



Australian Government
Department of Finance



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

July 2021 – July 2023



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Acknowledgment of Artwork:

The artwork provided throughout the RAP was completed during National Reconciliation Week 2015. The artwork was coordinated by Finance’s 2012 graduate, Aboriginal artist and the first Co-Chair of Finance’s Aboriginal and Torres Strait Islander Staff Network, Sarah Richards.

Sarah is of Aboriginal descent from the Wongaibon tribe in the Riverine area of NSW.

She is a self-taught artist who enjoys spending her spare time creating her works.

Sarah’s artwork is titled ‘Reconciliation’, with the use of handprints of current Aboriginal and Torres Strait Islander employees and non-Indigenous employees, including the then Secretary of Finance, Jane Halton. It demonstrates the department’s strong commitment to reconciliation and ‘Closing the Gap’. We would like to thank Sarah for her contribution to the Finance RAP and allowing Finance to use her artwork.

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Secretary's message

I am pleased to present the *Department of Finance Innovate Reconciliation Action Plan 2021–2023*.

Finance is proud to be an organisation that welcomes and values Aboriginal and Torres Strait Islander peoples both within our own department and with the businesses and organisations we deal with in the course of our work.

This is our fifth Reconciliation Action Plan and it continues to build on Reconciliation Australia's *Innovate* theme. This is about implementing reconciliation by focusing on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait peoples. Finance's Reconciliation Action Plan reflects our strong commitment to these goals and sets out the steps we are taking to achieve them.

Looking back at our previous Reconciliation Action Plan we achieved a number of significant outcomes including:

- increasing our ongoing Aboriginal and Torres Strait Islander staff representation from 1.8 per cent (26 employees) as at 31 December 2015 to 3 per cent (41 employees) at 31 December 2020
- engaging our first Indigenous Liaison Officer
- celebrating National Reconciliation Week and NAIDOC week in innovative and engaging ways despite the restrictions imposed by the COVID-19 pandemic
- publishing a cultural protocols document
- exceeding by threefold our procurement targets for engaging Aboriginal and Torres Strait Islander owned enterprises. This amounted to more than \$12 million dollars in the 2019–20 reporting year.

Our 2021–2023 plan is equally ambitious with eight areas of focus over a diverse range of initiatives. These include continuing to support and grow Aboriginal and Torres Strait Islander entrepreneurship and business development, increasing our understanding of Aboriginal and Torres Strait Islander protocols, and continuing to build connections with Aboriginal and Torres Strait Islanders across the APS and community organisations.

New to this Reconciliation Action Plan is the development of a dedicated Aboriginal and Torres Strait Islander employment framework. The innovative framework will consist of a range of opportunities and pathways for recruiting, developing and retaining Aboriginal and Torres Strait Islander employees.

As we continue to strengthen our diverse and inclusive workplace culture, I remain committed to reconciliation and fostering mutually respectful partnerships between Aboriginal and Torres Strait Islander peoples and other Australians. These relationships provide a solid foundation for us to empower change across the Department and the public service and reflect the community we serve.

I endorse the Reconciliation Action Plan 2021–23 and encourage you to support and implement the initiatives to help the Department in achieving reconciliation.

Rosemary Huxtable PSM
Secretary



Aboriginal and Torres Strait Islander Champion's message

As the Aboriginal and Torres Strait Islander Champion for the Department of Finance, I am proud of the measures included in our fifth Reconciliation Action Plan. The Plan demonstrates the Department's strong commitment to reconciliation and reflects our journey to learn, grow, and make a difference.

Reconciliation is an ongoing process and all Finance employees have a role to play in helping the Department achieve our goals set out in our plan. As we reflect on our successes of our previous plans, we have paved the way to extend ourselves to make a positive, significant impact on the experiences of our Aboriginal and Torres Strait Islander colleagues and the broader community we serve as public servants. One of the important ways we will do this will be through the focus on the attraction, development and retention of Aboriginal and Torres Strait Islander staff.



As Finance's Aboriginal and Torres Strait Islander Champion, I am excited to continue the work of reconciliation. I encourage you to enhance your cultural understanding and knowledge as we progress our work through the 2021–2023 Reconciliation Action Plan by participating in activities on offer, joining in conversations on reconciliation and implementing change within your own teams.

