



Australian Government  
Indigenous Land and Sea Corporation



The ILSC GROUP

PEOPLE. COUNTRY. OPPORTUNITY.

# innovate

Reconciliation Action Plan

October 2024 – October 2026



RECONCILIATION  
ACTION PLAN

INNOVATE



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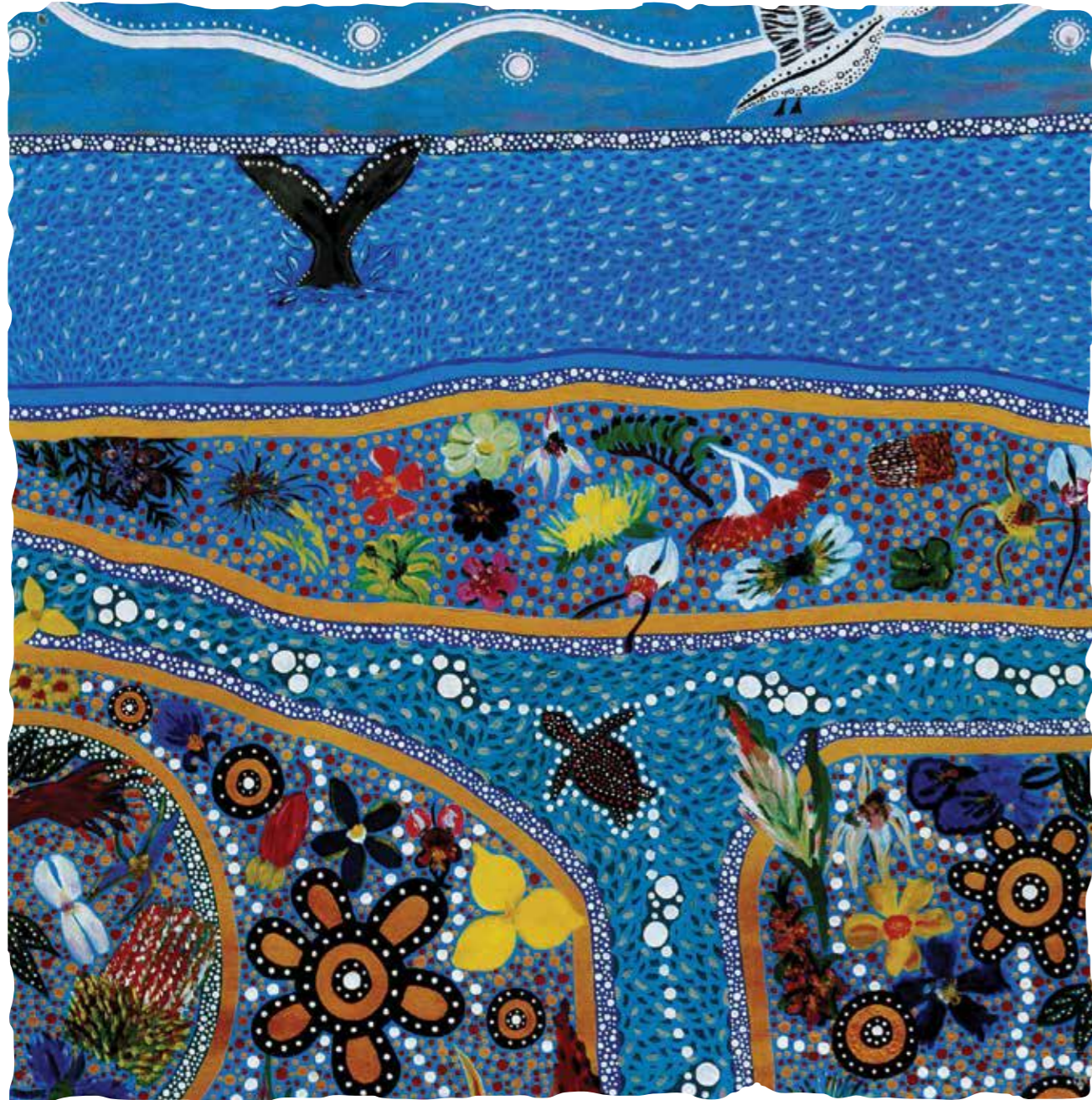
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Bruny Island, site of Tasmania's first commercial Aboriginal fishery, Palawa Country, Tas

Image credit: Takver from Australia, CC BY-SA 2.0 via Wikimedia Commons

IN ALL OUR ACTIVITIES THE ILSC PAYS RESPECT TO THE TRADITIONAL OWNERS AND CUSTODIANS OF THE LANDS AND WATERS ON WHICH WE WORK. WE HONOUR THE RESILIENCE AND CONTINUING CONNECTION TO COUNTRY, CULTURE AND COMMUNITY OF ALL ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE ACROSS AUSTRALIA.

WE RECOGNISE THE DECISIONS WE MAKE TODAY WILL IMPACT THE LIVES OF GENERATIONS TO COME.



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

## OUR RAP ARTWORK

Our RAP artwork is based on a painting – *Spiritual connection between Country, Sea and our People 2022*. The artwork came out of Cultural Awareness Training delivered by Sister Kate's Home Kids Aboriginal Corporation to ILSC staff in the Western Division Office on Noongar Boodja Country. This creative space for artistic, cultural and creative expression produced a painting that depicts the importance of caring for Country (Boodja) including Sea (Wardarn) and Community (Moortang).

Sister Kate's Home Kids Aboriginal Corporation gifted the painting to the ILSC at a ceremony to celebrate the ILSC's approval to divest the 'Bush Block' to the corporation. The Bush Block is a two-hectare parcel of land in south-east Perth where stolen Aboriginal children could briefly reunite with their visiting parents. The ILSC has also provided funding to commence turning the Bush Block into a place of healing for the stolen generations.



## 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/or 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.

# OUR RECONCILIATION VISION

A nation where Aboriginal and Torres Strait Islander peoples and the broader Australian community participate equally in society and equitably enjoy the benefits the nation has to offer.

## A MESSAGE FROM OUR BOARD AND CEO

Welcome to the Indigenous Land and Sea Corporation's (ILSC) Innovate Reconciliation Action Plan, our public commitment to continuing our reconciliation journey with our First Nations' stakeholders, and our action plan to keep our organisation motivated, transparent and accountable.

For nearly 30 years, we have been one of Australia's foremost bodies operating on behalf of all Aboriginal and Torres Strait Islander peoples, returning land and water Country to the nation's first inhabitants.

Our very existence is an outcome of Australia's reconciliation movement (see *Our business*).

Reconciliation Australia states "reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians."

Our Innovate RAP is being released at a time when Australia is still coming to terms with the result of the Voice to Parliament Referendum; many are processing the outcome and pondering the potential next steps in achieving reconciliation and a fulfilling future for all Australians.

As an organisation, through the return of Country, we have been delivering positive outcomes for Aboriginal and Torres Strait Islander peoples since 1995.

This will not change.

We remain resolute in our commitment to serve First Nations peoples across the country; to amplify their voices; and to return land and water so that they can enjoy the economic, cultural, environmental, and social benefits that come from the ownership and management of Country.

We are committed to playing our part in the journey towards reconciliation and being a valuable partner of Australia's first peoples as they determine their own futures.

At the heart of our work is a belief that Aboriginal and Torres Strait Islander peoples must have agency over their Country and futures, and our work is driven by a deep respect and valuing of their experiences, perspectives and cultures.

We therefore see the release of our Reconciliation Action Plan as an important opportunity to strongly and publicly reaffirm our commitment to continuing our reconciliation journey with our First Nations' partners; to reaffirming our existing bonds; and to developing and strengthening new ones.

Its release comes soon after the launch of two other important pieces of our roadmap:

- the National Indigenous Land and Sea Strategy 2023-28, which is informed by our largest ever nation-wide effort to listen to Aboriginal and Torres Strait Islander peoples' aspirations for Country and thoughts on the current and future role of the ILSC
- our Indigenous Employment Strategy 2023-28, which positions the ILSC as an employer of choice for Indigenous talent and ensures we have a skilled and culturally-capable workforce.

Together, these three documents will be our guiding light in times that, for many of our stakeholders and staff, feel uncertain.

