

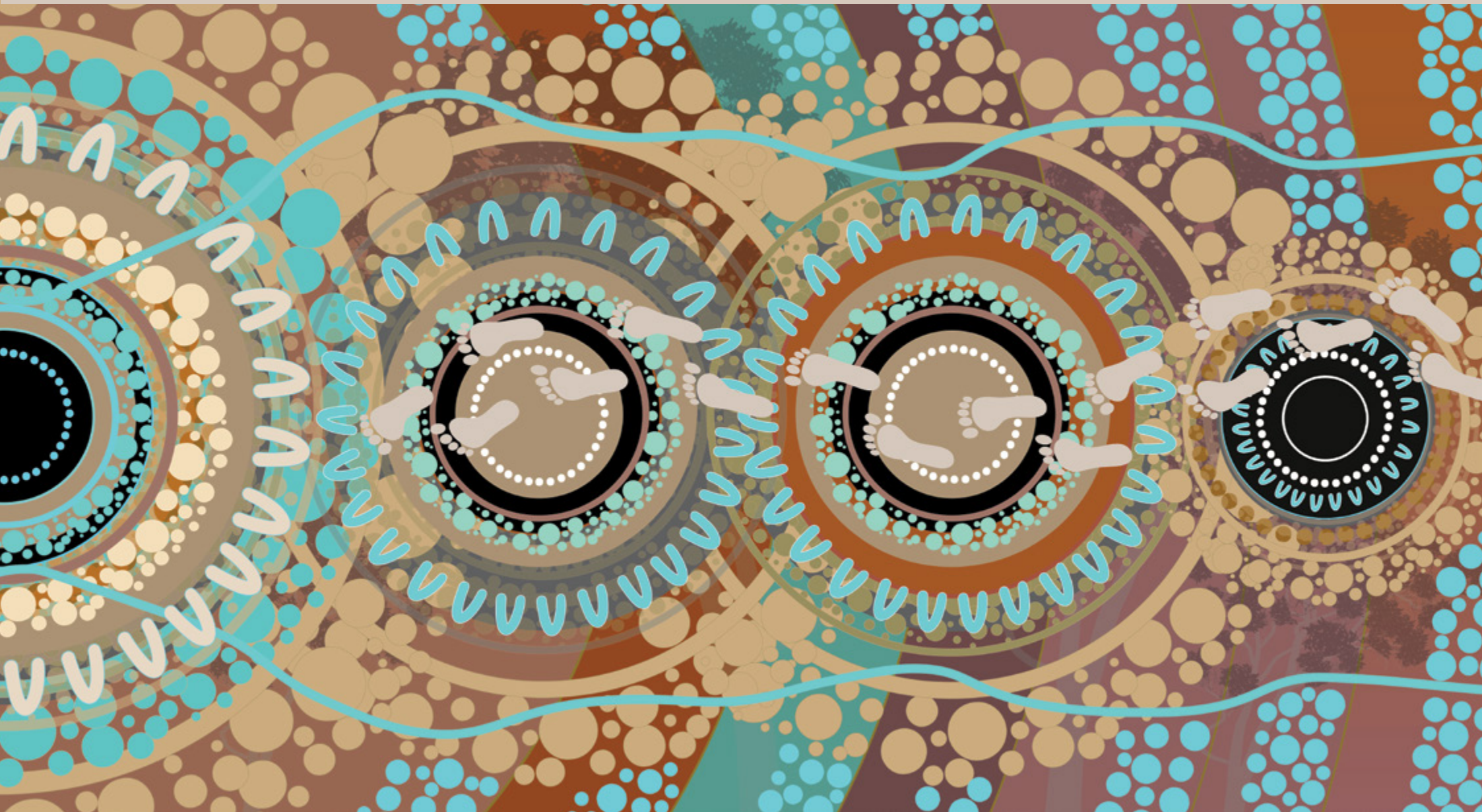


**ACT**  
Government

Transport Canberra and City Services

# **Stretch Reconciliation Action Plan**

## **October 2023 – October 2026**



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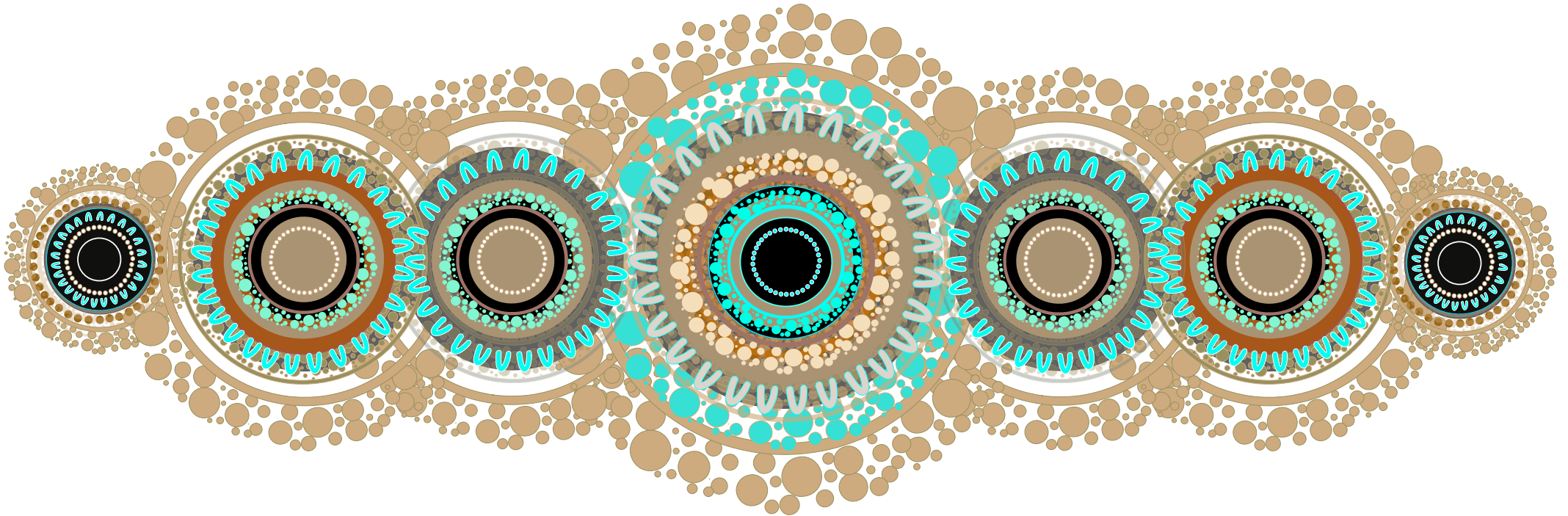
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# Acknowledgement of Country

We acknowledge the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.



# Director-General's Message

I am proud to present Transport Canberra and City Services' third Reconciliation Action Plan (RAP) 2023-26; our second Stretch RAP. A Stretch RAP is designed to build on our achievements to date and further embed reconciliation into our business strategies, to ensure it becomes a routine part of our work.

TCCS recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. At TCCS, we have the privilege of maintaining large areas of land within the ACT. Our land management role gives us a unique connection to the Traditional Custodians of the land who have cared for Country for thousands of years. It places a responsibility on us to build strong relationships with Traditional Custodians and strengthen our cultural knowledge to ensure we ethically manage the land.

To assist with the development of the 2023-26 TCCS Stretch RAP, the Directorate engaged the services of Curiyo, a majority Aboriginal owned company. Curiyo conducted a desktop review of our previous RAP and facilitated multiple workshops with Aboriginal and Torres Strait Islander and non-Indigenous employees as well as the Executive Leadership Team to support the development of this RAP. I would like to personally thank and acknowledge the work of those involved.

Some of the significant achievements undertaken in our previous Stretch RAP are highlighted in this RAP. For me, the highlights have been the continual employment growth for Aboriginal and Torres Strait Islander peoples, the creation and recruitment of a Senior Cultural Advisor position to support the organisation in building cultural capability, the restoration and reopening of Boomanulla Oval and how we have promoted TCCS as a RAP organisation by displaying our RAP artwork and an Acknowledgement of Country on the Directorate's fleet vehicles, buildings, buses and on staff uniforms. In 2022 we also completed interim cultural site checks on TCCS managed land, with 580 sites assessed for cultural significance, cultural trees and potential future Indigenous land management to assist us to better manage cultural sites.

