



Australian Government  
National Indigenous  
Australians Agency



NIAA



RECONCILIATION  
ACTION PLAN

STRETCH

STRETCH

RECONCILIATION ACTION PLAN  
NATIONAL INDIGENOUS  
AUSTRALIANS AGENCY



F E B R U A R Y 2 0 2 2 → J A N U A R Y 2 0 2 5

**NATIONAL INDIGENOUS AUSTRALIANS AGENCY  
STRETCH RECONCILIATION ACTION PLAN 2022-2025**

© Commonwealth of Australia 2022

ISBN 978-1-925365-00-9 (online)

ISBN 978-1-925365-01-6 (print)

**Copyright Notice**

With the exception of the Commonwealth Coat of Arms, this work is licensed under a Creative Commons Attribution 4.0 International licence (CC BY 4.0) (<https://creativecommons.org/licenses/by/4.0/>).

**Third party copyright**

Wherever a third party holds copyright in this material, the copyright remains with that party. Their permission may be required to use the material. Please contact them directly.

**Attribution**

This publication should be attributed as follows:

© Commonwealth of Australia, National Indigenous Australians Agency, National Indigenous Australians Agency  
Stretch Reconciliation Action Plan

**Use of the Coat of Arms**

The terms under which the Coat of Arms can be used are detailed on the following website:

<https://pmc.gov.au/cca>

**Other uses**

Enquiries regarding this document are welcome at:

[RAP-NIAA@niaa.gov.au](mailto:RAP-NIAA@niaa.gov.au) or call 02 6271 5111

**Acknowledgement of Country**

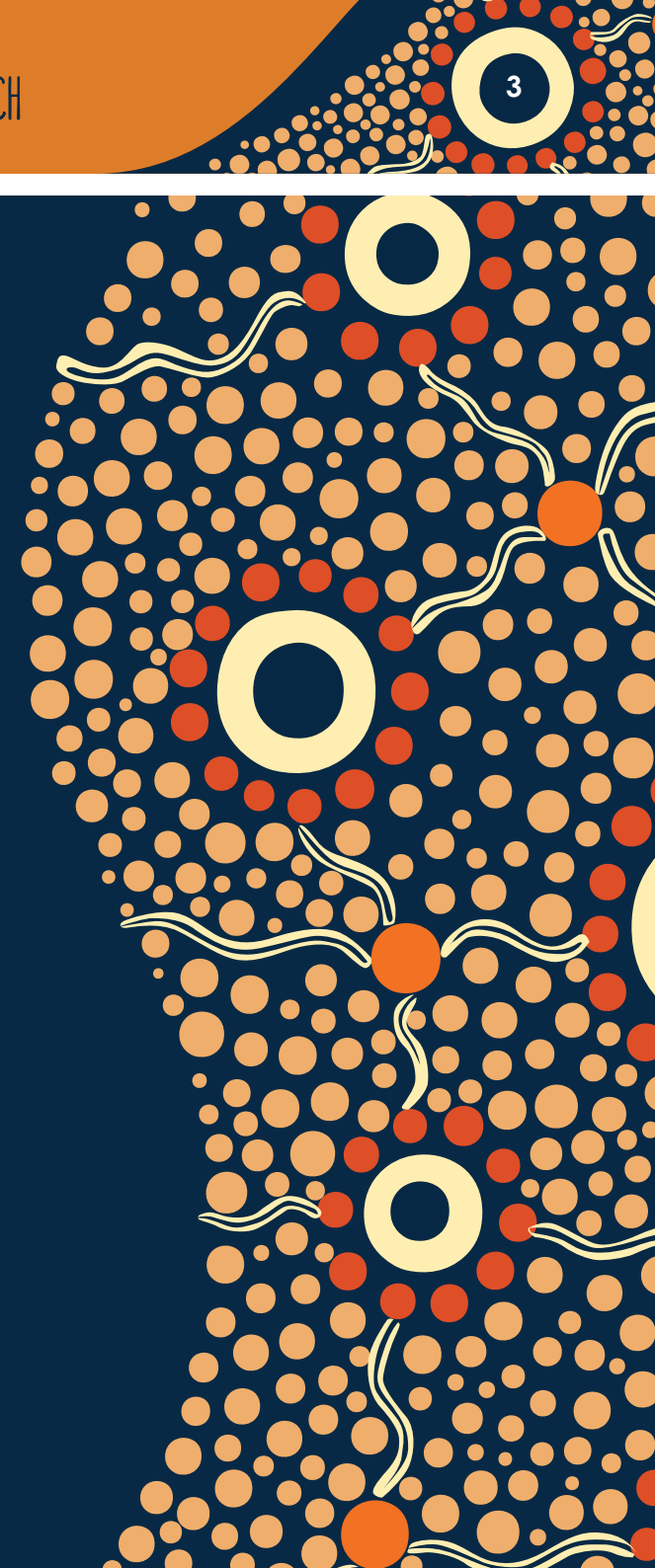
The National Indigenous Australians Agency (NIAA) acknowledges the Traditional Owners and Custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.

**The NIAA Stretch RAP Artwork**

The NIAA Stretch RAP design uses elements of the NIAA commissioned art-work by Wiradjuri Artist, Ms Jordana Angus. The dots represent people and diversity. The lines are paths leading to a meeting place – a meeting of minds, spirits and actions. This design is carried throughout the whole document and is a visual reminder that the plan is a living document as the NIAA continues its reconciliation journey.

# Contents

NIAA CEO Foreword .....	4
Reconciliation Australia CEO Message.....	6
Our vision for reconciliation .....	7
Our Vision .....	7
Our Purpose.....	7
Our Business.....	8
Our RAP.....	13
Case Studies.....	16
Relationships.....	20
Respect.....	26
Opportunities.....	32
Governance.....	36





*Jody Broun, NIAA CEO*



I WANT ALL NIAA STAFF TO  
ENSURE THAT PROACTIVE,  
MEANINGFUL RECONCILIATION  
BECOMES SECOND NATURE IN  
HOW WE APPROACH OUR WORK  
AND RELATIONSHIPS.



## NIAA CEO Foreword

### **NIAA Stretch Reconciliation Action Plan 2022-2025**

I am very proud to present the NIAA's inaugural Stretch Reconciliation Action Plan (RAP) 2022-2025. This plan is a formal recognition of our commitment to expand our impact and take the next steps on our reconciliation journey.

At the NIAA, we recognise the unique opportunities we have as the lead Commonwealth agency responsible for policy development, program design and implementation, and service delivery in partnership with Aboriginal and Torres Strait Islander peoples.

To achieve our vision for reconciliation, we will implement strategies to build our influence with partners, inside and outside government, to ensure the alignment of policy, strategy and investment towards achieving the best possible outcomes with Aboriginal and Torres Strait Islander peoples and communities.

The National Agreement on Closing the Gap, is emblematic of a fundamental change in the way we work, a model which ensures all governments work in genuine partnership and share responsibility with Aboriginal and Torres Strait Islander stakeholders. The NIAA will continue to lead the implementation of this framework and meet the ambitious goals and priority reforms set out in the National Agreement.

I would like to acknowledge the NIAA's RAP Working Group for their ambition and insights in developing the actions in our RAP, and encouraging us to incorporate them into our day to day work.

I am confident that the NIAA will actively engage in, and of course deliver on, the actions set out in our Stretch RAP for 2022-2025 and stretch ourselves even further. I want all NIAA staff to ensure that proactive, meaningful reconciliation becomes second nature in how we approach our work and relationships. We are well placed to leverage our extensive knowledge and experience to be leaders and to influence and support the Australian Public Service (APS) to promote actions that support reconciliation.

### **Jody Broun**

*Chief Executive Officer, National Indigenous Australians Agency*



# CHARLES PERKINS HOUSE

16 BOWES PLACE



The Hon. Ken Wyatt AM MP, Minister for Indigenous Australians (Front right) with NIAA CEO Jody Broun (front left) and the 2022 NIAA graduates on the stairs of Charles Perkins House.



Karen Mundine, RA CEO

## Reconciliation Australia CEO Message

On behalf of Reconciliation Australia, I congratulate the National Indigenous Australians Agency (NIAA) on its continued commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP).