Through this Innovate RAP we will continue to listen to our First Nations' partners and act on their behalf.



**Ian Hamm**  
Chair, ILSC Board  
Yorta Yorta



**Joe Morrison**  
Group Chief Executive Officer  
Dagoman/Mualgal

# A MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends Indigenous Land and Sea Corporation on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Indigenous Land and Sea Corporation continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Indigenous Land and Sea Corporation will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Indigenous Land and Sea Corporation using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Indigenous Land and Sea Corporation to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Indigenous Land and Sea Corporation will ensure shared and cooperative success in the long-term.

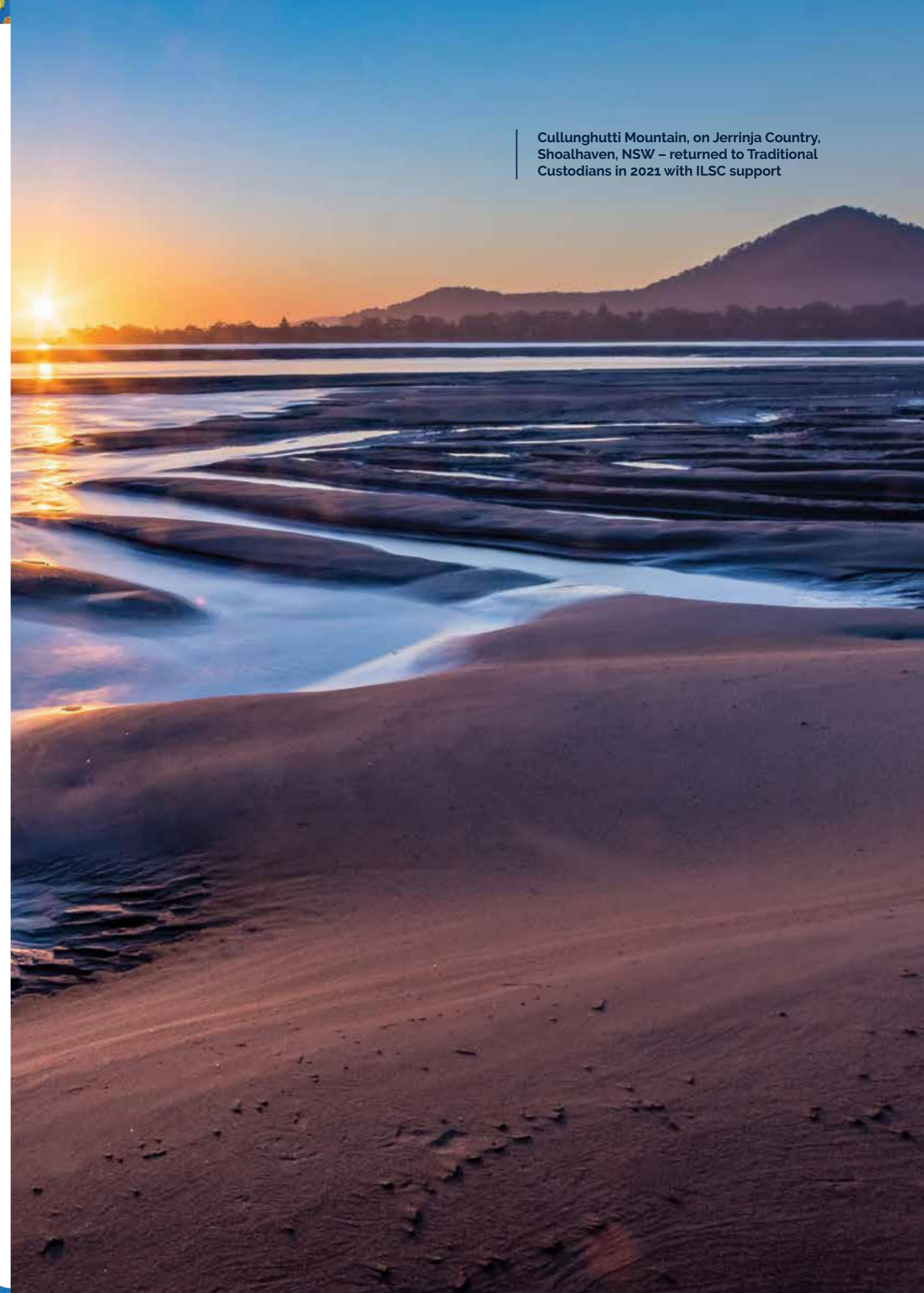
Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Indigenous Land and Sea Corporation's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Indigenous Land and Sea Corporation on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
CEO, Reconciliation  
Australia

Cullunghutti Mountain, on Jerrinja Country, Shoalhaven, NSW – returned to Traditional Custodians in 2021 with ILSC support



# OUR BUSINESS: HELPING RECONCILE THE WRONGS OF THE PAST

We are proud that over three quarters of the land and water assets that we have purchased are now under the care and control of an Indigenous title holder.

The ILSC, by its very genesis, is an instrument of reconciliation.

We were established in 1995 following two significant reconciliation landmarks:

- the 1992 Mabo judgment, which recognised Aboriginal and Torres Strait Islander peoples' traditional title to Country – 'native title' – was never extinguished at British colonisation
- the subsequent *Native Title Act 1993*, which provided a national framework for the recognition and protection of native title, along with a 'Land Fund', money intended for Aboriginal and Torres Strait Islander peoples as partial compensation for their dispossession.

The ILSC would become the custodian of those funds, holding them in trust for Aboriginal and Torres Strait Islander peoples and to provide for their contemporary and future land needs, particularly those unlikely to benefit from native title or land rights.

Ever since, through our two main functions of 'Returning Country' and 'Managing Country', our work has been redressing, in some part, the dispossession of Indigenous land, salt water and freshwater Country, and moving some way to reconciling the wrongs of the past.

We are proud that, through our work, First Nations people are generating significant social, cultural, economic and environmental capital that will continue to deliver for future generations.

## RETURNING COUNTRY

Since 1995, we have been using our funding to buy Country to give back to Aboriginal and Torres Strait Islander people. The return of Country – whether it be through the purchase of a large pastoral lease or a building in an urban or regional centre – is an intensely emotional experience. The financial security inherent in ownership of Country can often lead to the development or expansion of enterprises, improved Indigenous employment, strengthened communities and cultural practices, and better protection of Country.

## MANAGING COUNTRY

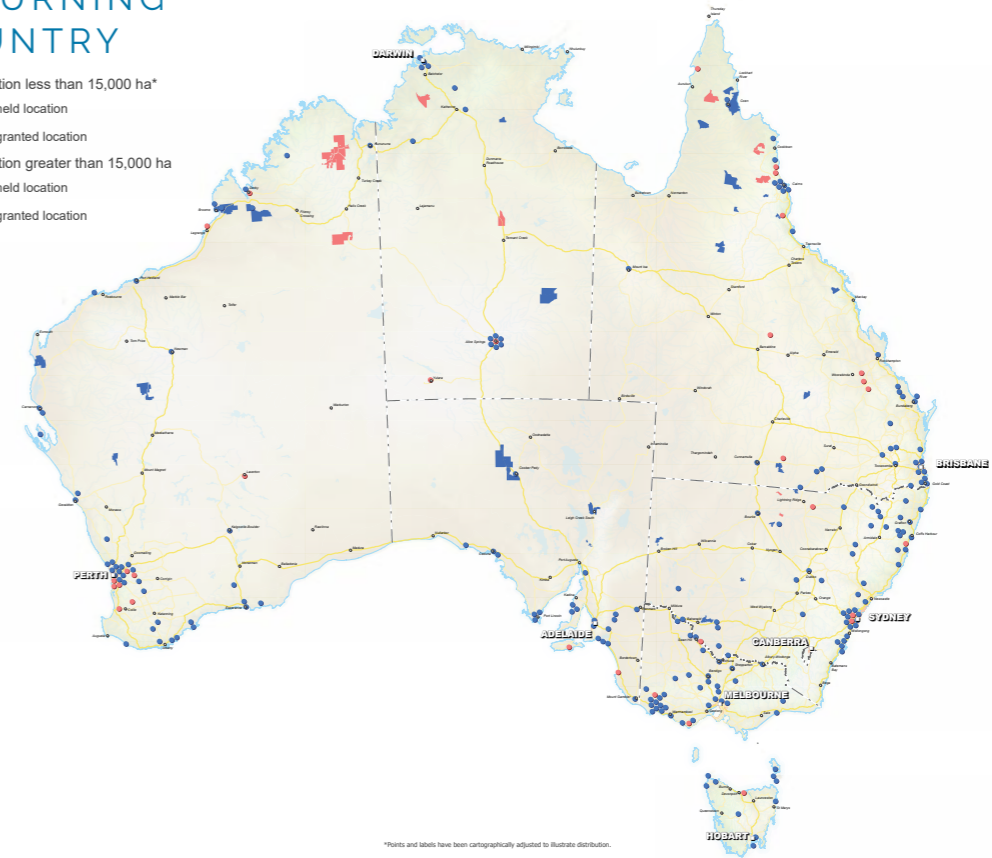
Since 1995, we have also assisted Aboriginal and Torres Strait Islander people to manage their assets and realise their aspirations by investing in management projects – from kindergartens, schools and childcare to aged care, social enterprises, community gardens; art and cultural centres; farming equipment; solar panels; and numerous business cases and feasibility studies.