Our attention is now looking forward delivering on the commitments of this RAP with a key focus being to continue to build and nurture stronger and more meaningful relationships between Traditional Custodians, the local Aboriginal and Torres Strait Islander community and the ACT Government. To help us achieve this goal a new Senior Cultural Advisor position was created, with Jake Collins commencing in this role in June 2022.

The other key focus areas for this RAP are to embed our cultural integrity framework and become an employer of choice for Aboriginal and Torres Strait Islander people and a valued client for Aboriginal and Torres Strait Islander businesses. I would like to thank Sam Gledhill and Jacob Keed for their early work on cultural integrity and Jake Collins for finalising and launching the framework.

Ngunnawal artists Lynnice Church and Leilani Keen-Church created a striking artwork to accompany this RAP. The artwork represents the journey of reconciliation that TCCS along with the Ngunnawal and Canberra Aboriginal and Torres Strait Islander community walk together. I would like to personally thank Lynnice and Leilani for their work in producing such a meaningful and beautiful piece of art.

We are committed to turning our words into actions and regularly measuring our impact on Aboriginal and Torres Strait Islander employees, stakeholders and the community to ensure we are meeting our goals and having a genuine and positive impact.

We recognise the disadvantages that Aboriginal and Torres Strait Islanders face and the importance of taking meaningful action through our Directorate Implementation Plan, as part of the ACT Government's contribution to the National Agreement on Closing the Gap.

I look forward to watching TCCS further grow as a culturally aware and inclusive workplace and be a leader in the journey to reconciliation.

Alison Playford, Director-General of TCCS



Scan QR code to see  
Alison's message

# Message from Reconciliation Australia

On behalf of Reconciliation Australia, I congratulate Transport Canberra and City Services (TCCS) on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect, and opportunities, the RAP program facilitates organisations to advance reconciliation in their workplace and through their business. The RAP framework is designed for continuous development, pushing organisations to constantly assess and expand on their commitments.

Managing services and spaces that help Canberrans to thrive and to connect, TCCS has recognised over its reconciliation journey the importance of modelling strong relationships with the local Aboriginal and Torres Strait community.

In its previous RAPs, it has done this through thoughtful initiatives such as the Kamba Indigenous Garden and the bus charter services for Koori Preschool. These projects have not only helped to address inequity, but also to build trust and rapport between the organisation and the community.

Likewise, by enlisting Aboriginal business Curijo to audit its RAP, as well as systematically checking its land for sites of cultural significance, TCCS has demonstrated its commitment to transparency and respect that has helped to strengthen its relationships.

From these successes TCCS is taking an ambitious step on its reconciliation journey, moving to its second Stretch RAP. This will mean putting into action all it has learnt so far and focussing on long-term strategies and measurable goals, so its initiatives become integrated into its business.

One of TCCS' aspirations in this new Stretch RAP is to become an employer of choice for Aboriginal and Torres Strait Islander people. This is where the trust and relationships TCCS has developed so far with the First Nations community in Canberra will come to the fore. It will also mean making sure its policies and workplace are safe and supportive for Aboriginal and Torres Strait Islander employees.

Its development of an Aboriginal and Torres Strait Islander employment strategy, as well as its new cultural integrity framework, are making strides towards this aim, and help ensure that TCCS is appropriately and sustainably creating opportunities in partnership with First Nations Canberrans.

These initiatives, among many others, show TCCS continuing to prioritise strong and beneficial relationships with the First Nations people who live in its region. On behalf of Reconciliation Australia, I commend TCCS on its second Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine, Chief Executive Officer  
Reconciliation Australia



# The Story of Our Art

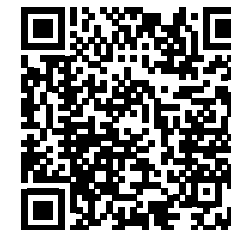
We are mother and daughter and as Ngunnawal traditional custodians, community members and artists these are the words of our ancestors and Elders whose footprints are the first on country and which many visitors including other Aboriginal and Torres Strait Islander people from across Australia and Transport Canberra City Services (TCCS) proudly follow in today.

The artwork we have created together demonstrates the journey of reconciliation that TCCS along with our non-Aboriginal brothers and sisters, the Ngunnawal and Canberra Aboriginal and Torres Strait Islander community have walked together. This is a journey of growth and ability to incorporate cultural integrity into the everyday work of TCCS and the relationships and respect that continues to create opportunities for reconciliation and better outcomes for Aboriginal and Torres Strait Islander people in the ACT.

The symbols of reciprocity and the importance of respect and responsibility in managing the land and caring for country is important to TCCS as it continues a culturally significant duty. One of the key responsibilities of TCCS is the management of land in acknowledging and recognising that this is the land of the Ngunnawal people, strengthening and maintaining relationships with them and the Canberra Aboriginal and Torres Strait Islander community is of the utmost importance.