Using the pillars of *relationships, respect, and opportunities*, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, the NIAA continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

The NIAA sets the standard for what working with Aboriginal and Torres Strait Islander communities and stakeholders looks like for government. Consequently, an ability to formalise strong partnerships with First Nations groups and organisations has characterised the Agency's reconciliation journey so far. Highlights include developing and implementing the Place Based Framework, as well as the instrumental role the NIAA played in bringing about the National Agreement on Closing the Gap. The efficacy of both of these initiatives is apparent in the relationships fostered by the NIAA, which in turn promotes best-practice partnership-building to the Commonwealth more broadly.

This Stretch RAP sees the NIAA embed and expand on these successes, to create further impact. It is continuing its focus on formalising structures around partnerships, with plans to integrate the co-design framework into its everyday, as well as promote it across the Commonwealth. The NIAA is using this Stretch RAP to sincerely invest in the education and capabilities of its staff and officers. It has plans to host two different speaker series for its employees: a monthly event on truth-telling and a quarterly event on different issues pertaining to reconciliation. It is continuing to test and develop its knowledge and ways of working, building two connections with overseas agencies to better understand how other countries increase outcomes for Indigenous peoples. These initiatives, among others, show the NIAA is taking thoughtful and considered steps to embed reconciliation into its work and across its sphere of influence.

On behalf of Reconciliation Australia, I commend the NIAA on this Stretch RAP and look forward to following its ongoing reconciliation journey.

**Karen Mundine**

Chief Executive Officer, Reconciliation Australia

WITH THE CREATION OF THIS STRETCH RAP, THE NIAA CONTINUES TO BE A MEMBER OF THE EVER-GROWING COMMUNITY OF RAP ORGANISATIONS THAT HAVE TAKEN GOODWILL AND TRANSFORMED IT INTO ACTION.



## Our Vision for Reconciliation

Our vision for reconciliation is for Australians to work together to improve the lives of Aboriginal and Torres Strait Islander peoples; and the living cultures, stories and histories of Aboriginal and Torres Strait Islander peoples are embedded and celebrated by all Australians as part of our national story.

To deliver on our functions, including reconciliation, we embedded the NIAA vision and purpose to guide our work, supported by six strategic pillars:

- building our influence
- identifying economic and human capital development opportunities
- building genuine partnerships
- investing to deliver greatest benefit
- using data and evidence to inform our approach, and
- being a capable, engaged and unified workforce.

We demonstrate leadership in reconciliation by championing the Reconciliation Action Plan (RAP) program delivered by Reconciliation Australia. We recognise that we have exceptional reach (policy, program and structural) across Australia which enables us to develop and execute approaches in partnership with state and territory counterparts and Aboriginal and Torres Strait Islander peoples and communities. Through this process, we embed reconciliation initiatives within the NIAA and utilise our sphere of influence to raise awareness, drive change, inspire and enable all Australians to contribute to the reconciliation of the nation.

## Our Vision

The NIAA is a reliable and trusted partner contributing to improving the lives of Indigenous Australians.

## Our Purpose

The purpose of the NIAA is to assist the Australian Government to achieve its objectives in improving the lives of Aboriginal and Torres Strait Islander peoples, focusing on place, working in partnership and effectively delivering programs through the Indigenous Advancement Strategy (IAS).

## Our Business

The NIAA was established in July 2019 as the lead Agency in the Commonwealth for Indigenous Australians. Prior to this, the Indigenous Affairs Group within the Department of the Prime Minister and Cabinet lead government policy and programs for Aboriginal and Torres Strait Islander peoples.

We play a critical role in supporting the Prime Minister and the Minister for Indigenous Australians, and providing assistance to other Ministerial portfolios across the Australian Government. The NIAA represents a fundamental change to doing business by forming partnerships with Indigenous Australians at all levels. This approach has shaped our work in policy design; program and service delivery; and our organisational structure.

As at 31 December 2021, the NIAA has 1,286 staff, of whom 300 identify as Indigenous. The NIAA occupies 39 commercial offices and has a presence in 12 remote communities.

We have an established regional presence that facilitates our engagement with stakeholders and culturally diverse communities, some in very remote locations. Our offices, services and staff are impacted by the natural environment, including the extremities of the Australian climate.

We are focused on the opportunities that exist, including developing northern Australia to benefit Traditional Owners, communities on Country and all Indigenous Australians in the top end. We invest in projects across a range of industries, sectors and society. Funding is allocated through the IAS, National Partnership Agreements, Special Accounts and Special Appropriations.

As an organisation we have a clear picture of who we are and our role in this complex, dynamic system. We have an operating environment that aligns with the expectations of the Prime Minister and Minister's principles of co-design, partnership and delivery. We are ensuring that Aboriginal and Torres Strait Islander peoples are active partners in policy and program design, and effective and efficient service delivery.

The NIAA has embedded a Place Based Practice Framework to support effective relationships between governments and Aboriginal and Torres Strait Islander communities throughout the NIAA, and across the Commonwealth and with other key stakeholders. The Place Based Practice Framework is designed to help us frame a consistent and effective approach to working

in place, and a common platform to build the capability and skills of staff. It builds on what we know and do (engagement, co-design and understanding place) to make sure our effort and investment is effectively used to achieve the most benefit for Aboriginal and Torres Strait Islander communities (urban, regional and remote).

The NIAA is committed to enhancing its organisational culture to achieve and maintain a diverse, culturally safe and capable workforce. This is achieved through the Agency's Footprints Program. Footprints is a cross-cultural awareness program, with all staff required to undertake and report on their participation in local activities to achieve 100 points each year. Activities are developed at individual and group level, and tailored to the needs of the business area and strengthen the understanding and appreciation of cultural diversity.

Our role and function, supported by the ongoing commitment of our staff, demonstrates leadership in reconciliation through a proven history of embedding RAP initiatives, and demonstrating leadership across critical stakeholders including the Commonwealth Government. We operate and



deliver outcomes against the five dimensions of reconciliation, including:

- Race relations
- Equality and equity
- Unity
- Institutional integrity
- Historical acceptance

We achieve outcomes and deliver against these by:

### Influencing

We have a broad remit at the Commonwealth level to lead and coordinate Commonwealth policy and influence all programs and services being delivered. We are exercising this influence in a way to ensure services are delivered where they are needed and in a way that meets the needs of local people. This includes leading the development and implementation of measures that aim to improve outcomes for Aboriginal and Torres Strait Islander peoples as the recipients of Government services, and as staff across the APS. Our ability to influence delivers on our inherent and underlying commitment to reconciliation in everything we do to improve the lives of Indigenous Australians.

The NIAA's funding through the IAS represents only a relatively small portion of the total national investment that supports Indigenous Australians. To fully maximise these outcomes, the NIAA demonstrates and embeds reconciliation by bringing people together to maximise the benefit of government investment, influence positive outcomes, and improve the lives of Aboriginal and Torres Strait Islander peoples.

### Engaging with stakeholders

We work with a broad range of stakeholders across the Commonwealth, state and territory governments and the business sector, and partner with Aboriginal and Torres Strait Islander peoples, communities and leaders. We work across the Commonwealth Government to strengthen outcomes for Aboriginal and Torres Strait Islander peoples, supporting them to identify and implement approaches that provide culturally appropriate and accessible services that Aboriginal and Torres Strait Islander communities can access.

Working in partnership with Aboriginal and Torres Strait Islander peoples is central to the NIAA's work - it enriches our advice to government, informs decision making, and contributes to better outcomes for Aboriginal and Torres Strait Islander peoples.



OUR ABILITY TO  
INFLUENCE DELIVERS  
ON OUR INHERENT AND  
UNDERLYING COMMITMENT  
TO RECONCILIATION IN  
EVERYTHING WE DO TO  
IMPROVE THE LIVES OF  
INDIGENOUS AUSTRALIANS.



