



Australian Government

The Treasury

TSY/AU

Treasury

Innovate Reconciliation Action Plan

2019-2021



RECONCILIATION
ACTION PLAN

INNOVATE

Innovate Reconciliation Action Plan

May 2019 to May 2021

Acknowledgement of Country

The Treasury acknowledges the Traditional Owners of the land and pays its respects to their Elders both past and present.

Vision statement

Our vision is for meaningful engagement and understanding between Aboriginal and Torres Strait Islander peoples and the Treasury. We respect, value and celebrate the inclusion of Aboriginal and Torres Strait Islander peoples in society, in our engagement strategy and in our department.



Artwork acknowledgement

During NAIDOC Week 2018, Treasury employees participated in an Indigenous Art workshop run by Linda Huddleston and Lyn Talbot from the Burrunju Aboriginal Corporation in Canberra. The artwork symbolises the Treasury's Reconciliation Journey, National Sorry Day and Treasury's head office in Canberra.

Secretary's foreword

Indigenous
Champion's foreword

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Secretary's foreword

This action plan goes to the core of reconciliation with a strong focus on relationships, respect and opportunity. It provides Treasury with a clear path to advance reconciliation internally and in the communities in which we work. More importantly, the plan is a deliberate commitment — a call to our staff — to work and think differently.

We are the Australian Government's leading economic policy adviser supporting and implementing policies for the good of the Australian people, consistent with achieving strong, sustainable economic growth and fiscal settings. It is incumbent on us to represent all 25 million Australians. We recognise the contribution Aboriginal and Torres Strait Islander peoples make across society and in the economy. A diverse and inclusive workforce — one that capitalises on the skills and talents of all members of the community — enhances economic growth.

We have given much thought to using our position as a central policy agency to create meaningful opportunities for Aboriginal and Torres Strait Islander peoples. These opportunities come in the form of increased engagement in policy solutions, increased employment opportunities and increased business opportunities. A key part of our plan involves investigating opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within the Treasury and the wider community. Treasury employs around 900 people and currently has approximately 1.2 per cent of our staff who identify as Aboriginal and Torres Strait Islanders.

This plan — Treasury's fourth — is the culmination of many years work. Our first RAP was in 2008 and we continue to build on the success achieved and lessons learned from implementing successive RAPs. We have sought to sustain momentum on reconciliation in the face of a shifting operational environment and with deeper recognition of, and with more institutional support, we have been able to raise the profile of the RAP work within the Treasury.



I would like to acknowledge the 18-strong committee of Indigenous and non-Indigenous staff who steer our work. Whether it is employment strategy, communications, events and campaigns, secretariat or state offices representation in Sydney, Melbourne and Perth, each committee member makes a solid contribution. I would also like to acknowledge Deputy Secretary, Ms Meghan Quinn — Treasury's Indigenous Champion. Under Ms Quinn's guidance, the committee has done an outstanding job in developing this plan and I am pleased to join with all Treasury staff in putting it into action.

Australia's Aboriginal and Torres Strait Islander communities represent the world's longest continuing culture. It is a culture Treasury respects and we look forward to continuing to build our knowledge and understanding.

Philip Gaetjens

Secretary to the Treasury

Secretary's foreword

**Indigenous
Champion's foreword**

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Indigenous Champion's foreword

I lead Treasury's Macroeconomic Group in monitoring and assessing economic conditions and prospects both in Australia and overseas. Our expertise involves understanding problems, removing barriers and encouraging innovation. We have taken a similar approach and mindset in putting together our Reconciliation Action Plan.

Our plan is both practical and strategic. It is specific to Treasury and our engagement with Aboriginal and Torres Strait Islander peoples. For example, we are committed to celebrating and participating in reconciliation through a series of Treasury events and networks.

Our plan is measurable. For example, we have set a goal that 25 per cent of Treasury staff will undertake cultural awareness training in the first year followed by at least 50 per cent in the second year.

