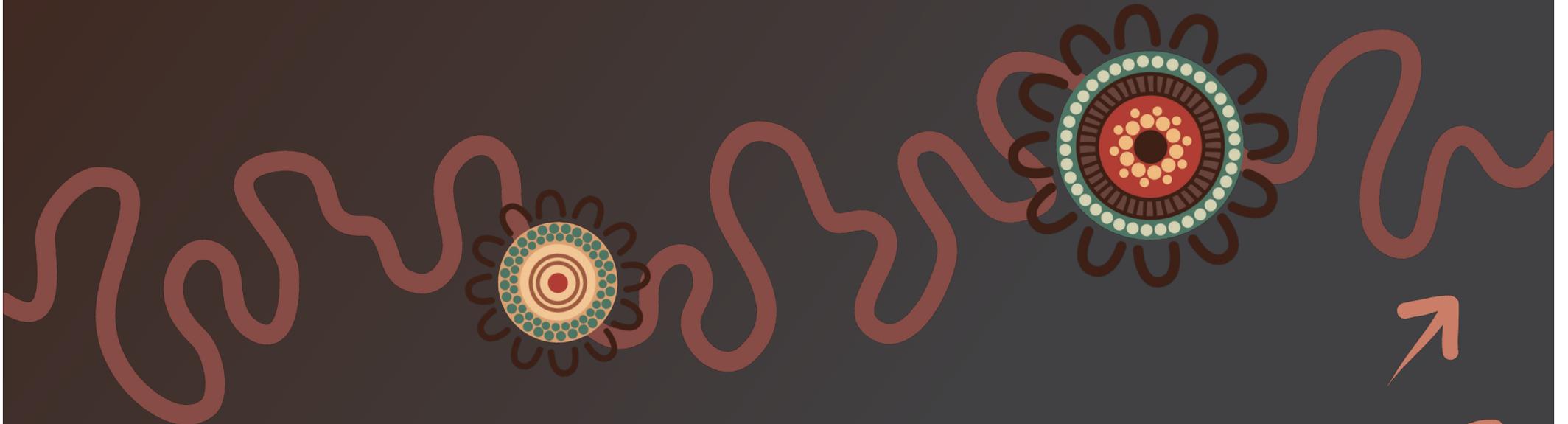


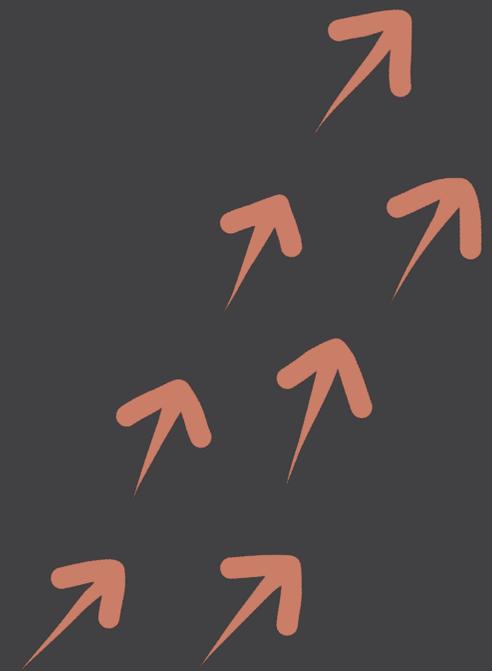


Australian Government
Department of Finance



Stretch Reconciliation Action Plan

January 2026–December 2028



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Acknowledgment of Artwork

The artwork used throughout the Reconciliation Action Plan was created by Madison Walker, a proud Ayapathu Lamalama Bidjara woman. Raised on Ngunnawal and Ngambri Country, Madison uses her art to reconnect with her cultural heritage and to share the strength, wisdom, and resilience of First Nations peoples.

Roots of Reconciliation: Cultivating Everyday Change reflects the ongoing journey of reconciliation and encourages meaningful action in our daily lives. The three Scribbly Gum Trees represent the RAP themes of Relationships, Respect, and Opportunities. Their roots show the importance of embedding reconciliation into our policies, practices, and ways of working.

This artwork calls us to reflect on our role in reconciliation, both personally and professionally. We thank Madison Walker for her generous contribution and for allowing Finance to share her artwork and its message in this Reconciliation Action Plan.

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Foreword from the Secretary

As Secretary, I am calling on every member of the Department of Finance to take decisive action in our journey towards reconciliation. Our Stretch RAP sets out clear, measurable priorities:

1. Recruitment and Retention:

We will target 5% Aboriginal and Torres Strait Islander representation in our workforce by 2030. This means embedding inclusive recruitment practices, supporting career development, and ensuring retention through culturally safe environments.

2. Policy Leadership:

We will leverage our expenditure policy advisory role to find and implement practical ways to close the gap. This includes advising on funding initiatives that deliver real socio-economic outcomes for Indigenous communities, and supporting reforms that empower Aboriginal and Torres Strait Islander organisations.

3. Cultural Competency and Workplace Inclusion:

We will invest in growing our cultural competency at every level, making Finance a desirable and supportive place for Aboriginal and Torres Strait Islander staff to work, thrive, and lead.

I want to see us drive all three priorities in parallel, with clear accountability and regular progress reporting. This approach ensures Finance leads by example and delivers sustained, measurable change.

This is not a passive commitment—it is a call to action for every Finance staff member. The responsibility to deliver real change rests with each of us. By working together, setting ambitious targets, and holding ourselves accountable, we will build a department that truly reflects and serves the diversity of our nation. Let us seize this moment to lead, to listen, and to deliver lasting reconciliation.



Matt Yannopoulos
Secretary



Joint statement of commitment by Executive Board and Aboriginal and Torres Strait Islander Champions

We, the Executive Board, and Aboriginal and Torres Strait Islander Champions, jointly commit to advancing reconciliation within Finance. We acknowledge the importance of fostering respectful relationships and promoting understanding between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Together, we pledge to support initiatives that recognise and celebrate the rich cultural heritage of Aboriginal and Torres Strait Islander communities, and to work collaboratively towards a future of equality, respect, and unity.

This Stretch Reconciliation Action Plan (RAP) represents our joint commitment to advancing reconciliation within Finance to strengthen a more inclusive workplace for every staff member.

