



ILSC Indigenous Employment Strategy (IES) – 2023-2028

(consistent with the NILSS timeline and Action plan Year 1, 3 and 5)

1. Introduction

The Indigenous Land and Sea Corporation (ILSC) was established by the Aboriginal and Torres Strait Islander Act 2005 (ATSI Act) in response to the 1992 Mabo Judgement. It was established to provide for the contemporary and future land needs of Indigenous Australians¹, particularly those unlikely to benefit from Native Title or Land Rights.

As the custodians of funds held in trust for Indigenous Australians, the ILSC is a purpose-based entity serving to redress dispossession. It does so by assisting Indigenous Australians to acquire and manage land and water related rights so that they themselves enjoy the rightful entitlements, opportunities, and benefits that the return and management of country brings.

The ILSC has not only an important legislative mandate but also a social, cultural, environmental, and economic purpose - for the benefit of Indigenous Australians. To serve its purpose and do so in partnerships with Indigenous Australians the ILSC must have cultural competency and credibility.

A strong, valued, and respected Indigenous workforce is fundamental to the ILSC achieving this and enables the ILSC to provide better services and achieve greater outcomes in partnership with Indigenous people. Our national consultation in 2022 made it clear we need to change how we work and better equip ourselves to meet the needs and aspirations of Indigenous Australians. Recognising our unique position working across community, government and industry, we have been asked by our stakeholders to step up and demonstrate the benefits of working in a culturally appropriate way. We cannot evolve a culturally capable leader without a strong, valued and respected Indigenous workforce. This strategy aligns with the National Indigenous Land and Sea Strategy, the Performance Framework and underpins the ILSC's Reconciliation Action Plan (to be developed in 2023)

For Indigenous Australians to drive and benefit from a productive and prosperous Indigenous Country², they must hold the jobs at the coal face, behind the scenes and in leadership positions. Through its programs the ILSC is playing its part in creating training, jobs, and capability growth for Indigenous Australians in the land and sea sector.

¹ For the purposes of this Indigenous Employment Strategy, the terms 'Aboriginal and/or Torres Strait Islander', 'Aboriginal', 'Indigenous' and 'First Nations' may be used interchangeably throughout this document. Through the use of 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. (Consistent with the NILSS)

² Indigenous Country refers to the building of Economic, Social, Cultural and Environmental Capital that can yield enduring economic, environmental, social and cultural capital and continually generate greater opportunities and benefits.

2. Purpose

The purpose of the Indigenous Land and Sea Corporation (ILSC) Indigenous Employment Strategy (IES) is to:

1. Position the ILSC as an employer of choice for Indigenous talent.
2. Build and maintain a workforce which has the skills, knowledge, life experiences and cultural perspectives which reflect both its statutory purpose as well as the people it serves.

As an Indigenous Statutory body, the ILSC seeks to lead by example. Bringing concerted effort to strengthening the cultural credibility of its own workforce. Providing a pathway for Indigenous leadership in the land and waters sector is the first step.

A strategy which specifically targets Indigenous employment is consistent with the direction of the Aboriginal and Torres Strait Islander Act 2005 (ATSI Act) of giving priority to 'maximising the employment of Aboriginal persons and Torres Strait Islanders'. By doing so this Strategy serves to promote, improve, and maximise Indigenous employment within the ILSC and links to the national agenda in Closing the Gap

3. Implementation

We want Indigenous Australians to want to work with us; to stay and grow with us; and have a rewarding career. In return the ILSC's delivery of its purpose will be richer for the cultural expertise and perspectives of Indigenous Australians and enable us to better serve Indigenous Australians.

The objectives of the IES will be achieved through the IES Action Plan, developed in alignment with the NILSS and its commitments over the 1-, 3- and 5-year horizon. The IES Action Plan specifies the strategies and associated activities that will be undertaken by the ILSC to achieve the IES objectives, specifically:

1. **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.
2. **Career Pathways and Opportunities** - The ILSC invests in and develops its Indigenous employees, providing pathways and opportunities for rewarding careers.
3. **Retention** - Through demonstratable 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.

