



Reconciliation Action Plan (RAP) Actions and Deliverables (Updated June 2023)

Relationships

We will collaborate with First Nations organisations and communities.

Action 1 – Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.

Deliverables	Timeline	Responsibility
1.1 Ensure the First Nations Staff Network members are supported by the Portfolio Strategy and Services Group and First Nations Inclusion Champions and consulted on all policies and processes that relate to First Nations matters. This support and consultation will be delivered through network meetings and appropriate working groups.	February, May, August, November annually	Lead: Director, Culture, Diversity and Inclusion Section, First Nations Inclusion Champions Support: First Nations Staff Network, all managers
1.2 Establish and cultivate relationships with First Nations stakeholders when developing and implementing the department’s engagement plan through: <ul style="list-style-type: none"> accessibility of meetings identifying items of interest that include stakeholder feedback and priorities participation in working groups demonstrated influence on a range of projects ongoing communication and active engagement with all stakeholders. 	November annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP Working Group (WG), all managers
1.3 Hold one Executive Leadership Team meeting per year on Country (where possible) to continue to foster relationships with Traditional Owners and our staff in regional locations by ensuring our leaders have experience and understanding at the local level.	July annually	Lead: Executive Board Support: RAP WG, First Nations Staff Network
1.4 Support and engage with the Inclusion Council to deliver on the department’s business and provide opportunities for First Nations staff to participate as observers and present to the Council.	June and October annually	Lead: Inclusion Council Support: Culture, Diversity and Inclusion Section, First Nations Staff Network
1.5 Increase representation of Traditional Owners on internal boards and assessment panels related to First Nations matters, ensuring those members are remunerated appropriately for their expertise.	June and December annually	Lead: Executive Board Support: RAP WG, all Executive Level staff



Deliverables	Timeline	Responsibility
1.6 Provide the opportunity for 6 staff members to attend First Nations events, communities and cultural festivals.	February, May, August, October annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: Culture, Diversity and Inclusion Section, Communications and Media Branch

We will celebrate First Nations cultures and histories, commit to truth telling and acknowledging the wrongs of the past on our journey to reconciliation.

Action 2 – Build relationships through celebrating National Reconciliation Week (NRW)

Deliverables	Timeline	Responsibility
2.1 Celebrate and participate in NRW by hosting 2 internal events and activities and public displays of individual commitments/pledges to reconciliation from staff in all departmental offices across Australia.	27 May to 3 June annually	Lead: First Nations Staff Network Support: Culture, Diversity and Inclusion Section, RAP WG, First Nations Inclusion Champions, Communications and Media Branch
2.2 Ensure that Reconciliation Australia’s NRW resources are available to all staff.	27 May to 3 June annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, all managers
2.3 Ensure RAP WG Members participate in 2 external events to recognise and celebrate NRW.	27 May to 3 June annually	Lead: RAP WG Chair, all managers Support: Director, Culture, Diversity and Inclusion Section
2.4 Encourage and support all staff to participate in one external National Reconciliation Week community event, ensuring First Nations staff can access cultural leave to participate in these activities. Establish a baseline of staff participation at events in 2021. Record staff attendance in future years to enable reporting.	27 May to 3 June annually	Lead: All SES officers and EL2 staff Support: Culture, Diversity and Inclusion Section and Communications and Media Branch
2.5 Senior staff to acknowledge NRW and its importance, encouraging support for departmental staff to participate in internal and external events, and communicate support available under the <i>Department of Environment and Energy Enterprise Agreement 2016–19</i> , <i>Department of Agriculture and Water Resources Meat Inspection Enterprise Agreement 2019–22</i> and the <i>Department of Agriculture and Water Resources Enterprise Agreement 2017–20</i> (biosecurity operations employees and veterinarians) for participation in those activities.	27 May to 3 June annually	Lead: All First Assistant Secretaries Support: All Executive Level 2 officers
2.6 Celebrate and participate in Mabo Day by promoting external events and hosting 2 internal activities that will include interactive traditional activities, guest speakers and Torres Strait Islander community members where possible.	27 May to 3 June annually	Lead: First Nations Staff Network Support: Culture, Diversity and Inclusion Section, RAP WG, First Nations Inclusion Champions, Communications and Media Branch



Deliverables	Timeline	Responsibility
2.7 Register our events via Reconciliation Australia’s NRW website to allow external agency involvement in our activities.	May annually	Lead: Director, Culture, Diversity and Inclusion Section

We will promote reconciliation to engage all staff in our drive towards reconciliation outcomes.

