



AUSTRALIAN NATIONAL AUDIT OFFICE

Reconciliation Action Plan

FEBRUARY 2018–JULY 2019



RECONCILIATION AUSTRALIA: CEO STATEMENT

Reconciliation Australia congratulates the Australian National Audit Office (ANAO) on the endorsement of its first Reconciliation Action Plan (RAP), which will build the foundations for the relationships, respect and opportunities essential to reconciliation.

This Reflect RAP demonstrates ANAO's dedication to contribute to reconciliation by developing an effective RAP governance model, and building the case for future commitments to cultural learning, practicing cultural protocols, and promoting Aboriginal and Torres Strait Islander employment.

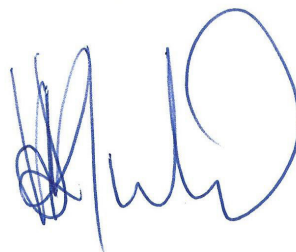
In its first RAP, ANAO has committed to developing and maintaining relationships with Aboriginal and Torres Strait Islander organisations, communities and peoples, as highlighted in its actionable goal to celebrate and promote national reconciliation events such as National Reconciliation Week (NRW).

ANAO's commitment to displaying respect and understanding of Aboriginal and Torres Strait Islander peoples, histories and cultures is demonstrated through its aim to create an intranet page for staff containing guidance

and information on Aboriginal and Torres Strait Islander protocols.

ANAO's dedication to providing opportunities and employment pathways for Aboriginal and Torres Strait Islander peoples is communicated through its commitment to ensuring that all recruitment advertisements encourage Aboriginal and Torres Strait Islander peoples to apply.

On behalf of Reconciliation Australia, I commend ANAO on its inaugural RAP and look forward to following its reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia





AUDITOR-GENERAL'S FOREWORD

I am pleased to present the ANAO's inaugural Reconciliation Action Plan (RAP). Our RAP demonstrates our strong commitment to reconciliation within the ANAO and our commitment to diversity.

This plan was developed by the ANAO's RAP Working Group in consultation with Reconciliation Australia, and with input from staff from across the organisation. It outlines practical ways in which the ANAO will undertake its reconciliation journey, recognising the importance of reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous peoples. We believe in respecting, acknowledging and valuing Aboriginal and Torres Strait Islander culture through promoting diversity and improving the way we do our business.

Our vision is to create a welcoming environment which is inclusive and provides opportunities for Aboriginal and Torres Strait Islander people, ensuring that Aboriginal and Torres Strait Islander peoples have the opportunity to positively contribute to all areas of the organisation.

The ANAO looks forward to working in collaboration with Aboriginal and Torres Islander peoples to build respectful relationships, a shared understanding, learning and success.



Grant Hehir
Auditor-General





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We acknowledge and respect that Aboriginal and Torres Strait Islander people are the first peoples and traditional custodians of this country. We pay our respects to Elders both past and present and extend that respect to all Indigenous peoples across the nation. We acknowledge the rich and diverse cultures and the long histories of Aboriginal Australia and the Torres Strait Islands. We understand the importance of maintaining these rich cultures and the continuing relationship with the land.



