



Australian Government

Department of the Prime Minister and Cabinet



Reconciliation Action Plan Innovate

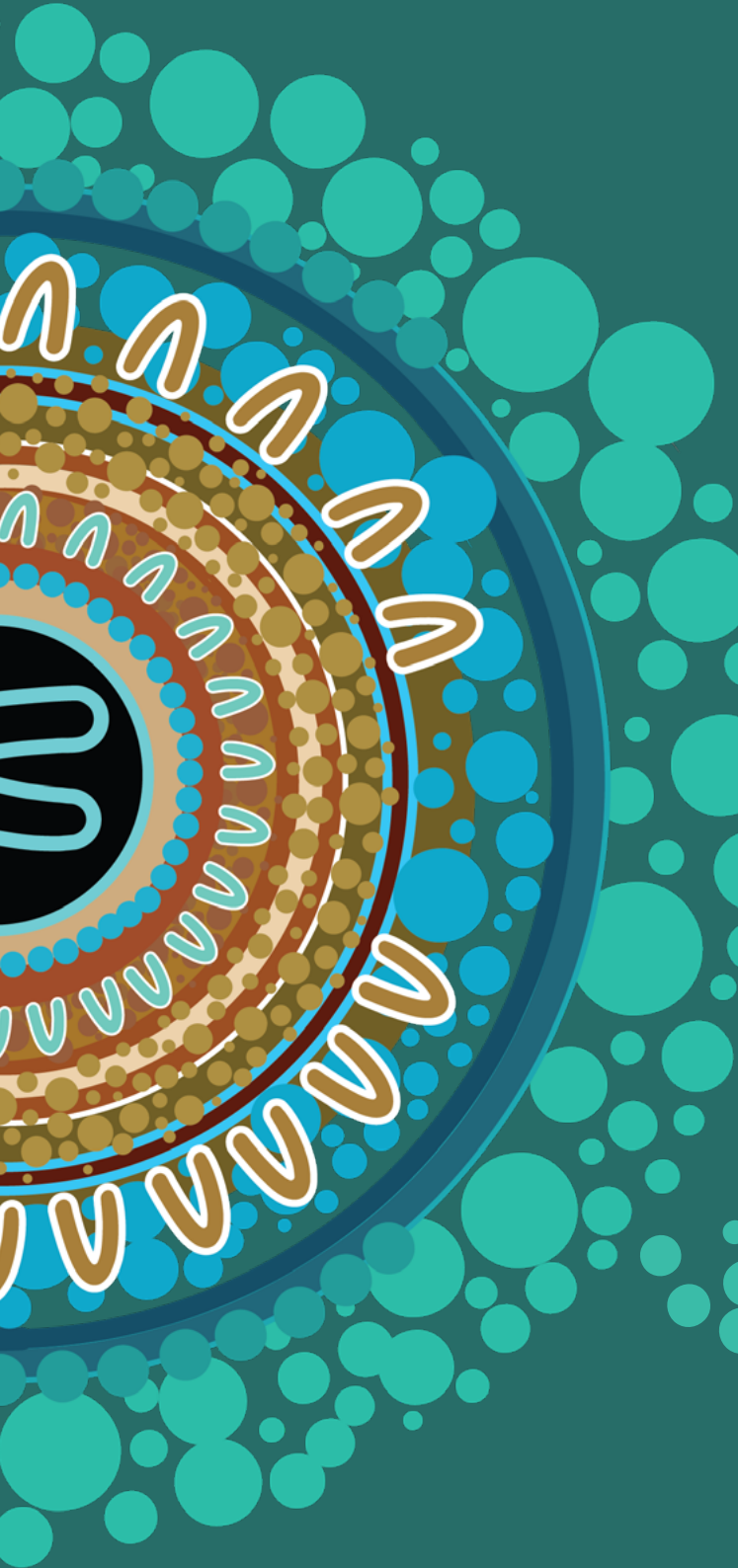
November 2024 – November 2027





Contents

RAP Artwork - Aboriginal	4
RAP Artwork - Torres Strait Island - Meriba Ged	5
PM&C's Reconciliation Action Plan	7
Message from the Secretary and Reconciliation Champion	8
Message from the Mara Network	9
Message from PM&C's First Nations Champion	10
Message from Aunty Serena Williams	11
Statement from CEO of Reconciliation Australia	12
Our vision for reconciliation	15
Key focus areas	17
Our business	18
Our sphere of influence	18
Our reconciliation journey	19
PM&C's RAP journey	19
Reflections	21
Case study: get to know PM&Cs Aboriginal and Torres Strait Islander Indigenous staff liaison officer (ISLO)	22
Ongoing business	22
Development of our RAP	25
Engagement for this RAP	26
PM&C RAP Working Group	27
Innovate - Reconciliation Action Plan (RAP)	29
1. Relationships	30
2. Respect	32
3. Opportunities	36
4. Governance	40
Abbreviations	42
Contact Officer	42
Glossary	43
Endnotes	44



RAP Artwork - Aboriginal



About the artist: The artwork was created by Lynnice Church of the Ngunnawal, Wiradjuri and Kamilaroi Tribes of ACT/NSW. Lynnice is named after her grandmother, Letty Little (nee Bell), a proud Ngunnawal woman who inspires Lynnice every time she paints. Lynnice a contemporary Aboriginal artist, is self-taught and has painted since she was a young girl. Her artwork reflects the continuing

connection of Aboriginal culture in the context of today's society.

About the artwork: The artwork represents PM&C's role as the centre of government, touching the lives of all Australians

whether here or abroad. The circles represents unity and truth telling, two way communication and walking together with the Aboriginal and Torres Strait Islander community.

The artwork shows the importance of listening, sharing and building knowledge and understanding of Aboriginal and Torres Strait Islander culture to create a culturally safe space.

A key theme throughout the artwork is a visual representation, symbolising the history of Australia. The centre circle shows PM&C's place in Australian society and the importance of relationships and connection that can only be built through respect, collaboration and trust. The outer circles show people sitting either side of the centre circle which symbolises the rich culture and experiences that our people bring and are able to share.



RAP Artwork - Torres Strait Island - Meriba Ged

About the artist: Jessie Mordey is a proud Torres Strait Islander woman who was born and grew up on Tamwoy Town, Waiben (Thursday Island). Jessie is a descendant of the Dauareb and Komet Clan and including the Kemer Kemer Meriam Nation and Wakaid Clan from Badhu (Badu) Island. Jessie is the eldest grandchild of her late grandfather; Sam Passi, head of the Passi Clan. It was he who gave Jessie, her name – when visiting Mer (Murray Island) she is known by her Elders (Ata, Athe, Aka, Ama, Dad, Aunties and Uncles) as Zomered and not Jessie.

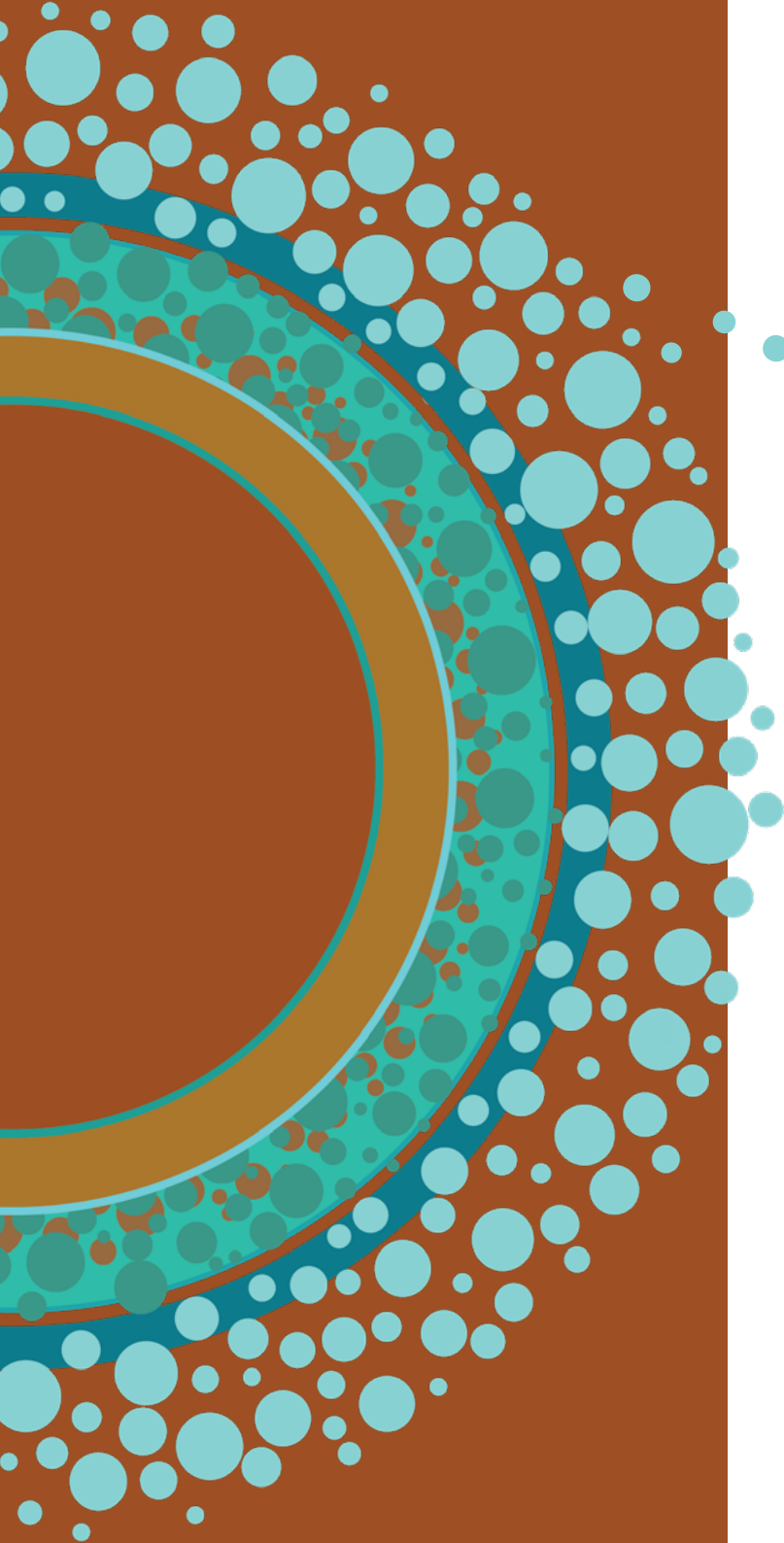
Jessie's work makes reference to her connection to her family-line, which gives her the sense of belonging to her clan, her family and her identity through totems that have been passed down from her ancestors.