Action 3 – Promote reconciliation through our sphere of influence.

Deliverables	Timeline	Responsibility
3.1 Reaffirm our ongoing commitment to our reconciliation journey by collaborating with other like-minded organisations, including our portfolio agencies and other public sector agencies, to implement ways to advance reconciliation.	August annually	Lead: Director, Culture, Diversity and Inclusion Section. First Nations Platform Support: RAP WG, First Nations Staff Network, Executive Board
3.2 Implement strategies to engage all staff to drive reconciliation outcomes.	Review December annually	Lead: Director, Culture, Diversity and Inclusion Section, First Nations Platform Support: RAP WG, First Nations Staff Network, Executive Board
3.3 Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	December annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, First Nations Staff Network, Executive Board Communications and Media Branch
3.4 Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	December annually	Lead: Director, Culture, Diversity and Inclusion Section, First Nations Platform Support: RAP WG, First Nations Staff Network, Executive Board
3.5 Provide 10 reconciliation themed quiz questions for annual graduate fundraising function.	December annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, First Nations Staff Network, Executive Board
3.6 Maintain our Reconciliation Action Plan/First Nations intranet hub and promote internal tools to communicate our Reconciliation Action Plan initiatives and outcomes.	December annually	Lead: Director, Culture, Diversity and Inclusion Section



Deliverables	Timeline	Responsibility
3.7 Continue to display a Statement of Commitment to Reconciliation in our national offices with an emphasis on the important role of Country and its sustainability throughout First Nations cultures.	December annually	Support: RAP WG, First Nations Staff Network, Executive Board Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, First Nations Staff Network, Executive Board
3.8 Promote our RAP with our portfolio agencies, collaborating and implementing ways to advance reconciliation.	August annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, First Nations Staff Network, Executive Board

Action 4 – Promote positive relations through anti-discrimination strategies.

Deliverables	Timeline	Responsibility
4.1 Senior leaders to support internal communications, policies and initiatives relating to anti-discrimination in the department.	February, May, August November annually	Lead: Executive Board Support: Director, Culture, Diversity and Inclusion Section, Integrity Branch
4.2 Engage with First Nations staff and advisors to continuously improve our anti-discrimination policy.	November annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG
4.3 Implement and communicate an anti-discrimination policy for the department.	November annually	Lead: Assistant Secretary, Integrity Branch Support: Culture, Diversity and Inclusion Section
4.4 Continuously improve HR policies and procedures concerning anti-discrimination.	November annually	Lead: Assistant Secretary, Integrity Branch Support: Culture, Diversity and Inclusion Section RAP WG
4.5 Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	November annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: Culture, Diversity and Inclusion Section



Respect

We will build and support our staff’s cultural competency and engagement.

Action 5 – Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.

