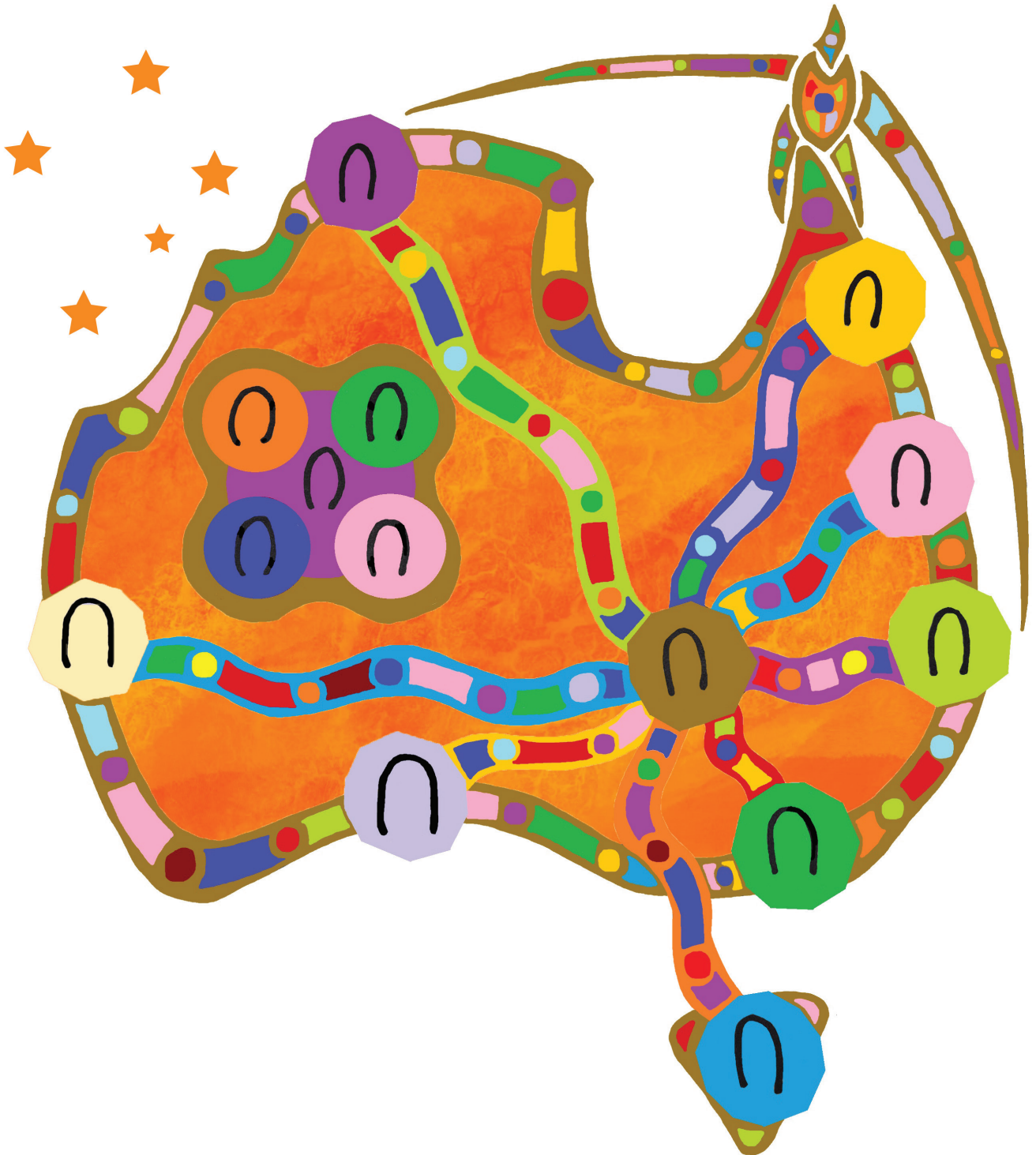




Australian Government
Department of Social Services



RECONCILIATION
ACTION PLAN
STRETCH



Reconciliation Action Plan (Stretch)

June 2021– June 2024

The Department of Social Services acknowledges Traditional Owners and Custodians of Country throughout Australia, and recognises the continuing connection to lands, waters and communities.

We pay our respects to Aboriginal and Torres Strait Islander cultures; and to Elders past, present and emerging.



© Commonwealth of Australia 2021

Copyright notice — 2021

This document Reconciliation Action Plan June 2021–June 2024 is licensed under the Creative Commons Attribution 4.0 International Licence

Licence URL: <https://creativecommons.org/licenses/by/4.0/legalcode>

Please attribute: © Commonwealth of Australia (Department of Social Services) 2021

Notice:

- If you create a derivative of this document, the Department of Social Services requests the following notice be placed on your derivative: Based on Commonwealth of Australia (Department of Social Services) data.
- Inquiries regarding this licence or any other use of this document are welcome. Please contact: Branch Manager, Communication Services Branch, Department of Social Services. Phone: 1300 653 227. Email: communication@dss.gov.au

Notice identifying other material or rights in this publication:

- Australian Commonwealth Coat of Arms — not Licensed under Creative Commons, see <https://www.itsanhonour.gov.au/coat-arms/index.cfm>
- Certain images and photographs (as marked) — not licensed under Creative Commons

Artists

Mr James (Jim) Abednego and Ms Nikki Gallagher

Reconciliation Journeys

The map represents the connected pathways in conjunction with the stars, represented by the Southern Cross, as to what has been used to guide the peoples of the Australian continent not only in finding their way across, but to this land and the journey that we all take to reconciliation. The colours identify the various groups that make the journey together i.e. Indigenous and Non-Indigenous peoples and the diverse group being within e.g. Mature, Aged and Youth, LGBTQI+, People with Disability, CALD and many more. The people symbols show where our physical presence is in relation to map and how the department stretches across this vast land. The five people symbols grouped together represent the five dimensions of reconciliation: historical acceptance; race relations; equality and equity; institutional integrity and unity. These five dimensions do not exist in isolation, but are interrelated.

The artwork depicts the journey we are all on to reconciliation, the lines bend and curve as is the nature of Reconciliation itself. The colours are warm and inviting and show passion for the cause.



Contents

Secretary's message	4
Reconciliation Australia CEO message	5
Our vision for reconciliation	6
Our business	8
Our RAP	10
Our reconciliation journey	11
Challenges and lessons learned	12
Our current stretch RAP	13
You spoke, we listened	14
Showcasing leadership and innovation	17
What you can do	18
Informing our people to support our Reconciliation journey	20
Relationships	22
Respect	32
Opportunities	42
Governance	50
Contact details	58
Artist details	59



Secretary's message

Last year marked the start of a new era of partnership between the Australian Government and Aboriginal and Torres Strait Islander peoples. The National Agreement on Closing the Gap brings a new focus of shared responsibility and ownership, putting the views and expertise of Aboriginal and Torres Strait Islander peoples at the centre of its implementation.

It is in this context of genuine partnership that I am proud to present the Department of Social Services' next *Reconciliation Action Plan* (RAP) 2021–24.

Our staff contributed their ideas to develop this RAP and helped shape the 16 actions. Based on the pillars of relationships, respect, opportunities and governance, it will be together, in partnership, that we deliver on these actions.

This RAP focuses on implementing longer-term strategies within our sphere of influence to advance reconciliation, both externally and internally.

As we look to be leaders in reconciliation, we will harness opportunities to partner with Aboriginal and Torres Strait Islander peoples in the development of our policies and advice to Government.

We will strive to improve the relevance and standards of programs for Aboriginal and Torres Strait Islander peoples by sharing the development, delivery and ownership of programs.

We will also work with portfolio agencies and our service provider partners to embed reconciliation into everything we do.

Looking inwards, this plan provides the department with opportunities to continue to acknowledge and embed Aboriginal and Torres Strait Islander cultures, experiences and perspectives in our every day. Our upcoming Aboriginal and Torres Strait Islander Workforce Strategy outlines career pathways and development opportunities for our staff.

I encourage our staff and partners—Aboriginal and Torres Strait Islander peoples, portfolio agencies and service providers—to join us on our reconciliation journey.

Kathryn Campbell AO CSC

Secretary,
Department of Social Services



Reconciliation Australia CEO message

On behalf of Reconciliation Australia, I congratulate the Department of Social Services on its continuing commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of *relationships, respect, and opportunity*, since 2006 RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. Through the creation of this Stretch RAP, the Department of Social Services continues to contribute to this ever-growing community.

The Department of Social Services improves, supports and safeguards the lives of some of Australia's most vulnerable people and communities. With a number of portfolio bodies that influence health and social wellbeing policies and programs, the department has considerable capacity to model and drive reconciliation.

The department has established strong foundations for this Stretch RAP on its reconciliation journey so far, putting in place ambitious and structured processes to bring its RAP into its every day. These successes include a commitment to 100 per cent completion of its online cultural learning training, and the creation of an Indigenous Champion role. The department's previous RAPs evidence its commitment to prioritising First Nations peoples' inclusion and opportunity, impressively reaching an Aboriginal and Torres Strait Islander employment target of 6 per cent. This, paired

with its Indigenous procurement policy, show the department actively investing in the economic empowerment of First Nations peoples through its work.

The department is honest and up front about the challenges it has faced over its reconciliation journey, with extensive staff engagement mapping what it has done well, and what it needs to work on. This capacity for reflection has produced the strong commitments in this Stretch RAP—including a Reconciliation Communication Framework, to ensure staff are aware of and feel ownership for the RAP. The department is also considering how real collaboration with Aboriginal and Torres Strait Islander organisations can improve its services, partnering with the First Peoples Disability Network to engage in culturally safe advocacy for its Disability Royal Commission. These initiatives, as well as the critical and open way it has approached its commitments, show the department is thinking strategically and sustainably about how best it can respectfully bring Aboriginal and Torres Strait Islander perspectives, cooperation, and knowledge into its work.

On behalf of Reconciliation Australia, I commend the Department of Social Services on this ambitious, thoughtful, and engaging Stretch RAP and look forward to following its ongoing reconciliation journey.