Central to this is the National Agreement on Closing the Gap, which came into effect in July 2020. The National Agreement is a new model of working together, where all governments work in partnership with Aboriginal and Torres Strait Islander stakeholders with an increased level of accountability, transparency and responsibility between all parties. The NIAA has been instrumental in supporting Government to develop and implement this agreement. The National Agreement brings Aboriginal and Torres Strait Islander peoples together with Government to develop and implement responses to issues being faced by Indigenous peoples. The partnership arrangements under the National Agreement include a Joint Council on Closing the Gap comprising 12 Aboriginal and Torres Strait Islander representatives, with ministerial representation from all jurisdictions and the President of the Australian Local Government Association. It is the first National Federation Reform Council (NFRC) Joint Council to include members from outside government, and is a historic step forward in the working relationship between Aboriginal and Torres Strait Islander peoples and governments. The NIAA is proud to lead and coordinate this work.



THE NATIONAL AGREEMENT IS  
A NEW MODEL OF WORKING  
TOGETHER, WHERE ALL  
GOVERNMENTS WORK IN  
PARTNERSHIP WITH ABORIGINAL  
AND TORRES STRAIT ISLANDER  
STAKEHOLDERS WITH AN  
INCREASED LEVEL OF  
ACCOUNTABILITY, TRANSPARENCY  
AND RESPONSIBILITY BETWEEN  
ALL PARTIES.



### **Working in and with Aboriginal and Torres Strait Islander communities**

The NIAA has a permanent presence of regional offices around Australia. We work with local Indigenous leaders and communities, remote, metropolitan and regional governance entities and peak national bodies. We recognise that each community is unique, and our regional offices work closely with communities to co-design solutions, support strategic partnerships, realise economic opportunities in place and design services that respond to the changing needs of communities. This aligns with the Australian Government's commitment to local and regional decision making.

Our ability to work in and with Aboriginal and Torres Strait Islander communities, and the broader contemporary Australian community, is a critical part of the national discussion. This national discussion is focused on unity, equality and equity, and acceptance of our shared history as Australians. Our contributions to this include:

- Sharing knowledge and understanding of the shared history of all Australians, that recognises Aboriginal and Torres Strait Islander peoples' ongoing cultures and histories as an important part of our national story.

- We work across partners to support this journey and provide guidance, and assist with connections between non-Indigenous and Aboriginal and Torres Strait Islander Australians. This supports access to local communities, so that our APS partners are better able to work in partnership with Aboriginal and Torres Strait Islander communities.
- Helping our partners across the APS recruit, develop and retain Aboriginal and Torres Strait Islander staff; recognising that the value that they bring is unique and provides a platform for the APS to better understand and respond to the needs of Aboriginal and Torres Strait Islander communities.

### **Harnessing the knowledge and skills of our Indigenous staff**

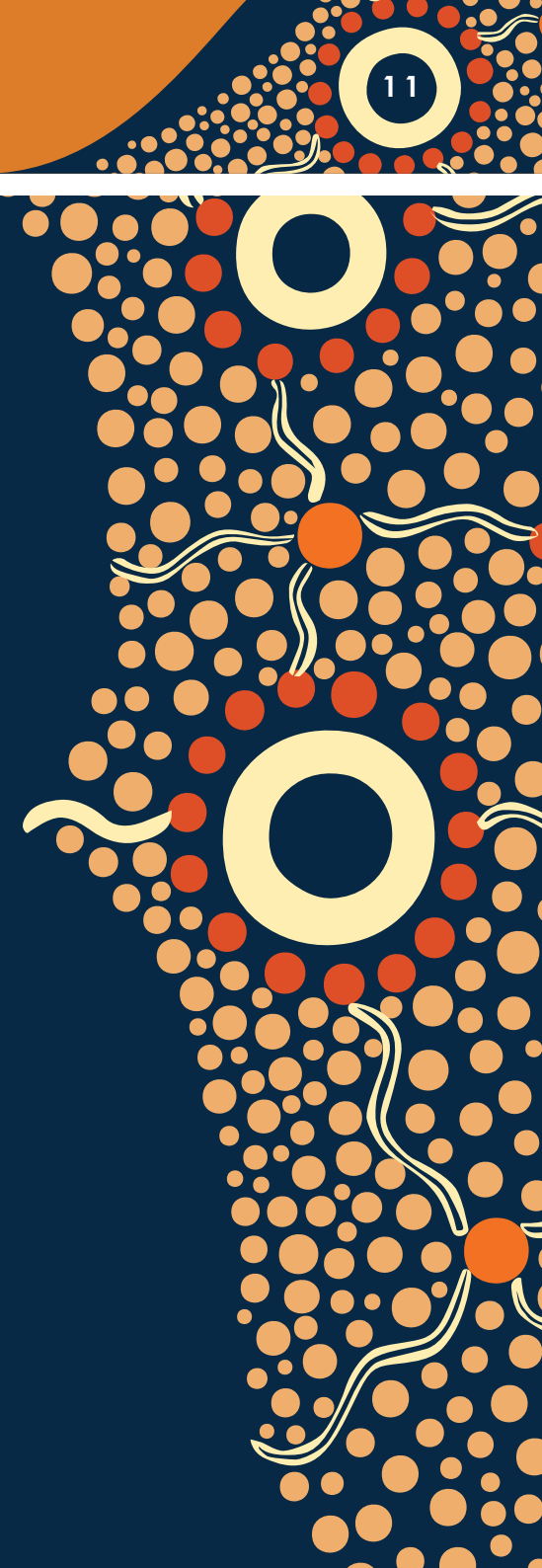
As at 31 December 2021, NIAA had approximately 300 staff identify as Indigenous, representing approximately 23% of our total staff profile.

In 2020, the NIAA established the Aboriginal and Torres Strait Islander Network (ATSIN) for Aboriginal and Torres Strait Islander employees in the NIAA. ATSIN is a national network, available to all Indigenous staff to support one another, share information and celebrate successes.

The role of the ATSIN is to:

- i. Provide a supportive space for Aboriginal and Torres Strait Islander staff to come together and make connections
- ii. Promote a unified, respectful and inclusive Agency wide culture by modelling and consistently demonstrating the NIAA values and behaviours including cultural safety
- iii. Raise awareness and understanding of issues relevant to Aboriginal and Torres Strait Islander staff
- iv. Contribute to the NIAA and APS wide diversity strategies, including engaging with other NIAA staff diversity networks as appropriate
- v. Promote opportunities to support the success and inclusion of Aboriginal and Torres Strait Islander staff in the NIAA, and
- vi. Support the Agency's efforts to acknowledge particular days of significance

The ATSIN is supported by the ATSIN Committee, which is comprised of one SES staff member and 6 elected members from the ATSIN: 3 members from the Canberra region and 3 members from outside of Canberra. ATSIN members can approach any member of the ATSIN Committee for assistance or guidance with matters relating to the purpose of the network.





## National Indigenous Australians Agency

### Our Environment

We are committed to providing a safe, modern and connected environment for all our staff.

### Our Culture

We are committed to building a unified, supportive and creative culture.

### Our People

We are committed to investing in our people to build capability and provide opportunities.

### Our Vision

NIAA is a reliable and trusted partner contributing to improving the lives of Indigenous Australians.

### Our Purpose

The purpose of NIAA is to assist the Australian Government achieve its objectives in improving the lives of Indigenous Australians by leading the development of the Commonwealth's approach, focusing on place, working in partnership, and effectively delivering programs through the Indigenous Advancement Strategy.

### We achieve this by...



Building our influence



Identifying economic and human capital development opportunities



Building genuine partnerships



Investing to deliver the greatest benefit



Being a capable, engaged and unified workforce



Using data and evidence to inform our approach

### Which is underpinned by Our Values



We respect multiple perspectives



We deliver with purpose



We are authentic



We invest in each other's success



We are professional and act with integrity



## Our RAP

The NIAA is proud to share our Reconciliation Action Plan (RAP), growing our reach and demonstrating our underpinning commitment to reconciliation. This builds on the Department of the Prime Minister and Cabinet 2018-2020 Stretch RAP that the then Indigenous Affairs Group developed while in the Department of the Prime Minister and Cabinet.

