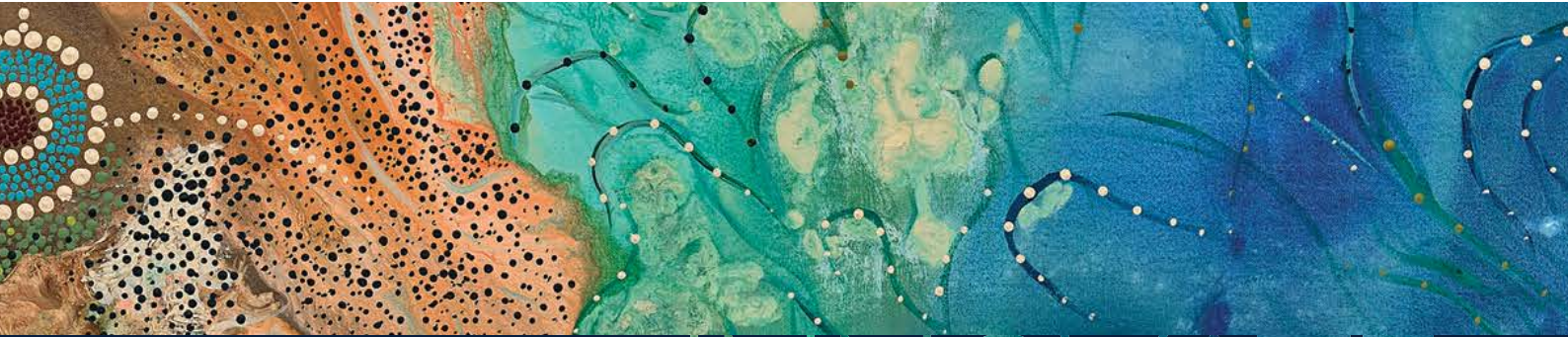




Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications and the Arts



INNOVATE

Reconciliation Action Plan

August 2022–August 2024



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Acknowledgement of Country

We the Department of Infrastructure, Transport, Regional Development, Communications and the Arts acknowledges First Nations peoples as the Traditional Owners and Custodians of Australia. We respect and celebrate the inherent strengths of Aboriginal and Torres Strait Islander peoples, and their commitment to the land, waters and their communities. We pay our respects to their Elders past and present.



Secretary's foreword



I am proud to release the department's 2022–24 Reconciliation Action Plan (RAP). This Plan describes the steps we will take to embed the principles of respect, relationships and opportunity in who we are, how we work together and how we deliver for the Australian community.



JIM BETTS

The work our department does connects and enriches every Australian community. It underpins our economy and society and empowers our regions.

This Plan represents a commitment from all our people to foster opportunities for First Nations peoples to participate, contribute to and engage in the design, quality, delivery and access to major infrastructure, transport, communication services and technologies and, creative and cultural experiences, no matter where they are.

As our first Reconciliation Action Plan, it lays the foundations in our department for reconciliation initiatives, and describes the structures we will put in place to strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders, raise awareness and build a strong commitment to reconciliation across all areas of the department.

A key element of our RAP is how we, as an organisation, contribute to the National Agreement on Closing the Gap (CTG). The department is contributing to CtG, progressing the Priority Reforms and actively working to deliver socio-economic targets.

Through things like the RAP we are taking steps towards embedding CTG Priority Reform Three – Transforming Government Organisations. Our RAP has a strong focus on embedding cultural integrity. Cultural integrity is about improving and embedding the understanding of First Nations culture in our workplace to support the continued development of culturally-safe work place, and creating a more inclusive organisation.

As part of our commitment to building the cultural integrity of our organisation, our RAP outlines a number of actions we will take to ensure our people are able to build their cultural capability.

I congratulate the members of the Working Group for their work to date, for championing reconciliation and I look forward to continuing work on embedding the principles of respect, relationships and opportunity into everything we do. As Secretary of the department I am passionately committed to ensuring we are embedding the voices and perspectives of First Nations Australians in everything we do as a department.

Always was, always will be.

Jim Betts
Secretary

Message from **Reconciliation Australia**



KAREN MUNDINE



Reconciliation Australia commends Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) on the formal endorsement of its first Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. DITRDCA continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and

relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that DITRDCA will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to DITRDCA using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for DITRDCA to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments.

By enabling and empowering staff to contribute to this process, DITRDCA will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of DITRDCA's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Department of Infrastructure, Transport, Regional Development, Communications and the Arts on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
**Chief Executive Officer,
Reconciliation Australia**

Message from our **First Nations Champion**



As the Department of Infrastructure, Transport, Regional Development, Communications and the Arts' First Nations Champion, I am pleased to join the Secretary in presenting our new Reconciliation Action Plan (RAP). We share the same passion for advancing reconciliation in this department and the wider Australian community.