Often involving smaller investments, these projects can lead to big things.

Funds for a tractor, for example, can deliver greater productivity from an agricultural enterprise which in turn leads to revenue which can be driven back into a business. Likewise, a simple investment in solar panels can both deliver on sustainability goals and drive down electricity costs freeing up precious funds for re-investment and business growth.

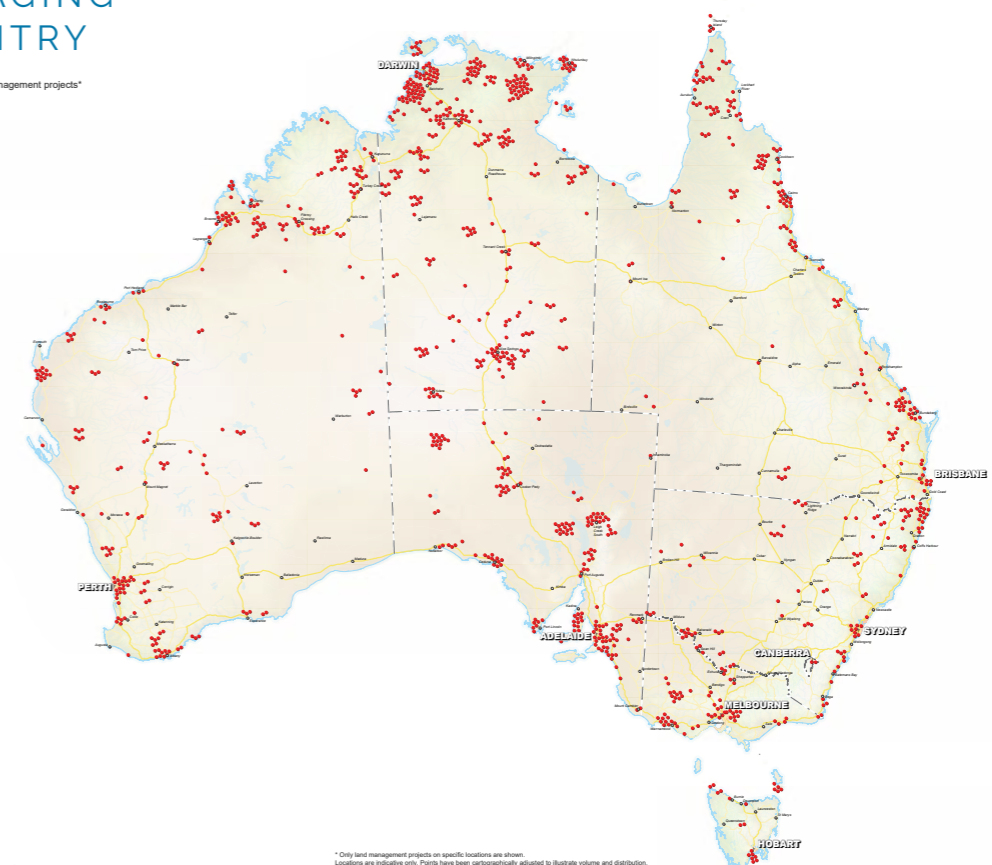
## RETURNING COUNTRY

- ILSC acquisition less than 15,000 ha\*
  - ILSC held location
  - ILSC granted location
- ILSC acquisition greater than 15,000 ha
  - ILSC held location
  - ILSC granted location



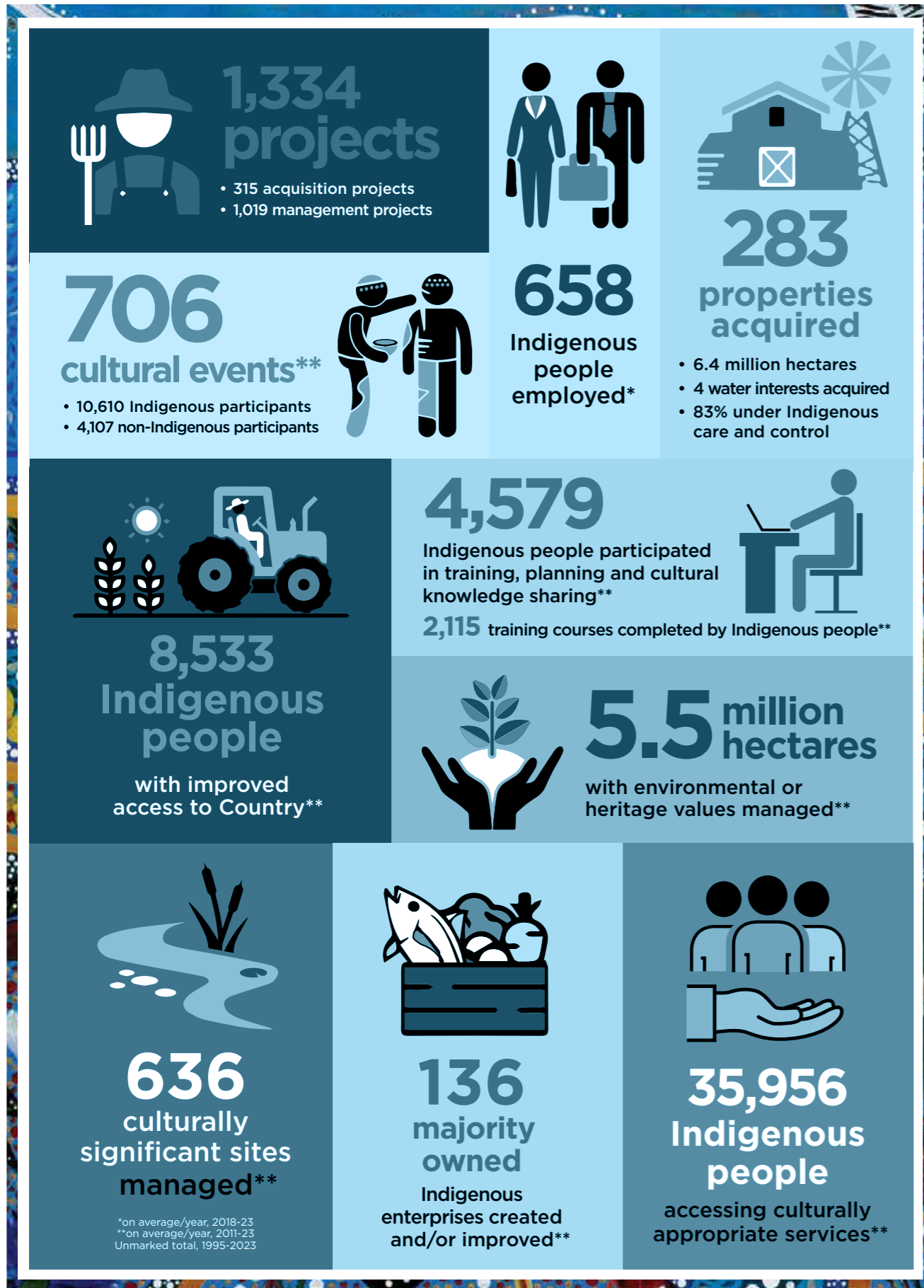
## MANAGING COUNTRY

- Location of funded management projects\*



Based on data January 2024

\* Only land management projects on specific locations are shown. Locations are indicative only. Points have been cartographically adjusted to illustrate volume and distribution.



