



Chief Minister, Treasury and
Economic Development Directorate

RECONCILIATION ACTION PLAN

MAY 2017 – APRIL 2019



RECONCILIATION
ACTION PLAN

INNOVATE



RIVER

WATER FALL

Big Rock

LAY ON THE ROCKS TO GET WARM AND DRY

WE DRIED OURSELVES ON THE ROCKS

ROCKS SWIMMING HOLE

Plums

Big Rock

THE ROCK

ACKNOWLEDGEMENT OF **TRADITIONAL CUSTODIANS**

WE PAY OUR RESPECTS TO THE TRADITIONAL CUSTODIANS OF THE ACT, THE NGUNNAWAL PEOPLE, ON WHOSE LAND WE LIVE AND WORK. WE ACKNOWLEDGE THAT THESE LANDS ARE ABORIGINAL LANDS AND PAY OUR RESPECT AND CELEBRATE THEIR ONGOING CULTURAL TRADITIONS AND CONTRIBUTIONS TO THE ACT AND SURROUNDING REGION.

WE ALSO ACKNOWLEDGE THE MANY OTHER ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES FROM ACROSS AUSTRALIA WHO HAVE NOW MADE CANBERRA THEIR HOME, AND WE PAY RESPECT AND CELEBRATE THEIR CULTURES, DIVERSITY AND CONTRIBUTIONS TO THE ACT AND SURROUNDING REGION.



MESSAGE FROM THE DIRECTOR-GENERAL, CMTEDD: KATHY LEIGH

Reconciliation is such an important concept. It is central to us positioning ourselves as an employer of choice for Aboriginal and Torres Strait Islander peoples. Given the wide reach of our Directorate, we also have the potential to make a significant difference for the broader ACT community. We need to be continuously striving to deliver programs and services that are culturally appropriate, and ensuring we take into account the views and needs of Aboriginal and Torres Strait Islander peoples.

As Head of Service and Director-General for CMTEDD I am committed to ensuring that the whole ACT Public Service (ACTPS) builds relationships and respect between Aboriginal and Torres Strait Islander people and other Australians. I welcome and support all efforts by the Reconciliation Action Plan (RAP) Working Group to identify and promote opportunities to achieve mutual respect within CMTEDD, and across the ACT Public Service.

While our RAP is an important tool to formalise and clarify our vision for reconciliation, it is the journey itself—the conversations, the sharing of information and experiences, and the collaboration in working towards a common goal—that is invaluable in contributing to reconciliation.

As with most worthwhile journeys, the path is often winding and we learn and discover as we go along. As such we have developed our Statement of Commitment as a key milestone—a sign post to demonstrate our commitment to continuing our journey, to developing our RAP, and beyond that to its implementation.

COMMITMENT TO RECONCILIATION:

**Director-General CMTEDD,
Director-General Economic Development,
Under Treasurer**

STATEMENT OF COMMITMENT

"The Chief Minister, Treasury and Economic Development Directorate (CMTEDD) recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We support their rights to freely determine their political status and to freely pursue their economic, social and cultural development in line with the right to self-determination.

As the lead agency of the ACT Public Service, CMTEDD is committed to a journey of meaningful reconciliation; to turning our good intentions into actions.

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 people, and that of the broader Aboriginal and Torres Strait Islander communities in the ACT.

We value the knowledge and skills of our Aboriginal and Torres Strait Islander employees and the unique contribution they make to enriching the workforce and the quality of services we provide to the people of the ACT. In committing to reconciliation we will provide opportunities for employment, development and advancement of Aboriginal and Torres Strait Islander peoples, and build greater cultural awareness across our organisation.

As we work towards our first RAP, we are committed to continuing to strengthen relationships with Aboriginal and Torres Strait Islander peoples and Non Indigenous Australians for the benefit of us all."

*The Statement is signed
by Kathy Leigh, Head of
Service and Director-
General CMTEDD,
David Dawes, Director-
General Economic
Development; David Nicol, the
Under Treasurer.*





MESSAGE FROM THE RAP EXECUTIVE SPONSOR

Ian Hill, Executive Director, Enterprise Canberra

As the Executive Sponsor of the inaugural CMTEDD RAP I would like to publically acknowledge the dedicated, insightful and passionate work of the entire RAP Working Group. Our reconciliation journey has been inclusive, informative, robust and most importantly committed.

As a group we have set out to achieve a deeper understanding of reconciliation and also to highlight the many positive initiatives that occur throughout the touch points in our Directorate. We understand that our behaviours and values play an important role in furthering reconciliation across the ACT Public Service. We are all committed to championing change and we continue to do that through conversations, sharing of information and the formalisation of the CMTEDD RAP.

I thank all members of the RAP Working Group and the many staff who have contributed their thoughts and ideas.

