2016–2018
Reconciliation Action Plan:
Sharing Our Stories
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About us

The Department of Infrastructure and Regional Development is responsible for the design and implementation of the Australian Government’s infrastructure and regional development policies and programmes. We work to:

- promote, evaluate, plan and invest in infrastructure and regional development;
- foster an efficient, sustainable, competitive, safe and secure transport system;
- facilitate local partnerships between all levels of government and local communities; and
- provide good governance in the Australian territories.
It gives me great pleasure to present the Department of Infrastructure and Regional Development’s Reconciliation Action Plan (RAP) 2016-2018. Our RAP is about sharing our story with the broader community.

The plan is a continuation of the Department’s commitment to reconciliation embarked upon under previous RAPs since 2007. It will enable us to continue to identify and develop ways to contribute to the wellbeing and quality of life of Aboriginal and Torres Strait Islander people, through the efforts we make in infrastructure, transport and regional development initiatives.

Infrastructure and regional development are enabling factors for the wellbeing of the Australian community, with the provision of infrastructure and regional development initiatives having a critical role in people’s wellbeing and quality of life. The work that we do in the Department affects all Australians, including Aboriginal and Torres Strait Islander people. This means that we have an important role to play in the reconciliation journey and in closing the gap between Aboriginal and Torres Strait Islander people and non-Indigenous Australians.

I commend the plan and encourage all employees to reflect on the roles we play both as individuals and as an organisation in enhancing the well-being and quality of life of Aboriginal and Torres Strait Islander people, and how we can contribute to the RAP in a productive and collaborative way. I encourage everyone to continue to share your stories about the actions in our RAP, to share our successes, but also where we can continue to improve.

Mike Mrdak
Secretary
A Note on the Artwork

The artwork used in this Reconciliation Action Plan was created by Duncan Smith, a Wiradjuri man from central western NSW. Duncan is a well-established artist, known for both traditional and contemporary works. Duncan created this piece using a combination of traditional and modern colours, including purple, the Department’s assigned colour for Diversity. The artwork shows a series of dotted circles, which traditionally represent meeting places. In this case, the meeting places are the Department’s various offices around the country: in the centre is the Canberra office, surrounded by the regional offices. All the circles, like all the Department’s offices, are connected.
Our vision for reconciliation

Our vision is for a reconciled Australia that respects and celebrates the unique place Aboriginal and Torres Strait Islander people hold as our First Australians. We strive to support the Government to achieve long-term outcomes that close the gap between Aboriginal and Torres Strait Islander people and non-Indigenous Australians, by ensuring that Aboriginal and Torres Strait Islander people have access to quality infrastructure, transport, and regional development programmes.

Our commitment to reconciliation

The Department is committed to playing a role in the reconciliation journey and closing the gap between Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians. We recognise that Aboriginal and Torres Strait Islander people are an integral part of our business and workforce, and also recognise the economic and social contribution they make to the Australian community. We believe that the Department’s continuing commitment to reconciliation, through this Reconciliation Action Plan, will enhance our performance in carrying out infrastructure, transport, and regional development initiatives.

Our plan is an evolving and living document that will be reviewed annually and updated with new initiatives. Our commitment is over the life of the RAP from 2016–2018 and beyond; our immediate focus is delivering high quality outcomes in 2016–2017.

What we want to achieve

Over the next three years we want to:

- Increase our partnerships and networks with Aboriginal and Torres Strait Islander Australians in order to achieve improved policy and programme outcomes.
- Respect and celebrate Aboriginal and Torres Strait Islander Australians’ governance, culture, and events.
- Implement our Aboriginal and Torres Strait Islander Employment Strategy for the Department.
- Increase our understanding of how our work affects Aboriginal and Torres Strait Islander communities.
Our RAP story

At 30 October 2015 the number of employees identifying as Aboriginal and Torres Strait Islander people was 14 (1.3%). Since our last RAP our regional footprint has reduced, and now all but two Aboriginal and Torres Strait Islander employees are located in our Canberra office. Over the next three years we will focus on increasing our recruitment of Aboriginal and Torres Strait Islander people, as well as retaining and developing our existing employees. By 2018 we aim to have 3% of our workforce identifying as Aboriginal and Torres Strait Islander people.