PHILIP SMITH

Reconciliation means acknowledging the realities of our shared history, and understanding the lore and cultural protocols of the many Aboriginal and Torres Strait Islander communities across Australia. It means respecting and valuing the unique place Aboriginal and Torres Strait Islander peoples hold as First Nations peoples and Traditional Owners and Custodians of this land, including their knowledge, languages and cultural practices that have thrived for more than 60,000 years.

Our RAP outlines our vision for reconciliation and how we will continue to contribute to the National Agreement on Closing the Gap. Our RAP sets out the initiatives that we will use to empower and support First Nations peoples, and to build lasting, meaningful, and positive working relationships with Aboriginal and Torres Strait Islander peoples and communities.

Our RAP also has a strong focus on building the cultural integrity of our organisation, to continue developing a culturally-safe work space for all employees. Actions we will take to continue to build our cultural integrity, include the development of a cultural learning strategy and reviewing our systems and processes to ensure there are no barriers to Aboriginal and Torres Strait Islander participation in our workplace.

This plan belongs to all of our staff, and gives us, as an organisation and as individuals, many opportunities to consider engaging with First Nations owned and operated businesses, reflect on what reconciliation really means, and appreciate and respect the unique insights and strengths of the First Nations staff we are lucky to call our colleagues.

I am proud to champion this plan and its implementation over the next two years. We invite all staff and our stakeholders to join us on our continued journey towards reconciliation.

Philip Smith
First Nations Champion

Our vision for reconciliation

Our vision for reconciliation is a united and connected Australia that respects and celebrates First Nations peoples Traditional Ownership of the land on which we work and live.

We implement our vision by supporting government to achieve sustainable outcomes that foster opportunities for First Nations peoples by ensuring equal access to quality infrastructure, transport, communication services, creative

and cultural experiences, and regional development programs for all Australians.

Underpinning this work is a clear and proud commitment to empowering and supporting First Nations peoples through our work and our actions.

Our department

The Department of Infrastructure, Transport, Regional Development, Communications and the Arts (the department) is at the forefront of the Australian Government's efforts to secure the nation's economic future and improve living standards.

With a focus on connecting Australians, enriching communities, and empowering our regions, our work touches every Australian community and underpins our economy and society. This is enabled by the department's wide regional footprint of 31 office locations spread across the State and Territories as well as on Christmas Island, Norfolk Island and Cocos Island.

The department provides policy and strategic advice to government, and delivers program, services and fit-for-purpose regulation for infrastructure, communications, the arts, transport, our regions, our cities and our territories.

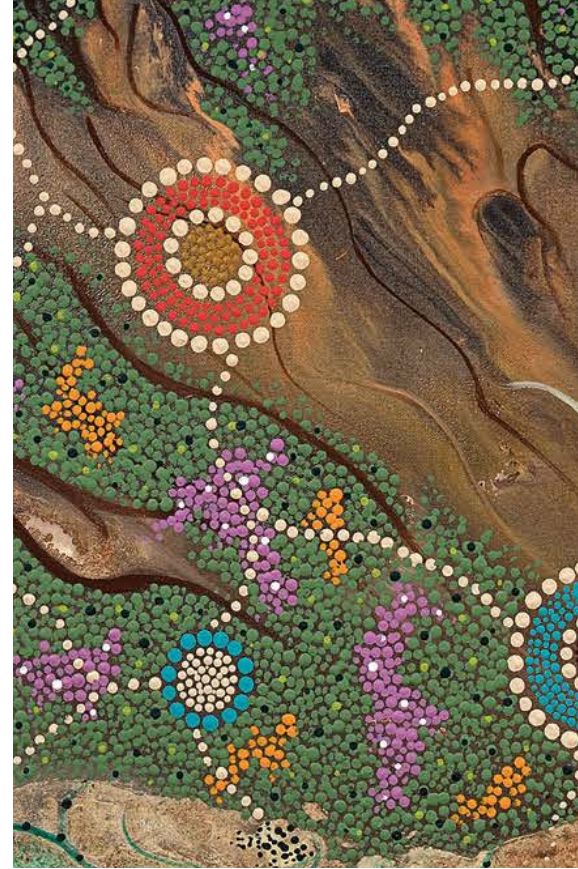
We work to:

- Support an efficient, sustainable, safe and accessible transport system;
- Improve living standards and facilitating economic growth in cities and regions across Australia;
- Provide governance frameworks and services in the territories;
- Enable all Australians to connect to effective communications services and technologies, for inclusiveness and sustainable economic growth; and
- Support sustainable and inclusive creative and cultural sectors, and protect and promote Australian content and culture.