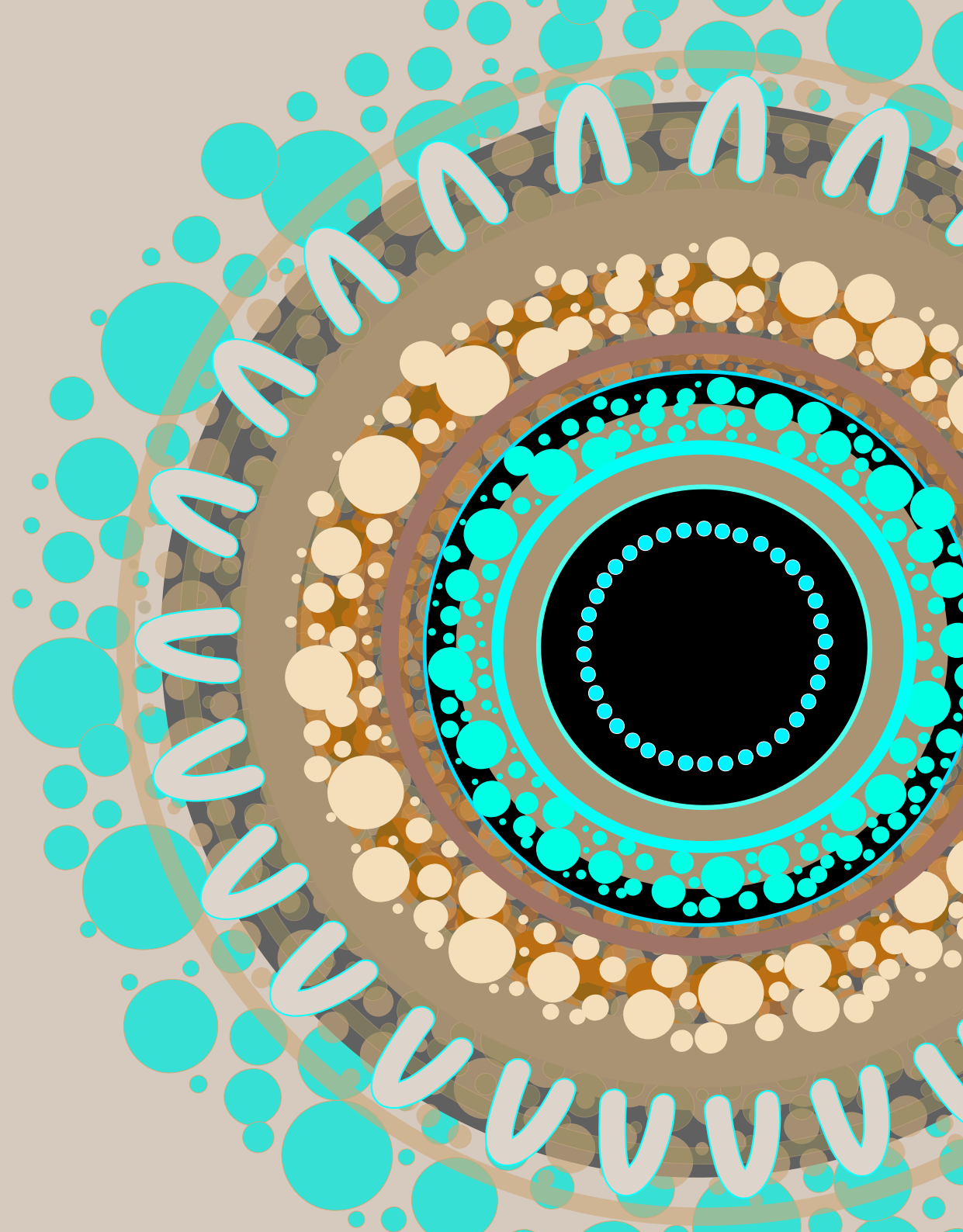
The artwork is titled

■ **“You may leave your footprints here”**



# Our vision for reconciliation

Our vision for reconciliation is to be a directorate that acknowledges our nation's shared histories and embraces the living cultures of Aboriginal and Torres Strait Islander peoples. We acknowledge the footprints that have been left on the land of which we have a responsibility to manage and will endeavour to embed traditional land management, and cultural principles into our everyday business. We will work with Aboriginal and Torres Strait Islander people and organisations to foster equality in the workplace; to provide safe services to our community; and to participate in closing the gap between life outcomes for Aboriginal and Torres Strait Islander people and other Australians (specifically in employment, economic participation, and transforming government organisations). Importantly we recognise that we must put our words into actions.



# Our business

Transport Canberra and City Services is the ACT Government directorate responsible for delivering the transport and local services Canberrans rely on every day.

## Why we do it

Our vision is to be recognised by the community for delivering quality services that make Canberra a great place to live. We value our people, we support diversity and strive to be a great place to work. TCCS has three core objectives that underpin our work:

- > **Community-centric, sustainable outcomes:**  
We deliver great services, infrastructure and public spaces for the community today. We are innovative, adaptive and creative in making Canberra more sustainable for the future.
- > **A great place to work:**  
Canberrans rely on us, and we rely on each other. We work together to create a rewarding, fulfilling and enjoyable workplace where everyone is able to achieve their potential.
- > **Delivering services safely and efficiently:**  
We look out for each other so that everyone goes home safely at the end of each day. We are trusted with public resources and we use them responsibly.

## Services we deliver to the community

Transport Canberra helps Canberrans move around the city. By aligning light rail, buses and active travel with roads, community paths, traffic management and other city services that focus on the infrastructure we meet the needs of our growing city.

City Services creates a modern urban environment whilst maintaining connections with the natural landscape. It delivers a range of essential services Canberrans rely on each day: building and managing roads, footpaths, streetlights, cycle paths, public libraries, collecting recycling and waste, removing graffiti, upgrading shops and playgrounds and mowing grass. City Services is also responsible for the management of urban trees, public open spaces and city places including maintenance of shops, recreational spaces, domestic animal services, animal welfare and other licensing and compliance services including ranger services and permits for public land use.

TCCS also manages ACT Government businesses such as Capital Linen Service and Yarralumla Nursery and provides administrative oversight to the ACT Public Cemeteries Authority which operates the Woden, Gungahlin and Hall cemeteries.

TCCS delivers several essential services with Aboriginal and Torres Strait Islander communities. As the lead public transport provider in the ACT, we recognise the importance of supporting people in the community to stay connected. Through our flexible transport program, the Aboriginal and Torres Strait Islander Community Bus aims to help meet the needs of those in our community who are at risk of social isolation.

TCCS also provides programs that help non-Indigenous people recognise and celebrate Aboriginal and Torres Strait Islander histories and cultural practices. Wrapped in Lynnice Church Keen's beautiful artwork, Mura Yerrabi Nguru (meaning walk the pathway to the camp), the Reconciliation Bus helps us to support the Canberra community to connect, celebrate with, and acknowledge Aboriginal and Torres Strait Islander people's heritage, cultures and achievements. Libraries ACT also provides inclusive public spaces that enhance connections between people as well as a wealth of resources that support lifelong learning and celebrate diversity.

One of the core roles of Transport Canberra and City Services is the management of land. In acknowledging and recognising that this is the land of Aboriginal and Torres Strait Islander people, our aim is to strengthen and maintain relationships with the Traditional Custodians and facilitate open communication with Aboriginal and Torres Strait Islander communities. These practices are essential to ensure our work relating to the management, governance and developing of the land is conducted ethically.

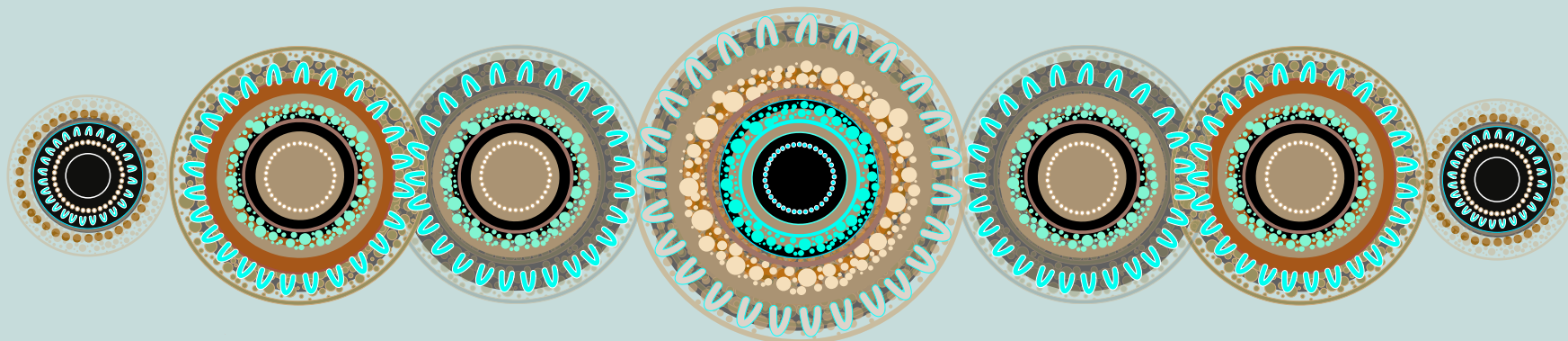
## TCCS as a workplace

The directorate is a rewarding and satisfying workplace, focussed on being socially inclusive, to shape progressive services to the Canberra community. This is demonstrated by our approachable, helpful and encouraging workplace culture. The enabler is our people. We recognise the value and understand the positive impact that Aboriginal and Torres Strait Islander employees have on how we deliver services for the Canberra community. We acknowledge the significance of Aboriginal and Torres Strait Islander employees' heritage and contemporary know-how and skills. TCCS has established a range of strategies to support and embed Aboriginal and Torres Strait Islander peoples and cultures in our everyday business.

As at September 2023, the directorate employed 2320 people covering a wide range of roles and responsibilities including bus operators, engineers, administration and financial officers, librarians, general service officers, graduates, trainees and apprentices. A total of 75 employees identified as Aboriginal and/or Torres Strait Islander people representing 3.2% of the TCCS workforce and of the 75 employees, six are in managerial roles.

A total of **75 employees identified as Aboriginal and/or Torres Strait Islander people** representing 3.2% of the TCCS workforce and of the 75 employees, 6 are in managerial roles.





## Our RAP

Reconciliation is on the national agenda resulting in increased community expectations of government agencies to be leaders in this social reform. Reconciliation is about building better relationships between Aboriginal and Torres Strait Islander peoples and the broader community for the benefit of all Australians that are based on equality, respect and trust. Our reconciliation vision reflects this agenda. We will achieve this by expanding our understanding of Aboriginal and Torres Strait Islander cultures and histories, shaping change within the organisation's sphere of influence and embedding reconciliation initiatives into business as usual activities.

On 29 August 2016, Reconciliation Australia endorsed the TCCS Reconciliation Action Plan as an Innovate RAP (2016-2018) stating the RAP is 'a strong Innovate RAP'. TCCS continued our reconciliation journey with the TCCS Stretch Reconciliation Action Plan 2019-22 that set out practical and measurable strategic actions to develop positive relationships with Canberra's Aboriginal and Torres Strait Islander community, and to its employment and retention of Aboriginal and Torres Strait Islander peoples.

