



Chief Minister, Treasury and Economic
Development Directorate

Stretch Reconciliation Action Plan

April 2020 – October 2023



RECONCILIATION
ACTION PLAN

STRETCH



Acknowledgement of **Country**

Yuma

*Gulanyin dhuniang,
ngalawirinyin, dhunayinyin,
Ngunnawal dhawra*

Hello

We acknowledge that we are
meeting on the lands of the
Ngunnawal People

On 30 November 2018 the Chief Minister Treasury and Economic Development Directorate's (CMTEDD) Senior Executive Planning Day featured an introduction to Australian languages and the Ngunnawal Acknowledgment of Country workshop conducted by Roslyn Brown, Caroline Hughes and supported by Doug Marmion from the Australian Institute for Aboriginal and Torres Strait Islander Studies (AIATSIS). Throughout the workshop attendees learnt the importance of preserving Indigenous languages and were taught an Acknowledgement of Country in Ngunnawal. Senior leaders were invited to continue using the Acknowledgement to increase cultural awareness in partnership with the ACT Aboriginal and Torres Strait Islander community.

Together, 2019 ►

Selina Walker



Ngunnawal Language Project

In early 2017 Ngunnawal Elders came together to make the first Ngunnawal Possum Skin Cloak in over 150 years in support of CMTEDD's initial Reconciliation Action Plan (RAP). Building on this relationship CMTEDD has committed to supporting the revitalisation and re-engagement of Ngunnawal Language. The Directorate in consultation with the United Ngunnawal Elders Council and the ACT Aboriginal and Torres Strait Islander Elected body is working directly with the Ngunnawal Language Community Group to assist with recording Ngunnawal language for publication, to promote and preserve it for future generations.

Statement of Commitment and Acknowledgement

With a broad sphere of influence across the Australian Capital Territory Public Service (ACTPS) and the community, CMTEDD is committed to a journey of meaningful and authentic reconciliation; to turning our good intentions into positive actions in collaboration with Ngunnawal Peoples and Aboriginal and Torres Islander Peoples of Jervis Bay, Canberra and the surrounding regions through:

- Establishing *Working With* as opposed to doing for or doing to, relationships with Aboriginal and Torres Strait Islander People
- Facilitating these meaningful relationships through actions such as yarning circles and the Ngunnawal Language Project
- Using our relationships with the broader business and local community in the ACT and the surrounding region to facilitate reconciliation.

We know that Aboriginal People are the First People of our country, that for thousands of generations they managed and nurtured the land and waters of this region. As we serve the community across our diverse areas of work, we acknowledge and respect the continuing contribution of the Traditional Custodians of this region, the Ngunnawal Peoples, and all Aboriginal and Torres Strait Islander communities in the ACT.

We understand and acknowledge that Aboriginal and Torres Strait Islander People play a vital role in the ecological, economic, social and cultural life of Canberra, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

We acknowledge, commit to and support the Aboriginal and Torres Strait Islander community's right to self-determination, strong families, cultural identities, employment and economic independence, lifelong learning, connection to Country, the community, good health and leadership.



Message from the Director-General and Under Treasurer CMTEDD: Kathy Leigh and David Nicol

Reconciliation is a journey not a destination

Continuing our reconciliation journey together, building on the successes of our first RAP, we can refocus our commitment to reconciliation reflecting upon: What does Reconciliation mean to me?

Reconciliation Australia defines reconciliation through five dimensions:

- Race relations
- Equality and equity
- Institutional integrity
- Unity
- Historical acceptance

These dimensions could describe the multiple touch points we have as a Directorate across the community. They also offer us the opportunity of focus when we consider the field of influence of the Directorate.

This, our second RAP, is a Stretch RAP through which we continue to embed reconciliation within the directorate and utilise our sphere of influence to drive reconciliation.

As Head of Service and Director-General of CMTEDD and as Under Treasurer we are both committed to leveraging our influence to drive reconciliation across the ACTPS and the ACT community.

We commend the RAP Working Group for its efforts. The Language and *Working With* themes developed for this RAP places culture at the centre of our relationships with Aboriginal and Torres Strait Islander People.

These themes offer all of us the opportunity to reset relationships and develop new ways for conversations that support self-determination for Aboriginal and Torres Strait Islander Peoples as communicated in the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028.

In turn this work can further our reconciliation journey, deepening our understandings of reconciliation through collaborating and building partnerships that make a difference.

We especially look forward to the unfolding of the Ngunnawal Language Project building upon the Ngunnawal Possum Skin Cloak project from the first RAP and our commitment to the revitalisation and re-engagement of Ngunnawal culture.



Message from Reconciliation Australia

Karen Mundine Chief Executive Officer, Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate the ACT Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on its past successes and continued commitment to reconciliation, as it implements its second Reconciliation Action Plan (RAP); its first Stretch RAP.

The RAP program is a fast-growing collective of over 1,000 organisations that aim to drive reconciliation across three key pillars: relationships, respect and opportunities. Through the development of a Stretch RAP, CMTEDD continues to play an important leadership role in a growing community of corporate, government, and not-for-profit organisations that have formally committed to reconciliation.

CMTEDD has made critical strides to bring reconciliation to the forefront of its work. This includes innovative changes, such as developing a Whole of Government Aboriginal and Torres Strait Islander Procurement Policy to support Aboriginal and Torres Strait Islander supplier diversity across the ACT Government. Crucial developments like this policy are the foundation upon which CMTEDD will build its reconciliation efforts into the future.

Looking ahead, CMTEDD's Stretch RAP aims to work alongside staff and communities to promote the importance Aboriginal and Torres Strait Islander perspectives throughout its sphere of influence. This engagement with Aboriginal and Torres Strait Islander histories, perspectives and cultures is particularly clear in the CMTEDD's continued support of the Ngunnawal Language Project.

This Stretch RAP shows that respectful partnerships and maintenance of language and culture are essential elements of CMTEDD's reconciliation journey. I commend the ACT CMTEDD on its continued dedication to driving reconciliation, and look forward to following its future achievements.



Message from the Reconciliation Action Plan Executive Sponsor

Sue Vroombout Executive Group Manager, Economic and Financial

As the RAP Executive Sponsor, I would like to acknowledge the RAP Working Group for the time, energy and commitment they devoted to developing CMTEDD's Stretch RAP, our second RAP that builds on the momentum of our inaugural RAP from 2017-2019.

Like reconciliation itself, the development of this RAP was a journey for the Working Group. We had the privilege of being taken through a traditional Aboriginal and Torres Strait Islander approach to dealing with complex challenges called Engoorie. Through this approach, Scott Gorringer of Murrimatters equipped us with tools and techniques as individuals and as a group to enable us to explore and unpack the various dimensions of reconciliation, developing a shared vision for the development of the RAP.