Our key achievements so far in our RAP journey include:

- We developed a Welcome to and Acknowledgment of Country Protocol.
- We acknowledged Indigenous settlement patterns and cultural development in BITRE’S Evolution of Australian Towns (2014).
- Our Indigenous Staff Network held its first annual workshop.
- Air services were delivered weekly to 86 identified Aboriginal and Torres Strait Islander communities.
- We became a member of Supply Nation.
- We implemented a buddy system for new Aboriginal and Torres Strait Islander employees.

The Department’s RAP is championed by the Indigenous Staff Network (ISN) and the Deputy Secretary Indigenous Champion, with dedicated resources in the People and Performance Branch (PPB) and a RAP Working Group.

The Indigenous Staff Network and the RAP Working Group are working to identify and develop business practices that contribute to the wellbeing and quality of life of Aboriginal and Torres Strait Islander Australians.

The RAP Working Group is comprised of representatives from the Indigenous Staff Network and the Business areas of Corporate Services, Infrastructure Investment, Surface Transport Policy, Policy and Research, Western Sydney Unit, Office of Transport Security, Local Government and Territories, and Aviation and Airports.
Lessons learnt from our last RAP

Meeting the actions and targets from our last RAP has taught us many valuable lessons that we can now apply over the next three years. In particular we have learnt the importance of making our RAP a living document, that is critical to our business successes, and which will change and evolve as our agency changes. We also see the importance of making our RAP part of our everyday business, making it our living story.

From our last RAP we have also learnt that as an agency we don’t have a comprehensive understanding of how our work affects Aboriginal and Torres Strait Islander people and communities. As infrastructure and regional development affect all Australians, it is critical to a range of social and economic outcomes for Aboriginal and Torres Strait Islander people.

One promising new action in our RAP, which we hope will better inform us of our impact on Aboriginal and Torres Strait Islander communities, is the spatial mapping of the Department’s projects overlaid with the *Discrete Indigenous Communities Dataset*. While Aboriginal and Torres Strait Islander people live all over Australia, there are some areas of Australia that fall within the definition of a discrete Aboriginal and/or Torres Strait Islander community. While the *Discrete Indigenous Communities Dataset* is not a holistic representation of the entire Aboriginal and Torres Strait Islander population, it acts as a sign post of where our programmes and projects are affecting Aboriginal and Torres Strait Islander communities. We hope this will expand our knowledge of how our programmes and projects affect Aboriginal and Torres Strait Islander communities.
Building strong relationships between Aboriginal and Torres Strait Islander Australians and the wider Australian community is important to us. Our internal business and externally-funded initiatives will achieve greater success through stronger partnerships and a shared and mutual understanding.

**Relationships**

**Action 1**

We will improve external relationships with Aboriginal and Torres Strait Islander communities and stakeholders.

**Action 1.1**

**Deliverable:** In relation to the proposed Western Sydney Airport at Badgery’s Creek, we will establish a programme of Aboriginal consultation.

**Measurable targets:**
- we liaise with Aboriginal stakeholders to protect and where possible avoid disturbances at Aboriginal Heritage sites;
- we include Aboriginal organisations and representatives in significant achievements such as opening events for major infrastructure projects;
- we develop a database for recognising stakeholders relevant to the project;
- we investigate opportunities of dual naming of development sites where Aboriginal names exist; and
- we appoint a Place Manager to support vulnerable individuals, families, and communities.

**Officer responsible:** Executive Director, Western Sydney Unit.


**Action 1.2**

**Deliverable:** We will participate as a Member of the joint Board of Management for Booderee National Park (Jervis Bay Territory) to maintain the relationship with the Wreck Bay Aboriginal Community Council and demonstrate shared responsibility for the Jervis Bay Territory environment.