Our plan is also achievable and realistic. We look forward to celebrating our successes large and small as each is symbolic. For example, Treasury now proudly flies the Australian flag and the Aboriginal and Torres Strait Islander flags at the entrances to our historic building.

Finally, our plan has discipline - we have allocated responsibility for each action item and we have set timelines to keep us on track.

I am delighted to introduce and champion this positive action plan.

Meghan Quinn

Treasury Indigenous Champion

Secretary's foreword

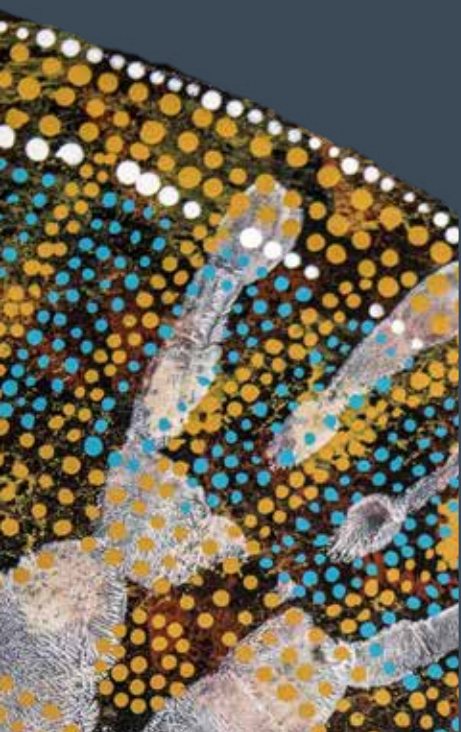
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Relationships

The Treasury understands that respectful and reciprocal relationships are a pre-requisite for success, and we aim to maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes within the Treasury, and through the Treasury's role in advising government.

Action 1.1 **RAP committee is established to support the implementation and progression of the RAP including through engaging with leadership and management**

- Maintain Aboriginal and Torres Strait Islander peoples representation on the RAP committee and ensure that their views are incorporated into the committee's deliberations September 2020
- Ensure the RAP committee meets three times per year to monitor and report progress on the RAP implementation to other leadership and management groups (eg, Executive Committee, Inclusive Workplace Committee and Group Executive Meetings) September 2020
- The current RAP committee was established in March 2018. We will now review the RAP committee terms of reference which outline the committee's role in developing, endorsing, launching and monitoring the RAP September 2020

Lead:
Indigenous Champion
Supported by:
Co-chairs RAP Committee,
Manager of Organisational
Capability

Action 1.2 **Celebrate and participate in National Reconciliation week events by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians**

- Host at least one internal event each year encouraging all staff to participate in addition to promoting external events through internal communications from the Indigenous Champion May 2019,
May 2020
- Register the Treasury's National Reconciliation Week Event(s) on Reconciliation Australia's website each year
- Identify, support and promote at least one external reconciliation event to all staff and encourage attendance
- Plan and ensure RAP Committee participation in an external National Reconciliation Week event each year

Lead:
Manager of Organisational
Capability
Supported by:
Co-chairs RAP Committee,
Division Head People and
Organisational Strategy
Division, Indigenous
Champion

Secretary's foreword

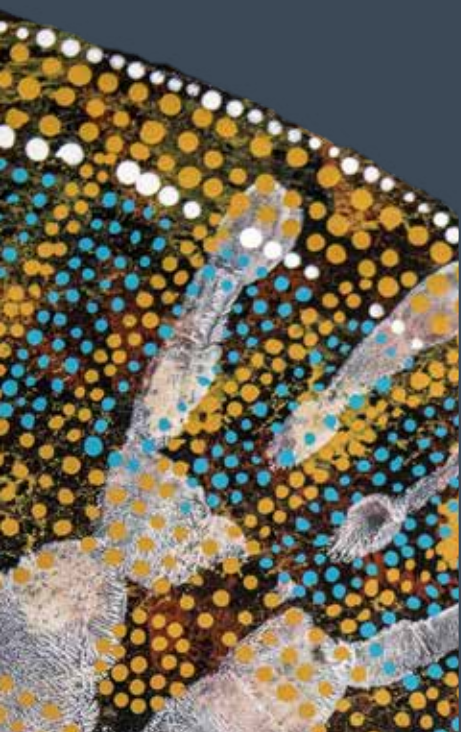
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Action 1.3