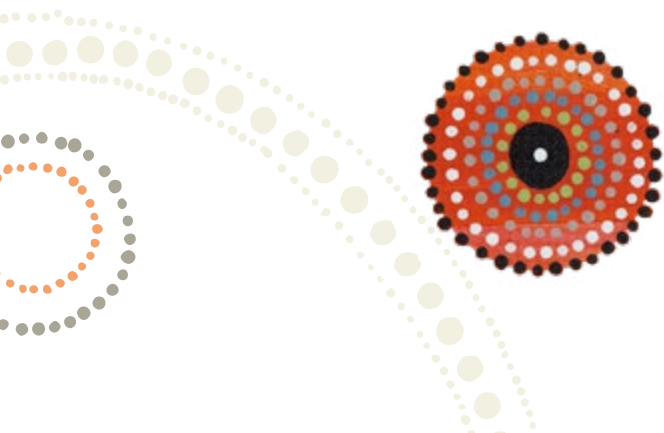
A key theme that emerged from the approach was (re)framing reconciliation as a process of *Working With* Aboriginal and Torres Strait Islander People, rather than thinking of reconciliation as something that non-Indigenous people do 'for' or 'to' Aboriginal and Torres Strait Islander People. By framing reconciliation in that way and hearing from some of CMTEDD's Aboriginal and Torres Strait Islander staff, language and culture were identified as key areas in which we could work with the Aboriginal and Torres Strait Islander community to advance reconciliation.

Through the development of this RAP I have learned so much about the importance of relationships to reconciliation – relationships within the Aboriginal and Torres Strait Islander community, relationships between Indigenous and non-Indigenous Australians, relationships within CMTEDD and relationships between CMTEDD and our broader sphere of influence.

Sharing stories, understanding, working together and making change are all key parts of our reconciliation journey.

Relationships are at the core of this Stretch RAP and will be vital to embedding reconciliation into the Directorate so that they become business as usual and use our sphere of influence to advance reconciliation outside the Directorate.

I thank all members of the RAP Working Group and the many staff who have contributed their thoughts and ideas and look forward to learning more along the journey together.



The story of our art



Selina Walker
Together
2019
Acrylic on canvas

THE ARTIST

Selina Walker is a Ngunnawal woman from Canberra, ACT. Her work can be seen in the Canberra Hospital and she is featured in the National Museum's First People's area along with other tribal members delivering a Welcome to Country.

Selina is the proud granddaughter of Ngunnawal Elder Aunty Agnes Shea OAM. She has care of her four godsons and in 2017, Selina was recognised for her efforts as a carer and was named the ACT Barnardos Mother of the Year.

Selina has been working as a community representative in the ACT Aboriginal and Torres Strait Islander community and surrounding regions for over twelve years on various boards and committees.

Selina first began painting when she started a young women's group in 2008. Painting together as a healing group, Selina helped the women to reconnect with their country and find new ways to express their culture and journeys together and in the process, discovered her own spiritual gift for Aboriginal artwork.



THE PAINTING

The painting is titled *Together*. The work is based on the themes of the Stretch RAP – focusing on 'Working With' and interpreting this as togetherness.

The traditionally stencilled hand prints represent people working together. The branches in each corner represent Ngunnawal Country and the bush capital. The centre circle represent Aboriginal People. The outer circles represent gathering places and tribes. The black lines organise song lines that keep us connected. The dotted circles spreading out from the centre in a concentric pattern represent other countries and other peoples joining together, *Working With* each other on a journey of reconciliation.



Our Vision for **Reconciliation**

*Working With as opposed to doing to or doing for
when engaging and collaborating with Aboriginal
and Torres Strait Islander People*

Our Vision for Reconciliation

CMTEDD's vision for reconciliation is to collaborate and build partnerships that make a difference with Aboriginal and Torres Strait Islander People of the ACT, surrounding regions and Jervis Bay, and to continue building and maintaining respectful, trusting and mutually beneficial relationships.

The Directorate's vision built upon these criteria align to the reconciliation dimensions of 'Unity' and 'Equality and Equity' to support the Aboriginal and Torres Strait Islander communities in the ACT in actively influencing and participating in social, economic and cultural life.

Our vision for reconciliation actively supports the ACT Aboriginal and Torres Strait Islander Agreement:

The Agreement enables Aboriginal and Torres Strait Islander Peoples to exercise self-determination and have the ability and resources to provide their own solutions, acknowledging that Aboriginal and Torres Strait Islander leadership is central to the process of ensuring the long-term emotional and physical wellbeing of Aboriginal and Torres Strait Islander communities.

Supporting the Agreement our vision for reconciliation actively pursues a model of *Working With* as opposed to doing to or doing for when engaging and collaborating with Aboriginal and Torres Strait Islander People.

Together this means:

- Sharing our reconciliation stories together
- Testing our assumptions
- Challenging our perceptions
- Actively engaging and listening to each other.

Our vision for reconciliation supports the deconstruction of Deficit Discourses that frame Aboriginality and support strength-based models which enable, celebrate and recognise the unique culture, place, self-determining rights and contributions and aspirations of Ngunnawal People and all Aboriginal and Torres Strait Islander Peoples of this region and Jervis Bay.



Our Business

In 2019 the ACTPS celebrated its 25th year of public service.

CMTEDD leads the ACTPS providing strategic advice and support to the Chief Minister, Treasurer, Minister for Economic Development and the Cabinet on policy, financial and economic matters, service delivery and whole of government issues. The Director-General of CMTEDD is also the Head of Service.

The Directorate is also responsible for collecting and managing taxation revenue; managing the Government's financial assets and liabilities, including superannuation liabilities and investments; providing advice to the Government and ACT agencies on the Territory's budget and financial management, economic and revenue policy, federal financial relations, and workers compensation policy. The Directorate is responsible for Shared Services for the ACTPS which provides financial, information technology and human resources support across Government.

The Directorate has a strong focus on facilitating, often in coordination with the private sector, business development and new investment, workforce training and development, sport and recreation, tourism and events, and arts to increase the economic performance of the ACT.

The Directorate facilitates the implementation of government priorities and key community service points including Access Canberra which provides a range of ACT Government regulatory services including call centre functions and 'one stop shop' licensing and regulatory services through Access Canberra Service Centres across Canberra.



Reconciliation in the Park



CMTEDD Aboriginal and Torres Strait Islander Staff Network members with the Environment, Planning and Sustainable Development Directorate Murunbung Yurung Murra Network at Tidbinbilla

IMAGE by Jessika Spencer

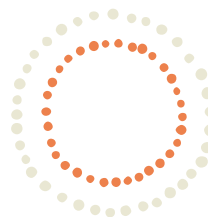


Our People

CMTEDD employs over 2,300 employees – 38 (around 1.6%) identify as an Aboriginal and/or Torres Strait Islander as at May 2019 which is up from 27 (1.1%) in June 2016. We acknowledge we have more to do and commit to doing so.

Our people are located across ten office locations in Civic, Braddon, Dickson, Belconnen, Gungahlin, Woden and Fyshwick and at a number of the Directorate's non-office based facilities at locations including:

- The Canberra and Regions Visitors Centre
- Exhibition Park in Canberra
- GIO Stadium Canberra
- Manuka Oval
- Stromlo Forest Park
- National Arboretum Canberra
- ACT Academy of Sport
- Hume Motor Vehicle Inspection Centre.