The RAP is not just a document – it’s a call to action for all of us. It challenges us to deepen our understanding, strengthen our relationships, and embed meaningful change in our everyday work. By setting ambitious goals, we are committing to outcomes that will positively impact our Aboriginal and/or Torres Strait Islander staff and the wider community. We are committed to the principles endorsed by Reconciliation Australia of Respect, Relationships, and Governance and our aspiration to:

cc increase the number of Aboriginal and Torres Strait Islander staff in our workplace, provide a culturally safe workplace for Aboriginal and Torres Strait Islander staff, and use our influence to drive reconciliation. 99

To achieve these goals, we will all undertake a range of new actions. We will establish and maintain formal partnerships with Aboriginal and Torres Strait Islander communities and businesses. We will implement strategies to positively influence our external stakeholders in driving reconciliation outcomes. We will encourage staff to undertake cultural learning activities and participate in leadership programs to support growth and advancement of our Aboriginal and/or Torres Strait Islander staff.

At the same time, we remain committed to the implementation of the National Agreement on Closing the Gap, particularly Priority Reform 3 (Transforming Government Organisations), and Priority Reform 4 (Shared Access to Data and Information at a Regional Level).

Our journey over the next three years requires everyone to engage with open hearts and minds, to listen, to learn, and to take tangible steps towards reconciliation.

Together, we can make a difference. Let’s lead with purpose and make our commitment to reconciliation visible and embedded in everything we do.



M Yannopoulos

Matt Yannopoulos
Secretary
Department of Finance



R Windeyer

Richard Windeyer
Deputy Secretary - Budget Group



S Newnham

Simon Newnham
Deputy Secretary - Business Enabling Services



M Purvis-Smith

Marisa Purvis-Smith
Deputy Secretary - Commercial Group



A Harmer

Anna Harmer
Deputy Secretary -
Governance & Resource Management



S Frazer

Shannon Frazer
Aboriginal & Torres Strait Islander Champion



A Fox

Amy Fox
Aboriginal & Torres Strait Islander Champion

Reconciliation Australia's message

On behalf of Reconciliation Australia, I congratulate the Department of Finance (Finance) on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its fourth RAP overall.

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise. Finance's role in the Budget and resource management position it well to influence outcomes towards reconciliation, especially those relating to equality and equity.

This Stretch RAP is built upon the considerable experience Finance garnered with capacity building and inclusive accessibility measures in its previous RAPs. Finance's partnership with Jawun to provide staff secondments to Aboriginal and Torres Strait Islander communities and its engagements with First Nations peoples to help improve accessibility measures in the Digital ID Act 2024, show its understanding that this work has deeper impact when it is First Nations informed and led.

Maintaining a focus on relationships in this RAP, Finance is concentrating on productive and strong partnerships with Aboriginal and Torres Strait Islander people, communities and businesses to advance the Australian Government's National Agreement on Closing the Gap. To do so, Finance will engage with First Nations communities to better understand the regulatory barriers and entrenched inequality they face. In a complimentary measure, Finance will also develop and implement a strategy in consultation with the Aboriginal and Torres Strait Islander Staff Network to promote and deliver truth-telling across the department. Acknowledging how the past continues to impact today, while engaging faithfully with First Nations led solutions, will allow Finance to support long lasting positive change.

Through its vast sphere of influence, Finance has the potential to drive considerable reconciliation outcomes. On behalf of Reconciliation Australia, I commend the Department of Finance on its first Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

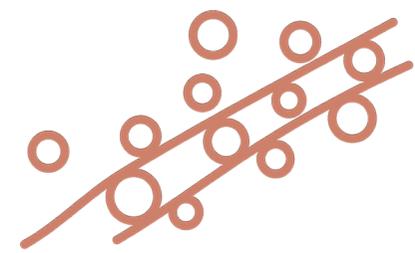
Our vision

Reconciliation is at the core of our business, recognising and valuing the contributions of First Nations peoples and communities. We will maintain and build meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities, amplifying their voices and drawing on their knowledge and experience to guide our reconciliation journey.

As stewards of the communities we serve, we are responsible for ensuring that our advice, frameworks, and services deliver value for the benefit of all Australians. We are committed to providing equitable access and opportunities for First Nations peoples, and we celebrate and embrace Aboriginal and Torres Strait Islander cultures, learning from our past to build a better future.

As a central agency in the Australian Government, Finance plays a pivotal role in shaping national economic and financial policy. Through our stewardship of budget processes, procurement policy, and financial governance, we are committed to supporting the growth of the First Nations economy and ensuring that Aboriginal and Torres Strait Islander peoples have equitable access to opportunities that foster long-term, sustainable outcomes.

We will continue to foster and grow an inclusive workplace culture where everyone feels safe, supported, and empowered to reach their full potential, free from racism, discrimination and unconscious bias.



Our guiding principles

Our approach to Reconciliation is built on the below guiding principles. By aspiring to be an employer of choice, prioritising cultural safety, and using our influence to drive Reconciliation, we can achieve meaningful and lasting outcomes. We invite all members of our workplace to engage in this plan and contribute to our collective success on this important journey.

Increase the number of Aboriginal and Torres Strait Islander staff

Increase the number of Aboriginal and Torres Strait Islander staff

Finance aspires to be an employer of choice for Aboriginal and Torres Strait Islander peoples with inclusive recruitment, learning and career development opportunities and increase the number of Aboriginal and Torres Strait Islander staff. Finance is committed to creating an inclusive and supportive work environment where Aboriginal and Torres Strait Islander staff feel valued and empowered. We aim to attract, retain, and nurture talent by offering opportunities for professional growth and ensuring that our recruitment processes are fair and culturally sensitive.