We look forward to engaging further as the RAP evolves.

OUR VISION FOR RECONCILIATION

OUR VISION FOR RECONCILIATION IS A CANBERRA THAT IS INCLUSIVE AND RECOGNISES THE UNIQUE PLACE, CULTURE, RIGHTS AND CONTRIBUTION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES.

WE ACKNOWLEDGE AND SUPPORT OUR ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY'S ASPIRATIONS FOR STRONG FAMILIES, CULTURAL IDENTITY, EMPLOYMENT AND ECONOMIC INDEPENDENCE, LIFELONG LEARNING, CONNECTION TO COMMUNITY, GOOD HEALTH AND LEADERSHIP.



TRADITIONAL POSSUM SKIN CLOAK ARTWORK

Tina Brown is a proud Ngunnawal Elder and a leader in the ACT Community. She also works within CMTEDD as an Employment Inclusion Officer. Tina had the honour of opening the 45th Australian Parliament along with other members of her family.

The making of a possum skin cloak is a strong Ngunnawal custom that has not been performed for around 200 years, and Tina indicated her community's desire to create a possum skin cloak using traditional methods.

"From the 1820s, when Indigenous people started living on missions, they were no longer able to hunt and were given blankets for warmth. The blankets did not provide the same level of waterproof protection as the cloaks," Tina said.

Starting as a few possum pelts sewn together to wrap a baby at birth, further pelts would be added over time so that the cloak would grow along with the owner of the cloak, who would be buried in the cloak at their death. Throughout the cloak's creation, pelts would be painted with stories of clan and country, and would map out the identity of the individual.

Senior Elders:

Agnes Shea, Loretta Halloran, Rosyln Brown, Louise Brown, Matilda House, Glenda Merritt, Wendy Brown and Lillian Bell.

Elders and strong Ngunnawal women:

Tina Brown, Caroline Hughes, Susan Barry, Annette Shea, Laurie McDonald, Katrina Penfold and Justine Brown-Bamblat.

To support the launch of CMTEDD's RAP, Tina and a group of Ngunnawal Elders embarked on a unique project to make a traditional possum skin cloak. This activity was a fitting project to reconnect the Ngunnawal Elders with a significant cultural practice and allow the tradition to be passed on to future generations.

"We (the Ngunnawal Peoples) would excel with the opportunity to learn of our old practises to share with our community to also pass this onto our future generations," Tina said.

The making of the cloak was filmed so the story could be shared with CMTEDD staff via video. The possum skin cloak also appears as the key visual element throughout our RAP document.

The raw footage of the making of the cloak will be returned to the Ngunnawal Elders as a permanent record of their culture and history.

The opportunity to work with a group of Ngunnawal Elders was a rare and wonderful chance to create a meaningful act of reconciliation in our workplace and to promote positive stories about local Aboriginal and Torres Strait Islander traditions and culture.



OUR BUSINESS

CMTEDD leads the public sector, and works collaboratively both within Government and with the community to achieve positive outcomes.

CMTEDD was formed in July 2014. It brings together the Chief Minister and Treasury Directorate, the former Commerce and Works Directorate and the former Economic Development Directorate, along with artsACT, community concessions and community facilities from the Community Services Directorate and ACT Property Group from the former Territory and Municipal Services Directorate. The new Directorate was formed in recognition of the continued focus on creating a one-government approach to the delivery of services to the people of the ACT, along with the crucial importance of ensuring that economic development is at the centre of government policy deliberations.

With the aim of making it easier for business, community organisations and individuals to work with the ACT Government, Access Canberra (shopfronts, regulatory services and Canberra Connect) was also established within the CMTEDD. The Urban Renewal portfolio was also created in 2015 to drive economic activity, improve liveability in the city, build on the character of our communities and deliver sustainable development.

OUR ROLE AS THE CENTRAL AGENCY

As the central agency we provide strategic advice and support to the Chief Minister, Treasurer, the Directorate's Ministers and the Cabinet on policy, financial and economic matters, service delivery and whole of Government issues. The Directorate facilitates the implementation of Government priorities and drives many new initiatives.

The Directorate is also responsible for collecting and managing taxation revenue; managing the Government's financial assets and liabilities, including superannuation liabilities and investments; and 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, land release, sport and recreation, tourism and events, and arts to increase the economic performance of the ACT.





OUR PEOPLE

COMPRISING OF THREE STREAMS; CHIEF MINISTER STREAM, TREASURY STREAM AND ECONOMIC DEVELOPMENT STREAM; THE CMTEDD EMPLOYS A DIVERSE WORKFORCE WHO PERFORM A WIDE VARIETY OF ROLES, INCLUDING DRIVING EXAMINERS, POLICY OFFICERS, PARKING INSPECTORS, FINANCIAL ANALYSTS, AND ACT ACADEMY OF SPORT COACHES, JUST TO NAME A FEW.