Shannon Frazer
First Assistant Secretary
Productivity and Business Improvement



Our Vision for Reconciliation

Our vision for reconciliation is of a collaborative and respectful Department, which creates opportunities for and builds relationships with Aboriginal and Torres Strait Islander staff, communities and businesses. Finance recognises that the more inclusive of Aboriginal and Torres Strait Islander peoples we are, the more robust and effective our work will be.

Our broader vision is of a future in which reconciliation evolves from being an ongoing process to being fully achieved. We will work to contribute to a more respectful and inclusive community in which Aboriginal and Torres Strait Islander peoples are fully empowered to reach their maximum potential.

Our Business

Finance is a central agency in the Australian Public Service (APS) and plays a significant role in many areas of government. The Department is committed to advancing public sector reform and leading the public sector in delivering excellence and value in government business. Our culture is enriched by our commitment to a diverse and inclusive workplace.

Finance has four key functions that reflect our purpose statement as set out in the Corporate Plan.

- Budget and Financial Reporting
- Business Enabling Services
- Commercial and Government Services
- Governance and Resource Management

The Department aims to attract, retain and support staff from all groups in our community. We are of the firm belief that to ensure a productive and innovative department, we need to utilise the capabilities, skills and experience of people from diverse backgrounds.

As at 31 December 2020, Finance employs approximately 1,373 ongoing staff including 41 ongoing Aboriginal and Torres Strait Islander staff. The majority of Finance staff are based in Canberra, with a number based in the states and territories.



Our Reconciliation Action Plan (RAP)

In order to ensure our Reconciliation Action Plan (RAP) is a living and working document, we have structured the RAP in the following way:

1. **Part A:** RAP Focus Areas

Under our RAP we have eight focus areas. These focus areas cover the key elements of reconciliation and group our actions in a strategic manner.

2. **Part B:** Action Plan

In order to help us achieve and track our progress against our eight focus areas, part B is our action plan. This action plan aligns with Reconciliation Australia's template for Innovate RAPs.

Reconciliation is at the core of the Government's Closing the Gap efforts. We are proud to contribute to these efforts by implementing initiatives contained in this Innovate RAP. The responsibility for reconciliation sits with everyone and all staff have a role to play to support this initiative.



Since 2008, Finance has developed a RAP to identify and implement measurable initiatives to achieve reconciliation. Our 2021–2023 RAP has been developed in line with Finance's ongoing commitment to reconciliation, diversity and inclusion and to continue to build a more representative and agile workforce. Our 2021–2023 RAP will build on our achievements in the 2016–2018 Innovate RAP.

Some achievements under our 2016–2018 RAP include the:

- increase of ongoing Aboriginal and Torres Strait Islander representation in our Department from 1.8 per cent (26 people) as at 31 December 2015 to 3.0 per cent (41 people) at 31 December 2020
- engagement of our first Indigenous Liaison Officer at the EL1 level
- successful celebration of National Reconciliation Week and NAIDOC Week including our annual all staff flag raising ceremony, and
- publication of a cultural protocols document.

We have set ourselves the goal of increasing targets in all areas over the next two years. The RAP was developed through collaboration between the Finance Aboriginal and Torres Strait Islander Staff Network (ATSISN), staff at the executive and APS levels participating in the RAP Working Group (RAPWG), the Human Resources Branch, senior executives and Reconciliation Australia.

After consultation with key stakeholders, and based on our experience in the previous RAP, key enhancements in this RAP are:

- a RAPWG will be maintained throughout the life of the RAP and subsequent RAPs. The members must represent the breadth of our business and need to include a mix of classifications
- senior executive buy-in and visibility are essential to achieving reconciliation objectives
- we will keep our senior executives engaged and regularly updated on RAP achievements and challenges, including through attendance by ATSISN members at Senior Leadership Committee meetings at least twice a year
- we will regularly report on our RAP to ensure accountability, and
- we will build cultural awareness in the organisation as an essential foundation for all other actions.