A culturally safe workplace for Aboriginal and Torres Strait Islander staff

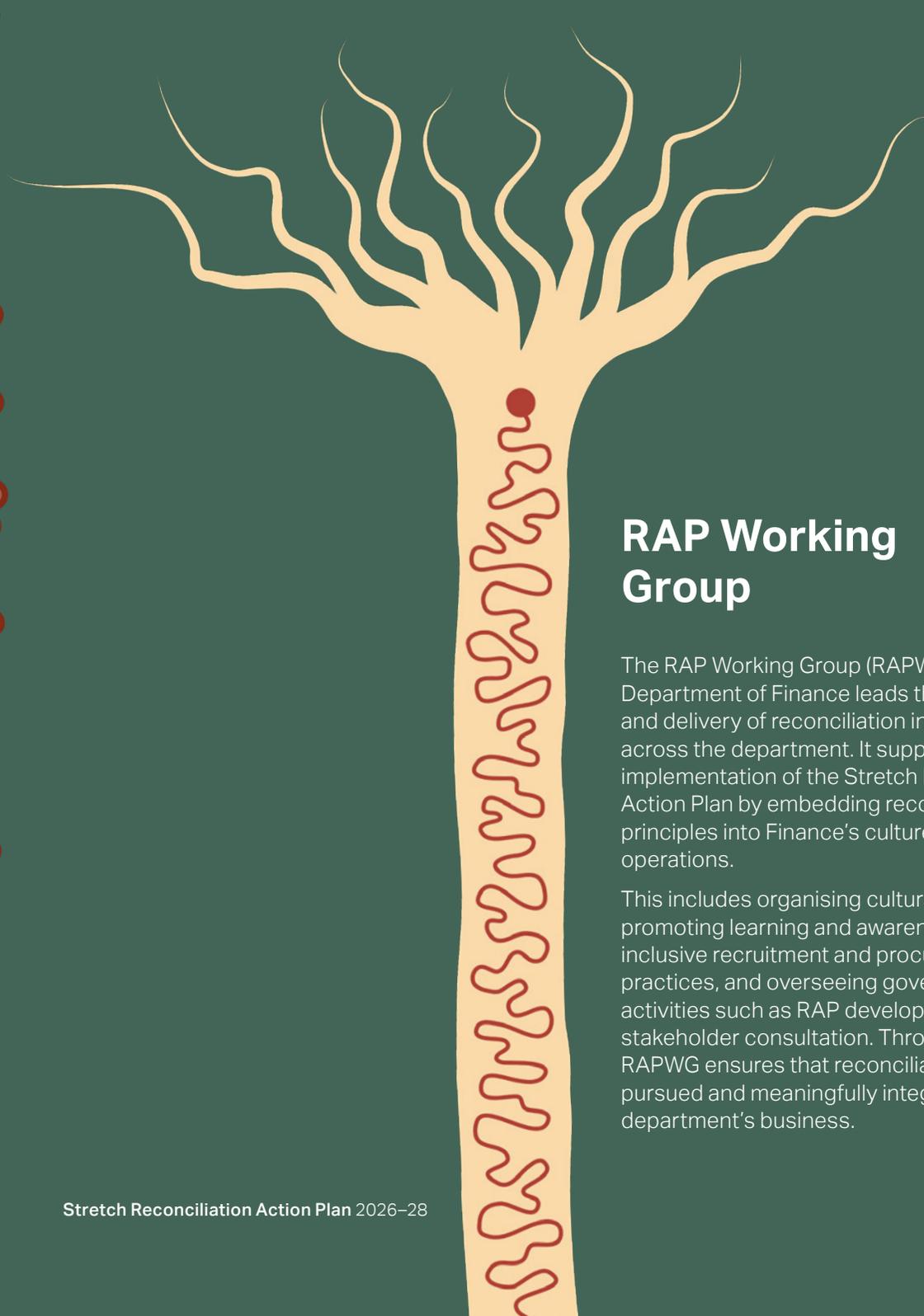
A Culturally Safe Workplace for Aboriginal and Torres Strait Islander staff is essential

In all aspects of our work, providing a culturally safe workplace will be prioritised, and we are dedicated to recognising and valuing the contributions of Aboriginal and Torres Strait Islander staff. This involves fostering an environment where cultural differences are respected, and individuals feel secure to express their identities without fear of discrimination or prejudice.

Drive Reconciliation through our work

We will drive Reconciliation through our work

Finance provides leadership in reconciliation through its whole-of-government stewardship and policy setting through the Budget, and resource management frameworks, including grants, procurement, data and digital. Finance leads by example in promoting reconciliation through its stewardship across the government. We aim to influence outcomes towards reconciliation through our role in the Budget and resource management frameworks, including grants, procurement, data, and digital initiatives. By embedding reconciliation in our core activities, we demonstrate our commitment to creating a more equitable and inclusive society.



RAP Working Group

The RAP Working Group (RAPWG) at the Department of Finance leads the coordination and delivery of reconciliation initiatives across the department. It supports the implementation of the Stretch Reconciliation Action Plan by embedding reconciliation principles into Finance's culture and operations.

This includes organising cultural events, promoting learning and awareness, supporting inclusive recruitment and procurement practices, and overseeing governance activities such as RAP development and stakeholder consultation. Through its work, the RAPWG ensures that reconciliation is actively pursued and meaningfully integrated into the department's business.

Our Aboriginal and Torres Strait Islander Staff Network

Established in the Department in 2012, the Aboriginal and Torres Strait Islander Staff Network (ATSISN) is an informal peer-led network which provides a culturally safe environment for mob to connect and share experiences. The network is dedicated to fostering inclusivity, support, and cultural celebration.

ATSISN plays a pivotal role in the uplift of our cultural capability and ensuring our policies and practices are inclusive and respectful of Aboriginal and Torres Strait Islander perspectives. The Network works closely with their Champions and the Indigenous Liaison Officer, to create an environment where our employees feel safe, valued and empowered to bring their whole self to work.

As we move into our next phase of reconciliation, we will launch an allyship network to support ATSISN in their work and to help drive reconciliation initiatives. Friends of ATSISN provides an opportunity for non-Indigenous allies to join the network and participate in events and activities in support of reconciliation and closing the gap. ATSISN recognises the important roles that allies play in ensuring First Nations staff feel culturally safe and supported in the workplace.

Our People, Our Stories

Our People,
Our Stories

Case study

We are committed to supporting our Aboriginal and Torres Strait Islander staff to undertake structured learning opportunities to support their career development. External opportunities such as the Sir Roland Wilson Foundation Pat Turner Scholarship and the Australian National University (ANU) Management Course provide our staff with the capabilities and connections to aid in their career at Finance and the broader Australian Public Service (APS).

Sir Roland Wilson Foundation Pat Turner Scholarship

The Sir Roland Wilson Foundation Pat Turner Scholarship offers Aboriginal and Torres Strait Islander APS employees the opportunity to complete a postgraduate degree at selected tertiary institutions. The Scholarship enables employees to develop their research, analytical and leadership skills, whilst building strong connections. Open to APS 4 to Senior Executive Service Band 1, the Scholarship aims to equip employees with the skills to drive the development of evidence-based public policy.

The Sir Roland Wilson Pat Turner Scholarship has been personally and professionally transformative. I have been able to work on a nationally significant policy issue that will benefit Aboriginal and Torres Strait Islander people and assist the Commonwealth Government in improving Indigenous health and wellbeing outcomes under the Closing the Gap initiative. As a Wakka Wakka/Bidjara man, it is personally rewarding to be able to contribute to my mob's and others' ongoing prosperity. The scholarship has fostered connections with fellow scholars and provided networking opportunities, including domestic and international leaders from academia and public and private sectors. I have access to senior mentors in Finance who have provided me with support and career advice while also keeping me connected to the Department. Through the Scholarship, Finance has shown a commitment and investment in my career and development, and this is extended to other First Nations staff throughout Finance.

– Timothy Holt

Australian National University (ANU) Management Program

The ANU Management Program provides participants the opportunity to obtain a Graduate Certificate in Management whilst uplifting their capability. The course is 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.