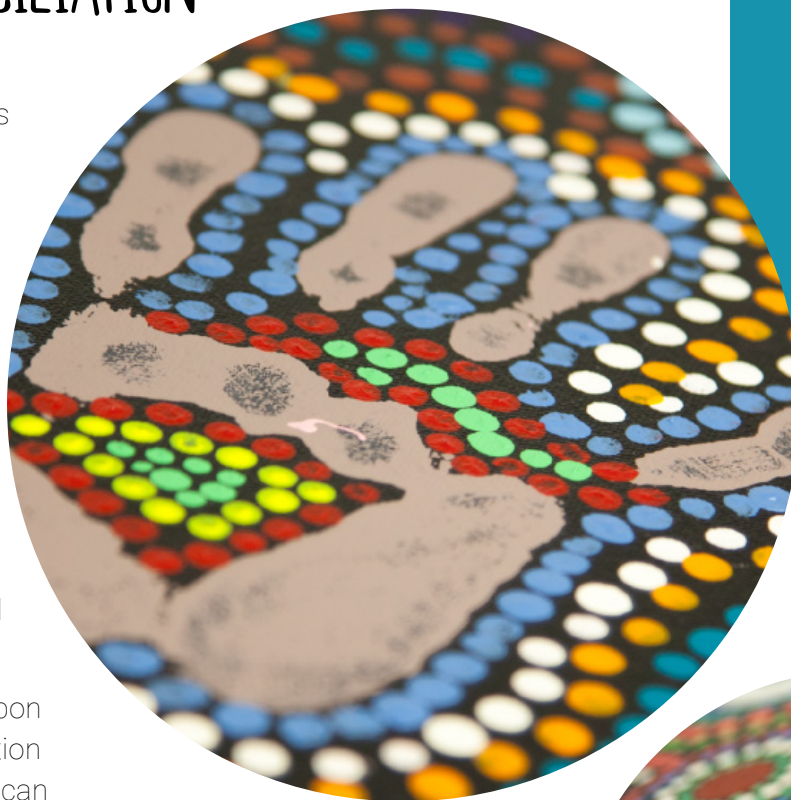
OUR VISION FOR RECONCILIATION

The ANAO confirms its commitment to reconciliation with Aboriginal and Torres Strait Islander peoples through the development and implementation of this Reconciliation Action Plan (RAP). We acknowledge that the process for achieving meaningful and lasting Reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous peoples is the responsibility of all Australians, and that true Reconciliation requires a shared understanding and acknowledgement of past histories and how this affects the present day.

Our RAP vision is to continue to build upon cultural awareness within our organisation to create a work place where all people can share experiences in an inclusive environment that is culturally safe and diverse. We will actively promote the involvement of Aboriginal and Torres Strait Islander peoples in our organisation. We will work in collaboration with Aboriginal and Torres Strait Islander peoples to build respectful relationships that support our vision of becoming an employer of choice for Aboriginal and Torres Strait Islander peoples.

ABOUT THE ARTWORK


The artwork featured throughout our 2018–19 RAP is a series of dot paintings created by ANAO staff under Canberra artist Dale Huddleston's supervision during NAIDOC Week 2016.





RECONCILIATION ACTION PLAN – REFLECT

OUR BUSINESS



The ANAO is a specialist public sector audit practice which supports the Auditor-General by providing a range of independent audit and assurance services to the Parliament and Commonwealth entities. The purpose of the ANAO is to improve public sector performance and support accountability and transparency in the Australian Government sector through independent reporting to the Parliament, the Executive and the public. We do this primarily by conducting performance audits, financial statement audits, and assurance reviews.

At 31 December 2017, the ANAO employed 291 staff, of whom one identified as Aboriginal and/or Torres Strait Islander. The ANAO is a nationally focused organisation reflecting the Auditor-General's mandate and the ANAO's purpose. Its office is located in Canberra.

In December 2009, the functions of the former Office of Evaluation and Audit (Indigenous Programs) were transferred from the Department of Finance and Deregulation to the ANAO. As a consequence, the ANAO's performance audit program from 2010 was expanded to include a greater number of audits focusing on Indigenous-specific programs.

The ANAO currently conducts Financial Statement Audits of around 40 Aboriginal and Torres Strait Islander entities and performance audits of the design and delivery of programs for Aboriginal and Torres Strait Islander peoples by departments and agencies including the



Departments of the Prime Minister and Cabinet, Education, Employment, Health and Aging and Agriculture and Water Resources. The Auditor-General's Annual Audit Work Program maintains a focus on Aboriginal and Torres Strait Islander programs because of their importance to the Parliament and the community.



OUR RAP

We have developed our first RAP to recognise the importance of Reconciliation between Aboriginal and Torres Strait Islander and non-Indigenous peoples. We believe in respecting, acknowledging and valuing Aboriginal and Torres Strait Islander culture through promoting diversity and improving the way we do our business.

For many years, we have participated in the Graduate Program through the Australian Public Service Commission's Indigenous Pathways program. We have employed Aboriginal and Torres Strait Islander graduates, supported employees to be seconded to Aboriginal organisations and we have also developed a relationship with Indigenous Accountants Australia. We have elements of Cultural Awareness within our current Learning and Development area and will build upon this to expand the knowledge of our employees.

We established a NAIDOC Committee in 2012 and the members have all been active in promoting, supporting and celebrating Aboriginal and Torres Strait Islander cultures.

We have held internal NAIDOC events inviting local Aboriginal people to attend and lead sessions as well as participating in external NAIDOC events across Canberra. We commenced the annual celebration of National Reconciliation week in 2016. Our RAP will enable us to continue and grow our reconciliation journey.

We provide staff with the opportunity to take part in our RAP Working Group through an annual voluntary expression of interest process. The RAP Working Group is responsible for implementation of the RAP and ensuring effective governance by reporting to the ANAO People and Change Committee. The RAP Working Group is responsible for driving the RAP initiatives and providing regular updates to all employees within the ANAO, including publishing an annual report. The head of the ANAO's Corporate Management Branch is the RAP's champion at the executive level.