The RAP framework provides organisations with a structured approach to advance reconciliation. There are four types of RAPs that an organisation can develop, which are matched to where each organisation is on their Reconciliation journey:

- > Reflect RAP: scoping reconciliation
- > Innovate RAP: implementing reconciliation
- > Stretch RAP: embedding reconciliation
- > Elevate RAP: leadership in reconciliation

TCCS is currently have a Stretch RAP, where our focus is on embedding reconciliation initiatives across the organisation so they become business as usual. While we made great progress against our previous Stretch RAP, we are building on our achievements to further embed reconciliation.

Our goal is for TCCS to demonstrate our leadership in reconciliation, to support and mentor other directorates and organisations to advance in their journey, and to be recognised by Reconciliation Australia to be worthy of an Elevate RAP in the future.

Eighty-two of the 110 TCCS 2019-2022 Stretch RAP deliverables were completed. As we concluded the current Stretch RAP (2019-2022), 29 deliverables were outstanding. The 29 deliverables were reviewed and adapted to use more specific language, protect against any unforeseen circumstances or removed. Many of these deliverables were unable to be delivered due to the impacts of COVID-19, and so a focus on this next RAP was to ensure the next iteration remains future-proof against any unexpected circumstances.

To assist with the development of the 2023-26 TCCS Stretch RAP, TCCS procured the services of Curijo, a majority Aboriginal owned company. Curijo conducted a desktop review of TCCS's 2019-2022 Stretch RAP, progress reporting, annual reports and key internal documents to establish an understanding of TCCS's progress towards Reconciliation to date. Curijo facilitated an awareness session with the Executive Leadership Team, and multiple workshops with the RAP Working Group to discuss and brainstorm TCCS's reconciliation journey, RAP initiatives and new areas for focus. Curijo worked closely alongside the RAP Chair, Anthony Haraldson, and RAP Co-Chair and Senior Cultural Advisor, Jacob Collins, to consolidate the deliverables. These were then provided to the Executive Leadership Team and RAP Working Group for feedback before finalising. TCCS also consulted with the TCCS Elected Body representative during drafting of the RAP.

## RAP Governance

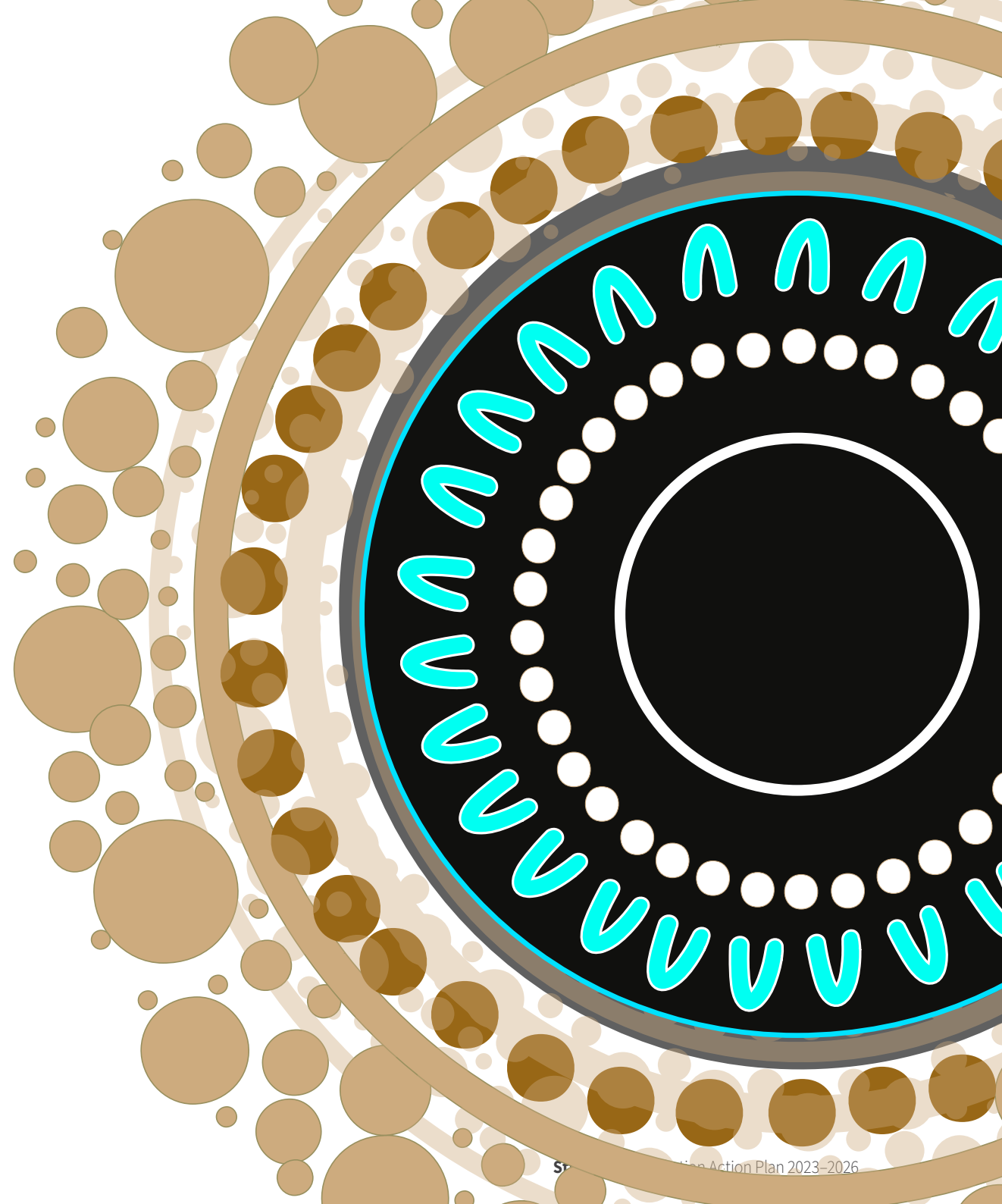
RAP Champion/ Executive Sponsor:  
Ben McHugh, Deputy Director-General,  
Transport Canberra and Business Services

Internal RAP Working Group:

- > Ben McHugh, (Chair):  
Deputy Director-General, Transport Canberra  
and Business Services
- > Anthony Haraldson (Co-Chair):  
Executive Branch Manager, Light Rail Operations
- > (Secretary):  
Inclusion Officer, Workforce Planning & Culture.

Members:

- > Daniel Childs:  
Executive Group Manager, Transport Canberra  
and Business Services
- > Jacob Collins:  
Senior Cultural Advisor and representative of  
the TCCS Yarning Group who will monitor the  
RAP deliverables and provide advice to the  
working group.
- > Sophie Clement:  
A/g Executive Branch Manager, Infrastructure  
Delivery
- > Daniel Iglesias:  
Executive Branch Manager, City Presentation
- > Petra Crowe:  
Executive Branch Manager, People and  
Capability.



# Key deliverables of the TCCS 2019-2022 Stretch RAP

## Upgrades of Boomanulla Oval

Boomanulla Oval is much-loved and has been widely used by Indigenous sporting teams and athletes as a place to train and play, as well as by the broader community for cultural activities and education and training opportunities. TCCS carried out work to upgrade Boomanulla Oval including lighting works, providing a revamped sports ground and community facility for local Aboriginal and Torres Strait Islander people and the broader community.



## Cultural Integrity Framework

For us, cultural integrity is when we understand, respect and care about Aboriginal and Torres Strait Islander cultures and societies. At TCCS we play an active part in the ongoing journey of reconciliation; practising cultural integrity in our everyday work is an important step in this journey.

