

## Attachment A - Reconciliation Action Plan (RAP) July 2023 – July 2025 - Status of each deliverable at 28 January 2025.

RAP deliverables legend:	Achieved	On Track	Overdue
Reconciliation Australia mandatory initiative	22	19	8
ACMA initiative	18	5	2
<b>Total</b>	<b>40</b>	<b>24</b>	<b>10</b>

### Relationships

Building and nurturing relationships between the ACMA and Aboriginal and Torres Strait Islander peoples and organisations is important in fulfilling our role as Australia's media and communications regulator and eSafety Commissioner. It is also a core facet of one of our organisational values – to be collaborative.

Building relationships and collaborating with Aboriginal and Torres Strait Islander communities and organisations will help us to broaden our influence and to better understand our stakeholders and how our work impacts Aboriginal and Torres Strait Islander peoples. It will also raise our understanding of Aboriginal and Torres Strait Islanders cultures, languages, and histories.

**Focus area:** Relationships are integral to the ACMA's ability to be an effective regulator and this RAP will help us to better understand and strengthen our relationships with First Nations peoples which will in turn improve our effectiveness as a regulator.

DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
<b>ACTION 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>			
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement and to understand how our regulatory functions impact First Nations peoples.	December 2024  Revised timeline June 2025	Overdue  This work is in progress and will be informed by another deliverable analysing our relationships with First Nations organisations.	[REDACTED] [REDACTED]
Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024  Revised timeline June 2025	Overdue  This work is in progress and will be informed by another deliverable analysing our relationships with First Nations organisations.	[REDACTED] [REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Incorporate Aboriginal and Torres Strait Islander charities in workplace giving activities.	December 2024	Achieved	[REDACTED]
Analyse our relationships with key First Nations media and communications organisations, online content regulators, educators, representative groups, and academic and research bodies to better understand how our regulatory functions impact First Nations peoples and incorporate these findings into our engagement plan	June 2025	On Track	[REDACTED]
Encourage and support staff to volunteer in local Aboriginal and Torres Strait Islander communities or not-for-profit organisations.	June 2024	Achieved	[REDACTED]
Sponsor Jawun secondments as business as usual.	July 2023	Achieved	[REDACTED]
<b>ACTION 2: Build relationships through celebrating National Reconciliation Week (NRW).</b>			
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May to 3 June 2024 and 2025	On Track	[REDACTED]
RAP Working Group members to participate in an external NRW event.	27 May to 3 June 2024 and 2025	On Track	[REDACTED]
Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May to 3 June 2024 and 2025	On Track	[REDACTED]
Organise at least one NRW event each year.	27 May to 3 June 2024 and 2025	On Track	[REDACTED]
Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2024 and 2025	On Track	[REDACTED]
<b>ACTION 3: Promote reconciliation through our sphere of influence.</b>			

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	December 2024  Revised timeline May 2025	Overdue  This work is in progress. A draft is being considered by the RAP Working Group and many activities have occurred to raise awareness.	[REDACTED] [REDACTED]
Communicate our commitment to reconciliation publicly by sharing our RAP on social media, sending it to external stakeholders and providing a template to employees to include a link to the RAP in their signature block.	December 2023	Achieved	[REDACTED] [REDACTED]
Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes by examining ways in which we can focus on and contribute to supporting First Nations Australians in the ACMA's areas of responsibility, including through our priority compliance areas in 2023-2024.	December 2024  Revised timeline June 2025	Overdue  This work is in progress and will be informed by another deliverable analysing our relationships with First Nations organisations.	[REDACTED] [REDACTED]
Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	June 2024	Achieved	[REDACTED] [REDACTED]
Introduce an ACMA Excellence Award category to recognise efforts towards reconciliation and provide Indigenous artwork as a prize.	December 2023	Achieved	[REDACTED] [REDACTED]
Seek to modify the ACMA Consumer Consultative Forum's Terms of Reference to ensure that there is always at least one consumer organisation member appointed to specifically represent Aboriginal and Torres Strait Islander consumers.	December 2024	Achieved	[REDACTED] [REDACTED]
Create an Intranet page and external page to host the RAP and information relating to its initiatives.	July 2023	Achieved	[REDACTED] [REDACTED]
<b>ACTION 4: Promote positive race relations through anti-discrimination strategies.</b>			