About the artwork: The artwork is a representation of the Torres Strait Islander community and culture. Meriba Ged is Meriam Mir (Eastern Island language spoken in the Torres Strait) meaning 'Our place/Our Island'.

The canvas artwork was created using ink and acrylic, and the colours used are blue, turquoise, green and white. These elements are used to connect the artwork to Sea Country.

The intricate patterns used are influenced by patterns used on artefacts and clan body art of Torres Strait Islander peoples. The patterns are unique symbols that showcase the very essence of Torres Strait Islander identity, and are a visual reference to Torres Strait Islander heritage.



PM&C's Reconciliation Action Plan

The Department of the Prime Minister & Cabinet (PM&C) would like to acknowledge the Traditional Custodians of Country throughout Australia and their continuing spiritual, social, and cultural relationship with the land, waters, skies and community. We pay our respects to their Elders past and present, and to their community leaders, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Message from the Secretary and Reconciliation Champion

As the Department of the Prime Minister and Cabinet's Secretary and Reconciliation Champion, we are proud to reaffirm PM&C's ongoing commitment to reconciliation through our new 2024–2027 Reconciliation Action Plan (RAP).

This Innovate level RAP is an important step in our journey. Over the next three years, we intend to build on our strong foundations necessary to commit to a Stretch RAP in 2027. The focus of this RAP is on building relationships, fostering a culturally safe workplace for Aboriginal and Torres Strait Islander staff, and ensuring our policy advice is well-informed and leads to positive impacts in communities.

As a central agency invested in all areas of policy development, the department is uniquely positioned to influence reconciliation across the Australian Public Service (APS). This RAP will complement the Government's commitment to the National Agreement on Closing the Gap. It identifies tangible ways we can listen to, and work with, Aboriginal and Torres Strait Islander partners to move reconciliation forward.

The actions in this RAP come from extensive engagement with staff across the department, including with PM&C's Mara Network, and Ngunnawal Elders. Through deep listening yarning circles, one-on-one yarns with senior leaders, workshops and an all-staff survey, we fostered a safe place that allowed for truth-telling discussions.

This RAP sets out our commitment to continue to engage meaningfully and constructively with our Aboriginal and Torres Strait Islander stakeholders, build the cultural awareness and capability of our non-Indigenous staff, improve recruitment and retention of Aboriginal and Torres Strait Islander staff, and ensure transparency and accountability of RAP implementation.

As leaders, we will encourage all PM&C staff, at all levels, to lead by example and to use our unique position to build a more inclusive Australia.



Professor Glyn Davis AC
Secretary



Lisa Elliston
Reconciliation Champion

Message from the Mara Network

The Mara Network proudly supports the department's 2024–2027 Reconciliation Action Plan (RAP), showcasing our shared commitment to Aboriginal and Torres Strait Islander employment and reconciliation.

As the department's Aboriginal and Torres Strait Islander staff network, the Mara Network serves as a two-way forum for Aboriginal and Torres Strait Islander employees in PM&C to support one another in realising our full potential, and ensure our voices are included at all levels of PM&C. We bring a rich tapestry of cultural knowledge, authority, and personal experiences, offering perspectives from both within and beyond the Australian Public Service (APS). As dedicated APS employees, we focus on creating positive impacts for Aboriginal and Torres Strait Islander peoples and all Australians.

The Mara Network was actively engaged in the development of this RAP, contributing significantly to its direction. We were genuinely consulted, capturing our aspirations, and we believe that the actions in this RAP will not only strengthen but also enrich our reconciliation journey. This RAP was developed with a strong focus on cultural safety, relationship building, and collaboration, ensuring positive staff engagement throughout the process.

We appreciate being part of this RAP's development and are committed to working in partnership with our colleagues to implement its actions. We recognise that reconciliation is an ongoing journey and firmly believe that PM&C's committed actions represent a positive step towards fostering a fairer, more equitable and inclusive workplace for the benefit of all Australians.



Nicole Polson and Sheldon Moore
Co-chairs of the Mara Network

Message from PM&C's First Nations Champion

As PM&C's First Nations Champion, the Assistant Secretary for the First Nations Policy Branch, in the Social Policy Division, and an active Mara member, I am pleased to support PM&C's Reconciliation Action Plan for 2024–27.

I am proud of the department's efforts to co-design this RAP in partnership with the Mara Network and the RAP Working Group. Reconciliation is an ongoing challenge for our nation; Australia's shared history is complex and there is still so much work to do and so much that remains untold.

It has never been more important to create opportunities for us to stop, listen and learn from each other. To achieve a united future, our stories need to be told and our histories understood. Reconciliation is a life long journey that involves all Australians.

As the oldest living cultures in the world, Aboriginal and Torres Strait Islander cultures are so inherently beautiful and are fundamentally connected to the land and each other. Our cultures are unique and our people are resilient and adaptive.

The National Agreement on Closing the Gap, signed by all governments, provides us with a unique opportunity to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians.

Our vision for this RAP is consistent with Closing the Gap. Our vision is focused on: strengthening our relationships with Aboriginal and Torres Strait Islander peoples, communities and staff; creating a safe place for truth telling; empowering Aboriginal and Torres Strait staff; and embedding the knowledge and understanding of Aboriginal and Torres Strait Islander cultures, perspectives and histories in all that we do.

I look forward to supporting PM&C to continue to work with our colleagues and stakeholders to achieve the department's goals in reconciliation and Closing the Gap for the benefit of all Australians.



Kate Thomann
First Nations Champion

Message from Aunty Serena Williams

Yuma (hello), it is my pleasure to endorse the Department of the Prime Minister and Cabinet's 2024–27 Reconciliation Action Plan.

It is a great honour as a Ngunnawal Elder to be part of PM&C's reconciliation journey, walking together for a reconciled Australia that acknowledges and understands deeply our 65,000 years of continuous living culture. An important step towards reconciliation is broad knowledge, understanding and respect for the First Australians and the land we all live on.

I believe this RAP positively improves the way PM&C works with and acknowledges Aboriginal and Torres Strait Islander peoples, communities and staff, and recognises the value of Aboriginal and Torres Strait Islander voices and knowledge. It supports positive engagement with Aboriginal and Torres Strait Islander people, helps develop strong working relationships and facilitates mutual respect, whilst providing a culturally safe workplace for Aboriginal and Torres Strait Islander staff.

I look forward to the ongoing mura (pathways) of maintaining respectful relationships as a Traditional Custodian and Elder of Ngunnawal Country and to see these relationships develop across Australia with all Traditional Owners and Elders as PM&C continues to strengthen its cultural integrity.

I look forward to a brighter more inclusive future.