To support our journey, we've put in place a Senior Advisor, Indigenous Strategy, who's role is to lead and support TCCS to feel confident to practise cultural integrity. We've developed a framework which is the foundation of our cultural integrity journey along with actions with practical steps for us to take. These actions include development of a SharePoint site as a central point for all information about Aboriginal and Torres Strait Islander cultures as well as a resource centre. We'll also focus on building an Aboriginal and Torres Strait Islander employee network named the "TCCS Yarning Group" so we can engage our employees to gain their perspectives in a cultural safe way on how we practice cultural integrity, and we'll continue to deliver on our commitments under the ACT Aboriginal and Torres Strait Islander Agreement 2019-28 and our RAP. During 2023 we'll also benchmark the cultural knowledge of our middle management via a cultural competency survey, with training for that cohort to be co-designed based on the survey outcomes. TCCS business areas can also access the Cultural Advisor to collaborate with projects, where they will be 'taught how to fish' but won't have the fishing done for them!

In consultation with current Aboriginal and Torres Strait Islander employees, we'll evaluate the framework annually so we can keep the framework relevant to TCCS, and in the third year we'll engage an external Aboriginal and Torres Strait Islander organisation to evaluate the framework for genuine Aboriginal and Torres Strait Islander perspective on progress and opportunities for growth.

## Gorgeous library bookmarks

Libraries ACT worked with Canberra based Wiradjuri artist Kristie Peters, of Yarrudhamarra Creations, to produce four coloured bookmarks featuring the kangaroo, the eagle, the koala and the platypus. The bookmarks are high quality full colour reproductions and have been extremely popular with the community. Kristie also worked with Libraries ACT to provide artwork for a cotton reusable library bag and for the Library of the Land podcast featuring interviews with local Aboriginal and Torres Strait Islander people.



## Incorporating Aboriginal visuals

Libraries ACT has worked with Ngunnawal artist Lynnice Church to licence parts of her previous RAP artwork for use on our delivery vehicles, staff lanyards and as privacy screens on glass walls and doors in the refurbishment of the Woden public library branch.

## Charter services to preschools

Transport Canberra provide a chartered bus service for Koori Preschools to transport kids to and from excursions. This enables the children to explore and connect with Country, which is something that has been cost prohibited due to the associated transportation costs.

## Education around native plants

Yarralumla Nursery, in collaboration local Indigenous designers, created a garden based on the six seasons of the Ngunnawal calendar. The garden showcases traditional use plants that feature or a used in each of the six seasons: True Summer (November-January), Late Summer (February-March), Early Winter (April-May), Deep Winter (June-July), Early Spring (August) and True Spring (September-October). Creating the garden enabled staff to learn about the many uses of local plants, and going forward the garden will provide education opportunities for engaging with the community and increasing knowledge of traditional use plants.



## Libraries ACT's Aboriginal and Torres Strait Islander Coordinator

Libraries ACT's Aboriginal and Torres Strait Islander Coordinator works closely with his community and provides outreach services including meetings with men's and women's groups at community organisations, sessions held with the Young Mums Group, Young Men's Group, Men's yarnning circle at AMC, and one on one digital training for the Nannies group.

## Guidelines for incorporating Aboriginal and Torres Strait Islander Cultures, Community and Business into TCCS Operations

In year 2020, TCCS supported the Community Engagement and Programs Officer, Jacob Keed to develop the Guidelines for incorporating Aboriginal and Torres Strait Islander Cultures, Community and Business into TCCS Operations. Alongside the Guidelines are the three guides:

- > Guide 1: TCCS Aboriginal and Torres Strait Islander Cultures Guidelines (including cultural protocols)
- > Guide 2: TCCS ACT Aboriginal and Torres Strait Islander Community Guidelines
- > Guide 3: TCCS ACT Aboriginal and Torres Strait Islander Business Guidelines

The Guidelines and guides were developed to support TCCS staff to understand the inherent value in embedding Aboriginal and Torres Strait Islander cultures into everyday TCCS business. They are used to offer early guidance about improving future business practices.



## Use of 'Relationships' artwork across TCCS

In 2020, business units were asked to consider including a cloth patch with either the Aboriginal and Torres Strait Islander flags or Aboriginal and Torres Strait Islander art when transitioning to new uniforms. Created by local Indigenous artist Lynnice Letty Keen, the City Presentation team procured new uniforms featuring Indigenous artwork named 'Relationships'. With a co-design approach, City Presentation formed a committee and invited Lynnice to share the meaning of her art. With support from all staff for the initiative, 350 employees were issued with uniforms featuring the artwork.

A highlight for 2021-22 was promotion of TCCS as a RAP organisation by using RAP artwork and Acknowledgement of Country on the Directorate's fleet vehicles, buildings and buses, and the Libraries ACT: Imagine 2030 Strategy and Woden Library's new innovation space.

## In Focus: Senior Cultural Advisor appointed

In its 2019-2022 Reconciliation Action Plan, TCCS identified the need for a permanent cultural advisor to support cultural integrity in TCCS and build relationships with local Aboriginal and Torres Strait Islander communities. In late 2020, as part of the Jobs for Canberrans Program, an Identified Aboriginal and Torres Strait Islander officer was temporarily appointed to the role of cultural advisor whilst TCCS scoped the specific requirements needed to undertake the role. TCCS sought input from internal Aboriginal and Torres Strait Islander staff and local First Nations representatives to define the role, including what background and experience would contribute to further developing the relationships between the Directorate and key community groups. Further, TCCS partnered with a Canberra-based Indigenous owned consultancy, Pipeline Talent Recruitment, to assist with developing an Identified position description containing a clear remit and to then advertise the role nationally. The role strengthens TCCS' commitment to developing cultural maturity and empower employees to model cultural integrity in their everyday lives. In addition, it is expected to enhance relationships and further embed the foundations of reconciliation into how TCCS does business. Image of Jacob Collins, who was selected from a strong field of applicants to be a permanent cultural advisor to support cultural integrity in TCCS. The number of quality applicants is a strong indication of the value of this important role to build on the foundation that TCCS has laid to support reconciliation initiatives.

## Kambah Indigenous Garden

In 2019, the TCCS Reconciliation Action Plan Advisory Committee worked with City Services in planting a permanent Indigenous garden on Drakeford Drive in Kambah. The garden was designed by Khi Fulthorpe, a Kombumerri man from south-east Queensland who undertook the project as part of a Certificate III in horticulture. The garden bed is designed to depict the sun, land and sea and pays respect to the Ngunnawal people, symbolised by the Bogong moth. The design represents Australia's diverse and multicultural community, while acknowledging the Traditional Custodians of this land. The garden bed has been well received by local Aboriginal and Torres Strait Islander communities and the broader Tuggeranong community.



# Relationships

The first half of this Stretch RAP is dedicated to the 'Relationships' pillar. We are focusing on building stronger relationships with Aboriginal and Torres Strait Islander communities. We have employed a Senior Advisor (Indigenous Strategy, Culture and Capability) to support TCCS to build and nurture community connections. Our aim is to improve our cultural awareness and cultural safety when working alongside Aboriginal and Torres Strait Islander communities and ensure all consultation activities are centred around building relationships and reducing consultation fatigue. Internally, TCCS has a zero tolerance for racism and are addressing this through strengthening our anti-discrimination strategies.