Since the NIAA was established in 2019, we have worked hard to establish our own identity and embed this in our core business. Cultural understanding and respect are at the centre of our Values and Behaviours; it strengthens all of the work we undertake with Aboriginal and Torres Strait Islander peoples and communities. Achievements since our establishment include the design and implementation of the Footprints Program, the Leadership and Development Program, and at a strategic level through the formation of the NIAA Vision and Purpose, supported by its six strategic pillars: building our influence; identifying economic and human capital development opportunities; building genuine partnerships; investing to deliver greatest benefit; using data and evidence to inform our approach; and being a capable, engaged and unified workforce. This hasn't been without its challenges - all new organisations

have to work hard to form an identity and build trust, both externally and internally. This is a continuing journey, and we will remain focused on developing our capabilities and investing in our people to promote a positive, inclusive and cohesive workplace culture.

Our RAP shapes the way the NIAA embeds reconciliation in the way we work through our HR process, our policy and program responses. It guides how we provide leadership across external stakeholders as the Agency responsible for leading the Commonwealth's approaches to strengthen life outcomes for Aboriginal and Torres Strait Islander peoples. Actions and targets contained in this RAP demonstrate our commitment to continuously improve our efforts and achievements, and our ability to work in meaningful partnership with Aboriginal and Torres Strait Islander peoples, communities and organisations. The NIAA strives for excellence in all we do to support Aboriginal and Torres Strait Islander peoples to achieve their aspirations for themselves, their families and communities.

Our staff represent diverse cultures, languages and people groups from across this land and around the world. They apply this richness, depth of knowledge and experience to their work, working with Aboriginal and Torres

Strait Islander peoples and communities. Our physical outreach is expansive; our presence is known in major cities, towns, regions and remote communities. We have direct links and contact with many Aboriginal and Torres Strait Islander nations – spanning salt water, fresh water, rain forest and desert country. It is through this extensive commitment and national presence that we are able to make a real contribution to the reconciliation of the nation.

The NIAA was borne out of multiple iterations across different Australian Government departments to become an Executive Agency committed to executing the Government's policies to improve the lives of Aboriginal and Torres Strait Islander peoples. This is our first RAP as the NIAA, and as such it is an important milestone and statement of commitment.

The NIAA expects to be challenged and we commit to challenging others while we travel along our RAP journey. It is our intention to use every opportunity to ensure that all NIAA staff position themselves as committed and professional public servants dedicated to practical action on reconciliation. Our staff are focused on continuously engaging and learning, fortifying our knowledge and allowing us to do our best work.

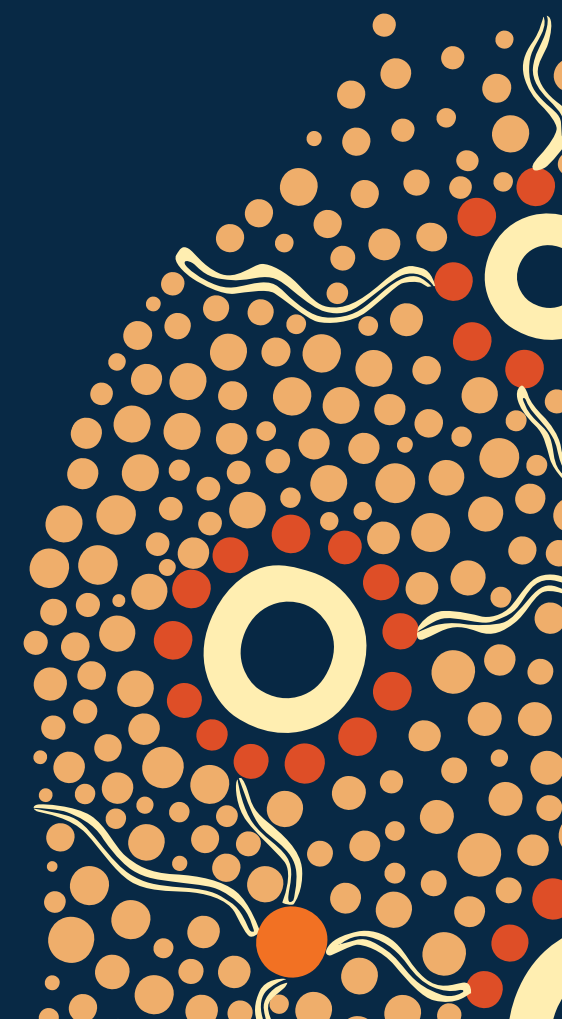
The NIAA's Stretch RAP February 2022 – January 2025 was developed through extensive engagement and consultation. These consultations included 12 RAP Working Group (RAPWG) meetings from May 2020 – September 2021. The RAPWG was co-chaired by two Senior Executive Service Officers, and comprised representatives from each group across the NIAA. Approximately half of the group identified as Aboriginal and Torres Strait Islander peoples. NIAA also contracted external consultant ETM Perspectives to facilitate eight focus groups.

The RAP Working Group that developed this RAP included:

Co-Chairs.....	Andrea Kelly and Rachael Jackson
Central Group.....	Henry Wilson and Virginia Varacalli
Corporate Group.....	Kane Morse and Carla Stocks
Eastern Group.....	Roz Golden and Patricia Wilkinson
Economic Policy and Programs Group.....	Gladys Willis and Kate Keating
Northern Australia Development Group.....	Darran Kennedy
Organisational Performance and Change Group.....	Jamie Crosby and Brad Kane
Program Performance and Delivery Group.....	Peter Kay, Brenton Rigney and John Maher
Social Policy and Programs Group.....	Tahlia-Rose Vanissum and Loi Lam
Strategic Policy Group.....	Michael Ohrin and Cyndee Davis
West and South Group.....	Janelle McKenzie and Chloe Wood

The RAPWG also included the membership of external Indigenous advisor, Ms Cath Brokenborough, who provided leadership and support to the working group throughout the development of the NIAA RAP. Ms Brokenborough generously gave us her time and expertise and the NIAA acknowledges her significant contribution.

The RAPWG was supported by the RAP secretariat: Natasha Brunhuber, Juliette Hubbard, Peter Hutchings, Emma Lattimore, David Lindenbaur, Lateisha Livermore and Zoe Mansfield.



### **NIAA's RAPWG reports to the NIAA People and Culture Committee.**

Members of the RAPWG had an important role in the development and delivery of the RAP over the life of the plan, including implementation, delivering and promoting actions to the broader Agency and working collaboratively to address challenges encountered.

There is a 2 phased approach to the NIAA RAP:

#### **Phase 1:**

Development of the RAP January 2020 – December 2021 supported by the Culture & Heritage Branch.

#### **Phase 2:**

Implementation and monitoring of the RAP February 2022 – January 2025 supported by People Branch.

Membership of the Phase 1 RAPWG included NIAA staff from multiple levels and backgrounds, including Indigenous and non-Indigenous staff.

RAPWG members were nominated to represent the Agency, and made responsible for consultation and championing initiatives within their respective Group. Each Group was asked to nominate 2 staff from their Group, one was



CULTURAL UNDERSTANDING AND RESPECT ARE AT THE CENTRE OF OUR VALUES AND BEHAVIOURS; IT STRENGTHENS ALL OF THE WORK WE UNDERTAKE WITH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND COMMUNITIES.



selected by the RAP Chair as a member of the RAPWG, and the other was the Group's proxy representative. Members were expected to promote and undertake assigned actions that fell within their responsibility.

The RAPWG has been refreshed to implement the RAP and the principles of reconciliation within the day to day business of the NIAA across all business areas. The refreshed RAPWG includes representation from Canberra and across the Regional Presence. The RAPWG is co-chaired by two Senior Executive Service Officers and is comprised of Indigenous and non-Indigenous NIAA staff members. It is intended that the RAPWG meet no less than four times per year and be refreshed every 12 months throughout the life of the RAP to encourage ongoing engagement across the NIAA.

## Case Studies:

### Supporting Stolen Generations Survivors

#### Empowering people to tell their stories and take charge of their own healing

The NIAA is administering the Territories Stolen Generations Redress Scheme in a survivor focused and healing informed way. The Scheme will give each eligible Stolen Generations survivor the opportunity to share their personal story about the impact of their removal to a senior representative within government and have the resulting trauma acknowledged. Truth-telling, being heard and being believed is a large part of the healing process.