## OUR RAP SCOPE

This Reconciliation Action Plan covers the operations of our core ILSC business (see *Our Reach*).

At the time of publication, in addition to our core business, the ILSC wholly owns three subsidiaries in the tourism and agribusiness sectors – Voyages Indigenous Tourism Australia Pty Ltd, National Centre for Indigenous Excellence Ltd and ILSC Employment Pty Ltd – which all contribute a range of benefits to Aboriginal and Torres Strait Islander peoples.

Consistent with ILSC Board direction and the National Indigenous Land and Sea Strategy 2023-28, we are currently transitioning from acting as an owner-operator of enterprises and ramping up divestment of our subsidiaries and ILSC-held properties.

Throughout this process, we are committed to working with Aboriginal and Torres Strait Islander landowners to ensure that these assets continue to generate economic, environmental, social and cultural capital for First Nations peoples, and build their active control over Country.

## OUR REACH

The ILSC's core operations have a national footprint. Our offices are located in Tarndanya (Adelaide), Meanjin (Brisbane), and Boorloo (Perth), with staff also located in Naarm (Melbourne), Garmalang (Darwin), Ngambri (Canberra), Mparntwe (Alice Springs), and Gundaroo, NSW.

At 31 July 2024, 25 (22 per cent) of our staff were Aboriginal and/or Torres Strait Islander. A review of Indigenous employment numbers, trends and targets is a key focus area for the ILSC's Indigenous Employment Strategy (see case study) in seeking to both increase Indigenous employment and reduce Indigenous staff turnover.

Our primary funding vehicle for returning and managing Country – *Our Country Our Future* – is delivered through partnerships with Aboriginal and Torres Strait Islander groups and is active in all states and territories.

We also maintain two funded programs in the Northern Territory that drive economic, cultural, environmental, and social returns to Aboriginal and/or Torres Strait Islander peoples:

- The Real Jobs Program (Alice Springs) provides employment pathways for Aboriginal people in land management, tourism and agribusiness.
- The Savanna Fire Management Program (Darwin) supports new carbon projects on Indigenous-held land.

In both cases, the ILSC's specific skills, scope and scale make us a partner of choice for both our First Nations' partners and government funding bodies.

In carrying out our core business, 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.

'Meaningful connection' is therefore one of our new strategic priorities, central to delivering our National Indigenous Land and Sea Strategy.

# OUR RECONCILIATION JOURNEY



Ngurupai (Horn Island), Kaurareg Country, Torres Strait Islands

Image credit: Evey Temple-Bree

The ILSC's first step on our formal reconciliation journey was an Innovate RAP developed by a RAP Working Group for the years 2015 to 2018.

It was underpinned by three principles:

- Continue to build **relationships** with Aboriginal and Torres Strait Islander people.
- Maintain **respect** for the diversity of ideas, backgrounds and cultures of Indigenous peoples, our employees, and other stakeholders.
- Provide **opportunities** for the ILSC's Aboriginal and Torres Strait Islander employees.

Aligned to these principles, over its first RAP journey the ILSC has:

## RELATIONSHIPS

- maintained a RAP Working Group with oversight over the RAP 2015-18 actions and the development of this 'Innovate' RAP 2024-26, with regular status updates at quarterly Indigenous Consultative Group meetings
- continued to actively support staff participation in Aboriginal and Torres Strait Islander peoples' celebrations (e.g. National Reconciliation Week, NAIDOC Week), with all staff encouraged to take a leave day to attend NAIDOC Week events
- participated in key Aboriginal and Torres Strait Islander peoples' forums including the National Native Title/AIATSIS Conference and Garma Festival, and most recently sponsoring consecutive AIATSIS Conferences (2021-23)
- through our day-to-day operations, established 366 partnerships with Aboriginal and Torres Strait Islander organisations from 2015-24

## RESPECT

- conducted our largest ever consultation with First Nations people across Australia – over 400 people and over 50 face-to-face and online sessions – to consider the ILSC's role and inform the development of our National Indigenous Land and Sea Strategy 2023-28
- formalised our desire to be 'cultural leaders' as a strategic priority in our National Indigenous Land and Sea Strategy 2023-28, so that we may continue to enhance the cultural capability of all our staff and ensure that we are working in culturally appropriate ways
- embedded cultural awareness in our day-to-day operations, currently holding formal training for new employees every six months and refresher courses every two years
- continued to recognise Traditional Owners at the beginning of significant meetings/events, including issuing formal 'Welcome to Country' invitations as part of the face-to-face NILSS consultation meetings
- continued to reflect Indigenous culture in our offices through the display of Aboriginal and Torres Strait Islander art, and access to Indigenous media including the Koori Mail and National Indigenous Times

## OPPORTUNITIES

- developed our Indigenous Employment Strategy (see case study) which is guiding us to build a strong, valued and respected Indigenous workforce
- continued to support Aboriginal and Torres Strait Islander peoples' employment and career progression including through traineeships, cadetships, study assistance and the Indigenous Consultative Group
- developed our Aboriginal and Torres Strait Islander peoples' Procurement Policy which prioritises support for First Nations' businesses – 243 Indigenous businesses have been supported since 2015
- continued to encourage all Aboriginal and Torres Strait Islander staff to utilise the Indigenous Consultative Group (see case study)
- continued to advertise all vacancies in Indigenous media; to include a targeted statement encouraging Indigenous applicants; and to include an Indigenous employee on our selection panels
- continued to contribute to Closing the Gap in our programs for Aboriginal and Torres Strait Islander peoples – our work aligns with all four priority reforms and one of the 17 outcome areas.



As can be seen, we have achieved much since delivering our first Innovate RAP.

However, there is a key area where we must do better.

Our RAP 2015-18 committed to better investing in and supporting our Aboriginal and Torres Strait Islander employees and we undertook to provide opportunities for Aboriginal and Torres Strait Islander peoples through cadetships, traineeships and scholarships, and to assist our First Nations' staff with developing career pathways.

During 2015-18 the ILSC supported trainees/cadets/internships with one cadet progressing to become a Project Officer and trainees becoming Administration Assistants, Project Officers, a Finance Officer, Policy Advisor and a Legal Counsel.

From 2019-20, these programs dropped off due to a change in how the ILSC accesses three-year external funding cycles supporting traineeships; the lack of a dedicated resource within the ILSC for overseeing trainees, cadets and internships; and COVID-19 also meant that our policies enabling work from home arrangements were no longer suitable for managing this program of work.

With our current Indigenous workforce at 22 per cent, we know we have considerable work to do if we are to reach our goal of 35 per cent Indigenous staff by 2028 – increased by five per cent on our previous RAP 2015-18 – and to become an employer of choice for Aboriginal and Torres Strait Islander people.

The release of our Indigenous Employment Strategy 2023-28 renews our commitment to building our Aboriginal and Torres Strait Islander workforce and the actions we have set out in this new RAP provide an additional lever.

In 2023 we created a new role – the Indigenous Employment and Engagement Advisor sitting within our People & Capability team – to oversee the implementation of the Indigenous Employment Strategy including cadetships, traineeships, internships and scholarships; the role was made permanent in April 2024 and will also be involved in delivery of the related RAP deliverables.

From 2019-20, maintaining our commitment to the RAP process also proved challenging; in addition to adjusting our operations to COVID-19, around this time the organisation experienced significant changes with a new Group Chief Executive Officer and new Board, and our focus had turned to setting a fresh new direction to our operations articulated in our National Indigenous Land and Sea Strategy 2023-28.

Importantly, implementation of this new RAP 2024-26 has been embedded in the actions of our new National Indigenous Land and Sea Strategy 2023-28 which guides the operations of all ILSC staff. Doing so galvanises our organisation's commitment to delivering this RAP, and provides us with a key, additional performance marker.