## Focus area: Build and nurture stronger relationships in the community.

Deliverable	Timeline	Responsibility
<b>ACTION 1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>		
a. Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	May, review annually (2024, 2025 and 2026)	Senior Advisor (Indigenous Strategy, Culture and Capability)
b. Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	March, 2024	Executive Branch Manager (City Presentation) guided by the Senior Advisor (Indigenous Strategy, Culture and Capability)
c. TCCS business areas to consult with the TCCS Senior Advisor (Indigenous Strategy, Culture and Capability) to build their capability to build and nurture community connections to bring community concerns back into policy and delivery conversations.	May, review annually (2024, 2025 and 2026)	Deputy Director-Generals
d. Review <u>Guidelines for incorporating Aboriginal and Torres Strait Islander Cultures, Community and Business into TCCS Operations</u> with Aboriginal and Torres Strait Islander stakeholders to ensure it is fit for purpose.	June, annually (2024, 2025 and 2026)	Executive Branch Manager (City Presentation)
e. Develop an action plan, resource and implement the recommendations of the <u>Traditional Custodian Engagement on City Presentation activities 2022 Report</u> .	February, 2024	Executive Branch Manager (City Presentation)
f. Measure and evaluate the impacts on relationships with Traditional Custodians from implementing the recommendations of the Traditional Custodian Engagement on City Presentation activities 2022 Report.	March, 2025	Executive Branch Manager (City Presentation)
g. Ensure all TCCS Infrastructure Delivery managed projects consider the <u>Guidelines for incorporating Aboriginal and Torres Strait Islander Cultures, Community and Business into TCCS Operations</u> in the process of preparing and finalising Project Plans.	Reporting: May, annually (2024, 2025 and 2026)	Executive Branch Manager (Infrastructure Delivery)
h. Support the establishment and resourcing of a staff advisory network for Aboriginal and Torres Strait Islander employees who wish to work with TCCS to continuously improve processes and policies.	April, 2024	Chief Operating Officer

Deliverable	Timeline	Responsibility
<p>i. Establish two new formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations and maintain partnerships with:</p> <ul style="list-style-type: none"> <li>&gt; Canberra and District NAIDOC Committee</li> <li>&gt; Dhawura Ngunnawal Caring for Country Committee</li> <li>&gt; Gugan Gulwan Aboriginal Youth Corporation</li> <li>&gt; Gungahlin Child and Family Centre</li> <li>&gt; Lynnice Church and other Aboriginal and Torres Strait Islander artists</li> <li>&gt; Ngaiyurijja Ngunawal Language Group</li> <li>&gt; Traditional Owners Aboriginal Corporation</li> <li>&gt; West Belconnen Child and Family Centre</li> <li>&gt; Winnunga Nimmityjah</li> <li>&gt; Yarrudhamarra Creations</li> </ul>	April, 2024	Executive Branch Manager responsible for individual partnerships guided by the Senior Advisor (Indigenous Strategy, Culture and Capability)
j. Include a public listening report as a deliverable for every project that involves consultation with Aboriginal and Torres Strait Islander communities. The listening report should be shared with participants and outline what has been heard and how that information is going to be used and shared.	Reporting: May, annually (2024, 2025 and 2026)	Executive Branch Manager responsible for individual projects
k. Create an internal repository for public listening reports to be made available as research for future projects.	March, 2024	Executive Branch Manager responsible for individual projects
l. Prior to scoping new projects, validate consultation outcomes from previous projects which have included engagement with Aboriginal and Torres Strait Islander communities (using due diligence principles) to reduce burden of consultation in the community.	Reporting: May, annually (2024, 2025 and 2026)	Executive Branch Manager responsible for individual projects
<b>ACTION 2. Build relationships through celebrating National Reconciliation Week (NRW).</b>		
a. Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees.	May, annually (2024, 2025 and 2026)	RAPWG Secretary
b. Develop and distribute a NRW questionnaire for TCCS staff to educate and raise awareness with employees on Aboriginal and Torres Strait Islander historical and cultural topics.	May, annually (2024, 2025 and 2026)	Assistant Director (Learning & Development)
c. RAP Working Group members to participate in two or three external NRW events.	27 May- 3 June, annually (2024, 2025 and 2026)	RAP Working Group Members

Deliverable	Timeline	Responsibility
d. Executive Branch Managers to support staff participation in at least one external NRW event and then to facilitate the sharing of experience and learnings across their team.	27 May- 3 June, annually (2024, 2025 and 2026)	Executive Branch Managers
e. Encourage and support employees and senior leaders to participate in two to three events to recognise and celebrate NRW.	27 May- 3 June, annually (2024, 2025 and 2026)	RAP Champion
f. Divisions collaborate to organise two organisational-wide internal NRW events each year: <ul style="list-style-type: none"> <li>&gt; Events focus on sharing the work that the division is undertaking as part of their reconciliation journey and their progress against RAP deliverables.</li> <li>&gt; If appropriate, invite and support external stakeholders and community to participate in NRW activities</li> </ul>	27 May- 3 June, annually (2024, 2025 and 2026)	Deputy Director-General (Transport Canberra and Business Services) Deputy Director-General (City Services) Chief Operating Officer (Chief Operating Group) Executive Branch Manager (Communications)
g. Register all our NRW events on Reconciliation Australia's NRW website.	March, annually (2024, 2025 and 2026)	RAPWG Secretary
<b>ACTION 3. Promote reconciliation through our sphere of influence: our employees, our contractors, our clients and other ACT Government directorates.</b>		
a. Develop and implement a Reconciliation Communications Plan that communicates our commitment to reconciliation publicly and internally, and review annually, for example through TCCS Connections newsletter, TCCS RAP intranet page.	April, 2024, 2025 and 2026	Executive Branch Manager (Communications) Director, Internal Communication and Engagement (People and Capability)
b. Collaborate and share learnings across the ACT Government directorates to advance reconciliation, by mentoring two directorates at the Reflect and Innovate stage per year and attending a local Reconciliation conference each year.	June 2024, 2025 and 2026	RAP Executive Sponsor
c. Consider incorporating requirements for contractors such as RAPs, Aboriginal and Torres Strait Islander employment targets or staff cultural awareness training which demonstrate contractors' consideration of reconciliation in the development of our procurements.	May, 2024	Executive Branch Manager (Legal & Contracts)
d. Encourage TCCS employees to propose reconciliation projects to their Executive Branch Manager through Business Unit Plan development.	February, 2024	Director-General
e. Measure and evaluate the positive impacts on the community by making the TCCS reconciliation (RAP) bus available for community events including ANZAC Day and during NRW and NAIDOC celebrations.	December, annually (2023, 2024 and 2025)	Executive Branch Manager (Transport Canberra Operations)
f. Each TCCS branch to identify and implement a strategy unique to their branch that positively influences our external stakeholders to drive reconciliation outcomes. These strategies must extend beyond the other deliverables listed in the RAP.	June, 2024	Director-General

Deliverable	Timeline	Responsibility
g. Take a proactive role in informing the community of what the Indigenous Voice to Parliament is ahead of the referendum in the matter by displaying the Uluru Statement from the Heart banners in each library.	Leading up to October, 2023	Executive Branch Manager (Libraries ACT)
h. Advocate for Reconciliation to be included as one of the ACT Public Service (ACTPS) Values.	June, 2024	RAP Executive Sponsor
<b>ACTION 4. Promote positive race relations through anti-discrimination strategies.</b>		
a. Review WhoG and local HR policies and procedures to identify other areas that should include anti-discrimination clauses and integrate them into local policies and advocate for changes in WhoG policies.	March, 2024	Senior Director (Employee Relations)
b. Engage with the Aboriginal and Torres Strait Islander staff advisory network to continuously improve anti-discrimination strategies and policies and address unconscious bias.	June, annually (2024, 2025 and 2026)	Senior Director (Employee Relations)
c. Communicate to all of TCCS the importance of anti-discrimination through the promotion of the TCCS Values and the CMTEDD Respect, Equity and Diversity (RED) Framework.	February, 2024	Director-General
d. Provide ongoing education opportunities for all TCCS employees on the effects of unconscious bias and racism.	July, 2024	Assistant Director (Learning & Development)
e. Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	May, annually (2024, 2025 and 2026)	Director-General
f. Develop and implement a mechanism that provides employees with a safe space to report incidents of racism, and review annually.	June, 2024	Executive Branch Manager (People & Capability)
g. Scope the provisions required to undertake a review of the reporting mechanism collected in 4f (above).	September, 2025	Executive Branch Manager (People & Capability)

# Respect

TCCS holds respect as one of the core values of our directorate, and we believe respect is what enables relationships to grow and opportunities to open. We believe by bringing everyone on the reconciliation journey, TCCS can foster excitement and collaboration in reconciliation activities and learning opportunities, pride and appreciation of Aboriginal and Torres Strait Islander cultures, and celebration of both TCCS's and the community's successes.

TCCS has been working to develop a Cultural Integrity Framework to empower TCCS staff to practice cultural integrity (see diagram below).

TCCS is a workplace where everyone's experiences and backgrounds are respected and valued. The Framework aims to build the cultural awareness of our workforce, our capability and our understanding of Aboriginal and Torres Strait Islander cultural integrity, and how it can be incorporated into our business practices to achieve long term sustainable outcomes for Aboriginal and Torres Strait Islander peoples.