Deliverables	Timeline	Responsibility
5.1 Conduct a review of cultural learning needs within our organisation.	July annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG
5.2 Consult local Traditional Owners and/or First Nations advisors on the implementation of a cultural learning strategy.	July annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG
5.3 All staff complete the mandatory modules (0-3) of the CORE Aboriginal and Torres Strait Islander cultural learning through our online e-learning platform within 4 weeks of commencing employment and every two years thereafter.	Every 2 years	Lead: Assistant Secretary, People Strategy and Safety Branch Support: All SES, Culture, Diversity and Inclusion Section
5.4 Continue to develop, implement and increase the engagement of face-to-face cultural competency and awareness of First Nations cultures by 5% each year.	August annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: All SES, Culture, Diversity and Inclusion Section
5.5 Develop an online collaborative platform/hub to communicate inclusion in the workplace, including First Nations resources and information to support our staff and managers, and share our reconciliation journey.	October 2021	Lead: Assistant Secretary, People Strategy and Safety Branch Support: Culture, Diversity and Inclusion Section, Communications and Media Branch, RAP WG
5.6 Implement the <i>Commonwealth Aboriginal and Torres Strait Islander Cultural Capability Framework</i> .	August 2021	Lead: Assistant Secretary, People Strategy and Safety Branch Support: All SES, all Executive Level staff, First Nations Staff Network, Communications and Media Branch
5.7 Graduate Development Program to continue including a project with a focus on First Nations employment, strategies and creating an inclusive culture. Increasing graduates understanding, and recognition of First Nations peoples and strengthening their cultural awareness.	July annually	Lead: Assistant Secretary, People and Policy Branch Support: Deputy Secretaries, RAP WG, all SES



Deliverables	Timeline	Responsibility
5.8 Senior Executive planning days and conferences include at least one session with a focus on policy/program collaboration with First Nations peoples.	July annually	Lead: Executive Board Support: All SES
5.9 Update the department's First Nations Engagement Guidelines with integrated practices, principles and staff support and promote through an internal communication plan.	July annually	Lead: Director, Culture, Diversity and Inclusion Section Support: Deputy Secretaries, RAP WG, all SES, First Nations Staff Network, Communications and Media Branch
5.10 Display of First Nations cultures through awareness and inclusion materials and merchandise including flags and artwork in public areas of all buildings in Australia.	November annually	Lead: Assistant Secretary, Property and Security Branch and Assistant Secretary, People Strategy and Safety Branch Support: First Nations Staff Network
5.11 Continue our long and established history of 6 staff to participate in the Jawun Secondment Program each year.	June annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: All SES

We will demonstrate respect for First Nations peoples and communities by embedding cultural protocols as part of the way our organisation functions.

Action 6 – Demonstrate respect to First Nations peoples by observing cultural protocols.

Deliverables	Timeline	Responsibility
6.1 Review and update the Cultural Protocol Guide with expert advice from key First Nations agencies and First Nations staff in each location.	September annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: First Nations Staff Network
6.2 Continue to build staff understanding of Acknowledgment of Country by a) displaying plaques in visible spaces in all our large meeting rooms b) recognition on the department's intranet, website, official social media accounts, meeting agendas and external publications where possible. c) arranging up to 2 First Nations language workshops, conducted by local Traditional Custodians /Elders in as many regional offices as possible. d) providing online and hard copy resources to equip staff to undertake Acknowledgements of Country. e) continuing to include an Acknowledgement of Country in the department's email signature block.	October annually	a) Lead: Assistant Secretary, Property and Security Branch Support: First Nations Staff Network b) Lead: Assistant Secretary, Communications and Media Branch Support: Culture, Diversity and Inclusion Section c) Lead: All SES Officers



Deliverables	Timeline	Responsibility
6.3 Commit to observing cultural protocols by inviting a local Traditional Owner to undertake a Welcome to Country for all national/large staff events each year.	Review participation September annually, coordinate at least two biannually	Support: Culture, Diversity and Inclusion Section d) and e) Lead: Culture, Diversity and Inclusion Section Support: First Nations Staff Network Lead: All SES Support: Culture, Diversity and Inclusion Section
6.4 Develop induction materials for new employees about the supports, provisions and cultural protocols for First Nations staff and their managers including information about our First Nations Staff Network, National Reconciliation Week events and activities, Welcome to Country vs Acknowledgement of Country and our RAP.	Review November annually	Lead: Recruitment Section Support: Culture, Diversity and Inclusion Section
6.5 Encourage the use of local Traditional Owner language and culturally significant wording to rename prominent meeting rooms including an acknowledgement of the Country you are on in a range of our existing and new departmental managed buildings.	Review April annually	Lead: Assistant Secretary, Property and Security Branch Support: First Nations Staff Network
6.6 We will continue to equip all staff to undertake an Acknowledgement of Country through provision of cards, online resources and training relevant to all office sites for staff use at meetings and events. This resource will continue to be available to all staff.	May and November annually	Lead: Director, Culture, Diversity and Inclusion Section Support: First Nations Staff Network
6.7 Continue to promote our respect for traditional lands, custodians and culture using the department's official email signature block containing an Acknowledgment of Country. The signature block will continue to be updated as required.	Review August annually	Lead: Director, Culture, Diversity and Inclusion Section Support: First Nations Staff Network

Action 7 – Recognise and commemorate First Nations dates of national significance.