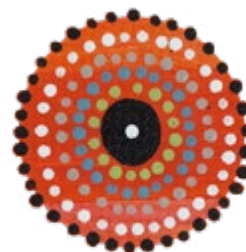


Our Journey So Far

CMTEDD commenced work towards our first RAP in 2016 through the CMTEDD Innovate RAP 2017-19 which was symbolised by the relationships developed through the culturally significant Ngunnawal Possum Skin Cloak.

Highlights of the RAP 2017-2019 Included:

- The first Canberra Wellington Indigenous Artist Exchange took place to support cultural exchange as part of the Canberra Wellington Sister City Agreement. This exchange supported an Aboriginal artist, Dean Cross, to visit Wellington for a period of six weeks in April of 2019 and brought Maori artist, Ana Iti, to Canberra where they were hosted by Ainslie and Gorman Arts Centres, for six weeks in May of 2019.
- The Directorate created employee resources to help facilitate cultural awareness, for example; Acknowledgment of Country posters were developed and placed in meeting rooms during 2018, and an article in the CMTEDD internal newsletter 'The Loop' referenced all materials and encouraged staff to deliver Acknowledgment of Country.
- The National Arboretum Canberra developed a Bush Tucker Trail in the Southern Tablelands Ecosystem Park and an accompanying Bush Tucker Garden within the Arboretum.
- The Directorate developed a whole of Government Aboriginal and Torres Strait Islander Procurement Policy to support Aboriginal and Torres Strait islander supplier diversity across the ACT Government.



Ngunnawal Possum Skin Cloak

Heat etched
images on the
inside of the
Ngunnawal
Possum Skin
Cloak

Canberra Wellington Indigenous Artist Exchange



Australian High Commissioner to New Zealand
H.E Hon Patricia Forsythe AM, Dean Cross
and Ana Iti


Artists Dean Cross and Ana Iti with members of the public

IMAGES by Wellington City Council, Dean Cross – Canberra Wellington Indigenous Artist Exchange, 2019





Bush Tucker Garden



National
Arboretum
Canberra staff
and volunteers
planting out Bush
Tucker Garden

Learnings and Challenges

Throughout the implementation of the Innovate RAP clear themes appeared which influenced our learnings and highlighted challenges we could explore further in our Stretch RAP:

- Collaborating
- Partnerships
- Making a difference.

The Ngunnawal Possum Skin Cloak project enabled the Directorate to establish a working model exploring what we mean by reconciliation and how we want to be together. The reconciliation that occurred between participants and the Directorate through this project built strong foundations to enable the Directorate to support a culture at the centre approach moving forward in the Stretch RAP including through the Ngunnawal Language Project with the ACT Aboriginal and Torres Strait Islander community.

Throughout the implementation of the Innovate RAP we had the opportunity to reflect upon our relationships with Aboriginal and Torres Strait Islander staff and the ACT Aboriginal and Torres Strait Islander community. These reflections influenced the development of the Stretch RAP including Resetting relationships and exploring New ways to have the conversation as strong drivers.

The forming of the Stretch RAP Working Group as a strategic group, moving away from an implementation group model, enabled the Directorate to develop a strong narrative for change through encouraging curiosity, seeking to understand, respect and developing the courage to stretch ourselves and make a real difference.





Our
RAP

*Collaborating and Building Partnerships
that Make a Difference*

Our RAP

Collaborating and Building Partnerships that Make a Difference.

The Stretch RAP April 2020 – April 2023 enhances the actions undertaken in CMTEDD's inaugural RAP. Reconciliation Australia describes a Stretch RAP as continuing to embed reconciliation initiatives across our Directorate and importantly for CMTEDD, a Stretch RAP includes scope for using our sphere of influence to drive reconciliation.

Supporting the development of the Directorate's second RAP, *Collaborating and Building Partnerships that Make a Difference*, was developed as a guiding principle.

The guiding principle through its active criteria provided a quality assurance check throughout the development of the Stretch RAP. It enabled us to ask; were our good intentions being formed into genuinely collaborative deliverables? Were these building partnerships with the aim to make a positive difference for Aboriginal and Torres Strait Islander People of the ACT, surrounding regions and Jervis Bay?

The guiding principle provided the opportunity to shape RAP actions and deliverables in an active manner to support a transition to *Working With* models of enabling and engagement.

To support the development of a Stretch RAP a Working Group was formed and participated in a facilitated *Collaborating and Building Partnerships that Make a Difference Workshop* based on Engoorie cultural approaches in early 2019 to form a draft RAP.

Throughout the workshop facilitator Scott Gorringer of Murrimatters used his Mithaka cultural processes to approach the complex challenges of reconciliation and the development of RAP's. Participants engaged in the immersive cultural experience of Engoorie exploring Reconciliation through:

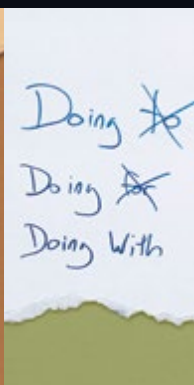
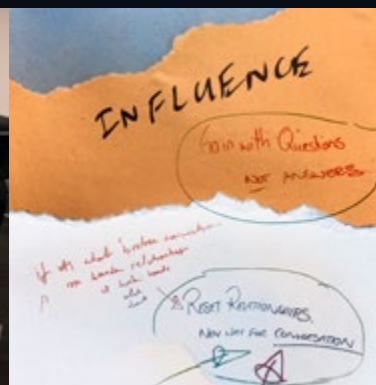
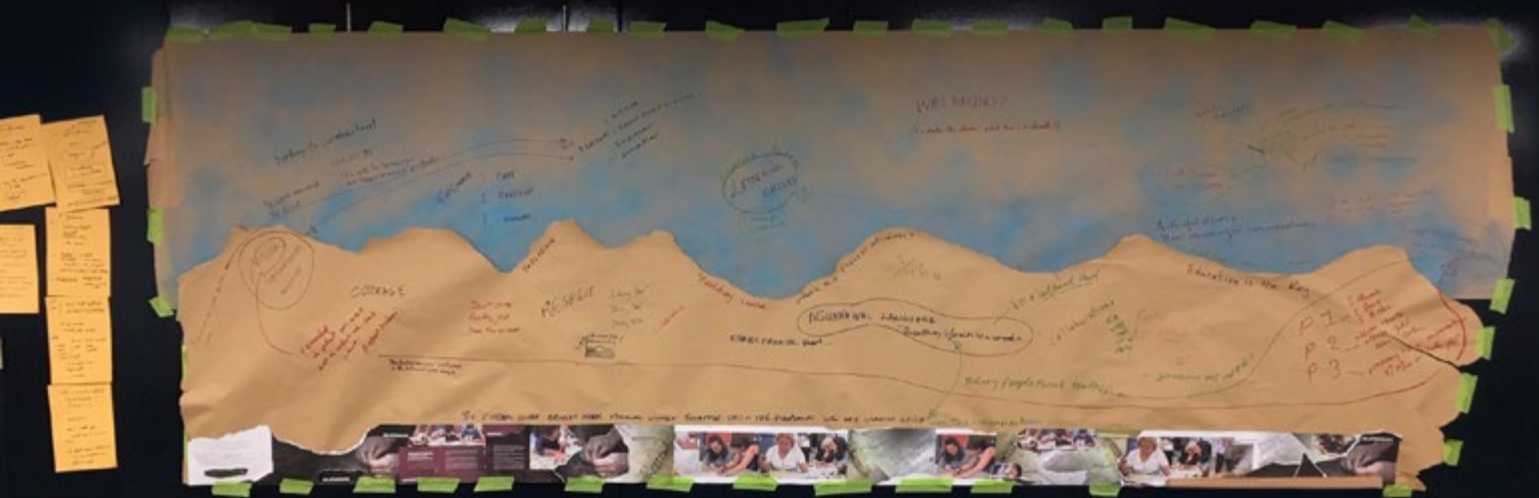
- Sharing our Reconciliation stories
- Testing our assumptions
- Challenging our perceptions.