Our staffing profile

As at 31 May 2022, the department comprised a total of 1,919 staff members including 203 staff located in our regions and overseas postings. At this time, 44 staff members identify as being Aboriginal and/or Torres Strait Islander people, which equates to 2.3 per cent of the department's workforce. This is below the percentage of Aboriginal and/or Torres Strait Islander people in the general population, which is at 3.3 per cent.

We are committed to increasing the number of Aboriginal and Torres Strait Islander staff and have set ourselves a target of five per cent Aboriginal and Torres Strait Islander representation of our workforce by December 2022. Our actions to achieve and exceed this goal are outlined in the department's Aboriginal and Torres Strait Islander Employment and Retention Strategy 2020 – 2022.



Our RAP

The actions in our RAP were developed through a series of sprints that involved staff across the department including members from the First Nations Network (FNN).

These development sprints focused on the three key elements of our RAP:

- Meaningful Relationships
- Respect in Community
- Broadening Opportunities.

The development sprints were also an opportunity to celebrate our achievements and look at our lessons learned.

The department's RAP is supported and championed by the RAP Working Group, our First Nations Champion, and the FNN. The RAP Working Group is comprised of:

- First Nations Champion, Chair of the RAP Working Group
- self-nominated APS and Executive Level representatives from across the department's Groups including: Creative Economy and the Arts Group, the Chief Operating Officer Group, Transport Group, Infrastructure Group, Communications and Media Group, Regional, Cities and Northern Australia, Territories Group, and
- a representative from the FNN as well as three First Nations Representatives

Staff members demonstrate their interest and commitment to reconciliation and workplace diversity by volunteering their time and efforts to progress the important work outlined in this RAP.



Our contribution – a call to action

To achieve our vision, each of us will need to commit to reflecting on, and where necessary, changing our own behaviours.



To be successful, this RAP requires a commitment from staff at every level to consider how we can develop and maintain meaningful relationships, demonstrate respect and identify opportunities within our own areas of influence and interaction.

Each individual action, whether that is delivering an Acknowledgement of Country in a team meeting, seeking out information to better enhance our knowledge of Aboriginal and Torres Strait Islander cultures, or talking to a colleague about what reconciliation means to you, brings us closer to our vision and towards reconciliation.









Our achievements

We have identified a number of areas where we can celebrate our successes on our journey towards reconciliation. Highlighting our success enables us to remind ourselves of the positive outcomes made by taking deliberate and meaningful actions to better understand, appreciate and value Aboriginal and Torres Strait Islander peoples, cultures and communities. These recent achievements include:

- We established an Indigenous Liaison Officer role to demonstrate our commitment to First Australians employment and engagement.
- We launched our first Aboriginal and Torres Strait Islander Employment and Retention Strategy 2020-2022.
- We have incorporated different ways of doing business, learning from First Nations cultures and approaches including incorporating yarning circles as part of our graduate recruitment process.
- We have continued staff participation in cultural immersion activities such as the Jawun Secondment Program and the Garma Festival which was attended by Senior Executives.
- We provided staff with lanyards that were designed and developed using original First Nations artwork.
- We engaged First Nations executive-level employees through the Indigenous Professionals Pathway Program, piloted a Departmental Indigenous Affirmative Measures University Vacation Employment Program and a career development program for APS 5-6 First Nations staff.
- We continued to celebrate and acknowledge dates of significance through all-staff events and communication, including participating in the APS wide NAIDOC touch football competition, as part of the NAIDOC Week celebrations.
- We successfully piloted Cultural Awareness Training with our Senior Executive and based on the overwhelming positive feedback, will be rolling it out to all staff.
- We continue to support First Nations Artists by displaying art throughout a number of our locations.
- We implemented an Indigenous coaching and mentoring program.

Our lessons

We are making a genuine commitment to improve our reconciliation progress throughout the life of this plan. We acknowledge there are lessons to be learnt from our previous experiences and acknowledge the challenges of developing and implementing a meaningful RAP. Through the development sprints, our staff identified areas for priority attention however, there was overwhelming support at all levels for an ambitious yet achievable plan moving forward.

 <p>LESSON: Too many HR-centric actions caused delays in our implementation, with many left incomplete</p>	 <p>LESSON: Through sources such as the Biennial RAP Barometer Survey, we found that some employees were unaware of their responsibilities towards reconciliation</p>	 <p>LESSON: Through the RAP Development Sprints, staff identified the need for a resource dedicated to the implementation of the RAP</p>	 <p>LESSON: Restructures and Machinery of Government changes have left staff not knowing where reconciliation responsibilities sit</p>
 <p>SOLUTION: A streamlined RAP with a strong focus on all-staff accountability for driving reconciliation outcomes through our work and our actions</p>	 <p>SOLUTION: The development of a new RAP provides us with an opportunity to engage and re-educate our staff on our responsibilities as an organisation and as individuals</p>	 <p>SOLUTION: The HR Branch created a Diversity Liaison Officer position and an Indigenous Liaison Officer position</p>	 <p>SOLUTION: The department has clearer accountabilities for the outcomes identified in the RAP</p>

Relationships

Building meaningful relationships between First Nations and non-Indigenous Australians is at the forefront of our efforts to advance reconciliation through our sphere of influence. We believe mutual understanding of our shared history will achieve stronger relationships built on trust and respect, and that are free from racism.