Finance RAP Working Group

The RAPWG is considered the governing body of the RAP. The RAPWG is ultimately responsible for the development, implementation and reporting phases of a RAP. The RAPWG is comprised of representatives from our Aboriginal and Torres Strait Islander Staff Network, business areas and interested staff. It is chaired by an Aboriginal and/or Torres Strait Islander staff member and a Corporate Services Division representative.

The purpose of the RAPWG is to provide advice to the Aboriginal and Torres Strait Islander Champion and Senior Leadership Committee on the implementation and continuing development of the RAP which demonstrates commitment to:

- build relationships with Aboriginal and Torres Strait Islander peoples
- encourage respect for Aboriginal and Torres Strait Islander peoples
- take opportunities for reconciliation
- track progress against intentions noted in the RAP

The RAPWG will meet four times per year to:

- track and report on progress in implementing the current RAP
- develop a new RAP near the expiry date of the current RAP
- consult with Reconciliation Australia as needed
- contribute to activities described in the RAP.

RAP Champion

The RAP is championed by the First Assistant Secretary, Aboriginal and Torres Strait Islander Champion.

Part A: RAP Focus Areas

1 Build our staff network (ATSISN)

Support and continue to build the Aboriginal and Torres Strait Islander Staff Network as a key mechanism for cultural advice to the Department and support for Aboriginal and Torres Strait Islander staff.

How to progress

- ATSISN to be actively involved in shaping the Department's Aboriginal and Torres Strait Islander employment and engagement.
- ATSISN to provide informal support to Aboriginal and Torres Strait Islander staff.
- ATSISN to meet with new staff, including those at entry level.
- ATSISN members to include their ATSISN role in their performance agreements.
- Explore a Friends of the Network model to increase the engagement and visibility of the Network in the Department.
- Provide opportunities for ATSISN members to build relationships with the Finance Executive.
- ATSISN to actively engage with other Aboriginal and Torres Strait Islander Networks across the APS.

2 Build connections

Continue to build connections across the APS with Aboriginal and Torres Strait Islander peoples and local Aboriginal and Torres Strait Islander community organisations.

How to progress

- Embed the 'Protocols for working with Aboriginal and/or Torres Strait Islander peoples' (ACT Aboriginal and Torres Strait Islander Elected Body) in our engagement with Aboriginal and Torres Strait Islander peoples and communities.
- Engage in APS-wide Indigenous employment forums, working groups and networks.
- With guidance from ATSISN, establish a key relationship or partnership with an Aboriginal and Torres Strait Islander organisation.

3 Celebrate and embed Reconciliation

Celebrate Reconciliation throughout the year and embed Reconciliation in our workplace, including during National Reconciliation Week (NRW)

How to progress

- Host at least two Reconciliation roundtables per year outside of NRW.
- In conjunction with ATSISN, host at least two events during NRW.
- Aboriginal and Torres Strait Islander Champion, Executives and managers to encourage staff to attend NRW events.
- Register all NRW events via Reconciliation Australia's NRW website.
- Ensure the RAPWG participate in at least one external event during NRW.
- In at least one year, host an interagency NRW event such as an NRW breakfast.
- Invite portfolio agencies to attend NRW events.
- Develop a RAP communication plan.
- Pilot branch led conversations on reconciliation.

4 Respect protocols

Implement innovative activities which focus on increasing an understanding of Aboriginal and Torres Strait Islander protocols.

How to progress

- Ensure a Traditional Custodian is invited to perform a Welcome to Country at all significant corporate events.
- Pilot Entry Level Program (ELP) staff participating in cultural educational workshops, with a view to rolling this out more broadly.
- Organise and display Acknowledgment of Country signs in all meeting rooms.
- Update the cultural protocols guide explaining Aboriginal and Torres Strait Islander protocols, definitions and sensitivities.
- Encourage all staff to utilise the signature block acknowledging Aboriginal and Torres Strait Islander peoples and their timeless connection to Australia.
- Develop and distribute Acknowledgement of Country cards to be attached to staff lanyards.
- Encourage SES staff to perform an Acknowledgement of Country before commencing corporate meetings.
- Commission a new Reconciliation Art piece, which all Finance staff are encouraged to contribute to.

5 Understand and educate about cultures

Building our cultural capability.