Engaging through the Engoorie process the group worked towards developing a shared vision of reconciliation, leading to the initial identification of key RAP themes and actions.

The Stretch RAP workshop took place at the Mabo Room at the Australian Institute of Aboriginal and Torres Strait Islander Studies over three days 25, 26 and 27 of March 2019.

For a detailed summary, the CMTEDD Stretch RAP Workshop report is available on the Reconciliation pages of the CMTEDD intranet.

Stretch Process



Stretch RAP Facilitated Workshop

Stretch RAP Working Group

The Stretch RAP Working Group has an Executive Champion, Sue Vroombout and two senior CMTEDD Aboriginal and Torres Strait Islander staff members. The CMTEDD Aboriginal and Torres Strait Islander Staff Network is represented by Scott Saddler a Wiradjuri man, Executive Branch Manager, National Arboretum Canberra with members from the network, of which there are eight, attending throughout the Stretch RAP workshop and being consulted out of session throughout the remainder of the development of the RAP.

Two members of the ACT Aboriginal and Torres Strait Islander Community, Ngunnawal Elder Caroline Hughes, Director of Indigenous Education, Yurauna Centre, Canberra Institute of Technology and Ginibi Robinson, a Githabul woman from the Bundjalong Nation, Assistant Director, Diversity and Cultural Integrity within the ACT Education Directorate attended the workshop as external Aboriginal and Torres Strait Islander advisors to support the development and ongoing implementation of the RAP.

Members of the previous Innovate RAP Working Group were included in a Stretch RAP Consolidation Workshop as a means of maintaining continuity moving forward to our new RAP.

Stretch RAP Actions and Deliverables are managed through the Directorate's Commitment Register database with all actions and deliverables assigned to line areas with mandatory monthly status update reporting.

The Stretch RAP Working Group will meet quarterly, overseeing the implementation of the RAP and driving Reconciliation initiatives across the Directorate.

| MEMBER | JOB TITLE | STREAM |
|---------------------|--|----------------------|
| Sue Vroombout | RAP Executive Champion, Executive Group Manager, Economic and Financial | Treasury |
| Robert Wright | Executive Group Manager, Corporate | Chief Minister |
| Scott Saddler | Executive Branch Manager, National Arboretum Canberra | Treasury |
| Brenda Gifford | Assistant Director, Aboriginal and Torres Strait Islander Arts – artsACT | Economic Development |
| Maggie Drejer-White | Senior Director, People and Development, Corporate | Chief Minister |
| Catherine Morris | Assistant Director, Organisational Development, Diversity and Inclusion, Corporate | Chief Minister |
| Rachelle Blanch | Assistant Director, Births, Deaths and Marriages and Business and Industry Licensing | Treasury |
| Kate Starick | Executive Group Manager, Strategy and Policy Coordination | Economic Development |
| Jo Verden | Executive Branch Manager, Events ACT | Economic Development |
| Vivienne Rolfe | Program Officer, Event Facilitation and Co-ordination, Events ACT | Economic Development |
| Yu-Lan Chan | Executive Branch Manager, Projects Governance and Support, Access Canberra | Chief Minister |
| Kevin Bell | Senior Director, Contact Centre and Complaints, Access Canberra | Chief Minister |
| Jennifer Bell | Assistant Director Capability and Programs, Diversity and Inclusion, Strategic HR and Corporate, Shared Services | Treasury |
| Al McLean | Executive Branch Manager, Strategic HR and Corporate, Shared Services | Treasury |

Relationships

CMTEDD is committed to supporting all our community to live well and succeed. We recognise the contribution to Canberra and the regions history from the Ngunnawal and other Aboriginal and Torres Strait Islander People, their unique rich stories, history, social and cultural life.

CMTEDD's aims to build strong relationships between Aboriginal and Torres Strait Islander People and other Australians through pursuing *Working With* models, not doing for or doing to. This includes developing new ways for conversations that enable collaboration through sharing our stories, testing our assumptions and challenging our perceptions together through reconciliation in action.

FOCUS AREA:

Collaborating

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|--|
| 1. Support the Ngunnawal Language Project through engagement with the Aboriginal and Torres Strait Islander community. | 1.1 In partnership with the ACT Office for Aboriginal and Torres Strait Islander Affairs (OATSIA), the Canberra Institute of Technology (CIT) Yurauna Centre and the Ngunnawal Language Community Group, explore opportunities to support the revitalisation and reengagement of Ngunnawal language through the Ngunnawal Language Project. | Report on progress to the Executive Management Group May 2020 and biannually thereafter. | Executive Group Manager, Communications and Engagement |
| | 1.2 In partnership with CIT's Yurauna Centre and the Ngunnawal Language Community Group, develop a Ngunnawal Language Project three-day workshop to support Ngunnawal Elders in recording both Acknowledgement of Country and Welcome to Country videos in Ngunnawal language and explaining the reason and traditions of both. | Report on progress to the Executive Management Group May 2020 | Executive Group Manager, Communications and Engagement |
| | 1.3 In partnership with the Ngunnawal Language Community Group deliver the three-day workshop and support the production of recorded voice and video content, including a video series comprising of up to ten short instructional videos, and a longer piece documenting the workshop. | Report on progress to the Executive Management Group May 2020 | Executive Group Manager, Communications and Engagement |
| | 1.4 Consult with the Ngunnawal Language Community Group on production and post-production workshop materials and launch of videos. | Report on progress to the Executive Management Group May 2020 | Executive Group Manager, Communications and Engagement |
| | 1.5 In partnership with Ngunnawal Language Community Group launch Acknowledgment of Country and Welcome to Country videos during National Reconciliation Week (NRW) 2020. | NRW May 2020 | Executive Group Manager, Communications and Engagement |