**Measurable target:** We provide a representative to participate in Booderee Board Meetings and activities.

**Officer responsible:** Departmental representative on Booderee Board of Management (as appointed by the Executive Director of Local Government and Territories Division).

**Timeline:** For the life of the RAP. This position is presently occupied; in the case that the position is vacated, it will be filled within three months.

**Action 1.3**

**Deliverable:** For the life of the RAP, we will work to embed in our everyday business consultation with Aboriginal and
Torres Strait Islander stakeholder groups and the consideration of Aboriginal and Torres Strait Islander peoples’ perspectives in our work.

**Measurable targets:**

- we develop an information sheet for employees about the importance of consulting with Aboriginal and Torres Strait Islander stakeholder groups and considering the perspectives of Aboriginal and Torres Strait Islander peoples;
- we develop guidance for consulting with Aboriginal and Torres Strait Islander stakeholders and considering the perspectives of Aboriginal and Torres Strait Islander peoples; and
- we deliver training for employees in consulting with Aboriginal and Torres Strait Islander stakeholders and considering the perspectives of Aboriginal and Torres Strait Islander peoples.

**Officers Responsible:** General Manager of the People and Performance Branch, with support from the Divisions (including members of the RAP Working Group).

**Timeline:** Information sheet, guidance, and training developed by NAIDOC Week (July) 2017.

**Action 2**

We will improve external relationships with Australian Government agencies to ensure best practice is followed to support Aboriginal and Torres Strait Islander employees.

**Deliverable:** We will build relationships externally within the Australian Public Sector to provide support to Aboriginal and Torres Strait Islander employees.

**Measurable targets:**

- we have regular contact with the Australian Public Service Commission;
- we extend invitations to the Department’s cultural events to the portfolio and broader APS; and
- the Indigenous Staff Network engages with other departmental Networks, including within the portfolio, with the view to establishing a portfolio Indigenous Employees Network.

**Officers Responsible:** General Manager of the People and Performance Branch and members of the Indigenous Staff Network.

**Timeline:**

- invitations extended to the portfolio and broader APS for National Reconciliation Week May–June 2016; and
- the Indigenous Staff Network engages with other departmental Networks by June 2016.
Action 3

We will celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build relationships and understanding of cultures between Aboriginal and Torres Strait Islander people and non-Indigenous people by promoting the importance and objectives of National Reconciliation Week (NRW).

**Deliverable:** We will raise awareness, through internal communication methods and events, of National Reconciliation Week and the Department’s Reconciliation Action Plan.

**Measurable targets:**
- increased employee awareness of the Reconciliation Action Plan and the Department’s commitment to reconciliation. The employee awareness will be measured through such mechanisms as diversity surveys;
- we organise at least one internal event for NRW per year which is registered on the Reconciliation Australia website;
- we support and promote at least one external NRW event internally per year; and
- we extend invitations to Aboriginal and Torres Strait Islander people to share their reconciliation experiences or stories.

**Officer responsible:** General Manager of the People and Performance Branch and members of the RAP Working Group.

**Timeline:** National Reconciliation Week internal event held in May–June 2016, May–June 2017 and May–June 2018. RAP promoted through internal communication channels at least every six months.

Action 4

We will maintain a strong RAP Working Group to actively monitor progress against RAP actions and explore new ideas and resources to better develop and raise awareness of the RAP.

**Deliverable:** Actively monitor the implementation of actions, tracking progress and reporting.

**Measurable targets:**
- we deliver actions by the due dates in the RAP;
- we communicate outcomes internally to departmental employees; and
- we document progress on the Department’s intranet to align with the RAP Working Group’s meetings.

**Officers responsible:** General Manager of the People and Performance Branch and members of the RAP Working Group.

Respect

The increased appreciation and celebration of the central place of Aboriginal and Torres Strait Islander Australians’ land, culture, history and governance is key to improving our capacity to develop policies and manage projects which lead to greater equity amongst all Australians.

Action 5

We will encourage employee participation and awareness of Aboriginal and Torres Strait Islander cultural celebrations through events and awareness raising initiatives throughout the calendar year.