IN JUNE 2016, THE CMTEDD EMPLOYED 2500 STAFF WHICH INCLUDED 27 STAFF WHO HAVE IDENTIFIED AS BEING ABORIGINAL AND/OR TORRES STRAIT ISLANDER. THIS REPRESENTS 1.1% OF OUR WORKFORCE.



OUR RECONCILIATION ACTION PLAN JOURNEY

On 23 April 2015, the ACT Public Service in conjunction with the Aboriginal and Torres Strait Islander Elected Body (ATSIEB) signed the ACT Aboriginal and Torres Strait Islander Agreement 2015-18.

This Agreement outlines the ACT Public Service's commitment to reconciliation and improved wellbeing for the Aboriginal and Torres Strait Islander Community in the ACT. The Chief Minister, Treasury and Economic Development Directorate is committed to upholding the key principles outlined in the Agreement and aims to facilitate the implementation of our RAP to develop relationships, respect and opportunities with and for local Aboriginal and Torres Strait Islander communities.

This was the beginning of the formal reconciliation journey for the CMTEDD. In May 2015 all CMTEDD Staff were invited to join the CMTEDD RAP Working Group (RAPWG), where people were able to share their stories of reconciliation and discuss the goals of the group. The Working Group now comprises of 25 staff members from various divisions across our organisation, including Aboriginal and Torres Strait Islander peoples and executive staff. The Directorate has an Executive Sponsor who will fulfil the role of RAP Champion, advocating our reconciliation journey and RAP implementation across CMTEDD.



The Working Group are working together to learn, share, engage and inspire others on our reconciliation journey, including the development of a CMTEDD RAP. The Working Group has been meeting regularly at sites of cultural significance to build their understanding, and they have spoken with representatives from the United Ngunnawal Elders Council (UNEC), the ATSIEB and Reconciliation Australia to support this process.

The CMTEDD RAP will be a blueprint for our commitment to reconciliation and in particular will outline practical ways in which the Directorate will strive to build better relationships, respect and trust with Aboriginal and Torres Strait Islander peoples.

In May 2016, the CMTEDD Statement of Commitment to the RAP, signed by the Director General, CMTEDD, Director General, Economic Development and the Under Treasurer, was presented at the CMTEDD

Reconciliation Week 2016 reception. Staff from across the Directorate came together to celebrate and build on the respectful relationships shared by Aboriginal and Torres Strait Islander peoples and other Australians at this event. In the spirit of reconciliation, Ngunnawal elder Louise Brown presented the Directorate with a pair of clapping sticks, which will be displayed in the Nara Centre foyer.

The process has identified the many touch points and opportunities we have as a Directorate to reach those in our Directorate, across the ACTPS, other Canberrans and visitors to the ACT from Australia and abroad, raising awareness of the unique history, culture, rights and contribution of Aboriginal and Torres Strait Islander peoples, and building understanding and respect.

Our hope for the next year is to:

- > build goodwill and enthusiasm amongst CMTEDD staff to understand and respect Aboriginal and Torres Strait Islander cultures and embrace reconciliation;
- > create a culture where people think about what we can do as individuals and as business units to build relationships, understanding, respect and opportunities; and
- > continue to build a diverse workforce, offering opportunities for employment, training and learning for Aboriginal and Torres Strait Islander peoples.

As the lead agency of the ACTPS, CMTEDD is committed to a journey of meaningful reconciliation. Reconciliation is about building better relationships between the wider community and Aboriginal and Torres Strait Islander peoples for the benefit of us all. We will foster mutual respect, shared understanding and active partnerships and also address racism within ourselves, workplaces and communities.

The CMTEDD RAP will further support the CMTEDD Corporate Framework 2016-17, ACT Government Strategic Priorities 2016-17, Strategic People Plan 2015-17 and Workforce Diversity Strategy 2016, to deliver a more culturally accepting and inclusive environment for all of our internal and external stakeholders.

We will continue to build on the good will and initiatives already underway in the Directorate, have the courage to try innovative approaches and continue our commitment to reciprocal learning. We are excited to influence across all our diverse areas of work.

Whilst this RAP document provides a tool for organisational reflection and improvement in our reconciliation journey, we acknowledge that it is the actions that we undertake as individuals and as a Directorate that will lead to meaningful engagement and bring about lasting and genuine change. As one of the working group members said – “I don’t want to talk, I want to do”. This, our first RAP, is a beginning, and is an invitation for action.

