Sector Leadership team within the ILSC dedicated to driving Indigenous leadership and influence on five priority sectors:

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

In Year 1, specialist consultants were engaged for each sector to review opportunities and the needs of First Nations people. We consulted with key Indigenous stakeholders to review and refine emerging recommendations.

Sector-specific recommendations as well as recommendations common across all sectors – such as the need for better targeted information and support to access specialist advice – were referred to the Board for its August 2024 meeting.

During the year the team also worked to support sector leadership through sponsorship of, and running a workshop at the First Nations Renewable Energy Conference; sponsoring the Federation of Victorian Traditional Owner Corporations to hold an information and strategy development session on renewables; presenting at the Carbon Market Institute's Practitioners Forum; and assisting the Indigenous Carbon Industry Network in policy analysis and event planning.

NILSS commitment <i>What we will do statements in the NILSS</i>	Contributing actions	Overall progress
Identify and regularly review target sectors to focus our effort and maximise impact	3.2, 3.3	● ○ ○ ○ ○
Elevate and amplify Indigenous leaders, organisations, and initiatives rather than lead ourselves	3.2, 3.3	● ● ○ ○ ○
Facilitate access to the skills, knowledge, resources, partners, funding and connections required to become sector leaders and increase sector participation	3.2, 3.3	● ● ○ ○ ○

	Actions	Due	Status ¹
3.1	Establish a new, dedicated ILSC team to lead this priority	Jan 2024	COMPLETE
3.2	Develop a draft strategic approach for each sector that guides ILSC action over the next 4 years to drive progress at scale	June 2024	BEHIND <i>(extended to Sept 24)</i>
3.3	To support strategy development, consult with key stakeholders in each sector to better understand the needs, opportunities, and the desired role of the ILSC	June 2024	COMPLETE

¹ as at 30 June 2024

Meaningful Connection

Build beneficial partnerships

Year 1 largely focused on initial discovery with our First Nations partners to inform key commitments; consultation on our Regional Indigenous Land and Sea Strategies (RILSS) 2024-28; and business-as-usual engagement with Indigenous, government and industry partners.

This occurred while we started making the internal systems, processes and governance changes necessary for us to deliver on the NILSS.

The NILSS commits us to ‘ensure community consultation and the voices of Indigenous people drive everything we do’ - and this is where we will start to guide our delivery of the other commitments.

In Year 2 we expect to formally reshape our engagement efforts as an agency and extend our outreach and engagement with First Nations people.

A dedicated, Indigenous-identified position has been created to support this process and to ensure we engage in a culturally-appropriate way; this role will be in place in Year 2.

Meanwhile, Year 1 highlights included:

- delivery of our three RILSS – for our Western, Central and Eastern regions – each informed by targeted consultation with key stakeholders in late 2023 and highlighting regional opportunities aligned with the NILSS Strategic Priorities and commitments; they are available at www.ilsc.gov.au/rilss
- our presence at key industry and community events including the Australian Institute of Aboriginal and Torres Strait Islander Studies Summit, NAIDOC Week and National Reconciliation Week
- 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)
- the development of a Communications Plan to help increase community awareness of the ILSC, better amplify Indigenous voices, and share the work of our partners with a broad audience.

NILSS commitment <i>What we will do</i> statements in the NILSS	Contributing actions	Overall progress
Ensure community consultation and the voices of Indigenous people drive everything we do	4.1, 4.2, 4.3, 3.3, 6.3	●●●●●
Change our partnership approach to be more culturally appropriate and encourage others to adopt similar practices	4.2, 4.4	●●●●●
Where requested, champion the interests, priorities, and perspectives of Indigenous people into government and relevant sectors	4.5	●●●●●
Work with government agencies to reduce duplication, align effort and make it easier to access services or information	4.5	●●●●●
Establish, maintain and/or strengthen partnerships with relevant partners and, where desired, improve access to these partners	4.4	●●●●●
Increase community awareness of the ILSC’s role and services and improve the community’s access to us	4.2, 4.3	●●●●●

	Actions	Due	Status ¹
4.1	Develop the Regional Indigenous Land and Sea Strategies (RILSS) in consultation with community and release the RILSS by December	Dec 2023	COMPLETE
4.2	Develop culturally appropriate engagement practice that enables the ILSC to be driven by stakeholder voices <ul style="list-style-type: none"> – Establish a communication strategy – Establish engagement principles – Establish an improved Customer Relationship Management System 	Dec 2024	ON TRACK
4.3	Increase our presence on Country, including attending regional events and forums that focus on the return and management of Country	June 2028	ON TRACK
4.4	Continue to work with partners to identify opportunities, leverage ILSC investment and generate benefits for Indigenous people	June 2028	ON TRACK
4.5	Work with government partners through interagency relationships and policy partnerships to align effort	June 2028	ON TRACK

¹ as at 30 June 2024

Excellent Service

Provide high-quality services

The Excellent Service priority is firmly focused on how we do business.