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|---|
| 2. Develop and maintain mutually beneficial relationships with the Aboriginal and Torres Strait Islander community. | 2.1 In collaboration with the local Aboriginal and Torres Strait Islander community improve <i>Working With</i> processes by reviewing and updating existing community engagement protocols and promoting to staff across government. | March 2021 | Executive Branch Manager, Social Policy and Commonwealth State Relations and Executive Group Manager, Communications and Engagement |
| | 2.2 Monitor the provision of a strong voice for Aboriginal and Torres Strait Islander People within government decision-making through regular engagement with the Aboriginal and Torres Strait Islander Elected Body. | May 2020, 2021 and 2022 September 2020, 2021 and 2022 | Executive Branch Manager, Social Policy and Commonwealth State Relations and Executive Group Manager, Communications and Engagement |
| | 2.3 Build and maintain strong relationships with local and national Aboriginal and Torres Strait Islander organisations to support shared decision making through the Closing the Gap Partnership Agreement. | May 2020 September 2022 | Executive Branch Manager, Social Policy and Commonwealth State Relations and Executive Group Manager, Communications and Engagement |
| | 2.4 Establish and maintain four formal two-way partnerships through the <i>Working With</i> engagement protocols with the following Aboriginal and Torres Strait Islander Canberra organisations: | | |
| | 2.4.1 Invite Ngunnawal Elders Council through OATSIA to attend a yarning circle at the Weaving area at the National Arboretum | NAIDOC Week July 2020 | Senior Director, National Arboretum Canberra |
| | 2.4.2 Ngunnawal Language Community Group – The Ngunnawal Language Project | May 2020 | Executive Group Manager, Communications and Engagement |
| | 2.4.3 Aboriginal and Torres Strait Islander Elected Body – Elected Body Hearings | March 2020, 2021 and 2022 | Executive Group Manager, Corporate |
| | 2.4.4 Winnunga Nimmityjah Aboriginal Health Service – Sorry Day Bridge Walk | May 2020, 2021 and 2022 | Deputy Director-General, Workforce Capability and Governance |

| Action | Deliverable | Timeline | Responsibility |
|---|---|---------------------------------|---|
| 3. Build relationships through celebrating National Reconciliation Week (NRW). | 3.1 CMTEDD will circulate Reconciliation Australia's NRW resources to all CMTEDD staff via a Director-General all staff NRW communication and published on the CMTEDD Reconciliation Intranet page. | NRW 2020, 2021 and 2022 | Executive Branch Manager, People and Capability |
| | 3.2 RAP Working Group members to participate in the Reconciliation in the Park event annually through collaborating with Aboriginal and Torres Strait Islander staff, stakeholder, advisors and organisations and ACT Directorates to develop, design and deliver: | NRW 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 3.2.1 <i>What does Reconciliation mean to me?</i> yarning circles annually at the event to facilitate community reconciliation conversations through sharing stories. | Reconciliation in the Park 2020 | RAP Executive Sponsor |
| | 3.2.2 A pop-up recording booth within the event for community members to record either visually or sound a <i>What does reconciliation mean to me?</i> message for publication. | Reconciliation in the Park 2021 | RAP Executive Sponsor |
| | 3.2.3 A <i>Making a Difference</i> family friendly craft workshop exploring what making a difference means. | Reconciliation in the Park 2022 | RAP Executive Sponsor |
| | 3.3 RAP Working Group and CMTEDD Executives to participate in the annual Sorry Day Bridge Walk organised annually by Winnunga Nimmityjah Aboriginal Health Service. | NRW 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 3.4 CMTEDD internal newsletter The Loop to produce a " <i>What does Reconciliation mean to me?</i> " edition for publication each NRW Annually. | NRW 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 3.5 CMTEDD supports and encourages staff and senior leaders to participate in the following two external events through an all staff message to recognise and celebrate NRW: <ul style="list-style-type: none"> • Sorry Day Bridge Walk • Reconciliation in the Park event (Staff may access a range of leave entitlements including, local arrangements including flex and paid leave to attend the above events.) | NRW 2020, 2021 and 2022 | RAP Executive Sponsor |

| Action | Deliverable | Timeline | Responsibility |
|--|--|-------------------------|--|
| 4. Promote reconciliation through our sphere of influence. | 3.6 Organise three internal NRW events, including at least one organisation wide NRW event, each year. For example: <ul style="list-style-type: none"> • CMTEDD Reconciliation Staff Awards • Senior leaders <i>What does Reconciliation mean to you?</i> panel discussion • <i>Working With</i> staff yarning circles | NRW 2020, 2021 and 2022 | Executive Branch Manager, People and Capability |
| | 3.7 CMTEDD will register all its NRW events on Reconciliation Australia's NRW website. | April 2020 | Executive Branch Manager, People and Capability |
| | 4.1 CMTEDD will communicate our commitment to reconciliation publicly through the annual Reconciliation in the Park Event and through the Directorate's public facing facilities including: <ul style="list-style-type: none"> • Posters • Banners • Videos | NRW 2020, 2021 and 2022 | Executive Group Manager, Communications and Engagement |
| | 4.2 Engage with all staff to develop and implement a <i>Working With</i> communication strategy and supporting materials to promote the RAP and support all staff to drive reconciliation outcomes both internally and externally. | August 2020 | Executive Group Manager, Communications and Engagement |
| | 4.3 CMTEDD will develop design and deliver a <i>Talking about Reconciliation in the Workplace</i> team yarning circle guide for all staff and publish on the CMTEDD Intranet page. | September 2020 | Executive Branch Manager, People and Capability |
| | 4.4 Deliver a <i>Talking about Reconciliation in the Workplace</i> yarning circle during NRW. | May 2021 | Executive Branch Manager, People and Capability |
| | 4.5 Work collaboratively with the Directorate's Aboriginal and Torres Strait Islander Staff Mentor/Network, Aboriginal and Torres Strait Islander staff, community, advisors and organisations to develop, design and deliver the Reconciliation in the Park event annually. | NRW 2020, 2021 and 2022 | Executive Branch Manager, Events ACT |
| | 4.6 Review and report to Executive Management Group on the creation of an Indigenous Garden as part of Floriade 2019 and consider whether it could be continued in the future. | May 2020 | Senior Director, National Arboretum Canberra |
| | 4.7 Report on the ongoing development of both the Bush Tucker Garden and the weaving area at the National Arboretum Canberra that highlights Aboriginal and Torres Strait Islander culture. | June 2020 | Senior Director, National Arboretum Canberra |