How to progress

- Develop and implement a Aboriginal and Torres Strait Islander Cultural Capability Framework.
- Investigate a Train the Trainer Cultural Awareness program.
- Increase the display and awareness of Aboriginal and Torres Strait Islander artworks in all offices.
- Provide a Cultural Advice Service for staff to seek advice on protocols and traditional practices and how to incorporate Aboriginal and Torres Strait Islander cultures in the workplace.
- Roll out the APS CORE program, incorporating yarning circles and guided discussions with the Indigenous Liaison Officer and ATSISN members.
- Run face to face cultural awareness sessions at least three times per year.
- Run regular cultural activities, such as tours or visits to cultural institutions.
- Continue participation in cultural immersion programs including the Jawun Program.
- Ensure all managers of entry level Aboriginal and Torres Strait Islander staff have completed cultural awareness training.
- Ensure our Human Resources Branch staff undertake cultural awareness refresher training annually.
- Ensure all recruitment panels who are undertaking Affirmative Measures recruitment complete cultural awareness training.

6 Celebrate cultures

Provide opportunities for all staff to engage with and celebrate Aboriginal and Torres Strait Islander cultures.

How to progress

- In consultation with Aboriginal and Torres Strait Islander peoples, hold at least one corporate event to celebrate NAIDOC Week.
- Continue recognising the achievements and contributions of our staff through the Secretary's Awards.
- Ensure the Aboriginal and Torres Strait Islander Champion, Senior Executive and managers encourage all staff to participate in NAIDOC Week events.
- Review HR policies and procedures to ensure staff feel supported to participate in local NAIDOC Week events, as well as broader Aboriginal and Torres Strait Islander cultural requirements.
- Where possible, support co-hosting an inter-agency NAIDOC Week event.
- Promote Finance's leave arrangements for Aboriginal and Torres Strait Islander staff to attend ceremonial and cultural activities ensuring staff are accessing the appropriate leave when attending community NAIDOC Week activities.

7 Progress employment

Maintain and increase our current level of Aboriginal and Torres Strait Islander staff in Finance and ensure Aboriginal and Torres Strait Islander staff are provided career development opportunities.

How to progress

- Achieve and maintain an Aboriginal and Torres Strait Islander employee representation rate consistent with the targets set out in the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020-24.
- Develop the Finance Aboriginal and Torres Strait Islander Employment Framework to encourage internal and external employment opportunities for Aboriginal and Torres Strait Islander staff.
- Pilot an APS 5/6 Indigenous development program.
- Continue to undertake Affirmative Measures SES recruitment.
- Continue to undertake Affirmative Measures recruitment in our Stream and entry level recruitment and share merit pools across the APS.
- Where possible have Aboriginal and Torres Strait Islander representation in recruitment activities and selection panels.
- Continue Finance's participation in APS Indigenous Entry Level Programs and provide new staff with a suitable mentor to assist with transitioning into the APS and support their professional and personal development.
- Continue to participate in broader Indigenous development programs for our Executive Level and SES staff.
- Consult Aboriginal and Torres Strait Islander staff on employment strategies and professional development.
- Maintain our Indigenous Liaison Officer role.
- Ensure managers of Aboriginal and Torres Strait Islander staff encourage and support career planning and development opportunities such as participation in internal and external programs and secondments.
- Provide an annual one-day workshop for all Aboriginal and Torres Strait Islander staff for development, including career planning, resume writing and interviews and skills building.
- Ensure HR and recruitment procedures and policies have no barriers for Aboriginal and Torres Strait Islander staff.
- Develop a diversity marketing package as part of the Finance's attraction and recruitment strategy.

8 Procure from businesses

Make a significant and sustained contribution to supporting Aboriginal and Torres Strait Islander entrepreneurship and business development.

How to progress

- Monitor, raise awareness of, and report on the achievements of Finance under the Indigenous Procurement Policy (IPP).
- Utilise the RAPWG to monitor the ongoing application of the IPP Strategy and achievement of IPP targets.
- Develop commercial relationships with Aboriginal and Torres Strait Islander owned businesses.
- Continue Finance's membership with Supply Nation and ensure all staff are familiar with, and encourage the sourcing of goods and services through Supply Nation's Indigenous Business Direct.
- Invite Supply Nation and a local Aboriginal and/or Torres Strait Islander business owner to present at seminars to increase the visibility of Aboriginal and Torres Strait Islander businesses.
- Develop a national and local supplier list of Aboriginal and Torres Strait Islander owned businesses that Finance staff can access on a regular basis and promote opportunities to participate in Supply Nation trade shows.
- Promote current Aboriginal and Torres Strait Islander suppliers through internal communication channels, including through the EA Network.
- Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.