4. **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.
5. **Leadership and Accountability** - Achievement of this IES is supported by leadership, commitment, and accountability, and is informed by data and evidence.

4. The IES delivering on the National Indigenous Land and Sea Strategy (Please note, all content regarding NILSS is draft until NILSS endorsement occurs)

The NILSS is the ILSC's primary policy document, and it shapes our direction, what we do, and how we do it and is due to go live in June 2023. It sets out where we will focus our efforts, invest our funding and, most importantly, guides what we do and how we do it, in partnership with Aboriginal and Torres Strait Islander people.

The NILSS has six priority areas of action, three which relate to external action and three which relate to internal action to enable delivery:

Working together for progress (external)	Serving you better (internal)
Returning Country Expand Indigenous rights and interests in Country.	Meaningful Connection Build beneficial partnerships.
Managing Country Grow Indigenous-led initiatives on Country.	Excellent Service Provide high-quality services.
Sector Leadership Increase Indigenous influence on priority sectors	Cultural Leadership Step up as a culturally capable leader.



The Indigenous Employment Strategy (IES) delivers on the NILSS under the Excellent Service and Cultural Leadership Priorities. Specifically, it delivers against the following commitments.

- **Excellent Service**
 - Maintain a skilled, motivated, innovative, and sustainable organisation capable of achieving the goals of the NILSS

- **Cultural Leadership**

- Make our way of working more culturally appropriate with a focus on Caring for Country and facilitating self-determination and genuine partnership
- Enhance the cultural capability of all staff
- Transform the ILSC into an employer of choice for Indigenous Australians
- Promote and encourage others to adopt culturally appropriate ways working

IES Action Plan 2023-2028

1. 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.

Strategies	Actions	Performance	Timeline	Responsibility
Promote the ILSC as an employer of choice for Indigenous talent	<ul style="list-style-type: none"> Develop materials which promote benefits and rewards of working for the ILSC Develop an ILSC Diversity and Inclusion Statement 	<ul style="list-style-type: none"> ILSC Value Proposition developed ILSC Diversity and Inclusion Statement developed Promotional materials developed 100% of vacancies advertised include ILSC Diversity and Inclusion Statement 100% of job application packs include ILSC Value Proposition 	July 2023 - June 2024	People and Capability
Harness opportunities with Indigenous recruitment partners, Indigenous advertising platforms and Indigenous talent pipeline avenues	<ul style="list-style-type: none"> Attend relevant Career Forums to promote the ILSC as an employer of choice and to identify future candidate opportunities Identify and partner with key education institutions to connect with future candidate opportunities Advertise vacancies through Indigenous media, forums, and networks Establish partnerships with Indigenous recruitment and talent search providers 	<ul style="list-style-type: none"> 100% of vacancies advertised in Indigenous media and networking platforms 100% of vacancies promoted to Indigenous recruitment agencies 25% increase in number of Indigenous applicants to vacancies 	July 2023 – June 24	People and Capability Communications & Media
Create entry level opportunities for development of skills and preparation for future careers, utilising traineeship and cadetship programs	<ul style="list-style-type: none"> Recruit Indigenous Trainees and Cadets Appoint an Indigenous Mentor to all Trainees and Cadets Ensure Trainees are supported with a tailored training program 	<ul style="list-style-type: none"> Minimum of 3 Traineeships appointed annually Maintain a minimum of 3 Cadetships across the divisions³ 80% Trainee and Cadet completion rate 	Commence July 2023 – June 24	Divisional/Section Managers; People and Capability

³ Subject to external funding support.