Continue the department's commitment to participate in the APSC JAWUN program

- Participate in the APSC JAWUN program annually and scope opportunities for reverse secondment arrangements November 2019, November 2020
- JAWUN participants are to formally share lessons learned about their experience to all staff and champion the program to future participants May 2019, May 2020
- JAWUN alumni are to be champions of the RAP to promote it in their teams, divisions or groups November 2019, November 2020
- Ensure a raising in cultural knowledge by increasing the number of Treasury opportunities to participate in the JAWUN secondment program September 2020

Lead:
Division Head People and Organisational Strategy Division

Supported by:
Manager of Organisational Capability, JAWUN participants, Indigenous Champion and co-chairs RAP Committee

Action 1.4

Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support the Treasury's policy work

- Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement September 2019
- Ensure Aboriginal and Torres Strait Islander organisations and individuals are considered in stakeholder management plans at departmental, group and division level September 2019
- Develop and implement a 'Friends of Treasury' network of Aboriginal and Torres Strait Islander stakeholders with whom the Treasury can consult on particular policy and organisational matters September 2019

Lead:
Division Head Social Policy Division

Supported by:
Division Head People and Organisational Strategy Division, Indigenous Champion, co-chairs RAP Committee

Action 1.5

Promote awareness of Aboriginal and Torres Strait Islander initiatives across the department

- Create and support RAP Ambassadors across the Treasury, including within state offices, to encourage the inclusion of all parts of the organisation in National Reconciliation Week celebrations May 2019, May 2020
- Develop a communication strategy to promote the RAP to internal and external stakeholders February 2019
- Communicate RAP committee agenda and members to all departmental staff through a variety of communication channels September 2019

Lead:
Co-chairs RAP Committee

Supported by:
Co-chairs RAP Committee

Action 1.6

Raise internal and external awareness of the RAP to promote reconciliation across the department

- Promote reconciliation including having RAP update presentations to the Inclusive Workplace Committee and General Executive meetings to become champions of the initiatives and promote to all staff February 2019, June 2019, October 2019, February 2020, June 2020
- Promote reconciliation through ongoing active engagement with stakeholders, including NAIDOC week, through a diverse range of internal events (seminars series, guest speakers, cultural experiences) and participation in external events July 2019, July 2020

Lead:
Co-chairs RAP Committee

Supported by:
Indigenous Champion, Division Head People and Organisational Strategy Division, Manager Publishing and Design Team

Secretary's foreword

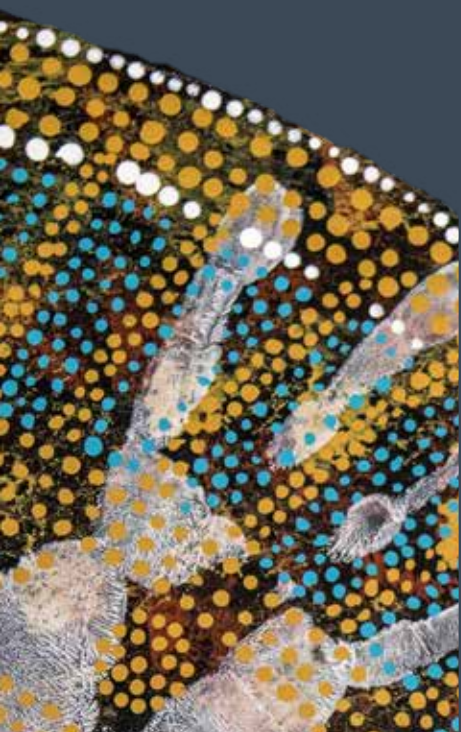
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Respect