Deliverables	Timeline	Responsibility
7.1 Develop a calendar of significant dates to acknowledge and celebrate First Nations histories and cultures and publish to the RAP intranet page.	January annually	Lead: First Nations Staff Network Support: Culture, Diversity and Inclusion Section
7.2 Develop internal communications to educate staff about dates of national significance.	January annually	Lead: Director, Culture, Diversity and Inclusion Section Support: First Nations Staff Network
7.3 Encourage all staff to attend external First Nations days of significance events.	January annually	Lead: RAP WG, First Nations Staff Network



Deliverables	Timeline	Responsibility
		Support: Culture, Diversity and Inclusion Section

Action 8 – Engage with First Nations cultures and histories by celebrating NAIDOC Week

Deliverables	Timeline	Responsibility
8.1 Hold internal NAIDOC Week events and activities to acknowledge, increase awareness and appreciation of First Nations cultures through: <ul style="list-style-type: none"> • storytelling • cultural immersion experiences where possible, open to all staff, and centrally funded • sharing of stories of our First Nations staff. 	July, annually (NAIDOC Week)	Lead: First Nations Staff Network Support: Culture, Diversity and Inclusion Section, RAP WG, First Nations Staff Network and Executive Board
8.2 Senior staff to acknowledge NAIDOC Week and its importance, encouraging support for departmental staff to participate in internal and external events, and communicate support available under the <i>Department of Environment and Energy Enterprise Agreement 2016-19</i> , <i>Department of Agriculture and Water Resources Meat Inspection Enterprise Agreement 2019-22</i> and the <i>Department of Agriculture and Water Resources Enterprise Agreement 2017-20</i> (Biosecurity Operations employees and Veterinarians) department’s Enterprise Agreement for participation in those activities.	July annually	Lead: All SES Support: Culture, Diversity and Inclusion Section
8.3 In consultation with First Nations stakeholders, support one external NAIDOC Week event each year.	July annually	Lead: First Nations Staff Network Support: Director, Culture, Diversity and Inclusion Section, RAP WG members
8.4 RAP Working Group members to participate in one external event to recognise and celebrate NAIDOC Week.	July annually	Lead: RAP WG Members Support: Director, Culture, Diversity and Inclusion Section, First Nations Staff Network
8.5 Continue to support and acknowledge staff contributions by presenting NAIDOC Week Awards and the Danny Mosby Awards.	July and October annually	Lead: Director, Culture, Diversity and Inclusion Section Support: First Nations Inclusion Champion



Opportunities

We will be an employer of choice for First Nations peoples.

Action 9 – Improve employment outcomes by increasing First Nations recruitment, retention and professional development.