| Action | Deliverable | Timeline | Responsibility |
|--------|--|-------------------------|--|
| | 4.8 CMTEDD to support staff to attend and provide volunteer opportunities for staff to contribute to the annual Reconciliation in the Park Public Holiday events | NRW 2020, 2021 and 2022 | Executive Branch Manager, Events ACT |
| | 4.9 CMTEDD support and provide Executives volunteer opportunities to contribute to Reconciliation in the Park event including: <ul style="list-style-type: none"> • Entrance Meet and Greeters • Information Marquee Assistants • Roaming Volunteers • Activation Volunteers – Map of Country • Activation Volunteers – Reflection Forrest • Activation Volunteers – Amusements | NRW 2020, 2021 and 2022 | Executive Branch Manager, People and Capability |
| | 4.10 Engage with Winnunga Nimmityjah Aboriginal Health Service who traditionally manage the annual Sorry Day Bridge Walk at the beginning of each NRW, to develop a <i>Working With</i> agreement to support ongoing annual Sorry Day Bridge Walks. | March 2021 | Deputy Director-General, Workforce Capability and Governance |
| | 4.11 Survey staff on perceptions of CMTEDD's steps towards reconciliation and their participation to form base line data to measure our reconciliation journey and support the development of staff engagement with reconciliation strategies into the future. | June 2021 | Executive Branch Manager, People and Capability |
| | 5. Promote positive race relations through anti-discrimination strategies. | | |
| | 5.1 RAP Working Group to organise a screening event for the <i>Final Quarter</i> film | June 2021 | RAP Executive Sponsor |
| | 5.2 Review all CMTEDD policies and procedures concerned with anti-discrimination against the five dimensions of reconciliation as identified by Reconciliation Australia to provide a gap analysis to inform the RAP's <i>Working With</i> engagement strategies. | July 2021 | Executive Branch Manager, People and Capability |
| | 5.3 Develop a committee of Culturally and Linguistically Diverse (CALD) staff and Aboriginal and Torres Strait Islander staff and experts in anti-discrimination to apply the lens of discriminatory practices to assist with the development of an anti-discriminatory <i>Working With</i> policy and guiding principles. | November 2021 | Executive Branch Manager, People and Capability |
| | 5.4 Engage with the ACT Aboriginal and Torres Strait Islander community and key stakeholders in the development phases of the anti-discrimination <i>Working With</i> policy and guiding principles. | March 2022 | Executive Branch Manager, People and Capability |

| Action | Deliverable | Timeline | Responsibility |
|--------|---|---------------|--|
| | 5.5 Develop and implement a CMTEDD <i>Working With</i> antidiscrimination policy and guiding principles framed through the five dimensions of reconciliation as set out by Reconciliation Australia that includes the voices of Aboriginal and Torres Strait Islander staff. | August 2022 | Executive Branch Manager, People and Capability |
| | 5.6 Engage with CMTEDD's Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander community to develop a set of communication tools (Including short video, posters, booklets and postcards) for the Directorate raising the visibility of Aboriginal and Torres Strait Islander Peoples <i>Working With</i> the Directorate and their stories, which contributes to the further understanding of Aboriginal and Torres Strait Islander People. | November 2020 | Executive Group Manager, Communications and Engagement |
| | 5.7 Develop a pilot Senior Leadership and Managers <i>Working With</i> Cultural Integrity training workshop to encompass the effects of racism including deficit discourses that frame Aboriginality. | February 2021 | Executive Group Manager, Corporate |
| | 5.8 Implement the pilot Senior Leadership and Managers <i>Working With</i> Cultural Integrity workshop. | August 2021 | Executive Group Manager, Corporate |
| | 5.9 Evaluate the pilot workshop to develop and implement an ongoing Senior Leadership and Managers <i>Working With</i> Cultural Integrity training program. | October 2021 | Executive Group Manager, Corporate |
| | 5.10 Develop a communications campaign for Senior Leaders and Managers incorporating learnings from the Cultural Integrity workshop to publicly support the <i>Working With</i> anti-discrimination policy initiatives or stances against racism. | November 2021 | Executive Group Manager, Corporate |



Respect

CMTEDD recognises the unique place of Aboriginal and Torres Strait Islander People in Canberra and the surrounding region as the First People and we support that ongoing connection to Country as stewards of the natural environment.

CMTEDD will actively challenge the deficit discourses framing Aboriginality in Australia to acknowledge and recognise the skills, the talent, the knowledge and the passion that already exists in Aboriginal and Torres Strait Islander Peoples, and the leadership that exists in our communities.

CMTEDD's approach to building respectful partnerships with Aboriginal and Torres Strait Islander Peoples is through a cultural lens, asking ourselves 'What does reconciliation mean to me?' and exploring how we want to be together through *Working With* models.

FOCUS AREA:

Building partnerships

| Action | Deliverable | Timeline | Responsibility |
|--|--|---------------|---|
| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | 6.1 Conduct a CMTEDD cultural learning needs analysis. | July 2021 | Executive Branch Manager, People and Capability |
| | 6.2 Consult the Aboriginal and Torres Strait Islander Staff Network, staff and community through the ACT Aboriginal and Torres Strait Islander Elected body on the development and implementation of a cultural learning strategy. | August 2021 | Executive Branch Manager, People and Capability |
| | 6.3 Implement and communicate a cultural learning strategy for our staff. | February 2022 | Executive Branch Manager, People and Capability |
| | 6.4 All RAP working group members, HR Managers, Executives and all new staff to undertake formal and structured cultural awareness learning: | February 2021 | Executive Branch Manager, People and Capability |
| | 6.4.1 80 Executives to complete face to face cultural awareness training, including guest speakers to tell their stories (target number based on 2 October 2019 staffing data). | December 2022 | Executive Branch Manager, People and Capability |

| Action | Deliverable | Timeline | Responsibility |
|--|--|-----------------------|---|
| | 6.4.2 720 Senior Officers to complete face to face cultural awareness training (target number based on 2 October 2019 staffing data). | December 2022 | Executive Branch Manager, People and Capability |
| | 6.5 Develop an e-learning Cultural Awareness Training module. | May 2021 | Executive Branch Manager, People and Capability |
| | 6.6 Launch and implement an e-learning Cultural Awareness Training module through the CMTEDD training calendar and embed as part of core learning through staff induction, with a 70% staff completion rate by the end of 2021 and 80% by the end of 2022. | May 2021 | Executive Branch Manager, People and Capability |
| | 6.7 Develop a calendar of significant dates to acknowledge and celebrate Aboriginal and Torres Strait Islander histories and cultures and publish on the Directorate's Reconciliation intranet page. | June 2020 | Executive Branch Manager, VisitCanberra |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. | 7.1 Aboriginal and Torres Strait Islander Staff Network to produce a video to increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and important cultural days. | NAIDOC Week July 2021 | Senior Director, National Arboretum Canberra |
| | 7.1.1 Invite guest speakers to share their stories reflecting the cultural importance of Acknowledgement of Country and Welcome to Country Protocols. | NAIDOC Week July 2021 | Executive Branch Manager, People and Capability |
| | 7.1.2 Promote and support a Directorate Aboriginal and Torres Strait Islander Staff Network led Cultural Protocols Yarning Circle for Supervisors and Managers of Aboriginal and Torres Strait Islander Staff to include an invitation form the network to periodically attend network meetings with their staff. | NAIDOC Week July 2020 | Executive Branch Manager, People and Capability |
| | 7.2 Implement and promote the ACT Aboriginal and Torres Strait Islander Elected Body protocols for <i>Working With Aboriginal and/or Torres Strait Islander Peoples</i> and publish on the Directorate's intranet Reconciliation page. | NAIDOC Week July 2020 | Executive Branch Manager, People and Capability |