The Treasury employees are encouraged to improve their understanding of, and respect for, Aboriginal and Torres Strait Islander cultures and protocols and bring this understanding to their policy work. We also create opportunities for employees to connect with their local community and celebrate important Aboriginal and Torres Strait Islander events such as National Reconciliation and NAIDOC weeks.

Action
2.1

Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements

In consultation with Indigenous advisers, develop a cultural learning strategy for the Treasury staff which will be reviewed and revised regularly to measure changes to attitudes and understanding of Aboriginal and Torres Strait Islander peoples	February 2020, February 2021
Ensure cultural awareness training, which includes blended learning options, is undertaken by at least 25 per cent of Treasury staff in the first year followed by at least 50 per cent in the second year. Attendance rates will be reported to business units and the Inclusive Workplace Committee annually (face to face cultural awareness training and eLearning refresher training)	December 2019, December 2020
Ensure cultural awareness training is undertaken by all managers of Aboriginal and Torres Strait Islander staff ensuring culturally competent supervisory practices are applied based on understanding, family, lore, cultural values, obligations, kinship systems and Aboriginal and Torres Strait Islander lifestyles. Evaluate the impact of the cultural awareness training	February 2019, February 2020
RAP Committee to communicate, encourage and promote the benefits of staff undertaking cultural awareness training	February 2019, February 2020
Consult with Supply Nation to identify Aboriginal and Torres Strait Islander providers for cultural awareness training	By November 2018
Investigate opportunities to work with Traditional Owners/Custodians and Aboriginal and Torres Strait Islander consultants to provide cultural awareness training	April 2019
Evaluate eLearning module for mandatory cultural awareness as a two yearly refresher training that reinforces the initial face to face delivery and embed this training into inclusive leadership training	February 2020
Review the process to ensure that secondee staff who transfer to Treasury complete the eLearning cultural awareness training as part of their on-boarding process	December 2019
Host quarterly policy seminar sessions on issues affecting Aboriginal and Torres Strait Islander peoples and explicitly add Aboriginal and Torres Strait Islander issues into all seminar discussion	February 2019, June 2019, October 2019, February 2020, June 2020

Lead:
Manager of Organisational
Capability, Procurement
Manager

Supported by:
Division Head People and
Organisational Strategy
Division, co-chairs RAP
Committee and Indigenous
Champion

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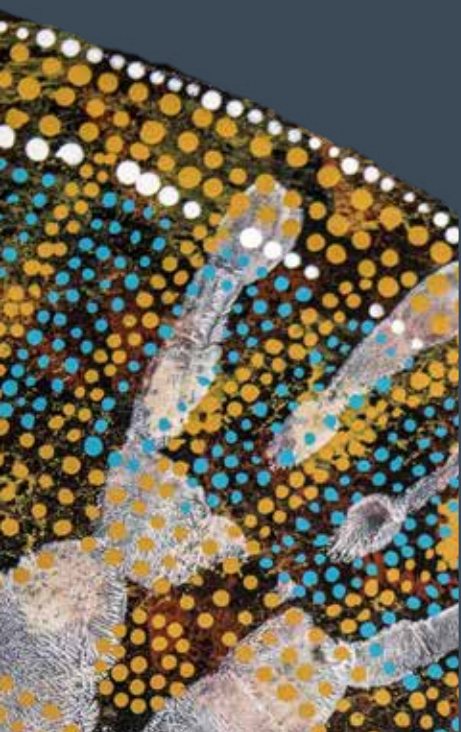
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**Action
2.1**

Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements (continued...)