Karen Mundine

Chief Executive Officer,
Reconciliation Australia

Our vision for reconciliation

Our vision and ultimate goal for reconciliation is the sustained wellbeing of individuals and families in Australian communities. We will embed reconciliation in the department's culture to instil its dimensions – race relations, equality and equity, institutional integrity, unit and historical acceptance – at the core of how we conduct our work.

Reconciliation will be at the forefront of our work as we engage with third parties, key peak bodies and states and territories, in the development and delivery of Australia wide policy solutions.



Our culture of reconciliation will be reflected through the actions of our leaders and staff, visible in our interactions with each other, and in how we develop and deliver social policies and programs for all Australians, to ensure the knowledge, diversity, skills and life experiences of Aboriginal and Torres Strait Islander peoples are acknowledged and respected.

Our business

The Department of Social Services improves the wellbeing of individuals and families in Australian communities.

We touch the lives of almost every Australian at some point — including supporting hundreds of thousands of Aboriginal and Torres Strait Islander peoples.

As the department in the Social Services Portfolio we work closely with our other agencies, government and non-government organisations to support the management and delivery of mainstream and targeted payments, policies, programs and services to support Aboriginal and Torres Strait Islander peoples, organisations and businesses.

The four core areas in which we seek to assist people are:

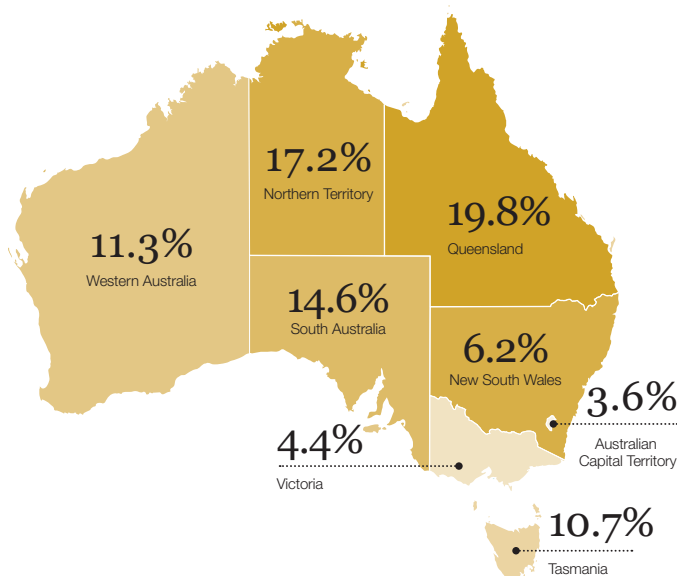
- **Social Security** – Encourage self-reliance and support people who cannot fully support themselves by providing sustainable social security payments and assistance.
- **Families and Communities** – Contribute to stronger and more resilient individuals, families and communities by providing targeted services and initiatives.
- **Disability and Carers** – Improved independence of, and participation by, people with disability, including improved support for carers, by providing targeted support and services.
- **Housing** – Increased housing supply, improved community housing and assisting individuals experiencing homelessness through targeted support and services.

Internally, our influence lies in the opportunities we offer our staff, our workplace culture and the corporate policies, protocols and accountability mechanisms that underpin them.

As at 31 March 2021, the department has 2,390 staff, with 133 Aboriginal and/or Torres Strait Islander staff making up 5.6 per cent of our workforce.

The department has a national footprint, with offices in all states and territories including all capital cities and regional locations such as Newcastle, Orange, Townsville, and Bendigo.

Aboriginal and Torres Strait Islander staff percentages by state and territory



The department's sphere of influence



Our RAP

The department is committed to progressing reconciliation. It is critical to the way we work, and the work we deliver.

Through targeted and mainstream policies and programs, the work of the department touches the lives of tens of thousands of Aboriginal and Torres Strait Islander peoples.

As a government department, we understand the importance of building strong and respectful relationships with Aboriginal and Torres Strait Islander partners. A foundation of these relationships is the department’s awareness of the impact of past government policies on the lives of Aboriginal and Torres Strait Islander peoples, and a demonstrated commitment to listen, reflect and improve our practices as we continue on our reconciliation journey.

The department is committed to diversity champions. The Indigenous Champion who also has responsibility for the RAP, is supported by Indigenous Senior Executive Service (SES) Advisors. The role of the

Indigenous Champion is at our most senior levels, to ensure effective department-wide promotion that signals to all staff that reconciliation is a priority in the department.

Reconciliation is supported by the RAP Working Group. The RAP Working Group is made up of volunteers from groups across the department and from a range of levels, including senior executives. Aboriginal and Torres Strait Islander representation is embedded in the RAP Working Group (WG) through the standing membership for the Chair of the Aboriginal and Torres Strait Islander Committee. This ensures diverse experiences, skills and perspectives contribute to identifying challenges and solutions for progressing reconciliation.

RAP Working Group

Chief Operating Officer

Chair

Branch Manager, People Services

Member

Account Manager, Disability and Royal Commission

Social Security

Members

Executive Officer to Finance Group

Director, Housing Policy and Design

Departmental Officer, Data Exchange Policy and Operations

Disability and Carers

Members

Branch Manager, Participant Outcomes

Assistant Director, Mainstream Interface

Assistant Director, Disability Royal Commission Governance and Supports

National Disability Policy

Policy Officer

Families and Communities

Deputy Chair

Director, National Plan Delivery

Observer

Branch Manager, Grants Service Office – Indigenous SES Advisor

Aboriginal and Torres Strait Islander Staff Network Committee Chair

Government Action Coordinator

Members

Executive Assistant to Branch Manager, Family Safety

Branch Manager, Cashless Welfare Policy and Technology

Funding Agreement Manager

Funding Arrangement Manager

Assistant Director, Community Grants Hub

Team Leader, Grants Support Team

Assistant Director, National Redress Scheme

Director, South Australia State Office

Director, Place-Based Initiatives

Grants, Victoria State Office

Our reconciliation journey

There are four types of RAP organisations: Reflect, Innovate, Stretch and Elevate.

The department is proud to have previously implemented two RAPs and to be implementing our second Stretch RAP.

Our first Innovate RAP 2015–17

In 2015, when the Department of Social Services had just formed, we developed our first RAP. This Innovate RAP set the new department on a clear path towards reconciliation. Its impact is still present in 2021, with a number of achievements continuing to shape reconciliation in the department, including:

- creation of the Indigenous Champion role
- development of the 2015–18 Aboriginal and Torres Strait Islander Workforce Strategy
- exceeding the four per cent target of Aboriginal and Torres Strait Islander staff members, with a final percentage of 5 per cent
- cultural appreciation training for all new staff, contractors and graduates
- implementation of a cultural protocols document for Welcome to Country and Acknowledgement of Country
- departmental events to celebrate NAIDOC Week, including the establishment of Secretary's NAIDOC Week awards
- update of the department's PowerPoint template to include an Acknowledgement of Country slide
- implementation of the Indigenous Procurement Policy
- Twelve secondments through the Jawun Program.

Our first Stretch RAP 2017–20

Following the successful implementation of the department's first RAP, we received Reconciliation Australia's endorsement of our first Stretch RAP. This RAP has led to the continuation of a number of achievements from our Innovate RAP, as well as the successful implementation of new initiatives. Some of the key achievements under our first Stretch RAP include:

- a commitment to 100 per cent completion of online Core Cultural Learning: Aboriginal and Torres Strait Islander Australia
- achieving a six per cent target of Aboriginal and Torres Strait Islander staff members
- naming National Office conference suite meeting rooms after seven sites of significance in the Ngunnawal language
- displaying Acknowledgement of Country plaques in all meeting rooms
- developing and distributing Acknowledgement of Country cards to all staff
- strong staff participation in National Reconciliation Week and NAIDOC Week events, including a range of fully booked activities such as film screenings, language and culture workshops, excursions to exhibitions and yarning circles
- exceeding targets for contracting Indigenous businesses through the Indigenous Procurement Policy, which has been successfully embedded into standard procurement processes.

A survey conducted at the completion of the 2017–20 RAP confirmed these achievements. This anonymous survey that was open to all staff and approximately 800 staff participated. It identified Acknowledgements of Country as the most common activity engaged in by staff and widespread support for the effectiveness of NAIDOC Week and National Reconciliation Week events in progressing reconciliation in the department.

Challenges and lessons learned

While the department has achieved a lot on our reconciliation journey, we understand the value of honest reflection on areas where we can still improve.

One of the challenges the department faced in the implementation of our first Stretch RAP was associated with driving deliverables. We found that while some larger projects, like the development of a stakeholder engagement strategy, did commence, they were not all finalised and promoted in the planned timeline due to unclear accountability. This may be attributable to organisational structure and staffing changes.

Not having dedicated resources and clear areas responsible for driving the development and delivery of actions has a flow-on effect on the level of awareness of the RAP, our achievements, and action items within the department. According to our survey, 18 per cent of staff were not aware of the RAP or the things the department has achieved under the RAP.

To address these challenges, the new RAP sets out three key priorities to improve continuity, visibility and accountability.

- Renewed focus on senior leaders to drive reconciliation in the department, through:
 - **Action 14f)** – Development of a framework for SES to oversee and be accountable for the successful implementation of the RAP
 - **Action 14b)** – Inclusion of RAP deliverables in all SES performance agreements.

- Consistent and strategic communications to support all staff to progress reconciliation, through:
 - **Action 3a)** – Undertake ongoing strategic internal and external communication to promote reconciliation and Aboriginal and Torres Strait Islander cultures; enable all staff to drive reconciliation outcomes; and promote the department as Aboriginal and Torres Strait Islander employer of choice
 - **Action 6g)** – Standing place for a communications officer to attend Garma Festival to provide greater coverage and insights to all staff in the department
 - **Action 13a)** – Include a communication representative in the RAP Working Group to provide advice and raise awareness of upcoming activities more efficiently.
- Improved lines of accountability and regular reporting, through:
 - **Action 15e)** – Development of a RAP reporting tool to be administered quarterly for managers and staff to keep track on the progress they are making against RAP.



Our current stretch RAP

Our new RAP sets a clear plan for all staff to progress reconciliation as part of their everyday work.