The RAP Working Group comprises the following positions:

- Chair
- Secretary
- Treasurer
- Communications Liaison
- Diversity Contact Officer
- Research Coordinator
- Reconciliation Week Coordinator
- NAIDOC Week Coordinator

We have engaged an Aboriginal business to support the development of our first Reflect RAP. Two Aboriginal staff from Curijo Pty Ltd supported the development of the RAP through design, development and facilitation of a RAP session. Attendance at the session was through an expression of interest process open for any employee within the ANAO to attend and have input. We have also engaged an Aboriginal design company to facilitate the visual design of this document.



OUR PARTNERSHIPS/CURRENT ACTIVITIES

Our current activities and partnerships which promote and acknowledge Aboriginal and Torres Strait Islander peoples, communities and businesses include:

- participating in the Australian Public Service Commission's Indigenous programs through the Commonwealth Aboriginal and Torres Strait Islander Employment Strategy;
- working alongside Indigenous Accountants Australia to develop relationships early with Aboriginal and Torres Strait Islander students studying accounting; and
- participating in the Jawun Indigenous Community Secondment Program.

We are proud of the activities we hold to celebrate Aboriginal and Torres Strait Islander cultures during NAIDOC Week. These have included:

- installation of a plaque acknowledging the traditional custodians within our office;
- learning more about the local Ngunnawal culture, its people and its history;
- participation in group paintings with an Aboriginal artist; and
- participation in cultural workshops facilitated by Aboriginal people.

We held our first National Reconciliation Week activity in 2016, with staff attending the Reconciliation Lecture delivered by the CEO of Reconciliation Australia. It was a great success and contributed to our journey and the discussions in relation to developing our first RAP.



RELATIONSHIPS

We recognise and respect that relationships are fundamental to reconciliation. We will work collaboratively and respectfully with all Aboriginal and Torres Strait Islander peoples, communities and organisations. Our employees will continue to develop and build upon skills and knowledge as well as have access to resources to respectfully, effectively and professionally engage and build strong relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting	Oversee the development, endorsement and launch of the RAP.	February 2018	RAP Working Group Chair RAP Champion
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAP Working Group.	February 2018	RAP Working Group Chair RAP Champion
	Develop Terms of Reference for the RAP Working Group outlining roles and member opportunities	February 2018	RAP Working Group Chair RAP Champion
	Meet and report to the People and Change Committee on a quarterly basis, and document minutes.	February 2018	RAP Working Group Chair RAP Champion
2. Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey, identifying at least 10.	March 2018	RAP Working Group Research Coordinator
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey, identifying at least 5.	April 2018	RAP Working Group Research Coordinator

RELATIONSHIPS cont.

Action	Deliverable	Timeline	Responsibility
3. Participate in and celebrate National Reconciliation Week (NRW)	Encourage staff to participate in an external event to recognise and celebrate NRW, ensuring that all employees are made aware of at least two events.	27 May–3 June, Annually	RAP Working Group Reconciliation Week Coordinator, Senior Communications Officer
	Host a Reconciliation Week event and invite at least one key Aboriginal person to attend.		ANAO Social Club
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through an all-staff email and notifications placed on VDUs and bulletin board.		RAP Working Group Reconciliation Week Coordinator, Senior Communications Officer
	Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.		RAP Working Group Reconciliation Week Coordinator
4. Raise awareness of our RAP	Develop and implement a communication plan to raise staff awareness about our RAP commitments and publish on ANAO intranet.	March 2018	RAP Working Group Communications Liaison, Senior Communications Officer
	Develop and implement a plan to engage and inform key internal stakeholders identified in this document of their responsibilities within our RAP.	February 2018	RAP Working Group Diversity Contact Officer
	Host an event to launch the first RAP.	February 2018	RAP Working Group Chair
	Publish the ANAO RAP on ANAO website, internal intranet and report development and progression in a RAP Annual Report published on the ANAO website.	February, Annually	Senior Communications Officer
	Explore new ways to allow staff to promote the ANAO RAP via respect shown through their day-to-day work, with a report presented to the People and Change Committee.	October 2018	RAP Working Group Chair

RESPECT

Respect is the key component to building strong, effective and professional relationships. Respect for Aboriginal and Torres Strait Islander peoples, cultures and histories are fundamental in strengthening reconciliation and equality within Australia. The ANAO is committed to diversity and will further develop respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