Strategies	Actions	Performance	Timeline	Responsibility
Increase opportunities for Indigenous talent through Identified positions and promotion of development opportunities	<ul style="list-style-type: none"> Formalise the ILSC's commitment to equal opportunity and the use of special measures including awareness and acceptance of it Utilise special measures to fill Identified positions Establish guidelines for creating and developing Identified roles within the ILSC Development of and recruitment to Indigenous Identified roles. Revise ILSC People and Capability Policies to maximise opportunities for Indigenous talent to gain experience and development opportunities Review Induction materials to provide clear and practical onboarding processes which are culturally appropriate Actively explore vacancy opportunities for Indigenous employees to have higher duties opportunities as part of their Career Development Plans Targeted recruitment drives over a range of levels (base, mid management, program delivery and executive levels) under constant review 	<ul style="list-style-type: none"> Identified Positions Policy and Guideline developed Minimum of 15% of roles are Identified across all levels of the organisation (ASO1-SES) Minimum of 15% increase in development/HDA opportunities for Indigenous employees across all levels of the organisation (ASO1-SES) 	July 2023 - ongoing	Executive Team
Review recruitment processes to better identify Indigenous talent and review induction process to retain Indigenous staff	<ul style="list-style-type: none"> Provide education and support to hiring Managers and selection panels to better identify Indigenous talent and get the best out of candidates at all stages of recruitment (shortlisting, interview, referee checks) Collect recruitment data including recruitment platforms (Indigenous Recruiters, APS Gazette and other platforms) 	<ul style="list-style-type: none"> 25% increase in Indigenous candidates identified in recruitment processes (shortlisted, interviewed and selected) with an emphasis on Program Delivery (in line with the NILSS feedback) Maintain databases to inform, better understand and adjust recruitment practices based on evidence and data 	Dec 2023 (ongoing)	People and Capability

	<ul style="list-style-type: none"> Training for Indigenous employees to best prepare and participate in selection processes Review ILSC induction processes and procedures for cultural appropriateness and better alignment with the ILSC's mandate 	<ul style="list-style-type: none"> All Indigenous staff engaged in selection processes are trained prior to panel participation 100% of new Indigenous employees undertake orientation in first week on the job, and ILSC Induction within first 3 months 		
Refocus the Murray Chapman Scholarship as a pipeline for future candidates	<ul style="list-style-type: none"> Review Murray Chapman Scholarship as a talent pathway Re-launch the Scholarship and maintain on an annual basis commencing at the start of the semester or year Develop a process for application and establish and maintain a budget Review annually 	<ul style="list-style-type: none"> At least one current Murray Chapman Scholarship recipient at any one time 	Dec 2023-June 2024	Executive Team/ People and Capability
Establish an Indigenous Talent Pipeline as a source of future candidates	<ul style="list-style-type: none"> Create an Expressions of Interest link on the ILSC website Record interest in a candidate database Review database as part of recruitment process 	<ul style="list-style-type: none"> 100% of externally advertised vacancies presented to pipeline Monitor and report on pipeline to Executive 	June 2023 - ongoing	People and Capability

2. Career Pathways and Opportunities

The ILSC invests in and develops its Indigenous employees, providing pathways and opportunities for rewarding careers.

Strategies	Actions	Performance	Timeline	Responsibility
Career development planning for Indigenous employees	<ul style="list-style-type: none"> Review Performance and Development process to reference IES action plan for Indigenous employees Train supervisors and management in their use All Indigenous staff to have access to career counselling 	<ul style="list-style-type: none"> Performance and Development Plans (PDP) for Indigenous employees to facilitate IES actions/measures 100% of Indigenous employees have a PDP 100% of Indigenous staff have career path plan included in their Performance Development Plan (PDP) 	Annual ongoing	Managers
Provide access to Leadership Programs (e.g. Milparanga)	<ul style="list-style-type: none"> Identify fit for purpose leadership programs 	<ul style="list-style-type: none"> All Indigenous staff that have a PDP which identifies leadership in their career path plans have 	July 2023 – June 2024	Managers, People and Capability Executive Team