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Achieved	[REDACTED]
Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2025	On Track	[REDACTED]
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	February 2025	On Track	[REDACTED]
Educate senior leaders on the effects of racism.	December 2024	Achieved	[REDACTED]
<b>ACTION 5: Strengthen the ACMA's Aboriginal and Torres Strait Islander peoples' voices</b>			
Establish a formal ACMA Aboriginal and Torres Strait Islander network or link into the networks of other agencies that may be of a similar size.	December 2024	Overdue - In progress. An internal network is not viable as there are too few identified employees. The Dept of Infrastructure is considering opening their network to us.	[REDACTED]
Explore establishing an Aboriginal and Torres Strait Islander Advisory Group or linking into another agency's Advisory Group.	December 2024	Overdue  Scope for this item will become clearer once an engagement plan is completed	[REDACTED]
Include consideration of Aboriginal and Torres Strait Islander people's issues (for example an Acknowledgement of Country) and the Reconciliation Action Plan in the ACMA's 2023 – 2027 corporate plan.	December 2023	Achieved	[REDACTED]

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### Respect

The ACMA is committed to being an employer of choice that respects and celebrates diversity through a rich and inclusive workplace culture. All staff are encouraged to model our organisational value of being curious and questioning to engage with our reconciliation journey and build their knowledge of Aboriginal and Torres Strait Islander cultures and histories. This will help provide an environment where Aboriginal and Torres Strait Islander staff can thrive and be respected for their contributions and perspectives. Focus area: To facilitate positive relationships with our stakeholders, we need to come from a place of understanding and respect. The initiatives in this section of our RAP will help us achieve this by raising the cultural understanding within our organisation so that we can more effectively engage with First Nations peoples and organisations.

DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
<b>ACTION 6: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.</b>			
Conduct a review of cultural learning needs within our organisation.	December 2024  Revised timeframe June 2025	Overdue  In progress	[REDACTED]
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	December 2024  Revised timeframe June 2025	Overdue  This work is in progress and will be informed by another deliverable analysing our relationships with First Nations organisations.	[REDACTED]
Develop, implement, and communicate a cultural learning strategy document for our staff.	June 2025	On Track	[REDACTED]
Provide opportunities for RAP Working Group members, HR Managers and other key leadership staff to participate in formal and structured cultural learning.	December 2023	Achieved	[REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Incorporate Aboriginal and Torres Strait Islander artworks in ACMA offices and explore options to physically embed Aboriginal and Torres Strait Islander artwork and representative elements into new and/or refurbished office spaces.	June 2025	On Track	[REDACTED]
Incorporate Aboriginal and Torres Strait Islander artworks on external and internal websites and Intranets.	December 2023	Achieved	[REDACTED]
Implement a process, in consultation with Aboriginal and Torres Strait Islander stakeholders, to give the new Canberra office's meeting rooms Indigenous names.	December 2023	Achieved	[REDACTED]
Include information about the RAP and cultural competency training in all new staff inductions to demonstrate our commitment to culturally safe work practices.	December 2023	Achieved	[REDACTED]
Provide all staff with formal and structured cultural learning.	June 2024	Achieved	[REDACTED]
<b>ACTION 7: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>			
Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols for internal and external use.	December 2024	Achieved	[REDACTED]
Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country for internal and external use.	December 2024	Achieved	[REDACTED]
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant agency-wide events each year. Significant agency-wide events include important all staff events, particularly in person events and events with external stakeholders.	February 2025	On Track	[REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and in our offices. This will be guided by the cultural protocol document.	December 2024	Achieved	[REDACTED]
Provide staff with lanyards and other materials showcasing Aboriginal and Torres Strait Islander artworks and standard wording to be used for an Acknowledgement of Country.	December 2024	Achieved	[REDACTED]
<b>ACTION 8: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>			
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023 and 2024	Achieved	[REDACTED]
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2024	Achieved	[REDACTED]
Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2023 and 2024	Achieved	[REDACTED]

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### Opportunities

The ACMA will be purposeful in focusing on employment attraction, development, and retention opportunities for Aboriginal and Torres Strait Islander peoples and for increased partnership with Aboriginal and Torres Strait Islander stakeholders. This will help our employee profile reflect the cultural diversity of our stakeholders and widen our sphere of influence to identify more opportunities to undertake our role more effectively.