Deliverable: Each year we will use awareness initiatives to promote the following significant events:

- National Apology;
- National Sorry Day;
- National Reconciliation Week (departmental event);
- Mabo Day;
- NAIDOC (departmental event); and
- APS Indigenous Literacy Day.

Measurable targets:

- we publish internal communications articles on the above significant events;
- we hold internal NAIDOC and National Reconciliation Week events in 2016, 2017, 2018;
- we promote opportunities for all staff to participate in NAIDOC week and National Reconciliation Week activities; and
- attendance at NAIDOC and National Reconciliation Week events and positive feedback from employees on awareness raising initiatives through internal communications.

Officers responsible: General Manager of the People and Performance Branch, in conjunction with the Indigenous Staff Network.

Timeline:

- as per significant dates of key events; and
- internal NAIDOC event held in July 2016, 2017, and 2018.
Action 6
We will continue to support Aboriginal and Torres Strait Islander employees to participate in cultural activities during NAIDOC week.

**Deliverable:** We will ensure Aboriginal and Torres Strait Islander employees are able to access paid leave for cultural purposes during NAIDOC week.

**Measurable targets:**
- positive feedback from Aboriginal and Torres Strait Islander employees on the use of leave for NAIDOC cultural celebrations;
- we provide opportunities for Aboriginal and Torres Strait Islander employees to participate with their cultures and communities during NAIDOC week; and
- we review HR policies and procedures to limit any barriers to employees participating in NAIDOC week.

**Officers responsible:** Managers in Divisions and General Manager of the People and Performance Branch.

**Timeline:** Annually during NAIDOC week (July 2016, 2017, 2018).

Action 7
We will raise internal awareness of Aboriginal and Torres Strait Islander protocols, particularly Acknowledgement of and Welcome to Country.

**Deliverable:** We will communicate the meaning and significance of Aboriginal and Torres Strait Islander cultural protocols.

**Measurable targets:**
- we circulate and implement Welcome to and Acknowledgement of Country Protocol document;
- we make the protocol accessible to all employees, including being available in all meeting rooms;
- we encourage SES to Acknowledge Country and provide all SES with the Protocol document;
- we develop a list of key contacts for organising a Welcome to Country;
- we invite Traditional Owners to provide Welcome to Country;
- we invite Traditional Owners into the Canberra office to explain the significance of Welcome to Country and Acknowledgement of Country;
- we investigate the use of a preface statement in our publications that acknowledges the traditional custodians of Country; and
- if relevant, we develop other protocol documents.

**Officers responsible:** Indigenous Champion and General Manager of the People and Performance Branch.

**Timeline:** By December 2016.
Action 8
We will raise awareness of Aboriginal and Torres Strait Islander culture among employees throughout the Department.

**Deliverable:** Increased cultural awareness within the Department.

**Measurable targets:**
- we promote cultural awareness initiatives, through internal communications methods, divisional updates, leadership seminars and events;
- we develop cultural awareness training by working with Aboriginal and Torres Strait Islander consultants, to ensure cultural awareness training is available to all Infrastructure employees on an ongoing basis especially those who engage with Aboriginal and Torres Strait Islander people including managers of Aboriginal and Torres Strait Islander people; and
- we develop, in conjunction with the Department’s Aboriginal and Torres Strait Islander Employment Strategy, a framework for cultural awareness competence and implement the framework in the Department.

**Officers responsible:** General Manager of the People and Performance Branch and Divisions.

**Timeline:**
- Cultural awareness training developed and piloted by December 2016; and
- Cultural awareness competence framework developed and piloted by May 2017.

Action 9
We will continue to provide advice in regards to Native Title requests.

**Deliverable:** Our continued response, on an ad hoc basis, to Native Title requests from the Australian Government Solicitor to provide advice on aviation interests the Department may have in the claim area, including 21 leased Federal Airports and 234 former Aerodrome Local Ownership Program (ALOP) aerodromes.

**Measurable target:** We process all Native Title claims as received and within the Australian Government Solicitor’s required timeframe.