It was a privilege to be the first Indigenous participant from the Department of Finance to be accepted into the 2023 ANU Management Program. With support from my senior executive, my team and staff at the ANU Management Program, I was able to balance work and study to complete the Graduate Certificate of Management. This program helped me progress my career and be a pathway for further study. I was awarded the prestigious Pat Turner Scholarship from the Sir Roland Wilson Foundation to undertake a Master of Public Administration at the ANU in 2025.

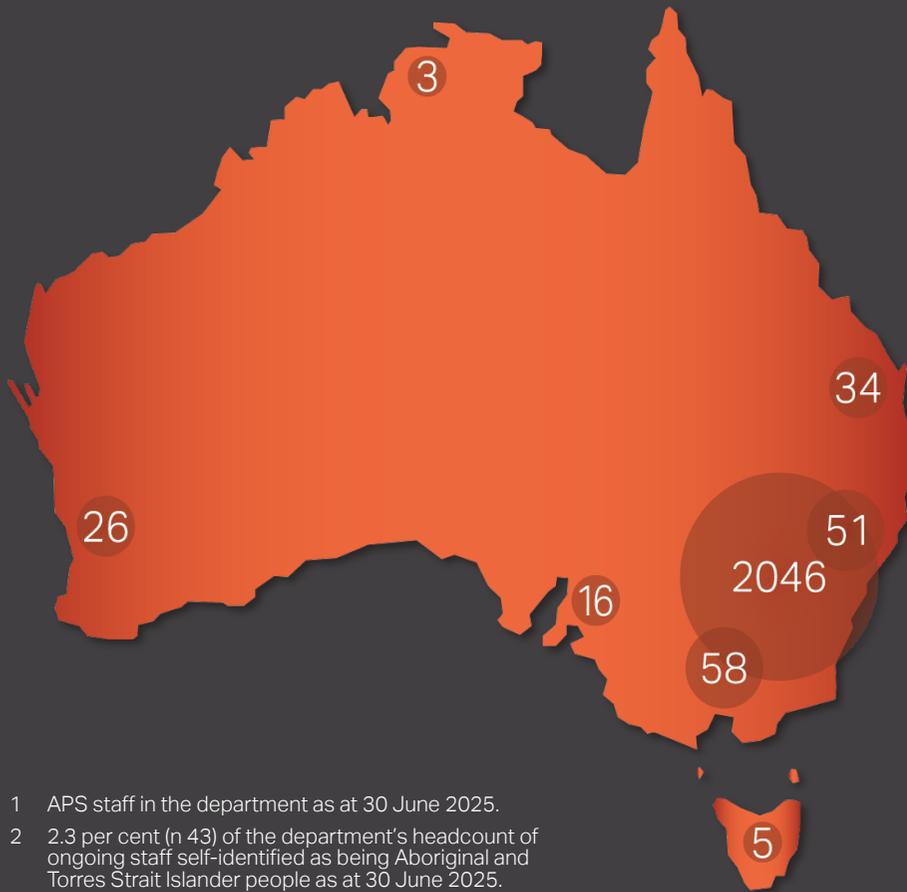
I would recommend the program to First Nations employees that want to grow both professionally and personally, while obtaining a formal qualification.

– Diane Takurit

Our footprint

Finance provides high quality advice, frameworks and services to achieve value in the management of public resources for the benefit of all Australians. Finance is committed to building a diverse and inclusive workforce, knowing that when we embrace our differences, we achieve greater success. Diversity and inclusion is not just good for our people – it's the key to unlocking Finance's full potential.

The map outlines the national spread of our staff.

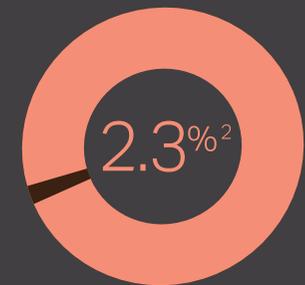


▼ Total number of departmental staff working in each state and territory

Location	APS headcount	Total offices
ACT	2,046	4
NSW	51	1
NT	3	1
QLD	34	1
SA	16	1
TAS	5	1
VIC	58	2
WA	26	1
Total	2,239	12

2,239¹

◀ Total number of departmental staff



▶ Percentage of Aboriginal and Torres Strait Islander staff

1 APS staff in the department as at 30 June 2025.

2 2.3 per cent (n 43) of the department's headcount of ongoing staff self-identified as being Aboriginal and Torres Strait Islander people as at 30 June 2025.

Closing the Gap

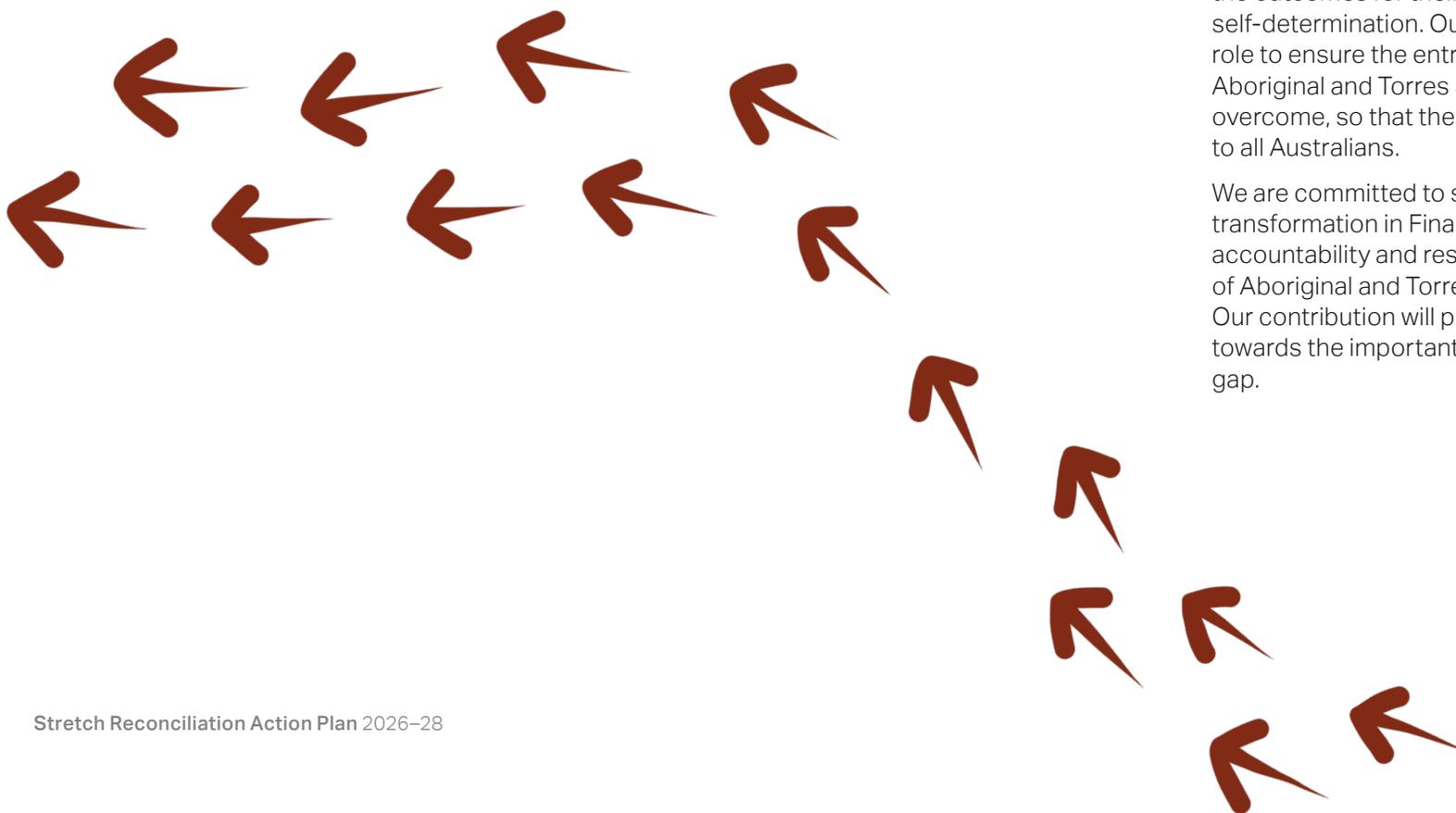
'In order to effect real change, governments must work collaboratively and in genuine, formal partnership with Aboriginal and Torres Strait Islander peoples because they are the essential agents of change'