OUR JOURNEY SO FAR

Taking proactive steps towards reconciliation, CMTEDD has already accomplished a number of actions during the development of our RAP. These include;

- > supporting the Head of Service to;
 - include employment targets in Directors-General performance agreements; and
 - establish an Aboriginal and Torres Strait Islander Employment Strategy;
- > incorporating a Reconciliation component in the CMTEDD Staff Diversity Survey;
- > facilitating the Canberra Business Yarning Circle;
- > delivering the ACT Aboriginal and Torres Strait Islander Business Development and Entrepreneurship Support Model;
- > consulting with Indigenous tourism operators to launch tourism products in the ACT;
- > delivering the ACTPS Aboriginal and Torres Strait Islander Career Development Program.





RECONCILIATION ACTION PLAN

WORKING GROUP MEMBERS

Members	Job Title	Branch	Members	Job Title	Branch
Ian Hill	Executive Director (Executive Sponsor)	Enterprise Canberra	Sean Kelly	Project Manager	Innovate Canberra
Cameron Bertrand-Bruce	HR Officer (Secretariat)	People & Capability Branch	Matt Leonard	Freedom of Information Co-ordinator	Projects, Governance & Support
Liz Blakeley	Strategic Relationship Manager	Partnership Services	Garry MacGregor	TCCS ICT Manager	Shared Services ICT
Tina Brown	Employment Inclusion Officer	Public Sector Management	Michael Morrissey	Facilities & Fleet Administration Assistant Manager	Strategic HR & Corporate
Daniel Chan	Senior Trade & Investment Advisor	Innovate Canberra	Maureen Quodling	Senior HR Advisor (Secretariat)	People & Capability Branch
Judi Childs	Director	Public Sector Management	David Robertson	Senior Manager	Asbestos Response Taskforce
Mia Ching	Senior Policy Officer	Cultural Canberra	Scott Saddler	Operations Manager	Venues Canberra
Dianne Clare	Training & Learning Development Co-ordinator	Construction, Environment & Workplace Protection	Elena Sione	Senior Case Manager	Injury Management & Safety
Jake Collins	Senior Manager	Public Sector Management	William Towler	Employment Inclusion Manager	Public Sector Management
Maggie Drejer-White	Deputy Director	People & Capability Branch	Sam Tyler	Senior Manager	artsACT
Phil Gant	Senior Project Officer	Health Infrastructure Program	Jim Venn	Senior Manager, Strategic	Public Sector Management
Tamara Graham	Manager, Change & Communications	Strategic HR & Corporate	Tracy Vickers	Senior HR Advisor	Strategic HR & Corporate
Lauren Hall	Senior Communications Officer	Communications	Ella Ward	Senior Policy Officer	Work Safety Policy
Oliver Harrap	Manager, Study Canberra	Innovate Canberra	Brenton Webster	Horticultural Ranger	Venues Canberra

RELATIONSHIPS

CMTEDD values strong relationships as foundations to what we do and we understand that this can only grow from a place where there is mutual understanding.

We believe that meaningful relationships between Aboriginal and Torres Strait Islander peoples and non-Aboriginal people, agencies, and communities are based on trust, understanding, and real actions that lead to shared positive outcomes for all of us.

Action	Deliverable	Timeline	Lead Responsibility
1. RAP Working Group (RAPWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	1.1 RAPWG oversees the development, endorsement and launch of the RAP.	May 2017	RAP Executive Sponsor
	1.2 Review RAPWG membership to ensure that Aboriginal and Torres Strait Islander peoples continue to be represented.	March and September, annually	RAP Executive Sponsor
	1.3 The RAPWG will meet a minimum of twice a year to monitor and report on RAP implementation, including implementation of actions, tracking progress, reflecting on effectiveness and developing our future RAPs.	March and September, annually	RAP Executive Sponsor
	1.4 Review Terms of Reference for the RAPWG.	September, annually	Director People and Capability
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	2.1 Organise at least one internal event for NRW each year.	27 May – 3 June, annually	Director People and Capability
	2.2 Register our NRW event(s) via Reconciliation Australia's NRW website.	May, annually	Director People and Capability
	2.3 Work collaboratively with other Directorates to support an external NRW event.	27 May – 3 June, annually	Director People and Capability
	2.4 Ensure our RAPWG participates in an external event to recognise and celebrate NRW.	27 May – 3 June, annually	Executive Sponsor of the RAPWG
	2.5 Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories, and communicate these during NRW.	May, annually	Director Communications
	2.6 Encourage staff to participate in external significant events to recognise and celebrate NRW.	May, annually	Director People and Capability