Focus area: Through relationships and respect, the ACMA has an opportunity to increase its efficacy as Australia's communications and media regulator by better connecting to and servicing its stakeholders. The opportunities domain supports this direction through its focus on raising the Aboriginal and Torres Strait Islander peoples' representation within the ACMA employee profile. This has cyclical benefits that flow through to benefit relationships with external First Nations stakeholders and improving this profile will be an area of focus for this RAP.

DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
<b>ACTION 9: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.</b>			
Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2024	Achieved	[REDACTED]
Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	December 2024 Revised timeframe June 2025	Overdue This will be included to the new recruitment policy being developed in 2025.	[REDACTED]
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	December 2024 Revised timeframe June 2025	Overdue This will be included to the new recruitment policy being developed in 2025, following finalisation of EVP.	[REDACTED]
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2025	On Track	[REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Achieved	[REDACTED]
Review and refine onboarding of Aboriginal and Torres Strait Islander staff to improve levels of cultural safety.	January 2025	On Track	[REDACTED]
Capture diversity information for contractors by adding an opt in function in Employee Self Service to enable contractors to add diversity information.	December 2024	Achieved	[REDACTED]
Begin participating in employment programs specifically designed to create job opportunities for Aboriginal and Torres Strait Islander peoples as business as usual through targeted affirmative measure rounds, career trackers and engaging Indigenous owned recruitment companies.	December 2024	Achieved	[REDACTED]
Identify potential secondments/interchanges to and/or form partner organisations by identifying First Nations specific roles (identified and/or affirmative measure) and running expression of interest rounds targeted at specific employees.	December 2024	Achieved	[REDACTED]
Implement enhancements to HR policy and processes to support First Nations employees through enhanced study assistance for Aboriginal and Torres Strait Islander studies.	November 2024	Achieved	[REDACTED]
Implement enhancements to HR policy and processes to support First Nations employees through enhanced ceremonial leave, bereavement leave and Indigenous Community Volunteer leave.	December 2024	Achieved	[REDACTED]
Implement enhancements to HR recruitment policy and processes to establish dedicated affirmative measures recruitment rounds for Indigenous peoples as business as usual.	June 2025	On Track	[REDACTED]
<b>ACTION 10: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>			

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	June 2025	On Track	[REDACTED]
Explore viability of Supply Nation corporate membership.	December 2023	Achieved	[REDACTED]
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025	On Track	[REDACTED]
Review and update procurement practices to remove any potential barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2024	Achieved	[REDACTED]
Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2025	On Track	[REDACTED]

**Governance**

DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
<b>ACTION 11: Establish and maintain an effective RAP Working Group to drive governance of the RAP</b>			
Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group.	March, June, September and December 2023, 2024, and 2025	On Track	[REDACTED]
Establish and apply a Terms of Reference for the RAP Working Group.	December 2023	Achieved	[REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, and December 2023, 2024, and 2025	On Track	[REDACTED]
<b>ACTION 12: Provide appropriate support for effective implementation of RAP commitments.</b>			
Define resource needs for RAP implementation.	July 2023	Achieved	[REDACTED]
Engage our senior leaders and other staff in the delivery of RAP commitments.	July 2023	Achieved	[REDACTED]
Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2023	Achieved	[REDACTED]
Appoint and maintain an internal RAP Champion from senior management.	July 2023	Achieved	[REDACTED]
<b>ACTION 13: Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.</b>			
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	On Track	[REDACTED]
Request our unique link to access the annual RAP Impact Measurement Questionnaire.	1 August, annually	Achieved	[REDACTED]

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DELIVERABLE	DUE DATE	STATUS	RESPONSIBILITY
Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Achieved	[REDACTED]
Report RAP progress to all staff and senior leaders quarterly.	March, June, September and December 2023, 2024 and 2025	On Track	[REDACTED]
Publicly report our RAP achievements, challenges and learnings, annually.	July 2024 and 2025	On Track	[REDACTED]
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Achieved	[REDACTED]
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2025	On Track	[REDACTED]
<b>ACTION 14: Continue our reconciliation journey by developing our next RAP.</b>			
Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	January 2025	On Track	[REDACTED]