- Closing the Gap engagement survey participant from the Northern Territory

We are committed to productive and strong partnerships with Aboriginal and Torres Strait Islander people, communities and businesses to advance the Australian Government's National Agreement on Closing the Gap.

To close the gap, we acknowledge that First Nations people must determine, drive and own the outcomes for their people, resulting in self-determination. Our Stretch RAP outlines our role to ensure the entrenched inequality faced by Aboriginal and Torres Strait Islander peoples is overcome, so that their life outcomes are equal to all Australians.

We are committed to systemic and structural transformation in Finance to improve accountability and responsiveness to the needs of Aboriginal and Torres Strait Islander peoples. Our contribution will play an important part towards the important outcomes of closing the gap.



Roots of Reconciliation: Cultivating Everyday Change

by Madison Walker

About the Artwork

'Roots of Reconciliation: Cultivating Everyday Change' is an evocative piece that explores the ongoing journey towards reconciliation, aiming to extend beyond mere acknowledgments to actively foster everyday change and understanding. This artwork is inspired by the three main themes of the RAP Framework: Relationships, Respect, and Opportunities. Each theme is represented by a Scribbly Gum Tree, whose roots signify that reconciliation is to be deeply embedded into policies and practices, ensuring it is not just a symbolic gesture but a fundamental aspect of Finance's framework.

Governance plays a crucial role in the journey towards reconciliation, as it involves making decisions and guiding everyone to change. The 'U' shapes set around the meeting places represent First Nations Peoples and non-Indigenous people, emphasising the importance of the First Nations community being involved in these conversations. The journey line between the governance meetings is winding, signifying the shared responsibility and collective efforts required to heal and move forward together. The journey of reconciliation is not linear; it is a continuous process of learning, unlearning, and growth.

Tracks of the kangaroo and emu, chosen for their inability to move backwards, symbolise progress and forward movement. Each step taken, no matter how small, is a step towards reconciliation.

'Roots of Reconciliation: Cultivating Everyday Change' is a call to action. It is a reminder that reconciliation is not just a moment in time but a sustained effort that requires dedication, understanding, and the willingness to cultivate change in our daily interactions and choices. Through this artwork, I hope to inspire viewers to reflect on their own roles in this journey, both professionally and personally.



About the Artist

Madison Walker is a proud Ayapathu Lamalama Bidjara woman. Birthed and raised on Ngunnawal/Ngambri land, she now navigates the realm of storytelling to rekindle the connection to her Aboriginal cultural heritage.

Through vibrant strokes and intricate details, she brings to life essence of her journey, inviting viewers to share in the beauty, resilience, and wisdom of First Nations peoples.

Our People, Our Stories

Our People,
Our Stories

Case study

Jawun provides secondments for staff across the public and private sector to work in Aboriginal and Torres Strait Islander organisations, across the country. The secondment provides an opportunity for staff to participate in a two-way exchange of learning and sharing, whilst uplifting Aboriginal and Torres Strait Islander leaders to achieve their development goals. Past participants have described their Jawun secondment as a unique and transformative experience.

Peter Wilson

A Jawun posting is a whole lot of experiences wrapped together. It's an opportunity to work within a First Nations community organisation on a needed project. Using your skillset and the knowledge of the community you work together to progress project outcomes.

Whilst you are within the community, you are able to get a glimpse of how other people experience everyday life. From my experience in Alice Springs and the various remote communities across Central Australia it's very different to the average day in Canberra. The other great part of Jawun is sharing the ride with fellow Jawun secondees. We all drew from a wide range of experiences across the public and private sectors from around Australia.

What you bring back is a whole lot of learning about other people's lives, with a focus on our Aboriginal and Torres Strait Islander peoples, and great experience in project managing in a new environment in a tight timeframe.

Kelly Midgley

The 6 weeks I was privileged to spend on Yolryu Country, in North-East Arnhem Land, left a profound mark on me both professionally and personally. I applied for the Jawun APS Secondment Program because I wanted to see Afirst-hand how policy translates to action, and to improve my understanding of the lived experiences of First Nations Australians, ultimately so I could be a better public servant.

The key message I brought back to Canberra—the singular common theme from every interaction with Yolryu Elders and leaders—was that deep listening is fundamental to reconciliation at every level, be it in policy making or service delivery. The phrase 'two worlds' was used a lot in conversation, because life in North-East Arnhem Land has many fundamental differences to life in Canberra, both for cultural reasons and due to remoteness.

I learned a great deal about how some things which we may see as deficits, are actually a source of great strength for Yolryu—for example, some homeland communities may not have internet access by choice, as it is more of a disturbance than a benefit.

For me, the most precious moments of my secondment were those between conversations — stargazing with other secondees, helping a group of local children get ready for a burygul1, watching the sun set over the ocean with a local Elder and his one-year-old granddaughter, sharing dinner and stories with a young family from Baniyala who were briefly living next door, and simply being immersed in the art that was everywhere in community. For Yolryu, family and culture are at the centre of everything, and I will forever cherish the generosity with which I was welcomed into that world.