| Action | Deliverable | Timeline | Responsibility |
|--------|---|--|--|
| | 7.2.1 Review protocols for Welcome to Country and Acknowledgement of Country and publish on the Directorate's Reconciliation Intranet page. | NAIDOC Week July 2020 | Executive Branch Manager, People and Capability |
| | 7.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, including: <ul style="list-style-type: none"> • Reconciliation in the Park NRW • Reconciliation Staff Awards NRW • NAIDOC Week. | May and July 2020, 2021 and 2022 | Executive Branch Manager, People and Capability and Executive Branch Manager, Events ACT |
| | 7.4 Continue to embed Acknowledgement of Country and/or other appropriate protocols as core business at the commencement of important meetings including: <ul style="list-style-type: none"> • Public events • New Staff Induction events • Strategic Board Meetings • Executive Group Managers meetings • Branch Meetings • Team Meetings | Quarterly reporting to Executive Management Group during the period of the RAP | Executive Group Manager, Corporate |
| | 7.5 Senior leaders trained in presenting Acknowledgment of Country in Ngunnawal language as part of the Ngunnawal Language Project. | January 2021 | Executive Group Manager, Corporate |
| | 7.6 Staff and senior leaders provide Acknowledgment of Country or other appropriate protocols at all public events. | Reviewed October 2020, 2021 and 2022 | Executive Group Manager, Corporate |
| | 7.7 Create a CMTEDD policy to establish the enactment of Acknowledgment of Country or other appropriate protocols awareness at ACT Government sporting events at the following Directorate facilities: <ul style="list-style-type: none"> • GIO Stadium • Manuka Oval • EPIC | August 2020 | Executive Group Manager, Property and Venues |
| | 7.8 Display Acknowledgment of Country plaques both in Ngunnawal and English in all meeting rooms. | December 2022 | Executive Group Manager, Corporate |

| Action | Deliverable | Timeline | Responsibility |
|---|--|--|---|
| 8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | 8.1 RAP Working Group to host a yarning circle event inviting CMTEDD Executives and Aboriginal and Torres Strait Islander staff (and where appropriate for junior staff, their supervisors) to meet one another and share their cultural perspectives in an inclusive yarning circle environment. | NAIDOC Week July 2020 | RAP Executive Sponsor |
| | 8.2 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. | April 2020 | Executive Branch Manager, People and Capability |
| | 8.3 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events: <ul style="list-style-type: none"> • NAIDOC Flag Raising Ceremony • ACT NAIDOC Family Day • NAIDOC in the North (Gungahlin Town Square). | First week in July 2020, 2021 and 2022 | Executive Group Manager, People and Capability |
| | 8.3.1 Work in partnership with OATSIA to host the 2020 NAIDOC Flag Raising event | July 2020 July 2021 July 2022 | Senior Director, National Arboretum Canberra |
| | 8.3.2 CMTEDD sponsors a table for the Directorate's Aboriginal and Torres Strait Islander Staff Network and non-indigenous staff at the Canberra and District NAIDOC Awards Ball | July 2020 July 2021 July 2022 | Executive Group Manager, People and Capability |
| | 8.3.3 CMTEDD sponsors a table for whole of Government Director Generals and guests at the Canberra and District NAIDOC Awards Ball | July 2020 July 2021 July 2022 | Director-General as Head of Service |
| | 8.3.4 CMTEDD sponsor the Sports person of the Year category annually for the Canberra and District NAIDOC Awards | July 2020 July 2021 July 2022 | Executive Group Manager, Sport and Recreation |
| | 8.3.5 CMTEDD Aboriginal and Torres Strait Islander Staff Network attend the Community Services Directorate and ACT Aboriginal and Torres Strait Elected Body NAIDOC Luncheon | July 2020 July 2021 July 2022 | Executive Group Manager, People and Capability |
| | 8.3.6 CMTEDD sponsors an across ACTPS Aboriginal and Torres Strait Islander Staff Networks event during NAIDOC Week. | July 2020 | Executive Group Manager, People and Capability |

| Action | Deliverable | Timeline | Responsibility |
|--|--|---|---|
| 9. Ensure visibility of ACT Government's commitment to Reconciliation in the new ACT Government Office Buildings in Civic and Dickson. | 8.4 In consultation with Ngannawal Elders and other Aboriginal and Torres Strait Islander stakeholders the Directorate will fund and host a NAIDOC event showcasing Ngannawal voices, culture and language in support of the Ngannawal Language Project. | July 2022 | Executive Branch Manager, People and Capability |
| | 9.1 In consultation with the Traditional Owners develop an engagement plan to acknowledge and pay respect to the Traditional Custodians of the ACT, the Ngannawal Peoples, in and through tangible and intangible forms and practices in the two new buildings including: <ul style="list-style-type: none"> • Art and design • Video/Digital • Ngannawal Language. | January 2021 | Executive Branch Manager, Government Accommodation Projects |
| | 9.2 Implement a co-design project to develop Ngannawal People's visual art and design elements consistent with the fit-out design of the buildings and incorporate them into the buildings. | Report on development of co-design project to the Executive Management Group April 2020 | Executive Branch Manager, Government Accommodation Projects |

Opportunities

CMTEDD supports the development of authentic opportunities for Aboriginal and Torres Strait Islander People, organisations and communities. The Directorate understands the importance of these opportunities as they extend our ability to connect with, listen to and understand what Aboriginal and Torres Strait Islander People want.

Creating authentic opportunities enables the Directorate to develop two-way relationships with Aboriginal and Torres Strait Islander People businesses and organisations. It enables the Directorate to further develop its curiosity through *Working With* models and seek understanding and courage to create authentic reconciliation, cultural and economic opportunities where Aboriginal and Torres Strait Islander People tell us what they want.