Deliverables	Timeline	Responsibility
<p>9.1 Develop and implement an action plan that addresses departmental deliverables and supports priorities identified in the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24</i>.</p> <p>Specifically, the action plan will:</p> <ul style="list-style-type: none"> strengthen processes and policies that support Affirmative Measure recruitment and practices provide staff access to First Nations merit pools support annual entry-level program processes increase First Nations retention support professional development support cultural obligations support retention mechanisms, such as culturally appropriate employee assistance programs, mentoring, staff conferences, networks, study support, scholarships, leadership development (programs and job opportunities at higher levels – including management and senior executive positions), and job rotations. 	August 2021 (review annually)	<p>Lead: Assistant Secretary, People and Policy Branch</p> <p>Support: Recruitment Section and Culture, Diversity and Inclusion Section</p>
<p>9.2 Strengthen processes and policies that support First Nations recruitment:</p> <ul style="list-style-type: none"> Provide a reference point for business areas to easily access First Nations staff merit lists. Develop an annual process for the recruitment of entry-level First Nations talent for the department across all locations and in line with the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24</i>. Provide a wrap-around support system for our First Nations entry-level program participants. The department’s recruitment team and representatives from line areas, participate in First Nations Careers Expos annually and attend at least two other outreach opportunities (for example, in universities, schools and career expos). 	November annually	<p>Lead: Assistant Secretary, People and Policy Branch</p> <p>Support: Recruitment Section, Entry Program Section, All SES</p>
<p>9.3 Undertake processes to support Affirmative Measures and identified-position recruitment including:</p> <ul style="list-style-type: none"> Appoint a First Nations staff member in the Recruitment Section to provide advice to business areas on Affirmative Measures and Identified Position recruitment requirements and processes. 	November annually	<p>Lead: Assistant Secretary, People and Policy Branch</p> <p>Support: Recruitment Section, All SES</p>



Deliverables	Timeline	Responsibility
<ul style="list-style-type: none">• Increase the number of Affirmative Measures recruitment activities and Identified positions throughout each division in alignment with our Action Plan to address the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24</i>.• Conduct a departmental Affirmative Measures recruitment round targeted at middle management roles (APS5/6, EL1) in line with the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy</i>. Establish merit pools and make them available across the department and contribute to and draw on the APSC Affirmative Measures merit register.• All staff participating in Affirmative Measures and Identified Position recruitment panels undertake cultural capability training and are appropriately trained in how to conduct the process. Recruitment panels are to include a First Nations staff member for these recruitment activities, to provide advice on the recruitment process, and questions and examples accepted.		
9.4 Advertise job vacancies to effectively reach First Nations stakeholders. Affirmative Measures roles to be advertised directly to internal staff, and First Nations communities through First Nations media outlets such as Facebook, Koori Mail and Indigenous Times.	November annually	Lead: Assistant Secretary, People and Policy Branch Support: Recruitment Section, All SES
9.5 Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace. Review position descriptions to enable affirmative measures group to apply, speak/write in plain English, avoiding the use of public service or technical jargon.	November annually	Lead: Assistant Secretary, People and Policy Branch Support: Recruitment Section, All SES
9.6 First Nations employees to be supported to take on management and senior level positions through internal stretch campaigns providing short to long-term acting opportunities and secondment opportunities with our portfolio agencies.	November annually	Lead: Assistant Secretary, People and Policy Branch Support: Recruitment Section, All SES
9.7 Establish 5% representation of First Nations employees at APS4 to APS6 levels in the APS by 2024.	June 2024	Lead: Assistant Secretary, People and Policy Branch Support: All SES
9.8 Establish 5% representation of First Nations employees at EL1 and EL2 levels in the APS by 2024.	June 2024	Lead: Assistant Secretary, People and Policy Branch Support: All SES
9.9 Establish 3% representation of First Nations employees at the SES levels in the APS by 2024.	June 2024	Lead: Assistant Secretary, People and Policy Branch Support: People, Property and Security Division
9.10 To build biosecurity capacity in northern Australia, up to 5 trainees to complete the First Nations Traineeship program over 18 months, delivering increased skills and employment opportunities for First Nations communities.	December bi-annually	Lead: Assistant Secretary, Science and Surveillance Group Support: Director, Northern Australia Quarantine Strategy Section



Deliverables	Timeline	Responsibility
9.11 Up to 50 Indigenous Rangers from 2023 to 2027 to undertake Certificate IV in Tropical Biosecurity. The course aims to build the scientific, biosecurity and leadership capabilities of senior rangers and ranger coordinators working in biosecurity-related roles in remote northern Australia.	December annually	Lead: Assistant Secretary, Science and Surveillance Group Support: Director, Northern Australia Quarantine Strategy Section
9.12 Up to 70 Rangers per year attending Biosecurity Fundamentals training from 2021 to 2024. The training enables rangers to better contextualise the importance of the data collection and activities performed by ranger groups for biosecurity. The initiative commenced in 2017 and is regarded as a strong contributor to increasing Indigenous Ranger biosecurity knowledge.	December annually	Lead: Assistant Secretary, Science and Surveillance Group Support: Director, Northern Australia Quarantine Strategy Section

We will support First Nations businesses and charities.