Focus areas: Embedding the Cultural Integrity Framework and measuring the impacts that demonstrating increased respect has on Aboriginal and Torres Strait Islander employees, stakeholders and the community.

Deliverable	Timeline	Responsibility
<b>ACTION 5. Embed the Cultural Integrity Framework.</b>		
a. In consultation with the Senior Advisor (Indigenous Strategy, Culture and Capability), finalise, launch and integrate the Cultural Integrity Framework.	2023	Executive Branch Manager (People & Capability)
b. Align the cultural integrity framework with other HR policies including the ACTPS Code of Conduct, the People and Culture Strategy and the Diversity and Inclusion Strategy.	June, 2024	Director-General
c. Annually measure and evaluate the cultural integrity framework.	June, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability)
<b>ACTION 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>		
a. Through a post training evaluation, demonstrate and measure an increased understanding of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning across TCCS.	August, 2024	Assistant Director (Learning & Development)
b. Create ways for Libraries ACT to celebrate and disseminate First Nations' stories and cultures with adults and children in the community.	June, 2024	Director, Engagement (Libraries ACT)
c. Co-design, develop and deploy Aboriginal and Torres Strait Islander resource kits of books and activities about Aboriginal and Torres Strait Islander communities and cultures aimed at children from preschool to year 6.	February, 2024	Director, Engagement (Libraries ACT)
d. Undertake an annual review of cultural learning needs within TCCS to identify any gaps or barriers and inform the cultural learning strategy.	May 2024 to be reviewed annually (2025 and 2026)	Assistant Director (Learning & Development)
e. Co-design, develop, implement and communicate a cultural learning strategy with local Traditional Owners to all employees for the 2023/26 RAP that: <ul style="list-style-type: none"> <li>&gt; Defines continuous cultural learning needs of employees in all areas of our business</li> <li>&gt; Addresses identified gaps and barriers</li> <li>&gt; Outlines innovative and sustainable ways cultural learning can be provided to meet business units' needs</li> </ul>	March 2024 and to be reviewed annually (2025 and 2026)	Senior Director (Organisational Development)
f. Meet the following targets for face-to-face full-day cultural awareness training: <ul style="list-style-type: none"> <li>&gt; 100% of RAP Working Group Members</li> <li>&gt; 99% of TCCS Senior Officers and Executive (previously 95%)</li> <li>&gt; 25% of total TCCS employees (previously 4%)</li> </ul>	May, annually (2024, 2025 and 2026)	Assistant Director (Learning & Development)

Deliverable	Timeline	Responsibility
g. Meet the following targets for online or in person full-day (or two half-day) cultural awareness training: <ul style="list-style-type: none"> <li>&gt; 25% of total TCCS employees (previously 4%)</li> </ul>	May, annually (2024, 2025 and 2026)	Assistant Director (Learning & Development)
h. Engage with key Aboriginal and Torres Strait Islander people, including Traditional Custodians, as co-designers with the broader community for the potential new Molonglo Library.	June, 2024	Executive Branch Manager (Libraries ACT)
<b>ACTION 7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>		
a. Measure and evaluate employees understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country, Welcome to Country, respect for sacred sites, men's and women's business, and Sorry Business as part of the NRW test (2b).	June, 2024	RAP Executive Sponsor
b. Circulate the Guidelines for incorporating Aboriginal and Torres Strait Islander Cultures, Community and Business into TCCS Operations and three Guides to all employees annually and share as part of the TCCS induction process.	April, annually (2024, 2025 and 2026)	RAP Executive Sponsor
c. Invite a local Traditional Custodian to provide a Welcome to Country, smoking ceremony or other appropriate cultural protocol at all significant events each year, including: <ul style="list-style-type: none"> <li>&gt; The commencement of all new major projects</li> <li>&gt; The public launch/opening of completed major projects</li> <li>&gt; NAIDOC Week</li> <li>&gt; NRW</li> <li>&gt; Other significant events</li> </ul>	February, 2024 (and update event calendar annually 2025 and 2026)	RAP Executive Sponsor
d. Use our sphere of influence to encourage an Acknowledgement of Country at the commencement of other Directorate meetings to demonstrate our awareness of cultural protocols.	July, annually, (2024,2025, 2026)	RAP Champion
e. Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July, annually, (2024,2025, 2026)	RAP Champion

Deliverable	Timeline	Responsibility
<b>ACTION 8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>		
a. Support all staff to participate in two NAIDOC Week events in our local area, including: <ul style="list-style-type: none"> <li>&gt; NAIDOC Community and Family Fun Day</li> <li>&gt; Internal NAIDOC Week Events</li> </ul>	July, annually (2023, 2024 and 2025)	RAP Champion
b. Review enterprise agreements to identify barriers to staff participating in NAIDOC Week and advocate any required changes to CMTEDD.	June, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability)
c. Facilitate a NAIDOC Week event that provides employees with an opportunity to strengthen understanding of the importance of Acknowledgements of Country and build confidence in delivering and personalising them.	July, annually (2023, 2024 and 2025)	Senior Advisor (Indigenous Strategy, Culture and Capability)
d. In consultation with Aboriginal and Torres Strait Islander stakeholders, support external NAIDOC Week and other Aboriginal and Torres Strait Islander events each year, including: <ul style="list-style-type: none"> <li>&gt; Providing transport to key events (including the Canberra and District NAIDOC Ball and the Aboriginal and Torres Strait Islander ANZAC ceremony).</li> <li>&gt; Sponsoring an award at the Canberra and District NAIDOC Ball.</li> <li>&gt; At least one member of the Executive attending the Canberra and District NAIDOC Ball.</li> </ul>	March, annually (2024, 2025 and 2026)	Deputy Director-General (Transport Canberra and Business Services)
e. Holding a stall at the NAIDOC Community and Family Fun Day.	July, annually (2023, 2024 and 2025)	RAP Executive Sponsor
f. In consultation with the Senior Advisor (Indigenous Strategy, Culture and Capability) and other Aboriginal and Torres Strait Islander stakeholders, host one internal NAIDOC Week event.	June, annually (2024, 2025 and 2026)	RAP Executive Sponsor
g. RAP Working Group to participate in an external NAIDOC Week event.	First week in July, annually (2023, 2024 and 2025)	RAPWG Co-chairs
h. After each NAIDOC yearly event, in partnership with the Senior Advisor (Indigenous Strategy, Culture and Capability), review levels of staff attendance in NAIDOC Week and other local Aboriginal community activities to identify and remove any barriers to engagement.	June to first week in July, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability) and RAP Executive Sponsor
i. Measure and evaluate the impact that participating in events celebrating NAIDOC Week and other Aboriginal and Torres Strait Islander days of significance has on ongoing cultural learning.	July, 2024	RAP Executive Sponsor

# Opportunities

We recognise the importance of providing opportunities for Aboriginal and Torres Strait Islander people to work for and work with us. We aim to be an employer of choice for Aboriginal and Torres Strait Islander people and a valued client for Aboriginal and Torres Strait Islander businesses and the community. To achieve these goals, we need to first nurture and strengthen our relationships with community and to prepare TCCS's teams and culture to effectively support Aboriginal and Torres Strait Islander employees.

The second half of this Stretch RAP is dedicated to addressing the Opportunities pillar. We are focusing on increasing Aboriginal and Torres Strait Islander employment overall through investing in recruitment and increasing the percentage of Aboriginal and Torres Strait Islander employees in Senior Officer and Executive roles through professional development and capability building. We are also focusing on identifying and addressing barriers for us to procure from more Aboriginal and Torres Strait Islander businesses.



Focus areas: To be an employer of choice for Aboriginal and Torres Strait Islander people and a valued client for Aboriginal and Torres Strait Islander businesses and the community.