	<ul style="list-style-type: none"> Budget for 3-5 placements across group in identified program per year Executive Delegates to identify candidates for development programs Managers to support nominee participation in development programs 	<ul style="list-style-type: none"> access to at least one leadership program With a minimum of two Indigenous staff members attending each year 		
Provide opportunities for Indigenous talent with career aspirations to shadow Managers	<ul style="list-style-type: none"> Executive Delegates to identify Indigenous employees interested in leadership opportunities Identify options through Performance and Development plans for Indigenous employees to shadow Supervisors/Managers to build skills at higher level People and Capability to provide mentoring training to all Managers and provide advice and guidance to Managers and include a template to reflect the authentic duties of the Executive role 	<ul style="list-style-type: none"> Minimum of 2 Indigenous employees provided with opportunity to shadow a Manager for at least 12 weeks All Managers trained in Mentorship All Managers provided with a template to reflect their duties 	Dec 2023 - ongoing	Executive Team
Facilitate outward bound / secondment opportunities where Indigenous employees can gain experience from outside the ILSC	<ul style="list-style-type: none"> Identify key relevant organisations/agencies Instigate communications with key stakeholders Creation of forum and networking of external groups to discuss internal/external market and opportunities 	<ul style="list-style-type: none"> Provide opportunity for at least one Indigenous ILSC employee to undertake external secondment for a minimum of 3 months 	June 2024 - ongoing	Executive Team
Develop succession plans to support pathways for Indigenous employees into key roles	<ul style="list-style-type: none"> Ensure succession plans in place for key roles Identify key Indigenous talent 	<ul style="list-style-type: none"> 100% of key roles have a succession plan in place Minimum of 50% of all identified key Indigenous talent with succession plans 	June 2024 ongoing	Executive Team People and Capability
Provide access to Career Counselling services for Indigenous employees	<ul style="list-style-type: none"> Ensure Employee Assistance Program (EAP) provides fit for purpose Career Counselling services for Indigenous employees Identify alternate fit for purpose providers Support employees with counselling services where needed/identified 	<ul style="list-style-type: none"> 100% of Indigenous employees aware of EAP entitlements including access to alternative career counselling provider(s) Information pack provided to staff on commencement and included in Induction package 	July 2024 - ongoing	People and Capability

3. 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.

Strategies	Actions	Performance	Timeline	Responsibility
Assign a Mentor for all new Indigenous employees providing orientation support for at least the first 6 months of employment	<ul style="list-style-type: none"> Identify pool of suitable mentors ICG advised of new Indigenous commencements Assign mentor to new employees Develop tools to enhance and Monitor relationship and progress Provide mentor training to all identified mentors 	<ul style="list-style-type: none"> 100% of new Indigenous employees have access to a Mentor for at least 6 months 	Dec 2023 - commence	ICG People and Capability
Make available culturally appropriate and alternative Employee Assistance Program	<ul style="list-style-type: none"> Ensure EAP has culturally appropriate support Identify alternate Indigenous EAP providers EAP counselling support identified by an employee may be used if appropriate Develop a culturally appropriate wellness program Provide managers with a tool kit and training to support awareness of EAP including the wellness program and alternate providers 	<ul style="list-style-type: none"> 100% of Indigenous employees are aware of EAP entitlements including access to alternative providers A culturally appropriate wellness program/framework 	July 2023 – June2024	Managers People and Capability
Provide opportunities for Indigenous employees to network internally and with external professional peer networks	<ul style="list-style-type: none"> Identify appropriate external professional peer networks 	<ul style="list-style-type: none"> At least 3 appropriate external professional peer networks identified Internal networking of Indigenous employees to ensure knowledge, opportunities, build capability and cultural safety All networking opportunities promoted to Indigenous employees 	Dec 2023 ongoing	Managers and People and Capability
Provide opportunities for exiting Indigenous employees to undertake their exit interview with an Indigenous Manager/ Executive should they choose	<ul style="list-style-type: none"> Offer Indigenous employees' option of exit interview with an Indigenous Manager/ Executive on notice of separation 	<ul style="list-style-type: none"> At least 50% of Indigenous employees trained and supported to conduct Exit Interviews 	Dec 2023 - ongoing	Managers People and Capability Executive Team