Willow Stanford (Jalay Jalay Dance Troupe) performs a Welcome Dance at the divestment ceremony for the Saltwater Freshwater Arts Alliance Aboriginal Corporation headquarters, Coffs Harbour, Gumbaynggirr Country, NSW

Image credit: Saltwater Freshwater Arts Alliance / And the Trees Photography

# CASE STUDY: Indigenous Consultative Group

For over 20 years, the ILSC's Indigenous Consultative Group (ICG) has been providing a formal voice for our Aboriginal and Torres Strait Islander employees.

The group ensures Aboriginal and Torres Strait Islander staff views are represented on workplace and workforce issues and changes, and supports First Nations employees to feel culturally safe within the workplace.

It also provides the ILSC with a valuable source of Indigenous expertise and perspectives which helps embed cultural inclusion capability and connectedness in the ILSC's business.

And the group is here to stay – having been uniquely and legally embedded in the ILSC's Enterprise Agreement since 2002.

Consisting of elected Indigenous representatives from various divisions/offices within the organisation, each ICG member meets regularly with the Aboriginal and Torres Strait Islander employees within their office, canvassing any view, concerns and issues to take to the formal meetings of the ICG.

The Group has been a champion of reconciliation and has used their collective voice to lead key initiatives.

In 2022, the ICG was behind the ILSC's decision to offer all staff the option to swap out the Invasion/Australia Day public holiday – a day many Aboriginal and Torres Strait Islander people see as cause for mourning rather than celebration – for another day.

Another initiative currently under consideration is the rotation of cultural awareness training providers from across the country to reflect the diversity of Indigenous experiences across Australia.

Members have also guided the organisation through the development of both our Reconciliation Actions Plans while supporting us to acknowledge and promote events like NAIDOC Week, National Reconciliation Week, and other cultural celebrations.

And the Group has been a key advocate of the Indigenous Employment Strategy – see case study – which further reinforces its role as the voice for Indigenous employees; and in guiding cultural inclusion and connectedness across the ILSC so that it becomes embedded in how we do business.



**Joe Morrison**  
Group Chief Executive Officer



**Paul Willaway**  
Western Division Operations Manager & ICG Chairperson



**Ray Lennox**  
Western Division General Manager & former ICG Chairperson



**Jacqueline Elwell**  
Western Division Project Advisor



**Damien Jacobsen**  
Eastern Division Project Advisor



**Tyson Rigney**  
Central Division Projects Officer – Strategic Projects



**Jacinta Siddall**  
Central Division Projects Advisor – Strategic Projects



**Simone Blacket**  
Payroll Officer



**Adam Jennings**  
Senior Indigenous Employment and Engagement Advisor



**Jo Taskas**  
Former Indigenous Engagement Coordinator & ICG member

# CASE STUDY: Indigenous Employment Strategy 2023-28

The ILSC is committed to attracting and retaining Aboriginal and Torres Strait Islander employees. 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.

In June 2023, we launched our Indigenous Employment Strategy (IES) to guide our efforts in providing a pathway for Indigenous leadership in the land and water sector. We identified the following objectives:

- **Attraction and Recruitment** – the ILSC is an employer of choice, where Indigenous Australians aspire to work, in a variety of roles and at all levels across the organisation.
- **Career Pathways and Opportunities** – the ILSC invests in and develops its Indigenous employees, providing pathways and opportunities for rewarding careers.
- **Retention** – through demonstrable support and recognition measures, the ILSC retains Indigenous talent, securing valuable Indigenous expertise, knowledge and perspectives for the mutual benefit of employees and the organisation.
- **Cultural Inclusion** – the ILSC creates a workplace that is culturally inclusive and safe for its Indigenous employees, where their wellbeing is paramount and where their cultural identity and perspectives are valued.
- **Leadership and Accountability** – achievement of this IES is supported by leadership, commitment, and accountability, and is informed by data and evidence.

The IES sets a goal of 35 per cent Indigenous staff by 2028 and introduces new initiatives for Aboriginal and Torres Strait Islander peoples' employment and career progression (e.g. mentoring, career development planning, secondments, leadership programs).

Our corresponding IES Action Plan 2023-28 – which includes strategies, actions and performance measures – has been mapped to both our National Indigenous Land and Sea Strategy and RAP (see Our RAP actions).

Alhalkere, Jodie Pitjara Kunoth, 2022 from Utopia homelands, NT – a new Utopia Art Centre received ILSC support in 2022-23

Image credit: Utopia Art Centre



# OUR NEW RAP 2024-26

The ILSC has undergone major changes in the last four years.

We have a new Board and ILSC Group CEO and, in June 2023, we launched our new National Indigenous Land and Sea Strategy (NILSS) 2023-28 and Indigenous Employment Strategy (IES) 2023-28.

Collectively, these are redefining our organisation, including our structure (see *Our RAP scope*) and operations. With staff invigorated by the fresh new direction, our commitment to reconciliation and improving the impact of our work for Aboriginal and Torres Strait Islander peoples is stronger than ever. And we recognise that now, more than ever, we must play our part in reconciliation.

This RAP was largely developed by a RAP Working Group (RWG) in 2019 which consisted of Indigenous and non-Indigenous staff at various levels.

Its finalisation was put on hold in 2020, in response to the organisational changes, COVID-19 impacts, and pending the outcomes of the NILSS community engagement process.

In late 2023, a temporary working group, including three First Nations' staff, was established to refresh the draft. Our role has been to remain faithful to the work of those RWG members before us, while ensuring the RAP's alignment with the NILSS 2023-28 and IES 2023-28, and adherence to current Reconciliation Australia processes. Its development included a period of whole-of-staff consultation.

Throughout its journey, there have been mainstays supporting the RAP development. Our RAP Champion has remained the ILSC's Executive Director Corporate, while the ILSC Group CEO and Indigenous Consultative Group (ICG) members – elected First Nations staff providing a formal voice for our Indigenous employees – have been keen advocates throughout the RAP development.

ICG members have provided invaluable input and guidance to the RAP Working Group, ensuring collaboration, commitment and accountability and we thank all members – past and present – for their contribution to this RAP.

The RAP's development has itself been a significant reconciliation activity, providing Indigenous staff with the opportunity to share their stories and aspirations for reconciliation to the ILSC Executive Team, while educating non-Indigenous staff on the essential contribution they can make to the reconciliation process.

During implementation of this RAP, the RAP Champion role will switch to the ILSC's Chief Operating Officer.

## ILSC Executive oversight

Joe Morrison <sup>#</sup>	Group Chief Executive Officer and Indigenous Consultative Group (ICG) Member
David Silcock	Executive Director Corporate / former RAP Champion (development)
Matt Salmon	Chief Operating Officer / RAP Champion (implementation)
Tori Kurtze	General Counsel

## Current RWG staff

Adam Jennings <sup>#</sup>	Senior Indigenous Employment and Engagement Advisor and RWG Chair
Ray Lennox <sup>#</sup>	General Manager (Western Division) and former ICG Chairperson
Paul Willaway <sup>#</sup>	Operations Manager and ICG Chairperson
Rebecca Hayden	General Manager, Policy, Strategy and Performance
Jennifer Hyde	Manager People and Capability
Jenny Barker	Senior Policy Advisor

## RWG staff involved in initial drafting

Jo Taskas <sup>#</sup>	Former Indigenous Engagement Coordinator and RWG Chair
Simone Blacket <sup>#</sup>	Administrative Officer
Anthony Piantadosi <sup>†</sup>	General Manager People and Capability
Tracey Buda <sup>#</sup>	Administrative Officer
Natasha Hazel <sup>†</sup>	Project Advisor
Clint Uink <sup>#</sup>	Project Officer and ICG Chairperson
Lisa O'Sullivan <sup>#</sup>	Senior Administrative Officer
Tricia Stroud <sup>#</sup>	Chief Operating Officer / former RWG Chair

<sup>#</sup>Indigenous Consultative Group Member

## OUR RAP ACTIONS

Reconciliation Australia identifies three core pillars for implementing reconciliation initiatives across our workplace – Relationships, Respect and Opportunities – and a set of corresponding actions and deliverables that we must commit to.

A fourth pillar – Governance and Reporting – keeps us accountable, ensuring that we turn our intentions into action and support the national reconciliation movement.