**Officer responsible:** General Manager, Aviation Industry Policy Branch.

**Timeline:** For the life of the RAP, as Native Title claims are received by the Department. This action will be reviewed quarterly (March 2016, 2017, 2018; June 2016, 2017, 2018; September 2016, 2017, 2018; December 2016, 2017, 2018).
Case Study

Aboriginal and Torres Strait Islander entry level employment programmes

Bek Hendriks

I am Darkinjung girl and I grew up on Awabakal and Worimi Country in the NSW Hunter Valley. I joined the Department in 2010 as an Aboriginal Cadet, through the Australian Public Service Pathways Cadetship Programme. At the time I was studying a Bachelor of Development Studies at university, and was one of the first of my family to attend university.

When I applied for the Cadetship programme I wasn’t sure what I wanted to do with my career and saw the Cadetship as a way to get work experience while I was still studying. Coming to work in Canberra, and leaving my community and family was one of the hardest things I have had to do and I struggled with this particularly in the early part of my Cadetship. Within the first few weeks of my Cadetship I was ready to leave my job and go home as I found it too hard being away. However, the Department, my supervisor and the Indigenous Staff Network all came around me and supported me so I was able to continue my Cadetship; as well as continuing my connection with my community. In particular the social support of the Indigenous Staff Network and the opportunity to take leave for significant cultural events was critical to my completion of the Cadetship.

During my Cadetship in the Department, I always thought I would move to a social policy agency for my Graduate programme, as I wanted to work on policies and programmes that affect Aboriginal and Torres Strait Islander people. However, what I realised during my Cadetship is that the work of this Department affects and is critical to all Australians, including Aboriginal and Torres Strait Islander people. I see infrastructure, transport and regional development as enablers for a range of other social and economic outcomes; for example if you don’t have safe transport systems how will our Aunties get to hospital for medical treatment or how will our cousins get to school and work?

It was for these reasons that in 2013 I accepted an offer into the Department’s Graduate Development Programme. One of the greatest highlights of my graduate year was travelling to Alice Springs and surrounding communities to look at how infrastructure and transport affects Aboriginal communities and people. It was an incredible opportunity to see how the work of my Department was affecting our people and report these findings back to our Department. Following my graduate year I applied for a position in the Department’s Diversity team and have since been promoted to the role of Diversity Officer. I now have the opportunity to support Aboriginal and Torres Strait Islander employees in the Department, as well as develop and implement employment pathways for our People. I feel honoured to now be in a position where I can help empower Aboriginal and Torres Strait Islander people to reach their full potential. I also work towards to our Department’s workforce being reflective of the Australian community, including having proportional representation of Aboriginal and Torres Strait Islander people in our Department. By having this proportional representation and being a reflection of the Australian community we are ensuring that the public policy discussions that are occurring are reflective of the Australian community.
Opportunities

Employing Aboriginal and Torres Strait Islander people, providing them with career development opportunities, and retaining their knowledge, skills and attributes in our organisation helps to ensure we service a culturally diverse Australian society appropriately, and improve infrastructure and regional development outcomes accordingly.

Action 10

We will implement a departmental Aboriginal and Torres Strait Islander Employment Strategy, in line with the broader Australian Public Service Indigenous Employment Strategy.

Deliverable: An endorsed departmental Aboriginal and Torres Strait Islander Employment Strategy that includes actions such as:

- opportunities to increase Aboriginal and Torres Strait Islander employment;
- the use of Aboriginal and Torres Strait Islander media for recruitment advertisement;
- opportunities for Aboriginal and Torres Strait Islander employees through APS traineeships, cadetships, and graduate programmes;
- continued provision of an identified Diversity Officer in the Department who has knowledge of issues that affect Aboriginal and Torres Strait Islander people and an ability to communicate sensitively and effectively with Aboriginal and Torres Strait Islander people;
- initiatives to support the professional development of Aboriginal and Torres Strait Islander employees including an Aboriginal and Torres Strait Islander career development framework;
- initiatives to acknowledge and raise the profile of Aboriginal and Torres Strait Islander employees achievements; and
- strategies to increase the Business Divisions’ awareness of the initiatives outlined in the Aboriginal and Torres Strait Islander Employment Strategy, including the People and Performance Branch attending business areas’ section and branch meetings to discuss Aboriginal and Torres Strait Islander employment.