Action	Deliverable	Timeline	Lead Responsibility
3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	3.1 Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	June 2017	Director Strategic Policy and Cabinet
	3.2 Promote ATSIEB's Protocols for working with Aboriginal and/or Torres Strait Islander peoples as our guiding principles for future engagement.	Review September 2018	Director People and Capability
	3.3 Directors-General and the chair of the ATSIEB, to meet every two months.	Review September, annually	Directors-General
	3.4 Participation on the Aboriginal and Torres Strait Islander Affairs Sub-committee of the Strategic Board.	Review September, annually	Director Public Sector Management
	3.5 Build and maintain relationships with Aboriginal and Torres Strait Islander organisations and employment services providers, to support the ongoing welfare and wellbeing of trainees and employees.	September 2017	Director Public Sector Management
	3.6 Participation in the ACT Whole of Government Aboriginal and Torres Strait Islander Agreement Implementation Reference Group.	Review September, annually	Director Public Sector Management
4. Raise internal and external awareness of our RAP to promote reconciliation across CMTEDD.	4.1 Implement and review a strategy to communicate our RAP to all internal and external stakeholders, including making the RAP available on the Reconciliation page on the CMTEDD intranet.	May 2017	Director Communications
	4.2 Promote reconciliation through ongoing active engagement with all staff/internal stakeholders, through;	September 2018	Director People and Capability
	a. the inclusion of a Reconciliation component in all CMTEDD staff surveys;		
	b. internal communications; and		
	c. a calendar of events.		
	4.3 Promote reconciliation through ongoing active engagement with all external stakeholders by;		
	a. communicating the CMTEDD RAP through external media channels;	May 2017	Director Communications
	b. exploring the opportunity to have the CMTEDD RAP hyperlinked from ACT Government and CMTEDD websites, and Facebook;	May 2017	
	c. participating in the Yarramundi Markets and promoting the CMTEDD RAP; and	May 2017	Director People and Capability
	d. exploring the opportunity to have a member of the UNEC and the ATSIEB participate in the continual development and implementation of all CMTEDD RAPs.	Review September, annually	
	4.4 Work collaboratively with other Directorates to promote the creation and implementation of RAPs and joint initiatives, build a culture of reconciliation, and identify and implement actions that promote reconciliation, including attendance at Whole of Government Inclusion meetings.	September 2017	Director People and Capability/RAP Executive Sponsor
	4.5 Encourage and support all staff, to participate in the Reconciliation process, by;		
	a. displaying a Reconciliation background or screensaver on ACTPS computers, at least twice throughout the year, directing staff to the Reconciliation website on the intranet; and	December 2017	Director Communications
	b. including RAP material in new staff induction.	May 2017	Director People and Capability

RESPECT

Respecting the experiences and perspectives of Aboriginal and Torres Strait Islander peoples, both within our organisation and across our ACT community, will enrich our workforce and the quality of services we provide to the people of the ACT.

As lead Directorate to the ACT Public Service, we are committed to developing a culture that embraces, values and respects Aboriginal and Torres Strait Islander peoples and their culture, for our own enrichment and to influence whole of government outcomes.

Action	Deliverable	Timeline	Lead Responsibility
5. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	5.1 Develop and implement a cultural awareness training strategy for our staff, which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided.	November 2017	Director People and Capability
	5.2 Make CMTEDD Cultural Awareness Training available to all staff, including key leadership, and deliver a minimum of three times a year.	March, June and October, annually	Director People and Capability
	5.3 Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Review November, annually	Director People and Capability
	5.4 Facilitate specific Cultural Awareness activities for staff including engaging an Aboriginal and/or Torres Strait Islander panel to produce a myth-busting video that explains cultural difference.	May 2018	Deputy Director-General Access Canberra / Director Communications
	5.5 Engage employees in cultural learning opportunities by promoting their attendance at internal and external Aboriginal and Torres Strait Islander events and celebrations, through a range of communication channels, including; <ul style="list-style-type: none"> a. Executive Sponsor messages; b. e-mail links; c. the development of a calendar of events; and d. the Reconciliation page on the intranet. 	Review November, annually	Director People and Capability/ Director Communications