We have mapped our RAP actions and deliverables in the tables that follow.

The **bolded** deliverables are mandated by Reconciliation Australia; in some cases, they may have been slightly adapted to reflect the ILSC's environment or progress against these deliverables. Additional, unbolded deliverables under some actions reflect the ILSC's maturity in these areas and the desire to extend our reconciliation efforts.

### INTEGRATING OUR RAP ACTIONS INTO OUR CORE BUSINESS

Importantly, we have also aligned our RAP (and Indigenous Employment Strategy 2023-28) to our National Indigenous Land and Sea Strategy 2023-28.

Both are central to the NILSS strategic priority of Cultural leadership and underpin the following commitments:

- Enhance the cultural capability of all staff (RAP)
- Transform the ILSC into an employer of choice for Indigenous Australians (IES)

These commitments seek to shift our services, processes, internal culture, and external behaviour so that we are recognised as a culturally capable leader.

Delivery of the RAP – and Indigenous Employment Strategy – is incorporated in the annual NILSS action plans that all ILSC teams will use to guide their work to 2028.

Our People and Capability team maintains broad oversight over these strategies – but the responsibility for their delivery and making good on our promises, rests with all ILSC teams.

The NILSS is available on the ILSC website [www.ilsc.gov.au](http://www.ilsc.gov.au)

Boola Boornap Tree Farm seedlings ready for sale, Noongar Country, WA – received ILSC support for the purchase of new nursery equipment in 2021

Image credit: Jesse Collins





# RELATIONSHIPS

## OUR OBJECTIVE: CONTINUE TO BUILD STRONG RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Our partnerships with Aboriginal and Torres Strait Islander peoples are central to how we support Indigenous people and their aspirations for Country.

A guiding principle in our national strategy, developing and maintaining strong, respectful partnerships will ensure our organisation remains relevant, accessible, and accountable.

As a leading statutory Indigenous agency, we are in a unique position to be an equal partner and champion for Indigenous perspectives and priorities, to have direct input into government, and to connect and facilitate relationships with trusted industry partners.

<b>ACTION 1</b> Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations			
Deliverable	Timeline	Responsibility	
<b>1.1</b> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	December 2024	Lead: General Manager, Policy, Strategy & Performance	
<b>1.2</b> Develop and implement an Indigenous Engagement Strategy to work with Aboriginal and Torres Strait Islander stakeholders and organisations, setting out our standards for genuine and ethical engagement	June 2025	Lead: General Manager, Policy, Strategy & Performance	
<b>1.3</b> Ensure the ILSC's customer service charter is aligned to the Indigenous Engagement Strategy	June 2025	Lead: General Manager, Policy, Strategy & Performance	

<b>ACTION 2</b> Build relationships through celebrating National Reconciliation Week (NRW)			
Deliverable	Timeline	Responsibility	
<b>2.1</b> Circulate Reconciliation Australia's NRW resources and reconciliation materials to staff	April 2025, 2026	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group	
<b>2.2</b> RAP Working Group members to participate in an external NRW event	27 May – 3 June 2025, 2026	Lead: Chair, RAP Working Group	
<b>2.3</b> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May – 3 June 2025, 2026	Lead: ILSC Group Chief Executive Officer Support: Chair, Indigenous Consultative Group	

Deliverable	Timeline	Responsibility	
<b>2.4</b> Organise at least one internal NRW event each year, in Brisbane, Adelaide and Perth offices	27 May – 3 June 2025, 2026	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division) Support: Chair, Indigenous Consultative Group	
<b>2.5</b> Register ILSC NRW events via Reconciliation Australia's NRW website	May 2025, 2026	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group	
<b>2.6</b> Maintain a presence at the AIATSIS Native Title Summit to recognise and celebrate NRW with a focus on Mabo Day and the origin and history of the ILSC	27 May – 3 June 2025, 2026	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)	
<b>2.7</b> Provide sponsorship support to an external NRW event each year (e.g. current annual sponsorship of the AIATSIS Conference)	27 May – 3 June 2025, 2026	Lead: Strategic Communications Manager	
<b>2.8</b> Share Aboriginal and Torres Strait Islander peoples' reconciliation experiences or stories during NRW including at events and through internal and social media platforms	27 May – 3 June 2025, 2026	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group	
<b>2.9</b> Develop and promote annually a NRW calendar of events providing awareness of nationwide activities	27 May – 3 June 2025, 2026	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group	

<b>ACTION 3</b> Promote reconciliation through our sphere of influence			
Deliverable	Timeline	Responsibility	
<b>3.1</b> Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce	May 2025, 2026	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group	
<b>3.2</b> Communicate our commitment to reconciliation publicly	27 May – 3 June 2025, 2026	Lead: Group Chief Executive Officer Support: Strategic Communications Manager	
<b>3.3</b> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes	January 2025, 2026	Lead: Innovate RAP Champion Support: Strategic Communications Manager	
<b>3.4</b> Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation	January 2025, 2026	Lead: Innovate RAP Champion Support: Chair, RAP Working Group and other RAP Working Group Chairs	

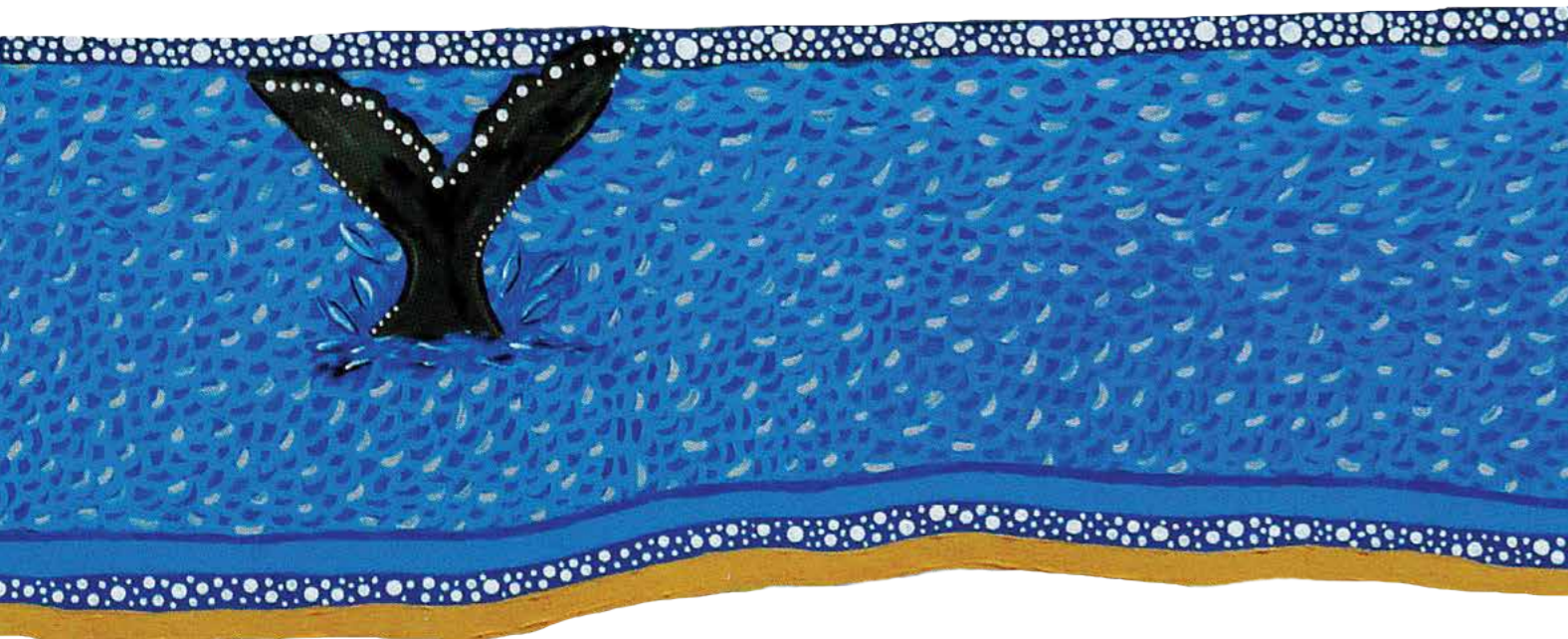
Deliverable	Timeline	Responsibility
<b>3.5</b> Use ILSC publications and corporate documents to educate the public about the ILSC's history, purpose and reconciliation origins	June 2025	Lead: General Manager, Policy, Strategy & Performance
<b>3.6</b> Undertake an active strategy of communication and promotion of our RAP to all internal and external stakeholders	November 2024	Lead: Strategic Communications Manager
<b>3.7</b> Maintain a cultural calendar on the ILSC extranet to increase awareness of days of cultural significance and their histories	December 2024, 2025	Lead: Strategic Communications Manager Support: Chair, Indigenous Consultative Group