- Work with the local Aboriginal and Torres Strait Islander communities to name some Treasury meeting rooms in local languages June 2019
- Ensure Aboriginal and Torres Strait Islander flags are displayed at all major departmental buildings March 2019
- Erect Acknowledgment of Country plaques in the foyers of the Treasury buildings and display our Aboriginal and Torres Strait art pieces in prominent locations within departmental buildings May 2019

**Action
2.2**

Build cultural capability of staff to understand direct and indirect implications of Treasury policy on Aboriginal and Torres Strait Islander peoples

- Develop a framework to assist policy areas to ensure that policy and programs reflect, and are appropriate to, the needs of Aboriginal and Torres Strait Islander peoples. This includes embedding consultation with Aboriginal and Torres Strait Islander leaders and communities in the policy development process. This also includes reviewing and developing a strong mechanism to incorporate relevant Aboriginal and Torres Strait Islander issues into Cabinet Submissions and policy deliberations across the department November 2019
- Establish at least annual leadership visits to Aboriginal and Torres Strait Islander communities and organisations (rural/remote and urban) to see first-hand examples of the impacts of government policy decisions on community, small business and families December 2019

Lead:

Division Head Social
Policy Division

Supported by:

Indigenous Champion and
co-chairs RAP Committee

**Action
2.3**

Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols such as Welcome to Country and Acknowledgment of Country to ensure there is shared meaning

- Review participation in delivering an Acknowledgment of Country at the commencement of all appropriate internal and external meetings and events June 2019,
June 2020
- Review the staff use of an official signature block containing an Acknowledgment of Country June 2019
- Maintain and review a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships August 2019,
August 2020
- Continue to invite Traditional Owners/Custodians to provide a Welcome to Country to at least one significant event each year including NAIDOC Week and Reconciliation Week February 2019,
February 2020

Lead:

Co-chairs RAP Committee

Supported by:

Manager of Organisational
Capability, Manager
Communications Team,
Indigenous Champion

Secretary's foreword

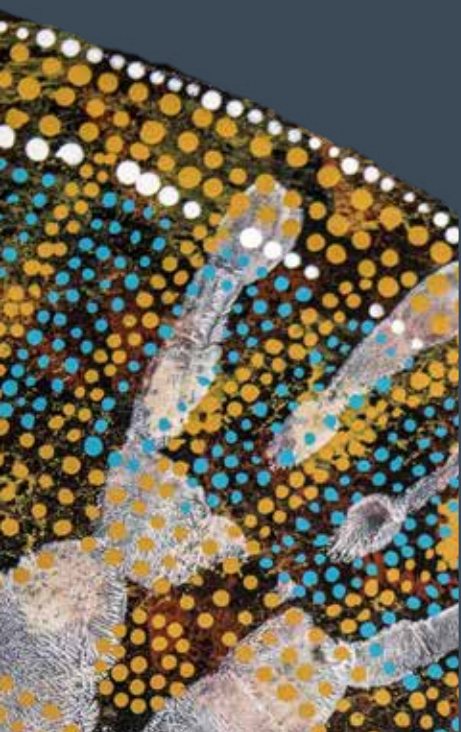
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Action
2.4

Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week

Review the Intranet page links to significant cultural events information

January 2019,
January 2020

Review Human Resource policies and procedures to ensure there are no barriers to staff participating in cultural events during NAIDOC week and at other events

May 2019,
March 2020

Enable Aboriginal and Torres Strait Islander staff to participate in cultural and community activities during NAIDOC week

July 2019,
July 2020

Promote and encourage staff participation in endorsed NAIDOC events and monitor attendance rates and report to Indigenous Champion and Inclusive Workplace Committee

July 2019,
July 2020

Lead:

Co-chairs RAP Committee

Supported by:

Manager of Organisational
Capability, Indigenous
Champion

Action
2.5

Recognise and acknowledge Aboriginal and Torres Strait Islander staff achievements in the department by including specific awards for those employees