Our People, Our Stories



Case study – Digital ID and Inclusion

The Digital ID Act 2024 commenced in December 2024. At the heart of Australia's Digital ID System is a focus on inclusion. A Digital ID that embeds inclusion broadens the security and privacy protections for many people, like First Nations people, who may otherwise be at greater risk from fraudsters, scams, and privacy breaches.

The Department of Finance consulted with First Nations people, including the **First Nations Digital Inclusion Advisory Group** on the Act and Rules, and to inform corresponding work programs. These engagements helped inform improvements to accessibility measures in the Act and Rules.

Finance is also exploring ways to assist people in Australia, particularly First Nations peoples, to use alternative ways to identify who they are, to create a Digital ID, should they choose to do so. The approach to a project exploring alternative proofing pathways for First Nations Australians who don't have access to traditional source credentials was agreed by Data and Digital Ministers Meeting in June 2024 and engagement with community is underway.

Other inclusion and accessibility initiatives underway include the design of tailored and accessible training materials for Digital ID, a refresh of the Digital ID website to be WCAG 2.1AA compliant, the creation of Easy Read materials for Digital ID, and the dissemination of Digital ID Fact Sheets in 11 different languages.



Appendix A

Our ongoing commitment

We build on the foundations of these ongoing commitments to continue to work towards our goals and the next set of actions as part of our Stretch RAP. These ongoing commitments are captured, monitored and actioned through existing departmental policies and frameworks.

Increase the number of Aboriginal and Torres Strait Islander staff

- Finance reports annually to the People and Culture Committee on RAP progress and Aboriginal and Torres Strait Islander staffing data, to support progress and workforce decisions, including progress towards APSC targets.
- Finance supports Aboriginal and Torres Strait Islander staff to complete higher education courses, such as the Sir Roland Wilson, Pat Turner Scholarship and the APS First Nations Graduate Certificate of Management.
- Finance participates in the SES100 recruitment initiative, to increase (and maintain) representation of Aboriginal and Torres Strait Islander people at Senior Executive Levels to over 100. The SES100 initiative aims to attract and retain First Nations leaders into senior executive positions, and support them to be successful within their SES roles. With cultural safety and participant care embedded across all stages of the initiative, applicants are provided with extensive support through the SES100 journey.

A culturally safe workplace for Aboriginal and Torres Strait Islander staff

- Finance supports and maintains active Aboriginal and Torres Strait Islander representation on the RAP Working Group.*
- Finance maintains an internal RAP Champion from senior management.*
- Finance maintains an effective RAP Working Group to drive governance of the RAP.
- Local Traditional Owners and Custodians provide appropriate cultural protocols at significant Finance events, including: Australian Government School Leaver and Graduate Orientation and Inductions, National Reconciliation Week, NAIDOC Week, Whole of Australian Government (WOAG) conferences and forums.
- Finance staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at the commencement of meetings, including all public events.*
- Finance has partnered with Jawun to provide secondments for Finance staff to Aboriginal and Torres Strait Islander communities.
- Finance launched the 'Friends of ATSI SN,' an allyship network aimed at bringing together like-minded people, who want to support our Aboriginal and Torres Strait Islander Network and get involved in initiatives to bridge reconciliation.

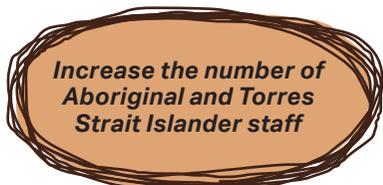
Drive Reconciliation through our work

- Finance communicates our commitment to reconciliation publicly.*
- Finance completes and submits the annual RAP Impact Survey to Reconciliation Australia.*
- Finance reports RAP progress to all staff and senior leaders quarterly.
- RAP Progress Reports will be available on a dedicated Reconciliation@Finance Intranet page.*
- Finance publicly reports against our RAP commitments annually, outlining achievements, challenges and learnings.*
- The Australian Government, through the Department of Finance, mandates the Indigenous Procurement Policy (IPP) to increase opportunities for Indigenous businesses.
- Finance supported the delivery of the Grants Connected Policy.
- Finance supports all staff to participate in one NAIDOC Week event in their local area.*
- In consultation with Aboriginal and Torres Strait Islander stakeholders, Finance promotes external NAIDOC Week events each year via the Intranet.*
- In 2025, Finance appointed the first Finance Indigenous Data Champion. The role of Indigenous Data Champion (IDC) will work with the Chief Data Officer (CDO) to ensure the department's Framework for Governance of Indigenous Data's guidelines and actions are implemented effectively, promoting Indigenous Data Sovereignty principles and appropriate data governance processes.

Appendix B

Our goals

The three Finance principles seen below support the department’s reconciliation goals. The goals are further grouped by the Respect, Relationships and Governance themes of the Stretch RAP.



 Respect	 Relationship	 Governance	 Opportunities
<p>Cultural protocols are observed to demonstrate our respect to Aboriginal and Torres Strait Islander peoples.</p>	<p>National Reconciliation Week (NRW) is celebrated to build relationships.</p>	<p>Our reconciliation journey is continued by developing our next RAP.</p>	<p>Finance shapes government policy to support the growth and sustainability of the First Nations economy.</p>
<p>NAIDOC week is celebrated to engage with Aboriginal and Torres Strait Islander cultures and histories.</p>	<p>There is focus on the impact of reforms and regulatory barriers and obstacles on First Nations communities.</p>	<p>Appropriate support for effective implementation of RAP commitments is provided, including a RAP Working group (RWG).</p>	<p>First Nations perspectives are embedded into financial frameworks, ensuring policies and programs reflect community knowledge and priorities.</p>
<p>Aboriginal and Torres Strait Islander culture is showcased.</p>	<p>Mutually beneficial relationships are established and maintained with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<p>Accountability and transparency has been built through reporting RAP achievements, challenges and learnings both internally and externally.</p>	<p>Inclusive procurement practices are promoted to increase engagement with Aboriginal and Torres Strait Islander businesses.</p>
<p>Cultural learning has increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights.</p>	<p>Reconciliation is promoted through our sphere of influence.</p>	<p>Measure the effectiveness of Divisional activities that are designed to contribute to the outcomes of the RAP, and are included in Division Operational Plans.</p>	<p>Finance’s whole-of-government influence drives reconciliation outcomes across the APS, guided by meaningful partnerships with First Nations stakeholders.</p>
<p>The principles of truth telling are promoted within Finance.</p>	<p>PGPA Indigenous bodies are supported with the application of the PGPA Framework.</p>		<p>Indigenous governance and economic participation are supported through stewardship of the PGPA Framework and targeted capability-building initiatives.</p>
<p>Changes have been implemented to recruitment practices</p>			

Appendix C

How we are going to achieve our goals

We have built our actions to bring together the Finance principles and Stretch RAP themes, over the life of the RAP.