#### **ACTION 4** Promote positive race relations through anti-discrimination strategies

Deliverable	Timeline	Responsibility
<b>4.1</b> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	October 2024, 2025, 2026	Lead: Manager, People & Capability
<b>4.2</b> In consultation with Aboriginal and Torres Strait Islander staff and/or advisors, develop, implement and communicate an Anti- Discrimination Policy for our organisation	October 2024, 2025, 2026	Lead: Manager, People & Capability
<b>4.3</b> Investigate and implement formal measures for educating senior leaders and managers on the effects of racism	March 2025, 2026	Lead: Innovate RAP Champion Support: Manager, People & Capability
<b>4.4</b> Build the effects of racism into the ILSC cultural awareness training	March 2025, 2026	Lead: Manager, People & Capability

**World Heritage-listed Budj Bim Cultural Landscape, Gunditjmarra Country, Vic – 527 hectares was returned to Traditional Owners in 2021-22 with ILSC support**

Image credit: Gunditj Mirring Traditional Owners Aboriginal Corporation / Tyson Lovett-Murray





# RESPECT

**OUR OBJECTIVE:** TO MAINTAIN RESPECT FOR THE DIVERSITY OF IDEAS, BACKGROUNDS AND CULTURES OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES, OUR EMPLOYEES AND OTHER STAKEHOLDERS

Respect for Aboriginal and Torres Strait Islander peoples lies at the core of why we exist and what we do. Respect for over 60,000 years of physical and spiritual connection to Country. Respect for the enormous diversity of nations, languages, and customs that have survived despite colonisation. And respect that our First Nations' partners, as the custodians of land and waters, and the holders of cultural knowledge, are the best agents for their Country.

*Self-determination* is a guiding principle in our national strategy – it respects and reflects Aboriginal and Torres Strait Islander peoples' desire to have the power and control over their own political, economic, social and cultural futures. In facilitating access to Country, supporting Indigenous-led industries, enterprises and products, and helping protect Indigenous cultural knowledge, our work supports Indigenous groups to find their paths to self-determination.

ACTION 5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning			
Deliverable	Timeline	Responsibility	
<b>5.1</b> Conduct a review of cultural learning needs within our organisation	December 2024	Lead: Manager, People & Capability	
<b>5.2</b> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in the development and implementation of a Cultural Capability Safety Framework and cultural awareness training	February 2025	Lead: Manager, People & Capability	
<b>5.3</b> Develop, implement and communicate a Cultural Capability Safety Framework for all staff	December 2025	Lead: Manager, People & Capability	
<b>5.4</b> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	January 2025	Lead: Manager, People & Capability	
<b>5.5</b> Mandate cultural awareness and diversity training for ILSC employees and contractors, to be delivered as full-day training in the first 12 months of employment, followed by biennial half-day refreshers	January 2025	Lead: Manager, People & Capability	

Deliverable	Timeline	Responsibility
<b>5.6</b> Investigate practical opportunities (e.g. community volunteering) to enhance organisational cultural awareness by working with Aboriginal and Torres Strait Islander peoples to support their aspirations for Country (e.g. cultural heritage protection and environmental activities, supporting local community events, participating in cultural festivals)	November 2024	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)

ACTION 6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols			
Deliverable	Timeline	Responsibility	
<b>6.1</b> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	October 2024, 2025	Lead: Manager, People & Capability	
<b>6.2</b> Maintain, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country, including a guide to implementing through respectful relationships	December 2024	Lead: General Manager, Policy, Strategy & Performance	
<b>6.3</b> Continue to invite a Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at all significant events, including NAIDOC Week events	October 2024, 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)  Support: Chair, Indigenous Consultative Group	
<b>6.4</b> Continue to include an Acknowledgement of Country at the commencement of all formal ILSC Board, Executive, staff, team and external meetings	October 2024, 2025	Lead: Group Chief Executive Officer	
<b>6.5</b> Develop a list of key contacts for organising a Welcome to Country	December 2024	Lead: Strategic Communications Manager	
<b>6.6</b> Continue to ensure that all ILSC offices display an acknowledgement of the local Traditional Owners, consulting with Traditional Owners where appropriate	October 2024, 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)	
<b>6.7</b> Continue to display at each ILSC office a set of flags (Australian, Aboriginal, and Torres Strait Islander) to acknowledge and pay respect to Aboriginal and Torres Strait Islander peoples while ensuring that each office understands the history and protocols associated with displaying the flags	October 2024, 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)	
<b>6.8</b> Ensure all new artwork on display at ILSC offices includes signage to acknowledge the artist, the title and description/story of the artwork and check existing artwork for any provenance information	October 2024, 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)	



Deliverable	Timeline	Responsibility
<b>6.9</b> Continue to ensure that visual images of Country identify Traditional Owners and, where applicable, use the traditional name of Country / location	October 2024, 2025	Lead: Strategic Communications Manager
<b>6.10</b> Ensure all ILSC meeting rooms have a local Aboriginal and Torres Strait Islander language name indicated by signage, consulting with Traditional Owners where appropriate	October 2024, 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)
<b>6.11</b> Implement the policies and procedures that ensure preservation and maintenance of Indigenous Cultural and Intellectual Property is consistent with leading practice in this area – see 10.2 for development	June 2025	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)  Support: General Manager, Policy, Strategy & Performance

## **ACTION 7** Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week

Deliverable	Timeline	Responsibility
<b>7.1</b> <b>RAP Working Group to participate in an external NAIDOC Week event</b>	July 2025, 2026	Lead: Chair, RAP Working Group
<b>7.2</b> <b>Review HR policies and procedures to remove any barriers to staff participating in NAIDOC Week</b>	May 2025, 2026	Lead: Manager, People & Capability
<b>7.3</b> <b>Continue to promote and encourage all employees to participate in external NAIDOC Week events</b>	June 2025, 2026	Lead: Group Chief Executive Officer Support: Chair, Indigenous Consultative Group
<b>7.4</b> Continue to consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event	May 2025, 2026	Lead: General Manager (Western Division); General Manager (Central Division); General Manager (Eastern Division)  Support: Chair, Indigenous Consultative Group
<b>7.5</b> Continue to provide opportunities for Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC Week	June 2025, 2026	Lead: Manager, People & Capability
<b>7.6</b> Continue to share the stories and cultural identity of Aboriginal and Torres Strait Islander employees during NAIDOC Week	July 2025, 2026	Lead: Strategic Communications Manager
<b>7.7</b> Continue to develop a cultural calendar to inform employees of NAIDOC Week cultural activities occurring in their local area	July 2025, 2026	Lead: Strategic Communications Manager  Support: Chair, Indigenous Consultative Group
<b>7.8</b> Continue to participate in/support external NAIDOC Week community events to promote the ILSC to Aboriginal and Torres Strait Islander peoples	July 2025, 2026	Lead: Strategic Communications Manager



Waibene (Thursday Island), Kaurareg Country, Torres Strait Islands

Image credit: Evey Temple-Bree



# OPPORTUNITIES

## OUR OBJECTIVE: TO PROVIDE OPPORTUNITIES FOR THE ILSC'S ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES, SUPPLIERS AND BUSINESSES

Since 1995 we have been partnering with Aboriginal and Torres Strait Islander peoples to increase access to, and realise their aspirations for, Country. Through our programs and activities, Aboriginal and Torres Strait Islander groups have been able to reconnect with and care for Country, create income opportunities and enterprises, and develop training and employment opportunities for local people.

We continue to 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.