Action	Deliverable	Timeline	Lead Responsibility
6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	6.1 Promote ATSIEB's Aboriginal and Torres Strait Islander Protocols' guidelines relating to Welcome to Country and Acknowledgement of Country and make them visible in meeting rooms.	June 2017	Director Communications
	6.2 Utilise and promote the ACT Office for Aboriginal and Torres Strait Islander Affairs' guide for organising a Welcome to Country and maintaining respectful partnerships.	Review September, annually	Director Communications
	6.3 Invite a Traditional Custodian to provide a Welcome to Country for significant events, including those contained in the calendar of events.	Review September, annually	Director People and Capability
	6.4 Include Acknowledgement of Country at the commencement of important internal and external meetings.	September 2017	Director Communications
	6.5 Placement of the Clapping Sticks, presented at our 2016 National Reconciliation Week ceremony, in the foyer of Nara Centre, with a description of their significance, a copy of the CMTEDD commitment to reconciliation, and an Acknowledgement to Country plaque.	Coincide with May 2017 launch	RAP Executive Sponsor
	6.6 Promote inclusion of the Acknowledgement of Country in staff email signatures.	May 2017	Director Communications
	6.7 Create employee resources to help facilitate cultural awareness, such as information about Welcome to Country and Acknowledgement of Country.	June 2017	Director Communications
7. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.	7.1 Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2017	Director People and Capability
	7.2 Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	First week of July, annually	Director People and Capability
	7.3 Sponsorship of the ACT NAIDOC Business of the Year Award at the annual ACT NAIDOC Awards.	Review September, annually	Director Innovate Canberra
8. Utilise the Directorate's multiple touch points to drive reconciliation and promote the celebration of Aboriginal and Torres Strait Islander culture, heritage, stories and contribution to the ACT community.	8.1 Design and construct a Bush Tucker trail in the Southern Tablelands Ecosystems Park at the Arboretum.	June 2017	Director Venues Canberra
	8.2 Design and create an Aboriginal and Torres Strait Islander garden at the new Canberra and Region Visitors Centre at Regatta Point, using an Aboriginal and/or Torres Strait Islander landscape designer, specialist plants, rock formations and Welcome to Country signage that will reflect the Aboriginal and Torres Strait Islander interpretive design story.	June 2017	Director Visit Canberra

OPPORTUNITIES

Creating training and learning, employment and leadership opportunities for Aboriginal and Torres Strait Islander peoples within our Directorate is central to us positioning ourselves as an employer of choice for Aboriginal and/or Torres Strait Islander peoples. We value having strong cultural diversity and understanding, enriching our workforce and enhancing the quality of services we provide to the people of the ACT.

Additionally, with responsibility for Economic Development in the ACT, we will continue to strengthen our relationship with the Aboriginal and Torres Strait Islander business community, enhance opportunities in the tourism and business sectors, and raise awareness of government-subsidised training options.

Action	Deliverable	Timeline	Lead Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace, and across the ACTPS.	Within CMTEDD		
	9.1 Review and implement CMTEDD's Aboriginal and Torres Strait Islander employment and retention strategy.	Review July, annually	Director People and Capability
	9.2 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development, career planning and progression, and incorporating these into future policy as appropriate.	Review September, annually	Director People and Capability
	9.3 Include a Diversity Statement when advertising all vacancies, which encourages Aboriginal and Torres Strait Islander peoples to apply.	September 2017	Director People and Capability
	9.4 Promote a list of Aboriginal and Torres Strait Islander organisations to advertise and target employment opportunities in CMTEDD.	September 2017	Director People and Capability
	9.5 Collect information on our current Aboriginal and Torres Strait Islander staff numbers to inform future employment opportunities, including monitoring CMTEDD performance against ACTPS performance employment targets.	March, June, September and December, annually	Director People and Capability
	9.6 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	September, annually	Director People and Capability
	9.7 Implement, monitor and update the CMTEDD Workforce Diversity Strategy.	July, annually	Director People and Capability
	9.8 Participate in the Indigenous Traineeship Program, including Australian School-based Apprenticeships.	January, annually	Director Public Sector Management

Action	Deliverable	Timeline	Lead Responsibility
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace, and across the ACTPS.	9.9 Identify and support Indigenous Graduate Positions in CMTEDD as part of the ACTPS Graduate Program.	February, annually	Director People and Capability
	9.10 Where practicable, include an Aboriginal and/or Torres Strait Islander employee on a recruitment selection committee, and other selection committee members that have undergone cultural awareness training, for Identified positions.	September 2017	Director People and Capability/Selection Panel Chair
	9.11 Promote leadership and training opportunities to current Aboriginal and/or Torres Strait Islander employees in CMTEDD, by; a. establishing an Indigenous staff network; and b. highlighting vacant identified positions to existing Aboriginal and/or Torres Strait Islander employees.	September 2017	Director People and Capability
	9.12 Promote ATSIEB's Aboriginal and Torres Strait Islander Protocols through the staff induction resource kit.	May 2017	Director People and Capability
	Support to the ACTPS and ACT Community		
	9.13 Review and enhance the Respect, Equity and Diversity (RED) framework through the RED Review Working Group, including: a. supporting the Head of Service in including employment targets in Directors-General performance agreements; b. reporting in the ACTPS State of the Service Report to capture and centralise attraction and retention initiatives; and c. promote the inclusion of an ongoing discussion about Aboriginal and Torres Strait Islander employment at the Strategic Board level.	Review July, annually July, annually September 2017	Director Public Sector Management Director Public Sector Management RAP Executive Sponsor
	9.14 Monitor outcomes for Aboriginal and/or Torres Strait Islander trainees and apprentices across the ACT community.	September, annually	Director Skills Canberra
	9.15 Administer the ACT Government Inclusion Employment Pathways Program – linking Indigenous Traineeships, Cadetships and ACTPS Graduate Programs, with the goal to provide ongoing employment upon successful completion.	Review December, annually	Director Public Sector Management
	9.16 Promote leadership and training opportunities to current Aboriginal and/or Torres Strait Islander employers and employees across the ACT community.	September 2017	Director Skills Canberra