Our Agency also provides funding to The Healing Foundation to support Stolen Generations and their families to tell their stories and be in charge of their own healing. This important work helps us to build respectful relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

During National Reconciliation Week 2021, Fiona Cornforth, CEO of The Healing Foundation, visited the NIAA to speak about what reconciliation means on a personal and professional level. It was a reminder that our everyday actions – building trusted relationships with communities, and designing and delivering programs that directly impact people's lives – contribute to reconciliation.



*Fiona Cornforth, CEO of the Healing Foundation speaking to NIAA Staff during National Reconciliation Week 2021*





## Cultural Immersion

### Building respect through cultural learning and development

The Footprints program is the NIAA's cultural learning and development framework. Footprints supports staff to continuously build and strengthen their knowledge and understanding of Aboriginal and Torres Strait Islander cultures, peoples and histories.

Under Footprints, NIAA staff are encouraged to participate in all kinds of learning activities from seminars and quizzes to discussion groups.

One activity offered to staff is the Jawun Secondment Program. Jawun is an initiative where corporate, government and philanthropic organisations come together with Indigenous people to make real change. It's a unique opportunity for high performers to get out of their comfort zone and contribute to Indigenous-led projects across Australia.

Two NIAA staff members undertook a Jawun secondment in Mparntwe (Alice Springs) in 2021. Since returning to the NIAA, they're applying what they learnt to their work in the Agency. For example, one staff member is using her increased cultural awareness to better support Indigenous staff in her HR role. 'Around a quarter of NIAA staff are Indigenous, so I need to have a good level of cultural awareness,' she said.

NIAA executive staff also participate in the Jawun initiative through Stories of Female Leaders – a network of 250 Indigenous and non-Indigenous women who are learning from each other.

Through these initiatives, NIAA staff continue to build respect for Aboriginal and Torres Strait Islander peoples and cultures.



NIAA staff member Zoe Mansfield in Mparntwe (Alice Springs) on the Jawun Secondment Program.

## Empowering Indigenous Managers

### Improving Aboriginal and Torres Strait Islander employment outcomes

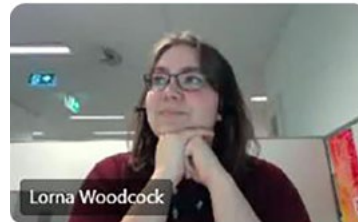
The NIAA supports up to 25 Aboriginal and Torres Strait Islander staff each year to undertake the ANU Management Program.

This program provides Indigenous APS employees with knowledge and skills in different management disciplines. It is an immersive learning experience requiring students to actively participate so that they emerge with skills – like complex decision-making and leadership – that they can apply in the workplace.

The NIAA partnered with the Australian National University (ANU) to launch the pilot program in February 2021. The first cohort completed their studies in December 2021 and received a Graduate Certificate of Management.

One staff member, who was part of the first intake, was so inspired by one of the ANU Management Program teaching faculty that he is now considering undertaking a law degree.

The ANU Management Program is helping to improve Aboriginal and Torres Strait Islander employment outcomes both within the NIAA and across the Australian Public Service. It's an important part of our commitment to providing opportunities for Indigenous staff.



ONE STAFF MEMBER, WHO WAS PART OF THE FIRST INTAKE, WAS SO INSPIRED BY ONE OF THE ANU MANAGEMENT PROGRAM TEACHING FACULTY THAT HE IS NOW CONSIDERING UNDERTAKING A LAW DEGREE.



2021 ANU Management Program participants in a virtual class.

## Reconciliation in Action

### Working collaboratively to embed Reconciliation in our business

In 2020, the NIAA established a working group to develop the inaugural NIAA Reconciliation Action Plan (RAP).

Each Group across the NIAA nominated two staff, one was selected by the RAP Working Group (RAPWG) Co-Chairs as the member and the other staff-member was the Group's proxy representative. The RAWPG was a real reflection of the strength and diversity of the NIAA with representatives from all groups and regions included and contributing to the RAP.

Members of the RAWPG had an important role in the development of the RAP. Members were expected to represent the NIAA, and were responsible for consultation within their respective Group. It is through this mechanism that strong deliverables were agreed for inclusion in the RAP.

The group met regularly and in the spirit of reconciliation will be refreshed following the launch of the RAP. The relaunched RAPWG will be responsible for continuing to promote the RAP, including implementing actions and working collaboratively to address challenges encountered. All involved have demonstrated their commitment to reconciliation.



RAPWG Co-chairs, Ms Andrea Kelly and Ms Rachael Jackson





## Relationships

Building and sustaining genuine partnerships with Aboriginal and Torres Strait Islander peoples is central for NIAA to achieve our vision of being a reliable and trusted partner to Indigenous Australians. NIAA recognises that working in partnership with Aboriginal and Torres Strait Islander peoples enriches our advice to government, informs decision making, and contributes to better outcomes for Indigenous Australians. Central to this is the National Agreement on Closing the Gap which requires all parties to work in

genuine partnership with Indigenous Australians in policy development, and program and service delivery. The National Agreement centres around 4 key Priority Reforms that will transform the way Australian governments work with Aboriginal and Torres Strait Islander peoples. Embedding these Priority Reforms is how we will change the way we work with Indigenous Australians and provide the foundation for future progress against the targets. Priority Reform Three – Transforming Government Organisations – commits the

Australian Government to decreasing the proportion of Aboriginal and Torres Strait Islander peoples who have experiences of racism. This is foundational to everything we do at the NIAA and demonstrates our commitment to establish a culturally safe work environment.

**Focus area:** Building genuine partnerships with Aboriginal and Torres Strait Islander communities and organisations, and other key stakeholders to improve life outcomes for Aboriginal and Torres Strait Islander peoples.

### 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement and partnerships.	Ongoing – reported February, 2023, 2024	Lead: Deputy CEO - Operations and Delivery
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve the NIAA's Cultural Protocols Guide for engagement.	Ongoing – reported February 2023, 2024	Lead: Branch Manager - Culture & Heritage Branch Support: Regional Managers
Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	November, 2022	Lead: Operations Performance and Change, Deputy CEO - Operations and Delivery Support: Branch Manager - Culture & Heritage Branch, Branch Manager – Chief Operations Officer



**1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations - continued**

Deliverable	Timeline	Responsibility
<p>Strengthen existing two-way partnerships with Aboriginal and Torres Strait Islander communities and organisations, and build four new partnerships. Existing partnerships include:</p> <ul style="list-style-type: none"> <li>• The implementation of the National Agreement on Closing the Gap in partnership with Aboriginal and Torres Strait Islander groups.</li> <li>• The NIAA's Empowered Communities initiative which involves Indigenous communities and governments working together to set priorities and improve services.</li> </ul>	<p>Ongoing – reported February 2023, 2024</p>	<p>Lead: Deputy CEO - Operations and Delivery and Deputy CEO Policy and Programs</p>
<p>Continue to promote the Place-Based Framework to support effective relationships between governments and Aboriginal and Torres Strait Islander communities throughout the NIAA, and across the Commonwealth and other key stakeholders.</p>	<p>Ongoing – reported February, 2023, 2024</p>	<p>Lead: Director – Internal Communications</p>
<p>Embed the co-design framework and principles throughout the NIAA, and promote the co-design framework across the Commonwealth through the Indigenous Affairs Taskforce. The co-design framework strengthens engagement with Aboriginal and Torres Strait Islander peoples and communities by ensuring shared decision-making and accountability for outcomes.</p>	<p>Ongoing – reported February, 2023, 2024</p>	<p>Lead: Group Manager – Strategic Policy Group</p>
<p>Promote truth-telling through 12 panel and guest speaker events per year to inform policy and programs officers of critical barriers facing Aboriginal and Torres Strait Islander peoples and communities across all levels of Government.</p>	<p>Ongoing – reported February, 2023, 2024</p>	<p>Lead: Director – Inclusion and Diversity  Support: Group Manager Strategic Policy Group</p>
<p>Add resources to NIAA's footprints program (linked via NIAA's intranet and Acorn (NIAA's learning and development platform) which promote truth-telling and opportunities for staff to engage in discovery and understanding. For example, truth-telling initiatives and activities developed by State and Territory Governments, Non-Government Organisations, and local communities.</p>	<p>Ongoing – reported February, 2023, 2024</p>	<p>Lead: Director – Inclusion and Diversity</p>