It is the culmination of extensive staff engagement. Feedback and ideas were gathered through an anonymous online survey and in-depth focus group discussions with key Aboriginal and Torres Strait Islander staff and non-Indigenous staff in every state and territory. Close to 800 people participated in consultations. As a result, this RAP belongs to everyone in the department.

The consultation process identified the overwhelming support and passion for reconciliation within the department. Staff input was instrumental in identifying opportunities to proactively progress reconciliation. In this RAP, we aim to leverage these opportunities and build actions that directly respond to staff feedback.

The honesty and enthusiasm shown at every stage of the consultation process set an important tone for the development of this RAP and for the coming three years of reconciliation in the department.

You spoke, we listened

From the survey, we learned that the most common obstacle people faced in progressing reconciliation was a feeling that there was not enough communication and support to empower staff to take action.

From the focus group discussions, we heard a strong desire from staff to have reconciliation promoted consistently all year round, to help keep it front of mind to foster a culture where reconciliation is embedded in the everyday.

Action 3a) Undertake ongoing strategic communication internally and externally to promote reconciliation and Indigenous culture

The department will develop a Communication Framework to guide the strategic development and implementation of internal and external communication to:

- raise awareness of reconciliation and Aboriginal and Torres Strait Islander cultures
- enable staff to drive reconciliation outcomes
- promote the department as an employer of choice.

Many staff reported feeling unsure about what they could do on an individual level. Staff shared their hesitancy to talk about reconciliation for fear they may inadvertently cause offense.


Action 3f) Reconciliation Toolkit

Under this RAP we will publish a Reconciliation Toolkit to provide staff at all levels with practical suggestions about what they can do to progress reconciliation on an individual and organisational level. The Reconciliation Toolkit will also be added to and promoted across the life of the RAP.

The survey identified a strong desire in the department to undertake face-to-face cultural awareness training. Through the focus group discussions, staff spoke passionately about the powerful experiences that have come from the personal connections and educational opportunities of face-to-face training.

Action 6f) Face-to-face training for all staff

The department has committed to delivering face-to-face cultural awareness training to all staff.



Staff who have participated in secondments to Aboriginal and Torres Strait Islander organisations have said their secondments were transformative in their understanding of reconciliation. Many other staff have expressed a strong interest in increasing opportunities to attend secondments.

Action 3g) Secondments to Reconciliation Australia

Action 3h) Continued participation in Jawun secondments

Action 3i) Secondments to Yothu Yindi Foundation

Action 3j) Entry level secondments to Aboriginal and Torres Strait Islander organisations

The department is committing to increasing the number of secondment opportunities for staff at all levels. This will build invaluable skills and awareness among our staff while building strong two-way relationships with community organisations.

Staff have requested greater support for supervisors to ensure they have an appropriate level of cultural awareness and a working understanding of their additional responsibilities their Aboriginal and Torres Strait Islander staff may have, as well as the specific entitlements available.

Action 4a) Supervisor's Guide

A guide for supervisors of Aboriginal and Torres Strait Islander staff will be finalised and released to ensure all supervisors have resources to appropriately support their staff.

Staff in the Community Grants Hub have identified a number of opportunities for improving access to grants for Aboriginal and Torres Strait Islander organisations.

Action 12) Improved access for Aboriginal and Torres Strait Islander organisations

The Community Grants Hub will undertake a project to improve access to Department of Social Services Grants for Aboriginal and Torres Strait Islander organisations. This leverages one of the department's significant spheres of influence in the administration of grants.

You spoke, we listened

Feedback called for a united front to reconciliation, with greater involvement from and support for non-Indigenous and Aboriginal and Torres Strait Islander staff to progress reconciliation together.

Action 2d), 8e) and 14h) Reconciliation sub-groups made up of non-Indigenous staff and Aboriginal and Torres Strait Islander staff

Each state and territory office will have a reconciliation sub-group to organise and drive National Reconciliation Week and NAIDOC Week events.

Many staff reported limited awareness of how the department was tracking against RAP actions and deliverables.

Action 14c) and 15e) Reporting tool and staff surveys

The RAP Working Group will review its existing reporting mechanisms with a view to create a new tool to measure progress against all RAP targets across the department.

Staff at all levels reported strong interest in greater support for leaders to drive reconciliation.

Action 14b) Performance Agreements

All senior managers will commit to supporting RAP actions by recording in their individual performance and development agreement.

Consider opportunities for the department to include Indigenous artwork in its branding and/or uniform where appropriate (for example, T-shirts)

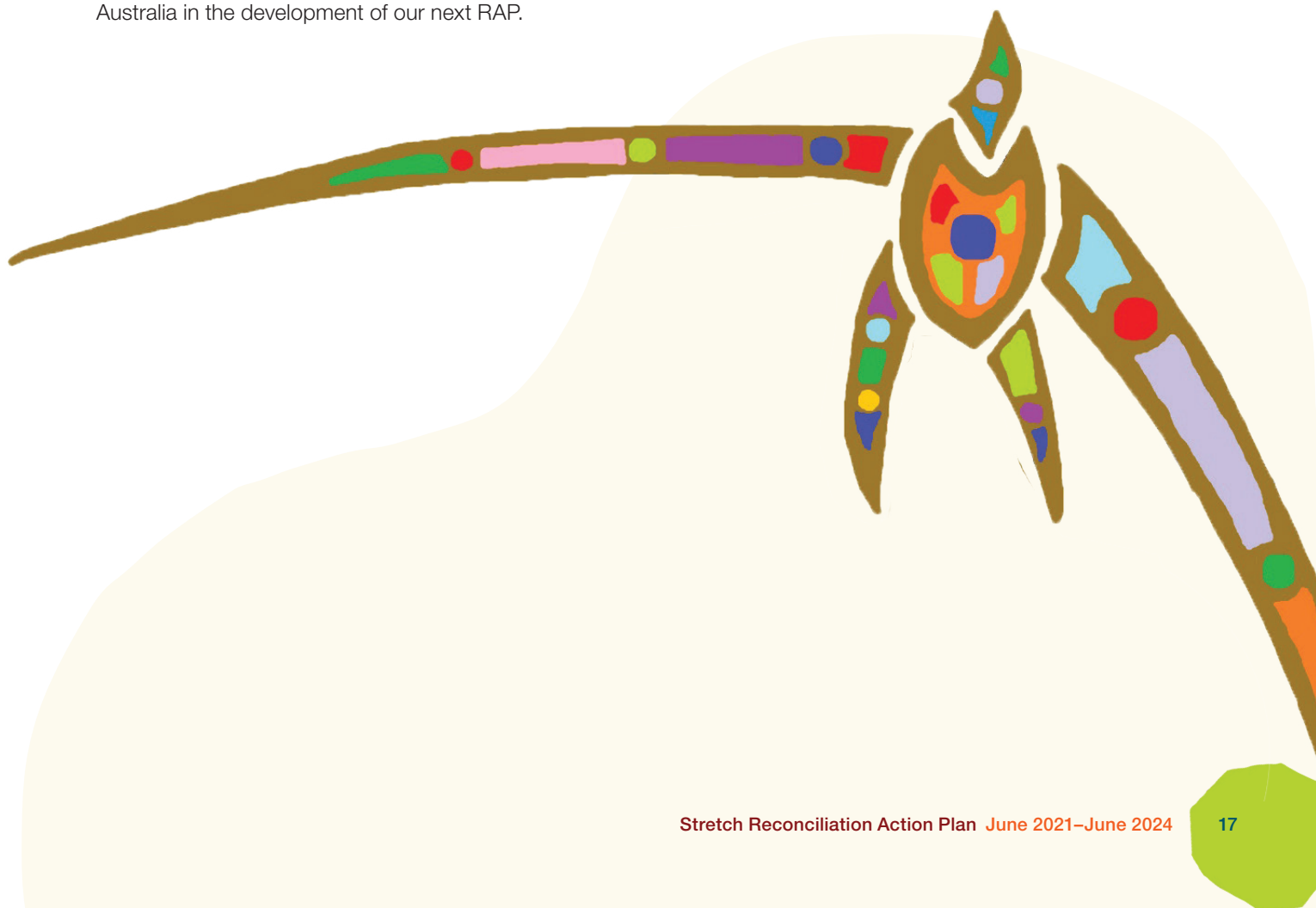
Action 3k) Reconciliation T-shirts

The artwork featured on this RAP will be printed on T-shirts for staff who are consulting in community or attending Garma.

Showcasing leadership and innovation

As part of our second Stretch RAP, we have committed to providing opportunities and incentives for areas within the department to develop their own reconciliation initiatives appropriate to their specific responsibilities.

As part of their quarterly reporting, all Groups in the department will be required to outline any reconciliation initiatives they are progressing beyond the actions and deliverables set out in this RAP. Twice a year, the Indigenous Champion will select one of these initiatives and showcase it across the department. The chosen initiative will also be presented to the Executive Management Group. This process, committed to in Action 3) of our RAP, will give senior executives exposure to the range of reconciliation initiatives taking place in the department so they are well placed to select possible marquee activities the department will present to Reconciliation Australia in the development of our next RAP.



What you can do

An integral part of reconciliation is engagement from everyone – Aboriginal, Torres Strait Islander and non-Indigenous peoples.

If you are not sure what you can do at an individual level, here are just a few things you can do today, and everyday, to progress reconciliation.