Part B: Action Plan

In order to help us achieve and track our progress against our eight focus areas, Part B is our action plan. This action plan aligns with Reconciliation Australia's template for Innovate RAPs – **Relationships, Respect, Opportunities, Governance**.

| Relationships | | | |
|---|---|-------------------|---|
| <p>It is essential to maintain a workforce where a shared purpose leads to improved trust, confidence and productivity. Our Corporate Plan emphasises the need to build collaborative and respectful relationships, and the RAP will contribute to this departmental objective. The plan recognises that our organisational outcomes can be improved if effective and respectful partnerships are established between Aboriginal and Torres Strait Islander people, communities and Finance. These partnerships ensure Aboriginal and Torres Strait Islander people are involved in the planning, development and delivery of our work. This is important because our role in providing evidence-based policy advice to government will be improved by greater sharing of experiences, communication and ongoing engagement both internally and externally.</p> | | | |
| Action | Deliverable | Timeline | Responsibility |
| 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | July 2021 | RAPWG Chair and Indigenous Liaison Officer |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | September 2021 | Indigenous Liaison Officer and RAPWG Chair |
| 2. Build relationships through celebrating National Reconciliation Week (NRW) | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. | May 2022, 2023 | Indigenous Liaison Officer and Aboriginal and Torres Strait Islander Champion |
| | RAP Working Group members to participate in an external NRW event. | May 2022, 2023 | RAPWG Chair |
| | Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | May 2022, 2023 | Aboriginal and Torres Strait Islander Champion |
| | Organise at least one NRW event each year. | May 2022, 2023 | Director – HR Strategies |
| | Register all our NRW events on Reconciliation Australia's NRW website . | May 2022 and 2023 | Indigenous Liaison Officer |

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| 3. Promote reconciliation through our sphere of influence | Communicate our commitment to reconciliation publically. | July 2021 | Assistant Secretary – HR Branch Director – Corporate Engagement |
| | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. | October 2021 | RAPWG Chair and Aboriginal and Torres Strait Islander Champion |
| | Collaborate with Reconciliation Australia and other like-minded organisations to develop ways to advance reconciliation. | October 2021 | RAPWG Chair and Aboriginal and Torres Strait Islander Champion |
| | Host two (or more) Reconciliation roundtables per year outside of National Reconciliation Week. | September 2021, April 2022, September 2022 and April 2023 | Indigenous Liaison Officer and Director – HR Strategies |
| | Develop a RAP communication plan. | July 2021 | Director – HR Strategies and Director – Corporate Engagement |
| | Pilot Branch-led conversations on reconciliation. | Early May 2022 (prior to NRW) | Indigenous Liaison Officer and Assistant Secretary – HR Branch |
| | Implement strategies to engage our staff in reconciliation, with regular progress reports provided at quarterly network meetings. | October 2021, 2022 | Assistant Secretary – HR Branch |
| 4. Promote positive race relations through anti-discrimination strategies | Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. | August 2021 | Indigenous Liaison Officer and Assistant Director – Workplace Relations |
| | Develop, implement and communicate an anti-discrimination policy for our organisation. | May 2022 | Director – HR Strategies |

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| | Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. | May 2022 | Indigenous Liaison Officer and Assistant Director – Workplace Relations |
| | Educate senior leaders on the effects of racism. | May 2022 | Indigenous Liaison Officer and Aboriginal and Torres Strait Islander Champion |
| | Embed the 'Protocols for working with Aboriginal and/or Torres Strait Islander peoples' (ACT Aboriginal and Torres Strait Islander Elected Body) in our engagement with Aboriginal and Torres Strait Islander peoples and communities. | February 2022 | RAPWG Chair |

Respect

It is important that respect and a shared cultural understanding are embedded in the professional relationships we build at Finance and in the wider community. We will continually seek to improve our understanding of Aboriginal and Torres Strait Islander cultures, lands and histories, and acknowledge the achievements and custodianship of Aboriginal and Torres Strait Islander peoples. Our business will benefit immensely from a respectful, rewarding and inclusive workplace culture.