Through our RAP and our own Indigenous Employment Strategy we also seek to create opportunities for First Nations' peoples – both through our efforts to support Indigenous businesses and to create an inclusive workplace that respects the unique cultures of Aboriginal and Torres Strait Islander peoples.

<b>ACTION 8</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development			
Deliverable	Timeline	Responsibility	
<b>8.1</b> Continue to build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	June 2025, 2026	Lead: Manager, People & Capability	
<b>8.2</b> Implement and review the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy in consultation with Aboriginal and Torres Strait Islanders staff (ILSC Indigenous Employment Strategy)	October 2024, 2025, 2026	Lead: Manager, People & Capability	
<b>8.3</b> Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	October 2024, 2025, 2026	Lead: Manager, People & Capability	
<b>8.4</b> Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	October 2024, 2025, 2026	Lead: Manager, People & Capability	

<b>ACTION 9</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes			
Deliverable	Timeline	Responsibility	
<b>9.1</b> Review Aboriginal and Torres Strait Islander procurement strategy	January 2025, 2026	Lead: Manager, Finance	
<b>9.2</b> Maintain Supply Nation membership	January 2025, 2026	Lead: Manager, Finance	
<b>9.3</b> Develop an Aboriginal and Torres Strait Islander Supplier Panel across a range of categories	January 2025	Lead: Manager, Finance	
<b>9.4</b> Communicate to staff opportunities for the procurement of goods and services from Aboriginal and Torres Strait Islander businesses through Supply Nation and the Aboriginal and Torres Strait Islander Supplier Panel	February 2025, 2026	Lead: Manager, Finance	
<b>9.5</b> Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	February 2025, 2026	Lead: Group Chief Executive Officer Support: Manager, Finance	
<b>9.6</b> Continue to conduct an annual review and update of procurement targets, policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	February 2025, 2026	Lead: Manager, Finance	
<b>9.7</b> Regularly communicate the ILSC's Aboriginal and Torres Strait Islander procurement policies and procedures to ensure all employees are aware of the priority given to Aboriginal and Torres Strait Islander procurement and how they can support ILSC's policy and targets	July 2025, 2026	Lead: Manager, Finance	



## ACTION 10

Increasingly centre First Nations perspectives, knowledge and priorities in our programs and processes

Deliverable	Timeline	Responsibility
<b>10.1</b> In consultation with Aboriginal and Torres Strait Islander peoples, develop an Indigenous Evaluation Framework that reflects First Nations' priorities, preferences, values, perspectives and aspirations, guides our evaluation practice and enables us to refine and shape our programs	June 2025	Lead: General Manager, Policy, Strategy & Performance
<b>10.2</b> Develop Indigenous Cultural and Intellectual Property, Indigenous Data Sovereignty/ Governance policies and procedures that reflect First Nations peoples' rights to access and manage their data; protect their cultural heritage, traditional knowledge, traditional cultural expression; and deliver training to all ILSC staff to ensure compliance – see 6.11 for implementation	December 2024	Lead: General Manager, Policy, Strategy & Performance
<b>10.3</b> Review our Portfolio Budget Statement targets and other progress indicators to ensure they are culturally appropriate and meaningfully reflect Indigenous aspirations for owning and managing Country and self-determination	March 2025	Lead: General Manager, Policy, Strategy & Performance
<b>10.4</b> Introduce a Customer Relationship Management system that incorporates culturally appropriate engagement practises	December 2025	Lead: General Manager, Policy, Strategy & Performance Support: General Manager, Information Communication and Technology



Banatjarl Strongbala Wimun Grup (BSWG) Elder Esther Bulumbara and Andrea Andrews teaching children culture at Banatjarl, Jawoyn Country, NT – the BSWG received ILSC support to install a reliable power and water supply

Image credit: Banatjarl Strongbala Wimun Grup



# GOVERNANCE AND REPORTING

## OUR OBJECTIVE: TO BUILD COMMITMENT, LEADERSHIP AND ACCOUNTABILITY ACROSS THE ILSC TO THE SUCCESS OF THIS RAP AND AN ONGOING RAP JOURNEY

The delivery and implementation of this RAP 2024-26 is a key action in our annual National Indigenous Land and Sea Strategy action plans (see Our RAP Actions), the key policy document that guides our operations to 2028.

This will ensure the RAP is channelled through the same monitoring, evaluation, and reporting lines to the ILSC Executive Team – and that we are delivering on all our commitments to Aboriginal and Torres Strait Islander peoples.

The RAP Working Group will continue to provide advice and guidance in the implementation and monitoring of the RAP, playing a critical role in assisting the ILSC Executive Team to identify and address barriers to the RAP's success.

The ILSC RAP 2024-26 sets a vision for progressing reconciliation and will be reviewed regularly as targets are met and new actions identified. Progress against the RAP will be reported annually to Reconciliation Australia and in the ILSC Annual Report.

### ACTION 11 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP

Deliverable	Timeline	Responsibility
<b>11.1</b> Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group, ensuring RWG consists of representation from Aboriginal and Torres Strait Islander employees from all levels of the ILSC providing opportunity for consideration of broad cultural perspectives	October 2024, 2025, 2026	Lead: RAP Champion Support: Chair, RAP Working Group
<b>11.2</b> Establish and apply a Terms of Reference for the ILSC RAP Working Group	December 2024	Lead: Chair, RAP Working Group Support: General Manager, Policy, Strategy & Performance
<b>11.3</b> Meet at least four times a year to drive and monitor RAP implementation	February, May, August, November 2025, 2026	Lead: Chair, RAP Working Group

### ACTION 12 Provide appropriate support for effective implementation of RAP commitments

Deliverable	Timeline	Responsibility
<b>12.1</b> Define resource needs for RAP implementation	November 2024, 2025	Lead: Chair, RAP Working Group Support: Executive Assistant to the Group CEO

Deliverable	Timeline	Responsibility
<b>12.2</b> Engage our senior leaders and other staff in the delivery of RAP commitments	October, January, April, July 2024, 2025, 2026	Lead: RAP Champion Support: Chair, RAP Working Group
<b>12.3</b> Define and maintain appropriate systems and capability to track, measure and report on RAP activities	December 2024, 2025	Lead: Chair, RAP Working Group Support: General Manager Policy, Strategy & Performance
<b>12.4</b> Appoint and maintain an internal RAP Champion from senior management	November 2024, 2025	Lead: Group Chief Executive Officer

### ACTION 13 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally

Deliverable	Timeline	Responsibility
<b>13.1</b> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	July 2025, 2026	Lead: Chair, RAP Working Group
<b>13.2</b> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	October 2025, 2026	Lead: Chair, RAP Working Group
<b>13.3</b> Complete and submit the RAP Impact Survey to Reconciliation Australia annually	September 2025, 2026	Lead: Chair, RAP Working Group Support: General Manager, Policy, Strategy & Performance
<b>13.4</b> Report RAP progress to all staff, senior leaders and ILSC Board quarterly	March, June, September, December 2024, 2025, 2026	Lead: Chair, RAP Working Group Support: General Manager, Policy, Strategy & Performance
<b>13.5</b> Publicly report our RAP achievements, challenges and learnings, annually	October 2025, 2026	Lead: General Manager, Policy, Strategy & Performance Support: Strategic Communications Manager
<b>13.6</b> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	February 2026	Lead: Chair, RAP Working Group
<b>13.7</b> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	September 2026	Lead: Chair, RAP Working Group

### ACTION 14 Continue our reconciliation journey by developing our next RAP

Deliverable	Timeline	Responsibility
<b>14.1</b> Register via Reconciliation Australia's website to begin developing our next RAP	October 2024, 2025	Lead: Chair, RAP Working Group



Australian Government

Indigenous Land and Sea Corporation



The **ILSC GROUP**

PEOPLE. COUNTRY. OPPORTUNITY.

For more information about the ILSC's reconciliation journey contact the ILSC's Indigenous Employment and Engagement Advisor, at **PeopleAndCapability@ilsc.gov.au** or freecall **1800 818 490**.

To find out more about how we are driving positive change for Aboriginal and Torres Strait Islander people, check out the National Indigenous Land and Sea Strategy and Returning and Managing Country publications: **www.ilsc.gov.au**