Relationships

Under the new RAP there are lots of opportunities for you to strengthen your relationships. You could:

- put in practice some of the simple actions in the Reconciliation Toolkit **(Action 3f)**
- participate in National Reconciliation Week and other related events in the department and community **(Action 2)**
- learn more about reconciliation through departmental news and resources **(Action 3a)**
- get to know our policies and procedures, including reading the Aboriginal and Torres Strait Islander supervisor's guide **(Action 4a)**
- apply for a secondment or to attend the Garma Festival **(Actions 3g–j & 6g)**

Respect

A part of reconciliation is ongoing learning and engagement. You can do this by:

- learning more about Aboriginal and Torres Strait Islander cultures through departmental news and resources **(Action 3a)**
- taking part in face-to-face cultural awareness training **(Action 6)**
- undertaking a refresher course of the CORE (cultural training) modules—especially if you are a new supervisor **(Action 6)**
- familiarise yourself with the Acknowledgment of Country protocols on STAFFnet **(Action 7b)**
- engage in NAIDOC Week events in the department and community **(Action 8)**

Opportunities

There are a number of ways we can increase opportunities for Aboriginal and Torres Strait Islander peoples in our everyday. You could:

- use the Indigenous Procurement Policy and consider Aboriginal and Torres Strait Islander companies through Supply Nation **(Action 11)**
- invest in development opportunities for Aboriginal and Torres Strait Islander staff **(Action 10e)**
- remove barriers in your recruitment rounds by considering affirmative measures **(Action 10c & 10d)**

Governance

Good governance keeps us accountable and helps us track our progress against our reconciliation goals. To support the ongoing governance of our RAP, consider:

- joining the RAP Working Group or a sub-group within your state or territory office **(Action 13a & 14h)**

Informing our people to support our Reconciliation journey

1 JANUARY 1901

The Australian Constitution takes effect

14 AUGUST 1963

Yirrkala Bark Petition

1 MAY 1946

Pilbara Strike

1971

First Aboriginal Medical Service Founded in Redfern NSW

11 JUNE 1971

First Indigenous parliamentarian to serve in Parliament of Australia

1975

Australian Parliament passes the 1975 Racial Discrimination Act

26 OCTOBER 1985

Uluru returned to its Traditional Owners

26 JANUARY 1938

Day of Mourning

FEBRUARY 1965

The Freedom Ride

24 AUGUST 1966

Wave Hill Walk-Off

4 FEBRUARY 1939

Cummeragunja Walk off

27 MAY 1967

Referendum

1970

First Aboriginal Legal Service Founded in Redfern NSW

12 JULY 1971

Aboriginal flag flown for first time

26 JANUARY 1972

Aboriginal Tent Embassy established in Canberra

1976

Pastor Sir Douglas Nicholls becomes the first Aboriginal Governor of South Australia

16 DECEMBER 1976

Aboriginal Land Rights (NT) Act passed

26 JANUARY 1988

Bicentennial March

15 APRIL 1991

RCIADIC report released

29 MAY 1992

Torres Strait Islander flag flown for first time

JANUARY 1993

Australian Government appoint first Aboriginal & Torres Strait Islander, Social Justice Commissioner

14 JULY 1995

Aboriginal & Torres Strait Island flags officially recognised by Australian Government

28 MAY 2000

Walk for Reconciliation

25 SEPTEMBER 2000

Cathy Freeman wins gold at the Sydney Olympics

13 FEBRUARY 2008

PM Kevin Rudd delivers National Apology

3 MAY 1990

Establishment of ATSIC

3 JUNE 1992

Mabo Decision handed down by High Court of Australia

10 DECEMBER 1992

The Redfern Address by PM Paul Keating

17 APRIL 1993

Nicky Winmar makes public stance against racism in Australian sport

26 MAY 1997

Bringing Them Home report released

23 MARCH 2005

Abolition of ATSIC

24 JANUARY 2017

First Aboriginal person ever appointed as a Minister of the Crown

Relationships

The department's mission is to improve the wellbeing of individuals and families in Australian communities.

This includes strengthening respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Our department's programs and services build on these relationships, making positive steps towards reconciliation. Our advocacy work for Aboriginal and Torres Strait Islander peoples with disability, and our plan to increase engagement with service providers across the states and territories are just two examples of how we are following through on our commitment to strengthen relationships.

“Reconciliation should be central to the work of DSS, both as an employer and as an organisation that develops and administers programs and policies to support Australians, including First Australians.

Building better relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples for the benefit of all Australians.”

Non-Indigenous staff member



Kostas Varnavides

Perth

Kostas Varnavides believes respect is a key element of reconciliation in Australia, after witnessing the prejudice and disadvantage experienced by Aboriginal and Torres Strait Islander peoples.

“I saw it throughout school, university and my career and it saddens me this inequality continues to exist in our country. I believe respect for Aboriginal and Torres Strait Islander peoples is a key part of reconciliation and establishing equal opportunity,” he said.

As part of the department’s Graduate Development Program, Kostas was seconded to Winnunga Nimmityjah Aboriginal Health Service for a month. While there he gained an understanding of the importance of reconciliation and the history of Aboriginal and Torres Strait Islanders.

“This was an eye-opening experience. I had the opportunity to talk to the staff and Chief Executive Officer who shared what reconciliation means to them, and the impact it has on their lives,” said Kostas.

Inspired by his secondment, Kostas began sharing his experiences, knowledge and appreciation for reconciliation with others.

“My vision of reconciliation is where communities work together to achieve inclusion and equal access to all services, such as health care and education services,” he said.

One of the most important points for Kostas, is that he found people were receptive to talking about reconciliation. “People listen – this is the biggest point to raise here. Reconciliation is something that previously was not talked about, but the majority of people are willing to listen, so let’s keep the conversation going,” he said.

For people who want to take action but aren’t sure where to start, Kostas has some advice.

“Research reconciliation – talk with friends, family and colleagues and put your hand up for opportunities to broaden your understanding.”

To continue learning about reconciliation, visit the Reconciliation page on STAFFnet or Reconciliation Australia.



Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.					
a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement across the department.	October Report	January Report	January Report	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub
b. Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December Publish engagement plan	July Promote engagement plan	July Review engagement plan	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub
c. Establish and maintain at least two formal two-way partnerships for departmental staff with Aboriginal and Torres Strait Islander communities or organisations, for example Yothu Yindi Foundation (Garma Festival) and entry level program secondment to Indigenous Community Controlled Organisations (e.g. NACCHO and IAHA).	October Pilot partnerships	December Formalise partnerships	December Review partnerships	June Final report	Lead: Chief Operating Officer Support: Group Manager, Corporate
d. Continue to engage with Aboriginal and Torres Strait Islander staff in the development of policy through biannual policy round tables and promote benefits of roundtables to portfolio agencies.	December Hold two roundtables	December Hold two roundtables	December Hold two roundtables	June Final report	Lead: Chief Operating Officer Supports: Aboriginal and Torres Strait Islander Staff National Committee and Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.					
e. Expand the opportunity for Funding Arrangement Managers (FAMs) to participate in place-based co-design workshops and projects with local communities such as <i>Try, Test and Learn</i> and <i>Stronger Places, Stronger People</i> .	October FAMs attend workshops and report back to department	January FAMs attend workshops and report back to department	January FAMs attend workshops and report back to department	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub
f. Build relationships and learning opportunities through facilitating Yarning Sessions with staff, portfolio funded providers with Aboriginal and Torres Strait Islander staff who deliver services to Aboriginal and Torres Strait Islander peoples, and other portfolio agencies like Services Australia and the National Disability Insurance Agency.	October Hold two Yarning Sessions with funded providers	January Hold two Yarning Sessions with funded providers	January Hold two Yarning Sessions with funded providers	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 2: Build relationships through celebrating National Reconciliation Week (NRW).					
a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	July Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. RAP Working Group members to participate in at least two external NRW events.	June Achieve and share with RAP Working Group	June Achieve and share with RAP Working Group	June Achieve and share with RAP Working Group	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Encourage and support all staff and senior leaders to participate in and support at least one external event to recognise and celebrate NRW, including: school, community and sporting events.	June Achieve as per Reconciliation Communication Framework	June Achieve as per Reconciliation Communication Framework	June Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Hold one internal NRW event each year in all states and territories, led by reconciliation sub-groups established under Action 14h), including at least one department-wide NRW event.	June Hold at least one event in each state and territory	June Hold at least one event in each state and territory	June Hold at least one event in each state and territory	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Register all our NRW events on Reconciliation Australia's NRW website.	May Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
f. Encourage NRW event collaborations with Portfolio Agencies and other Government agencies through sharing resources, event coordination logistics and costs, particularly within the State Office Delivery Network where several agencies are in one location.	May Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	May Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 3: Promote reconciliation through our sphere of influence.					
a. Undertake ongoing strategic internal and external communication to promote reconciliation and Aboriginal and Torres Strait Islander cultures, and encouraging all staff to make a personal commitment to drive reconciliation outcomes.	June Finalise Reconciliation Communication Framework	June Review Reconciliation Communication Framework	June Review Reconciliation Communication Framework	June Develop new Reconciliation Communication Framework	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Communicate our commitment to reconciliation publicly, for example promoting our achievements on our website, at meetings and events.	January Report	January Report	January Report	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Quarterly Invite portfolio agencies to RAP Working Group meeting	Quarterly Invite portfolio agencies to RAP Working Group meeting	Quarterly Invite portfolio agencies to RAP Working Group meeting	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Collaborate with RAP organisations, including the agencies in the Social Services portfolio.	July Establish an APS RING	January Hold two meetings	January Hold two meetings	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Support Services Australia, via the RAP Digital Collection Advisory Group, with their marquee activity to create a digital collection.	October Report	January Report	January Report	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
f. Create toolkit of practical actions all staff can take to progress reconciliation in the workplace and their lives, and promote through the Reconciliation Communication Framework.	June Publish	June Update and promote	June Update and promote	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate and RAP Working Group

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 3: Promote reconciliation through our sphere of influence.					
g. Establish and maintain mutually beneficial relationship with Reconciliation Australia through the development and ongoing implementation of secondment opportunities.	October Investigate	January Develop partnership	January Implement and promote	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
h. Staff participate in Jawun secondments annually and report back to department.	November Two staff do secondment and report back to department	November Two staff do secondment and report back to department	November Two staff do secondment and report back to department	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
i. At least two staff selected through a joint expression of interest process, to undertake a secondment to the Yothu Yindi Foundation (YYF) in the lead up to and during the Garma Festival.	November Develop secondment MOU with YYF	January Two staff do pilot secondment	January Two staff do secondment	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
j. Provide opportunities for entry level program participants selected through an expression of interest process, to undertake a secondment with Indigenous Community Controlled organisations.	November Formalise MOUs with organisations	May Entry level program participants do secondment and report back	May Entry level program participants do secondment and report back	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
k. Develop departmental reconciliation T-shirts showcasing Aboriginal and Torres Strait Islander artwork, to highlight the department's ongoing commitment to reconciliation and increase recognition of the department as a Stretch organisation at events like Garma Festival and during consultation in community.	December Investigate	November Produce	November Promote	-	Lead: Chief Operating Officer Supports: Group Manager, Corporate
l. Promote reconciliation activities taking place in the department beyond the RAP actions and deliverables through biannual Indigenous Champion's reconciliation message.	October Indigenous Champion selects and promotes reconciliation initiative	June, January Indigenous Champion selects and promotes reconciliation initiative	June, January Indigenous Champion selects and promotes reconciliation initiative	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate and Indigenous Champion