Djan Yimaba – Thank you



Aunty Serena Williams

Statement from CEO of Reconciliation Australia

Reconciliation Australia commends the Department of Prime Minister & Cabinet (PM&C) on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. PM&C continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

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

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

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

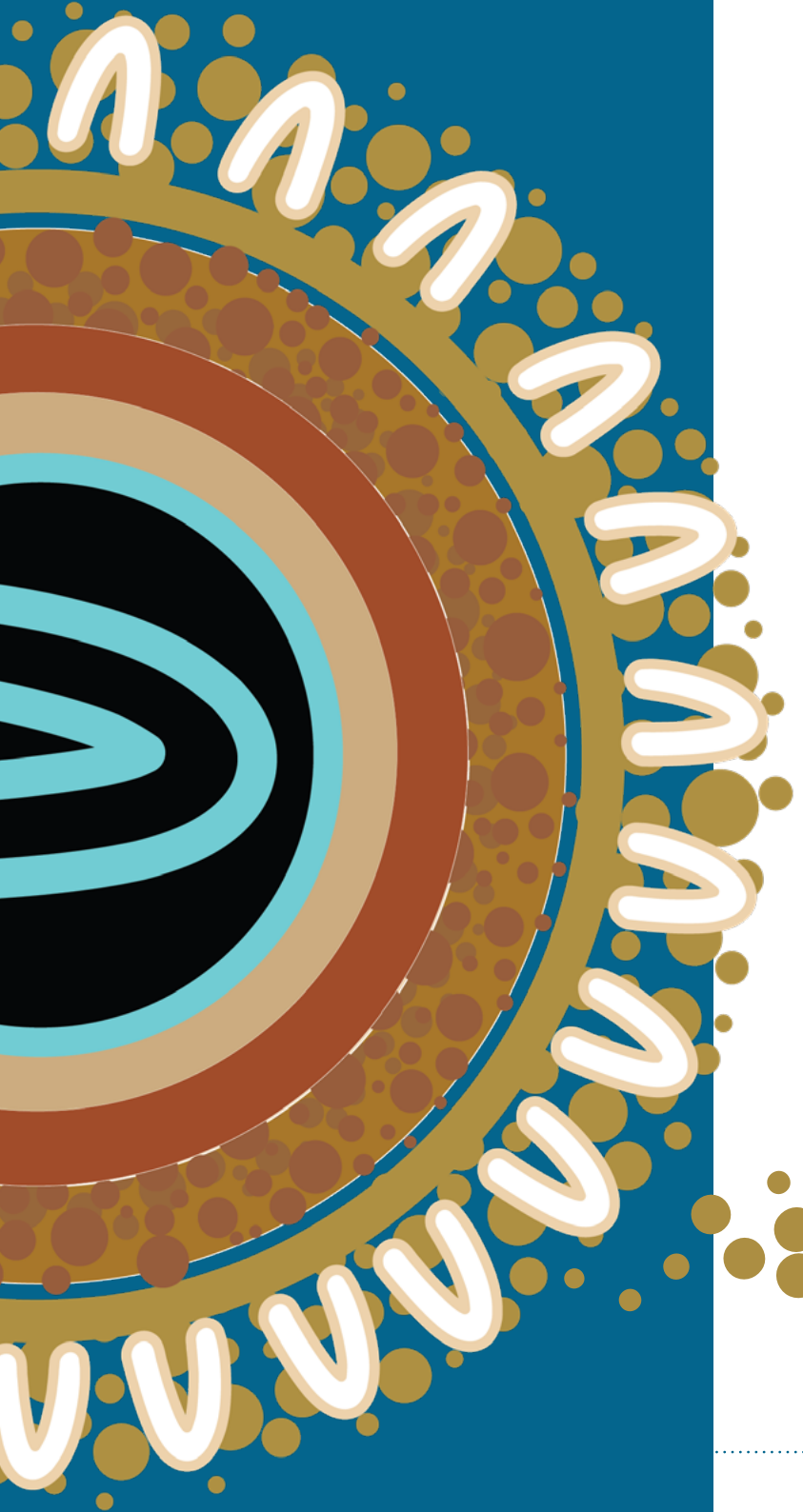
This Innovate RAP is an opportunity for PM&C to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, PM&C will ensure shared and cooperative success in the long-term.

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

Congratulations PM&C on your third Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer Reconciliation Australia



Our vision for reconciliation

The Department of the Prime Minister and Cabinet envisions a future where the knowledge, perspectives and contributions of Aboriginal and Torres Strait Islander peoples are integral to all we do. We strive to create a culturally safe and inclusive workplace that fosters mutual respect, understanding and partnership, empowering Aboriginal and Torres Strait Islander peoples and communities to influence decisions on matters that impact their lives.



In realising this vision, we aspire to:

- continue to develop a deep understanding of Australia's shared histories, actively engage in truth-telling, and listen to diverse perspectives and contributions from Aboriginal and Torres Strait Islander peoples and communities.
- support Aboriginal and Torres Strait Islander staff throughout their careers. PM&C will work in partnership with Aboriginal and Torres Strait Islander staff to enable them to pursue their career aspirations.
- embed cultural safety and eliminate racism, ensuring that all staff are aware of what cultural safety looks like for Aboriginal and Torres Strait Islander peoples, and how to foster and maintain it.
- leverage PM&C's privileged position at the centre of government to create spaces and places that enable and empower Aboriginal and Torres Strait Islander peoples' voices to be heard, listened to and understood across government. PM&C will collaborate genuinely with internal and external Aboriginal and Torres Strait Islander stakeholders, supporting self-determination and stronger partnerships to ensure PM&C works to markedly improve outcomes across the country.

In line with commitments under the National Agreement on Closing the Gap and the Priority Reforms, our vision sets a course for the department to make purposeful and meaningful progress toward reconciliation.

Key focus areas

“I want our aspiration to be high and our implementation to be meaningful and our commitment to be public” – yarning circle participant

This Innovate RAP is an important stepping stone to realise our vision. The key focus areas of this RAP are to:

- Improve workplace cultural safety for Aboriginal and Torres Strait Islander staff. This includes a focus on anti-racism and lateral violence.
- Build the cultural awareness and capability of all staff in line with the Australian Public Service Commission (APSC) Aboriginal and Torres Strait Islander Cultural Capability Framework, ensuring we apply learnings to our everyday work.
- Foster meaningful engagement with Aboriginal and Torres Strait Islander staff through the cultural capability domains of knowing, doing and being, so that their voices and perspectives are genuinely heard and valued.
- Increase Aboriginal and Torres Strait Islander representation in line with APS-wide targets, improve professional development opportunities and better support career aspirations.
- Strengthen engagement and relationships with external Aboriginal and Torres Strait Islander stakeholders.
- Harness PM&C's capability, authorising environment and central position in government to advance reconciliation efforts across the APS and broader community within our sphere of influence.



Our business

PM&C sits at the heart of government policy making. We work hard to anticipate, respond to, and implement the Australian Government's complex agenda across the policy spectrum. Our primary role is to serve the Prime Minister, support the Cabinet and work with colleagues across the APS to ensure the government's programs, policies and priorities are delivered to the highest possible standard.

As the lead department for the APS, we take a whole-of-nation and whole-of-government approach, working with stakeholders across the APS, national and international jurisdictions to improve the wellbeing of all Australians, advance Australia's interests and keep our country safe and prosperous.

Our offices are located within the Parliamentary Triangle in Canberra, with many staff working flexibly from other regions. We employ over 1,400 employees, of which 2.2% identify as Aboriginal or Torres Strait Islander (as at 31 October 2024).

Our sphere of influence

PM&C's sphere of influence to drive reconciliation with Aboriginal and Torres Strait Islander peoples is broad, shaping both the internal workplace culture and external relationships with government agencies, community organisations and stakeholders and international partners.

Internally, PM&C's responsibility is to establish a safe and responsive workplace for Aboriginal and Torres Strait Islander staff, where their voices are heard, their identity is respected and celebrated, and career aspirations are supported.

Our internal stakeholders are: all staff, including Aboriginal and Torres Strait Islander staff, the Mara Network, Senior Executive leaders, the Executive Board, RAP Working Group, the Reconciliation Champion, First Nations Champion, First Nations Policy Branch, People Branch, Communications Branch, Procurement and Contracts, and other Diversity Networks and Champions.

Externally, PM&C can leverage its unique position at the centre of government. We can lead by example and demonstrate how listening to diverse Aboriginal and Torres Strait Islander perspectives leads to better policy outcomes. We deliver influential advice to the Prime Minister and his Office, other Ministers and their offices. This helps PM&C improve the lives of all Australians.

Our external stakeholders are: Aboriginal and Torres Strait Islander peoples and communities, Elders, Traditional Owners and other community leaders; peak bodies, Aboriginal and Torres Strait Islander organisations and land councils; other APS agencies (in particular, NIAA,¹ and the APSC²), APS Indigenous Networks, state and territory governments, Reconciliation Australia, Aboriginal and Torres Strait Islander businesses, Supply Nation and contractors.

Our reconciliation journey

This Innovate RAP commits PM&C to an inclusive workplace and celebrating the rich, diverse and resilient cultures of Aboriginal and Torres Strait Islander peoples.

Our previous RAPs laid the early foundations for our journey towards reconciliation, setting a number of ongoing commitments as part of PM&C's core business.