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|---|
| 5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning | Conduct a review of cultural learning needs within our organisation. | February 2022 | Indigenous Liaison Officer Assistant Director – Learning and Development |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. | April 2022 | Indigenous Liaison Officer |
| | Develop, implement and communicate a cultural learning strategy for our staff. | July 2022 | Director – HR Strategies |

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| | Provide opportunities for RAPWG, HR Branch and other key leadership staff to participate in formal and structured cultural learning. | May 2022 and ongoing | Indigenous Liaison Officer and Director – HR Strategies |
| | Provide a Cultural Advice Service for staff to seek advice on protocols and traditional practices and how to incorporate Aboriginal and Torres Strait Islander cultures in the workplace. | February 2021 | Indigenous Liaison Officer |
| | Roll out the APS CORE program, incorporating yarning circles and guided discussions with the Indigenous Liaison Officer and ATSISN members. | May 2022 | Indigenous Liaison Officer and ATSISN Network Chair |
| | Run face to face cultural awareness sessions three (or more) times per year. | July 2021 February, July and October 2022, February and July 2023 | Indigenous Liaison Officer and ATSISN Network Chair |
| | Run regular cultural activities, such as tours or visits to cultural institutions. | July 2021 February, July and October 2022 February and July 2023 | Indigenous Liaison Officer and ATSISN Network Chair |
| | Continue participation in cultural immersion programs including the Jawun Program, with a review to be conducted at the end of each program. | December 2021, 2022 | Director – HR Strategies |
| 6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. | August 2021 | Indigenous Liaison Officer and Director – HR Strategies |

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| | Update our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. | July 2021 | Indigenous Liaison Officer |
| | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. | October 2021, 2022 | Indigenous Liaison Officer and RAPWG Chair |
| | Organise and display Acknowledgement of Country signs in all meeting rooms. | July 2021 | Director – Facilities and Office Services |
| | Encourage all staff to utilise the signature block acknowledging Aboriginal and Torres Strait Islander peoples and their timeless connection to Australia. | July 2021 | Aboriginal and Torres Strait Islander Champion |
| | Develop and distribute Acknowledgement of Country cards to be attached to employee lanyards. | July 2021 | Indigenous Liaison Officer and Director – Corporate Engagement |
| | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings | August 2021, 2022 | Indigenous Liaison Officer and RAPWG Chair |
| 7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week | RAPWG to participate in an external NAIDOC Week event. | First week in July 2021,2022, 2023 | RAPWG Chair |
| | Review HR policies and procedures to facilitate staff participating in NAIDOC Week. | October 2021 | Indigenous Liaison Officer and Assistant Director – Workplace Relations |
| | Promote and encourage participation in external NAIDOC events to all staff. | First week in July 2021,2022, 2023 | Indigenous Liaison Officer and RAPWG Chair |

Opportunities

Finance is committed to attracting, recruiting and retaining people from a diverse range of backgrounds. Through this RAP, we aim to achieve our employment and retention targets with a renewed focus on creating opportunities not only at entry levels, but also at more senior levels. This is important because creating more employment opportunities for Aboriginal and Torres Strait Islander peoples at Finance will ensure Aboriginal and Torres Strait Islander people are represented at junior classifications and are also decision makers. By setting out and clarifying responsibilities in this RAP, we will achieve our procurement targets with Aboriginal and/or Torres Strait Islander businesses.