Action	Deliverable	Timeline	Lead Responsibility
10. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	10.1 Review procurement policies and procedures to identify barriers to Aboriginal and/or Torres Strait Islander businesses to supply goods and services.	June 2018	Executive Director Procurement and Capital Works
	10.2 Assist the Directorate to develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	September 2018	
	10.3 Review existing ACTPS Supply Nation membership.	January 2019	
	10.4 Finalise an Indigenous Procurement Policy (IPP) for the ACT.	September 2017	
	10.5 Encourage and promote the utilisation of Aboriginal and Torres Strait Islander service providers and businesses through, for example, keeping an up-to-date Supply Nation listing on the Procurement and Capital Works website.	Review February, May, August and November, annually	
11. Continue to build opportunities for Aboriginal and Torres Strait Islander peoples to engage in and influence the artistic life of the ACT.	11.1 Increase our understanding of the diversity and role of cultural and arts practices within Aboriginal and/or Torres Strait Islander communities through engagement.	Review September, annually	Director Cultural Canberra
	11.2 Support self-determined arts activity and increase the number of Aboriginal and/or Torres Strait Islander artists receiving funding from artsACT.	June 2018	
	11.3 Reduce barriers to support art at all levels of practice by improving our practices and working with communities.	June 2017	
	11.4 Encourage connections and broker relationships that will support arts activities.	Review September, annually	
	11.5 Establish a network of Aboriginal and Torres Strait Islander artists.	June 2017	
	11.6 Engage with the Aboriginal and Torres Strait Islander arts community to co-design new programs.	June 2017	
	11.7 Continue to provide funding for the Community Arts and Cultural Development.	Review July, annually	
	11.8 Provide targeted residency opportunities for Aboriginal and/or Torres Strait Islander Artists through the 2017 Arts Residency Program.	June 2017	
	11.9 Include a requirement for funded arts organisations to identify activities being undertaken to engage with Aboriginal and/or Torres Strait Islander artists and organisations.	June 2018	
	11.10 Include Aboriginal and/or Torres Strait Islander artists in opportunities for international cultural exchange.	Review September, annually	

Action	Deliverable	Timeline	Lead Responsibility
12. Continue to build opportunities for Aboriginal and/or Torres Strait Islander peoples to engage in and influence the economic life of the ACT.	12.1 Continue to work with the ATSIEB, members of the Indigenous business community and other organisations to shape supported pathways into existing programs and activities that foster entrepreneurship in the ACT. Currently these include CBR Innovation Network, KILN, and the Canberra Business Yarning Circle, which are engaged and well positioned to support emerging Indigenous business enterprises.	Review September, annually	Director Programs, Innovate Canberra
13. Continue to build opportunities for Aboriginal and Torres Strait Islander peoples to engage in and influence the sporting life of the ACT.	13.1 Maintain a part-time Indigenous Sport Development Officer.	Review May 2017	Director Active Canberra
	13.2 Continue to work in collaboration with the ATSIEB and with guidance from a specially established Interim Advisory Group (IAG), to return Boomanulla Oval to sustainable Indigenous management for the long term benefit of the Indigenous community.	Review July 2017	
	13.3 Support sport and recreation opportunities for Aboriginal and/or Torres Strait Islander peoples through the Inclusive Participation Funding Program (IPFP).	March, annually	
	13.4 Support sport and recreation opportunities for Aboriginal and Torres Strait Islander peoples through the management of Commonwealth Indigenous Advancement Strategy (IAS) funding, targeting the following key areas: a. Indigenous Sports Partnered Programs (ISPP); b. Research Report – Community Physical Activity Needs; c. Strategic Direction of Boomanulla Oval; and d. Indigenous Sports Grants Program (ISGP).	Review July, annually	
14. Continue to build opportunities for Aboriginal and/or Torres Strait Islander peoples to engage in and influence the cultural life of the ACT.	14.1 Undertake a Tourism Development Assessment of tourism products and experiences, including Indigenous tourism, in the ACT and the surrounding region, (as part of the Destination Visitor Survey (DVS) program managed by Tourism Research Australia).	December 2017	Director Visit Canberra
	14.2 Work closely with EPSDD to build capacity of guided ranger walks and develop the guided ranger walk program in Namadgi and Tidbinbilla.	December 2017	
	14.3 Instigate a consultative process through the Small Business Investment Program to encourage more diverse tourism product development in ACT Parks, and engage interested parties and seek expressions of interest for tourism activities in ACT Parks.	December 2017	
	14.4 Assist Thunderstone Aboriginal Cultural & Land Management Services with launch of The Dharwra Aboriginal Cultural Tours.	October 2017	
	14.5 Meet with the Traditional Owners Aboriginal Corporation to discuss tourism product development and these discussions are scheduled to be ongoing.	September 2017	