PM&C's RAP journey

RAP	Details
RAP 2015 – 2018	<p>Innovate RAP – PM&C was the lead agency for Indigenous Affairs across the Australian Public Service during the time of this reconciliation action plan. This RAP was developed to complement PM&C's Aboriginal and Torres Strait Islander Employment Strategy 2015–2018. The RAP contributed to positive outcomes such as:</p> <ul style="list-style-type: none">• Strengthening the relationships with the department's Aboriginal and Torres Strait Islander staff.• Fostering partnerships with Aboriginal and Torres Strait Islander businesses and local communities.• Offering PM&C employees opportunities and experiences to increasing cultural awareness and capability through learning about and connecting with Aboriginal and Torres Strait Islander cultures and heritage.• Developing new strategies to attract, recruit and retain Aboriginal and Torres Strait Islander staff. <p>The deliverables of this RAP were regarded as successful within the department. In 2017, the actions were reviewed and updated to reflect PM&C's increased commitment, measurements and responsibilities towards reconciliation.</p>

RAP	Details
RAP 2019 - 2020	<p>Stretch RAP – The success of the previous RAP enabled PM&C to move on to a ‘Stretch’ level RAP. The department undertook extensive consultations using an online platform (the Ideas Hub), face to face and video conferencing, focus group sessions, ongoing engagement with the Aboriginal and Torres Strait Islander Employee Network, the department’s Indigenous SES and Reconciliation and Indigenous Champions. Some of the RAP outcomes include:</p> <ul style="list-style-type: none"> • Building understanding of truth telling and historical acceptance through staff networks and raising awareness on the impact of colonisation on Aboriginal and Torres Strait Islander peoples. • Driving internal cultural change and further increasing the cultural competency of staff following a review of the department’s cultural awareness and development of a staff training strategy. • Exceeding Indigenous Procurement Policy targets across the term of the RAP. <p>For the first time, the RAP featured a snapshot of achievements and case studies of reconciliation work completed to date. For the duration of this RAP, 40% of the RAP Working Group were Aboriginal and Torres Strait Islander employees.</p>
RAP 2021 - 2023 (extended to 2024)	<p>Innovate RAP – The department’s latest RAP was developed and implemented in the context of (1) the Indigenous Affairs portfolio moving to NIAA, (2) climate disasters in multiple states, (3) the international health, economic and social impacts of the global Novel Coronavirus (COVID-19) pandemic, (4) a Federal Election and (5) the 2023 referendum on a Voice to Parliament.</p> <p>Despite more challenging circumstances as outlined above, a key outcome of this RAP was the elevated internal focus on opportunities around professional career development and advancement of Aboriginal and Torres Strait Islander staff, which was closely aligned with the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy 2020–24. This was achieved through the establishment of the Indigenous Staff Liaison Officer (ISLO) and Indigenous Liaison Officer (ILO) positions within the department’s People Branch to provide mentoring and culturally-suitable and safe support for Aboriginal and Torres Strait Islander staff.</p> <p>The RAP also used local Ngunnawal language throughout and was supported by an artwork by proud Gamilaroi Ularoi/Yuwaalaraay woman Lakkari Pitt. A key theme of the artwork was empowerment and the journey of reconciliation (story-telling) with the department as a central meeting place with its goal of creating opportunity for Aboriginal and Torres Strait Islander peoples. Additionally, this RAP explored PM&C’s sphere of influence and contributed to strengthening the department’s collaboration with other government agencies through sharing experiences and resources concerning our mutual reconciliation journey.</p>

Reflections

PM&C's reconciliation journey has been one of growth and learning. **'Nothing about us without us'** is a critical concept for working with or representing Aboriginal and Torres Strait Islander peoples, staff and communities.

Our reconciliation journey has taught us that in practice this means:

- meaningful and regular engagement
- broad consultation, fostering connections and partnerships
- allowing space for reflection and thoughtful decision-making before action
- balancing cultural load with appropriate consultation and engagement
- cultivating respectful relationships
- creating culturally safe spaces for respectful discussion and story-telling
- promoting strong role models
- ensuring transparency at all stages.

The new Innovate RAP was developed with this critical concept at the forefront, building on past achievements and further supporting:

- an inclusive workplace built on mutual respect
- Aboriginal and Torres Strait Islander identity to be recognised, valued and celebrated
- acknowledgment and respect of Aboriginal and Torres Strait Islander peoples' spiritual, social, cultural and economic relationship with their traditional lands and waters and their ongoing contributions as Custodians of our Country
- celebration of the histories, cultures and achievements of Aboriginal and Torres Strait Islander peoples
- understanding the importance of our shared history, its impact on Aboriginal and Torres Strait Islander peoples and the necessity of truth-telling to unify and reconcile
- emphasis of the importance of self-determination, collaboration and partnership.

Case study: get to know PM&Cs Aboriginal and Torres Strait Islander Indigenous staff liaison officer (ISLO).

Established under the previous RAP, the role of the ISLO in the People Branch is to ensure the ideas, aspirations and perspectives of Aboriginal and Torres Strait Islander staff are at the forefront of the development and design of associated employment policy and direction. The ISLO works with all Aboriginal and Torres Strait Islander staff to identify priority areas for improving the employment experience and future prospects of Aboriginal and Torres Strait Islander staff in PM&C. This includes identifying employment barriers and recommending practical innovative solutions. The ISLO works with Aboriginal and Torres Strait Islander staff to promote job opportunities within their families and communities, participates on selection panels, and supports new employees in the workplace.

The health and wellbeing of PM&C Aboriginal and Torres Strait Islander staff is a priority for the ISLO. The ISLO supports staff to manage a range of complex issues that can impact their employment, including tailored strategies to meet each employee's needs. They develop nuanced prevention and early intervention actions by engaging the employee early, creating a conversation that is safe, non-judgemental and confidential.

Ongoing business

PM&C will maintain the following important core foundations:

- the Enterprise Agreement 2024–27 employment provisions that support Aboriginal and Torres Strait Islander staff
- the Mara Network, PM&C's Aboriginal and Torres Strait Islander staff network, to ensure they have an avenue to support each other, share information and lived experience, and to collaborate on departmental initiatives
- Indigenous staff liaison officers (ISLOs)
- Reconciliation and First Nations Champions
- the First Nations Staff Hub with easy access to information and resources to support wellbeing and career development and progression
- observation of Aboriginal and Torres Strait Islander Cultural protocols
- celebration of Reconciliation Week and NAIDOC Week
- public communication of PM&C's commitment to reconciliation
- cultural Awareness training available to all-staff either in person or online
- participation in Jawun, Garma Festival and the Sir Ronald Wilson Pat Turner Scholarship.

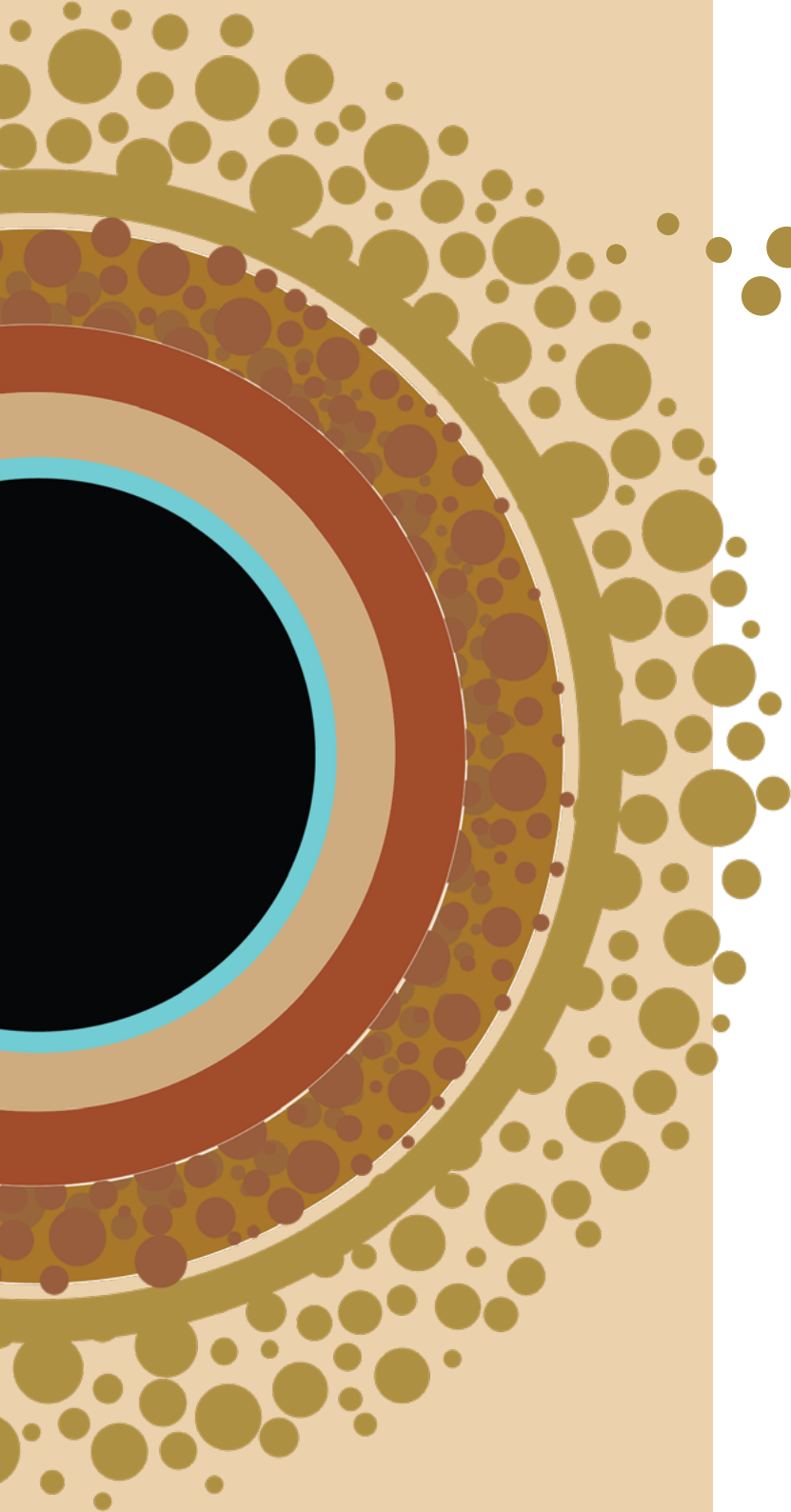
This RAP is complemented by the [PM&C Inclusion and Diversity Strategy 2023-26](#).