Measurable targets:

- an increase in the Department’s Aboriginal and Torres Strait Islander employment rate and positive feedback from Aboriginal and Torres Strait Islander employees on the retention and development actions;
- we draft and implement an Aboriginal and Torres Strait Islander Employment Strategy; and
- we review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workforce.

Officer responsible: General Manager of the People and Performance Branch.

Timeline: By December 2016.
**Action 11**

We will demonstrate continued commitment to support and consult with the Indigenous Staff Network on Aboriginal and Torres Strait Islander employment.

**Deliverable:**

- the Indigenous Champion will continue to focus on issues that affect Aboriginal and Torres Strait Islander people and engage with employees to advocate and progress improvements to outcomes;
- we will fund three face to face Indigenous Staff Network gatherings a year; and
- we will review existing support strategies and consult with the Network on new approaches to Aboriginal and Torres Strait Islander employment through the Aboriginal and Torres Strait Islander Employment Strategy.

**Measurable targets:**

- monthly engagement between the Diversity Officer and the Network Executive;
- we appoint a new Indigenous Champion; and
- improved Aboriginal and Torres Strait Islander employee retention rates.

**Officers responsible:** General Manager of the People and Performance Branch and members of the Indigenous Staff Network.

**Timeline:**

- Diversity Officer to meet with ISN Network Executive monthly;
- Aboriginal and Torres Strait Islander employment rate provided to ISN Executive monthly;
- Indigenous Champion appointed by May 2016;
- ISN to meet, with support from the People and Performance Branch (Diversity team), three times per year.

**Action 12**

We will provide information resources for Aboriginal and Torres Strait Islander job seekers that promote the Department as an employee of choice at community, government and recruitment fairs or events.

**Deliverable:** We will make information about career opportunities and support available to Aboriginal and Torres Strait Islander employees and potential applicants.

**Measurable targets:**

- positive feedback from Aboriginal and Torres Strait Islander job seekers at community, government and recruitment fairs or events;
- we provide good news stories and quotes from our employees;
- we update external webpage on employment opportunities for Aboriginal and Torres Strait Islander people;
- we develop a diversity marketing campaign; and
- we request Network member participation at relevant career and community events.

**Officer responsible:** General Manager of the People and Performance Branch, with support from members of the Indigenous Staff Network.
Timeline:

• diversity marketing campaign developed by March 2016;
• external webpage on employment opportunities for Aboriginal and Torres Strait Islander people updated by March 2016;
• employment opportunities for Aboriginal and Torres Strait Islander people promoted at career fairs and university Aboriginal and Torres Strait Islander centres in March 2016, 2017, 2018.

Action 13
We will provide the opportunity for employees to learn about issues that affect Aboriginal and Torres Strait Islander people and about their cultures through secondment opportunities to Aboriginal and Torres Strait Islander organisations.

Deliverable: We will make secondee positions available and support employees to take up positions. We will promote an open and transparent EOI process for employees to apply for a secondment to an Aboriginal and Torres Strait Islander community organisation under the Jawun secondment program, coordinated by the Australian Public Service Commission.

Measurable targets:

• number of applications and take up of secondments to Aboriginal and Torres Strait Islander organisations/corporations;
• we produce updated Jawun internal process and guidance documents; and
• positive feedback from participating employees and organisations/corporations.

Officer responsible: General Manager of the People and Performance Branch.

Timeline:

• advertise and seek to place secondees four times a year (in 2016, 2017 and 2018); and
• updated Jawun internal process and guidance documents produced by February 2016.

Action 14
We will provide opportunities for all employees to participate and contribute to the Department’s Aboriginal and Torres Strait Islander strategies and initiatives.