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 4: Promote positive race relations through anti-discrimination strategies.					
a. Continuously improve HR policies and procedures concerned with anti-discrimination, including training for specialist roles, officers, managers and supervisors.	December Encourage nominations from Aboriginal and Torres Strait Islander staff for harassment contact officer roles	December Seek nominations for harassment officers	December Review coverage of harassment contact officers	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October Publish Supervisor's Guide	January Promote Supervisor's Guide	January Review Supervisor's Guide	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	December Two-yearly Aboriginal and Torres Strait Islander Staff conference	December Indigenous Liaison Officer consult with Aboriginal and Torres Strait Islander Staff National Committee and state and territory offices	December Two-yearly Aboriginal and Torres Strait Islander Staff conference	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Implement and communicate anti-discrimination policies for our organisation, outlined within the Diversity and Inclusion Strategy 2019–21 and the DSS Aboriginal and Torres Strait Workforce Strategy, through the Reconciliation Communication Framework.	October Achieve as per strategies	January Achieve as per strategies	January Achieve as per strategies	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Provide ongoing education opportunities for senior leaders and managers on the effects of racism through the Indigenous Cultural Awareness Training suite and the Unconscious bias training program.	October Run ongoing training for SES	October Run ongoing training for SES	October Run ongoing training for SES	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Senior leaders to publicly support stances against racism.	July Achieve as per Reconciliation Communication Framework	July Achieve as per Reconciliation Communication Framework	July Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 5: Improve services for Aboriginal and Torres Strait Islander peoples with disability.					
a. Develop a coordinated, integrated approach across the Disability and Carers Stream to embed the Closing the Gap reforms so that outcomes, policies and programs for people with disability are equitable for Aboriginal and Torres Strait Islander peoples.	October Report on activities developed	January Report on activities conducted	January Report on activities evaluated	June Final report	Lead: Deputy Secretary, Disability and Carers Support: Group Manager, Commonwealth/ State Policy
b. Support the delivery of culturally safe advocacy for the Disability Royal Commission through a partnership with First Peoples Disability Network.	October Report on support provided and outcomes achieved	January Report on support provided and outcomes achieved	January Report on support provided and outcomes achieved	June Final report	Lead: Deputy Secretary, Disability and Carers Support: Group Manager, Commonwealth/ State Policy
c. Provide culturally appropriate counselling and advocacy services for Aboriginal and Torres Strait Islander peoples with disability during the Royal Commission into violence, abuse, neglect and exploitation of people with disability.	October Report on counselling and advocacy services provided	January Review counselling and advocacy services and report on successes and challenges	-	June Final report	Lead: Deputy Secretary, Disability and Carers Support: Group Manager, Commonwealth/ State Policy
d. Support non-Indigenous Disability Royal Commission counselling and advocacy service providers to build capability in delivering culturally appropriate services.	October Report on activities conducted	January Review activities of services and report on successes and challenges	-	June Final report	Lead: Deputy Secretary, Disability and Carers Support: Group Manager, Commonwealth/ State Policy
e. Engage Aboriginal and Torres Strait Islander stakeholders in regional rural and remote locations to test and review the Disability Gateway to ensure the Disability Gateway is culturally appropriate for Aboriginal and Torres Strait Islander peoples.	October Report on campaign launch and cultural appropriateness of services	January Pilot finishes 30 June 2022 (subject to any additional Government funding)	-	June Final report	Lead: Deputy Secretary, Disability and Carers Support: Group Manager, Commonwealth/ State Policy



Respect

The department understands cultural differences and is a proud champion of diversity.

We respect the cultures, history, knowledge and rights of Aboriginal and Torres Strait Islander peoples. To demonstrate this, the department is investing in a culturally competent workforce, providing more secondment opportunities for all staff, moving to face-to-face cultural awareness training, and increased communication around historical Aboriginal and Torres Strait Islander events and days of significance.

“The key to building trust with Aboriginal & Torres Strait Islander peoples is an understanding of their culture and family, the extent of their connection with the land and or water and the system of kinship, which connects them to their community. It is very important to understand where individuals or groups see themselves culturally in order to communicate with them effectively.”

Aboriginal staff member

“Moving forward together understanding each other’s history, culture and appreciation of richness that brings through listening and sharing.”

Non-Indigenous staff member



Latia Jade Clift

Canberra



Latia Clift is passionate about advancing cultural awareness within the department, bringing her personal journey to her work as an Indigenous Facilitator.

Indigenous Facilitators deliver face-to-face cultural awareness training, as well as participating in work such as developing the Aboriginal and Torres Strait Islander Workforce Strategy, the quarterly RAP Working Group Yarning Circles, and ad-hoc presentations within the department at branch meetings and NAIDOC and National Reconciliation Week events.

“My role provides the opportunity to reflect on the notion of culture for a way forward, together,” said Latia. “Culture goes beyond Aboriginal and Torres Strait Islander traditional customs, it is shaped by the events, experiences and policies of the past.”

Through facilitating cultural awareness training, Latia brings people together to find connection, further reconciliation, and help to build a stronger future.

She explains that to her, reconciliation is about healing disconnections, acknowledging the past and taking responsibility for building a stronger future.

“As an Indigenous woman, I have felt my family and I have been walking in the past for a long time. We had divided our connection from mother earth and were reliving the devastation and impact of colonisation through each generation.

“I can now feel proud of who I am, build a new history with my father to not live in shame and be the voice for our ancestors of a hidden history,” she shares.

Latia is a strong believer in people learning from each other when it comes to cultural awareness. “I believe we are meant to see ourselves through our parents, physical attributes and the sharing of culture to know where we come from, with pride. For a long time I had many regrets in the unknown of my history and having a mixed raced family, my racial and cultural identity at times felt confusing and contradictory.”

The cultural awareness training that Latia runs provides a broad overview to departmental staff with an appreciation and respect for First Nations peoples, with a focus on culturally respectful ways to work better and more effectively together.

Knowing where to start can be a stumbling block for many people when approaching their role in reconciliation.

“Start your journey, I would encourage anyone to take the steps to make a connection, begin to learn and gain a deeper sense of self-awareness—everyone has a valuable role in shaping the future,” said Latia.

For more information about the Indigenous Facilitator network email IndigenousCapabilityDevelopment@dss.gov.au. To continue learning about reconciliation, visit the Reconciliation page on STAFFnet or Reconciliation Australia.

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.					
a. Conduct a review of cultural learning needs within our organisation, including consulting with other subject matter experts within the department.	November Report on post-training feedback and additional consultations	January Report on post-training feedback and additional consultations	January Report on post-training feedback and additional consultations	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Consult Aboriginal and Torres Strait Islander advisors (e.g. Aboriginal and Torres Strait Islander staff and SES Advisors) on the implementation of a cultural learning strategy.	November Consult at the Aboriginal and Torres Strait Islander staff conference	January Consult with facilitators	January Consult at the Aboriginal and Torres Strait Islander staff conference	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Implement a cultural learning strategy for our staff.	November Report on cultural learning delivered	January Report on cultural learning delivered	January Report on cultural learning delivered	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Communicate a cultural learning strategy for all staff as per the Reconciliation Communication Framework.	November Achieve as per Reconciliation Communication Framework	January Achieve as per Reconciliation Communication Framework	January Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Commit all RAP working Group members, HR Officers, senior executive group and all new staff to undertake formal and structured cultural learning.	September Present tailored cultural awareness training to areas, with specific involvement in Aboriginal and Torres Strait Islander activities	July Present tailored cultural awareness training to areas, with specific involvement in Aboriginal and Torres Strait Islander activities	July Present tailored cultural awareness training to areas, with specific involvement in Aboriginal and Torres Strait Islander activities	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October Run SES face-to-face Indigenous Cultural Awareness Training	October Run SES face-to-face Indigenous Cultural Awareness Training	October Run SES face-to-face Indigenous Cultural Awareness Training	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	March Review reconciliation resources in on-boarding kits	March Review reconciliation resources in on-boarding kits	December Review reconciliation resources in on-boarding kits	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October All RAP Working Group members completed face-to-face training	January All RAP Working Group members completed face-to-face training	January All RAP Working Group members completed face-to-face training	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.					
f. New supervisors refresh cultural awareness training via face-to-face or online	October New staff complete CORE within six months	January New staff complete CORE within six months	January New staff complete CORE within six months	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October 10% of staff complete face-to-face training	January 40% of staff completed face-to-face training	January 80% of staff complete face-to-face training	June Final report (95% completed face-to-face training in past three years)	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October New supervisors refresh Indigenous Cultural Awareness Training	January New supervisors refresh Indigenous Cultural Awareness Training	January New supervisors refresh Indigenous Cultural Awareness Training	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
g. Up to four staff, including one senior executive and one communications officer, selected through an expression of interest process, to undertake cultural immersion learning activities through the Garma Festival and report learnings back to department.	October Four staff attend Garma and report back to department	January Four staff attend Garma and report back to department	January Four staff attend Garma and report back to department	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
h. Develop and implement an interactive map of Australia (AIATSIS language map) that showcases the department's programs and policies, working with Aboriginal and Torres Strait Islander communities (e.g. the <i>Stronger Places, Strong People</i> communities) featuring local language, culture and stories.	October Investigate	January Develop	NRW Implement	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub
i. Share cultural training resources with portfolio agencies.	October Investigate	January Outreach	January Share	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.					
j. Raise internal awareness of the 50th anniversary of the Aboriginal Tent Embassy on 26 January 2022 including the significance it has in promoting the rights of Aboriginal and Torres Strait Islander peoples.	June Investigate	January Promote activities internally	-	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
k. Promote the history of Australia's reconciliation journey through the publication and promotion of a historical timeline.	June Publish	June Promote as per Reconciliation Communication Framework	June Promote as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.					
a. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, through cultural awareness training and promotion through the Reconciliation Communication Framework.	July Report promotional activities and share with portfolio agencies	May Report promotional activities and share with portfolio agencies	May Report promotional activities and share with portfolio agencies	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	October Include Acknowledgement of Country on homepage of internally facing and externally facing websites	June Maintain Acknowledgement of Country on homepage of internally facing and externally facing websites	June Maintain Acknowledgement of Country on homepage of internally facing and externally facing websites	June Final report	
b. Implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December Update and promote protocols	July Promote as per Reconciliation Communication Framework	July Review protocols	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at least six significant events each year, including: NRW, NAIDOC Week, Secretary's Excellence Award, Wear it Purple Day events, International Day of People with Disability and orientation for new entry level program intakes.	In line with events Welcome to Country provided	In line with events Welcome to Country provided	In line with events Welcome to Country provided	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, as per Welcome to and Acknowledgement of Country protocols.	October Report	January Report	January Report	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	October Report	January Report	January Report	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.					
f. Display Acknowledgment of Country plaques in our National Office and all seven of our head state and territory offices.	July Promote as per Reconciliation Communication Framework	July Promote as per Reconciliation Communication Framework	July Promote as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
g. Update the Acknowledgement of Country template in standard departmental PowerPoint presentations to include Traditional Owners for all departmental offices, where appropriate.	November Investigate and consult	January Implement where appropriate	January Promote as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 8: Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.					
a. RAP Working Group to participate in and/or actively contribute to an external NAIDOC Week event, and share with the department.	July Achieve and share with team	July Achieve and share with team	July Achieve and share with team	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Ensure the continuation of HR policies and procedures to remove barriers to staff participating in NAIDOC Week and promote these provisions across the department in the lead up to NAIDOC Week through the Reconciliation Communication Framework.	June Review policies and promote as per Reconciliation Communication Framework	June Review policies and promote as per Reconciliation Communication Framework	June Review policies and promote as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Support: Group Manager, Corporate
c. Support all staff to participate in at least one NAIDOC Week event in our local area, including department-wide promotion of events local to all departmental offices through the Reconciliation Communication Framework.	June Achieve as per Reconciliation Communication Framework	June Achieve as per Reconciliation Communication Framework	June Achieve as per Reconciliation Communication Framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week each year based on activities local to departmental offices.	July States and territories support external NAIDOC week event	July States and territories support external NAIDOC week event	July States and territories support external NAIDOC week event	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Hold one internal NAIDOC Week event each year in all states and territories, led by reconciliation sub-groups established under Action 14h), including at least one department-wide NAIDOC Week event.	June Hold at least one event in each state and territory	June Hold at least one event in each state and territory	June Hold at least one event in each state and territory	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate and RAP Working Group