Develop awards framework for ongoing NAIDOC Awards ceremonies

July 2019

Host awards and publish news articles, case studies and staff testimonies

July 2020

Lead:

Co-chairs RAP Committee

Supported by:

Division Head People and
Organisational Strategy
Division, Manager of
Organisational Capability,
Indigenous Champion

Action
2.6

Recognise and acknowledge staff in the department who have contributed to improved outcomes for Aboriginal and Torres Strait Islander peoples both within the department and through policy advice to government including those who have led and promoted reconciliation action within the department

Develop awards framework for ongoing NAIDOC Awards ceremonies

July 2019

Host awards and publish news articles, case studies and staff testimonies

July 2020

Lead:

Indigenous Champion

Supported by:

Co-chairs RAP Committee,
Division Head People and
Organisational Strategy
Division, Manager of
Organisational Capability,
Division Head Social Policy
Division

Secretary's foreword

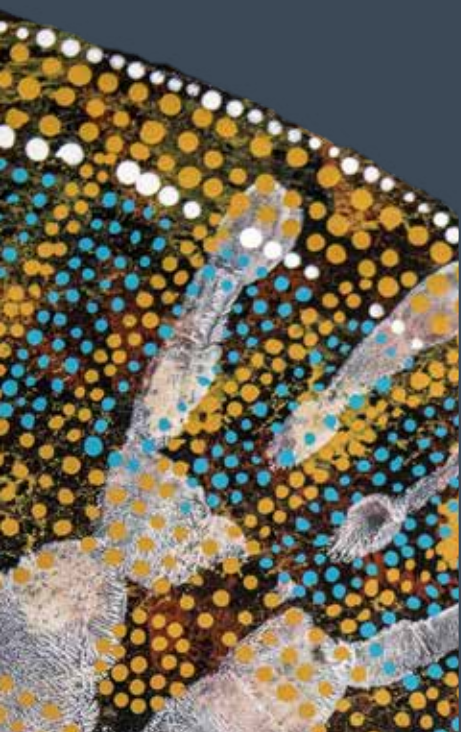
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Opportunities

The Treasury creates opportunities, promotes financial well-being, and enables sustainable growth for individuals, businesses and industry. We are committed to facilitating employment opportunities and enabling social and financial participation of Aboriginal and Torres Strait peoples as well as building the capacity of Aboriginal and Torres Strait Islander businesses. We are committed to ensuring that Aboriginal and Torres Strait Islander peoples are centrally involved in advocating policy.

Action
3.1

Provide opportunities for secondments from portfolio agencies and external organisations

Identify and scope employment opportunities or secondment opportunities for Aboriginal and Torres Strait Islander staff within Treasury	May 2019
Identify and scope options for secondments or other opportunities from other industries such as mining and remote community organisations	July 2019
Create relationships and collaborate with portfolio agencies and external organisations in relation to secondment opportunities	July 2019
Establish secondment opportunities in Canberra including from state based Aboriginal and Torres Strait Islander employees in portfolio agencies	December 2019

Lead:
Manager of Organisational Capability

Supported by:
Indigenous Champion, Manager Recruitment, Talent and Rewards Team, Division Head People and Organisational Strategy Division

Action
3.2

Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within the Treasury

In consultation with our Aboriginal and Torres Strait Islander staff, develop and implement an Indigenous Employment Strategy which includes participation in Indigenous Employment Programs and includes a supporting marketing strategy	March 2019
<ul style="list-style-type: none"> Identify and establish a long term partnership with an organisation with proven success working with and supporting Aboriginal and Torres Strait Islander students achieve academic excellence with a view to ensuring a future pipeline of Aboriginal and Torres Strait Islander talent for Treasury Partner with the agency to influence subject and career choice to align with Treasury opportunities Work with the agency to source appropriately interested cohort to attend an annual (5 day) Treasury hosted 'Economic and Social Policy' Summit Establish school scholarship and cadetships programs to ensure suitable Aboriginal and Torres Strait Islander talent is supported through high school and university enhancing their success as graduates for Treasury roles 	
Support Aboriginal and Torres Strait Islander Cadets (sponsored by Treasury), to access paid vacation employment while studying at university	