PM&C will continue to support staff to participate in reconciliation activities. In addition to internal National Reconciliation Week and NAIDOC week events being considered work time, staff are able to access one day of paid leave per year to participate in NAIDOC week activities under the Enterprise Agreement 2024–27 (EA). The EA also states that Aboriginal and Torres Strait Islander employees may access up to 6 days over 2 calendar years to participate in significant activities associated with their culture or to fulfil ceremonial obligations.

“Reconciliation is an ongoing journey that reminds us that while generations of Australians have fought hard for meaningful change, future gains are likely to take just as much if not more effort” – Reconciliation Australia.

PM&C’s forward commitment acknowledges the five dimensions of reconciliation as outlined by Reconciliation Australia.

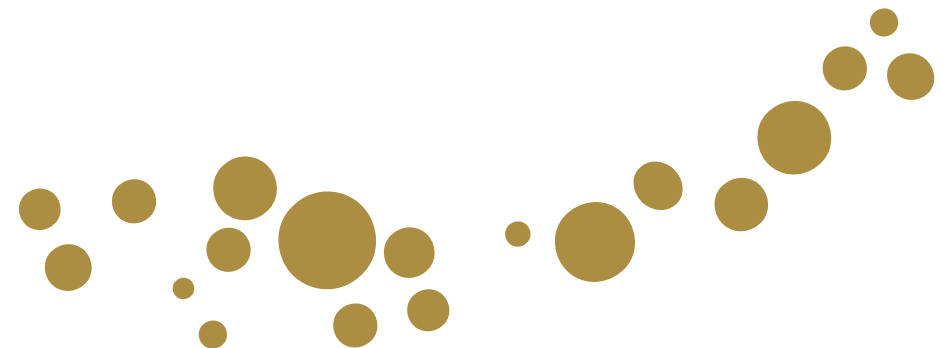
1. **Race relations** – all Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.
2. **Equality and equity** – Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and their unique rights are recognised and upheld.
3. **Institutional integrity** – the active support of reconciliation by the nation’s political, business and community structures.
4. **Unity** – an Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared national identity.
5. **Historical acceptance** – all Australians understand and accept the wrongs of the past and their impact on Aboriginal and Torres Strait Islander peoples. Australia makes amends for past policies and practices ensures these wrongs are never repeated.

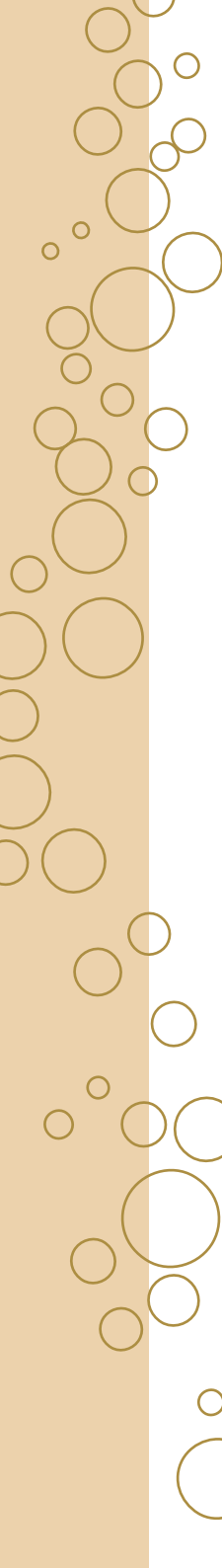


Development of our RAP

“I will not assume I know what impacts my work will have on our First Nations communities. I will listen, I will adapt, I will evolve and I will always seek to learn from the past”

– PM&C Executive-level manager.





Reconciliation at PM&C is everyone's business. All staff in PM&C had the opportunity to contribute to the development of the RAP. This included authentic collaboration with Aboriginal and Torres Strait Islander staff and stakeholders, ensuring their voices, aspirations and experiences are at the centre of its design.

Engagement for this RAP

To develop this RAP, a dedicated project team initially led by Dr Lisa Conway, Chair of the APS Senior Executive Service (SES) Indigenous Network, undertook a multi-faceted engagement process to capture insights and perspectives on reconciliation from departmental staff and Ngunnawal Elders.

- **Aboriginal and Torres Strait Islander engagement** – the RAP was shaped through an open, ongoing dialogue with Aboriginal and Torres Strait Islander colleagues. Dr Conway held yarning circles with First Nations staff (including the Mara Network), met one-on-one with the First Nations Champion, and conducted a yarning circle with senior Ngunnawal Elders. Aboriginal and Torres Strait Islander staff were regularly provided draft copies prior to actioning broader consultation.
- **All-staff engagement** – ideas for the new RAP were sourced from all-staff via a survey (190 respondents) and subsequent yarning circles. All-staff in PM&C were given the opportunity to provide detailed feedback on the draft RAP in June via the intranet and webinars.
- **SES 1:1 engagement** – yarns were held with departmental SES leaders to inform the scope and ambition of the new RAP. Dr Lisa Conway led these sessions using Dadirri 'Aboriginal deep listening' principles. In finalising the draft, SES were consulted directly where actions were relevant to their divisions/branches.

Ongoing consultation will be necessary to plan and implement the commitments outlined in the RAP, notably between the RAPWG, the Mara Network, Corporate Division and Information Services Division.

PM&C RAP Working Group

PM&C's RAP Working Group drives and monitors progress of RAP actions, with transparency and accountability embedded into its governance structure. It comprises broad membership from across the department to ensure a representative mix of perspectives and lived experience is brought to the table.

Role	Description	Responsible officer
Chair	Chairs meetings, coordinates activities, and seeks endorsement.	Reconciliation Champion
Responsible lead	Ensure work is occurring within their relevant functional/line areas to meet commitments under the RAP.	First Assistant Secretary – Corporate Chief People Officer Assistant Secretary – Communications Assistant Secretary – Shared Services
Key stakeholder	Optional involvement. Provide advice and visibility on the impacts of RAP actions on Aboriginal and Torres Strait Islander peoples.	First Nations Champion
First Nations community partner	Brings Ngunnawal perspectives including their community's aspirations and lived experience.	Ngunnawal Elder
Contributors	Optional involvement. Provide advice and visibility on the impacts of RAP actions on Aboriginal and Torres Strait Islander peoples.	4 x Aboriginal and/or Torres Strait Islander employee representatives including 2 from the Mara Network (where possible at least one Torres Strait Islander representative) All First Nations SES (disclosed)
	Advocate for reconciliation within their groups and bring their group's views to the Working Group.	5 x group representatives (one member from each PM&C group)
	Advises how policies can contribute to RAP actions and ensure alignment with Closing the Gap.	1 x First Nations Policy Branch representative



Innovate - Reconciliation Action Plan (RAP)

An Innovate RAP is used to develop, test and establish the best approach for advancing reconciliation in the workplace. An Innovate RAP is a commitment published on Reconciliation Australia's website and PM&C's website. The RAP is separated into four sections: Respect, Relationships, Opportunities and Governance.



1. Relationships

As a central agency PM&C is committed to setting a high standard for reconciliation, both internally and externally. Core to this work is building, strengthening and sustaining trusted relationships with Aboriginal and Torres Strait Islander staff, stakeholders and communities. Such relationships will help us to design and deliver better, more culturally informed policies.

Focus areas:

- building and maintaining meaningful relationships with internal and external Aboriginal and Torres Strait Islander stakeholders
- PM&C's role in leading on reconciliation efforts and encouraging agency peers to step up
- using our influential position to promote reconciliation and positive race relations in the APS and beyond.

Action	Deliverable	Responsibility	Timeline
1.1 Strong relationships and partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations across the whole department.	1.1.1 Participate in the Jawun secondment program, up to: <ul style="list-style-type: none">• 6 places for non-SES per year on Jawun secondments.• 2 places for SES per year on Jawun executive visits. Actively encourage both Aboriginal and Torres Strait Islander staff and others to participate.	<i>Lead:</i> Chief People Officer	Non-SES April, July and October, annually SES May, annually
	1.1.2 Facilitate up to 10 staff to attend the annual Garma Festival, with minimum 2 Aboriginal and/or Torres Strait Islander attendees.	<i>Lead:</i> Chief People Officer	August, annually
	1.1.3 Celebrate National Reconciliation Week (NRW), as reflected in the PM&C Diversity Calendar. ³ <ul style="list-style-type: none">• Host minimum 3 internal events each year in collaboration with Aboriginal and Torres Strait Islander staff.• RAPWG members to facilitate one of the NRW events.• Encourage and support staff and senior leaders to participate in PM&C NRW activities and at least one external event.• Promote NRW events and resources (from Reconciliation Australia, PM&C and other relevant sources) to staff and the wider community (e.g. social media).• Register PM&C's NRW events on Reconciliation Australia's NRW website.	<i>Lead:</i> Chief People Officer <i>Support:</i> Mara Network; RAPWG, Reconciliation Champion, Communications Branch	May, annually