If we are to create a better service experience for Indigenous organisations and our partners, and deliver the commitments we made in the NILSS, we need to consider our internal governance, systems and processes.

As the Year 1 actions show, we have initiated reviews to:

- the ILSC mandate, to consider if any legislative changes are needed (e.g. to extend our funding to better support peak Indigenous bodies who don't own Country); due to resourcing issues, this review will continue into Year 2 with the outcomes expected to identify any opportunities to update our mandate to better meet the needs of Indigenous organisations
- the *Our Country Our Future* (OCOF) program, to consider our delivery mechanisms and the actions we need to take to establish a more fit-for-purpose program for returning and managing Country that is aligned to what we heard through the community consultation
- our corporate services and processes – initially workforce development, finance, digital capability and risk – to support better efficiency, improve the capability of our staff, and free up staff time to focus on the things that matter most.

We have also established the NILSS Steering Committee which will maintain oversight and responsibility for the NILSS. And we have introduced a new performance and assessment approach (see page 22) that will set up our continuous improvement processes and monitor, not just what we're doing, but how well we're doing it.

From Year 2, the NILSS Steering Committee will monitor the delivery of the Annual Action Plan; assist with addressing any delivery issues; and oversee our continuous improvement processes.

NILSS commitment <i>What we will do</i> statements in the NILSS	Contributing actions	Overall progress
Seek to broaden our mandate to be more responsive to a wider range of needs	5.1	● ● ● ● ●
Continuously review, improve, cease, or establish new services to meet the variable needs of Indigenous organisations and ensure equitable access	5.2, 5.3, 5.5, 5.6, 5.7, 5.8	● ● ● ● ●
Embed a focus on self-determination and equity across our operations and promote this more broadly	6.1	● ● ● ● ●
Be accountable to Indigenous people and improve how we share information about our activities, decisions, and progress	5.3, 5.8	● ● ● ● ●
Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the NILSS goals	5.4, 5.8	● ● ● ● ●

Actions	Due	Status ¹
5.1 Review the ILSC mandate and funding to better match contemporary aspirations and needs	June 2024	BEHIND (extended to June 25)
5.2 Review the <i>Our Country Our Future</i> program to develop more fit-for-purpose services	Dec 2024	BEHIND (extended to Mar 25)
5.3 Establish and realign internal governance, accountability, performance and reporting to support delivery of the NILSS	June 2026	ON TRACK
5.4 Build and maintain an engaged workforce across the ILSC, capable, enabled and motivated to deliver upon NILSS – Develop a relevant Performance Development Program – Develop a Health and Wellbeing Strategy	June 2024	COMPLETE
5.5 Benefit our stakeholders by generating financial efficiencies and savings – Commence foundational design of an updated financial system – Review and update procure to pay processes	June 2024	COMPLETE
5.6 Improve the service experience of our stakeholders by continuously improving the ILSC's digital capability – Upgrade contract processes and system – Implement analytics and automation strategies	June 2024	SUPERSEDED
5.7 Embed the ILSC Enterprise Risk Management Framework (ERM) into relevant internal processes and systems to enable consistency in risk decision making	June 2025	ON TRACK
5.8 Develop and pilot an extended ILSC Performance Framework to enable consistent internal performance monitoring, evaluation and reporting and drive continuous improvement processes	June 2024	COMPLETE

¹ as at 30 June 2024

Cultural Leadership

Step up as a culturally capable leader

If we are to provide an 'Excellent Service', we must ensure that our organisation is one that is culturally capable and leads by example.

Year 1 focused on a combination of foundational work to understand what we need to do to embed the NILSS Guiding Principles through our operations, alongside the implementation of our Indigenous Employment Strategy (IES) 2023-28.

To be delivered alongside the NILSS, the IES contains actions that will position the ILSC as an employer of choice for Indigenous talent and build and maintain a culturally-capable workforce.

In Year 1, the IES was allocated a dedicated budget and an ongoing, Indigenous-identified position was established to lead its implementation.

Other IES highlights included continued support for Indigenous employees to attend conferences and events that provide for cultural and professional enrichment; support for local offices to participate in key events including National Reconciliation Week and NAIDOC Week; enhanced cultural safety messaging on our website; and the inclusion of traditional names of Country and cities on our individual email signatures.