Lead:
Manager of Organisational Capability

Supported by:
Executive Committee, co-chairs RAP Committee, Indigenous Champion

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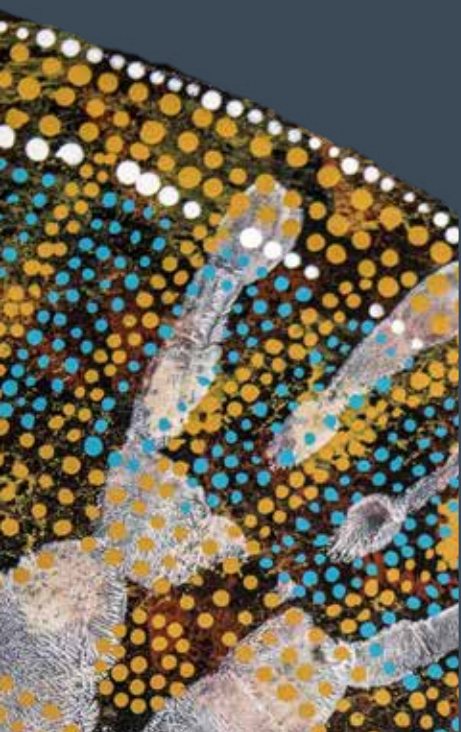
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Action
3.2

Increase, retain, support and connect our Aboriginal and Torres Strait Islander employees through a new Employment Strategy (continued...)

Use the data collected to identify means to engage with Aboriginal and Torres Strait Islander candidates suitable for Treasury opportunities to raise awareness of the role of Treasury and potential roles available	June 2019
Identify and implement a buddy system, mentoring program and Aboriginal and Torres Strait Islander Employee Network to support our Aboriginal and Torres Strait Islander employee cohort including cross-agency options	July 2019
Through the development of an Indigenous Employment Strategy provide meaningful career development opportunities to Aboriginal and Torres Strait Islander employees <ul style="list-style-type: none"> Use existing Aboriginal and Torres Strait Islander employees (and other SMEs) to engage at career fairs, schools and specific Aboriginal and Torres Strait Islander programs to raise awareness of Treasury and the careers available 	July 2019
As part of the Indigenous Employment Strategy, establish relationships with Aboriginal and Torres Strait Islander study and career centres at universities and develop an employment strategy for graduate and internship opportunities within Treasury	July 2020
Achieve a target of three per cent Aboriginal and Torres Strait Islander staff representation through retaining existing and attracting new employees to Treasury	July 2020
Review recruitment procedures and Human Resource policies to reduce/or remove barriers to Aboriginal and Torres Strait Islander employees and future applicants actively participating in our workplace	July 2020
Collect current employment labour market statistics of Aboriginal and Torres Strait Islander staff to inform future employment opportunities and link with the APSC and the Indigenous Champions' Network who are also looking at this issue	November 2019
Advertise Special Measures positions in Aboriginal and Torres Strait Islander media and report to the Inclusive Workplace Committee twice annually on recruitment results with a breakdown at the group level	January 2019, July 2019, January 2020, July 2020
Provide opportunities for Aboriginal and Torres Strait Islander staff to meet with influential Aboriginal and Torres Strait Islander leaders within the community including attending cross agency Aboriginal and Torres Strait Islander networking events	September 2020

Lead:
Manager of Organisational
Capability
Supported by:
Executive Committee,
co-chairs RAP Committee,
Indigenous Champion

Secretary's foreword

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Action
3.3

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation in accordance with the Commonwealth Indigenous Procurement Policy