Because our work directly impacts First Nations peoples and communities, we will see greater success through leveraging our partnerships and fostering relationships with our First Nations stakeholders and staff.

Action	Deliverable		Timeline	Responsibility
Action 1 Establish and maintain meaningful and mutually beneficial relationships with First Nations peoples, communities and organisations.	1.1	Develop and implement an engagement plan for the department which is underpinned by principles for working with First Nations stakeholders.	October 2023	First Nations Champion, First Nations Policy and Coordination
	1.2	Embed strategies and principles from the engagement plan across all divisions, including departmental frameworks.	February 2023	Lead: First Nations Champion with RAP Working Group Support: All First Assistant Secretaries
	1.3	Work with regional First Nations groups to identify and deliver at least one First Nations communities service initiative annually. This will strengthen our relationships with First Nations groups which benefits and fosters connections with local First Nations peoples and communities.	First delivery by February 2023, 2024	Assistant Secretary, Regional Programs
Action 2 Build meaningful relationships through celebrating National Reconciliation Week (NRW).	2.1	Ensure the department hosts at least one event in our National Offices, and at least one event in each of our regional offices to recognise NRW.	27 May – 3 Jun, 2023, 2024	First Nations Champion
	2.2	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	First Nations Champion and RAP Working Group Chair
	2.3	RAP Working Group members to participate in an NRW event.	27 May – 3 Jun, 2023, 2024	First Nations Champion and RAP Working Group Chair
	2.4	Encourage and support staff to attend and participate in NRW events (internal or external).	27 May – 3 Jun, 2023, 2024	Lead: First Nations Champion Support: All First Assistant Secretaries
	2.5	Identify and provide opportunities for regional staff to participate in at least two NRW events or initiatives annually, hosted by the department, the relevant Council or a local First Nations group.	27 May – 3 Jun, 2023, 2024	Assistant Secretary, Regional Programs and First Assistant Secretary and Directors, Territories
	2.6	Engage with locally based federal agency NAIDOC representatives to identify opportunities to host an annual sporting event as part of NRW.	July 2023, 2024	Assistant Secretary, Regional Programs

Action	Deliverable	Timeline	Responsibility
	2.7 NRW resources circulated and available to staff including: <ul style="list-style-type: none"> • Reconciliation Australia's NRW resources and any other internal resources to raise awareness • Departmental NRW events registered on Reconciliation Australia's NRW website. 	27 May – 3 Jun, 2023, 2024	First Nations Champion
Action 3 Promote reconciliation through our sphere of influence.	3.1 Publicly and internally communicate our commitment to reconciliation with our staff and Portfolio Agencies by publishing the RAP on our external website, including sharing annual progress updates as appropriate.	January 2023, review 2024	Lead: First Nations Champion Support: Assistant Secretary, Policy Coordination and Assistant Secretary, Communication
	3.2 Continue active participation in the APS Indigenous Champions Network meetings and initiatives.	October 2022, review July 2023	First Nations Champion
	3.3 Develop and promote strategies to engage our staff in reconciliation.	By December 2022	Assistant Secretary, Human Resources and Property, Assistant Secretary, Communication Branch and Assistant Secretary, Policy Coordination
	3.4 Invite external representatives from key stakeholder and local First Nations groups annually to participate in reconciliation events to promote connections and shared learning.	May 2023, 2024	Assistant Secretary, Regional Programs
	3.5 Explore opportunities, including attendance at cross-agency forums and committees, to positively influence our external stakeholders to drive reconciliation outcomes.	January 2023 and review January 2024	First Nations Champion Support: All First Assistant Secretaries
	3.6 Introduce a new cultural and inclusion category with options to recognise efforts towards reconciliation, as part of the department's rewards and recognition program.	By April 2023	Lead: Assistant Secretary, Human Resources and Property Support: FNN and Chair Diversity and Inclusion Committee
	3.7 Encourage staff at all levels to include actionable commitments to reconciliation in individual performance plans.	November 2022	Lead: First Nations Champion Support: All First Assistant Secretaries
	3.8 Collaborate and engage with RAP Organisations and other like-minded organisations to develop ways to advance reconciliation.	March 2023 and review March 2024	Lead: First Nations Champion Support: RAP Working Group