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 9: Build respect and understanding for Aboriginal and Torres Strait Islander cultures, strengths and perspectives through improved quality and accessibility of the department's relevant data holdings, including the Longitudinal Study of Indigenous Children (LSIC).					
a. Ensure LSIC findings are fed back to participating Aboriginal and Torres Strait Islander families and communities.	December Publish and distribute resources	December Publish and distribute resources	December Publish and distribute resources	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
b. Promote LSIC methods, findings and data usage opportunities throughout the department's data and policy networks.	October Outreach to policy areas to promote LSIC usage	March Present to Data Analysts' Network	March Promote as per Reconciliation Communication Framework	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
c. Explore opportunities to use LSIC data to demonstrate how school RAPs make a difference to outcomes for LSIC kids.	October Investigate	January Investigate	January Investigate	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
d. Improve national longitudinal data quality by promoting opportunities for National Centre for Longitudinal Data (NCLD) survey respondents to identify as Aboriginal and/or Torres Strait Islander peoples.	October Investigate	January Implement	January Report	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
e. Improve national longitudinal data quality by promoting inclusion of questions about issues affecting Aboriginal and Torres Strait Islander peoples in future survey waves.	October Investigate	January Implement	January Report	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 9: Build respect and understanding for Aboriginal and Torres Strait Islander cultures, strengths and perspectives through improved quality and accessibility of the department's relevant data holdings, including the Longitudinal Study of Indigenous Children (LSIC).					
f. Enable all NCLD surveys to use Aboriginal and Torres Strait Islander translator services.	October Investigate	January Implement	January Report	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
g. Improve understanding of LSIC and other NCLD datasets, by working with policy and program areas to identify and provide policy relevant findings.	October Engage	January Engage	January Engage	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
h. Embed the Australian Institute for Aboriginal and Torres Strait Islander Studies (AIATSIS) <i>Code of Ethics for Aboriginal and Torres Strait Islander Research</i> into ongoing design, implementation and analysis practices of LSIC and assist others in the Department with implementing the code.	October Investigate	January Implement	January Report	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Executive Manager, National Centre for Longitudinal Data
i. Promote adoption of the AIATSIS <i>Code of Ethics for Aboriginal and Torres Strait Islander Research</i> across department and portfolio agencies where applicable.	October Invite AIATSIS to speak at Data Analysts' Network meeting	July Promote as per Reconciliation Communication Framework	July Investigate opportunity for department-wide adoption	June Final report	Lead: Deputy Secretary, Social Security Support: Group Manager, Data and Evaluation and Group Manager, Corporate

Opportunities

The department advocates for a diverse workplace with equal opportunities and offers Aboriginal and Torres Strait Islander peoples meaningful careers, with their culture a valued part of the department's day-to-day operations.

The Aboriginal and Torres Strait Islander Workforce Strategy developed by and for Aboriginal and Torres Strait Islander staff will build career pathways, strengthen career development and continue to embed cultural knowledge and understanding into our workplace culture. We are also committed to increasing opportunities in the broader community, through the Indigenous Procurement Policy and improving access to grants for Aboriginal and Torres Strait Islander organisations.

“Reconciliation is important to allow the department and the public service to grow to be a fully inclusive workplace and continue to be an employer of choice for Aboriginal and Torres Strait Islander people.”

Torres Strait Islander staff member



Mitchell Dahlstrom

Canberra

Seizing opportunities to advance reconciliation is something that Mitchell Dahlstrom lives by and advocates.

“Everyone has a role to play in reconciliation. I knew I needed to play my part in the journey, something I could do by sharing my experiences,” said Mitchell.

Mitchell, a Gamilaraay/Gomeri man from Moree NSW, has worked within several government agencies to promote and advance reconciliation. This included taking up leadership roles within diversity networks and working with Reconciliation Action Plan working groups, creating a space for a respectful exchange of ideas and questions, as well as sharing stories and learnings with colleagues.

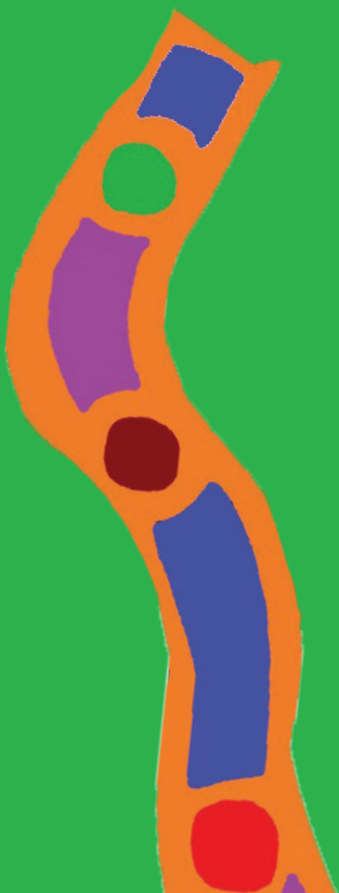
“Reconciliation is about unification, creating an Australia where the unique place Aboriginal and Torres Strait Islander peoples hold is core to the country’s values, narrative, and future,” said Mitchell. “A country of genuine exchange and positive relationships where we can all feel a sense of place, belonging and pride.”

Mitchell says Australia’s complex history needs to be recognised, accepted and taught, so we all have a shared knowledge and understanding. “I believe that acknowledgment and education are the most important steps towards a reconciled Australia.”

Reflecting on who can advance reconciliation and how, Mitchell says it’s up to everyone.

“Reconciliation isn’t something driven only by Aboriginal and Torres Strait Islander peoples. We all need to take steps towards reconciliation, and the first step is acknowledging you have a role to play.”

For people who don’t know what to do, he says the department’s Reconciliation Action Plan is a good place to begin to get an understanding of the issues, as well as the CORE cultural training. “Change takes time. Be open to attending cultural immersion training/programs, read books by Indigenous authors and about Indigenous history – Australia’s history, and most importantly share your learnings with others and encourage them to start doing more as well,” said Mitchell.