Theme	Outcome	Task			Responsibility
		Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	
 Respect	Cultural protocols are observed to demonstrate our respect to Aboriginal and Torres Strait Islander peoples	Ongoing: Display Acknowledgment of Country on Intranet Homepage and external Finance Website			Lead: Assistant Secretary, Communications Branch Lead: Assistant Secretary, HR Branch Action: All managers
		Ongoing: Ensure employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country			
		Review, update and circulate Finance’s cultural protocol guide for Canberra and Melbourne tenancies, including protocols for Acknowledgement of Country and Welcome to Country.*	Share the stories of our Aboriginal and Torres Strait Islander staff on their relationship with culture, connection to Country and family on the Intranet or via staff presentations/forums. First Nations staff to be consulted prior to sharing.		
	NAIDOC week is celebrated to engage with Aboriginal and Torres Strait Islander cultures and histories	Deliverables 2025-26			Lead: Assistant Secretary, HR Branch Action: Executive Level Staff / Senior Executive Leaders Partnership: RAP Working Group
		Deliverable 2026-27			
		Deliverables 2027-28			
		Annual: RAP Working Group to participate in an external NAIDOC Week event*			
		Review HR policies and procedures to remove barriers to staff participating in National Reconciliation Week and NAIDOC Week.*			

Theme	Outcome	Task			Responsibility
	Aboriginal and Torres Strait Islander culture is showcased to deepen understanding for Aboriginal and Torres Strait Islander cultures	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead/Action: Assistant Secretary, COMCAR and Programs Branch Lead/Action: Assistant Secretary, Business Services and Support Branch Partnership: Indigenous Liaison Officer
		Ongoing: Continue to showcase Aboriginal and Torres Strait Islander Culture to visiting foreign political leaders through the Australian Political Exchange Council			
		Ongoing: Maintain an online gallery of Finance's Aboriginal and Torres Strait Islander Artwork holdings, including the story, location and artist details			
			Increase the number of Aboriginal and Torres Strait Islander artwork within the One Canberra Avenue tenancy, ensuring each floor has a piece of artwork/artefact.	Explore the creation of cultural learning and meeting spaces (i.e. yarning circle spaces).	
	Increased understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead: Assistant Secretary, HR Branch Lead: Assistant Secretary, Business Services and Support Branch Action: All Assistant Secretaries Partnership: Indigenous Liaison Officer Partnership: Aboriginal and Torres Strait Islander Champions
		Annual: Ensure at least 3 staff participate in cultural immersion activities each year including Jawun and the GARMA Festival			
Annual: Participation will be analysed and reported on to the RAP Advisory Group and People and Culture Committee annually*					
Conduct a review of cultural learning needs within our organisation as part of our annual business planning approach.*		Explore and implement cultural names of significance to our meeting rooms in One Canberra Avenue and across Finance tenancies.	Scope and incorporate the RAP artwork design in COMCAR uniforms and other accessories.		
Explore the inclusion of a module within our regulatory training package via LearnHub on engaging with First Nations stakeholders.	Scope and establish a yarning style program to enhance dialogue between Aboriginal and Torres Strait Islander staff and non-Indigenous staff.	A further 50% of all staff to undertake cultural learning within 24 months, in alignment with our Aboriginal and Torres Strait Islander Cultural Learning Program, Connections.			

Theme	Outcome	Task			Responsibility
	(cont)	25% of all staff, including the RAP Advisory Group, HR Managers, senior executive, Executive level officers, and entry-level program staff undertake at minimum one formal and structured cultural learning activity within the first 12 months of the RAP coming into effect			
	The principles of truth telling are promoted within Finance	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead/Action: Assistant Secretary, HR Branch Lead/Action: Budget Group SES Partnership: Aboriginal and Torres Strait Islander Champions Partnership: Indigenous Liaison Officer
Seek opportunities to engage our staff and volunteers in the concept and practice of Truth-telling.		Develop and implement a strategy in consultation with ATSISN to promote and deliver truth telling across the department including the impacts of 26 January and other significant events.			
Provide an information session on Truth-telling to adequately prepare staff to listen to Truth-telling.					

Theme	Outcome	Task			Responsibility
		Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	
 Opportunities	Employment outcomes have been improved by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Implement training for Executive Leadership cohort to ensure understanding of recruitment practices to optimise participation of Aboriginal and Torres Strait Islander peoples.	Create secondment opportunities for Aboriginal and Torres Strait Islander APS staff into AAUs and other key policy areas (such as procurement, grants).	Lead/Action: Assistant Secretary, HR Branch Partnership: Indigenous Liaison Officer Partnership: Aboriginal and Torres Strait Islander Champions
			Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	Finance will work towards increasing Aboriginal and Torres Strait Islander representation in its workforce to align with the Australian Public Service Commission's target of 5% by 2030.	
			Refresh the Indigenous Recruitment, Retention and Professional development strategy.		
			Create a mentor program for new Aboriginal and Torres Strait Islander staff, including entry level program participants.		

Theme	Outcome	Task			Responsibility
 Relationships	National Reconciliation Week (NRW) is celebrated to build relationships	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead: Assistant Secretary, HR Branch Lead: Assistant Secretary, Communications Branch Action: All SES
		Annual: Collaborate or partner with our portfolio agencies and other Australian Public Service agencies to deliver NRW events and activities			
		Annual: Facilitate four internal NRW events, including at least two virtual events and register these events on Reconciliation Australia's website			
		Annual: Encourage and support staff and senior leaders, including the RAP Advisory Group members to participate in one external event to recognise and celebrate NRW*			
	Annual: Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff*				
	There is focus on the impact of reforms and regulatory barriers and obstacles on First Nations communities	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead: First Assistant Secretary, Risk, Claims and Regulatory Reform Division Lead: Assistant Secretary, Special Investment Vehicles, Funds and Governance Branch
Engage First Nations communities on the regulatory barriers and obstacles their communities face, in consideration of the reform project management plans and standard operation procedures. Continue to partner with NIAA on the Remote Australia Working Group paper on reform work.		Meet with Aboriginal and Torres Strait Islander stakeholders, organisations and the NIAA to continuously improve guiding principles for engagement on the Future Fund Management Agency.			
Mutually beneficial relationships are established and maintained with Aboriginal and Torres Strait Islander stakeholders and organisations	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead: All Managers Action: All Staff Partnership: Indigenous Liaison Officer	
	Ongoing: Maintain two formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations*				
	Meet with Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.*	Develop and implement an engagement strategy and plan to strengthen our approach to engaging with Aboriginal and Torres Strait Islander stakeholders to build stronger, culturally safe and appropriate connections.			