Action	Deliverable	Timeline	Responsibility
Action 4 Promote positive race relations through anti-discrimination strategies.	4.1	Conduct a review of HR policies and procedures to identify anti-discrimination provisions, future needs and improvements.	September 2023 Lead: Assistant Secretary, Human Resources and Property Support: Diversity and Inclusion networks and RAP Working Group
	4.2	Develop, implement and communicate an anti-discrimination strategy for our organisation.	September 2023 Lead: Assistant Secretary, Human Resources and Property Support: Assistant Secretary, Communication Branch
	4.3	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination strategy.	September 2023 Assistant Secretary, Human Resources and Property
	4.4	Enhance knowledge of senior leaders on the effects of discrimination including racism.	December 2023 Assistant Secretary, Human Resources and Property

Respect

We acknowledge and respect all First Nations cultures, histories and experiences. This plan ensures our staff and stakeholders have a sense of pride for the rich cultural heritage of this land, yet still carry an understanding of the past through continuous cultural appreciation and learning. It is our vision that we will succeed on our journey towards reconciliation through relationships built on a strong foundation of respect and cultural confidence.

Action	Deliverable	Timeline	Responsibility
Action 5 Increase understanding, value and recognition of First Nations cultures, histories, experiences, knowledge and rights through cultural learning.	5.1	Encourage and support participation in the Jawun Secondment Program each year, by sharing stories and learnings from previous participants with all-staff via the intranet or Champion communication promoting the value of the experience.	November 2022, 2023 Lead: First Nations Champion Support: Diversity and Inclusion Committee
	5.2	Encourage and support at least one senior staff member to attend the annual Garma Festival. Share learnings from previous participants promoting the value of the festival, with all-staff via the intranet and Executive emails.	July 2023, 2024 Lead: First Nations Champion Support: Diversity and Inclusion Committee
	5.3	Consult local Traditional Owners and/or First Nations peoples on the development and implementation of a cultural learning strategy.	January 2023, review January 2024 Lead: Assistant Secretary, Human Resources and Property Support: All Deputy Secretaries
	5.4	Promote the SBS Inclusion Program: Aboriginal and Torres Strait Islander online module as part of the induction process advising staff to complete within three months of their date of commencement.	June 2023, 2024 Assistant Secretary, Human Resources and Property
	5.5	Investigate bespoke cultural learning activities that increase cultural awareness and linkages to local Indigenous communities.	December 2022 Lead: Chair Diversity and Inclusion Committee Support: Assistant Secretary, Human Resources and Property and FNN
	5.6	Investigate opportunities to work with our First Nations Network on delivering sessions of how to perform an Acknowledgement of Country using local language.	December 2022 Assistant Secretary, Human Resources and Property in consultation with the RAP Working Group, FNN
	5.7	Explore and propose for inclusion topics promoting cultural awareness as part of the department's broader speaker series.	December 2022 Lead: RAP Working Group Chair with RAP Working Group Support: FNN and Assistant Secretary Human Resources and Property

Action	Deliverable	Timeline	Responsibility
	5.8 Conduct a review of cultural learning needs within our department.	December 2022	Assistant Secretary, Human Resources and Property in consultation with the RAP Working Group, FNN
	5.9 Develop, implement and communicate a cultural learning strategy for our staff.	December 2022	Assistant Secretary, Human Resources and Property in consultation with the RAP Working Group, FNN
	5.10 All SES and EL2s undertake mandatory cultural learning.	50% of SES and EL2s complete training by December 2022 with a 15% increase by December 2023	The Secretary
Action 6 Demonstrate respect to First Nations peoples by observing cultural protocols, and increase our understanding of their significance and purpose.	6.1 Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2022	Assistant Secretary, Human Resources and Property; and Assistant Secretary, Communications, in consultation with the FNN
	6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2022, 2023	Lead: First Nations Champion Support: All Deputy Secretaries
	6.3 Ensure staff continue to be provided with Acknowledgement of Country cards and lanyards featuring First Nations artwork which can be tailored to a specific Division, for example Regional Programs Indigenous mural, on commencement.	July 2023, 2024	First Assistant Secretary, People, Governance, Parliamentary and Communication
	6.4 Have a cultural warning placed on the home pages of internal and external facing websites.	July 2023, 2024	Assistant Secretary, Communications and IT/Web services
	6.5 Invite Traditional Owners or Custodians to provide a Welcome to Country at significant events.	March 2023, 2024	Lead: First Nations Champion Support: All Deputy Secretaries and Human Resources and Property
	6.6 Include appropriate cultural protocols, such as providing an Acknowledgement of Country at the commencement of important meetings.	March 2023, 2024	First Assistant Secretary, Domestic Aviation and Reform