FOCUS AREA:

Making a difference

| Action | Deliverable | Timeline | Responsibility |
|--|--|--|--|
| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | 10.1 In collaboration with Aboriginal and Torres Strait Islander Staff across the Directorate develop a <i>Working With</i> template to capture the voices of Aboriginal and Torres Strait Islander staff to produce the CMTEDD Aboriginal and Torres Strait Islander staff Employment Action Plan. | June 2020 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |
| | 10.1.1 In collaboration with the CMTEDD Aboriginal and Torres Strait Islander Staff Network and through other Aboriginal and Torres Strait Islander Staff Networks across ACT government develop and implement the CMTEDD Aboriginal and Torres Strait Islander staff Employment Action Plan 2020-2023 that includes the following actions: | September 2020 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |
| | 10.1.2 Increase Aboriginal and Torres Strait Islander staff employment target to a minimum of 2% or the ACTPS mandatory employment target, whichever is greater, of which 85% are ongoing permanent staff (based on May 2019 figures 2% represents approximately 46 staff across the three-year plan). | During the period of the RAP report annually on progress July 2020, 2021 and 2022 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |
| | 10.1.3 Develop a professional development strategy for Aboriginal and Torres Strait Islander managers and staff to prioritise and support Aboriginal and Torres Strait Islander Staff attraction, retention and development. | November 2020 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|--|
| | 10.1.4 Develop Aboriginal and Torres Strait Islander staff employment pathway programs across all employment levels leading to guaranteed permanent positions within the Directorate and provide support in progressing to opportunities at senior levels. | May 2021 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |
| | 10.1.5 Ongoing Reconciliation consultation with the CMTEDD Aboriginal and Torres Strait Islander staff and the staff network through an invitation to attend a yarning circle to discuss future plans. | First Yarning Circle May 2020 | Executive Branch Manager, People and Capability and Executive Branch Manager, Strategic HR and Corporate |
| | 10.2 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | October 2020 | Executive Branch Manager, Strategic HR and Corporate |
| | 10.3 Develop a unique Aboriginal and Torres Strait Islander Employer Value Proposition (EVP) to position the Directorate as an employer of choice for Aboriginal and Torres Strait Islander People. | October 2020 | Executive Branch Manager, Strategic HR and Corporate |
| | 10.4 Provide an employment advertising guideline to target Aboriginal and Torres Strait Islander People with both identified and non-identified positions and publish on CMTEDD's Reconciliation intranet page. | September 2020 | Executive Branch Manager, Strategic HR and Corporate |
| | 10.5 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander People. | November 2020 | Executive Branch Manager, Strategic HR and Corporate |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | 11.1 Update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander enterprises. | Report on progress to the Executive Management Group May 2020 | Executive Group Manager, Procurement ACT |
| | 11.2 Develop an engagement plan to further communicate the Aboriginal and Torres Strait Islander Procurement Policy. | July 2020 | Executive Group Manager, Procurement ACT |
| | 11.3 Develop, and communicate to staff, opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander enterprises. | October 2020 | Executive Group Manager, Procurement ACT |
| | 11.4 Develop reporting mechanisms and processes, and support directorates in meeting their performance measures under the policy. | Quarterly RAP reporting to the Executive Management Group April, July and October for 2020, 2021 and 2022 | Executive Group Manager, Procurement ACT |

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------------------------|--|
| | 11.5 Provide training to all relevant staff in contracting Aboriginal and Torres Strait Islander enterprises through the policy's requirements. | August 2020 | Executive Group Manager, Procurement ACT |
| | 11.6 Review the effectiveness of the implementation of the Aboriginal and Torres Strait Islander Procurement Policy in the timeframes stipulated in the Policy. | Policy initial review July 2020 | Executive Group Manager, Procurement ACT |
| | 11.7 Report on the progress of the Aboriginal and Torres Strait Islander Procurement Policy in the timeframes stipulated in the policy. | Comprehensive review July 2022 | Executive Group Manager, Procurement ACT |
| | 11.8 Maintain performance measures for 'real spend' for CMTEDD with Canberra Region Aboriginal and Torres Strait Islander enterprises as per the Aboriginal and Torres Strait Islander Procurement Policy. | September 2020 | Procurement ACT |
| 12. Increase access to services which promote equal participation in life. | 12.1 In consultation with the Aboriginal and Torres Strait Islander community identify barriers for Aboriginal and Torres Strait Islander People by improving accessibility in Births, Deaths and Marriages policies, protocols and procedures. | September 2020 | Executive Branch Manager, Licensing and Registration |
| | 12.2 In consultation with the Aboriginal and Torres Strait Islander community, explore opportunities to remove identified barriers for Aboriginal and Torres Strait Islander People by improving accessibility in Births, Deaths and Marriages policies, protocols and procedures. | September 2020 | Executive Branch Manager, Licensing and Registration |
| 13. Develop and support local Aboriginal and Torres Strait Islander tourism businesses to explore opportunities in the international tourism sector. | 13.1 In consultation with the Aboriginal and Torres Strait Islander community, identify any barriers to supporting ACT Aboriginal and Torres Strait Islander tourism through the Canberra Tourism Export Ready Accelerator Program. | July 2020 | Executive Branch Manager, VisitCanberra |
| | 13.2 In consultation with the Aboriginal and Torres Strait Islander community, explore opportunities to support and communicate ACT Aboriginal and Torres Strait Islander tourism through the Canberra Tourism Export Ready Accelerator Program. | July 2021 | Executive Branch Manager, VisitCanberra |



Governance

| Action | Deliverable | Timeline | Responsibility |
|---|---|--|---|
| 14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. | 14.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG. | Review September 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 14.2 Develop and apply a Terms of Reference for the RWG. | May 2020 | RAP Executive Sponsor |
| | 14.3 Meet at least four times per year to drive and monitor RAP implementation. | February, May, August and November for 2020, 2021 and 2022 | RAP Executive Sponsor |
| 15. Provide appropriate support for effective implementation of RAP commitments. | 15.1 Embed resource needs for RAP implementation by maintaining a Diversity and Inclusion Officer in both Corporate People and Capability, and Shared Services Strategic HR. | April 2020 | Executive Branch Manager People and Capability |
| | 15.2 Embed key RAP actions in performance expectations of senior management and all staff. | February 2021 | Executive Branch Manager People and Capability |
| | 15.3 Use the Directorates Commitment Register to track, measure and report on RAP commitments quarterly to the Executive Management Group. | March, June, September and December 2020, 2021, and 2022 | Executive Branch Manager, Corporate Management |
| | 15.4 Maintain an internal RAP Executive Sponsor from senior management who is best able to do the job in all the circumstances. | Review April 2020, 2021 and 2022 | Executive Branch Manager, People and Capability |
| | 15.5 Include the RAP as a quarterly agenda item at Executive Management Group meetings | Executive Management Group quarterly reporting from Commitment Register March, June, September and December 2020, 2021, and 2022 | Executive Branch Manager, Corporate Management |

| Action | Deliverable | Timeline | Responsibility |
|--|---|--|---|
| 16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | 16.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | September 2020, 2021 and 2022 | Executive Branch Manager, People and Capability |
| | 16.2 Report RAP progress to all staff and senior leaders quarterly through an all staff message from the RAP Executive Sponsor. | At least annually over the period of the RAP June 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 16.3 Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings to the ACT Aboriginal and Torres Strait Islander Elected Body. | Report annually at Elected Body Hearings March 2020, 2021 and 2022 | RAP Executive Sponsor |
| | 16.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2020, 2022 | Executive Branch Manager, People and Capability |
| 17. Continue our reconciliation journey by developing our next RAP. | 17.1 Register via Reconciliation Australia's website to begin developing our next RAP. | February 2022 | Executive Branch Manager, People and Capability |





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