## 2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May, June, annually	Lead: Director, Internal Communications Support: All SES
Publish information on the NIAA intranet promoting at least 10 external NRW events, including community, school and sporting events. Encourage all NIAA staff to participate in external events to recognise and celebrate NRW as an opportunity to participate in reconciliation and grow their understanding of Aboriginal and Torres Strait Islander histories, achievements and cultures.	May, June, annually	Lead: Chief Operating Officer Support: All SES, Director – Internal Communications
<p>NRW events:</p> <ul style="list-style-type: none"> <li>Host at least one all staff NRW event across the NIAA, which all NIAA staff can engage in (either in person or through remote participation).</li> <li>Organise a minimum of 11 NRW events across the NIAA's regional presence, with at least one event within each Region.</li> <li>Register the NRW events via Reconciliation Australia's <a href="#">National Reconciliation Week website</a>.</li> </ul>	May, June, annually	Lead: Aboriginal and Torres Strait Islander Network Support: Director Diversity & Inclusion Support: Branch Manager – Culture & Heritage, Director, Internal Communications,
RAP Working Group members to participate in two external NRW events, such as community, school or sporting events.	May, June, annually	RAPWG Co-chairs

### 3. Promote reconciliation through our sphere of influence.

Deliverable	Timeline	Responsibility
Implement strategies to engage all staff to drive reconciliation outcomes through the NIAA Footprints Program.	July, annually	Lead: Chief People Officer
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes through the NIAA's Stakeholder Engagement Strategy.	July, annually	Lead: Group Manager – Operational Performance
Create four 'critical friend' relationships with other Australian Public Service agencies to share and learn from each other on our RAP journeys and promote reconciliation.	January annually	Lead: Chief Operating Officer; Branch Manager – Culture & Heritage
Use the NIAA's online presence (social media and websites) and media opportunities to engage the Australian community in reconciliation by promoting good news stories and media articles that showcase the strength, histories and outcomes achieved by Aboriginal and Torres Strait Islander peoples.	March, June, September, December - annually	Lead: Externally managed by Branch Manager – PM&C Communications (shared service with NIAA) Support: Branch Manager – Strategic Implementation and Standardisation
Display the NIAA's commitment to, and the importance of, reconciliation and the RAP program internally through our communications materials, and refer funded organisations to Reconciliation Australia to seek further advice and support on their own reconciliation journeys.	Ongoing – reported April, annually	(internal) Director – Internal Communications, (external) Director – PM&C Communications
Utilise the NIAA's online communication platforms to champion the RAP Program and the role of Reconciliation Australia in providing advice and support to organisations in their respective reconciliation journeys.	Ongoing – reported April, annually	(internal) Director – Internal Communications, (external) Director – PM&C Communications
Champion reconciliation and influence government at all levels through the Indigenous Affairs Taskforce which aims to advance a number of priority national federation reform issues to improve outcomes for Indigenous Australians and progress national reconciliation.	Ongoing – reported August, annually	CEO
Update the NIAA signature block template to include our support for the reconciliation of a nation.	July 2022	Lead: Chairs – Aboriginal and Torres Strait Islander Network Support: Branch Manager – Culture & Heritage, Director – Internal Communications

### 3. Promote reconciliation through our sphere of influence - continued

Deliverable	Timeline	Responsibility
Leverage NIAA's leadership role and relationships with other Commonwealth departments and agencies to share lessons learnt, strategies, and to reflect on areas of improvement that embeds reconciliation across the APS via exploring a Community of Practice for APS Executive Level staff.	First Community of Practice to convene June 2022, followed at six monthly intervals (December 2022, June and December 2023, June and December 2024)	Chief Operating Officer, Branch Manager – Culture & Heritage
Host four 'Speakers Series' events per year on key issues in reconciliation – these can include academic leaders, Aboriginal and Torres Strait Islander leaders or organisations, with possible partnership with other organisations.	Ongoing – reported January, annually	Lead: Director – Internal Communications Support: Branch Manager – Culture & Heritage, Chairs – Aboriginal and Torres Strait Islander Network
Ensure the importance of the NIAA RAP is championed by the Executive, including at key events such as the RAP Launch, National Reconciliation and NAIDOC Week functions, and All Staff addresses.	Ongoing – reported August, annually	RAP Champion
Create a dedicated interactive site for the RAP on the NIAA intranet.	July 2022	Lead: Director - Internal Communications
Through the NIAA's International section, build and maintain two international connections with other countries to understand and learn from their approaches to strengthen Indigenous outcomes, and use this to influence and shape the way that we work with Aboriginal and Torres Strait Islander peoples on key reforms.	Ongoing – reported December, annually	Lead: Group Manager - Strategic Policy Group
Demonstrate leadership by influencing Government entities through Closing the Gap Priority Reform Three – Transforming Government Organisations to address the transformational element outcomes for Aboriginal and Torres Strait Islander peoples.	Ongoing – reported February, 2023, 2024	Lead: Group Manager – Strategic Policy Group



**4. Promote positive race relations through anti-discrimination strategies.**

Deliverable	Timeline	Responsibility
Continuously review HR policies and procedures concerned with anti-discrimination.	September, annually	Lead: Chief People Officer
Engage with Aboriginal and Torres Strait Islander staff or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	June, September, annually	Lead: Chief People Officer Support: Chairs – Aboriginal and Torres Strait Islander Network, Senior Indigenous Leadership Group
Implement and communicate an anti-discrimination policy for our organisation (as part of NIAA’s Bullying and Harassment Policy).	July, 2023	Lead: Chief People Officer
Partner with the Australian Public Service Commission (APSC) to continuously review and improve APSC led HR policies and procedures that identify and eliminate racism (including institutional racism), discrimination and unconscious bias.	Ongoing – reported June, September, annually	Lead: Chief Operating Officer
Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	Ongoing – reported August, annually	Lead: Chief People Officer Support: Chairs – Culturally and Linguistically Diverse Network, Chairs – Aboriginal and Torres Strait Islander Network
Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	Ongoing – reported August, annually	Lead: DCEO, Operations and Delivery Support: Internal Communications
Promote good news stories, events and tools, via the NIAA website, indigenous.gov.au and the NIAA intranet, that promote reconciliation and give tangible examples of reconciliation implemented in the NIAA.	Ongoing – reported May, June, annually	Lead: Director – Internal and External Communications Support: All Group Managers, All Regional Managers
All NIAA staff will complete mandatory training on racism and discrimination.	Ongoing – reported August, annually	Lead: Chief People Officer



## Respect

Being the lead Agency in the Commonwealth for Indigenous Australians, the NIAA strongly understands and respects the important value Aboriginal and Torres Strait Islander peoples bring to the table with their rich cultures and histories as Australia's First Peoples. The NIAA recognises that policies, programs and services need to be tailored to the unique needs of communities. Respect is fundamental to ensuring we achieve that successfully. We are committed to expanding our knowledge of Aboriginal and Torres Strait Islander cultures and their unique customs and traditions to continue building cultural competency.

**Focus area:** The NIAA focuses on continuous building of respect for Aboriginal and Torres Strait Islander peoples and cultures, and leads the approach that builds this respect across Governments and Australian society.