Action	Deliverable	Timeline	Responsibility
	6.7 Ensure staff continue to provide culturally appropriate, tailored advice on Native Title requests to the Australian Government Solicitor.	March 2023, 2024	First Assistant Secretary, Domestic Aviation and Reform
Action 7 Build respect for First Nations cultures and histories by celebrating NAIDOC Week and providing opportunities for staff to engage with culture and community.	7.1 Ensure the department sponsors attendance and at least one award at the ACT NAIDOC Week Ball each year.	July 2023, 2024	Lead: First Nations Champion Support: Diversity and Inclusion Committee
	7.2 RAP Working Group members to participate in an external local NAIDOC Week event each year.	July 2023, 2024	First Nations Champion and RAP Working Group Chair
	7.3 Encourage and support staff at all levels to participate in external NAIDOC Week events.	July 2023, 2024	Lead: First Nations Champion Support: All First Assistant Secretaries
	7.4 Work with regional offices to host local activities internally and promote and participate in external events with key stakeholders and local First Nations groups as appropriate (through the Regional Programs NAIDOC group).	July 2023, 2024	Assistant Secretary, Regional Programs
	7.5 Review potential barriers to staff participating in NAIDOC Week.	June 2023	Lead: Indigenous Liaison Officer Support: RAP Working Group
	7.6 Work actively with the RAP Working Group and the FNN to plan NAIDOC events for all staff to celebrate First Nations cultures and languages.	July 2023, 2024	First Assistant Secretary, Office for the Arts
	7.7 Ensure the department hosts more than one event in our National Offices, and more than one event in each of our regional offices to recognise NAIDOC Week.	July 2023, 2024	Lead: First Nations Champion Support: Diversity and Inclusion Committee, in partnership with the RAP Working Group and FNN
	7.8 Ensure NAIDOC Week resources and materials continue to be available to all staff on the intranet.	July 2023, 2024	Assistant Secretary, Communication Branch

Action	Deliverable	Timeline	Responsibility
Action 8 Actively champion cultural change on the level of recognition and respect for Aboriginal and Torres Strait Islander cultures in our organisations by increasing visibility.	8.1	Work collaboratively with local First Nations communities to seek endorsement and permission to refresh, meeting rooms names to recognise First Nations peoples, languages, places and cultures.	By December 2022
	8.2	Ensure there is highly visible First Nations art on display (through Artbank) through all departmental office both in Canberra and regionally, where possible (noting some offices may have contractual obligations which may not allow this).	December 2022
	8.3	Promote and raise profile of achievements of our communities and First Nations staff through internal communication channels through Champion messages, divisional level communication (intranet articles, as well as developing case studies).	December 2022, June 2023, December 2023

Opportunities

We acknowledge inequities in the opportunities afforded to First Nations peoples due to past policies creating economic and social barriers and commit to increase our consideration of First Nations peoples and communities when making business decisions. We will do this by engaging with First Nations owned businesses and organisations in support of improved economic and social outcomes for all Australians.

As a department, this vision extends to increasing the number of First Nations staff to better reflect the diversity of the communities we serve. We will do this by promoting and adopting a best practice approach to leadership, education and employment opportunities as well as looking for opportunities to engage business and suppliers where possible.

Action	Deliverable	Timeline	Responsibility
Action 9 Improve employment outcomes by increasing targeted First Nations recruitment, retention and professional development opportunities.	9.1	Ensure the implementation of the department's Aboriginal and Torres Strait Islander Employment and Retention Strategy 2020-2022, to support the department's target of 5% by 2022.	December 2022 Lead: Chair, Diversity and Inclusion Committee Support: Assistant Secretary, Human Resources and Property
	9.2	Report on the outcomes of the employment and retention strategy to the RAP working group and First Nations Champion annually.	December 2022 Assistant Secretary, Human Resources and Property
	9.3	Explore with Human Resource the engagement of a First Nations Cadet into the Regional Intelligence and Local Government.	June 2023 Assistant Secretary, Regional Intelligence and Local Government
	9.4	Investigate opportunities to offer First Nations entry-level development programs and pathways in a regional office.	July 2023 Assistant Secretary, Human Resources and Property and Assistant Secretary, Regional Programs
	9.5	Engage with current Aboriginal and Torres Strait Islander staff to seek collect information on their professional development history to inform future employment and professional development opportunities.	December 2022 Assistant Secretary, Human Resources and Property
	9.6	Consult with Aboriginal and Torres Strait Islander staff on any recruitment, retention and professional development resources, intended for the recruitment and retention of Aboriginal and Torres Strait Islander people.	December 2022 Assistant Secretary, Human Resources and Property
	9.7	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2022, 2023 Assistant Secretary, Human Resources and Property