	<ul style="list-style-type: none"> Exit Interviews conducted by trained Manager/Executive and offer P&C as alternative to all Indigenous staff Provide Indigenous Manager/ Executive's support on exit interview process Offer a written post exit interview as alternative to in-person interviews All exit interviews signed off by the CEO 	<ul style="list-style-type: none"> Exit interviews to be offered to 100% of separating employees Maintain and keep accurate data on exit interviews Bi-annual Continuous improvement – feedback and review from staff conducting exit interviews 		
Provide sponsorship opportunities for Indigenous employees to attend national conferences or significant events which provide for cultural and professional enrichment	<ul style="list-style-type: none"> Identify relevant conferences Managers to identify/nominate Indigenous employees to attend 	<ul style="list-style-type: none"> A minimum of 3 Indigenous employees attending conferences or significant events, separate to their core duties 	Dec 2023 - ongoing	Managers People and Capability Executive Team
Provide opportunities for Indigenous employees to experience the ILSC's mandate and partnerships with Indigenous communities e.g. attending Divestment Ceremonies, property visits and access to Program Delivery project meetings and operational planning meetings	<ul style="list-style-type: none"> Program delivery to identify relevant events and communicate to Executive Team Executive Team to identify/nominate employees to attend Managers to support employees attending events 	<ul style="list-style-type: none"> 75% of ILSC mandate events offer an opportunity for an Indigenous employee to attend, separate to their duties Include in operational budgets 	Dec 2023 - ongoing	Managers Executive Team

4. 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 identify and perspectives are valued.

Strategies	Actions	Performance	Timeline	Responsibility
Recognise and respect the Indigenous Consultative Group as the voice for Indigenous employees	<ul style="list-style-type: none"> Promote the ICG as the voice for Indigenous employees on employment matters Promote the ICG's role in representing Indigenous employees' views on this Strategy Develop Terms of Reference for the ICG for employees to raise awareness of the ICG role and potential future membership 	<ul style="list-style-type: none"> Minimum quarterly ICG meetings with Indigenous employees at local levels Minimum of 4 ICG meetings with GCEO annually 	June 2023 ongoing	CEO People and Capability ICG

	<ul style="list-style-type: none"> Provide ICG update to all staff 	<ul style="list-style-type: none"> ICG Newsletter 		
Respecting and celebrating Indigenous culture, history, events and protocols	<ul style="list-style-type: none"> Develop, maintain and circulate an annual calendar of events Actively promote events and encourage participation to all employees Ensure ILSC Acknowledgement of Traditional Owners and specific country we are working on in everyday protocols where appropriate Ensure all signature blocks include the traditional name of the country in which the office is based Fund events in each office which celebrate significant cultural and historical occasions Ensure annual budgets are allocated for these events Develop a dictionary of local Indigenous Language within each Division Develop a cultural safety framework 	<ul style="list-style-type: none"> All significant ILSC meetings internal and external events are preceded with an Acknowledgement of Country All major ILSC events (including those sponsored) have local Traditional Owners undertake a Welcome to Country NAIDOC and Reconciliation Week events in each ILSC office each year Report and review budgets annually Cultural Safety Framework 	July 2023 - ongoing	People Capability/Comms and Policy/Exec and the Board
Mandating Indigenous Cultural Capability for all ILSC employees	<ul style="list-style-type: none"> Development of Indigenous Cultural Capability Training package localised for geographical regions and incorporates the ILSC's mandate Ensure cultural capability training is part of core/mandatory training 	<ul style="list-style-type: none"> All employees to complete cultural capability training as part of induction and refresher every 2 years Managers to complete cultural capability workplace training and attend a refresher course every 2 years 	Dec 2023 - ongoing	People and Capability Executive Team
Promote and celebrate Indigenous employees' cultural identity, roles and professional contributions	<ul style="list-style-type: none"> To be explored with ICG Regular Indigenous employee online-check-ins on at least a monthly basis Regular in-person meetings where possible -1 per year At least 1 Indigenous in person forum bi-annually (where possible) Ensure managers encourage attendance at on-line or face to face check-ins Recognition and reward for outstanding work in the promotion of the ILSC in the cultural and professional space 	<ul style="list-style-type: none"> Track Resources – technical and financial budget Develop and maintain a data base of activities At least one person per year to receive the Indigenous Reward and Recognition award 1 bi-annual Indigenous staff forum. 	Dec 2023 - ongoing	ICG/ People and Capability/Managers