### 1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	Ongoing – reported October, annually	Chief Operating Officer
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Ongoing – reported October, annually	Lead: Chief People Officer Support: Regional Managers
Regional Managers to consult with local Traditional Owners to inform local cultural learning needs and embed in the practices of the Regional Presence.	Ongoing – reported October, annually	Lead: Chief People Officer Support: Regional Managers
Implement and communicate a cultural learning strategy for our staff.	August, 2023	Chief People Officer
Commit all RAP Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	Ongoing – reported September, annually	Chief Operating Officer

**1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning - continued**

Deliverable	Timeline	Responsibility
<p>Add resources to NIAA's Footprints program (linked via NIAA's intranet and Acorn (NIAA's learning and development platform) which promotes truth-telling and opportunities for staff to engage in discovery and understanding. For example, truth-telling initiatives and activities developed by State and Territory Governments, Non-Government Organisations, and local communities.</p>	<p>Ongoing – reported February, 2023, 2024</p>	<p>Lead: Director – Inclusion and Diversity</p>
<p>All NIAA staff complete and undertake ongoing formal and structured cultural learning through:</p> <ul style="list-style-type: none"> <li>• <b>AIATSIS' CORE cultural learning</b> The CORE cultural learning program is part of our mandatory training for all staff. It is a foundational e-learning course on respecting and understanding Aboriginal and Torres Strait Islander peoples and cultures for the APS.</li> <li>• <b>NIAA's Footprints Program</b> The Footprints Program is the NIAA's continuous cultural learning and development framework which all staff are expected to undertake. Footprints articulates a minimum professional standard of learning practice for staff to ensure they are engaged in learning opportunities that complement learning styles whilst building confidence and competence to engage in culturally safe work practices. All NIAA staff are required to undertake and report on their participation in local Footprints activities (including face-to-face activities) to achieve 100 Continuous Development Points throughout the annual performance cycle. Participation is reported through individual performance agreements.</li> </ul>	<p>Ongoing – reported September, annually</p>	<p>Chief Operating Officer</p>
<p>Each member of the NIAA's Executive Board will undertake at least one cultural immersion activity each year.</p>	<p>Ongoing – reported November, annual</p>	<p>Lead: Executive Board Support: CEO</p>

## 1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning - continued

Deliverable	Timeline	Responsibility
Implement a virtual book club (book of the month) for NIAA staff to promote books relevant to Aboriginal and Torres Strait Islander historical and contemporary barriers using our available online platforms, sharing learnings across NIAA staff.	August 2022	Lead: Director – Internal Communications, Director Capability and Development Support: Director – Library PM&C
Integrate cultural capability learnings into our learning and development (L&D) and performance development framework (Engage on a Page).	Ongoing – reported August, annually	Chief People Officer



**2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.**

Deliverable	Timeline	Responsibility
Develop and implement the NIAA Cultural Protocols Guide to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2022	Lead: Branch Manager – Culture & Heritage Support: Regional Managers, Director – Internal Communications
Educate and raise awareness of the Cultural Protocols Guide (the Guide) by promoting its launch, including it in the NIAA's induction pack for new starters, and highlighting the Guide annually on the Intranet during NAIDOC week.	Ongoing – reported October annually	Chief Operating Officer
At all times NIAA staff provide an Acknowledgement of Country or other appropriate protocols at all public events.	Ongoing, reported – November, annually	Lead: Chief Operating Officer Support: Director – Internal Communications
Display 11 Acknowledgment of Country plaques in our offices or on our buildings.	Ongoing, reported – November, annually	Branch Manager – Business Operations
Invite Traditional Owners/Elders to provide a Welcome to Country at a minimum of two significant events across the NIAA embedding it as standard practice, sharing their knowledge and understanding of their ancient connections to country as a foundation of reconciliation.	Ongoing, reported – November, annually	Lead: Director – Internal Communications Support: All Branch/Regional Managers
Conduct Acknowledgement of Country training in local languages (where possible and appropriate) on Country, where NIAA offices are located.	Ongoing, reported – November, annually	Lead: Chief People Officer Support: Chairs – Aboriginal and Torres Strait Islander Network, Regional Managers
Include Acknowledgement of Country (in language where possible and appropriate) as part of all new starter induction programs.	Ongoing, reported – November, annually	Chief People Officer

### 3. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Increase the percentage of staff accessing NAIDOC leave by 10 percent each year over the life of the RAP to participate in external events to recognise and celebrate NAIDOC Week, as an opportunity to participate in reconciliation and grow their understanding of Aboriginal and Torres Strait Islander histories, achievements and cultures.	Ongoing – reported September, annually	Lead: Chief People Officer Support: Director – Internal Communications
Demonstrate leadership by working in partnership with the National NAIDOC Committee to promote Aboriginal and Torres Strait Islander cultures and successes nationally through NAIDOC Week. Specifically, provide secretariat support for the NAIDOC Committee to stage the NAIDOC Gala Awards, conduct the NAIDOC Poster competition and produce NAIDOC Merchandise.	July, annually	Branch Manager – Culture & Heritage
<p>NAIDOC Week events (to be organised in consultation with Aboriginal and Torres Strait Islander speakers)</p> <ul style="list-style-type: none"> <li>• Host at least one national NAIDOC Week event across the NIAA, which all staff can engage in (either in person or through remote participation).</li> <li>• Organise a minimum of 11 NAIDOC events per year across NIAA's regional presence, with at least one event within each Region.</li> </ul>	July, annually	Lead: Chief People Officer Support: Regional Managers
RAPWG to participate in an external NAIDOC Week event.	July, annually	RAP Working Group Co-Chairs
Consistent with the NIAA Enterprise Agreement 2021-2024, encourage all NIAA staff to access NAIDOC leave to participate in NAIDOC Week celebration events in the local area.	July, annually	Chief Operating Officer

#### 4. Promote equality and equity through cross-cultural opportunities that build relationships and an inclusive and diverse workforce.

Deliverable	Timeline	Responsibility
Support staff to volunteer for organisations that support Aboriginal and Torres Strait Islander outcomes, utilising the volunteer leave as per NIAA policies and protocols.	Ongoing – reported August, annually	Lead: Chief People Officer
Utilise the annual GARMA APS Alumni and Indigenous Champions Network event to promote the importance of Indigenous perspectives to APS business and incorporate these perspectives in ways relevant to Indigenous Australians.	September, annually	Lead: Chief Executive Officer Support: Culture & Heritage Branch
Support at least 4 staff per year to undertake a Jawun Secondment to support Indigenous businesses and communities through knowledge and skill sharing.	Ongoing – reported September, annually	Lead: Chief People Officer
Continue to implement the Footprints Program across NIAA staff, and promote it across the APS and the non-Government sector as an opportunity to strengthen cross-cultural awareness and competency as a foundational element of reconciliation.	Ongoing – reported September, annually	Lead: Chief People Officer
Develop, implement and promote a cross-cultural Mentoring Program, where non-Indigenous and Indigenous Senior Executive Officers can opt-in to provide professional development and cultural mentorship to APS and EL level Aboriginal and Torres Strait Islander staff.	November, 2023	CEO, Chief People Officer

## Opportunities

The NIAA will continue to explore ways to increase reconciliation, noting that the NIAA has unique opportunities to:

- Improve Aboriginal and Torres Strait Islander employment outcomes both within the NIAA and across the APS. NIAA recognises that Aboriginal and Torres Strait Islander staff provide unique perspectives, knowledge and experience that help to influence the development of policies and programs, and build relationships that will strengthen outcomes for Aboriginal and Torres Strait Islander peoples.
- Support strong engagement with Aboriginal and Torres Strait Islander communities and organisations, and help us lead the Commonwealth's approach to improving the life outcomes of Aboriginal and Torres Strait Islander peoples.
- Providing professional development programs to enhance and facilitate career pathways.

**Focus area:** Key focus areas include strengthening the capability of the NIAA and Government, by drawing on the experience, knowledge and value that Aboriginal and Torres Strait Islander peoples provide within Australian society.