Deliverable: We will develop a proposal to implement an Indigenous Strategies Group to implement and develop strategies and initiatives that affect Aboriginal and Torres Strait Islander people and communities. The group will comprise of Aboriginal and Torres Strait Islander employees and non-Indigenous employees and will acknowledge that issues that face Aboriginal and Torres Strait Islander people are everyone’s business and responsibility.

Measurable target: We develop a proposal to implement an Aboriginal and Torres Strait Islander Strategies Group.

Officers responsible: General Manager of the People and Performance Branch and members of the Indigenous Staff Network.

Timeline: By December 2016.
Action 15

We will work to embed supplier diversity in our everyday business practices when undertaking procurement for goods and services.

**Deliverable:** In support of the Australian Government’s policy and our targets, we will continue to promote internally and will monitor procurements in regards to the Indigenous Procurement Policy. Through the procurement process we will collect the Aboriginal and Torres Strait Islander status of businesses.

**Measurable targets:**
- we fully comply with the Australian Government’s Aboriginal and Torres Strait Islander Procurement Policy in procurement activities;
- we meet our targets for contracts from Aboriginal and Torres Strait Islander businesses (32 contracts in 2017–2018);
- we review procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses supplying our organisation with goods and services;
- we develop a list of Aboriginal and Torres Strait Islander businesses and communicate it to employees;
- we continue our Supply Nation membership;
- we develop and pilot an Aboriginal and Torres Strait Islander business procurement strategy; and
- we make changes to the SAP procurement process to allow for data to be collected on the Aboriginal and Torres Strait Islander status of a business.

**Officers responsible:** Chief Financial Officer and General Manager of the People and Performance Branch.

**Timeline:**
- a list of Aboriginal and Torres Strait Islander businesses developed and communicated to employees by June 2016;
- changes made to the SAP procurement process to allow for data to be collected on the Aboriginal and/or Torres Strait Islander status of a business by December 2016;
- by June 2018 32 contracts between Department and Aboriginal and Torres Strait Islander businesses;
- procurement policies and procedures reviewed to identify barriers to Aboriginal and Torres Strait Islander businesses supplying our organisation with goods and services by December 2017; and
- an Aboriginal and Torres Strait Islander business procurement strategy developed and piloted by June 2017.
Action 16

We will continue to administer the Regional Aviation Access Program (RAAP).

**Deliverable:** Through RAAP we will continue to provide remote communities with a tailored response to their access requirements from a selection of available aviation-related services including subsidised weekly flights, funding for airstrip upgrades and provision of aviation safety technical advice. RAAP is made up of:

- The Remote Air Services Subsidy (RASS) Scheme;
- The Remote Aerodrome Inspection (RAI) Program; and
- The Remote Airstrip Upgrade (RAU) Program.

**Measurable targets:**

- we provide individually configured culturally appropriate air transportation services to all RASS airstrips servicing an Aboriginal and/or Torres Strait Islander community;
- the contracted RASS Air Operator delivers regular air transportation services as scheduled;
- we facilitate substantial aviation infrastructure upgrade works at strategically identified Aboriginal and Torres Strait Islander airstrips receiving a RASS service, within timeframe and budget;
- we contract safety and access upgrade works at strategically identified priority aerodromes within timeframe and budget; and
- a qualified Civil Aviation Safety Authority Aerodrome Inspector conducts annual aerodrome safety inspections at 58 identified Aboriginal and Torres Strait Islander communities above the 19th parallel.

**Officer responsible:** General Manager, Aviation Industry Policy Branch.

**Timeline:**

- RASS flight delivery will be provided weekly in 2016, 2017, and 2018; and
- RAI inspections will be undertaken between April and December 2016, 2017, and 2018.

Action 17

We will build a greater understanding of the impact of our work on Aboriginal and Torres Strait Islander people and communities.

**Deliverable:**

- using the Australian Government *Discrete Indigenous Communities Dataset*, we will map identified Aboriginal and Torres Strait Islander communities throughout Australia; and
- our programmes will then be overlaid on the map of identified Aboriginal and Torres Strait Islander communities. This will allow Divisions to identify what programmes are serving identified Aboriginal and Torres Strait Islander communities.