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|---|
| 8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. | August 2022 | Assistant Director – Workforce Planning and Reporting |
| | Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | August 2021 | Indigenous Liaison Officer and Director – HR Strategies |
| | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | August 2021 | Indigenous Liaison Officer and Director – HR Strategies |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders with an annual review process to be incorporated | July 2021 February, July and October 2022, February, July 2023 | Director – Recruitment and Resource Management |
| | Review HR and recruitment procedures and policies to facilitate Aboriginal and Torres Strait Islander participation in our workplace. | February 2022 | Director – Employee Relations |

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| | Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce, with a particular focus on leadership roles. | July 2023 | Indigenous Liaison Officer, Assistant Secretary – HR Branch and Aboriginal and Torres Strait Islander Champion |
| | Continue to run Affirmative measures process in our Stream recruitment processes, SES and entry level recruitment and share merit pools across the APS and ensure Aboriginal and Torres Strait Islander representation in all recruitment activities and selection panels. | September and December 2021, 2022, 2023 March and June, 2022, 2023 | Director – Recruitment and Resource Management |
| | Develop a diversity marketing package as part of the Department's attraction and recruitment strategy. | December 2022 | Director – HR Strategies, Director – Recruitment and Resource Management, and Director – Corporate Engagement |
| | Pilot an APS 5/6 Indigenous development program. | Commence March 2022 | Assistant Director - Leadership and Learning |
| 9. Support opportunities to increase the number of Aboriginal and Torres Strait Islander people in entering accounting | Establish partnerships with professional bodies to increase the representation of Aboriginal and Torres Strait accountants. | February 2022 | Chief Financial Officer |
| | Pilot employment programs aimed at Aboriginal and Torres Strait Islander accountants and accountancy students. | July 2023 | Director – Recruitment and Resource Management |
| | As a central agency of the Australian Government, look to share these opportunities with other agencies. | July 2023 | Assistant Secretary – HR Branch and Chief Operating Officer/ Deputy Secretary – Business Enabling Services |

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| 10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | December 2022 | Chief Financial Officer |
| | Continue Supply Nation membership – review membership and produce progress report. | August 2021, 2022 | Chief Financial Officer |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | February 2022 | Indigenous Liaison Officer and RAPWG Chair |
| | Review and update procurement practices to facilitate procuring goods and services from Aboriginal and Torres Strait Islander businesses. | June 2022 | Chief Financial Officer |
| | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | June 2022 | Chief Financial Officer |

| Governance | | | |
|---|---|---|---|
| Action | Deliverable | Timeline | Responsibility |
| 11. Establish and maintain an effective RAPWG to drive governance of the RAP | Maintain Aboriginal and Torres Strait Islander representation on the RAPWG. | July 2021 | RAPWG Chair |
| | Establish and apply a Terms of Reference for the RAPWG. | July 2021 | Indigenous Liaison Officer and Aboriginal and Torres Strait Islander Champion |
| | Meet at least four times per year to drive and monitor RAP implementation. | Ongoing – July, September, December 2021, 2022 and 2023 March 2022, 2023 | RAPWG Chair and Director – HR Strategies |

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| 12. Provide appropriate support for effective implementation of RAP commitments | Define resource needs for RAP implementation. | December 2021 | RAPWG Chair Director – HR Strategies and Director – CFO Branch |
| | Engage our senior leaders and other staff in the delivery of RAP commitments, and present findings to Senior Leadership Committee and Executive Board annually | October 2021, 2022 | Assistant Secretary – Human Resources and Aboriginal and Torres Strait Islander Champion |
| | Define and maintain appropriate systems to track, measure and report on RAP commitments. | August 2021 | Director – HR Strategies |
| | Appoint and maintain an internal Aboriginal and Torres Strait Islander Champion from senior management. | July 2021 | Executive Board |
| 13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2021, 2022 | Director – HR Strategies |
| | Report RAP progress to all staff and senior leaders quarterly. | September and December 2021, March, September and December 2022 March and September 2023 | Indigenous Liaison Officer, Aboriginal and Torres Strait Islander Champion and Director – Corporate Engagement |
| | Publically report our RAP achievements, challenges and learnings, annually. | October 2021, 2022 and 2023 | Indigenous Liaison Officer and Aboriginal and Torres Strait Islander Champion |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2022 | Indigenous Liaison Officer and Aboriginal and Torres Strait Islander Champion |

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| 14. Continue our reconciliation journey by developing our next RAP | Register via Reconciliation Australia to begin developing our next RAP. | November 2022 | Director – HR Strategies |
| Contact details Position: Indigenous Liaison Officer Email: diversityteam@finance.gov.au | | | |