Action	Deliverable	Timeline	Lead Responsibility
15. Continue to build opportunities for Aboriginal and Torres Strait Islander peoples to engage in and influence the educational opportunities in the ACT.	15.1 Strengthen the relationship between Skills Canberra, the Aboriginal and Torres Strait Islander business community and the ATSIEB to gather appropriate advice from the community to inform policy decisions.	Review April, annually	Director Skills Canberra
	15.2 Support Aboriginal and Torres Strait Islander students in their vocational education and training (VET) through provisions built into all ACT funded training initiatives.	Review September, annually	
	15.3 Develop and implement the Access and Equity in Vocational Education and Training (VET) strategic framework and action plan. This includes consideration of strategies and performance indicators to ensure the needs of Aboriginal and Torres Strait Islander peoples are addressed. This will be supported by better integration of VET-related programs across the ACT Government and more targeted sharing and distribution of information about the services available.	June 2018	
	15.4 Skills Canberra's VET Field Officers will continue to engage with Aboriginal and Torres Strait Islander community organisations to raise awareness of the range of VET opportunities available to support improved Aboriginal and Torres Strait Islander employment outcomes.	Review September, annually	
	15.5 Continue to make available funding to support eligible traineeships, apprenticeships and Australian School-based Apprenticeships (ASBAs) for Aboriginal and Torres Strait Islander peoples employed under the Employment Inclusion Program. This includes subsidising the cost of the training delivered by the Registered Training Organisation and funding additional learning support to ensure the successful completion of the training.	Review September, annually	
	15.6 In consultation with the ATSIEB and ACT Health, explore innovative VET-related employment and career pathways for Aboriginal and Torres Strait Islander workers in the health industry. For example, establishing, funding and supporting traineeships for Aboriginal and Torres Strait Islander Health Workers at entry, supervision and leadership levels.	Review April, annually	
	15.7 In consultation with the ATSIEB, National Disability Insurance Scheme (NDIS) service providers, and the ACT NDIS Taskforce examine the potential contribution of the ACT VET system to enhancing attraction and retention of Aboriginal and Torres Strait Islander staff in the disability support services and allied health sectors.	May 2018	
	15.8 Identify robust measures of the effectiveness and efficiency of the ACT VET system in improving economic and social inclusion, and employment outcomes.	June 2017	

TRACKING & PROGRESS

Action	Deliverable	Timeline	Lead Responsibility
16. Report RAP achievements, challenges and learnings to Reconciliation Australia	16.1 Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September, annually	Director People and Capability
	16.2 Investigate participating in the RAP Barometer.	June 2018	
17. Report RAP achievements, challenges and learnings internally and externally	17.1 Publically report our RAP achievements.	January, annually	Director People and Capability
	17.2 Senior Executives asked to discuss their leadership contribution to the implementation of the CMTEDD RAP through their annual performance review.	July, annually	
	17.3 Successes, challenges and learnings from the implementation reviewed by the RAPWG as part of the implementation process.	September, annually	
	17.4 Achievements and progress on the implementation and effectiveness of the Aboriginal and Torres Strait Islander employment and retention strategy reported annually.	August, annually	
18. Review, refresh and update RAP	18.1 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	January 2019	Director People and Capability
	18.2 Send draft RAP to Reconciliation Australia for formal feedback and endorsement.	February 2019	
	18.3 Liaise and collaborate with other Directorates regarding RAP development.	February 2019	
	18.4 Second RAP endorsed by Executive leadership and submitted to Reconciliation Australia for review and endorsement.	April 2019	
19. Build support for the RAP	19.1 RAP endorsed by Reconciliation Australia.	May 2017	Director People and Capability
	19.2 Final version of CMTEDD RAP endorsed by Executive Leadership.	May 2017	
	19.3 Define resource needs for RAP development and implementation.	June 2017	
	19.4 Launch of CMTEDD RAP, along with opening of CMTEDD foyer with clapping sticks and plaque.	May 2017	
	19.5 RAP promoted internally and made available on CMTEDD and Reconciliation Australia websites.	May 2017	
	19.6 Progress report provided at Executive Management Group meetings annually.	May, annually	
	19.7 Report on CMTEDD RAP included in Annual Report.	August, annually	

CONTACT DETAILS

HUMAN RESOURCES

Deputy Director, Organisational Culture and Capability,
People and Capability Branch, CMTEDD, Corporate

Phone: (02) 6205 4790

Email: CMTEDDCorporatePeopleandCapabilityBranch@act.gov.au