### 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing – reported June, September, annually	Chief People Officer
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Ongoing – reported June, September, annually	Chief People Officer
Support Aboriginal and Torres Strait Islander employees to take on management and senior level positions.	Ongoing – reported June, September, annually	Chief People Officer



**1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development - continued**

Deliverable	Timeline	Responsibility
<p>Continue to support Aboriginal and Torres Strait Islander staff through the operation of the Aboriginal and Torres Strait Islander Network (ATSIN). This includes ensuring that all Aboriginal and Torres Strait Islander staff have the opportunity to participate in the ATSIN, and leveraging the ATSIN as an important resource in the NIAA to:</p> <ul style="list-style-type: none"> <li>• Raise awareness and understanding of barriers relevant to Aboriginal and Torres Strait Islander staff, and contribute to NIAA and APS wide diversity strategies.</li> <li>• Promote opportunities to support the success and inclusion of Aboriginal and Torres Strait Islander staff in the NIAA.</li> <li>• Support the Agency's efforts to acknowledge days of significance such as National Reconciliation Week and NAIDOC Week.</li> </ul>	<p>Ongoing – reported June, September, annually</p>	<p>Lead: Chairs – Aboriginal and Torres Strait Islander Network</p>
<p>Continue to work with the APSC to implement and promote the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020 - 2024 within the NIAA and across the APS.</p> <ul style="list-style-type: none"> <li>• Internally, the implementation plan will be delivered in early 2022 and continuously reviewed as part of internal processes.</li> </ul>	<p>Implementation Plan to be released February 2022</p>	<p>Chief People Officer</p>
<p>Commit a Senior Executive Service Officer to promote and support the implementation of the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy across the APS.</p>	<p>Commenced 2020 until 2022</p>	<p>Deputy Chief Executive Officer, Operations and Delivery</p>
<p>Embed culturally appropriate recruitment processes, including ensuring that:</p> <ul style="list-style-type: none"> <li>• All NIAA positions continue to be classified as 'identified positions'.</li> <li>• All successful candidates meet the criteria for 'identified positions' (an understanding of the barriers facing Aboriginal and Torres Strait Islander peoples, and an ability to communicate sensitively and effectively with Aboriginal and Torres Strait Islander peoples).</li> <li>• Selection processes assess cultural competence.</li> <li>• Unless there are exceptional circumstances approved by the Chief Operating Officer, at least one panel member must identify as an Aboriginal and/or Torres Strait Islander person.</li> <li>• All NIAA staff must have completed recruitment panel training (which provides information on culturally appropriate measures) within the previous 12 months before being a member of a panel.</li> </ul>	<p>Ongoing – reported June, September, annually</p>	<p>Chief People Officer</p>

## 1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development - continued

Deliverable	Timeline	Responsibility
Increase current representation of Indigenous employees by 3% by 2024 (current Indigenous representation across the NIAA is 23%).	Ongoing – reported June, September, annually	Chief Operating Officer
Over the life of the RAP, increase the Indigenous workforce at the EL1 and EL2 levels by 3% on current representation (Current representation is approximately 14.9% of staff at the EL1 and EL2 levels who identify as Indigenous).	Ongoing – reported June, September, annually	Chief Operating Officer
<p>Create opportunities and support Indigenous staff to apply for professional development programs, by partnering with universities and Indigenous organisations, including but not limited to:</p> <ul style="list-style-type: none"> <li>• <b>The Sir Roland Wilson PhD Scholarship</b> – approximately two EL1 or EL2 employees will be supported to complete a three year PhD research program at the Australian National University (ANU).</li> <li>• <b>Pat Turner Scholarship</b> – approximately two Aboriginal and Torres Strait Islander (APS4 to SES B1) employees will be supported to complete post-graduate study at the Australian National University (ANU) or Charles Darwin University for one to three years.</li> <li>• <b>The Indigenous Development and Employment Program</b> – a tailored development opportunity designed to enhance the capability of approximately 10 of our younger Aboriginal and Torres Strait Islander staff. Participants will be supported to create an individual career development plan and build their skills with a view to becoming the future Indigenous managers and leaders of the APS.</li> <li>• <b>ANU Management Program</b> - designed to build critical evaluation skills to inform decision making, improve collaboration, and to expose participants to techniques for adapting to complex and uncertain situations. This program will be open to approximately 10 Aboriginal and Torres Strait Islander staff at the AP5 to EL2 classification.</li> </ul>	Ongoing – reported June, September, annually	Chief Operating Officer

## 2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
<p>Continue to lead and implement the Commonwealth's Indigenous Procurement Policy (IPP), established in 2015 to:</p> <ul style="list-style-type: none"> <li>stimulate Indigenous entrepreneurship, business and economic development.</li> <li>increase Indigenous participation in the delivery of Commonwealth goods and services.</li> </ul>	Reported October - annually	Group Manager – Economic Policy and Programs
Continue to work in partnership with Supply Nation to maintain and review a registry of Indigenous businesses.	Chief Operating Officer	Group Manager – Economic Policy and Programs
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Ongoing – reported October, annually	Chief Operating Officer
Maintain commercial relationships with at least 40 Aboriginal and/or Torres Strait Islander businesses.	Ongoing – reported October, annually	Chief Operating Officer
Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Ongoing – reported October, annually	Chief People Officer
Increase staff knowledge and use of Indigenous interpreters across regions and program/policy areas to support the NIAA regional and remote business needs.	Ongoing – reported October, annually	Lead: Branch Manager - Strategic Implementation & Standardisation Support: Regional Managers
Prioritise Indigenous businesses and enterprises to provide service at NIAA events (conferences, planning days, off-site meetings). This may include facilities, catering, Welcome to Country, facilitation, IT support.	Ongoing – reported June, September, annually	Lead: Chief Operating Officer
Provide guidance, education and support, including through updated guidance materials and via direct engagement with NIAA portfolio bodies to maintain or lift performance against Commonwealth Indigenous Procurement targets.	Ongoing – reported April, October, annually	Lead: Group Manager – Strategic Policy Group



## Governance

### 1. Establish and maintain an effective RAPWG to drive Governance of the RAP.

Deliverable	Timeline	Responsibility
Apply a Terms of Reference for the RAPWG.	March, 2022	RAPWG Co-Chairs
Maintain a balance of Aboriginal and Torres Strait Islander and non-Indigenous representation on the RAPWG to promote reconciliation.	Ongoing – reported February, 2023, 2024	RAPWG Co-Chairs
The RAPWG comprises members from all Groups.	Ongoing – reported February, 2022, 2023, 2024	RAPWG Co-Chairs
The RAPWG oversees the development, endorsement and launch of the RAP, and supports its implementation across the NIAA.	Ongoing – reported April 2022, 2023, 2024	RAPWG Co-Chairs
The RAPWG meets a minimum of 4 times per year to monitor and report on RAP implementation.	Ongoing – reported February, 2023, 2024	RAPWG Co-Chairs

### 2. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
Register via Reconciliation Australia's website to begin developing our next RAP.	June 2024	RAPWG Co-Chairs
Commission a new artwork from an Indigenous Australian artist for the NIAA's next Reconciliation Action Plan.	June 2024	RAPWG Co-Chairs

**3. Provide appropriate support for effective implementation of RAP commitments.**

Deliverable	Timeline	Responsibility
All staff are required to demonstrate their own actions against the RAP and reconciliation as part of the Values and Behaviours, through the NIAA's performance management framework (Engage on a Page).	Ongoing – reported July, annually	Chief Operating Officer
Embed resource needs for RAP implementation.	Ongoing – reported February, August, annually	Chief Operating Officer
Embed key RAP actions in performance expectations of senior management and all staff through the Engage on a Page framework.	Ongoing, reported August, annually	Chief People Officer
Embed appropriate systems and capability to track, measure and report on RAP commitments.	Ongoing – reported February, May, August, November, annually	RAPWG Co-Chairs Chief Operating Officer
Establish and maintain a NIAA RAP Champion from senior management to drive reconciliation internally and externally. For example, through the promotion of reconciliation events, through celebrating key achievements of the Agency that contribute to reconciliation, and through promoting reconciliation across the APS.	Ongoing – reported October, annually	CEO



#### 4. Build accountability and transparency through reporting RAP achievements, challenges and learnings.

Deliverable	Timeline	Responsibility
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September, annually	RAPWG Co-Chairs
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings via our website and Annual Report.	November, annually	Executive Board, RAPWG Co-Chairs
Report RAP progress to all staff and senior leaders quarterly.	October, annually	Executive Board, RAPWG Co-Chairs
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022, 2024	RAPWG Co-Chairs
Ensure progress of the NIAA RAP is reported to the People and Culture Committee (PCC) within the NIAA's Governance framework.	Ongoing – reported February, May, August, November, annually	RAPWG Co-Chairs, Chief Operating Officer
Report the implementation and progress of the RAP deliverables to the People and Culture Committee (PCC) quarterly with oversight by the Executive Board.	Ongoing – reported February, May, August, November, annually	Chief Operating Officer