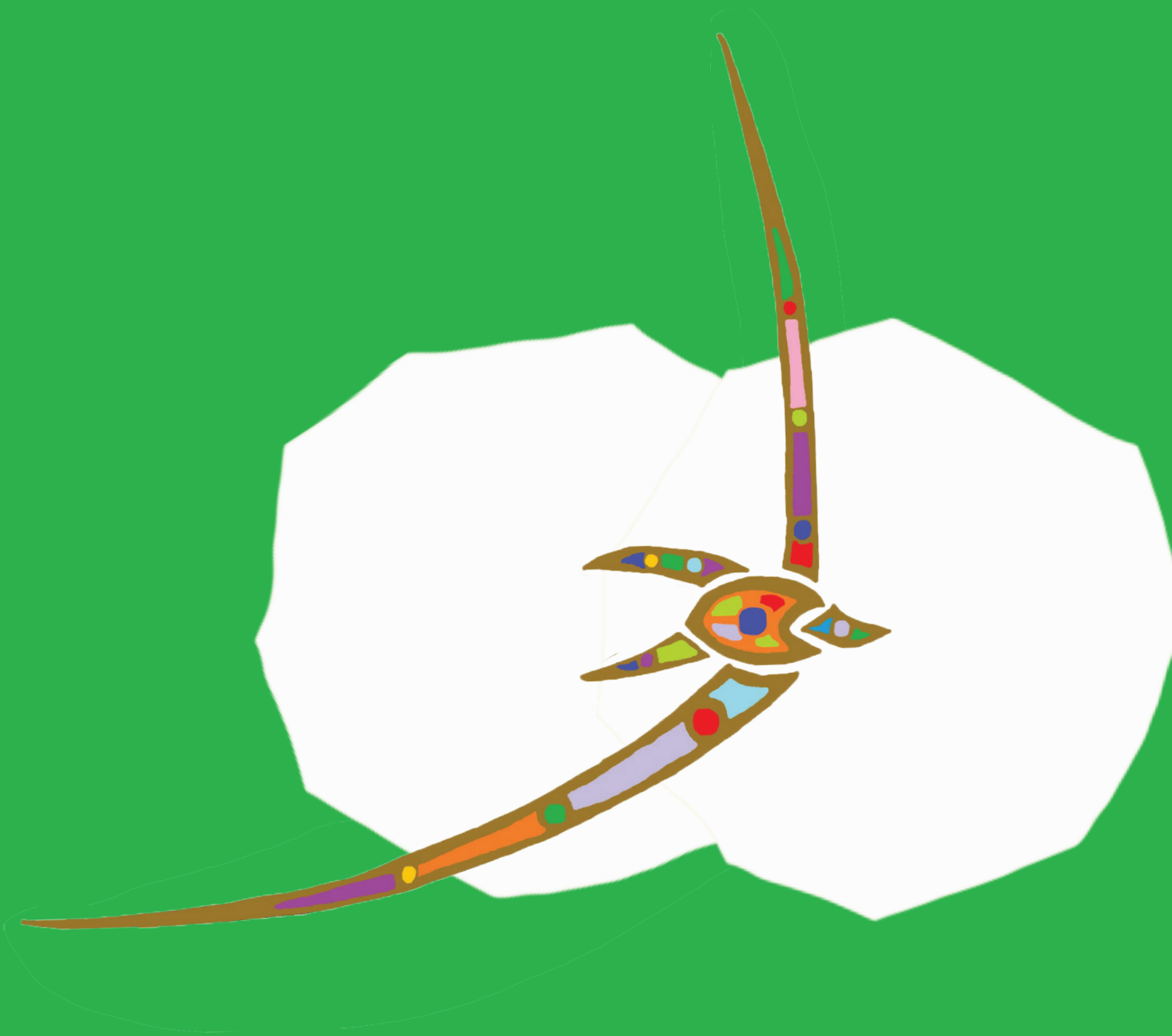
Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 10: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.					
a. Engage with Aboriginal and Torres Strait Islander staff to consult on our DSS Aboriginal and Torres Strait Islander Workforce Strategy in line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24.	December Two-yearly Aboriginal and Torres Strait Islander Staff conference	December Consult with Aboriginal and Torres Strait Islander Staff National Committee	December Two-yearly Aboriginal and Torres Strait Islander Staff conference	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Review and update the DSS Aboriginal and Torres Strait Islander Workforce Strategy in line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24.	July Develop and publish strategy	January Promote strategy	January Review strategy	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	October Achieve as per departmental recruitment policy	January Achieve as per departmental recruitment policy	January Achieve as per departmental recruitment policy	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	October Review as per DSS Aboriginal and Torres Strait Islander Workforce Strategy	January Promote as per Reconciliation Communication Framework	January Review	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	October As per DSS Aboriginal and Torres Strait Workforce Strategy	January As per DSS Aboriginal and Torres Strait Workforce Strategy	January As per DSS Aboriginal and Torres Strait Workforce Strategy	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 10: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.					
f. Set targets for increasing Aboriginal and Torres Strait Islander employment in line with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24 and Closing the Gaps targets.	June Maintain 9% of APS4–6	June Maintain 9% of APS4–6	June Maintain 9% of APS4–6	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	June Maintain 1.5% of EL1–2	June Achieve 2% of EL1–2	June Achieve 2.5% of EL1–2	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	June Maintain 1% of SES	June Maintain 1% of SES	June Achieve 1.5% of SES	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
g. Continue to participate in the Indigenous Apprenticeships Program and continue to support Aboriginal and Torres Strait Islander graduates.	June 10 apprentices on-boarded	January 10 apprentices and 2 graduates on-boarded	January 10 apprentices and 2 graduates on-boarded	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
h. Continue to implement the DSS Indigenous Internship Program.	October A minimum of five interns onboarded	June A minimum of five interns onboarded	June A minimum of five interns onboarded	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 11: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.					
a. Contribute to meeting the required annual Indigenous procurement portfolio targets set by the National Indigenous Australians Agency through the Indigenous Procurement Policy.	October Report	October Report	October Report	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
b. Continue the Aboriginal and Torres Strait Islander procurement strategy through the Indigenous Procurement Policy, which is embedded within standard departmental procurement processes.	October Report	January Report	January Report	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
c. Maintain annual membership with Supply Nation.	October Renew annual Supply Nation membership	January Renew annual Supply Nation membership	January Renew annual Supply Nation membership	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
d. Continue to build awareness within the department and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff where possible.	October Forward targeted promotional material to relevant business areas in the department	January Forward targeted promotional material to relevant business areas in the department	January Forward targeted promotional material to relevant business areas in the department	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
	October Promote the Indigenous Business Trade Fair series	January Promote the Indigenous Business Trade Fair series	January Promote the Indigenous Business Trade Fair series		

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 11: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.					
e. Continue to review and update procurement practices where possible to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October Report and promote any updates	January Report and promote any updates	January Report and promote any updates	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
f. Maintain commercial relationships with Aboriginal and/or Torres Strait Islander businesses in line with targets set by the National Indigenous Australians Agency (NIAA) Indigenous Procurement Policy and government procurement requirements.	October Achieve as per NIAA targets	October Achieve as per NIAA targets	October Achieve as per NIAA targets	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
g. Continue training for all relevant staff related to the Procurement Helpdesk in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	October Report and promote	January Report and promote	January Report and promote	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer
h. Actively participate in the Indigenous Procurement Cross-Agency Working Group as lead by the National Indigenous Australians Agency (NIAA).	As set by NIAA Attend meetings	As set by NIAA Attend meetings	As set by NIAA Attend meetings	June Final report	Lead: Deputy Secretary, Social Security Support: Chief Financial Officer

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 12: Improve access to DSS grants for Aboriginal and Torres Strait Islander organisations.					
a. Identify existing barriers and opportunities, including exploring how program design, program advertisement and application processes can be improved.	-	March Consult with Aboriginal and Torres Strait Islander organisations, the National Indigenous Australians Agency and program designer	-	-	Lead: Deputy Secretary, Families and Communities Support: Group Manager Community Grants Hub
b. Develop and track baseline data and key performance indicators for measuring improved access over time.	December Explore and develop baseline measures and scope requirement for system enhancement	March (if required) Deliver system changes to capture key performance indicator data sets	-	-	Lead: Deputy Secretary, Families and Communities Support: Group Manager Community Grants Hub
	-	Quarterly Track baseline measures once implemented	Quarterly Track baseline measures	Quarterly Track baseline measures	Lead: Deputy Secretary, Families and Communities Support: Group Manager Community Grants Hub
	-	In line with Executive Management Group (EMG) forward schedule Report to EMG	In line with EMG forward schedule Report to EMG	In line with EMG forward schedule Report to EMG	Lead: Deputy Secretary, Families and Communities Support: Group Manager Community Grants Hub
c. Design and implement relevant changes to grant programs, informed by deliverables a) and b) and in consultation with Aboriginal and Torres Strait Islander organisations and individuals, the NIAA and program designers.	June Finalise implementation plan August Develop guidance for program designers to implement actions October Incorporate actions into capability development plans and program compliance checks		Quarterly Report compliance rates to DSS Audit and Assurance Committee	Quarterly Report compliance rates to DSS Audit and Assurance Committee	Lead: Deputy Secretary, Families and Communities Support: Group Manager Community Grants Hub



Governance

The department is committed to achieving and reporting on all the targets in this Reconciliation Action Plan.

A reporting tool will be developed to measure progress and hold the department accountable. The department's Indigenous Champion also shares a biannual reconciliation message to promote reconciliation outside the RAP's actions and deliverables.

“Our department impacts on the lives and experiences on Aboriginal and Torres Strait Islander Australians in many ways – they are our clients, our staff, our communities and our leaders. I believe we can meaningfully and measurably contribute to the reconciliation agenda through our shared values, beliefs, actions and investment.”

Non-Indigenous staff member



Natasha Rees

Adelaide



One of the key functions of the department's Reconciliation Action Plan (RAP) is to empower staff to advance reconciliation.

Director, South Australia (SA) Regional Performance, Natasha Rees, is just one example of someone who has been inspired to take action.

Focussing on developing relationships, one of the four themes of the RAP, Natasha has actively promoted reconciliation in her state office and her local community.

"Reconciliation is important to me, to value the culture of Aboriginal and Torres Strait Islander peoples, to listen to their views, and not repeat the mistakes of the past," said Natasha.

Natasha's passion for and commitment to reconciliation was sparked during a Jawun secondment to Inner Sydney Empowered Communities in early 2019.

"I was moved by the stories of the Aboriginal people in Redfern and La Perouse, their passion for their close-knit community," said Natasha.

"I admired their resolve for self-determination and to thrive despite intergenerational trauma, racism and other barriers they face every day.

"I realised I could be a powerful ally and friend to Indigenous peoples to help amplify their voice."

Following discussions with her colleagues in the SA state office, Natasha established a local Reconciliation Action Plan group of Indigenous and non-Indigenous staff with the aim of promoting reconciliation throughout the year.

After having a similar conversation with Andrew Bubb in the NSW state office, who also participated in Jawun, they combined forces to produce a consultation document to inform ideas for the next RAP.

One of their first actions was to identify practical ways to engage with Indigenous culture locally.

Given the sudden challenges of COVID-19 in 2020, Natasha worked with the SA RAP group to pull together last-minute virtual Reconciliation Week activities for the office.

Within her local community, Natasha also volunteered her time to an Aboriginal Arts company helping with their finances and identifying grant opportunities.

She currently volunteers with an Aboriginal youth service helping them to become established, including setting up their governance and Human Resource procedures and practices.

"It's the small steps that can make a big difference," said Natasha. "Look at the RAP and see which action speaks to you and make a start – there's plenty of support along the way."