Action	Deliverable	Timeline	Responsibility
	9.8 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2022	Assistant Secretary, Human Resources and Property
	9.9 Create awareness of and encourage the use of affirmative measures to appoint First Nations leaders.	June 2023	Lead: First Nations Champion Support: Assistant Secretary, Human Resources and Property
	9.10 Continue to explore and include as part of professional development conversation the opportunity to expand First Nations employment in our regional offices.	July 2023	Lead: All Managers of First Nations employees Support: Assistant Secretary, Human Resources and Property
	9.11 Explore as part of professional development the opportunity for First Nations staff to work from Country.	July 2023	Lead: All Managers of First Nations employees Support: Assistant Secretary, Human Resources and Property
	9.12 Explore and include secondments and or short-term placements with private and public and not for profit sector organisations for First Nations Staff to support individual professional development and career progression.	June 2023	Lead: All Managers of First Nations employees Support: All Senior Leaders
Action 10 Increase First Nations supplier diversity to support economic and social outcomes.	10.1 Review and update procurement practices, in partnership with the RAP Working Group, to remove any barriers to procuring goods and services from First Nations businesses.	June 2023	Assistant Secretary, Finance and First Nations Champion
	10.2 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to all staff. Ensure the department continues to raise awareness of Supply Nation and the Indigenous Procurement Policy to assist staff to develop commercial relationships with First Nations-owned businesses and organisations.	July 2023	Deputy Secretaries, Assistant Secretary, Finance and First Nations Champion
	10.3 Develop and implement a First Nations Procurement Strategy in partnership with First Nations stakeholders.	April 2023	Assistant Secretary, Finance
	10.4 Maintain the department's Supply Nation membership.	January 2022, review January 2024	Assistant Secretary, Finance

Action	Deliverable	Timeline	Responsibility
	10.5 Investigate participating in the Supply Nation Awards.	January 2023	Assistant Secretary, Human Resources and Property
	10.6 Develop commercial relationships with First Nations-owned businesses.	December 2023	All First Assistant Secretaries
Action 11 Increase representation and recognition of Aboriginal and Torres Strait Islander voices and perspectives in the development and implementation of our policies and programs.	11.1 The department will administer policies and programs which consider the requirements of the local First Nations communities through ongoing consultation and evaluation.	December 2023	Lead: First Nations Champion Support: First Assistant Secretaries
	11.2 Consider how communications policy and programs can support better social and economic outcomes for First Nations peoples and communities. This will be particularly relevant in relation to the department's work on digital inclusion, and affordability of telecommunications products.	December 2023	First Assistant Secretary, Communications Infrastructure
	11.3 Work across the portfolio to help Divisions find opportunities to ensure regulation is fit for purpose to drive better outcomes for First Nations peoples.	December 2023	First Assistant Secretary, Data Analytics and Policy
	11.4 Establish and maintain Aboriginal and Torres Strait Islander media lists relevant to portfolio areas to encourage strong media coverage by Aboriginal and Torres Strait Islander media outlets.	December 2022	Assistant Secretary, Communication

Governance

We have established an effective RAP Working Group that will meet quarterly to track progress on the deliverables in our RAP and champion cultural change across the department. The First Nations Champion and Chair of the RAP Working Group will ensure all staff, including senior leaders are actively engaged in the delivery of our actions, and a dedicated resource is provided to drive implementation, tracking and reporting for the life of the RAP.

Action	Deliverable	Timeline	Responsibility
Action 12 Maintain an effective RAP Working Group, chaired by our First Nations Champion to drive governance and implementation of the RAP.	12.1 Meet quarterly to drive and monitor RAP implementation.	October 2022, January, April, July, October 2023, January 2024	Lead: First Nations Champion Support: RAP Working Group
	12.2 Review and apply the RAP Working Group Terms of Reference by January each year.	By January 2023, 2024	Lead: First Nations Champion Support: RAP Working Group
	12.3 Maintain First Nations representation on the RAP Working Group.	Review October 2022, 2023	First Nations Champion
Action 13 Provide appropriate support for effective implementation of RAP commitments.	13.1 Ensure the department continues to maintain a First Nations Champion position at the SES level to drive implementation of RAP commitments.	Review October 2022, 2023	Lead: Chair, Diversity and Inclusion Committee, Support: Assistant Secretary, Human Resources and Property
	13.2 Define and maintain appropriate systems to track, measure and report on RAP commitments.	By December 2022	Lead: First Nations Champions Support: RAP Working Group
	13.3 Provide resources dedicated to implementation, tracking and reporting for the life of this RAP.	By October 2022	Operations Committee and Chief Operating Officer
	13.4 Continue to communicate and engage staff, including senior leaders, at all levels to increase their knowledge of and remind them of their responsibility in the delivery of RAP commitments.	October 2022, January and June 2023 and January 2024	Lead: First Nations Champion Support: All First Assistant Secretaries
Action 14 Demonstrate accountability and transparency through tracking and reporting on RAP achievements, challenges and learnings both internally and externally.	14.1 Invite the FNN, ILO and First Assistant Secretaries to present their Division's efforts and share lessons learnt towards agreed RAP actions on a rotating quarterly basis.	September, December 2022, March, June, September, December 2023, March 2024	Lead: First Nations Champion Support: RAP Working Group