Theme	Outcome	Task			Responsibility
		Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	
	Reconciliation is promoted through our sphere of influence	Annual: Attend at least two (2) RAP Leadership Gatherings each year hosted by Reconciliation Australia			Lead: Assistant Secretary, HR Branch Action: All Business Areas Partnership: Indigenous Liaison Officer
Develop and implement key messages in the new starter induction on the department's commitment to reconciliation.		Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.*	Collaborate with three RAP and other like-minded organisations to implement innovate approaches to advance reconciliation.		
Include First Nations better practice guidance for regulators across the Commonwealth at a Regulator Symposium.		Partner with Aboriginal and Torres Strait Islander Stakeholders, the Indigenous Liaison Officer and relevant agencies to develop culturally appropriate training materials for regulators, including guidelines for engaging with First Nations peoples and communities.	Explore opportunities to enhance requirements of suppliers delivering services to the APS to include culturally safe practices and responsiveness to First Nations peoples.		
			Meet with the National Indigenous Australians Agency (NIAA) and encourage increased Aboriginal and/or Torres Strait Islander representation on Government Boards.		
			Scope opportunities to promote Indigenous engagement through the Specialist Investment Vehicles Knowledge Sharing sessions.		

Theme	Outcome	Task			Responsibility
	Public Governance, Performance and Accountability (PGPA) Indigenous bodies are supported with the application of the PGPA Framework	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead/Action: Assistant Secretary, PGPA and Digital Reporting Branch
		Annual: Support the accountable authorities and officials of Indigenous bodies that are subject to the PGPA Act 2013. Support will be provided through Finance’s stewardship role and direct outreach, including tailored guidance, capability-building, and engagement			
	Continue initiatives to reduce barriers and therefore broaden access to Digital ID for First Nations Australians	Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	Lead/Action: Assistant Secretary, Communications, Inclusion & Governance
		Ongoing: Continue designing and building alternative proofing pathways for First Nations Australians wanting to access a Digital ID			
		Further understanding of the technical feasibility and sustainability of scaling a digital vouching solution for Digital ID.			

Theme	Outcome	Task			Responsibility
 Governance	Appropriate support for effective implementation of RAP commitments is provided, including a RAP Working group (RWG)	Deliverables 2025-26 Review and update the Terms of Reference for our RAP Advisory Group to include the following:* <ul style="list-style-type: none"> Meet at least 4 times per year to drive and monitor RAP implementation, with one of these meetings to be on a place of Aboriginal and Torres Strait Islander significance. Maintain active Aboriginal and Torres Strait Islander representation. 	Deliverable 2026-27 Embed key RAP actions in performance expectations of senior management and all staff.*	Deliverables 2027-28	Lead: Assistant Secretary, HR Branch Action: All staff Partnership: Aboriginal and Torres Strait Islander Champions
		Embed appropriate systems and capability to track, measure and report on RAP commitments.*			
		Embed resource funding needs for the implementation of the RAP and agreed actions and commitments.			
Accountability and transparency has been built through reporting RAP achievements, challenges and learnings both internally and externally		Deliverables 2025-26 Annual: Ensure our contact details remain up to date with Reconciliation Australia	Deliverable 2026-27	Deliverables 2027-28	Lead/Action: Assistant Secretary, HR Branch Partnership: RAP Working Group
		Annual: Meet with Reconciliation Australia a minimum of twice a year to share progress on RAP implementation	Explore the opportunity to participate in Reconciliation Australia's biennial Workplace RAP Barometer.*	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	

Theme	Outcome	Task			Responsibility
		Deliverables 2025-26	Deliverable 2026-27	Deliverables 2027-28	
	Our reconciliation journey is continued by developing our next RA			Register via Reconciliation Australia's website to begin developing our next RAP.	Action: Assistant Secretary, HR Branch Partnership: RAP Working Group
				Evaluate and measure the success of RAP initiatives to inform the development of our next RAP.	

*denotes Reconciliation Australia mandated actions and deliverables

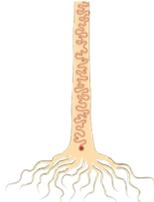
Glossary of design elements



Relationships tree



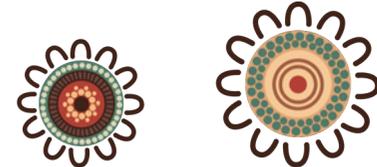
Respect tree



Opportunities tree



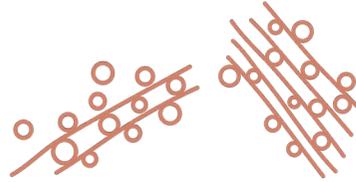
Sun / star



Meeting places (excluding the journey line)



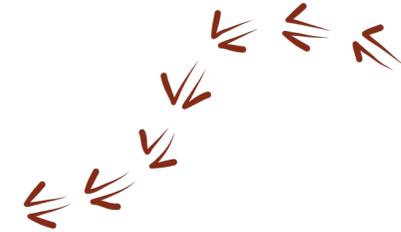
Meeting places (including the journey line)



Rain



Full cluster of sun / stars



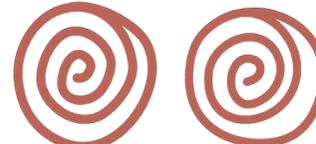
Set of Kangaroo Tracks (hopping left to right)



Single set of Kangaroo footprints (facing forward)



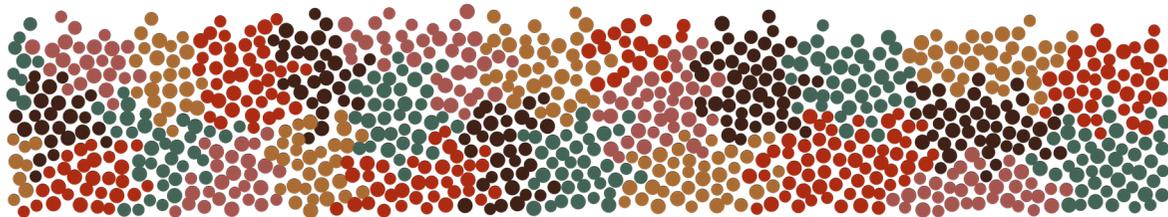
Single set of footprints offset (facing forward)



Waterhole



Set of Emu Tracks (walking right to left)



Coloured dots



Contact details

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