Action	Deliverable	Responsibility	Timeline
	1.1.4 Develop and implement a staff engagement plan to raise awareness of reconciliation across PM&C's workforce.	<i>Lead:</i> Assistant Secretary, Communications <i>Support:</i> People Branch	March 2025
	1.1.5 Secretary hosts an APS First Nations networking event during National Reconciliation Week, inviting local Elders, APS Indigenous deputy secretaries and First Nations Policy Branch representatives, and other external stakeholders.	<i>Lead:</i> Secretary <i>Support:</i> People Branch, Reconciliation Champion	May 2025, annually
	1.1.6 Develop and implement group-level Aboriginal and Torres Strait Islander External Stakeholder Engagement Plans ⁴ to embed greater stakeholder engagement between the department and First Nations organisations, communities, and staff.	<i>Lead:</i> deputy secretaries <i>Support:</i> People Branch, First Nations Policy Branch, RAPWG	June 2025, ongoing
1.2 Reconciliation promoted through our sphere of influence.	1.2.1 Communicate PM&C's commitment to reconciliation publicly on the PM&C website, social media channels and Corporate Plan.	<i>Lead:</i> Assistant Secretary, Communications	February 2025, ongoing
	1.2.2 Collaborate with RAP organisations and other Commonwealth agencies to develop innovative approaches to advance reconciliation. ⁵	<i>Lead:</i> Reconciliation Champion <i>Support:</i> People Branch	February 2025, ongoing
	1.2.3 Where appropriate, seek to embed an Acknowledgement of Country in bilateral and multilateral statements between Australia and one or more other countries agreed on in Australia, where PM&C is responsible for development of the document.	<i>Lead:</i> Deputy Secretary, International and Security Group	November 2024, ongoing
1.3 Positive cultural and race relations promoted.	1.3.1 Finalise a review, and promote awareness of, the PM&C Appropriate Workplace Behaviour Policy, and establish (new) Complaints Policy ensuring both parties provide practical guidance and align with national anti-discrimination laws and anti-racism frameworks.	<i>Lead:</i> Chief People Officer	December 2024
	1.3.2 Engage with Aboriginal and Torres Strait Islander staff representatives, including the Mara Network, on internal policy reviews (inclusive of anti-discrimination policies) that specifically affect Aboriginal and Torres Strait Islander staff to further build strong and mutually beneficial relationships.	<i>Lead:</i> SES policy leads <i>Support:</i> Mara Network; People Branch	February 2025, ongoing
	1.3.3 All staff to complete mandatory APS Academy Integrity training annually.	<i>Lead:</i> Chief People Officer <i>Support:</i> All SES leaders	November 2024, annually
	1.3.4 Maintain and promote a range of culturally safe channels for staff to access support and raise matters of inappropriate behaviour including discrimination, racism and lateral violence. ⁶	<i>Lead:</i> Chief People Officer <i>Support:</i> All SES leaders	April 2025, ongoing



2. Respect

PM&C respects and values Aboriginal and Torres Strait Islander peoples, communities, cultures, knowledge systems and practices. We acknowledge their long history and continuing connection to Country as the Custodians of the land. We admire the strength and resilience of those people who find themselves walking between two worlds. Establishing and maintaining a high standard of cultural safety and capability across the department is a foundational step towards ensuring we are a safe and inclusive workplace. PM&C has recently mapped existing cultural training offerings to ensure learning opportunities are available at foundational, expansive, and immersive levels for all staff. This work will continue under the new RAP to further explore and embed additional offerings and establish a formal 'Cultural Learning Pathway'.

Focus areas:

Demonstrating ongoing respect to Aboriginal and Torres Strait Islander peoples and cultures through:

- building greater knowledge and understanding of the identity and experiences of Aboriginal and Torres Strait Islander peoples and reflecting this awareness in PM&C's internal and external relationships
- improving Aboriginal and Torres Strait Islander cultural safety in the workplace
- building cultural awareness and capability of all staff and, in doing so, reducing cultural load on Aboriginal and Torres Strait Islander staff
- observing cultural protocols and maintaining PM&C's Aboriginal and Torres Strait Islander Cultural Protocol Guide.

Action	Deliverable	Responsibility	Timeline
2.1 Increased cultural safety for Aboriginal and Torres Strait Islander staff at work.	2.1.1 Continue to embed provisions that support Aboriginal and Torres Strait Islander staff, including the: Mara Network, a dedicated network of Aboriginal and Torres Strait Islander staff <ul style="list-style-type: none">• Indigenous staff liaison officers (ISLOs) in People Branch, to ensure First Nations employment continues to be prioritised and supported• Reconciliation and First Nations Champions, to ensure the priorities and needs of Aboriginal and Torres Strait Islander staff are supported and advocated for at senior levels.	Lead: Executive Board	November 2024, annually
	2.1.2 Ensure that PM&C's induction processes consistently informs Aboriginal and Torres Strait Islander staff on the support and entitlements available to them. ⁷	Lead: Chief People Officer Consult: Mara Network	July 2025

Action	Deliverable	Responsibility	Timeline
	2.1.3 Implement mandatory cultural competency training for all employees. ⁸	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network, Aboriginal and Torres Strait Islander stakeholders	March 2025, annually
	2.1.4 Promote awareness of the PM&C Enterprise Agreement provisions that support Aboriginal and Torres Strait Islander staff, including NAIDOC leave, ceremonial leave and cultural leave.	<i>Lead:</i> Chief People Officer	May 2025, annually
2.2 Increased cultural capability and commitment to reconciliation at all levels.	2.2.1 All merit-based SES recruitment processes to have 'identified position' selection criteria applied under the current approach set out in PM&C's recruitment policy, consistent with the APS Indigenous Recruitment Guide. ⁹	<i>Lead:</i> deputy secretaries	December 2024
	2.2.2 Executive Board to consider and determine agreed outcomes in respect to: a) A review of PM&C's identified position criteria, including the assessment process and panel requirements; and b) Whether identified position criteria be adopted for all non-SES merit-based advertised roles Reflect agreed outcomes in PM&C Recruitment Policy and updated panel guidance material.	<i>Lead:</i> Executive Board <i>Consult:</i> Mara Network	December 2025
	2.2.3 Develop, implement and communicate a cultural capability learning pathway to provide a range of learning options for staff to grow beyond baseline competency over their career at PM&C, prioritising RAP Working Group members, senior leadership (SES), team leaders and managers.	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network, Aboriginal and Torres Strait Islander stakeholders ¹⁰	December 2025
	2.2.4 Establish a dedicated cultural capability intranet page for easy access to cultural learning offerings for all staff. Links to the APS Academy Cultural Capability Hub.	<i>Lead:</i> Chief People Officer	December 2025
	2.2.5 Raise staff awareness of the National Agreement on Closing the Gap, including the role and responsibility of all staff in achieving outcomes. ¹¹	<i>Lead:</i> Assistant Secretary, First Nations Policy Branch <i>Support:</i> Communications Branch; Fiscal Policy Branch	January 2025, ongoing

Action	Deliverable	Responsibility	Timeline
	2.2.6 Include a requirement for every PM&C employee to address their contribution to reconciliation and growing their cultural capability in their individual performance agreements.	<i>Lead:</i> Chief People Officer	November 2024 (SES) August 2025 (non-SES)
	2.2.7 Celebrate NAIDOC Week each year, and reflect in the PM&C Diversity Calendar. ¹² Host a minimum of 3 NAIDOC Week events each year in collaboration with Aboriginal and Torres Strait Islander staff. <ul style="list-style-type: none"> • At least one of these events will be to raise awareness and promote the Mara Network. At least one event will include external stakeholders with a focus on advancing reconciliation outcomes. • Encourage and support staff and senior leaders to participate in PM&C NAIDOC activities. • Create safe feedback channels identify and then remove barriers to staff participation in NAIDOC week. • RAPWG to participate in an external NAIDOC week event. • Promote NAIDOC events and resources (from NAIDOC organisation, PM&C and other relevant sources) to staff and the wider community (e.g. through social media). • Register PM&C's NAIDOC events on NAIDOC organisation's website. 	<i>Lead:</i> Chief People Officer <i>Support:</i> Communications Branch, Mara Network, RAPWG	July, annually
2.3 Increased cultural awareness through understanding our shared history and acknowledgment of past injustices.	2.3.1 Develop a historical timeline documenting PM&C history with Aboriginal and/or Torres Strait Islander peoples, accessible to all Australians via the department's public website.	<i>Lead:</i> Assistant Secretary, Communications Branch <i>Consult:</i> Records Management; First Nations Policy Branch	June 2026
	2.3.2 Each PM&C business group to host one local reconciliation activity each calendar year to assist staff with understanding our shared history and how to embed reconciliation in their specific work outcomes. ¹³	<i>Lead:</i> deputy secretaries <i>Support:</i> RAPWG	December 2025, annually