Action	Deliverable	Timeline	Responsibility
	14.2 Implement a series of quarterly communications through various channels to update our staff on RAP progress.	September, December 2022, March, June, September, December 2023, March 2024	Lead: First Nations Champion Support: RAP Working Group
	14.3 Report RAP progress quarterly, to the Operations Committee through the Diversity and Inclusion Committee.	September, December 2022, March, June, September, December 2023, March 2024	First Nations Champion
	14.4 Ensure the department continues to participate in Reconciliation Australia's annual RAP Impact Measurement Questionnaire.	September 2022, 2023	Lead: First Nations Champion Support: RAP Working Group Chair
	14.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer Survey.	April 2023	Lead: First Nations Champion Support: RAP Working Group Chair
	14.6 Ensure the department continues to publicly report our RAP achievements, challenges and learnings on our external website each year, following release of the RAP.	December 2022, 2023	First Nations Champion
Action 15 Continue our reconciliation journey by developing our next RAP.	15.1 Register on Reconciliation Australia's website to begin developing our next RAP by June 2023.	June 2023	Lead: First Nations Champion Support: RAP Working Group

Contact details

For more information about the department's reconciliation journey, please contact the First Nations Policy and Coordination team via email at FirstNationsPCS@infrastructure.gov.au

Alternatively, you can visit our website at www.infrastructure.gov.au to keep up with the latest news.

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Glossary

- Country – is the term often used by Aboriginal and Torres Strait Islander peoples to describe the lands, waterways and seas to which they are connected. The term contains complex ideas about lore, place, custom, language, spiritual belief, cultural practice, material sustenance, family and identity.
- First Nations Champion – refers to a Senior Executive Staff member in a role which provides strategic oversight and leadership support, learning and advocacy of diversity and inclusion, in particular relating to Aboriginal and Torres Strait Islander people in the department.
- First Nations peoples – refers to Aboriginal and Torres Strait Islander peoples.

Aboriginal peoples might describe themselves in ways that relate to their Country (including their waters), such as 'saltwater people' for those live on the coast or on islands, or 'freshwater', 'rainforest', 'desert' or 'spinifex' for people who live in that ecological environment, to name a few.

Torres Strait Islander peoples generally define themselves as being from specific islands, tribes, family groups and/or sea country. In the Torres Strait, individuals may live in one community but have historical ties across multiple islands.

- RAP Working Group – departmental staff committed to the development and implementation of the Reconciliation Action Plan.
- Aboriginal and Torres Strait Islander Dates of Significant – days which acknowledge, celebrate or mark a significant day, period or event in history, for Aboriginal and Torres Strait Islander peoples.
- Traditional Custodian or Owner – refers to the original Aboriginal or Torres Strait Islander peoples who inhabited an area.



Bradley Kickett



Bradley Kickett is a local Noongar artist who was born in Northam, and grew up in Perth. He is descended from the Kickett clan in York, Western Australia.

He began painting in 2007. Bradley's style of art is abstract, with paintings depicted from an aerial view and illustrated in a fluid style that he has developed over the last three years. His art pieces are influenced by experiencing Noongar country, from the oceans to the rivers and seeing the wildflowers and the land from the air and showing the flow and the shapes of the earth. These images are all interwoven with history and the stories that are shared and passed down to him from his family and Elders.

Since 2007, Bradley has exhibited and sold work at True Blue Gallery, Maaliup Aboriginal Art Gallery, Kings Park Aboriginal Art Gallery, Yonga Boodjah Aboriginal Art Gallery and the Walliup Cultural Centre in Fremantle.

Further to this, Bradley has also exhibited and sold work at the Animal Art Awards 2010, Manjar Art Awards (2010-2016), City of Gosnells Art Awards (2011, 2015 and 2016, City of Belmont Art Awards (2015 and 2016), and the City of South Perth, Emerging Artist Award 2015.

Bradley was the winner of the Acrylic Award at the City of Gosnells, 2015 and received the Highly Commended Award at the City of Belmont, 2016.

Bradley is currently studying at Curtin University, towards a Bachelor of Arts majoring in fine art.

Connecting for Reconciliation is an artwork that represents Aboriginal and Torres Strait Islander people as well as the other cultures residing in Australia. The artwork is an aerial representation of the land, rivers, coast and oceans found all across Australia.

The dot circles represent the different cultures and people of Australia. While they are unique, when you look closer at them, you start to see the similarities.

The dotted lines who the pathways travelled and the connecting of tribes and different groups. It's the connecting of people and working together, that will make reconciliation successful.

The river and the flow of the water shows a journey that society has taken – where we are now, and where we are headed in the future (as most of the population live by the rivers and coast).

Connecting for Reconciliation