Action 10 – Increase First Nations supplier diversity to support improved economic and social outcomes.

Deliverables	Timeline	Responsibility
10.1 Strengthening our First Nations procurement strategy in line with the <i>Commonwealth Indigenous Procurement Policy</i> .	June (review annually)	Lead: Chief Finance Officer, Finance Division Support: All SES
10.2 Communicate opportunities promoting the procurement of First Nations vendors to all staff.	June annually	Lead: Chief Finance Officer, Finance Division Support: All SES
10.3 Remove barriers when procuring goods and services from First Nations businesses.	January (review annually)	Lead: Chief Finance Officer, Finance Division Support: All SES
10.4 Training all relevant staff in contracting First Nations businesses through the <i>Commonwealth Indigenous Procurement Policy</i> .	Quarterly – Commencing May 2021 to December 2023	Lead: Chief Finance Officer, Finance Division Support: All SES
10.5 Maintain commercial relationships with 30 First Nations businesses.	January (review annually)	Lead: Chief Finance Officer, Finance Division Support: All SES
10.6 Meet or exceed <i>Commonwealth Indigenous Procurement Policy</i> targets for percentage of contracts, with a steady increase over the life of the RAP: <ul style="list-style-type: none"> • 2020–21 - target of 3% of total procurement contracts established • 2021–22 - target of 4% of total procurement contracts established • 2022–23 - target of 5% of total procurement contracts established • 2023–24 - target of 6% of total procurement contracts established. 	June annually	Lead: Chief Finance Officer, Finance Division Support: All SES



Deliverables	Timeline	Responsibility
10.7 Meet or exceed <i>Commonwealth Indigenous Procurement Policy</i> targets for contract value, with a steady increase over the life of the RAP: <ul style="list-style-type: none">2020–21 - target of 1.25% of total procurement contracts established2021–22 - target of 1.5% of total procurement contracts established2022–23 - target of 2% of total procurement contracts established2023–24 - target of 2.5% of total procurement contracts established.	June annually	Lead: Chief Finance Officer, Finance Division Support: All SES

Action 11 – Donate to First Nations charities in line with Commonwealth Procurement practices

Deliverables	Timeline	Responsibility
11.1 Continue to foster relationships with First Nations organisations through the allocation of corporate funding (based on a selection process) to support one nominated First Nations organisation.	July Annually	Lead: Director, Culture, Diversity and Inclusion Section Support: All staff
11.2 Develop and implement a selection process for corporate funding in line with Commonwealth Procurement practices.	June annually	Lead: Director, Culture, Diversity and Inclusion Section Support: Culture, Diversity and Inclusion Section



Governance

We will ensure our RAP has strong leadership and we will be accountable for achieving the actions in it.

Action 12 – Establish and maintain an effective RAP Working group (RAP WG) to drive governance of the RAP.

Deliverables	Timeline	Responsibility
12.1 Support the RAP Implementation Officer to oversee the implementation of the RAP and act as a central point of contact for business areas.	February, May, August November annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG
12.2 Maintain First Nations representation on the RAP WG.	July annually	Lead: RAP WG Chair / First Nations Inclusion Champion Support: First Nations Staff Network
12.3 Our RAP WG will meet at least 4 times per year to drive and monitor RAP implementation.	Quarterly – March, June, September, December 2021, 2022, 2023	Lead: RAP WG Chair / First Nations Inclusion Champion Support: Culture, Diversity and Inclusion Section
12.4 Appoint a First Nations Co-chair to the RAP WG.	Rotation basis from July 2021, 2022, 2023	Lead: RAP WG Chair / First Nations Inclusion Champion Support: Culture, Diversity and Inclusion Section
12.5 Terms of Reference for the RAP WG reviewed and updated annually.	May 2021, 2022, 2023	Lead: RAP WG Chair / First Nations Inclusion Champion Support: RAP WG and Culture, Diversity and Inclusion Section
12.6 The RAP WG to review, refresh and update the RAP based on significant learnings, challenges and achievements over the next 3 years.	October 2021, 2022, 2023	Lead: RAP WG Chair / First Nations Inclusion Champion Support: RAP WG and Culture, Diversity and Inclusion Section