Action	Deliverable	Responsibility	Timeline
2.4 Demonstrated respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	2.4.1 Finalise the review, and promote awareness of PM&C's First Nations Cultural Protocol Guide. ¹⁴	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network	December 2024
	2.4.2 Invite and remunerate Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocols and services at significant PM&C events each year. ¹⁵	<i>Lead:</i> SES leaders <i>Support:</i> People Branch	February 2025, ongoing
	2.4.3 Protocol and International Visits branch to engage with the Indigenous staffing liaison officer to formalise processes for international delegations engaging with Aboriginal and Torres Strait Islander Peoples and Welcome to Country ceremonies.	<i>Lead:</i> Assistant Secretary, Protocol and International Visits <i>Support:</i> People Branch <i>Consult:</i> First Nations Policy Branch	March 2025
	2.4.4 Update PM&C signature block guidance specific to Acknowledgement of Country and new RAP artwork, encouraging staff to identify what land they work on in their signature block.	<i>Lead:</i> Assistant Secretary, Communications <i>Consult:</i> Mara Network; People Branch	April 2025
	2.4.5 Display Acknowledgement of Country in PM&C foyer and meetings rooms.	<i>Lead:</i> Assistant Secretary, Business Services	April 2025
	2.4.6 Increase Aboriginal and Torres Strait Islander art represented in PM&C buildings, including accessible information about the artist and artwork.	<i>Lead:</i> Assistant Secretary, Business Services	March 2027
	2.4.7 Update RAP artwork in building, on security passes and lanyards.	<i>Lead:</i> Assistant Secretary, Business Services	April 2025



3. Opportunities

Providing employment opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities is important to PM&C. Mutually beneficial outcomes can be realised when Aboriginal and Torres Strait Islander peoples forge their achievements and reaffirm identity through the development of their careers and businesses. PM&C has a responsibility to lead by example.

Advertisement of roles as Affirmative Measure – Indigenous enables targeted recruitment of Aboriginal and Torres Strait Islander employees into our department, addressing under-representation of Aboriginal and Torres Strait Islander Australians in the APS. The Affirmative Measure also ensures the right to equality and non-discrimination in employment for Aboriginal and Torres Strait Islander peoples.

Focus areas:

- building understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities
- providing employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples to advance their careers and businesses
- creating opportunities to increase Aboriginal and Torres Strait Islander representation across all PM&C roles and levels
- Support and advance Aboriginal and Torres Strait Islander staff leadership skills and career pathways
- increasing representation of Aboriginal and Torres Strait Islander staff at all levels through improved employee experience
- increasing business opportunities for Aboriginal and Torres Strait Islander suppliers.

Action	Deliverable	Responsibility	Timeline
3.1 Increased attraction and recruitment of Aboriginal and Torres Strait Islander staff.	3.1.1 Seek to reach and exceed Commonwealth representation targets of: ¹⁶ <ul style="list-style-type: none">• 5% Aboriginal and Torres Strait Islander representation at the APS 4 to EL 2 classification levels• 3% Aboriginal and Torres Strait Islander representation at the Senior Executive Service (SES) levels.	Lead: Executive Board	June 2027
	3.1.2 Design and trial a bulk Affirmative Measure Indigenous recruitment round in consultation with Mara Network, leveraging best practice knowledge.	Lead: Chief People Officer Support: SES leaders Consult: Mara Network	March 2025

Action	Deliverable	Responsibility	Timeline
	3.1.3 Seek to access available APS agency affirmative measures merit pools, for similar vacancies, before undertaking internal affirmative measures recruitment. Reflect this commitment in PM&C's Recruitment Policy.	<i>Lead:</i> All SES leaders <i>Support:</i> recruitment panel chairs, People Branch	July 2025, ongoing
	3.1.4 First Nations policy areas seek to advertise roles as Affirmative Measures Indigenous before moving to an open identified round, where practical.	<i>Lead:</i> assistant secretaries of relevant policy branches <i>Support:</i> People Branch	March 2025, ongoing
	3.1.5 Participate in APS-wide First Nations entry level recruitment programs. ¹⁷	<i>Lead:</i> Chief People Officer	December 2024, annually
	3.1.6 Use affirmative measures Indigenous Recruitment for PM&C graduate recruitment, and seek to offer positions to all suitable candidates, where practical.	<i>Lead:</i> Chief People Officer	July 2025, annually
	3.1.7 Consider applicants in the First Nations SES100 APS affirmative measures merit pools (and any future SES APS-wide similar merit pools) before filling ongoing SES vacancies.	<i>Lead:</i> deputy secretaries <i>Support:</i> People Branch	November 2024, ongoing
	3.1.8 Maintain PM&C's Recruitment Policy position when recruiting for affirmative measures Indigenous: <ul style="list-style-type: none"> • one Aboriginal or Torres Strait Islander person is on the recruitment panel (internal or external), where possible • panellists have undertaken cultural awareness training prior to the panel convening. 	<i>Lead:</i> all SES leaders <i>Support:</i> recruitment panel chairs, People Branch	July 2025, ongoing
	3.1.9 Maintain the online First Nations Staff Hub to provide Aboriginal and Torres Strait Islander staff with easy access to information and resources to support wellbeing, career development and progression.	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network	November 2024, ongoing
3.2 Increased retention and professional development opportunities for Aboriginal and Torres Strait Islander staff.	3.2.1 Engage with Aboriginal and Torres Strait Islander staff on the development of an Aboriginal and Torres Strait Islander recruitment, retention (including APS mobility) and professional development plan.	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network	December 2026

Action	Deliverable	Responsibility	Timeline
	3.2.2 Pilot and evaluate a mentoring program to provide culturally suitable and safe career support for Aboriginal and Torres Strait Islander staff.	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network	August 2025
	3.2.3 Provide financial studies assistance and additional study leave for Aboriginal and Torres Strait Islander staff seeking to obtain professional qualifications, as well as fees covered for study to obtain pre-requisite qualifications for entry into a tertiary institution (as per the PM&C Enterprise Agreement).	<i>Lead:</i> Chief People Officer <i>Support:</i> All SES leaders	November 2024, ongoing
	3.2.4 Maintain dedicated Aboriginal and Torres Strait Islander coaches as part of the PM&C coaching panel, available to all staff.	<i>Lead:</i> Chief People Officer	July 2025, ongoing
	3.2.5 Host an annual internal face-to-face meeting of all Aboriginal and Torres Strait Islander staff, focused on topics of their preference. ¹⁸	<i>Lead:</i> First Nations Champion <i>Support:</i> People Branch <i>Consult:</i> Mara Network	May 2025, annually
	3.2.6 Explore structured mobility options between APS agencies, portfolio bodies (e.g. Northern Land Council) and partner organisations (e.g. Coalition of Peaks) to provide opportunities for the department's Aboriginal and Torres Strait Islander staff to advance their career pathways and development, while also enhancing the retention of Aboriginal and Torres Strait Islander staff within PM&C.	<i>Lead:</i> Chief People Officer <i>Support:</i> SES leaders, First Nations Policy Branch <i>Consult:</i> Mara Network	December 2025, ongoing
	3.2.7 Call for nominations for the Sir Roland Wilson Pat Turner Scholarship ¹⁹ and fund scholarships for recipients selected by the Sir Roland Wilson Foundation.	<i>Lead:</i> Chief People Officer	June, annually
	3.2.8 Support up to 3 Aboriginal and Torres Strait Islander staff to attend the Indigenous Leadership Summit in person.	<i>Lead:</i> Chief People Officer <i>Consult:</i> Mara Network	March 2025, annually
	3.2.9 Select at least one Aboriginal or Torres Strait Islander staff member, through a central nominations process, to undertake a high value Indigenous leadership program. ²⁰	<i>Lead:</i> Chief People Officer <i>Support:</i> First Nations Champion	August 2025, annually

Action	Deliverable	Responsibility	Timeline
3.3 Increased Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	3.3.1 Meet and report on portfolio targets under the APS Indigenous Procurement Policy (IPP).	<i>Lead:</i> Assistant Secretary, Shared Services	July 2025, annually
	3.3.2 Continue to develop commercial relationships with Indigenous businesses by reviewing, updating and implementing the PM&C Aboriginal and Torres Strait Islander Procurement Strategy. This includes: <ul style="list-style-type: none"> • developing guidance to inform how to search for and choose suitable and diverse suppliers • continuing Supply Nation membership and obligations and attend quarterly Leadership Roundtable when invited • implementing internal news items to raise awareness amongst staff of PM&C's obligations under the IPP (for example, highlighting Indigenous supplier success stories) • engaging Supply Nation to run annual information sessions for all staff on using the Supply Nation website. 	<i>Lead:</i> Assistant Secretary, Shared Services	June 2025
	3.3.3 Encourage and promote procurement approaches to Aboriginal and Torres Strait Islander businesses for procurements valued between \$10,000–\$80,000, to broaden the scope of the Indigenous Procurement Policy mandatory set-aside procurement threshold (\$80,000–\$200,000).	<i>Lead:</i> Assistant Secretary, Shared Services	June 2025
	3.3.4 Maintain and promote an Indigenous procurement intranet page as a one-stop-shop for all Aboriginal and Torres Strait Islander procurement matters.	<i>Lead:</i> Assistant Secretary, Shared Services	June 2025



4. Governance

Effective governance is foundational to realising our RAP commitments. This involves transparent reporting on RAP progress and clarity of who is accountable for what. In this way, progress is thoroughly scrutinised and actions do not slip through the cracks.