<p>Embed knowledge of Indigenous Australians cultural factors and Australian history, particularly as it relates to the ILSC's role and purpose in all job requirements in the ILSC</p>	<ul style="list-style-type: none"> Include selection criteria around knowledge and understanding of Indigenous culture in all Position Descriptions Elevate this criterion to no.1 on all duty statements and job descriptions Develop guidelines that demonstrate this criterion and how it adds value to the organisation 	<ul style="list-style-type: none"> All Job Descriptions have selection criteria relating to knowledge and understanding of Indigenous Australians, culture, protocols as the first criterion etc Assessment of these criteria and questions are in all recruitment interview processes 	<p>July 2023 - ongoing</p>	<p>Hiring Managers People and Capability</p>
<p>Provide culturally-based alternatives to ILSC employment schemes and benefits.</p>	<ul style="list-style-type: none"> Ensure policies recognise and respect ceremonial activities, cultural, kinship and community obligations 	<ul style="list-style-type: none"> All ILSC People and Capability policies reviewed during ordinary policy cycle Feedback sought from ICG on each policy as part of consultation process 	<p>July 2023-ongoing</p>	<p>People and Capability ICG</p>

5. Leadership and Accountability

Strategies	Actions	Performance	Timeline	Responsibility
Set Indigenous employment targets across all areas of the ILSC and at all classification levels	<ul style="list-style-type: none"> Review Indigenous employment numbers and trends in each area of the ILSC and at each level Identify targets for each area including targets for levels Maintain databases across all levels of the ILSC 	<ul style="list-style-type: none"> 20% increase in Indigenous employees in the ILSC Proportionate increase and spread across ILSC areas and levels 20% reduction in turnover of Indigenous employees Report to the Board/Executives and all staff on a quarterly basis Report all high-level data in the ILSC Annual report 	June 2024	ILSC Executive/ People and Capability
Establish comprehensive data sources and baseline data to inform this strategy and targeted activities at attraction, recruitment, retention and pathways levels	<ul style="list-style-type: none"> Identify relevant and meaningful metrics and baseline data for: <ul style="list-style-type: none"> Recruitment Retention/turnover Development Organisational Change Develop a tool kit to assist managers in organisational change with embedded consultation with the ICG Develop a bi-annual Indigenous staff survey to measure staff satisfaction on attraction and recruitment, career pathways, retention, leadership and cultural inclusion. 	<ul style="list-style-type: none"> Baseline Data established Performance measurement sources established Measure, track and collect data for best practice 	July 2023 commences and ongoing	People and Capability
Embed accountabilities and performance measures for contribution to this strategy in Executive and Managers' Performance and Development Plans (PDP)	<ul style="list-style-type: none"> Executive and Management PDP's to include KPIs in relation to driving this strategy and specifically actions to support attraction, retention and development of Indigenous employees Provide training and support to Executives and Managers to achieve the KPI's and develop a guide on how to achieve Indigenous recruitment targets 	<ul style="list-style-type: none"> Development of KPIs consistent with the ILSC's Performance Framework 100% of Executive and Managers PDP's include Indigenous employment targets with a minimum rating 'meets expectations' 	Dec 2023 – commence and ongoing	ILSC Executive/People and Capability
Embed accountabilities and performance measures for contribution to this Strategy in	<ul style="list-style-type: none"> Operational Plans to include KPI in relation to driving this strategy and specifically actions to support attraction, 	<ul style="list-style-type: none"> Development of operational targets consistent with the ILSC's Performance Framework 	Dec 2023 – commence ongoing	ILSC Executive Section/Division Managers