Meanwhile, we are well progressed in our next Reconciliation Action Plan (RAP) journey with the ILSC Innovate RAP 2024-26 drafted and in final review stages with Reconciliation Australia.

We are also in the early stages of developing our Indigenous Evaluation Framework which will ensure that we incorporate and increasingly centre Indigenous perspectives, priorities, knowledge and preferences in all external planning, evaluation, and reporting processes involving Indigenous Australians.

In future years, we will share our learnings on our efforts to become a more culturally-capable organisation.

NILSS commitment <i>What we will do statements in the NILSS</i>	Contributing actions	Overall progress
Make our way of working more culturally appropriate with a focus on implementing the guiding principles across all aspects of the ILSC	6.1, 6.2, 6.3, 5.2	●●●●●
Enhance the cultural capability of all staff	6.2	●●●●●
Transform the ILSC into an employer of choice for Indigenous people	6.2	●●●●●
Change the way we measure and report success to incorporate more culturally appropriate approaches	6.3	●●●●●
Share our learnings and encourage others to adopt culturally appropriate ways of working	N/A Year 1	●●●●●

Actions	Due	Status ¹
6.1 Review ILSC policies, processes and operations to align to the NILSS guiding principles of self-determination, caring for Country and partnership	Dec 2024	BEHIND (extended to June 25)
6.2 Build and maintain a working environment that prioritises Indigenous employment and development opportunities, cultural safety, inclusion, and appreciation – Develop a Reconciliation Action Plan – Implement the Indigenous Employment Strategy	June 2024	BEHIND (extended to Dec 24)
6.3 Develop culturally-appropriate evaluation practise – Support Indigenous proponent-led evaluations – Form an Indigenous Advisory Panel to direct the development of an Indigenous Evaluation Framework	June 2024	BEHIND (extended to June 25)

¹ as at 30 June 2024

How well we are doing

The majority of this report tells us *what we did* in Year 1 – but it’s important we are also *doing those things well*.

Developing an internally-focused performance assessment approach is a key action against the NILSS Strategic Priority of *Excellent Service*.

To enable measurement against this priority, we have extended the ‘value for money’ (VfM) evaluation approach which underpins our performance framework to consider the equity, efficiency, effectiveness and economy of the ILSC’s internal operations⁶.

In June 2024, an initial pilot survey was completed by all ILSC staff which established clear expectations of what ‘excellent service’ looks like for the ILSC, as well as an objective benchmark from which to improve.

Staff considered whether their team was performing to the following standards – **Underperforming, Emerging, Establishing, Embedding, or Enhancing** – against a series of criteria that collectively describe ‘what good looks like’ for the ILSC.

Repeated annually, the process will lead to a greater understanding how all ILSC teams are connected to delivering the NILSS, what we are doing well, and where we need to do better.

Continuous improvement actions identified through the survey will be incorporated into the annual NILSS planning cycle to ‘close the loop’.

The aggregated pilot results across the teams are shown on page 21.

<p>Efficiency <i>Teams are doing the right things in the right way, adaptive and enabling other teams and stakeholders</i></p>	68% of planned NILSS actions were On Track or Complete	
	Team priorities are progressing on time and on budget with reasonable exceptions and in accordance with processes and procedures to ensure quality and reduced delays.	Embedding
	Resource allocation and decision-making is considered generally transparent and appropriate; equity, strategy, risk and compliance are balanced but some improvements are needed.	Embedding
	Shared progress, responsibility and success is usually actively facilitated internally by teams; culturally appropriate external relationships and reducing administrative burden for stakeholders are high priorities.	Embedding to establishing
	Continuous improvement culture is starting to be demonstrated, with active consideration of emerging needs, risks, problems and opportunities.	Establishing
<p>Effectiveness <i>Teams are growing internal and external value and achieving intended outcomes</i></p>	Objectives are generally achieved by teams and other teams are enabled at the same time, with minor exceptions. Decisions are generally evidence-based, within the risk threshold, reflect recommendations and are consistent, replicable and justifiable.	Embedding to establishing
<p>Equity <i>Teams are inclusive and address disadvantage</i></p>	Guidelines, processes and policies are being reviewed to incorporate anti-discriminatory/equity considerations and to remove barriers. Teams are actively contributing to creating a workplace that is inclusive and equity-focused.	Establishing
<p>Economy <i>Teams are good stewards of resources</i></p>	Decision-making is well-aligned to Strategic Priorities, considers the value of the work relative to funding and procedures are generally followed.	Establishing

6. See the Annual Report 2023-24 and our Returning and Managing Country 2023-24 publication for a fuller picture of our 2023-24 performance.



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The **ILSC GROUP**

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