Focus areas:

- ensuring the RAP Working Group operates effectively
- strengthening accountability and transparency to be able to confidently demonstrate progress
- maintaining Aboriginal and Torres Strait Islander representation on the RAP Working Group and involvement in decision making
- maintaining accountability of senior executives for the RAP implementation.

Action	Deliverable	Responsibility	Timeline
4.1 An effective RAP Working Group (RAPWG) to drive RAP implementation.	4.1.1 RAPWG meets a minimum of 4 times per year to drive and monitor RAP implementation and reporting, in line with the Terms of Reference.	<i>Lead:</i> Reconciliation Champion <i>Support:</i> RAPWG Secretariat	November 2024, quarterly
	4.1.2 Maintain RAPWG membership to represent all key business areas and internal stakeholders (including Aboriginal and Torres Strait Islander staff, Mara Network and the Reconciliation Champion), in line with the Terms of Reference. RAPWG to consult with Aboriginal and/or Torres Strait Islander community partner where opportunities arise.	<i>Lead:</i> Chief People Officer	November 2024, ongoing
	4.1.3 Endorse and maintain resourcing needs for RAP implementation. Review as required.	<i>Lead:</i> Executive Board <i>Support:</i> People Branch; RAPWG, All SES leaders	November 2024, annually
4.2 Accountability and transparency through RAP reporting.	4.2.1 Internally report on RAP progress a minimum of 4 times per year through: <ul style="list-style-type: none">• Biannual progress updates to PM&C Inclusion and Diversity Committee (IDC) then published on the intranet [usually May, November]• Internally publishing RAPWG meeting outcomes and updates [quarterly]• Annual updates through the PM&C annual report [September]• Ongoing engagement with / updates to Mara Network and other Aboriginal and Torres Strait Islander Staff members following IDC meetings.	<i>Lead:</i> Chief People Officer; Reconciliation Champion <i>Support:</i> RAPWG	November 2024, annually

Action	Deliverable	Responsibility	Timeline
	4.2.2 Participate in the annual Reconciliation Australia Impact survey.	<i>Lead:</i> Chief People Officer <i>Support:</i> RAPWG	September 2025, annually
	4.2.3 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	<i>Lead:</i> Reconciliation Champion <i>Support:</i> RAPWG	June 2027
	4.2.4 Communications Branch to work with business areas to publicise case studies of community engagement contributing to reconciliation.	<i>Lead:</i> Assistant Secretary, Communications	September 2025
	4.2.5 Develop a revised reporting template for RAP progress.	<i>Lead:</i> Chief People Officer <i>Support:</i> Policy Projects and Taskforce Office <i>Consult:</i> Mara Network, RAPWG, Reconciliation Champion	February 2025
4.3 Demonstrated progress on reconciliation.	4.3.1 Develop and include questions on reconciliation in the existing PM&C External Stakeholder Satisfaction Survey to baseline and record stakeholders' perceptions of PM&C's efforts to advance reconciliation.	<i>Lead:</i> Assistant Secretary, Governance, Performance & Audit	April 2026
	4.3.2 Participate in Reconciliation Australia's biennial Workplace Reconciliation Action Plan Barometer and publish results on the intranet.	<i>Lead:</i> Chief People Officer <i>Support:</i> Reconciliation Champion, RAPWG	November 2024 and September 2026
	4.3.3 Include multiple agency-specific questions in the annual APS Employee Census to measure, for example, perceptions of reconciliation, engagement in cultural learning and reconciliation activities and the extent to which staff actively seek to advance reconciliation in their roles.	<i>Lead:</i> Chief People Officer	June 2025, annually
	4.3.4 Register via Reconciliation Australia's website to begin developing our next RAP.	<i>Lead:</i> Chief People Officer	November 2026



Abbreviations

APS	Australian Public Service
CPO	Chief People Officer
EB	Executive Board
EL	Executive Level staff member
FNPB	First Nations Policy Branch
I&D	Inclusion and Diversity Team (within People Branch)
IDC	Inclusion and Diversity Committee
I&D Champion	Inclusion and Diversity Champion
ISLO	Indigenous staff liaison officer

NAIDOC	National Aborigines and Islander Day Observance Committee
NRW	National Reconciliation Week
PM&C	Department of the Prime Minister and Cabinet
PPTO	Policy, Projects and Taskforce Office
RAPWG	Reconciliation Action Plan Working Group
SES	Senior Executive Service staff member
WG	Working Group

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Glossary

Cultural awareness refers to awareness of, and developing sensitivity to, cultural differences and cultural diversity. It involves knowledge, attitudes and values that demonstrate an openness and respect for other peoples and other cultures, languages, religions, dress, communication styles and so on.

Cultural capability is a broad term that encompasses cultural awareness, cultural safety and cultural competence.

Cultural competency refers to a set of behaviours, attitudes and policies that come together to allow people to work effectively in cross-cultural situations. It is best understood as something people move towards along a continuum rather than a point in time achievement.

Cultural protocols refer to the customs, lores and codes of behaviour of a particular cultural group. Ceremonies and protocols are an important part of Aboriginal and Torres Strait Islander cultures. Examples include Acknowledgement of Country and Elders, Welcome to Country and Smoking Ceremonies, however cultural protocols differ between communities and regions. By incorporating cultural protocols such as these, we can recognise and pay respect to Aboriginal and Torres Strait Islander peoples, cultures and heritage.

Cultural safety is about individuals, organisations and systems being aware of the impact of their own culture and cultural values on Aboriginal and Torres Strait Islander peoples, while creating and maintaining an environment where all people are treated in a culturally respectful manner. A culturally-safe environment is safe for Aboriginal and/or Torres Strait Islander peoples, where there is no assault, challenge or denial of their identity and experience.

Dadirri is an Aboriginal word meaning 'inner deep listening and quiet still awareness and waiting'. Deep listening is a spiritual skill based on respect. It describes the process of deep and respectful listening to build community and offers a way of encouraging people to explore and learn from the ancient heritage of Aboriginal culture, knowledge and understanding.

Self-determination is the power of self-governance and relates to the fundamental right of people to shape their own lives. It is an 'ongoing process of choice' to ensure that Aboriginal and/or Torres Strait Islander peoples are able to meet their social, cultural and economic needs. Without self-determination it is not possible for Aboriginal and/or Torres Strait Islander peoples to fully overcome the legacy of colonisation and dispossession.

Endnotes

- 1 The NIAA is the responsible policy lead for the National Agreement on Closing the Gap.
- 2 The APSC is the responsible lead for the APS-wide Aboriginal and Torres Strait Islander Workforce Strategy.
- 3 NRW events are aimed at raising awareness of reconciliation, our shared history and building connections among participants.
- 4 Engagement plans should include at a minimum: Group commitment to reconciliation, stakeholders, purpose of engagements, frequency, target organisations, approach to consultations (e.g. cultural capability training for staff, better informed policy outcomes).
- 5 PM&C is represented on the Indigenous Champions Network (ICN), Indigenous Cross Agency Network (ICAN), Indigenous Liaison Officer Network (ILO), and Indigenous SES Network (ISN).
- 6 Channels include: trusted immediate or local manager, the Mara Network Executive, First Nations Champion, Wellbeing team, ISLO, Workplace Respect Officer, Health and Safety Representative, and external wellbeing support offerings including Employee Assistance Program (EAP) services
- 7 This will include, for example, specific information on PM&C induction on the Mara Network, ISLO and First Nations Staff hub, and information about self-disclosing Aboriginal and Torres Strait Islander heritage.
- 8 Action to be implemented following Executive Board agreement on the appropriate cultural training offering.
- 9 Identified position selection criteria requires all candidates to address their understanding of the issues affecting Aboriginal and/or Torres Strait Islander peoples and an ability to communicate sensitively and effectively with Aboriginal and/or Torres Strait Islander peoples, and for this to be assessed as a mandatory criteria by the panel.
- 10 Stakeholders may include: Traditional Owners, learning providers, APSC First Nations Unit.
- 11 This may include presenting at Fiscal Budget Stand-up, running quarterly CTG updates, or disseminating NIAA CTG products.
- 12 NAIDOC Week events are focused on celebrating and recognising the history, culture and achievements of Aboriginal and Torres Strait Islander peoples and learning from the oldest, continuous living cultures on earth.
- 13 This could include opportunities for truth-telling through, for example, guest speakers, conversations with experts on Indigenous policy, screenings of documentaries and talks, or yarns.
- 14 PM&C's First Nations Cultural Protocol Guide is an internal document which provides principles to guide behaviour and communication when working with Aboriginal and Torres Strait Islander peoples and communities.
- 15 Events include: Love Your Networks Day, the Secretary's end-of-year address.
- 16 Targets to be reflective of any updates to the Commonwealth Aboriginal and Torres Strait Islander Workforce Strategy. Updates expected in 2025.
- 17 This may include Indigenous Graduate Pathways Program; Indigenous Apprenticeship Program (IAP) and future iterations of these programs.
- 18 Topics could include: careers, leadership and opportunities to drive ongoing positive change within PM&C for First Nations staff.
- 19 Sir Roland Wilson Pat Turner Scholarships are full pay postgraduate scholarships for Aboriginal and Torres Strait Islander Australian public servants.
- 20 Such as the NIAA Indigenous Development and Employment Program (IDEP) or an Australian Indigenous Leadership Centre course.