each business area's annual Operational Plan	<ul style="list-style-type: none"> retention and development of Indigenous employees Communicate Indigenous employment targets clearly to all staff 	<ul style="list-style-type: none"> 100% of Operational Plans include Indigenous employment targets. Publish targets on the extranet 		
Elevate monitoring and reporting of this Strategy as a standing item at Executive Team Include the IES targets in the Annual Report	<ul style="list-style-type: none"> IES Action Plan to be discussed as part of Executive meetings at least monthly People and Capability to provide metrics/data reporting to Executive quarterly Report against action plan to be discussed with Executive quarterly Report on all IES targets to the Board and in the Annual report 	<ul style="list-style-type: none"> Minimum of 4 Executive Meetings a year to review progress against IES actions Quarterly updates to the Board Report on the IES progress in the Annual Report 	Oct 2024	ILSC Executive/People and Capability
Report to the ILSC Board on progress against this Strategy	<ul style="list-style-type: none"> Executive to prepare the Performance Progress Report of the IES and Action Plan 	<ul style="list-style-type: none"> Performance Progress Report against this Strategy tabled at Board 3 monthly Full Report tabled at Board annually 	Oct 2023 June 2024 (TBC)	ILSC Executive
Publish a Report against this Strategy annually on the ILSC extranet	<ul style="list-style-type: none"> Group CEO and ICG Chair to jointly share performance to employees 	<ul style="list-style-type: none"> Performance Progress Report published on ILSC Extranet annually 	Dec 2023	ILSC Executive

5. Monitoring, Reporting and Review

The ILSC will promote, improve and maximise Indigenous employment opportunities within the ILSC through this Strategy which is supported by an Action Plan setting out specific activities, performance measures and responsibilities.

The ILSC Executive Team is responsible for the IES and its Action Plan including identifying and removing systemic, policy, and procedural barriers which impede the objectives of this Strategy.

The Indigenous Consultative Group (ICG) provides Indigenous specific advice and guidance to support the IES implementation, monitoring and reporting. While the ILSC People and Capability team provides HR technical advice and support.

A formal monitoring and evaluation plan for the IES will be integrated to the ILSCs broader organisational performance framework and contribute to the measurement of performance of the organisation as a whole. Progress against the IES will be supported by the provision of quarterly reports which track and report on the achievements against the deliverables in the IES and are presented to both the Executives and the ILSC Board.

Reports against the IES will be coordinated by People and Capability and provided to the Executive through the Indigenous Consultative Group.

While the IES contains focus areas of the RAP, the RAP reporting commitments are separate and distinct from the IES and will be actioned in accordance with the RAP. Additionally, the IES is aligned with the outcomes of the National Indigenous Land and Sea Strategy consultation of 2022 which delivers on the NILSS under the Excellent Service and Cultural Leadership Priorities

If there are areas of the IES and/or IES Action Plan which require updating and should be align with the National Indigenous Land and Sea Strategy (NILSS) 2023 -2028 following the 1-3-5 year plan through the inclusion of priority sectors of Cultural Leadership and excellent service for Indigenous Australians.

6. Indigenous Consultative Group

The ILSC's Indigenous Consultative Group provides a valuable mechanism for the voice of Indigenous employees to be represented in employment matters which affect them, including this strategy and the Reconciliation Action Plan.

Consisting of Indigenous representatives from various areas of the organisation, the ICG provides the ILSC with a valuable source of Indigenous expertise and perspectives which not only support this strategy but in turn help embed cultural inclusion capability and connectedness in the ILSC's business.

This strategy was approved by the Group CEO on the 23rd of May 2024.