Continue and review Supply Nation Membership

September 2020

Raise awareness of the implemented procurement policies and procedures to encourage engagement with Aboriginal and Torres Strait Islander businesses through Supply Nation

July 2020

- By function, identify annual opportunities to source Aboriginal and Torres Strait Islander supplier spend for a percentage of future Treasury procurement activity

Review procurement activity year on year and establish goal of increasing the percentage spend as means to enhance Supply Nation member companies

Communicate and create awareness of current guidelines on using the Supply Nation services and the mandatory set-aside templates through inclusion in training programs and promotional materials (eg, in the lift foyers)

July 2020

Review and update procurement policies and procedures to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses

July 2020

Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander owned business by setting an aspiration to source services on an annual (or more frequent) basis

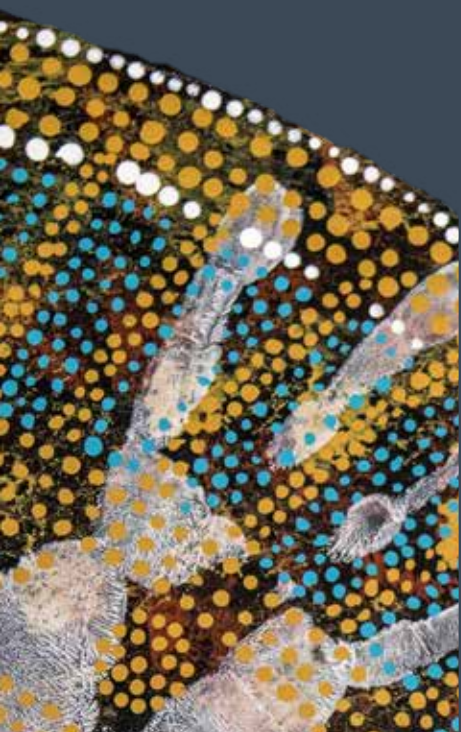
July 2020

Lead:

Manager Procurement
Team and co-chairs
RAP Committee

Supported by:

RAP committee members
and Procurement Team



Secretary's foreword

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Champion's foreword

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Progress and Reporting**

Governance, Tracking Progress and Reporting

Action
4.1

Report RAP achievements, challenges and learnings to Reconciliation Australia Report

Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2019, September 2020
Investigate participating in the RAP Barometer	September 2019, September 2020
Include appropriate questions into internal staff surveys and then collect and collate the data for reporting to the Inclusive Workplace Committee and Reconciliation Australia to assess Treasury's progress on the RAP journey	February 2019, February 2020

Lead:
Manager of Organisational
Capability

Supported by:
Co-chairs RAP Committee
and Indigenous Champion

Action
4.2

Report RAP achievements, challenges and learnings internally and externally

Publicly report RAP achievements, challenges and learnings in the annual report on the department's intranet page and through the Public Service Indigenous Champions' Network	July 2019, July 2020
<ul style="list-style-type: none">Establish an annual award for standout performance to receive the Secretary's 'RAP Outstanding Innovation/or Achievement Award' (individual or work group) based on positive impact on Treasury in progressing reconciliation outcomesIdentify valuable lessons learned to share with the broader business to help enhance successful execution of RAP deliverables	
Create a RAP dashboard for RAP committee to use when reporting to the Executive Committee to track RAP action items and progress	July 2019
Publish RAP on the intranet, the external Treasury website and the Reconciliation Australia website	January 2019
Disseminate RAP across the public service through the Indigenous Champions' Network	January 2019

Lead:
Manager of Organisational
Capability

Supported by:
Co-chairs RAP Committee
and Indigenous Champion


Action
4.3

Review, refresh and update RAP

Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	August 2020
Send draft RAP to Reconciliation Australia for formal review, feedback and endorsement	September 2020

Lead:
Co-chairs RAP Committee

Supported by:
Manager of Organisational
Capability, Indigenous
Champion



Contact

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