**Measurable target:** We undertake an ongoing mapping project with departmental projects overlaid on the Australian Government *Discrete Indigenous Communities Dataset*.

**Officers responsible:** General Manager of the People and Performance Branch, General Manager of the Information Services Branch, and Divisions.

**Timeline:** By December 2018.
Case Study

Jawun Indigenous Secondment Programme

Jenny Lee

I was given the absolute privilege and honour of joining the Central Coast Jawun region as a secondee for six weeks. I feel I arrived at a time where national momentum for the empowerment of Aboriginal communities was growing rapidly, and a major change was imminent in the sphere of Aboriginal and Torres Strait Islander affairs and how it would be administered in future.

The Central Coast Jawun region is one of eight regions that released the Empowered Communities report in April 2015. The report is a reform proposal that is led by Aboriginal and Torres Strait Islander people, for their own communities wanting to shape their own destinies. Aboriginal and Torres Strait Islander communities are ready to reclaim responsibility and re-engage in areas where they have lost it throughout history in genuine partnership with government and the private sector.

As part of Empowered Communities, the eight regions are in a process of establishing a backbone regional organisation that would represent one united Aboriginal voice for their particular region. I was tasked to assist in the formation of this backbone organisation for the Central Coast – called ‘Barang’ (meaning Tomorrow in the Darkinjung language). This included drafting a constitution for the organisation and preparing a comprehensive package of policies and procedures.

Being a Jawun secondee gets you open access to many prominent and exclusive events. One of them included attending the National Aboriginal and Islander Skills Development Association graduation.

The graduation started with a smoking ceremony – my first one ever. The yidaki (didgeridoo) was played as the graduates entered the hall, with a loud welcome – and various dances ranging from contemporary to traditional Aboriginal and Torres Strait Islander repertoires were performed. It was truly a breath taking experience coming from someone who had only learnt about Aboriginal and Torres Strait Islander history and culture from a fair distance away.

For the first time I started to see the stories being told through their dance, and started to understand the significance of those stories in shaping their very identities. The fervour with which the dancers were conveying the stories almost showed how fiercely determined they were of protecting and preserving these sacred stories and identities, reminding the audience of everything that had happened in their family and community’s past.

The graduates reflected on their time, the challenges, and where they were going next. One of the graduates, Hans Ahwang, secured a modelling contract and was flying to New York this year. Another got into Bangarra. It was an honour for me – a stranger – to take part in celebrating this symbolic, life-changing event for these six graduates.
Monitoring and reporting on implementation of the RAP to the RAP Working Group.

**Action 18**

**Deliverable:** We will report to the RAP Working Group and the Indigenous Champion each quarter on progress against RAP milestones.

**Measurable target:** We deliver an accurate and timely report to the RAP Working Group and Indigenous Champion each quarter on progress against RAP milestones.

**Officers responsible:** General Manager of the People and Performance Branch and members of the RAP Working Group.

**Timeline:** January, April, August, November 2016, 2017, 2018.

**Action 19**

**Deliverable:** We will report annually to the Executive and Indigenous Staff Network and update RAP commitments annually on the Department’s website.

**Measurable target:** We deliver an accurate and timely Annual Report to the Stakeholders on outcomes against RAP following consultation.

**Officer responsible:** General Manager of the People and Performance Branch (supported by members of the RAP Working Group).


**Action 20**

Annual reporting to Reconciliation Australia on progress against the RAP through the Impact Measurement Questionnaire.

**Deliverable:** We will report to Reconciliation Australia annually on progress against RAP milestones.

**Measurable target:** We deliver an accurate and timely annual report to Reconciliation Australia on outcomes against RAP.

**Officer responsible:** General Manager of the People and Performance Branch (supported by members of the RAP Working Group).


The Department acknowledges the traditional custodians of Country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their Elders both past and present. If you would like to know more about Diversity in the Department please contact the Diversity Officer on 6274 7233 or diversity@infrastructure.gov.au.