RESPECT			
Action	Deliverable	Timeline	Responsibility
5. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	July 2018	RAP Working Group Communications Liaison, Senior Communications Officer
	Develop and conduct a review of cultural awareness training needs within our organisation.	May 2018	Learning and Development Manager
	Develop respect for Aboriginal and Torres Strait Islander cultures by ensuring mandatory cultural awareness training is undertaken by all staff engaged in audits affecting Aboriginal and Torres Strait Islander peoples.	June 2018	Learning and Development Manager
	Review cultural awareness information on induction portal.	July 2018	Learning and Development Manager
6. Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about local Aboriginal and Torres Strait Islander peoples and communities.	July, Annually	RAP Working Group NAIDOC Week Coordinator and Senior Communications Officer
	Encourage staff to participate in an external event to recognise and celebrate NAIDOC Week by promoting events through the ANAO intranet.		RAP Working Group NAIDOC Week Coordinator and Senior Communications Officer
	Host NAIDOC Week activities within the ANAO by engaging Indigenous companies, for example, art workshops, cultural workshops.		RAP Working Group NAIDOC Week Coordinator
	Ensure our RAP Working Group participates in an external NAIDOC Week event.		RAP Working Group NAIDOC Week Coordinator



RESPECT cont.			
Action	Deliverable	Timeline	Responsibility
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners of the lands and waters are in our local area and report to the People and Change Committee.	February 2018	RAP Working Group Research Coordinator
	Create an intranet page providing practical guidance and information for employees on Welcome to Country and Acknowledgement of Country protocols including useful links, local information and the ANAO's Indigenous initiatives.	February 2018	RAP Working Group Research Coordinator, Senior Communications Officer
	Develop Aboriginal and Torres Strait Islander Cultural Protocols as well as checklist and web link to promote expected values.	August 2018	RAP Working Group Diversity Contact Officer, Senior Communications Officer, Learning and Development Manager
	Explore opportunities throughout the office to include Aboriginal names and display art	July 2018	Facilities Manager
	Encourage staff engagement with the Jawun Program to foster an increased understanding and appreciation of working with Aboriginal and Torres Strait Islander people by increasing the number of staff who apply.	December 2018	Senior Communications Officer, Learning and Development Manager

OPPORTUNITIES

The ANAO recognises the importance of providing opportunities for Aboriginal and Torres Strait Islander peoples, communities and organisations which contribute to the needs and growth in all areas of business. Recognising the significant contributions from Aboriginal and Torres Strait Islander people and what this can bring to the organisation will be a key part of the implementation of the RAP.

OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
8. Investigate Aboriginal and Torres Strait Islander employment	Consult with Human Resources and Recruitment to develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	July 2018	RAP Working Group, Head of Human Resources and Recruitment Manager
	Identify barriers to Aboriginal and Torres Strait Islander employment in the recruitment process.	April 2018	RAP Working Group, Head of Human Resources and Recruitment Manager
	Ensure all job advertisements encourage Aboriginal and Torres Strait Islander people to apply.	September 2018	Recruitment Manager
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities including cultural support and involvement in RAP Working Group.	Commencing February 2018, and review undertaken at the end of the RAP.	RAP Working Group Diversity Contact Officer
	Change ANAO induction process to ensure that Aboriginal and Torres Strait Islander staff are encouraged to engage with the RAP Working Group.	December 2018	Head of Human Resources and Recruitment Manager
	Develop an Aboriginal and Torres Strait Islander Employee Retention Strategy	January 2019	Head of Human Resources and Recruitment Manager
9. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	March 2018	Procurement Manager
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	December 2018	RAP Working Group Treasurer, Procurement Manager



TRACKING AND PROGRESS

The ANAO must ensure tracking and progress of all programs to ensure accountability in the implementation of the RAP.

GOVERNANCE, TRACKING AND PROGRESS

Action	Targets	Timeline	Responsibility
10. Build support for the RAP	Define resource needs for RAP development and implementation.	Included with quarterly reports to People and Change Committee (January, April, July, October, Annually)	RAP Working Group Treasurer
	Define systems and capability needs to track, measure and report on RAP activities, present reporting framework to People and Change Committee.	February 2018	RAP Working Group Chair
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	July 2018 and July 2019	RAP Working Group Chair
Review and refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	Commencing January 2019	RAP Working Group Chair
	Submit draft RAP to Reconciliation Australia for formal review and endorsement.	April 2019	RAP Working Group Chair
	Explore options of engaging an external artist for future RAP.	May 2019	RAP Working Group Research Coordinator

CONTACT DETAILS

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