We will ensure our Executive are engaged in the implementation of our RAP commitments and embed RAP outcomes in the department’s strategic planning and leadership performance agreements.

Action 13 – Provide appropriate support for effective implementation of RAP commitments.

Deliverables	Timeline	Responsibility
13.1 We will embed resource needs for RAP implementation including a RAP Implementation Officer.	August 2021 (review annually)	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG
13.2 The department will maintain a Deputy Secretary to be responsible for driving First Nations matters across the department including successful implementation of the RAP.	May 2021 (review annually)	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG, Executive Board
13.3 Develop and implement a Monitoring, Measurement and Reporting Plan outlining how we will track, measure and report on our progress against the RAP’s deliverables.	June 2021 (review annually)	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG
13.4 The First Nations Staff Network to be consulted throughout the development, implementation, monitoring and reporting of the RAP.	Quarterly – March, June, September, December annually	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG
13.5 All SES Performance Agreements include a commitment to drive uptake of RAP actions and detail how they will do that.	July (review annually)	Lead: All SES Support: Workplace Relations
13.6 Divisions to specify how First Nations science and knowledge will be considered, and incorporated, into the development of policies and programs.	July annually	Lead: All First Assistant Secretaries Support: SES officers
13.7 All divisional plans include targets and actions which align with the department’s action plan to address the <i>Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24</i> .	Template adopted by June 2021 (reviewed annually)	Lead: All First Assistant Secretaries Support: SES officers, RAP WG
13.8 Update briefing templates to include an impact on First Nations peoples/communities/stakeholders to ensure any new initiatives are considerate of those matters. Consideration and consultation will be mandated through a template question on all committee/board/group papers in consultation with the Inclusion Council.	October 2021 (review annually)	Lead: Director, Culture, Diversity and Inclusion Section Support: All SES, RAP WG
13.9 Maintain an internal RAP Champion from senior management.	May 2021 (review annually)	Lead: Director, Culture, Diversity and Inclusion Section



Deliverables	Timeline	Responsibility
13.10 Include our RAP as a standing agenda item at the Inclusion Council and People & Culture Committee meetings.	May 2021 (review annually)	Support: RAP WG Lead: All SES Officers Support: Culture, Diversity and Inclusion Section, RAP WG

We will ensure our reconciliation journey is accountable, transparent and forward thinking.
Action 14 – Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverables	Timeline	Responsibility
14.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG, First Nations Inclusion Champions
14.2 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings in our annual report.	March annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG, First Nations Inclusion Champions
14.3 Participate in the Reconciliation Australia Workplace RAP Barometer Survey.	May 2023	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG, First Nations Inclusion Champions
14.4 Conduct an annual survey for all staff to seek feedback on RAP implementation.	June annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG members, Communications and Media Branch, First Nations Inclusion Champions
14.5 Resourcing and personnel will be provided to deliver and report on the RAP.	August annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG members, First Nations Staff Network, First Nations Inclusion Champions



Deliverables	Timeline	Responsibility
14.6 An annual report provided to the Executive Board and the 3 jointly managed Boards of Management on any issues, successes and barriers to the successful implementation of the RAP.	September annually	Lead: Assistant Secretary, People Strategy and Safety Branch Support: RAP WG members, First Nations Inclusion Champions and Culture, Diversity and Inclusion Section

Action 15 – Continue our reconciliation journey by developing our next RAP.

Deliverables	Timeline	Responsibility
15.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2023	Lead: Director, Culture, Diversity and Inclusion Section Support: RAP WG members