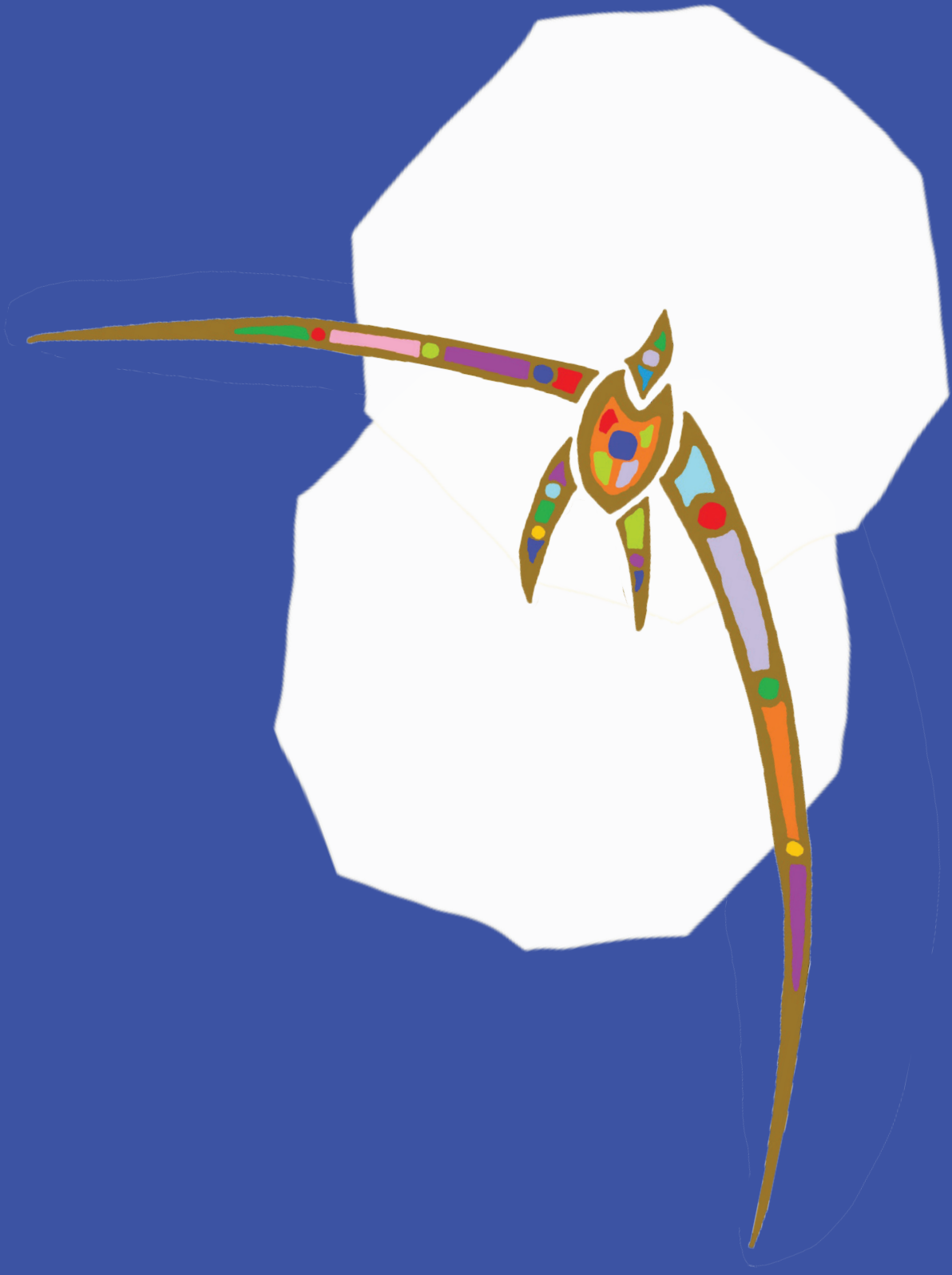
Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 13: Establish and maintain an effective RAP Working Group (RAP Working Group) to drive governance of the RAP.					
a. Maintain appropriate representation on the RAP Working Group, including representation from all Groups across the department, Communications Services Branch, senior executives and Aboriginal and Torres Strait Islander members.	October Review and update membership	January Review and update membership	January Review and update membership	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Apply a Terms of Reference for the RAP Working Group.	October Establish Terms of Reference	June Review Terms of Reference	June Review Terms of Reference	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate and RAP Working Group
c. Meet at least four times per year to drive and monitor RAP implementation.	Quarterly RAP Working Group meeting	Quarterly RAP Working Group meeting	Quarterly RAP Working Group meeting	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate and RAP Working Group

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 14: Provide appropriate support for effective implementation of RAP commitments.					
a. Embed resource needs for RAP implementation.	Quarterly Reviewed by Executive Management Group (EMG)	Quarterly Reviewed by EMG	Quarterly Reviewed by EMG	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Embed key RAP actions in performance expectations of senior management and all staff.	July Update SES Individual Performance and Development Agreement (IPDA) templates October All SES and relevant staff to have RAP KPIs in their IPDA	January All SES and relevant staff to have RAP KPIs in their IPDA	January All SES and relevant staff to have RAP KPIs in their IPDA	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Embed appropriate systems and capability to track, measure and report on RAP commitments.	October Develop quarterly reporting tool	Quarterly Implement quarterly reporting	Quarterly Implement quarterly reporting	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Maintain an internal RAP Champion from senior management.	June Report	January Report	January Report	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Include our RAP as a standing agenda item at senior management meetings, for example, SES leaders report progress and challenges to the People and Culture Committee (PCC).	Quarterly Report to PCC	Quarterly Report to PCC	Quarterly Report to PCC	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
f. Develop a framework with department-wide representation, such as an SES Steering Group, to provide senior executives oversight of and accountability for the implementation of RAP deliverables.	October Establish SES framework to drive RAP deliverables	January Implement SES framework	January Review SES framework	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 14: Provide appropriate support for effective implementation of RAP commitments.					
g. Participate in Reconciliation Australia's leadership events.	As set by Reconciliation Australia Departmental representative attends leadership event	As set by Reconciliation Australia Departmental representative attends leadership event	As set by Reconciliation Australia Departmental representative attends leadership event	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
h. Work with the Aboriginal and Torres Strait Islander Staff National Committee, create reconciliation sub-groups, made up of non-Indigenous and Aboriginal and/or Torres Strait Islander staff, in each state and territory office to promote local Aboriginal and Torres Strait Islander cultures, events and stories of reconciliation.	October Establish and promote sub-groups	January Promote activities and report on meetings	January Promote activities and report on meetings	June Final report	Lead: Deputy Secretary, Families and Communities Support: Group Manager, Community Grants Hub, RAP Working Group and Aboriginal and Torres Strait Islander Staff National Committee

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.					
a. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September Submit RAP Impact Measurement Questionnaire	September Submit RAP Impact Measurement Questionnaire	September Submit RAP Impact Measurement Questionnaire	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Report RAP progress to all staff and senior leaders quarterly.	Quarterly Achieve as per Reconciliation Communication Framework and Executive Management Group (EMG) schedule	Quarterly Achieve as per Reconciliation Communication Framework and EMG schedule	Quarterly Achieve as per Reconciliation Communication Framework and EMG schedule	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
c. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings, including in the department's corporate documents such as Annual Report and Corporate Plan.	October Achieve as per Reconciliation Communication Framework	October Achieve as per Reconciliation Communication Framework	October Achieve as per Reconciliation Communication Framework	October Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
d. Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	-	May Participate in RAP Barometer	May Report outcomes from RAP Barometer	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
e. Develop and administer a RAP reporting tool and online staff survey to measure progress against all RAP targets across the department.	October Develop reporting tool	Quarterly Implement reporting tool	Quarterly Implement reporting tool	June Final report	Lead: Chief Operating Officer Supports: Group Manager, Corporate
	Quarterly Implement reporting tool	-	June Administer online staff survey	June Administer online staff survey	

Actions and Deliverables	Timeline				Responsibility
	2021	2022	2023	2024	
Action 16: Continue our reconciliation journey by developing our next RAP.					
a. Register via Reconciliation Australia's website to begin developing our next RAP.	-	-	June Commence development of new RAP	June Finalise and launch new RAP	Lead: Chief Operating Officer Supports: Group Manager, Corporate
b. Oversee the development, endorsement, launch and advocacy of the importance of our next RAP.	-	-	June Commence development of launch of our next RAP	June Hold department wide event to launch our next RAP	Lead: Chief Operating Officer Supports: Group Manager, Corporate and RAP Working Group





Contact details

William Towler
Director, Entry Programs and Inclusion

02 6146 1237
diversityandinclusion@dss.gov.au

Artists

James (Jim) Abednego & Nikki Gallagher



Jim proudly identifies as a Torres Strait Islander. He grew up with his father’s family in Townsville.

“My father is from the Kaurereg tribe in the western Torres Strait,” said Jim. “My family gave me a very strong identity of which I’m very proud.”

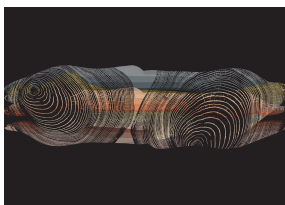
The inspiration for the RAP artwork collaboration with Nikki came from Jim’s journeys throughout Australia and the diverse connections he has made along the way.

Nikki is a contemporary Aboriginal artist from Gomeroi and Galpu country. She uses art as a powerful storytelling tool to educate and share her Aboriginal culture and history.

The artwork for the Reconciliation Action Plan (RAP) 2021–2024 allowed Nikki and Jim to contribute from their own backgrounds and cultures.

“Important to me was the journey and how it was represented between all peoples who are on the pathway towards Reconciliation,” said Nikki. “The use of symbols and vibrant colours is also part of who I am as an artist when storytelling through art pieces.”

Claire Atteia



Claire is an artist and graphic designer with a strong love of colour, pattern and typography. Claire traditionally loves working with her hands, and enjoyed finger painting as a child, with lino cutting and printing with ink her favourites now.

Her RAP artwork represents the passing of time using tree rings, bringing healing and making reconciliation possible. The colour palette is inspired by the Aboriginal and Torres Strait Island flags, with topographic maps representing the contours of the Earth’s surface.