Deliverable	Timeline	Responsibility
<b>ACTION 9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>		
a. Engage with the Aboriginal and Torres Strait Islander staff advisory network to consult on the effectiveness of our recruitment, retention and professional development strategy.	August, annually (2023, 2024 and 2025)	Executive Branch Manager (People & Capability)
b. Review HR and recruitment procedures and policies to identify and address barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September, 2024	Senior Advisor (Indigenous Strategy, Culture and Capability)
c. Develop and implement an Aboriginal and Torres Strait Islander employment strategy that focuses on: <ul style="list-style-type: none"> <li>&gt; Preparing business areas to employ Aboriginal and Torres Strait Islander employees.</li> <li>&gt; Effective and culturally safe Aboriginal and Torres Strait Islander recruitment</li> <li>&gt; Retention and professional development for Aboriginal and Torres Strait Islander employees.</li> </ul>	November, 2024	Executive Branch Manager (People & Capability)
d. Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Ongoing Reporting: May, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability)
e. Consult with the Senior Advisor (Indigenous Strategy, Culture and Capability) in the development and marketing of all identified positions, with a focus on field positions.	August, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability)
f. Create and commit to a policy of considering identification of all positions as they become vacant or as new roles are created to increase the number of identified positions in Libraries ACT across all employment cohorts and share learnings with other branches.	April, 2025	Executive Branch Manager (Libraries ACT)
g. Increase Aboriginal and Torres Strait Islander employment across TCCS from 2.8% in 2023, to: <ul style="list-style-type: none"> <li>&gt; 3% in 2024,</li> <li>&gt; 4% in 2025, and</li> <li>&gt; 5% in 2026</li> </ul>	June, annually (2024, 2025 and 2026)	Director-General
h. Develop and implement a traineeship program, with mentor support, as Aboriginal and Torres Strait Islander students are rotated through a division's workplace.	February, 2025	Executive Branch Manager (People & Capability)
i. Create Australian School Based Apprenticeship opportunities within the Gungahlin City Presentation Project.	February 2025	Executive Branch Manager (City Presentation)
j. Aboriginal and Torres Strait Islander employees to be supported to take on management and senior levels positions.	June, 2025	Executive Branch Manager (People & Capability)

Deliverable	Timeline	Responsibility
k. Increase Aboriginal and Torres Strait Islander employment in Senior Officer and Executive roles from 2% to 4%.	June, 2025	Director-General
l. Implement professional development opportunities (such as seminars, conferences and training) for Aboriginal and Torres Strait Islander employees that partner with key industry institutions such as CPA Australia, Engineering Australia, and Australian Library and Information Association.	November, 2024	Executive Branch Manager (People & Capability)
m. Fund at least 1 scholarship for Aboriginal or Torres Strait Islander employees to progress their careers as a frontline operational manager at the GSO9 and equivalent level.	July, annually (2024, 2025 and 2026)	Executive Branch Manager (People & Capability)
<b>ACTION10. Increase Aboriginal and Torres Strait Islander supplier numbers and diversity to support improved economic and social outcomes.</b>		
a. Continue to implement the <u>ACT Whole of Government Aboriginal and Torres Strait Islander Procurement Policy</u> , 2019 in relation to the directorate's policy commitments.	Ongoing Reporting: May, annually (2024, 2025 and 2026)	Executive Branch Manager (Legal & Contracts)
b. Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June, annually (2024, 2025 and 2026)	Executive Branch Manager (Legal & Contracts)
c. Improve on percentage of TCCS financial year's Addressable Spend that is spent with Aboriginal and Torres Strait Islander enterprises from 1.24% to 2% by 2025.	June, 2025	Chief Financial Officer
d. Attend and engage with local Indigenous business networks and share relevant information with Executive Branch Managers.	March, 2024	Senior Advisor (Indigenous Strategy, Culture and Capability)
e. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	September, 2024	Executive Branch Manager (People & Capability)
f. Communicate arising opportunities for procurement of goods and services to Aboriginal and Torres Strait Islander businesses to employees.	September, 2024	RAP Executive Sponsor
g. Maintain commercial relationships with 17 or more unique Aboriginal and/or Torres Strait Islander businesses.	June, 2025	Executive Branch Manager responsible for relationships guided by the Senior Advisor (Indigenous Strategy, Culture and Capability)
h. Encourage TCCS staff to attend Aboriginal and Torres Strait Islander trade fairs and events as part of Indigenous Business Month (October).	Leading up to and during October, annually (2024 and 2025)	Director-General

Deliverable	Timeline	Responsibility
<b>ACTION 11. Improve TCCS service delivery for Aboriginal and Torres Strait Islander clients</b>		
a. Co-design, develop community specific marketing and communications for Libraries ACT services and programs.	March, 2024	Director, Engagement (Libraries ACT)
b. Co-design, develop and implement an Aboriginal and Torres Strait Islander Collection Development Policy and allocate additional funds to resources by and about Aboriginal and Torres Strait Islander people.	April, 2024	Assistant Directors, Collections and ACT Heritage Library (Libraries ACT)
c. Investigate the incorporation of an Aboriginal and Torres Strait Islander Right of Reply to collections and catalogue entries.	May, 2024	Assistant Director, ACT Heritage Library (Libraries ACT)
<b>ACTION 12. Investigate how children experiencing disadvantage can be supported to be lifelong learners.</b>		
a. Libraries ACT to establish partnership with local ACCO Gudan Gulwan Aboriginal Youth Corporation.	April, 2024	Director, Engagement (Libraries ACT)
b. Libraries ACT to establish partnership with Bimberi.	February, 2024	Director, Engagement (Libraries ACT)
c. Libraries ACT to identify and establish partnerships with three other groups (United Ngunnawal Elders Council, Ngunnawal Language Group and the Elected Body) working to reduce disadvantage (for example refugees or out of home care).	June, 2024	Director, Engagement (Libraries ACT)



# Governance

Deliverable	Timeline	Responsibility
<b>ACTION 13. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.</b>		
a. Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	July, annually (2024 and 2025)	RAPWG Co-chairs
b. Establish a Terms of Reference for the 2023-2026 RAP Working Group, covering responsibility, authority, objectives and duties.	November, 2024	RAPWG Co-chairs
c. Meet at least four times per year to drive and monitor RAP implementation. This will also be a standing item for Aboriginal and Torres Strait Islander network meetings in May, June, August, September, November and March.	1 August, 1 November, 1 February and 1 May, annually (2024, 2025 and 2026)	RAPWG Co-chairs
<b>ACTION 14. Provide appropriate support for effective implementation of RAP commitments.</b>		
a. Embed all RAP deliverables into the business plans of all relevant business areas.	June, annually (2024, 2025 and 2026)	Director-General
b. Dedicate appropriate financial and personnel resources to meet business plan RAP deliverables and update annually.	June, annually (2024, 2025 and 2026)	Executive Branch Manager of each area with RAP deliverables
c. Develop and embed appropriate and detailed systems and capability to track, measure and report on RAP commitments.	February, 2024	Executive Branch Manager (Governance and Ministerial Services)
d. Maintain RAP Champion from the TCCS Executive.	June, 2025	Director-General
e. Include our RAP as a standing agenda item at Executive Board monthly meetings.	Commence December, 2024	RAP Executive Sponsor

Deliverable	Timeline	Responsibility
f. Scope and evaluate the systemic and organisational barriers affecting unachieved RAP deliverables.	January, 2025	RAP Executive Sponsor
g. Using the tools, we have designed to demonstrate the impact of our RAP on our services and policies, develop a report that focuses on our learnings, barriers and provides recommendations going into our next RAP.	December, 2025	RAPWG Co-chairs
<b>ACTION 15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>		
a. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June, annually (2024, 2025 and 2026)	RAPWG Secretary
b. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August, annually (2024, 2025 and 2026)	RAPWG Secretary
c. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually (2024, 2025 and 2026)	RAPWG Secretary
d. Report progress against RAP deliverables to all employees and senior leaders quarterly.	1 September, 1 December, 1 March and 1 June, annually (2024, 2025 and 2026)	RAPWG Co-chairs
e. Report publicly in our Annual Report against our RAP commitments, detailing progress, achievements, challenges and learnings.	December, annually (2023, 2024 and 2025)	RAP Executive Sponsor
f. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024 and 2026	RAPWG Secretary
g. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	RAPWG Co-chairs
<b>ACTION 16 . Continue our reconciliation journey by developing our next RAP.</b>		
a. Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	December, 2025	RAPWG Secretary



